

EXECUTIVE SUMMARY

LEE COUNTY
SECOND
CENTURY
PROJECT

2008 Market Analysis &
Community Brand Identity
CAMPAIGN

Prepared by

ROSE
& ASSOCIATES SOUTHEAST, INC.
LAND DEVELOPMENT & REAL ESTATE ADVISORY SERVICES

ARNETT MULDROW
& ASSOCIATES



STRATEGIES & ACTION PLAN INTRODUCTION

In addition to understanding the general demographics and market within Sanford/Lee County, we can begin to incorporate the social, political and economic issues and opportunities facing the region.

VISION.

The initial phase of this project included both individual interviews and group workshops/ presentations to gather information and determine the community's goals and/or vision as a whole. One word can describe the overall tone: complacency. That is, people seemed comfortable with the way things are; it is a good place to work; there isn't a lot of pressure to do anything new; they don't need to take risks or to rock the boat; this is just another study and it too will pass. Some talked a little about problems but gave no suggestions as to what to do. While there clearly is some anxiety about growth, this may be more because it is not happening rather than it is happening too fast. Some of our interviewees talked about the rapid pace of growth, which most of the statistics don't bear out. While we met and saw visionary people within the community, we witnessed no collective vision for the future. "We are doing just fine the way we are"...that is, a vision could disrupt the collective comfort zone of the governing bodies and the quasi-governmental agencies. A vision might promote the idea that we would have to change our way of doing things.

Conclusion: Lee County/Sanford needs a strong collective vision for the 21st Century.

ECONOMIC DISTRIBUTION & TAX BASE.

The Lee County tax revenue distribution in 2007 was 76% residential and 24% commercial, which was substantially better than the corresponding numbers for 1998, which were 84% residential and 16% commercial. This suggests that this county had very little "old" industry, or if it did, it pretty much disappeared. Therefore, the significant success recruiting business and industry over the past few years apparently had little base on which to build, leaving the county with a success story of improving the commercial component, while at the same time probably needing more business recruitment and development to resist falling back into the "bedroom" community classification as the next Triangle housing boom finds Lee County. A jobs housing balance is important for economic sustainability.

Conclusion: While continuing to diversify the job base with economic development, Lee County/ Sanford needs a diverse housing stock based on current and future housing trends to remain competitive and be a viable alternative to the Triangle and surrounding metro areas.

QUALITY OF LIFE.

The factors that define quality of life are subjective. This report assesses ten key factors which determine the quality of life in the market. How a community views itself - its image and communications both internally and externally assist in defining its culture and brand, which impacts its competitive advantages as a place to live, work and play. While some areas are stronger than others, the indicators suggest that Sanford/Lee County has some competitive advantages over other markets of similar size. The view of the Sanford/Lee County, both internally and externally should be one of positive change, renewed investment and the potential for a vibrant and sustainable future.

Conclusion: Lee County/Sanford has the potential, with vision and continued investment, to become an "A" rated community based on Quality of Life standards.

LEE COUNTY SECOND CENTURY PROJECT RESEARCH COMMITTEE

PAUL ADCOCK
DANA ATKINS
NORMAN BLOCK
KIRK BRADLEY
RAY COVINGTON
JOHN DANIEL
PAM GORDON
BOB JOYCE
CHET MANN
DONNIE OLDHAM
JENNIFER ST. CLAIR
JEFF YOW

LEE COUNTY
**SECOND
CENTURY**
PROJECT

QUALITY OF LIFE MATRIX

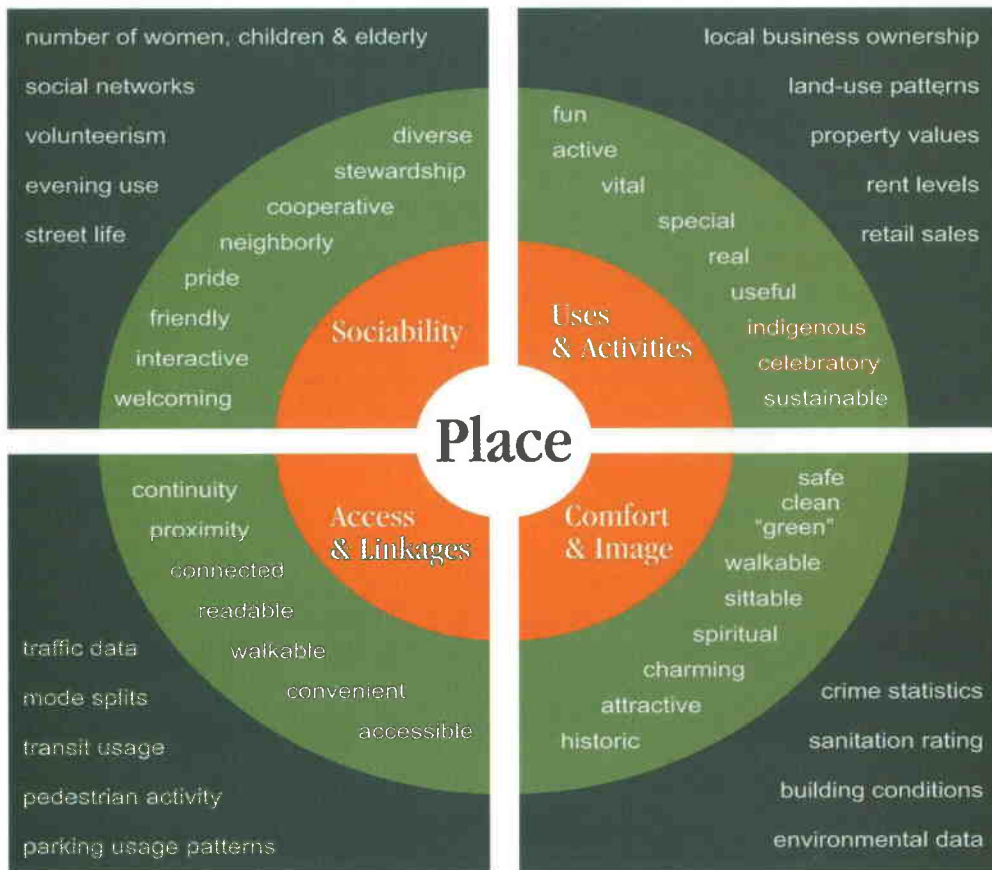
QUALITY OF LIFE FACTOR ** <i>- Action Plan priority area</i>	SANFORD/LEE COUNTY	INDICATORS <i>A-Excellent; B-Good; C- Fair; D - Needs attention/improvement</i>
Education **	Community & Technical Colleges - a strong component for Higher Education & job training. While colleges enjoy solid reputations, local school district (grades K-12) is underperforming in some schools.	C. Fair Suggestions: Actively collaborate with colleges. Expand relationships between public educational organizations.
Crime **	Challenged but improving with continued efforts by local and county officers.	B. Good Focus on Public Safety; neighborhood watch programs.
Medical Care **	CCH - Tenet Hospital under new leadership of CEO Doug Doris making strong improvements in health care.	B. Good Suggestions: Continue to communicate changes and successes.
Accessibility & Transportation	Interstates (2) ; Air (2) ; Rail (2); Expansion of major corridors has created excellent location and accessibility.	B. Good Suggestions: Review connectivity & gateway improvements and quality.
Labor & Employment Opportunities	Strong and successful Economic Development program.	B. Good Suggestions: Continue to diversify economy; include job training.
Public Open Space & Recreation	Greenway initiative by Planning Dept. with Parks & Recreation. Additional land acquired for trail system; Endor Furnace Trail and significant greenway.	A. Excellent Suggestions: Review programming and connectivity - promote and expand public awareness.
Arts & Culture	Strong arts sector; Temple Theatre; Organized artists; Pottery Festival	A. Excellent Suggestions: Target this sector. Review connectivity-expand public participation/awareness.
Historic Preservation	Exploring historic preservation in downtown. Little neighborhood focus.	C. Fair Suggestions: Review registry for neighborhoods surrounding downtown and create incentives for Historic Preservation.
Preservation of Ecosystems	To be determined; expand on Greenway initiative	C. Fair Suggestions: Focus area for planning.
Goods & Services	Emerging retail and restaurants; hospital & medical nearby	C. Fair Suggestions: Connect and cluster uses; expand shopping, dining & arts.

KEYS FOR SUCCESS

Areas of focus for the sustainability of Sanford/Lee County include:

- Things to go do - entertainment, arts, culture, active/passive recreation;
- Things to go buy - goods/services both convenience and destination oriented;
- Connectivity & Circulation - for less auto dependence;
- Jobs - to provide economic development, tax base and daytime population to support retail thus reducing commute time and enhancing worker well-being;
- Housing diversification - mixed income and variety of housing stock to promote social equity to provide live, work and play environments;
- Public Space - promoting smart growth and growing the community capital;
- Professional Management - to ensure the health and safety of its residents, employees, customers and visitors.
- Making Sanford/Lee County a Great Place.

What makes a Great Place?



© 2003



SANFORD'S REGION

Sanford and Lee County is in the middle of an extremely important region in the Southeast. The Proximity to Raleigh, Durham, Greensboro, Winston Salem, High Point, Salisbury, Albemarle, Pinehurst, Fayetteville, and Fort Bragg is a huge asset to businesses and residents in Lee County. Because of that geographic location, Sanford is very well signed by NCDOT, with directional signage starting 60 miles away from Sanford.





IDENTIFYING THE BRAND

The Sanford brand was created in an attempt to capture the classic, yet progressive spirit of Lee County. We selected a simple serif font, and customized it to make it uniquely yours. The stylized “S” starts the word off by breaking the baseline and creating a smooth curve that draws the eye in. It also provides the space below the word for a modifier. The “A”, “R” and “D” continue that flow and create movement that carries you through the word. The tag line “Well Centered” captures both the geography and the quality of life that the community affords. The icon created is intended to be clean and simple, with four arrows focusing in on the center. The arrows intertwine to create a well rounded circle. The icon introduces the four identity colors for the overall system.





BRAND EXTENSION

Brand extension is the next step of the process. It is important to begin using the colors, fonts, and graphics to tie events and resources in to the brand identity. From the organizations to the future events that are yet to exist, the brand truly grows some teeth when it becomes engrained in the community.



Well Centered.

We are Sanford, North Carolina. Our history defines us. Our Geography connects us. We are a community that works hard yet we can pause to take in the splendor of our surroundings. We are forward thinking yet anchored in our one hundred year history. We are proud of our role yet we are humble in our ways. We nurture small town life while we embrace cutting edge technology. We remember the importance of a handshake, and we honor those we call family. From our Iron Furnace and Brick Kilns, to Deep River and our Depot Park, we are focused.

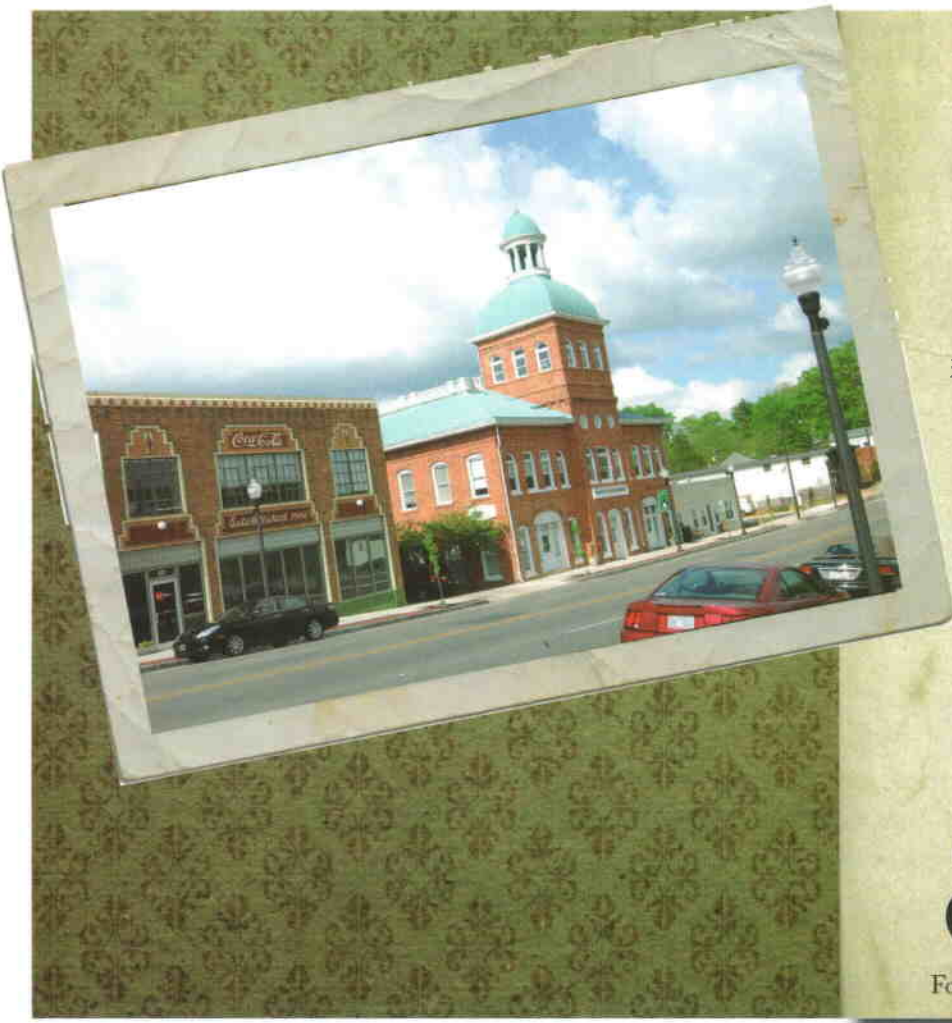
On Our Past. On Our Present.

On Our Future.

We are Sanford & we are well centered.



For more information, go to www.SecondCentury.org



Strategies	First Steps 2008-2009	Next Steps 2009-2010	Long Term 2010-2015	Goal/Result
<p>First a Vision: A Collective & Collaborative Effort</p>	<ul style="list-style-type: none"> Event with unveiling of 2nd Century reports & branding Collaboration & contract with government & quasi-government agencies around Vision & Plan 	<ul style="list-style-type: none"> Continued & regular communication with all stakeholders Track progress, successes & failures 	<ul style="list-style-type: none"> Review Vision & Plan for changes/benchmarks 	<p>Sanford/Lee County will have a vision that is unified and embodied by all its citizens & stakeholders, that will be communicated consistently, both internally and externally</p>
<p>Communicating the Vision: Branding & Marketing Plan</p>	<ul style="list-style-type: none"> Agree on final branding & marketing plan prepared by Arnett Muldrow Associates Implement the plan with aid of professional firm (ie; KellyMarcom) 	<ul style="list-style-type: none"> Work in partnership with EDC, Chamber of Commerce and others to provide continuity Track progress, successes & failures 	<ul style="list-style-type: none"> Continue to build on Brand and marketing throughout the community 	<p>A Vision and Brand of Sanford/Lee County as a "Great Place"</p>
<p>Quality of Life: Building the Brand</p>	<ul style="list-style-type: none"> Encourage/Implement funding for a Comprehensive Land Use Plan for Sanford via Planning Department to include streetscape and gateway improvements Hold Education Summit with Board of Education, City & County officials 	<ul style="list-style-type: none"> Encourage Context Sensitive Design as part of Transportation Planning Explore areas of Historic Preservation for the downtown core and the neighborhoods surrounding downtown Sanford, Broadway & Jonesboro 	<ul style="list-style-type: none"> Create incentives for downtown Sanford development and preservation of historic structures Consider regulatory changes to encourage traditional neighborhood development Explore mixed use development 	<p>Sanford/Lee County will have a jobs/housing balance and quality of life to create a sustainable community</p>
<p>Getting the Job Done: Organizing for Implementation</p>	<ul style="list-style-type: none"> Determine "who does what" to ensure accountability Explore creating an ongoing Board of Trustees for 2nd Century 	<ul style="list-style-type: none"> Host an annual 2nd Century Summit to discuss status of key areas Consider Public-Private Partnerships per ULI guidelines 	<ul style="list-style-type: none"> Continue Summit meetings to include: Governmental Agencies; Civic & Business Organizations /Non-profits; Education System; Hospital; Major Employers; Elected Officials 	<p>The residents of Sanford/Lee County, the various service providers, and the development community will unite as partners to implement this plan over the coming years.</p>