



THE CITY OF
GOOSE CREEK

BERKELEY CO. EST. 1961 SO. CAROLINA



STRATEGIC PLAN

GOALS AND OBJECTIVES

ADOPTED 2021

Amended 2023

INTRODUCTION

In pursuit of the City's vision and consistent with its mission, the City of Goose Creek has identified the following goals, key results and strategies.

Goals are desired outcomes for strategic issues identified by the City. Key results are measurable and indicate progress on the achievement of goals. Strategies provide guidance to both Council and staff as to how the broad goals and key results might be achieved.

VISION

Goose Creek is a thriving and active city with a hometown atmosphere. The City is the best place in the region to raise a family and for businesses to be successful. City government has engaged its citizens and is innovative, transparent, and a leader in the region.

MISSION

The City's mission is to provide core municipal services at the highest level of customer satisfaction at a reasonable cost to citizens, businesses and visitors.



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GOOSE CREEK

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I. INCREASE ECONOMIC ACTIVITY AND BRAND RECOGNITION

key results & strategies

- No. 01 – Increase profile of the Crowfield Corporate Park to developers or explore creating another industrial park**
- No. 02 – Continue year-over-year increase in the number of building permits issued**
- No. 03 – Continue year-over-year increase in the amount of business license revenue generated**
- No. 04 – Create and fund an economic development corporation**
Research, plan and establish a budget for an economic development corporation
- No. 05 – Be known as the most business-friendly city in our region**
Update the website to include more efficient ways to interact with our developers and contractors
Identify gaps in market then recruit and explore incentives to encourage them to locate here
Streamline intake-review-permitting process
Limit duplicity of review and lengthy timeframes with increased staff approval authority
Explore hiring a Business Services Coordinator
Periodically survey developers to receive feedback on processes
- No. 06 – Think outside the box of traditional economic development**
Rework existing façade improvement grant to make it more marketable
Work with building owners and developers to rehabilitate existing shopping centers
Identify incentive opportunities for stand alone businesses
Explore targeted sports tourism and its economic impact
- No. 07 – Increase community engagement- Hometown Pride**
Develop a marketing campaign to include traditional media, social media, and the City's website that showcases progress made and local economic development success stories
Brand and market Creek Compass and let people know Goose Creek is open for business
Expand the #CreekRising brand and Goose Creek Local Campaign
Use and incorporate more opportunities for public art as a tool for community engagement.
- No. 08 – Increase external engagement through advocacy and partnerships with other government entities and the business community**
Develop a partnership with the business community through strategic partner organizations
Improve intergovernmental partnerships relative to project review and coordination
Focus on minority engagement with city and business activities
- No. 09 – Increase internal communication**
Integrate new software so that all departments can communicate more effectively on internal and external projects

II. STRATEGIC GROWTH

key results & strategies

No. 01 – Encourage infill projects

- Identify potential infill areas and market to developers
- Encourage the development of "missing middle" market-rate housing
- Identify infill green space opportunities

No. 02 – Proactive annexation

- Create and implement an annexation plan
- Explore opportunities for commercial and industrial annexation incentives

No. 03 – Quality growth and development

- Overhaul the Zoning Code including land development regulations
- Update Planned Development Standards

No. 04 – Establish and continue the expansion of village nodes

- Encourage/require connectivity with new growth
- Create incremental redevelopment plans for Red Bank Road corridor and Central Creek District
- Create branding for village nodes that establish a sense of place

No. 05 – Improve transportation system for all road users

- Work with county, state and federal partners to identify and implement targeted traffic management options
- Close the micromobility transportation gap by working to complete key recommendations of the Connectivity Master Plan
- Ensure city involvement in the planning of Lowcountry Rapid Transit phase II
- Make safety upgrades to high-injury networks to improve safety and quality of life

III. IMPROVE PUBLIC SAFETY

key results & strategies

No. 01 – Lower the overall crime rate

Continue community-oriented policing principles and practices
Increase awareness of opioid addiction

No. 02 – Decrease the average emergency response time

Collaborate with county, state, and federal law enforcement to provide a higher level of service
Become an American Red Cross Training Center to expedite CPR certification and recertification
Qualify for Pediatric Ready Certification from DHEC to ensure the highest quality of professional care to residents of all ages

No. 03 – Reduce accidents on City roads

Collaborate with county law enforcement and other agencies
Improve safety of transportation system to protect all road users

No. 04 – Maintain and improve the professionalism of the Fire Department

Plan, budget and build Fire Station IV in the Carnes Crossroads area
Increase fire prevention, life safety inspections and public outreach
Plan, budget and build a Public Safety Training Center
Institute a community risk reduction model

No. 05 – Maintain and improve the community's confidence and positive opinion of the Police Department

Continue community-oriented policing principles and practices
Work with Planning Department to establish a council of neighborhoods program

No. 06 – Provide superior EMS to citizens and visitors

Evaluate service levels of EMS

No. 07 – Fleet replacement schedule

Look at alternate financing and grant opportunities to keep fire, EMS and police fleet upgraded.

IV. BE THE EMPLOYER OF CHOICE

key results & strategies

No. 01 – Reduce turnover

Identify career paths; clear paths to promotions, regular feedback and evaluations, training for new skills, and mentoring opportunities. Develop succession plans.

Regular public employee recognition on social media platforms

Redefine the "new hire orientation" process; starts at our website, continues throughout the first year, conduct feedback meetings 45 days, 90 days, 6- and 9-month marks

Explore "opt-out" option for employees covered by other health plans that would maximize take home pay

No. 02 – Increase number of quality applicants

Define the ideal employee; recruit and retain the employee who fits our values and believes in the mission and vision

Explore opportunities to partner with Trident Technical College Apprenticeship Programs to establish recruitment pipeline in city departments

No. 03 – Maintain competitiveness with other local governments in the region

Implement and use HRIS Platform (UKG) to discern wages, class and compensation levels and provide job task analysis for positions

Identify more and promote current non-salary benefits of employment in Goose Creek to use in recruitment efforts

Promote new access to First Sun EAP's formal and informal services to offer employees more assistance

No. 04 – Employees are proud to work here

Host more employee engagement activities

Review employee assistance program and results

Continue developing and building on the #creekrising brand

V. CREATE HIGHEST QUALITY OF LIFE THROUGH ARTS & RECREATION

key results & strategies

No. 01 – Ensure residents access to quality recreation opportunities

- Identify properties and partnerships that could provide additional recreation areas
- Evaluate the impact of limiting some sports team enrollment
- Explore creating an adult intramural sports league
- Streamline maintenance of current parks by evaluating and simplifying equipment

No. 02 – Maximize utilization of Crowfield Golf Club

- Plan, budget and build Crowfield Clubhouse improvements
- Evaluate and budget for expansion of food and beverage offerings
- Explore expanding course features including a chipping green and practice bunker

No. 03 – Incorporate public art into community life

- Evaluate value of in-house vs. contracted management of amphitheater programming
- Encourage public art in new growth through policy and procedures
- Think outside of the box to create community and sense of place using public art