



City of Sanford 2024-2025 Strategic Framework

April 2024



Goal 1:



Economic Prosperity for All

Explore Opportunities to Partner with Central Carolina Community College and Schools in Lee County, Including Public and Private, to Improve Workforce Opportunities.

OBJECTIVES & INITIATIVES

- Empower Sanford Area Growth Alliance (SAGA) to develop a gap analysis for the Lee County Promise Program.
- Encourage stakeholders to explore workforce and vocational opportunities, e.g., the E. Eugene Moore Manufacturing and Biotech Solutions Center.
- Participate in job fairs, explore internship opportunities, and consider other activities to encourage public service and possible employment with the City of Sanford.
- Continue the City of Sanford's recruitment efforts through colleges and universities, including HBCUs.

Improve Public Transportation and Mobility Options.

- Create a micro-transit pilot program utilizing the funding received through the Rural Surface Transportation Grant.
- Continue partnership with NCDOT to explore mobility hub - rail/multi-modal station - along S-Line Corridor.
- Continue to partner with NCDOT on mobility improvements throughout the city.

Develop Target Industries to Provide Diverse Workforce Opportunities.

- Tailor recruiting efforts to companies that provide diverse job opportunities.
- Continue supporting SAGA's strategy to position Sanford as a regional hub for the life sciences industry.

Goal 2:



Preserving & Creating Affordable Housing

OBJECTIVES & INITIATIVES

Support Housing Initiatives.

- With relevant stakeholders, develop a comprehensive look at development.
- Explore best practices that are within the City's purview and develop strategies for impactful options.

Increase Access to Affordable Housing.

- Establish criteria to identify areas of opportunity.
- Explore changes to land-use policies to increase affordable housing opportunities (e.g., UDO, accessory dwelling units, and tiny houses).
- Continue support of Brick Capital CDC's homebuyer education and housing counseling.
- Identify and develop strategies to maintain existing affordable housing amid market changes.

Improve the Condition and Number of Affordable Housing Properties.

- Continue to fund urgent repair and single-family rehab programs.
- Continue partnerships with nonprofits and redevelopers.

Develop and Improve Programs to Address Homelessness.

- Continue to support S3 Housing Connect Initiative.
- Encourage collaboration among agencies that provide homeless services.

Goal 3:



Vibrant Downtowns (Sanford and Jonesboro)

OBJECTIVES & INITIATIVES

Develop and Implement Strategies to Link Sanford and Jonesboro.

- Explore the feasibility of extending or establishing a district in Jonesboro.
- Develop strategies to jointly market downtown Sanford and Jonesboro.
- Study mobility improvements between downtown Sanford and Jonesboro - walkability, public transit, corridor improvements (landscaping, streetscapes, lighting).
- Explore opportunities for additional events, public art, and activities in Jonesboro.

Improve Mobility.

- Continue to improve walkability/bike-ability through partnership with NCDOT and improvements to development codes.
- Express to NCDOT concerns about Horner Boulevard safety.

Recruit and Retain Downtown Businesses.

- Encourage use of vacant buildings for business in Sanford and Jonesboro.
- Identify and take advantage of public/private opportunities in downtown.
- Continue to support the RISE Program and examine changing program needs.
- Direct SAGA and DSI to investigate the viability of a downtown incubator.
- Ask DSI to continue participation in the NC Main Street Program.

Continue to Invest in Public Infrastructure.

- Continue work to complete the Sanford Agriculture Marketplace, renovate the Depot building, and explore the possibility of creating a mobility-hub.
- Invest in First Street Initiative through improved public space and creation of a destination location at Sanford Central Green.
- Incorporate the Parks Master Plan in areas that could help develop a vibrant downtown.
- Develop a plan for expanding streetscape, parking options, and other infrastructure improvements to include creating an urban side-path/greenway to connect the greenway to downtown.

Goal 4:



Planning & Infrastructure for Managed Growth

OBJECTIVES & INITIATIVES

Leverage Sanford's Water and Sewer Assets.

- Invest in distribution and collection system.
- Develop and implement long-range plans to allow for strategic infrastructure investments.
- Capitalize on local and regional opportunities.
- Seek appraisal of current assets.

Develop and Maintain Plans.

- Enhance long-range growth planning.
- Continue discussions on urban growth boundaries.
- Continue to update the UDO with Phase II-Multi-Family and Phase III-Commercial and other land use ordinances.
- Regularly review documents.
- Explore impact fees and stormwater management.
- Implement the Parks Master Plan, including creating a new venue at Kiwanis Family Park.

Goal 4 cont.

Invest in Public Safety Infrastructure.

- Construct, staff, and outfit Fire Station #5.
- Pursue fire department certifications.
- Explore police department infrastructure across the city.
- Maintain facilities.

Leverage Highway Corridors.

- Enhance street lighting along corridors.
- Create and enhance corridor standards.
- Increase staff capacity to enforce existing corridor standards.
- Continue to partner with NCDOT on transportation planning initiatives.

Goal 5: Engagement



OBJECTIVES & INITIATIVES

Support Programs that Help Grow Future Community Leaders.

- Continue Sanford 101 Program.
- Participate in SAGA's Leadership Sanford, the RISE program, and youth leadership opportunities.

Develop Improved Information Dissemination Strategies.

- Strengthen core identity to welcome new residents and build a stronger connection with them; investigate options to distribute information and maintain information to remain current.
- Enhance and market existing tools such as subscribed alert system, website, the Project Hub, and City Facebook page.
- Increase storytelling presence as we grow, and increase outreach messaging.
- Publish and regularly update the Resident's Guide to Municipal Services.
- Ensure all City information is bilingual.

Strengthen Local and Regional Partnerships.

- Continue engagement with Broadway and Lee County.
- Look for ways to collaborate and partner outside Lee County.
- Explore other opportunities and cross-share information among regional partners, including the continued partnership with Central Pines Regional Council.

Develop Diverse Community Building Programs.

- Explore opportunities to advance equity.
- Explore how parks can continue to bring the community together.
- Explore opportunities through citywide events, including sesquicentennial events.
- Through leadership programs (e.g., Sanford 101, Leadership Sanford) and community organizations, recruit individuals that reflect the full diversity of the community. Leverage past participants' organizations and relationships to continually widen and deepen the pool of informed and inspired current and future community leaders.
- Support programs to build community and public safety trust and relationships, like National Night Out, and explore neighborhood engagement opportunities.

Engage the Various Cultures in Sanford.

- Engage the diverse population.
- Continue to explore opportunities.
- Consider other Sister City opportunities.