

Imagine Sanford - Key Projects and Policies

Community Value: CULTURE

Sanford is one of central Florida's most eclectic, distinctive and diverse cities. Its unique culture embodies and reflects its history and character with a sense of pride and purpose.

Vision Strategy: Promote Sanford as an authentic and eclectic destination

No.	Time Frame*	Location; Area of Focus	Description	Public	Private	Cost Magnitude**	Lead Entities	Monitoring and Implementation Steps
1	Near Term	Citywide	Develop and deliver a targeted marketing strategy and brand building upon the City's unique cultural character: blues music, art, foodies, performing arts, historic river town, etc.	X	X	Low/Medium	City, Chamber of Commerce	Identify potential marketing themes and strategies. Choose marketing campaign. Prepare materials/information packets. Track media segment ad effectiveness.
2	Mid Term	Citywide	Promote seasonal connections and marketing tie-ins with cities having direct flights - offer studio space, hotels, conference rooms, music venues, etc. to artists, musicians, dancers, and other members of the cultural and creative community. Work to connect arts and business interests.	X	X	Low	City, Chamber of Commerce, Private Enterprise	List candidate cities. Identify cross-marketing strategies. Track number of people involved in program.
3	Mid Term	Citywide	Develop environmental and cultural tourism activities that link together key venues or destinations in the region, such as bicyling or walking tours and kayaking or paddleboard eco-tours.	X	X	Low	Private Enterprise	City to meet with interested businesses and facilitate permitting. Track number of activities created. Track number of venues linked.

Vision Strategy: Expand the open space network

No.	Time Frame*	Location; Area of Focus	Description	Public	Private	Cost Magnitude**	Lead Entities	Monitoring and Implementation Steps
4	Mid Term	Citywide	Develop an open space master plan - create additional neighborhood parks, improve amenities at existing facilities, provide adequate maintenance, and connect green spaces to each other for pedestrians and bicyclists. The City shall affirm that existing parks and open spaces shall be kept as such and not be developed.	X		Low/Medium	City	Create facility inventory. Perform gap/needs analysis. Develop master plan. Prepare implementation and funding strategies.
5	Mid Term	tbd	Recruit a YMCA or build a similar facility that provides a variety of recreation and meeting spaces and serves as a community anchor.	X		High	City	Research candidate sites. Choose preferred location. Develop master plan. Prepare implementation and funding strategies.
6	Long Term	tbd	Develop a regional park that provides a central location for organized sporting events and leagues, as well as disc golf and other activities.	X		Medium/High	City, Seminole County	Research candidate sites. Choose preferred location. Develop master plan. Prepare implementation and funding strategies.

Vision Strategy: Maximize the unique asset of Sanford's waterfront

No.	Time Frame*	Location; Area of Focus	Description	Public	Private	Cost Magnitude**	Lead Entities	Monitoring and Implementation Steps
7	Mid Term	Waterfront; Downtown	Strengthen the physical and visual connections between downtown Sanford and the Lake Monroe waterfront. Enhance the streetscape to provide better synergy between the two areas.	X	X	Medium/High	City, Private Enterprise	Track number of new streetscape projects enhancing connections between downtown and Riverwalk. Track new connections.
8	Mid Term	Waterfront	Provide destinations along the waterfront - restaurants, retail, and entertainment. Create plazas and public spaces where people can enjoy being outdoors in a vibrant community environment.	X	X	High	Private Enterprise	Track number of destinations available along the Riverwalk.
9	Near Term	Waterfront	Encourage buildings to create outdoor spaces towards the waterfront in order to create energy along the Riverwalk.	X	X	Low	City, Private Enterprise	Track number of public spaces accessible from the Riverwalk.

10	Near Term	Waterfront	Develop new locations for piers and provide multiple access points to the lake to provide opportunities for a variety of uses along the waterfront.	X		Medium	City	Determine locations for piers and water access. Develop master plan. Prepare implementation and funding strategies.
11	Long Term	Waterfront	Redevelop Marina/Palm Island into a waterfront destination. Provide additional day slips at the marina to encourage day boaters to come to Sanford.	X	X	High	City, Private Enterprise	Research redevelopment options. Conduct a public meeting or charrette or design competition to develop ideas. Invite college design/planning students to participate in the design process. Identify potential developers. Develop master plan. Prepare implementation and funding strategies. Track number of day slips available.
12	Near Term	Waterfront	Expand events on the water, such as sailing school, fishing tournaments and regattas, and around the lake, such as bicycle races and festivals.	X	X	Low	City, Private Enterprise	Track number of events per year. Track estimated attendance per year.
13A	Near Term	Waterfront	Conduct a feasibility study and economic impact analysis of moving City Hall to a new location in the downtown area and redeveloping the current City Hall site into mixed use development oriented to the waterfront.	X		Low	City	Prepare RFP for study. Analyze effects of redevelopment on property taxes and adjacent uses.
13B	Long Term	Waterfront	Pending the results of the analysis/feasibility study, move the location of City Hall to another location downtown and utilize the current site for a use better suited to the waterfront, such as mixed use, entertainment, or retail destination that ties into the downtown core.	X	X	High	City, Private Enterprise	Research candidate sites. Choose preferred location. Develop master plan. Prepare implementation and funding strategies. Market existing site to potential developers.

Community Value: CHARACTER

Authentic places, small town charm, and resilient people are hallmarks of Sanford's character. Its history, natural environment, and neighborhoods provide a strong sense of community.

Vision Strategy: Increase citizen involvement in the community

No.	Time Frame*	Location; Area of Focus	Description	Public	Private	Cost Magnitude**	Lead Entities	Monitoring and Implementation Steps
14	Near Term	Citywide	Provide avenues for the community to assist in achieving the Imagine Sanford vision over time. Provide a sounding board for decision-making through committees or boards such as Parks, Arts, or Economic Development.	X	X	Low	City	Track number of people participating. Track number of boards or committees with community participation.
15	Near Term	Citywide	Improve connections for the city and its neighborhoods - knit them together physically and with a common sense of purpose.	X	X	Low	City, HOAs	Identify potential physical connections between neighborhoods. Prepare implementation and funding strategies. Track participation in HOA activities.
16	Near Term	Citywide	Provide paths to leadership, especially for younger or newer residents, such as mentoring programs between city youth and business/government leaders; enable people to make a difference more quickly.	X	X	Low	City, Civic Organizations	Track number of programs available. Track number of people participating in program.
17	Near Term	Citywide	Consider expanding the number of commissioners so that each has a smaller district. Provide both geographic responsiveness and at large commissioners to make sure citywide issues are addressed.	X		Low	City	Prepare feasibility study to consider number of new commissioners and how districts would be realigned.

Vision Strategy: Update the regulatory and policy frameworks to support the vision

No.	Time Frame*	Location; Area of Focus	Description	Public	Private	Cost Magnitude**	Lead Entities	Monitoring and Implementation Steps
18	Near Term	Citywide	Define specific desired development activities and update policy and code accordingly (form and use); use policies and codes to achieve the vision.	X		Low	City	Track code and policy updates.
19	Near Term	Downtown	Encourage more and diverse types of housing downtown.	X		Low	City	Track code and policy updates.

20	Near Term	Citywide	Strengthen code enforcement activities.	X		Low	City	Track code and policy updates.
21	Near Term	Downtown	Direct resources, provide loans, and pursue grants for an upper floor conversion to enable active use in historic and other downtown buildings (office, residential, galleries, etc...); design to address code issues.	X	X	Low/Medium	City, Private Enterprise	Prepare inventory of potential upper floor spaces. Track amount of funding available. Track number of upper floor conversions completed. Track code violations per year.

Vision Strategy: Identify community improvement projects

No.	Time Frame*	Location; Area of Focus	Description	Public	Private	Cost Magnitude**	Lead Entities	Monitoring and Implementation Steps
22	Mid Term	Downtown	Undertake a parking supply and demand study in the downtown area and create a strategy for the optimal location and amount of spaces to accommodate growth. Issues include conversion of gravel parking areas to paved surfaces, use of private lots for event parking, and feasibility of a parking garage.	X		Low	City	Prepare RFP for study. Prepare parking study. Develop phasing for future parking. Prepare implementation and funding strategies.
23	Mid Term	Citywide; Goldsboro, Georgetown	Introduce neighborhood scale commercial infill to provide local goods and services.		X	Medium/High	City, Private Enterprise	Study potential locations for commercial uses. Track square footage of commercial infill available in neighborhood areas.
24	Near Term	Citywide	Promote streetscape projects that improve pedestrian crossings, increase street lighting coverage, and add amenities such as landscaping and seating. Provide additional infrastructure emphasis in the Goldsboro and Georgetown neighborhoods.	X		Low/Medium	City	Identify candidate projects. Track number of projects completed.

Vision Strategy: Promote sustainability to provide for a better future in Sanford

No.	Time Frame*	Location; Area of Focus	Description	Public	Private	Cost Magnitude**	Lead Entities	Monitoring and Implementation Steps
25	Long Term	Citywide	Encourage development of green businesses and green practices such as LEED certified construction, use of organic and local products, and utilization of sustainable energy like wind and solar power. City to implement measures such as LED street lighting and rooftop solar to spur initiative.	X	X	Low	City, Private Enterprise	Develop guidelines for green practices. Track number of buildings utilizing sustainable measures. Track LEED or similar certifications obtained.
26	Near Term	Citywide; Waterfront	Establish programs to enhance the quality of the Lake Monroe ecosystem; provide monitoring of environmental elements such as vegetation and species health.	X		Low	City	Establish monitoring guidelines. Monitor environmental factors yearly.
27	Near Term	Citywide	Develop conservation programs that recycle and reuse construction materials and resources.	X	X	Low	City, Private Enterprise	Develop public awareness strategies. Track number of programs created.

Community Value: CONNECTIVITY

Physical and emotional connections form strong community bonds. Sanford residents value not only the ease of connections between neighborhoods and destinations, but the social, cultural, and economic connections with their neighbors, institutions, and heritage. The value of connections underscores Sanford's importance as a regional destination and a civic and cultural focal point, and the connectedness that comes from being a part of a livable, vibrant community.

Vision Strategy: Expand the bicycle and pedestrian network

No.	Time Frame*	Location; Area of Focus	Description	Public	Private	Cost Magnitude**	Lead Entities	Monitoring and Implementation Steps
28	Near Term	Citywide	Develop a bicycle and pedestrian master plan - identify gaps and barriers in the network, and define on-road and off-road strategies and treatments for safe, convenient and comfortable access to destinations citywide. Strategies should be defined that can be incorporated into routine roadway resurfacing, restriping, or maintenance projects. The master plan should include connections to regional facilities and identify programs focusing on education, encouragement, and enforcement.	X		Low/Medium	City	Create facility inventory. Perform gap/needs analysis. Develop master plan. Prepare implementation and funding strategies.

29	Near Term	Citywide	Retrofit roadway and railroad crossings to overcome physical barriers and provide access and safe crossing for all users.	X		Low/Medium	City	Track number of crossings retrofitted.
30	Mid Term	Citywide; Waterfront	Extend the Riverwalk and create a loop trail around Lake Monroe with well-defined connections from Sanford, Deltona, Seminole County, and Volusia County to access it.	X	X	Medium	City, Included Governments	Meet with other communities along trail to discuss potential projects. Present project ideas to RPC. Track miles of trail added to system per year.
31	Near Term	Citywide	Designate areas for future bike share programs or concessionaires (bike rentals, repairs, etc.). Study the feasibility of a bike share station at the SunRail stop, along with key destinations such as Riverwalk and downtown.	X	X	Low/Medium	City, Private Enterprise	Create plan outlining designated areas for concessions..

Vision Strategy: Create multimodal options

No.	Time Frame*	Location; Area of Focus	Description	Public	Private	Cost Magnitude**	Lead Entities	Monitoring and Implementation Steps
32	Mid Term	Citywide	Improve connections to transit - connect the downtown, residential areas, SunRail station, and airport. Establish a local circulator transit system that provides higher frequency connections between SunRail, downtown, Seminole State College, Central Florida Zoo and other points.	X	X	High	City	Prepare feasibility studies for transit connections and circulator. Invite input and participation from Seminole County and other interested parties. Design and route system. Develop implementation and funding strategies.
33	Mid Term	Citywide	Re-route (re-designate) US 17-92 from French Avenue to SR 46, Airport Boulevard, and Monroe Avenue and make French Avenue a move walkable corridor and entryway into the City.	X		Low/Medium	City, FDOT	Prepare feasibility study for re-route. Work with FDOT for final routing and requirements. Upgrade roadway segments as needed.
34	Long Term	Waterfront; Downtown	Work in partnership with Volusia County and Seminole County to create a water taxi along Lake Monroe that serves the Sanford Riverwalk area and has the capacity to connect with neighboring communities.	X	X	Medium/High	City, Private Enterprise	Prepare feasibility study for system. Design and route system. Develop implementation and funding strategies.
35	Near Term	tbd	Designate areas of the city where it is permissible to use NEVs/golf carts on public roadways. Designate parking and charging stations.	X		Low	City	Create plan showing designated areas where NEVs/golf carts can use the roadway. Develop guidelines for NEV/golf cart use. Delineate areas for charging stations.

Vision Strategy: Expand the wayfinding system

No.	Time Frame*	Location; Area of Focus	Description	Public	Private	Cost Magnitude**	Lead Entities	Monitoring and Implementation Steps
36	Mid Term	Citywide	Create new gateway elements that identify arrival into Sanford and delineate residential neighborhoods or commercial areas.	X		Low/Medium	City	Identify gateway locations. Design unified system of treatments.
37	Near Term	Citywide; Goldsboro	Develop a series of markers for historic structures or events and create walking and/or driving tours to highlight those assets.	X		Low	City	Identify locations for markers. Design markers. Develop implementation and funding strategies. Create walking and driving tours.
38	Mid Term	Citywide; Downtown, Seminole Town Center	Add informational kiosks and signage, especially in the downtown and mall areas, to orient visitors and promote goods and services. Provide signage to direct people to parking areas, including temporary measures to be used during special events.	X		Low	City	Identify wayfinding system improvements. Design and system elements. Develop implementation and funding strategies.

Community Value: COMMERCE

Sanford's economic success is critical to its future as a great place to live, work, and visit. It must build upon its physical, personal, and cultural assets to create a thriving, entrepreneurial future that improves the lives of all residents.

Vision Strategy: Establish partnerships

No.	Time Frame*	Location; Area of Focus	Description	Public	Private	Cost Magnitude**	Lead Entities	Monitoring and Implementation Steps
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39	Near Term	Citywide	Establish regular dialogue with community institutions, including Seminole State College, Orlando-Sanford International Airport, Central Florida Zoo, and Central Florida Regional Hospital to work collaboratively on shared projects, with particular emphasis on transportation, community health, recreation and athletic events, and the performing arts.	X	X	Low	City, Included Institutions	Identify community partners. Establish methods for regular dialogue. Identify candidate projects. Track projects planned and completed.
40	Mid Term	Central Florida Zoo	Promote linkages between the Central Florida Zoo and Sanford, both physically and with programs and events.	X	X	Low/Medium	City, Central Florida Zoo	Track number of programs/events per year.
41	Near Term	Citywide; Seminole State College	Involve cultural and performing arts groups in a process of defining space needs and conducting a gap analysis for auditions, rehearsals and event space, with the goal of confirming the need to build a performing arts facility that benefits the entire community and Seminole State College.	X	X	High	Performing Arts organizations, Seminole State College, City	Identify participants. Create facility inventory. Perform gap/needs analysis. Develop master plan. Prepare implementation and funding strategies.
42	Near Term	Citywide	Market Sanford as a regional hub for industrial, distribution and commercial activities, preserve freight rail access, market parcels, and promote expansion of uses.	X	X	Low	City, Private Enterprise	Identify existing and potential businesses. Track and market available land for development and redevelopment. Work with local utilities to expand infrastructure.
43	Mid Term	Citywide	Work closely with the UCF Business Incubator to promote and facilitate its work in Sanford, particularly for key targeted sectors such as digital media, creative arts, and downtown retailers/restauranteurs.	X	X	Low	City, UCF	Identify participants. Establish methods for collaboration. Track private enterprise collaboration.
44	Near Term	Citywide	Establish relationships with local lenders to create and promote community development loan programs (both housing and business).	X	X	Low	City, Private Enterprise	Identify participants. Track number of loan programs established.
45	Mid Term	Citywide	Open a Sanford Community Design Center - partner with Rollins or UCF graduate students in urban planning; invite UM, UF and FSU to participate; involve the community in developing projects and initiatives to further the vision; keep it visible and show progress.	X	X	Low/Medium	City, Included Institutions	Identify participants. Track number of colleges participating. Track number of people participating. Track number of projects created.

Vision Strategy: Market Sanford

No.	Time Frame*	Location; Area of Focus	Description	Public	Private	Cost Magnitude**	Lead Entities	Monitoring and Implementation Steps
46	Near Term	Citywide	Develop marketing packets for distribution in local and regional transportation facilities such as airports; welcome centers; transit stations (include the Amtrak auto Train); at local and regional events such as arts and cultural festivals, and at other major destinations such as the new regional athletic facility where a marketing presence can reach large numbers of people.	X		Low/Medium	City, Chamber of Commerce	Identify potential marketing strategies. Choose marketing campaign. Determine outreach locations. Track feedback and effectiveness of program.
47	Near Term	Citywide	Invite travel publications/writers to Sanford to review and promote tourism in the area.	X	X	Low	City, Chamber of Commerce, Private Enterprise	List potential publication targets. Create marketing packets. Send invitations to selected targets. Monitor publicity in published articles.
48	Near Term	Citywide	Create a vacant land inventory and monitoring program in Sanford and make information available to interested developers, nonprofits, etc.	X		Low	City	Develop program and guidelines. Create distribution list. Track sales of listed sites.
49	Mid Term	Citywide; Seminole State College	Work with arts groups (such as the Seminole Cultural Arts Council) and Seminole State College to discuss the status of performing arts, events, and marketing/branding needs.	X	X	High	arts groups, Seminole State College, City	Research candidate sites. Choose preferred location. Develop master plan. Prepare implementation and funding strategies.

50	Near Term	Citywide	Promote Sanford as a destination for sporting events and tournaments for all levels and ages of athletics.	X		Low	City	Research requirements for host venues. Market Sanford through contact with sporting associations. Track number of events per year. Track number of teams/participants each year.
51	Mid Term	Citywide; downtown	Build a civic center/event center/hotel complex to meet the current needs of the community. Include adequate parking and loading facilities. Convert the current site to waterfront-oriented uses such as mixed use, entertainment or retail that ties into the downtown core.	X	X	High	City, Private Enterprise	Research candidate sites. Choose preferred location. Identify potential developers. Develop master plan. Prepare implementation and funding strategies.

Vision Strategy: Develop incentives to create new business opportunities

No.	Time Frame*	Location; Area of Focus	Description	Public	Private	Cost Magnitude**	Lead Entities	Monitoring and Implementation Steps
52	Near Term	Citywide; Downtown	Provide high speed cable and Wi-Fi downtown to support digital arts; support broadband access or other new innovations for businesses.	X		Low/Medium	City	Prepare feasibility study for network. Identify potential providers. Develop implementation and funding strategies.
53	Mid Term	Orlando-Sanford Airport	Support development of additional cargo traffic and promote the location of distribution and similar businesses around the airport where they can take advantage of aviation facilities and the free trade zone.	X	X	Low	City, Chamber of Commerce	Develop marketing strategies to recruit businesses. Track number of businesses locating in area.
54	Near Term	Citywide	Defer licensing fees, etc. in the first year for small startup businesses. Fees are paid later on after the business is better established.	X		Low	City	Track number of business applications filed per year.
55	Near Term	Citywide	Create a City "project coordinator" program to give applicants a single point of contact and cross-department facilitator through the review and approval process.	X		Low	City	Create program and position. Monitor feedback of the process.
56	Near Term	Downtown	Use CRA grants to assist converting/renovating upper floor spaces in downtown buildings.	X	X	Low	City, CRA	Track number of upper floors converted or renovated. Track grant funding available.

Vision Strategy: Expand housing options

No.	Time Frame*	Location; Area of Focus	Description	Public	Private	Cost Magnitude**	Lead Entities	Monitoring and Implementation Steps
57	Mid Term	Goldsboro	Raze boarded up housing projects in Goldsboro (Lake Monroe Terrace, Cowan Moughton Terrace, and Edward Higgins Terrace) and recruit a developer through a public-private partnership to construct new mixed income housing.	X	X	High	City, Private Enterprise	Track number of blocks demolished. Prepare redevelopment plan. Create list of potential developers for project. Track number of new homes constructed.
58	Near Term	Downtown	Reform downtown zoning to allow/facilitate upper floor residential uses. Encourage multi-family housing options elsewhere in the downtown area.	X		Low	City	Track code and policy updates. Track number of new multi-family units available.
59	Near Term	Citywide	Conduct outreach with tax credit housing developers in the region/state to promote opportunities in Sanford.	X	X	Low	City	Prepare marketing strategies. Identify potential developers.
60	Near Term	Citywide; SunRail station	Create or revise zoning to allow/facilitate multiple housing types in the SunRail station target area and other large scale residential developments. Develop design guidelines for TOD development.	X		Low	City	Track code and policy updates.
61	Near Term	Citywide; Goldsboro	Leverage federal/state CDBG, NSP, and SHIP money (as available) and nonprofit resources to the maximum extent for housing rehabilitation and homeowner assistance.	X	X	Low	City	Track amount of funding available. Track number of homes improved.
62	Near Term	Citywide; Goldsboro, Georgetown	Work with local lenders to leverage the HUD 203k program for purchase and rehabilitation of existing homes by individual owners.	X	X	Low	City	Track amount of funding available. Track number of homes improved.

63	Near Term	Citywide	Explore the potential for implementing an accessory unit (i.e., mother-in-law apartment) ordinance and incentives to enable the creation and regulation of more housing opportunities in existing neighborhoods.	X		Low	City	Track code and policy updates. Track number of units units available.
Vision Strategy: Improve education, life, and job training opportunities								
No.	Time Frame*	Location; Area of Focus	Description	Public	Private	Cost Magnitude**	Lead Entities	Monitoring and Implementation Steps
64	Near Term	Citywide	Create programs that provide training for general studies and adult continuing education; create ties to area schools.	X		Low/Medium	Seminole County, City	Create program guidelines. Track number of programs available. Track number of participants.
65	Near Term	Citywide	Develop vocational training programs; provide mentoring and internships with local businesses. Promote and coordinate local resident participation in Workforce Central Florida's Community Service Work Experience internship program.	X	X	Low	City, Local businesses	Track number of programs available. Track number of participants.
66	Near Term	Citywide	Expand rehabilitation programs and provide medical and social services to the community; work with Seminole County Community Services and their partnering agencies.	X	X	Low/Medium	Seminole County, City, Civic Groups	Track number of programs available. Track number of participants.
67	Near Term	Citywide	Promote and coordinate local business pursuit of training grants through Workforce Central Florida and Workforce Florida programs.	X	X	Low	City	Track amount of funding available. Track number of businesses participating.
68	Near Term	Citywide	Work with the UCF Business Incubator to promote the GrowFL economic gardening program to local businesses and facilitate their participation.	X	X	Low	City, UCF	Track number of businesses participating.
NOTES								
	*	<u>Time Frame</u>						
		Near Term	1 - 3 years					
		Mid Term	3 - 10 years					
		Long Term	10+ years					
	**	<u>Cost Magnitude</u>						
		low dollar value	\$0 - \$250,000					
		medium dollar value	\$250,000 - \$1,000,000					
		high dollar value	\$1,000,000+					