

## Sanford Downtown/Mill Redevelopment Strategy

December 15, 2016

C= Chamber; G=Growth Council; P = Planning Department (linked to other city departments, as appropriate); L=Lead

|  | <b>Short Term (year 1)</b>  | <b>Mid Term (year 2-4)</b>   | <b>Long Term (year 5+)</b>   |
|--|---|--|--|
| <p><b>Economic activity</b></p> <p>Primary focus is short and mid term</p> | <ul style="list-style-type: none"> <li>• Review past market analyses (P-L)</li> <li>• Continue fundraising and undertake first phase of market analysis (P-L; C; G)</li> <li>• Upon completion of first phase of market analysis, share results with business, development, and municipal community (P-L; C; G)</li> <li>• Adjust municipal strategies to implement economic development efforts in support of the opportunities identified in the market analysis, which are consistent with visioning for success (see Organization below) (P-L)</li> <li>• Recruit businesses to fill key vacant spaces, consistent with opportunities identified in first phase of market analysis and the vision for DT/Mill District (see Organization below) (C-L for DT; G-L for Mill District; P)</li> <li>• Identify lead and launch fund raising campaign for second and potentially third phase of market analysis (C-L; G; P)</li> </ul> | <ul style="list-style-type: none"> <li>• Undertake second (and maybe third phase of market analysis) (P-L; C; G)</li> <li>• Identify technical assistance needs of DT businesses and seek resources to provide them (C-L; G; P)</li> <li>• Provide technical assistance to DT/Mill District businesses (C-L for DT; G-L for Mill District)</li> <li>• Continue to recruit businesses to fill key DT vacant spaces and businesses/developers for Mill District, consistent with opportunities identified in first phase of market analysis and the vision for DT/Mill District (C-L for DT; G-L for Mill District)</li> </ul> | <ul style="list-style-type: none"> <li>• Continue to identify ongoing technical assistance needs and provide it (C-L for DT; G-L for Mill District)</li> <li>• Continue to recruit businesses to fill key DT vacant spaces and businesses/developers for Mill District consistent with opportunities identified in first phase of market analysis and the vision for DT (C-L for DT; G-L for Mill District)</li> </ul> |

|  | Short Term (year 1)   | Mid Term (year 2-4)   | Long Term (year 5+)   |
|--|---|---|---|
|  | <ul style="list-style-type: none"> <li>• Continue to raise &amp; expend brownfields funds to support redevelopment of Mill Districts (P-L)</li> </ul>   |   |   |
| <p><b>Design</b></p> <p>Primary focus is mid and long mid term</p> | <ul style="list-style-type: none"> <li>• Identify unique assets of DT/Mill District to be preserved/enhanced/promoted (P-L; C; G)</li> <li>• Identify shortcomings and opportunities to improve public and private physical environment and plan for improvements (P-L; C; G)</li> <li>• Review past master plans (P-L)</li> <li>• Prepare infrastructure master plans and develop implementation strategies for both public and private improvements (P-L)</li> </ul>  | <ul style="list-style-type: none"> <li>• Prepare infrastructure master plans, including sewer separation (P-L)</li> <li>• Build public improvements into City's CIP (P-L)</li> <li>• Seek and apply for grants to aid private and public improvements (P-L)</li> <li>• As public funds become available, make public improvements (P-L)</li> <li>• Launch campaign for private improvements (C-L; G; P)</li> </ul>  | <ul style="list-style-type: none"> <li>• Build public improvements into City's CIP (P-L)</li> <li>• Seek and apply for grants to aid private and public improvements (P-L)</li> <li>• Make public improvements (P-L)</li> <li>• Continue to encourage private improvements (C-L for DT; G-L for Mill District)</li> </ul> |
| <p><b>Promotion</b></p> <p>Primary focus is mid and long term</p>  | <ul style="list-style-type: none"> <li>• Review past DT/Mill District promotional initiatives (P-L; C; G)</li> <li>• Identify opportunities and obstacles to collective promotion of DT/Mill District (C-L for DT; G-L for Mill District; P)</li> <li>• Develop strategy, including use/role of media, to take advantage of opportunities and remove obstacles to collective promotion of DT/Mill District (C-L; G; P)</li> <li>• Work on securing resources to support collective promotion of DT/Mill District (P-L; C; G)</li> <li>• Explore "Buy Local" initiative</li> </ul> | <ul style="list-style-type: none"> <li>• Implement strategy to take advantage of opportunities and remove obstacles to collective promotion of DT/Mill District (C-L; P for DT; G-L for Mill District)</li> <li>• Continue to secure resources to support collective promotion of DT/ Mill District (C-L for DT; G-L for Mill District; P)</li> <li>• Coordinate promotion activities with municipal, development, and community activities (C-L for DT; G-L for Mill District; P)</li> <li>• Review strategies annually and update, as appropriate (C-L for DT; G-L for Mill District; P)</li> </ul> | <ul style="list-style-type: none"> <li>• Review strategies annually and update, as appropriate (C-L for DT; G-L for Mill District; P)</li> <li>• Continue to implement strategy to implement collective promotion of DT (C-L for DT; G-L for Mill District)</li> </ul>  |

|  | Short Term (year 1)   | Mid Term (year 2-4)   | Long Term (year 5+)  |
|--|---|---|--|
|  | <ul style="list-style-type: none"> <li>• Share strategies with the City Council to build support for public investments (see Design above and Organization below) (C-L; P; G)</li> </ul>  |   |  |
| <p><b>Organization</b></p> <p>Primary focus is mid and long mid term</p> | <ul style="list-style-type: none"> <li>• Review past DT/Mill District organizational initiatives (P-L; C; G)</li> <li>• Identify organizations, like Synergize Sanford to become part of/more formally affiliate with the Chamber</li> <li>• Develop a vision for short, mid, long term success of DT/Mill District effort (P-L; C)</li> <li>• Establish system to monitor and report on steps toward achieving the vision (C-L; P; G)</li> <li>• Report to City Council quarterly on DT/Mill District strategy, including short, mid, and long term success (C-L; P; G)</li> </ul> | <ul style="list-style-type: none"> <li>• Continue to report on steps toward achieving the vision and adjust various strategies to be more effective (C-L for DT; G-L for Mill District; P)</li> <li>• If appropriate, identify and implement strategies to support DT/ Mill District (improved organizational capacity, securing resources for partners, funding, volunteers, etc.) (C-L for DT; G-L for Mill District; P)</li> <li>• Secure funds, as needed (P-L; C; G)</li> <li>• Report to City Council quarterly on DT/Mill District strategy, including short, mid, and long term success (C-L for DT; G-L for Mill District; P)</li> </ul> | <ul style="list-style-type: none"> <li>• Continue to report on steps toward achieving the vision and adjust various strategies to be more effective (C-L for DT; G-L for Mill District; P)</li> <li>• If appropriate, identify and implement strategies to support DT/ Mill District (improved organizational capacity, securing resources for partners, funding, volunteers, etc.) (C-L for DT; G-L for Mill District; P)</li> <li>• Secure funds, as needed (P-L; C)</li> <li>• Report to City Council quarterly on DT strategy, including short, mid, and long term success (C-L for DT; G-L for Mill District; P)</li> </ul> |