City of Sanford

Vision and Strategic Plan Steering Committee
Meeting Agenda
Wednesday, January 23 at 5:30 PM
City Hall, 300 N. Park Avenue
Utility Training Room, 1st floor

Pre-Meeting Target Area Concept Review 4:30 PM

- Consultant staff will set up maps/graphics and boards for informal review
- Opportunity for questions, informal one-on-one discussions with consultants and City staff

1. Call to Order 5:30 PM

2. Approval of Minutes from December 17, 2012

3. Introductions and Chair's Report - Chris McLeod

4. Target Area Concepts – Whit Blanton

   - Based on guidance from the Committee and the public about key community values, issues and opportunities, consultant staff will present a draft citywide vision concept/theme and a more detailed economic context profile and design concept for each target area. This will entail maps, diagrams, precedent photos and data analysis to define a vision and initial strategy around the value statements addressing four pillars of Connections, Culture, Character and Commerce in each target area.
   - The Committee will be asked to provide feedback on the overall theme and target area concepts for continued refinement or modification prior to the January 31st public workshop at the Civic Center.

5. Other Business

6. 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.

AGENDA ITEM
NO. 2

City of Sanford

Visioning Steering Committee
Meeting Minutes
December 17, 2012 at 5:30PM
City Hall, 300 N. Park Avenue
Steamboat Landing Room, 1st floor

Present: Chris McLeod - Committee Chairman
Lindsay Oyewale - Committee Vice Chair
Turner Clayton, Doug Groseclose, Robert Kinney
Sylvester Chang, Steve Newton, Paul Benjamin
Gene Kruckemyer, Ada Reneau, Margie Chusmir
Nicholas Mcray - City Staff Member
Whit Blanton - Project Consultant

Absent: Tom Ball
Thelma Mike

1.) **Call to Order**

Mr. McLeod called the meeting to order at 5:30 p.m.

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

Robert Kinney stated that there should be an addition to Presenter # 8 on the October 15th minutes to clarify the target area of Goldsboro. Goldsboro was the majority of his presentation that did not make it to the minutes. Staff acknowledged change to be made. Doug Groseclose moved for approval of the minutes with the amended change Seconded by Vice Chair, Lindsay Oyewale and carried unanimously by vote of the Committee.

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

Mr. McLeod introduced Lisa Mosca to the committee. Lisa Mosca added to the introduction stating that she is the Public Information Officer for the City of Sanford, and she wanted to join the meeting to be informed of what is happening with the Vision and Strategic Planning.

Mr. McLeod explained that these meetings are advertised as a public meeting; there may be public attendance. Mr. McLeod added that the committee is now embarking on resolutions and items of business that the City Commission will act upon.
Mr. McLeod recommended the Values and Target areas be the focus of the Committee discussion and with a goal of developing general consensus on these items, not necessarily getting every item each Committee member wanted included.

4.) Review of November 15, 2012 Workshop Summary - Whit Blanton

Mr. Blanton stated the workshop held in November was an attempt to invite all the community in and give guidance on how the community would like to see the city. Mr. Blanton asked the committee to review the workshop summary in the packet, which included 8 different breakout tables, each group identified target areas and the issues associated with each target area.

Margie Chusmir asked if there was enough input from the community. Mr. Blanton explained that he was happy with the turn out, the active participation and the diversity over the entire workshop. He added that he has had conversations with Mr. McRay on ways to increase traffic to the Imagine Sanford Website.

Mr. Mcray asked that the board spread the word through whatever channels they may have. Mr. Chang stated that "we need to address the basics" updating the community on what our plans are and the issues that the board is addressing. He indicated that this may be a reason why there has been a lack of feedback and participation from the community. Mr. Blanton responded stating in the strategic plan, there can be a creation of a column that indicates what the city is doing currently and what will happen in the future.

Turner Clayton asked Mr. Blanton once the vision is complete, how will the plan be implemented? How will the city fund it? Mr. Blanton explained it depends on what the specific actions are, the terms of the city's budgeting process and being able to satisfy resources for certain priority items. He added that they must identify who are the partners, and who will help facilitate some of the actions. Mr. Blanton advised that this is a City driven effort but not all of these strategies will entail City funding solutions.

5.) Community Values

Mr. Blanton stated from the workshop he wanted to use the summary and focus group discussions as a basis to establish a concise set of values that will be used as a framework for analyzing the target areas. Also an economic profile, a set of development and program concepts will be completed for each target area.

Mr. Blanton advised that the 2nd public workshop tentatively scheduled for end of January will move toward the strategic plan based on feedback that is received, and will lead to a timeline of specific actions. The 3rd public workshop will be "Priorities" determining how the City phases projects, indicating what should be done first, where the City should be looking for revenue sources, and providing guidance to the City Commission.

Mr. McLeod suggested at the next meeting to have an eye level view of the concepts, by displaying the concepts on the walls, and possibly taking the first 15 minutes of the meeting to walk around and observe. Mr. Blanton and Staff acknowledged this request.

Mr. McLeod explained that the committee must act as one full body over the values and agree, going through each value individually and if there are any specific additions or changes it can be discussed, however any individual concern not addressed as a group should be submitted in writing to Mr. Blanton or Mr. Mcray after the meeting.

Mr. Blanton stated that it was a challenge trying to embed all of the comments into a set of values that embodies the spirit of Sanford. However, they were able to take the input from the Imagine Sanford website, the workshops, focus groups and the deliberations from the Steering Committee and organized the values around 4 pillars.

1. *Connectivity*
2. *Culture* – the eclectic nature of Sanford, diversity, history, arts music it all has a since of authenticity.
3. *Character of the people and environment*- the natural resources, neighborhoods, tough and resilient community, labor pool and educational foundation.
4. *Commerce* - manufacturing core, wide variety of commerce.

There was much discussion on the definition of the City of Sanford's gateway. Mr. Blanton stated that the values could be changed to state that the city values the competitive position and is supported by the gateways into the community, however committee members disagreed. Many Committee members agreed that the City would rather be a destination than a gateway.

Mr. McLeod asked the room if there were any other comments.
Tom Tomlin from Seminole County Economic Development, and a City resident, saluted the Committee for their efforts and the exercise on the target areas. He encouraged the group to think about what should the future of the City look like in terms of the economy.

Mr. McLeod again asked if there were any other comments. Baring none, Mr. McLeod requested a motion to approve the Values as amended by the Committee discussion for inclusion in the recommending Resolution. Doug Groseclose moved to approve the Community Values as amended by Steering Committee discussion. Seconded by Vice Chair, Lindsay Oyewale and carried unanimously by vote of the Committee.

6.) Draft Target Areas

Mr. Blanton explained that six areas have been identified, those areas being sufficiently large to capture a large range of activities. Mr. Blanton added that he would like to get the Committee's endorsements and or recommendation for the target areas. If there are any specifics that the team needs to investigate they can come back to the committee with modifications at the January meeting.

i. *Seminole State College Area*

Mr. Blanton described the Seminole State College area and opportunity it represents for City. Committee discussion focused around coordination with the College to be certain that the City and College plans and visions are coordinated as well as strengthening communication with College.

ii. Mall/ St. John's Pkwy Area

Mr. Blanton described the Mall and St. Johns Parkway area and the varied commerce as well as western gateway it represents. Committee discussion focused on clarifying that there is an emphasis on the light industrial aspect of this area as there is both retail and light industrial in this target area.

iii. SR46 /Sun Rail Station Area

The SR 46/ Sun Rail area was discussed and committee comments included ensuring connections and a potential trail head facility to further multi-modal transportation options were part of future considerations.

iv. 46/ West Goldsboro Area

Committee discussion included clarifying that Goldsboro and Georgetown were included and that mixed income housing opportunities be a focus within this Target area.

v. Downtown /Water Front

Mr. Blanton stated that there has been a discussion on bringing more traffic on Monroe and changing the destination of 17-92 to come down Monroe.

vi. Airport Area

Mr. Blanton stated that the Airport, Lake Mary Blvd and Airport Blvd need to have a more unified focus, creating a connection with the airlines.

Mr. McLeod asked for motion as a second part of the recommending resolution that the target areas be approved as amended by Committee discussion and be presented to the City Commission. Sylvester Chang motioned and Seconded by Vice Chair, Lindsay Oyewale and carried unanimously by vote of the Committee.

Mr. McLeod explained that the next meeting falls on the 21st of January which is a holiday and recommended that meeting be moved possibly to the 23rd with a general consensus of the Committee.

Mr. McLeod asked if there were any other questions, baring none he closed the meeting.

Meeting adjourned at 7:22p.m.

AGENDA ITEM
NO. 4

IMAGINE SANFORD: CITY OF SANFORD COMMUNITY VISION AND STRATEGIC PLAN

Target Areas

Draft: December 12, 2012

Revised: January 09, 2013

Introduction

The target areas described below represent loosely defined parts of the community where a focused improvement strategy and specific catalyst projects can address defined community values, issues and opportunities to advance a vision and desired outcomes for Sanford. These areas have been identified through discussion and feedback with the public, the project Steering Committee, and City staff. The opportunities and strategy concepts listed for each target area reflect initial community input only and have not been fully vetted through the visioning process. They do build upon an analysis of economic market potential, gaps, barriers, and areas of potential change and respond to the four pillars of ***Connections***, ***Culture***, ***Character***, and ***Commerce*** to provide a values-based foundation for imagining the future of Sanford.

Seminole State College Area

This area is a southern gateway into the city and will generally focus on infill and transition development 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).

Catalyst Opportunities

- Development of the US 17-92/SR 417 interchange with mixed uses and civic, including hotels and other service uses;
- Development of the US 17-92/Lake Mary Boulevard intersection area with mixed uses and civic, including housing options targeted for students of Seminole State College, and entertainment/performing arts/cultural center;
- Development adjacent to and associated with Seminole State College.

Other Development Opportunities

- Auto, transit, bicycle, and pedestrian connections to Lake Mary SunRail station and associated corridor development;
- Infill and transition of the 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 area.

Corridors of Focus

- Sanford Avenue (from SR 417 to 20th Street);
- Lake Mary Boulevard (from SR 417 to Red Cleveland Boulevard);
- E. Airport Boulevard (from SR 417 to Red Cleveland Boulevard).

Catalyst Opportunities

- Creation of manufacturing and/or goods development sites along the south side of Lake Mary Boulevard near airport entrance;
- Transition of the E. Airport Boulevard/Sanford Avenue intersection with airport related retail services and as a gateway into the airport area.

Other Development Opportunities

- Infill and transition 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;
- Auto, transit, and bicycle connections between airport and downtown.

Gateways/Community Identification Locations

- SR 417 at CR 427;
- SR 417 at Lake Mary Boulevard;
- E. Airport Boulevard at Sanford Avenue.

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.);
- 1st Street (from US 17-92 to Mellonville Ave.);
- US 17-92 (from Seminole Blvd. to 20th Street);
- Sanford Avenue (from Seminole Blvd. to 20th Street).

Catalyst Opportunities

- Transformation of Marina Island into destination;
- Development of a "creative community" core area southeast of the US 17-92/ 1st Street intersection;
- Pedestrian-oriented/"Complete Streets" treatments for safe, inviting and comfortable use, connecting the waterfront to downtown both physically and visually;
- Creation of neighborhood mixed uses in Georgetown neighborhood.

Other Development Opportunities

- Addition of mixed uses along waterfront, including retail and restaurant/entertainment uses;
- Greater access to water and water-based activities, including additional slips for transient boaters;
- Infill and introduction of mixed uses in the downtown core, including residential products;
- Provide east/west pedestrian connections across US 17-92;
- Auto, transit, bicycle, and pedestrian connections between downtown and SunRail station;
- Auto, transit, and bicycle connections between downtown and airport.

Gateways/Community Identification Locations

- US 17-92 at 1st 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 lines 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 20th Street).

Catalyst Opportunities

- Creation of neighborhood mixed use core for Goldsboro neighborhood along US 17-92 at the Winn-Dixie site;
- Development adjacent to and associate with the Central Florida Regional Hospital.

Other Development Opportunities

- Transformation of the SR 46 corridor as transition into downtown;
- Create physical 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 and downtown along 7th Avenue. Branch connections can link this network with industrial areas and the Crooms Academy of Information Technology.

Gateways/Community Identification Locations

- Goldsboro neighborhood at US 17-92;
- Goldsboro neighborhood at SR 46.

SR 46 /SunRail Station Area

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

Corridors of Focus

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

Catalyst Opportunities

- TOD development adjacent to SunRail station, primarily north of SR 46 and east of Monroe Road;
- Development of commercial and industrial uses along SR 46 and Monroe Road corridors.

Other Development Opportunities

- Auto, transit, bicycle, and pedestrian connections between SunRail station and downtown;
- Auto, transit, and bicycle connections between SunRail and airport;
- Create physical connections between SR 46 and waterfront.

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 remain primarily in commercial and industrial activities.

Corridors of Focus

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

Catalyst Opportunities

- Development of commercial and industrial uses along St. Johns Parkway corridor.

Other Development Opportunities

- Development of commercial and industrial uses along St. Johns Parkway corridor;
- Auto, transit, bicycle, and pedestrian connections between mall and SunRail station.

Gateways/Community Identification Locations

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

AGENDA ITEM NO. 4

CITY OF SANFORD COMMUNITY VISION AND STRATEGIC PLAN

COMMUNITY VALUES
Visioning & Strategic Planning Steering Committee

A vision is forward thinking. It describes an even better place that Sanford can be in the future and provides a sense of purpose to guide today's actions. Developing the vision requires an understanding of what Sanford has been and what it is today. Thinking about the past and present, and how people in the community view the future 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. Through input from the community in various forums and the Visioning & Strategic Planning Steering Committee, the following four pillars provide a values-based foundation for Imagine Sanford:

Four Pillars of Community Values

Connections

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.

- *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, education, government, culture and entertainment.
- *Collaborative:* Sanford values a spirit of volunteerism, its caring people and a strong sense of partnership to accomplish its goals.

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.
- *Faith:* Sanford is a community that values the importance of religious faith in guiding civic and community-based actions as well as interactions with neighbors.
- *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 community.

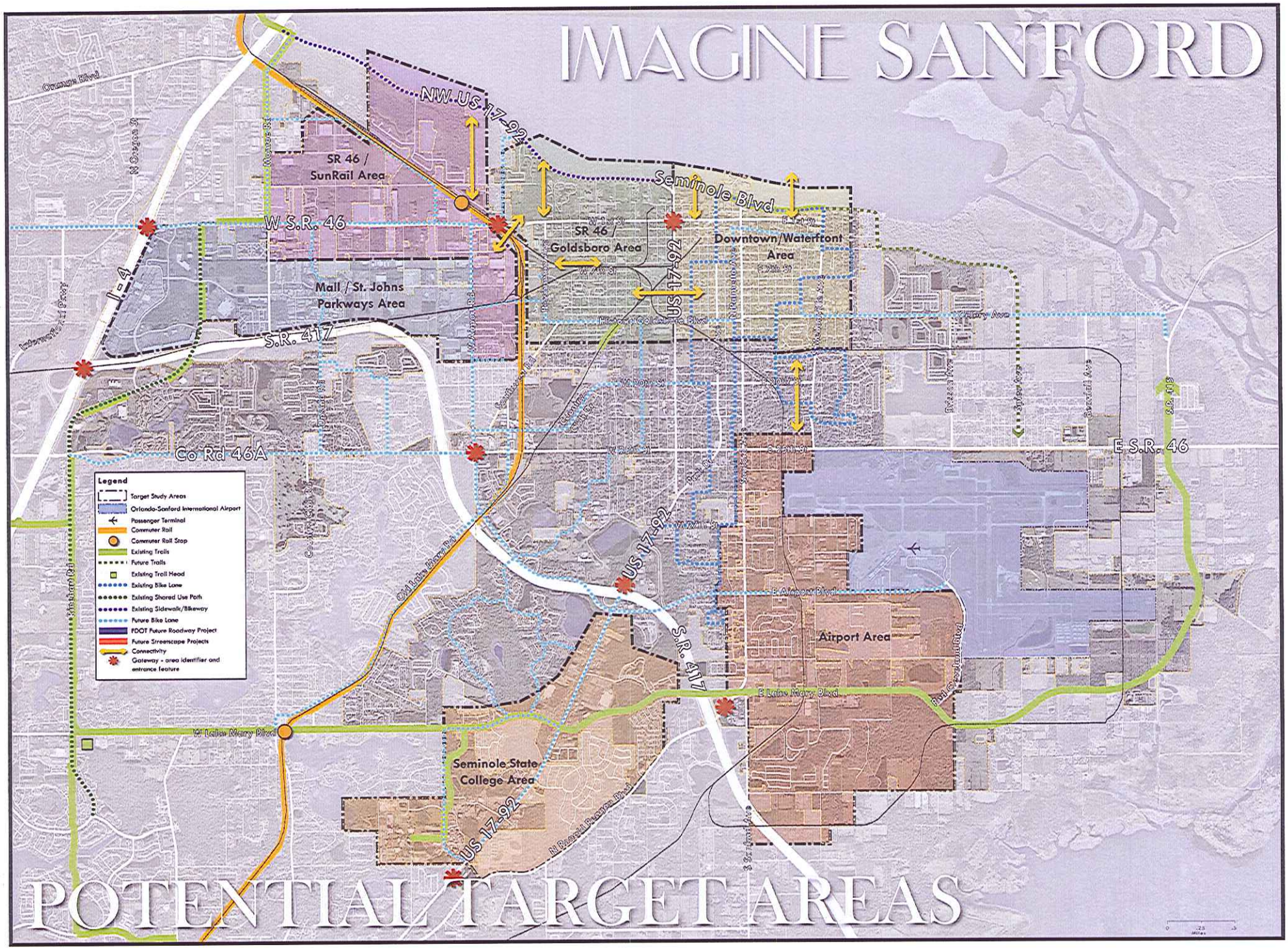
- *Authenticity:* Sanford values its authentic downtown and traditional neighborhoods that other communities seek to replicate.
- *Preserving our history:* Sanford values the preservation of our special places and the important lessons of the past.
- *Resilient and hard-working:* Sanford's long and varied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

Commerce

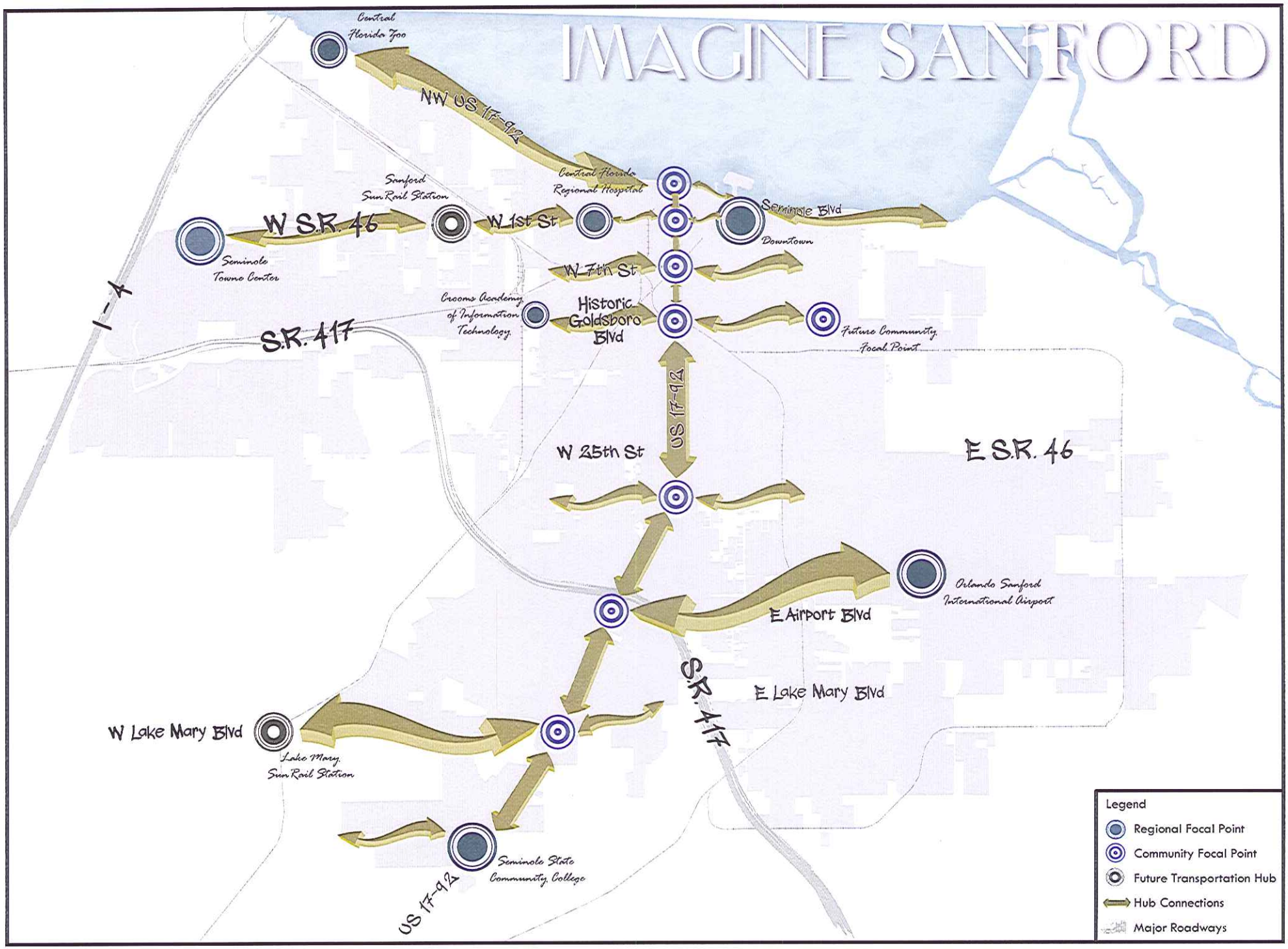
Sanford's economic success is critical to its future as a great place to live, work and visit. It must build upon its physical, personal and cultural assets to create a thriving, entrepreneurial future that improves the lives of all of its residents.

- *Regional access:* Sanford values its position in Central Florida as a regional destination and hub for economic opportunity.
- *Resilience:* Sanford values having a well prepared and hardworking 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.

IMAGINE SANFORD



POTENTIAL TARGET AREAS


IMAGINE SANFORD
Central Florida Zoo
NW US 17-92
Sanford Sun Rail Station
Central Florida Regional Hospital
W S.R. 46
W 1st St
Seminole Blvd
Downtown
Seminole Towne Center
W 7th St
I-4
Crooms Academy of Information Technology
Historic Goldsboro Blvd
S.R. 417
Future Community Focal Point
US 17-92
W 25th St
E S.R. 46
Orlando Sanford International Airport
E Airport Blvd
S.R. 417
E Lake Mary Blvd
W Lake Mary Blvd
Lake Mary Sun Rail Station
Seminole State Community College
US 17-92
Legend
Regional Focal Point
Community Focal Point
Future Transportation Hub
Hub Connections
Major Roadways