

## **Arts and Culture**

*Lee County will create a visual & performing arts district as the economic cornerstone of Historic Downtown Sanford, in order to promote the cultural well-being of Lee County.*

### **Champions**

Peggy Taphorn, *Temple Theatre*

Tom Boerger, *Carolina Trace Gated Properties*

### **Metric 1: Public art, festivals and performing arts events**

- **Action Items**
  - Chamber Community Betterment Committee/Lee County Arts Council/City of Sanford Appearance Commission will review and establish guidelines for public art, beautification and other aesthetic enhancements
  - Investigate and make recommendations regarding zoning ordinances and/or building code incentives for the installation of public art
  - Survey other communities for best practices in marketing of festivals and events
- **Deliverables**
  - A database of public art on display throughout the county
  - A database of events for which attendance can be recorded, track attendance
  - Recommendations for changes to ordinances regarding public art
  - Analysis and recommendations for improved marketing

### **Metric 2: Public/private capital investment in our historic business districts**

- **Action Items**
  - Prepare a detailed strategy for acquisition and development of selected downtown properties
  - Develop criteria for a Loan Pool for downtown revitalization
- **Deliverables**
  - Approval of strategy by governing boards
  - Consortium of banks provide \$1 million for downtown investment

### **Metric 3: Public/private underwriting of public art and performing arts endeavors**

- **Action Items**
  - Rebrand music events at Depot Park to increase attendance and sponsorship value
  - Complete renovations to the Temple Theatre, Black Box and restrooms; solicit a donor for Black Box
  - Create a corporate support award for public art, festivals and performances
- **Deliverables**
  - Rebranding strategy developed and approved
  - Financing plan secured by Temple Foundation; donor secured
  - Award criteria developed by Lee County Arts Council, Appearance Commission and Chamber's Community Betterment Committee

### **Metric 4: Origination of visitors**

- **Action Item**
  - Capture and record zip codes; make this information available to merchants through the Chamber Visitor Promotions Committee

- **Deliverable**
  - Annual report and analysis published; marketing re-focused on results

## **Communication, Marketing and Promotion**

*Lee County will communicate effectively the assets of our public and private enterprises to market and promote our area across the region and state.*

### **Champion**

Bill Horner III, *The Sanford Herald*

### **Metric 1: Civic Center usage**

- **Action Items**
  - Utilizing data from the Civic Center, establish a baseline for Civic Center usage. Evaluate data with comparable facilities
  - Review and recommend “rules for usage” as established by the Civic Center
  - Complete a study of the existing facility, make recommendations for its highest and best use
- **Deliverables**
  - Database established, statistics published
  - Facility study complete and recommendations referred to the appropriate boards

### **Metric 2: Hotel occupancy**

- **Action Items**
  - Using data from the Smith Travel Report (STR), the NC Dept. of Commerce and self-reporting from local hoteliers, establish hotel occupancy percentage
  - Using data from the NC Dept. of Commerce, review and make recommendations based on the “Economic Impact of Travel in North Carolina Based on Visitor Spending”
  - Survey overnight visitors to determine needs and wants
- **Deliverable**
  - Analyze survey results, identify trends and produce a report referred to the Chamber Visitor Promotions committee
  - Provide recommendations to increase hotel occupancy

### **Metric 3: Media effectiveness/Create centralized web and social media**

- **Action Items**
  - Explore a centralized Community Calendar linking existing calendars; utilize social media to publicize local events.
  - Explore visitor websites to obtain ideas, costs, and potential vendors; make recommendations
  - Evaluate external communication publications and make recommendations to improve effectiveness
  - Collect web statistics, such as unique visits, fans
  - Research options, investigate best practices and make recommendations to increase Lee County’s image, awareness and lead-generation efforts
- **Deliverables**
  - Publish findings and recommendations regarding web statistics; potential effectiveness of linked calendars and a visitor website
  - Provide recommendations which enhance effectiveness of external communication publications

#### **Metric 4: Measure visitor related traffic**

- **Action Items**
  - Develop a reporting format for event attendance
  - Research and define our most productive market segments (day-trippers, retirees, overnights, new residents) and provide recommendations to increase market share
- **Deliverables**
  - Publish an attendance report for participating major attractions and events
  - Make recommendations to appropriate boards

### **Education**

*Lee County education institutions will prepare the community to take advantage of lifelong learning opportunities in an ever changing global environment.*

#### **Champion**

Jerry Pedley, *Mertek*

#### **Metric 1: Average SAT/ACT scores**

- **Action Items**
  - Increase average SAT/ACT scores to at least the state average within 2 years
  - Increase average SAT/ACT scores to at least the national average within 4 years
  - Improve district scores to be in the Top 25% of NC school systems within 6 years
  - Increase awareness for parents and the community regarding opportunities for students to prepare to take the SAT/ACT
- **Deliverables**
  - Accelerate student preparation for taking the SAT/ACT in middle school, provide a tutoring program
  - Carry out a promotional campaign to raise awareness of SAC/ACT preparation opportunities to parents

#### **Metric 2: Work-based learning opportunities**

- **Action Item**
  - Identify and expand the number of internships, apprenticeships and job shadowing opportunities for high school and community college students by 15% per year
- **Deliverables**
  - A list of current business internships; target list and plan for the expansion of business internships
  - Marketing material describing program benefits to prospective business partners
  - Report by the Chamber Education Committee to the Board of Education and the CCCC Board of Trustees regarding increased number of business partnerships and work-based learning sites

#### **Metric 3: Percentage of students taking advanced placement, community college, honors and advanced level high school courses**

- **Action Items**
  - Expand and increase the effectiveness of information regarding the opportunities available at various levels (community college, high schools, middle schools) and the benefits of taking higher level courses

- **Deliverables**
  - Marketing plan to inform students and parents about the choices available and the benefits of taking higher level courses
  - Report to the BOE/Chamber Education committee biannually regarding percentage of students enrolled in high level courses and the effectiveness of marketing effort aimed at increasing enrollment
  - Report annually to the Chamber and community regarding progress made educating parents and the community in reference to advanced level educational opportunities

#### **Metric 4: University/Community College bound percentage**

- **Action Items**
  - Prepare a targeted marketing plan regarding the benefits of education beyond high school
  - Host workshops for students, parents and guardians regarding applications to universities and community colleges, including financial aid assistance
- **Deliverables**
  - Annual report to the BOE/Chamber Education committee regarding percentage of college bound students
  - Annual report correlating marketing plan results and workshop attendance to percentage increase of college bound students

#### **Metric 5: Job placement rates**

- **Action Item**
  - Develop a report of CCCC students who obtain work in their chosen field
- **Deliverable**
  - Biannual report to CCCC Board of Trustees and Chamber Education Committee regarding the percentage of students who enter the workforce upon completion of their studies at CCCC

#### **Metric 6: Number of Adopt-a-School partnerships through Communities in School**

- **Action Item**
  - Recruit and train a volunteer coordinator for each school
- **Deliverable**
  - Written plan to recruit single site volunteer coordinators who will be responsible for the recruitment and training, coordinating and managing of volunteers; recommend schedule of activities and timeline

### **Outreach**

*Lee County will be a welcoming and nurturing community.*

#### **Champion**

Jan Hayes, *United Way of Lee County*

#### **Metric 1: Number of calls and type of service requested through 2-1-1**

- **Action Items**
  - Track calls and types of requests through 2-1-1; recommend services
  - Compare Lee County to similar counties for potential service coordination

- Design and implement awareness campaign about 2-1-1, focusing on the organizations already listed within the directory and their direct “customers”
- **Deliverable**
  - Quarterly report publicized to the community

**Metric 2: Attendance at Compassion event**

- **Action Item**
  - Increase attendance by service providers at United Way of Lee County’s annual Compassion event; involve all non-profits with a mission of community assistance by a well-planned marketing campaign for this event
- **Deliverables**
  - An increase of service coordinators in attendance over 2010
  - A report to the community describing coordination of services

**Metric 3: Volunteer hours at participating non-profits**

- **Action Items**
  - Create a volunteer exchange and publicize it annually in the Sanford Herald and on key websites
  - Develop a reporting format for volunteer opportunities and hours logged at selected sites
- **Deliverable**
  - Published report of volunteer opportunities and hours logged

**Metric 4: Selected unmet needs**

- **Action Items**
  - Survey selected non-profits to quantify gaps in basic service delivery
  - Produce a list of numbers and types of unmet needs within our community
- **Deliverable**
  - Well publicized annual report listing unmet needs

**Public Safety Committee**

*Lee County will be a safe place to live, work and play, as well as, a place where all citizens share a mutual respect for the community’s values.*

**Champion**

Tracy Carter, *Lee County Sheriff*

**Metric 1: Participation in community public safety events and activities**

- **Action Item**
  - Increase participation in public safety events and activities such as Summer Youth Program with law enforcement, National Night Out, Emergency Management Services CERT Team training, Community Watch Meetings (city and county), Child Passenger Checking Station, Fire Prevention Programs, gang and drug prevention programs (GREAT and DARE), Senior Citizens call list
- **Deliverables**
  - Report to responsible governing boards detailing participation in each event and activity

- Provide data to the Chamber's Community Betterment committee on the effectiveness of events and activities, recommend additional activities

### **Metric 2: Overall crime rate**

- **Action Items**
  - Review NCDOJ crime report annually to identify trends and realign resources
  - Improve the quality and timeliness of information exchanged between the public and law enforcement
  - Enhance law enforcement presence
  - Support and promote Lee County public safety agencies through the establishment of an annual awards program
- **Deliverables**
  - Annual report to appropriate boards and Chamber Community Betterment committee regarding NCDOJ crime rate statistics, trends and recommendations
  - Recommendation by law enforcement to the community regarding information dissemination process
  - Plan to improve the communication links with the District Attorney's office and the community
  - Annual awards program which highlights public safety agencies activities, major successes, accomplishments and future goals

### **Metric 3: Community perception**

- **Action Item**
  - Design and disseminate a survey to assess community perception of law enforcement and the local judicial system
- **Deliverable**
  - Annual evaluation of survey results and recommendations presented to appropriate governing boards and Chamber Community Betterment committee; to include responses from parents, students, senior citizens

### **Metric 4: Number of criminal cases cleared**

- **Action Item**
  - Quarterly report of the resolution of criminal cases for selected offenses
- **Deliverable**
  - Report, analysis and recommendation of appropriate actions

## **Economic Development Committee**

*Lee County will provide a strong and diverse economic base fostering innovative opportunities for good jobs and wages.*

### **Champion**

Bob Heuts, *Lee County Economic Development Corporation*

### **Metric 1: Retail sales**

- **Action Items**
  - Review, improve and publicize city-town-county zoning and building code ordinances to incentivize high quality development and attract quality projects
  - Hold an annual, county-wide retail promotional day with statewide publicity
  - Hold an annual "shop local" fall campaign

- **Deliverables**
  - Hold biannual meetings of EDC, Chamber of Commerce and real estate development stakeholders to solicit proposals and recommendations for additions, deletions or changes to ordinances effecting commercial development
  - Plan and execute by mid-year 2012, Lee County sales event designed to increase retail sales
  - Plan and execute a regular fall “shop local” campaign beginning in the fall of 2011 with gift certificate sales of \$50,000

## **Metric 2: Tax base growth**

- **Action Items**
  - Identify new areas for industrial development and retail growth; make necessary zoning changes and infrastructure improvement to enhance inventory of available locations
  - Evaluate and recommend incentive methods for large corporations in Lee County to outsource to local businesses and procure local services
- **Deliverables**
  - Areas identified; prioritized list of infrastructure projects assembled; timeline developed; improvements recommended; sites certified
  - Incentives designed and in place; annual report prepared

## **Metric 3: Employment/Unemployment**

- **Action Items**
  - Improve annual interview process for retention/expansion of existing industry; develop coordination with CCCC industry specialist
  - Aggressively market available industrial buildings and sites
- **Deliverables**
  - Plan and recommendation for implementation; job description for an industry retention specialist
  - Marketing plan for traditional outlets and websites, plus display ads in relevant business publications, leveraging BRAC and RTRP marketing dollars

## **Metric 4: Business start-ups**

- **Action Items**
  - Promote Lee County Revolving Loan Fund for Small Business
  - Using data from CCIM and US Census Bureau, develop a recruiting plan for targeted retail and service business sectors
  - Utilize proposed Caterpillar training center as a platform for manufacturing incubator/accelerator
- **Deliverables**
  - Plan and recommendations for an increase in the Small Business Fund using public and private sources
  - Identify the top 10 business sectors that provide the best opportunity for growth; develop a plan to market to these sectors
  - Research successful incubator/accelerator projects in other communities; recommend options to governing boards
  - Completed strategic marketing and promotions plan for new and expanding business

## **Metric 5: Average Wage**

- **Action Items**
  - Focus efforts on recruiting industries that pay at or above existing average manufacturing wage
  - In conjunction with CCCC, develop research data to identify the skill gaps for jobs which pay at or above the average manufacturing wage
  - Develop requirements that recruited companies outsource highly skilled services to Lee County suppliers as feasible
- **Deliverables**
  - Recruiting plan approved by appropriate boards
  - Data analyzed and reported to appropriate boards for action
  - Plan to utilize local suppliers approved by appropriate boards

## **Ecosystems Committee**

*As we grow, we will preserve our natural environment in order to enhance our livability and property values.*

### **Champions**

Amy Dalrymple, *Lee County Board of Commissioners*

Susan Condlin, *Cooperative Extension*

## **Metric 1: Miles of sidewalks, bike paths and trails**

- **Action Item**
  - Develop a database of sidewalks, bike paths and trails; measure the total miles of public “walk-able and bike-able” paths; implement greenway and pedestrian plans
- **Deliverables**
  - Map of sidewalks, trails and bike paths developed
  - Brochure to market these amenities
  - Pedestrian plan and greenway plan implemented

## **Metric 2: Acres in Voluntary Agriculture District or Farm Land Trust**

- **Action Items**
  - Develop database and map of acres set aside in VAD/Trust
  - Promote and educate public on benefits of VAD/Trust
- **Deliverables**
  - Map of VAD/Farm Trust acreage
  - Quarterly articles which promote preservation of farm land
  - Review and recommend to appropriate boards best practices from other communities

## **Metric 3: Public venues for outdoor activity**

- **Action Items**
  - Inventory local venues; commission a comparative study of cities of similar size
  - Survey community for needs
- **Deliverables**
  - Results and recommendations of study published
  - Survey completed and tabulated; recommendations to governing boards

#### **Metric 4: Number of green buildings**

- **Action Item**
  - Develop a database of green construction permits; institute a green award in cooperation with the Chamber, College, EDC, Sustainable Sandhills and other organizations
- **Deliverables**
  - Report showing green construction permit values
  - Annual award criteria developed with partners
  - Publicity for award developed

#### **Metric 5: Acres preserved in natural settings**

- **Action Items**
  - Develop a database of land in natural, permanent preservation
  - Promote and educate the public on donation of land and tax benefits
  - Lobby state government officials for the creation of Deep River State Park
- **Deliverables**
  - Map of preserved land developed
  - Quarterly articles published in local media
  - Lobbying effort designed and coordinated

#### **Metric 6: Pounds of recycled material and refuse**

- **Action Items**
  - Develop permanent database and reporting process
  - Promote the cost/benefit of recycling and reduction of refuse
  - Design a neighborhood award for reduction, recycling
- **Deliverables**
  - PR Campaign designed and implemented
  - Award criteria developed

### **Growth**

*Grow by attracting and engaging citizens who will contribute to maintaining and enhancing our community values. This growth should be balanced between neighborhood revitalization, infill development, and new neighborhoods with a sense of community.*

#### **Champion**

Kirk Bradley, *Lee-Moore Capital*

#### **Metric 1: Population of city-county; population density per acre**

- **Action Items**
  - Grow to a city population of 50,000 and a county population of 100,000 by 2030
  - Enhance neighborhood revitalization and infill through an increase in density per acre from 1.71 persons to 2.9 persons per acre or higher
  - Promote investment in Greenway, schools, arts and culture, and other quality of life attractants that make new comers choose Sanford over the Triangle or Fort Bragg/Fayetteville area

- Form task force to review and implement East Sanford Plan
- Form task force to review and implement the Greenway Plan
- **Deliverables**
  - Comparison study of quality of life attractants in competing communities; recommendations to appropriate governing boards
  - Annual report to governing boards and Chamber Community Betterment committee regarding population estimates and population density estimates
  - Task force formed; implementation of East Sanford Plan, schedule of activities developed
  - Task force formed; implementation of Greenway Plan, schedule of activities developed

**Metric 2: Vacant land and lots within walking distance of Downtown Sanford and Jonesboro Business Districts**

- **Action Items**
  - Use existing downtown areas as anchors for a more walkable lifestyle whether it be to live, work, or play; form task force with Downtown Sanford Inc. (DSI) to review
  - Form task force with DSI to review and implement Downtown Plan and Pedestrian Plan; recommend methods and best practices for infill development
- **Deliverables**
  - Recommendations from DSI to appropriate boards and property owners
  - Implementation of Downtown Plan and Pedestrian Plan, schedule of activities developed

**Transportation**

*Maintain and improve accessibility through policies that encourage cost-efficient, multimodal transportation.*

**Champion**

Kirk Bradley, *Lee-Moore Capital*

**Metric 1: Miles of arterial roads and miles of multi-modal transportation infrastructure**

- **Action Items**
  - Develop a database of arterial roads and transportation infrastructure
  - Implementation of Pedestrian Plan
  - Create a rail corridor study committee
- **Deliverables**
  - Annual report and recommendation to appropriate boards regarding arterial roads and the thoroughfare plan
  - Pedestrian Plan implemented, schedule of activities developed
  - Rail Corridor Study Committee formed, strategic goals developed and reported to appropriate boards

**Metric 2: Investment at Raleigh Executive Jetport at Sanford-Lee County , hanger leases, fuel sales**

- **Action Item**
  - Promote the Airport to private plane owners and pilots
- **Deliverables**
  - Marketing plan
  - Annual report to appropriate boards

### **Metric 3: Park and Ride stops**

- **Action Item**
  - Create Park and Ride stops, routes, and transit system connected to the Triangle and eventually, Fort Bragg/Fayetteville, review the COLTS study
- **Deliverables**
  - Park and Ride stops at north and south locations
  - COLTS study reviewed, recommendations presented

### **Metric 4: Parking spaces/signage in downtown areas**

- **Action Items**
  - Implement the Pedestrian Plan
  - Implement the Downtown Plan, in particular downtown parking
- **Deliverables**
  - Implementation of Pedestrian Plan, schedule of activities developed
  - Implementation of Downtown Plan, schedule of activities developed, way-finding signage in place

## **Public Health**

*Lee County will be a healthy community, both physically and mentally.*

### **Champions**

Doug Doris, *Central Carolina Hospital*

Sandra Boyd, *Lee County Department of Health*

### **Metric 1: Number of referrals to mental health providers**

- **Action Items**
  - Meet with at least five local providers; obtain effective screening tools and referral system
  - Compile a list of local mental health providers for dissemination to primary providers
  - Research and develop informational materials for physicians offices, pharmacies, schools and other public locations
- **Deliverables**
  - Mental health screening tools obtained and made available to providers, follow up system designed
  - Information materials delivered to locations throughout the community, follow up system designed
  - Data on number of referrals to mental health providers and outcomes provided to appropriate boards

### **Metric 2: Number of law enforcement officers trained**

- **Action Items**
  - Crisis Intervention Team (CIT) partnerships designed between law enforcement agencies, mental health providers, physicians, CCCC and mental health advocates
  - Increase trained mental health providers, city and county law enforcement officers
  - Create a public awareness campaign about CIT program benefits and opportunities for engagement
  - Develop an awards program for public recognition and appreciation for officers and partners

- **Deliverables**
  - Report evidence of effectiveness of the campaign by participants in CIT partnership meetings to appropriate boards
  - Report to Board of Health, Chief of Police and Lee County Sheriff detailing percentage of law enforcement officers trained in crisis intervention and the effectiveness of the training
  - Awards program held

**Metric 3: Number of 5<sup>th</sup> graders with permanent tooth decay**

- **Action Items**
  - Add all Lee County elementary schools to the fluoride mouth rinse program
  - Increase the number of children in Lee County who receive dental sealants
- **Deliverables**
  - Report detailing the rates of tooth decay in 5<sup>th</sup> graders to show a 10% improvement
  - Annual report detailing sealant utilization improvement by 10% in 5<sup>th</sup> graders

**Metric 4: Number of pre-kindergarten children screened for dental health**

- **Action Items**
  - Provide dental health assessments to targeted day care facilities and all children in the More at Four program
  - Develop and implement public awareness campaign for the fluoride varnish program
  - Recruit a preschool public health dental hygienist to serve children 0-5 years old
- **Deliverable**
  - Annual report to the Board of Health detailing a 1% decrease in dental decay each year in children entering kindergarten

**Metric 5: Number of obese children**

- **Action Items**
  - Establish body mass index screenings as a staple in future health fairs at school district
  - Develop a public awareness campaign to raise public awareness of obesity issues in Lee County
  - Develop public awareness campaign to promote healthy lifestyles among businesses, churches and community organizations
- **Deliverables**
  - Annual report detailing percentage of obese school age children
  - Marketing materials developed and disseminated regarding obesity issues
  - Commitments from 10 businesses, churches and/or community organizations to implement wellness programs

**Metric 6: Teen pregnancy rate**

- **Action Items**
  - Meet with school officials to make sex education more accessible to more middle and high school students through Lee County Schools
  - Collaborate with local churches representing a diverse population to promote safe and healthy behavior among middle and high school age children
  - Work with church leaders to implement and teach pregnancy prevention and sexually transmitted infection prevention curriculum to the youth within their organizations

- **Deliverable**

- Annual report showing a reduction in the teen pregnancy rate as evidence of the effectiveness of current sex education curriculums