

**City of Sanford**  
**Vision and Strategic Plan Steering Committee**  
**Meeting Agenda**

Monday, December 17, 2012 at 5:30 PM  
Sanford City Hall, 300 N. Park Avenue  
Utility Training Room, 1<sup>st</sup> floor

**December 2012 Meeting**

1. Call to Order
2. Approval of Minutes from November 19, 2012 Meeting.
3. Chair's Report and Introductions - Chris McLeod
4. Review of November 15, 2012 Workshop Summary- Whit Blanton
5. Community Values– Whit Blanton
6. Draft Target Areas-Whit Blanton
7. Resolution Recommending Values and Target Areas- Nick Mcray
8. Draft Working Visioning Statement- Whit Blanton
9. Discussion- January 21, 2013 Regular Meeting and MLK Holiday
10. Other Business
11. Adjourn

IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT, PERSONS WITH DISABILITIES NEEDING ASSISTANCE TO PARTICIPATE IN ANY OF THESE PROCEEDINGS SHOULD CONTACT THE CITY CLERK AT 407.688.5010 AT LEAST 48 HOURS IN ADVANCE OF THE MEETING.

ADVICE TO THE PUBLIC: If a person decides to appeal a decision made with respect to any matter considered at the above meeting or hearing, he or she may need a verbatim record of the proceedings, including the testimony and evidence, which record is not provided by the City of Sanford. (FS 286.0105)

Please be advised that two (2) or more members of the City Commission of the City of Sanford may be attending this meeting and that subjects and matters involving the City of Sanford may be discussed although this event is not a City of Sanford City Commission meeting.

**City of Sanford**  
**Visioning Steering Committee**  
**Meeting Minutes**  
November 19, 2012 at 5:30PM  
City Hall, 300 N. Park Avenue  
Steamboat Landing Room, 1<sup>st</sup> floor

Present: Chris McLeod – Committee Chair  
Nicholas Mcray          Turner Clayton          Doug Groseclose  
Thelma Mike              Robert Kinney          Sylvester Chang  
Steve Newton             Paul Benjamin          Gene Kruckmeyer  
Ada Reneau                Margie Chusmir

Absent: Tom Ball  
Lindsay Oyewale- Committee Vice Chair

1.) Call to Order

Mr. McLeod called the meeting to order 5:33 PM

2.) Approval of Minutes from the October 15, 2012 Meeting.

Minutes were approved by expression of consent of the Committee with no exceptions.

3.) Introductions and Chair's Report- Chris McLeod

Mr. Mcray confirmed to the group that while they will not have to file financial affidavits as they are an advisory committee, they must as a body keep and approve minutes of each meeting.

4.) Summary of Focus Group Meetings and Community Workshop- Whit Blanton

Mr. Blanton provided an update on the focus groups; all focus groups for now have a good foundation, the public/community input was very valuable. Mr. Blanton stated the November 15<sup>th</sup> Community Workshop was indeed a success with great participation and feedback from the city residents. The majority of the attendees at the workshop addressed common issues, regarding the waterfront, lack of hotel space, gateways and the lack thereof defined entrances into the city.

5.) Target Area Identification Exercise- Whit Blanton

Each committee member was afforded 5 minutes to describe the target areas they selected and indicate why they chose each area. Members also cited the issues and opportunities of the particular areas.

**Presenter # 1 Doug Groseclose:**

Georgetown and its historical value

- Hopper Center- Restore, renovate the building bring back the historical character.
- Georgetown has one of the oldest African American Churches in Florida.
- Sanford Ave Connections
- The need for more hotels
- Relocate City Hall and the Courthouse

**Presenter # 2 Margie Chusmir:**

State Road 46-mixed use of development

- Need for an attractive entrance into Sanford
- Vacant land on 46 needs to be developed

**Presenter # 3 Chris McLeod:**

Upsala Road Area

- Hidden treasures (thriving industrial businesses) hidden behind trees.
- Major concern with abandoned HUD properties

**Presenter # 4 Steve Newton**

Goldsboro Area/Entertainment District

- Concerned with HUD owning the Castle Brewer, William Clark Area
- Would like to upgrade, capitalize on the Entertainment District

**Presenter # 5 Gene Kruckemyer**

Amtrak /Marina Isle

- Bring back the Amtrak Station to Sanford/Revitalize Goldsboro
- Update Marina Isle with restaurants, shops and hotels

**Presenter # 6 Paul Benjamin**

City Wide simplicity

- Mimic other cities (give different areas their own identity)  
Example; City of Altamonte "Uptown" turning a retention pond into one of the city's major attractions/venue.

**Presenter # 7 Turner Clayton**

Airport

- Develop the vacant property in and around the Sanford/Orlando International Airport.
- Great need for Convention Hotels

**Presenter # 8 Robert Kinney**

Mellonville/ Sanford Ave

- Create a senior village to attract retirees and be pedestrian friendly
- Reduce cookie cutter homes, providing a more home town feel
- Do not create public housing clusters

**Presenter #9 Sylvester Chang**

Sanford Neighborhoods

- Develop a connection of the neighborhoods
- Highlight the positives of each neighborhood giving a sense of unity

**Presenter #10 Thelma Mike**

Goldsboro

- Clean up the neighborhood so that prospective builders can get a vision
- Review the city's building, permitting, code violations, rules & regulations etc... too much red tape

**Presenter # 11 Ada Re Reneau**

- Upgrading Infrastructure
- Entryways (signage) – create an inviting place to be, by highlighting the city's strengths

Mr. Blanton stated that at the upcoming meeting there will be a presentation on the information compiled from the workshops, focus groups and steering committee meetings. Imagine Sanford cards will also be distributed.

6) **Other Business:**

None

**Steering Committee Meeting adjourned.**

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Chris McLeod- Chairman

Attest:

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Staff Liaison



## **CITY OF SANFORD COMMUNITY VISION AND STRATEGIC PLAN**

### **SUMMARY OF IMAGINE SANFORD COMMUNITY WORKSHOP November 15, 2012**

#### **I. OVERVIEW**

The City of Sanford hosted a community workshop for the Imagine Sanford vision and strategic planning project on the evening of November 15, 2012 in the Sanford Civic Center. The meeting objectives were to introduce the community to the project and the visioning process, identify and affirm community values as a foundation for the vision, and identify potential target areas and their issues and opportunities. The workshop will guide subsequent analytical efforts in each target area. About 65 people attended, as well as staff from the City and the consultant team.



The workshop was advertised through a number of different media, including local newspapers, the City web site and Imagine Sanford web site, flyers, signs and an email network of interested citizens and groups.

This initial forum was the first of three meetings scheduled over the course of the project to solicit public participation and facilitate input and review of the priorities, design concepts and policies emerging for the community vision.



After introductions and a brief presentation by the consultant team, workshop attendees were asked to participate in two activities: a community values survey and a small group mapping exercise.

The key values, issues, and opportunities identified by the community during these exercises are summarized below. Detailed data for each exercise follow the summary.

## **II. SUMMARY**

### **Community Values survey**

The foundation of a community is based in shared values. Although visions of the future may be different, a cohesive community shares a set of common values and goals. Workshop participants were asked to articulate key values – whether ideas, actions, or places – they care about the most regarding their city, as well as areas where the community could improve. The elements identified during this exercise will help guide the visioning process when defining and evaluating alternative scenarios for the future of Sanford.

#### Frequently identified values:

- Diversity
- Accessibility/connectivity
- Uniqueness
- Sense of Place
- History/preservation of character
- Authenticity
- Friendliness

#### Frequently identified assets and resources:

- Downtown
- Waterfront/lake
- Parks/environmental areas
- Zoo
- Transportation systems – airport, railroad, and highway
- Seminole Towne Center
- Seminole State College

#### Frequently identified areas for improvements:

- Community relations
- Marketing – promoting Sanford both locally and regionally



- Urban infill, especially downtown
- Connecting the waterfront and downtown
- Gateways and signage – community identity
- Homeless persons
- Housing options – more choices, including affordable housing/workforce housing
- Infrastructure
- Beautification/clean-up

### **Community Issues/Target Areas Mapping Exercise**

A key to a successful vision is when citizens know that the community has the power to make changes that will lead to desired outcomes. Workshop participants were asked to



mark up maps of the city as they considered overall community issues facing Sanford (noting both areas that should be preserved and areas where change should be considered) and identify potential target areas for actions for redevelopment or new development activity. After the exercise, a representative from each group reported key elements of their discussion and map to the larger group. Key elements from this reporting included:

#### Frequently identified community issues:

- Create synergy between lakefront with downtown; create a walkable destination where both are well-connected
- Connect both SunRail and airport to downtown – use existing or former rail lines as an extension of SunRail and employ shuttles/trolleys and shared use paths to make better connections
- Extend the trail network – tie into existing systems and create new shared use paths with connections both locally and regionally
- Redevelop Marina Island to create a destination – expand the docks to provide more room for transient boats, add a hotel and restaurants



- Establish community identity – unified signage; create City gateways and neighborhood gateways
- Provide economic incentives to create new business opportunities and jobs; streamline the review and approval processes
- Develop more mixed uses downtown - increase development densities, provide more housing, attract a grocery store, use the old post office and City Hall locations as possible redevelopment areas

Potential target areas:

- Downtown
- Riverwalk/lakefront
- SunRail station area
- Orlando Sanford International Airport
- Goldsboro and Georgetown neighborhoods
- SR 46 corridor
- US 17-92 corridor
- Seminole Towne Center area





### III. DATA - Community Values Survey

Participants returned 29 surveys during the workshop, answering the questions listed below. Responses given multiple times on the same question are denoted with an (\*).

1: What makes Sanford a good place to live or work?

- **Location is amazing/convenient location\***
- **We have it all**
- **Beauty – of homes, waterfront, and buildings**
- **Waterfront/Lake Monroe\***
- **Historic value\***
- **Diversity\***
- **Friendly people/good people\***
- **Only opportunity in Seminole County to have a “town life”**
- **Authentic “real town” – Sanford is not a made up “colonial towne”**
- **Walkable/bikeable\***
- **Brick streets**
- **Not too big – big enough**
- **Access to Orlando and beach – not too far away\***
- **Transportation – easy access to I-4, SR 417, and US 17-92\***
- **Schools are good\***
- **Affordable**
- **Safe place to live**
- **Small town feel and character\***
- **Neighborhoods**
- **History plus hipness factor of arts, culture, and restaurants**
- **Progressive/hip vibe**
- **Potential for growth\***
- **Sense of community/sense of place\***
- **Nice mixture of small town meets city\***
- **Downtown where everyone knows you**
- **Shopping and service possibilities (without having to go to Orlando via I-4)\***
- **Progressive arts scene**
- **Family-friendly**
- **Traditional catholic church**

2: From your perspective, what do you most value about your neighborhood and community?

- **Location\***
- **Low crime\***
- **Convenience\***
- **Quiet**



- **Diversity**
  - **Safety\***
  - **Small town feel but with assets\***
  - **Riverfront/waterfront\***
  - **People are great/friendly\***
  - **People look out for each other\***
  - **Eclectic community**
  - **History of city/historic district\***
  - **Stability of neighborhoods**
  - **Architectural and cultural scale – there’s a great diversity, but it all fits within the consistent scale of historic buildings, sidewalks, tree-lined streets, etc..**
  - **The scale – it’s walkable and easy to get to restaurants, shops, etc...\***
  - **Modern connection to history and environment – Lake Monroe, old buildings, friendly people**
  - **Neighborhood feel where people get to know their neighbors/neighborly\***
  - **Endless possibilities**
  - **Sense of community**
  - **Close to I-4, SR 417, US 17-92**
  - **Arts connection – two theaters, many galleries, welcome center arts**
  - **Progressive ideas**
  - **Traditional catholic school**
  - **Church we attend**
  - **Parks**
  - **Front porches**
  - **Access to services**
- 3: What makes Sanford unique or distinctive among other communities in the region?
- **Diversity**
  - **Location\***
  - **Only downtown (“real downtown”) in Seminole County\***
  - **Real downtown – not a fake downtown Disney simulation of a town**
  - **Residents**
  - **Unique demographics – artists, businesses, young people**
  - **History\***
  - **Historic districts/historic preservation\***
  - **Quaint historic downtown area/historic homes\***
  - **Lake Monroe/lakefront\***
  - **Airport\***
  - **Transportation hub\***
  - **It came to be because of the existence of the St. Johns River**



- **Cultural heritage\***
  - **Strong community ties/sense of community\***
  - **Walkable**
  - **Sprawl is located away from the center of town, leading to a sense of community and place**
  - **Slow pace**
  - **Charm**
  - **Arts organizations in town**
  - **Museums**
  - **Amtrak auto train**
  - **No high rises (with one exception)**
  - **Entertainment destination**
- 4: What are Sanford's greatest assets or resources?
- **Diversity\***
  - **Location\***
  - **Historic downtown\***
  - **Potential for live-work-play**
  - **Waterfront/marina\***
  - **Airport\***
  - **Zoo\***
  - **Railroad – Amtrak and Sunrail\***
  - **Transportation system\***
  - **Mall\***
  - **US 17-92**
  - **Arts community**
  - **Harvest Time International**
  - **Hospital**
  - **Seminole State College\***
  - **History\***
  - **City street layout/connectivity\***
  - **Accessibility**
  - **Good and intelligent people/friendly people\***
  - **Brick streets**
  - **Local businesses and unique experiences**
  - **Parks**
  - **It isn't cookie-cutter**
  - **Nature/environment**
  - **Churches**
  - **Small town atmosphere\***
  - **Sense of place**



5: What improvements are most needed in the community?

- **Tighter community relations/Sanford seems divided\***
- **Embrace our diversity**
- **More community involvement**
- **More events downtown to draw people\***
- **Goldsboro area**
- **Roads need improvement**
- **Sidewalks and curbing\***
- **Communication**
- **Diversity**
- **Marketing – promote ourselves better\***
- **Widespread wi-fi throughout city**
- **Police force needs to be reevaluated**
- **Work towards “complete streets”**
- **Not image building but building to create an image**
- **Sanford police department needs to develop better community policing strategies that build support within the community**
- **Draw more attention to the historic waterfront – we are one of few towns in central Florida with such a resource.**
- **Pro-active attempt to occupy all downtown structures – entice potential businesses to buy or lease there**
- **Connections to other places**
- **Green technology industries**
- **Reoccupy historic buildings downtown as businesses or residences – vacant buildings and storefronts would make terrific loft housing**
- **Don’t rely on growth as an economic engine. The recession gives a chance to rethink – growth should be sustainable and smart, not solely based on economics and the need for jobs.**
- **Revitalizing black communities – 13<sup>th</sup> Street, Georgetown, and the housing projects**
- **More unique shops and restaurants – more of a College Park or Thornton Park feel**
- **US 17-92 needs to look better – a lot of abandoned buildings\***
- **Lee P. Moore Park**
- **Less homeless\***
- **Rebranding**
- **Too many vacant buildings and slumlords – need to fill buildings\***
- **Reasonable landlords\***
- **Realist rents – will attract more business**
- **Too many “dead zones”\***
- **Better lighting\***
- **Code enforcement**



- **Integration of racial neighborhoods**
- **Priorities where money is spent**
- **Transformation center for homeless**
- **Safety/less crime\***
- **Affordable housing/more housing options\***
- **More economic development**
- **Connectivity between Orlando and Daytona**
- **Repurpose old post office to an arts and theater complex for Celery Soup**
- **Eco-friendly/green**
- **Care with planning in “poorer” neighborhoods**
- **Downtown as a destination**
- **Rails to trails, bike trails**
- **Beautification/appearance\***
- **Get rid of two hour parking**
- **More security - police need to patrol alleys**
- **Infrastructure\***
- **Poverty**
- **Respond to plans and follow through on plans**
- **Grocery store**
- **Get rid of “The Friendly City” motto. Imagine Sanford is better**
- **Improve walkability – big sidewalks, slow traffic**
- **Bring city hall into this century – get new energy and perspective.**
- **Finish riverwalk out to zoo\***
- **Underutilized waterfront**
- **Tie downtown to waterfront\***
- **Gateways\***
- **Need a quality hotel**
- **Greater bus and neighborhood pickup throughout the City**
- **Capitalize on historic ballpark**
- **Downtown revitalization that maintains historic character**

The following statements are rated from 1-5, where 1=strongly disagree and 5=strongly agree. People generally responded favorably to the statement that Sanford is a diverse and welcoming City that is open to people of all backgrounds. Along these lines, respondents to the survey also feel that Sanford is a good community for people who want to become involved or start a business. However, the City gets somewhat lower marks for being a well-connected community with accessible destinations. This indicates there are many opportunities but the City is not taking advantage of them as well as it could.



- Sanford is a diverse city that is welcoming and open to people of all backgrounds.

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<b>3.45 average</b>
<b>(1)</b>	<b>(4)</b>	<b>(9)</b>	<b>(11)</b>	<b>(4)</b>	<b>29 responses</b>
<b>3%</b>	<b>14%</b>	<b>31%</b>	<b>38%</b>	<b>14%</b>	

- There are opportunities in Sanford to start a business, become involved as a citizen, or make positive changes happen in a neighborhood or the community.

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<b>3.48 average</b>
<b>(1)</b>	<b>(2)</b>	<b>(13)</b>	<b>(8)</b>	<b>(5)</b>	<b>29 responses</b>
<b>3%</b>	<b>7%</b>	<b>45%</b>	<b>28%</b>	<b>17%</b>	

- Sanford is a well-connected community with neighborhoods and destinations that are accessible.

- Regionally

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<b>3.10 average</b>
<b>(4)</b>	<b>(5)</b>	<b>(6)</b>	<b>(12)</b>	<b>(2)</b>	<b>29 responses</b>
<b>14%</b>	<b>17%</b>	<b>21%</b>	<b>41%</b>	<b>7%</b>	

- Within the City

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<b>2.97 average</b>
<b>(3)</b>	<b>(6)</b>	<b>(10)</b>	<b>(9)</b>	<b>(1)</b>	<b>29 responses</b>
<b>10%</b>	<b>22%</b>	<b>34%</b>	<b>31%</b>	<b>3%</b>	

Comments/Questions?

- **Sanford is its own worst enemy.**
- **Create a landlord association – education and a funding mechanism to encourage compliance with good practices. Reward with recognition.**
- **All City decisions must be clearly linked to City goals in a way that can be understood and tracked by citizens.**
- **Build on the things that we have; don't start from scratch to invent something.**
- **Actively encourage native landscaping/non-use of fertilizer to preserve springs/water supply.**
- **For true citizen input, communication is the key. Didn't see anything about this evening's workshop at City Hall, where it should be advertised.**
- **Orlando/Sanford Airport has no signs directing visitors to Sanford downtown.**
- **Would like to see more urban infill (see plan developed by Andreas Duany).**
- **We want accessibility on foot – not for cars.**



#### **IV. Data - Community Issues/Target Areas Map Exercise**

Eight sets of maps were marked up during the small group exercise. The following information was noted on the maps:

##### **Map 1**

###### Potential Target Areas

- Riverwalk
- SunRail station area
- Amtrak station/second SunRail station area

###### Community Issues and Notes

- Infill downtown
- Add recreation center adjacent to historic baseball field
- Add second SunRail station near Pebble Junction and use as multimodal station - extend rail connection to airport and run trolley loop to downtown
- Restore and redevelop neighborhood area west of proposed station
- Complete trail all the way around Lake Monroe
- Move City Hall adjacent to marina entrance; add street level retail, boutique hotel, and parking garage
- Restore the sailing regatta
- Develop marina island as family entertainment area
- Complete the riverwalk out to the zoo
- Connect trails

##### **Map 2**

###### Potential Target Areas

- Seminole State College area
- Orlando Sanford International Airport
- Amtrak and SunRail areas
- Goldsboro neighborhood
- Seminole Towne Center area

###### Community Issues and Notes

- Pedestrian connections from zoo to downtown
- Connection from SunRail to airport
- Utilize heritage tourism
- Develop marina island

##### **Map 3**

###### Potential Target Areas



- CO 46A (25th Street) corridor from SR 417 to airport
- US 17-92 from Seminole State College to downtown SunRail station area

#### Community Issues and Notes

- Add hotel adjacent to airport
- Consider free trade zone designation at airport
- Lee P. Moore Park - needs lights and clean-up; tennis and racquetball courts are unplayable
- Need retail along riverwalk
- Better utilize riverwalk
- Improve US 17-92 appearance
- Black and white signs across City are very hard to read - hire a graphic designer for better signs next time
- Need gateway signage/identification at three City exits off I-4 (CR 46A, SR 46, and US 17-92), as well as along US 17-92
- Economic development in industrial areas between mall and SunRail
- Develop TOD adjacent to SunRail station
- Complete trails - tie into Seminole County systems
- Neighborhood improvements
- Boat dock
- Promote Sanford - create gateways; have literature at our airport, other airports, welcome centers, and Tallahassee

#### **Map 4**

##### Potential Target Areas

- Goldsboro neighborhood
- Housing projects
- Orlando Sanford International Airport

#### Community Issues and Notes

- Need more tourism; bring in writer from tourist magazine such as Southern Living to do an article
- Make town appealing to tourists
- Encourage events, especially multi-cultural
- Permanent fairground location; would be good event location
- Information kiosks
- Hostels and B&Bs
- Build a Publix where the Shop and Bag is now; residents need a grocery store downtown
- Park and Ride and/or parking garages at I-4; run shuttles to SunRail station



- Need informational web site to advertise meetings and events to get more people involved
- Educational programs such as "how to start a business" and "how to get grants"
- Housing project redevelopment
- Convention Center along lake
- Free shuttle around downtown and historic area; connect to SunRail and Amtrak
- Water taxi to DeLand; have bars and restaurants as destinations at dock areas
- Water airplane to connect to Mount Dora/Tavares area
- Sunland - make like College Park
- Improvements (such as sidewalks and streets) in Goldsboro
- Get tourists from airport to downtown
- Buy out Midway area
- Bring back air shows
- Porch parties
- Provide informational packets to new businesses so they know what to expect
- Better maps for shopping/businesses
- Green/clean business
- More efficient bus system; students need evening bus from college
- More waterfront businesses
- Provide more information downtown about downtown - walking tours, shopping, historic area
- Provide more kid-friendly activities

## **Map 5**

### Potential Target Areas

- Waterfront
- Historic downtown/Sanford Avenue corridor - preserve the architectural scale; increase connectivity
- Orlando Sanford International Airport - provide jobs; connect with downtown
- SR 46 corridor - SunRail development/revitalization; provide jobs; transportation core

### Community Issues and Notes

- Provide something for the people who live here 365 days a year
- Intangibles - scale, sense of place, connectivity
- Historical perspectives - eco-tourism, cultural tourism
- Bring jobs; quality not quantity; clean/green jobs
- Hip factor - art, market, restaurants, night life, ball park
- Improve marina island
- SunRail station area is a blank slate; TOD
- Extend riverwalk to zoo; provide natural areas; provide fishing areas



- connect airport to downtown
- Sanford Avenue
- Historic area
- Inclusive of all groups - the best the City has to offer
- Historic ball park

## **Map 6**

### Potential Target Areas

- US 17-92 corridor - provide streetscape, trees, and pavers; create pedestrian-oriented atmosphere
- SunRail station - connect to both riverwalk and downtown; provide walkable streets; gridded streets with big sidewalks; slow traffic; redevelop buildings along street
- Downtown and lakefront – mesh the two areas into one destination; provide more mixed uses

### Community Issues and Notes

- Move buildings forward along US 17-92 to create a pedestrian-oriented environment; provide adequate pedestrian separation for safety
- Engineering Building (Park and 1st) should remove the reflective glass on the first floor - this is a perfect opportunity to promote the City; should have plans and visions and programs displayed for citizens to see
- Rail connection from airport to downtown
- Extend street lights and sidewalks to the south from downtown
- Palmetto and 1st - develop building along main corridor
- Improve gateways
- Provide boating and water activities
- Need urban infill downtown - all buildings need to be rented out
- Marina Island is an eyesore - need to redevelop; get a good hotel
- Between 1st and riverfront area, improve walkability and develop vacant parcels and parking lots with buildings/urban infill, including high density residential
- Extend riverwalk to zoo and beyond
- Form-based code implementation in select areas
- Seminole Boulevard at US 17-92 - get rid of ugly signs on both sides of road; make a better gateway
- Provide bulb-outs to increase pedestrian safety
- Streetcar from SunRail to downtown

## **Map 7**

### Potential Target Areas



- US 17-92 corridor - needs a face lift; beautification/overhaul; improve appearance of businesses
- SunRail - connect to downtown, mall, hospital, and airport; provide shuttles for employees to downtown
- Empty CVS at key intersection to downtown
- Citywide - Higher paying jobs; diversified job opportunities
- Historic area - no support from City...too many hoops to jump through
- I-4 at US 17-92 eastbound needs own loop
- Citywide - signage and gateways
- Citywide - public infrastructure, especially in Goldsboro and Georgetown

#### Community Issues and Notes

- Need bike trail along Rinehart Road
- Connect trails to Seminole County systems; make sure riverwalk is connected
- Provide vocational training
- City Commission needs to be better educated on community betterment
- Encourage more apartments and condominiums in downtown
- Work on homeless issues - provide central locations for job and social development

### **Map 8**

#### Potential Target Areas

- Seminole Towne Center area
- SunRail station area
- Downtown
- Historic district
- Goldsboro neighborhood
- Orlando Sanford International Airport
- US 17-92 corridor
- SR 46 corridor

#### Community Issues and Notes

- Waterfront is a great asset but also fragile ecosystem
- Increase livability
- Need wayfinding in all areas, especially at I-4 and SR 46
- Industrial area between mall and SunRail
- Infill housing - family style; legacy incentives
- Deal with blight
- Airport is a good anchor/destination, but is not being utilized
- Need streetscape along US 17-92 south of SR 417
- Define gateways into City from all directions



- As goes downtown, so goes the City
- Regional weekend destination
- Workforce housing; diverse infill housing in downtown
- Downtown - provide intensity, but with specific standards
- Neighborhoods need to have a "main street"
- Neighborhoods need individual gateways/signage, but be tied into overall program for unity
- Strengthen neighborhoods
- Redevelop with charm and character
- Empty CVS site
- Streamline process for development
- Higher paying jobs; job diversity
- Encourage condominiums downtown
- Improve Goldsboro/Midway/Georgetown
- Commuter rail to airport and Amtrak
- Redevelopment opportunities on sites with condemned housing
- Trolley to and around downtown
- Move City Hall - use for higher tax purpose
- Connect riverwalk to downtown
- Industry around rail and airport hubs
- SunRail - TOD; Savannah riverfront
- Connect SunRail with downtown and airport
- Infill on 1st Street to Sanford Avenue
- US 17-92 and SR 46 corridors - form-based code overlays
- 1st Street to riverwalk - high density residential (3 and 4 floors)
- Kiosks as part of wayfinding
- Green businesses
- Water taxi
- Marina expansion
- Increase downtown density - mixed use residential/retail
- Business at waterfront
- East to west connectivity - Georgetown to SunRail
- Heritage tourism



## CITY OF SANFORD COMMUNITY VISION AND STRATEGIC PLAN

### Visioning & Strategic Planning Steering Committee

#### Community Values

A vision is forward thinking. It describes an even better place that Sanford can be in the future. But developing the vision requires an understanding of what Sanford has been and what it is today. Thinking about the past and present reveals what is important. These are the community's values. They are the pillars that support Sanford's vision and strategic plan, and guiding principles for the target area investments.

#### Connections

Physical and emotional connections form strong community bonds. Sanford residents value the ease of connections between neighborhoods and destinations, Sanford's importance as a gateway to the region and as a civic focal point, and the connectedness that comes from being a part of a livable community.

- *Accessibility:* Sanford values streets and trails that give everyone, regardless of travel mode, safe access to and between Sanford's neighborhoods and attractions.
- *Connected:* Sanford values streets that connect neighborhoods rather than create obstacles between them.
- *Regional hub:* Sanford recognizes and values its role as an important hub with regional transportation access to serve industry, government, culture and entertainment.
- *Collaboration:* Sanford values interaction among residents and neighbors.

#### 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.

- *Diversity:* Sanford values its eclectic combination of neighborhoods, cultural diversity, and unique destinations, which enrich our culture and history.
- *Friendliness:* Sanford values its friendly small town atmosphere in an urban context.
- *Distinctive:* Sanford values its local arts scene, historic architecture and urban form.

#### 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 place.

Recommended Values and Target Areas  
EXHIBIT "A"



- *Authenticity:* Sanford values its authentic downtown and traditional neighborhoods that other communities seek to replicate.
- *Preserving our history:* Sanford values the preservation of our special places.
- *Resilient and hard-working:* Sanford's long and varied history as a transportation, military, agriculture and manufacturing community has left a strong legacy in its work ethic and sustainability.

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 of its residents.

- *Regional access:* Sanford values its position as the gateway to Central Florida.
- *Resilience:* Sanford values having a well prepared and hard working labor force.
- *Downtown:* Sanford values its local businesses and unique downtown.
- *Personal growth:* Sanford values education and job training that foster opportunities for growth and equity for the entire community.
- *Promotion:* Promoting Sanford's advantages will help the community thrive.



# CITY OF SANFORD COMMUNITY VISION AND STRATEGIC PLAN

## Potential Target Areas

### General

The potential target areas shown on the accompanying map and described below represent loosely defined regions where broad-brushed improvements and specific catalyst projects can address defined community issues and further the preferred vision for Sanford. These areas have been identified through discussion and feedback with focus groups, stakeholders, the project steering committee, City staff, and members of the community. (It should be noted that the opportunities listed for each target area reflect initial community input only and have not been fully vetted through the visioning process.)

### Seminole State College Area

This area is a southern gateway into the city and will generally focus on infill and redevelopment along the US 17-92 corridor. The nearby location of the Lake Mary SunRail station is an important consideration for catalyst development activities.

#### Corridors of Focus

- US 17-92 (from SR 417 to County Home Road)
- Lake Mary Boulevard (from SR 417 to Old Lake Mary Road)

#### Development Opportunities

- Multimodal connections to Lake Mary SunRail station and adjacent infill and development
- Development adjacent to and associated with Seminole State College
- Redevelopment of the US 17-92/Lake Mary Boulevard intersection area
- Infill and redevelopment of US 17-92 corridor with mixed uses

#### Gateways/Community Identification Locations

- US 17-92 at County Home Road (Seminole State College entrance area)
- US 17-92 at SR 417



## **Airport Area**

This area, located both west and south of the passenger terminal, will generally center on activities and services associated with the airport. Providing airport passengers with easy connections to other parts of the city is an important consideration for this project.

### **Corridors of Focus**

- Sanford Avenue (from SR 417 to 20<sup>th</sup> Street)
- Lake Mary Boulevard (from SR 417 to airport entrance)
- Airport Boulevard (from SR 417 to airport entrance)

### **Development Opportunities**

- Infill and redevelopment of Sanford Avenue with mixed uses as an extension of the downtown area
- Development of the Lake Mary Boulevard and Airport Boulevard corridors with services and retail compatible with the airport master plan
- Multimodal connections between airport and downtown

### **Gateways/Community Identification Locations**

- SR 417 at CR 427
- SR 417 at Lake Mary Boulevard

## **Waterfront/Downtown Area**

This area, which includes the Lake Monroe waterfront, downtown, historic district, and Georgetown neighborhood, is the core of the city, a primary destination for both local and regional users, and the center of Seminole County government.

### **Corridors of Focus**

- Seminole Boulevard (from US 17-92 to Mellonville Ave.)
- 1<sup>st</sup> Street (from US 17-92 to Mellonville Ave.)
- US 17-92 (from Seminole Blvd. to 20<sup>th</sup> Street)
- Sanford Avenue (from Seminole Blvd. to 20<sup>th</sup> Street)

### **Development Opportunities**

- Mixed uses along waterfront
- Redevelopment of Marina Island
- Greater access to water and water-based activities
- Pedestrian/Complete Streets improvements to connect waterfront to downtown
- Infill and redevelopment of 1<sup>st</sup> Street, including introduction of residential uses



- Creation of neighborhood mixed uses in Georgetown neighborhood
- Multimodal connections between downtown and SunRail station
- Multimodal connections between downtown and airport

#### Gateways/Community Identification Locations

- US 17-92 at 1<sup>st</sup> Street
- Georgetown neighborhood
- Historic District

### **SR 46/Goldsboro Area**

This area is a western gateway into the city and a transition between the commercial and industrial uses west of the railroad and the tightly gridded street network of downtown. While the historic Goldsboro neighborhood is a primary focus, this area also borders on the Lake Monroe waterfront.

#### Corridors of Focus

- SR 46 (from railroad bridge to Us 17-92)
- Persimmon Avenue (from SR 46 to Historic Goldsboro Blvd.)
- Historic Goldsboro Boulevard (from Persimmon Ave. to US 17-92)
- US 17-92 (from Seminole Blvd. to 20<sup>th</sup> Street)

#### Development Opportunities

- Creation of neighborhood mixed uses in Goldsboro neighborhood
- Redevelopment of SR 46 corridor as transition into downtown
- Create connections between SR 46 and waterfront
- Provide east/west pedestrian connections across US 17-92
- Create pedestrian improvements to connect Goldsboro neighborhood to SunRail station

#### Gateways/Community Identification Locations

- Goldsboro neighborhood

### **SR 46 /SunRail Station Area**

This area, while currently utilized for commercial and industrial uses, will begin to transform into a mixed use area with the completion of the SunRail station. Connecting SunRail passengers with other parts of the city will be a primary focus for this project.

#### Corridors of Focus



- SR 46 (from Monroe Road to railroad bridge)
- Monroe Road (from SR 46 to Seminole Blvd.)

#### Development Opportunities

- TOD development adjacent to SunRail station
- Multimodal connections between SunRail station and downtown
- Multimodal connections between SunRail and airport
- Create connections between SR 46 and waterfront
- Development of commercial and industrial uses along SR 46 corridor
- Introduction of residential product, including neighborhood elements similar to the gridded network of downtown

#### Gateways/community Identification Locations

- SR 46 at Airport Boulevard (SunRail station area)

### **Mall/St. Johns Parkway Area**

This area is a western gateway into the city from both I-4 and SR 417 and a prominent area due to the Seminole Towne Center and adjacent retail centers. The eastern portion of this area will be impacted by the SunRail station development and should accommodate multimodal connections.

#### Corridors of Focus

- St. Johns Parkway (from Towne Center Blvd. to Airport Blvd.)
- Airport Boulevard (from SR 46 to MLK Jr. Blvd.)
- Rinehart Road (from SR 46 to SR 417)

#### Development Opportunities

- Development of commercial and industrial uses along St. Johns Parkway corridor
- Introduction of residential product
- Multimodal connections between mall and SunRail station

#### Gateways/Community Identification Locations

- I-4 and SR 417 interchange
- I-4 at SR 46



**Initial Resolution Of The Visioning and Strategic Plan Steering Committee**

**A Resolution of the Visioning and Strategic Planning Steering Committee created by the City Commission of the City of Sanford, Florida and recommending a series of “community values and target areas” as part of the overall City of Sanford “vision” and strategic planning effort on which the Committee is working.**

**Whereas,** the City Commission of the City of Sanford appointed the Visioning and Strategic Planning Steering Committee; and

**Whereas,** the Visioning and Strategic Planning Steering Committee well understands and affirms the actions taken and findings made by the City Commission in the Resolution appointing the Committee; and

**Whereas,** the visioning and planning effort of the Visioning and Strategic Planning Steering Committee is essential to the future well being of the City; and

**Whereas,** the Visioning and Strategic Planning Steering Committee has developed certain recommendations, to date, and desired to formally transmit those recommendations, as set forth herein, to the City Commission; and

**Whereas,** based upon the foregoing, this Visioning and Strategic Planning Steering Committee has acted on December 17, 2012 and endorsed this Resolution thereby making recommendations to the City Commission as desired by the City Commission in the Resolution creating the Committee.

**Now, therefore, be it adopted and resolved by the Visioning and Strategic Planning Steering Committee of the City of Sanford, Florida:**

**Section 1. Meetings And Public Hearings.**

(a). The Visioning and Strategic Planning Steering Committee hereby advises the City Commission of the City of Sanford that the Committee has conducted the following meetings that were duly and appropriately noticed in accordance with controlling State law:

*September 17, 2012 - Kick off meeting*

*October 15, 2012 - Values Exercise*

*November 19, 2012 –Target Area Exercise*

*December 17, 2012 –Recommended Values & Priorities*

(b). The minutes for each meeting of the Committee have been kept in accordance with the requirements of controlling State law and are available for public review and copying.

**Section 2. Visioning and Strategic Planning Steering Committee Recommendations.**

(a). The Visioning and Strategic Planning Steering Committee hereby recommends to the City Commission the following “community values and target areas” as the fundamental underpinnings of the City of Sanford “vision” for the City Commission to consider and ratify:

See attached hereto as Exhibit “A”

(b). The values and target areas, as set forth in this Exhibit “A”, were developed by the Committee based upon the results of focus group meetings, various communications with City boards, etc., and the November 15, 2012 “Imagine Sanford Workshop” as well as input transmitted from the Imaginesanford.com website.

(c). The Committee stands ready to continue its work and continue the effort to evaluate and determine the vision of the City of Sanford as a quality City and the planning effort that needs to be mobilized, marshaled and implemented in order to attain that vision in a timely manner for the benefit of the citizens, business owners and other stakeholders of the City.

**Section 3. City Staff.**

The Visioning and Strategic Planning Steering Committee hereby expresses its appreciation to City staff for the support provided, to date, during the course of its deliberations.

**Passed and adopted this 17th day of December, 2012.**

*Attest:*

\_\_\_\_\_  
Nicholas Mcray  
Staff Liaison

\_\_\_\_\_  
Chris McLeod  
Chairman

*For use and reliance of the Visioning Steering Committee only. Approved as to form and legality.*

\_\_\_\_\_  
Lonnie N. Groot  
Committee Legal Counsel



DRAFT

## **Working Vision Statement**

A vision statement describes what Sanford wants to become in the future, and strategic plan outlines what it will undertake to accomplish the vision statement. The vision is guided by the community's values as an enduring statement that guides the City's actions, operations and commitments. This working vision statement will provide direction for the next planning activities in the Imagine Sanford process, and will be refined, as necessary, based on the analysis and outcomes from these subsequent steps.

In 10-20 years, Sanford is a place....

- Where new development and redevelopment is underway that closes gaps in Sanford's urban fabric and is well integrated into the character of the community.
- Where more people are living downtown, both in newly built residences and renovated apartments above active storefronts.
- Where a thriving economy and eclectic cultural environment attract people to live and work in Sanford, and help attract investment in needed types of development.
- Where excitement is building for new waterfront activities that better link housing, commercial development and natural amenities both along the waterfront and the downtown core.
- Where people easily walk between downtown, the waterfront and adjacent neighborhoods.
- Where the City's main thoroughfares are welcoming, attractive, easy to cross and comfortable to walk along.
- Where people visit and stay during a trip to Central Florida's many attractions.
- Where people visit downtown's stores and restaurants before or after flights at Orlando Sanford International Airport.
- Where growing manufacturing and knowledge-economy employers are increasingly moving to tap into the areas hard working and educated work force.
- Where the area around the airport is growing and attracting jobs and companies.
- Where more people are walking, biking, and using transit to get around.
- That recognizes and celebrates its past through arts, festivals, signage, and exhibits.
- That is widely recognized and valued a great option for urban living in Seminole County.
- Where people are investing in the City's traditional neighborhoods.