



City of Sanford 2023-2024 Strategic Framework

May 2023



Goal 1:



Economic Prosperity for All

OBJECTIVES & INITIATIVES

Explore Opportunities to Partner with Central Carolina Community College and Lee County schools, including public and private, to improve workforce opportunities

- 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

Improve Public Transportation and Mobility Options

- Explore feasibility of micro-transit options (e.g. Via Ride Share)
- 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 large and diverse opportunities
- Direct SAGA to develop a 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

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 and accessory dwelling units)
- 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

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 establishing a Municipal Service 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)

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

- Make 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 to investigate the viability of a downtown incubator

Continue to invest in public infrastructure

- Develop a plan for expanding streetscape and other infrastructure improvements
- Public/private partnership for site-specific redevelopment - utilize developer agreement to partner with the private sector (e.g. Singer Building)
- Invest in 1st Street Initiative through improved public space at Sanford Central Green

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 regional opportunities

Develop and Maintain Plans

- Enhance long-range growth planning
- Continue discussions on urban growth boundaries
- Continue to update UDO and other land use ordinances
- Review other planning documents

Address the Changing Needs of Residents

- Update, adopt, and implement the Parks Master Plan
- Construct and staff a new fire station

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
- 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

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
- Through leadership programs (e.g. Sanford 101, Leadership Sanford), 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.

Engage the Various Cultures in Sanford

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

The development of this framework was facilitated by

**Triangle J
Council of Governments**



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