

## **Strategic Plan**

Developed April 2019 - Adopted July 2019

### **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.***

*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.*

### **GOAL - INCREASE ECONOMIC ACTIVITY**

#### ***Key Results***

- Create diverse revenue streams
- Serve the people who live here and visit here
- Narrow the gap between money spent outside the city and inside the city
- Lower the residential tax burden

#### ***Strategies***

- Continue to revitalize old shopping centers to attract a range of businesses that contribute to livability and the local economy
- Place an increased emphasis on regional and/or statewide sports tourism
- Utilize green space near gathering spots (shopping malls, restaurants, etc.) – encouraging community and local business patronage

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- Encourage the development of shared office space to support small businesses by adding that use to the Incentives Ordinance
- Use technology to make it easier to do business in the City
- Partner with educational institutions to teach residents about starting a business
- Increase efforts in “blighted” areas to attract development and show the City’s commitment in investing in the area
- Develop a plan to create an inclusive playground to attract the underserved disabled community in the lowcountry

**GOAL – GUIDE GROWTH INTENTIONALLY**

***Key Results***

- Adopt a Comprehensive Plan that addresses green space, infrastructure planning, downtown development, and traffic management
- Revitalize business hubs/commercial centers
- Increase in the number people staying in Goose Creek to work and shop

***Strategies***

- Seek input from citizens – especially related to the Comprehensive Plan
- Work with Berkeley County and SCDOT on road plans and intersection improvements
- Become an active participant in bus rapid transit planning
- Use economic development and zoning to manage traffic and encourage businesses to implement flex scheduling, telecommuting and other traffic-reducing practices
- Encourage developing sidewalks and bike lanes to improve pedestrian connectivity

**GOAL – INCREASE REGIONAL AND STATEWIDE ENGAGEMENT**

***Key Results***

- Increase communication among local governments in the region
- Increase the influence of Goose Creek in the region
- Continue to improve the reputation of Goose Creek statewide

***Strategies***

- Saturate the region with presence at meetings and events
- Meet with elected officials in other municipalities and Berkeley County
- Create an information sharing system with other jurisdictions
- Attend County Council meetings when issues impacting the City arise
- Maintain and grow relationships with the City’s State House delegation

**GOAL – INCREASE EMPLOYEE RETENTION**

***Key Results***

- Increase employee satisfaction and sense of community
- Reduce turnover
- Increase the number of qualified job candidates
- Address law enforcement training issues

***Strategies***

- Advocate for a regionalized or streamlined law enforcement academy
- Work with schools (K-12 and colleges) on branding the City as a desirable place to work
- Continue supporting Cop Stop and other events to show employees appreciation

**GOAL – IMPLEMENT AND UPDATE POLICIES REGARDING FISCAL RESPONSIBILITY**

***Key Results***

- Council can make financial decisions with total awareness of impacts
- Any potential waste is identified and eliminated
- City maintains a healthy fund balance in all funds
- Revenue streams are made as diverse and stable as allowed by law

***Strategies***

- Establish an equipment replacement plan for rolling stock
- Review fund balance policies and decide whether it should be altered to reflect industry best practices
- Identify businesses that are “recession-proof” and encourage their location or expansion to diversify the City’s business portfolio and stabilize revenue streams
- Recruit healthcare-related businesses to partner with the new hospital
- Consider creating a policy that limits Hospitality Tax expenditures so that no more than 50% is used for debt service

**GOAL – IMPROVE PUBLIC SAFETY OUTCOMES**

***Key Results***

- Reduce crime
- Reduce hard drug use and drug-related crimes
- Reduce traffic accidents and fatalities

***Strategies***

- Encourage data-driven policing with specific, measurable goals in mind
- Collaborate with nonprofits and other agencies to support drug prevention programs and mental health initiatives
- Increase focus on relationships in neighborhoods most vulnerable to crime

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- Advocate for wider expungement for non-violent offenders so that formerly incarcerated citizens can become productive members of the community
- Continue to support the SCDOT St. James Avenue safety project
- Consider making the Property Maintenance Code (Code Enforcement) more strict