

THE CITY OF
GOOSE CREEK
BERKELEY CO. EST. 1961 SO. CAROLINA

Strategic Plan

Developed April 2021 - Adopted May 2021

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 AND BRAND RECOGNITION

Key Results

- Increase profile of the Crowfield Corporate Park to developers or explore creating another industrial park
- Continue year-over-year increase in the number of building permits issued
- Continue year-over-year increase in the amount of business license revenue generated
- Create and fund an economic development corporation
- Be known as the most business-friendly city in our region
- Think outside the box of traditional economic development
- Increase community engagement- Hometown Pride
- Increase external engagement through advocacy and partnerships with other government entities and the business community
- Increase internal communication

Strategies

- Develop a partnership with the business community through strategic partner organizations
- 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
- Research, plan and establish a budget for economic development corporation
- Brand and market Creek Compass and let people know Goose Creek is open for business
- Plan and budget for Creek Compass to be all under one roof
- Update website (City) to include more efficient ways to interact with our developers and contractors
- Plan and fund additional façade improvement grants that make it more attractive to building owners and tenants
- Work with building owners and developers to rehabilitate existing shopping centers
- Expand Goose Creek Local campaign
- Identify Placemaking opportunities
- Identify gaps in market then recruit and explore incentives to encourage them to locate here
- Explore sports tourism and its economic impact
- Streamline intake-review-permitting process
- Limit duplicity of review and lengthy timeframes with increased staff approval authority
- Explore hiring a Business Services Coordinator
- Improve intergovernmental partnerships relative to project review and coordination
- Periodically survey developers to receive feedback on processes
- Expand #creekrising brand
- Additional website content
- Launch public platform to report issues
- Explore other communication platforms to reach a wider audience

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- Fund and hire a marketing and promotions position or consider outsourcing this function

GOAL – Strategic Growth

Key Results

- Encourage infill projects
- Proactive annexation
- Quality growth and development
- Establish and continue expansion of village nodes

Strategies

- Overhaul Zoning Code including subdivision regulations
- Create and implement an annexation plan
- Identify potential infill areas and market to developers
- Update Planned Development standards
- Encourage development of “missing middle” market-rate housing
- Encourage/require connectivity with new growth
- Create incremental redevelopment plans for Red Bank Road corridor and Central Village
- Identify infill green space opportunities

GOAL – IMPROVE PUBLIC SAFETY

Key Results

- Lower the overall crime rate
- Decrease the average emergency response time
- Reduce the vehicle accident rate on City roads
- Obtain an ISO 1 Fire Classification
- Maintain and improve the community’s confidence and positive opinion of the City’s Police Department
- Provide superior EMS to our citizens and visitors

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- Fleet replacement schedule

Strategies

- Plan, budget and build Fire Station IV in the Carnes Crossroads area
- Continue community-oriented policing principles and practices
- Collaborate with county law enforcement and other agencies
- Work with Planning Department to establish a council of neighborhoods program
- Increase awareness of opioid addiction
- Increase fire prevention, life safety inspections and public outreach
- Look at alternate financing and grant opportunities to keep fire, EMS and police fleet upgraded
- Evaluate service levels of EMS

GOAL – BE THE EMPLOYER OF CHOICE

Key Results

- Reduce turnover
- Increase the number and quality of applicants
- Maintain competitiveness with other local governments in the region
- Employees are proud to work here

Strategies

- Fund a staffing study for the Police Department
- Fund and implement a classification and compensation study
- Host more employee engagement activities
- Review the employee assistance program and results
- Continue developing and building on the #creekrising brand
- Define the ideal employee; recruit and retain the employee who fits our culture and believes in the mission and vision
- 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

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- Hometown Hero
- 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
- Conduct regular employee engagement surveys