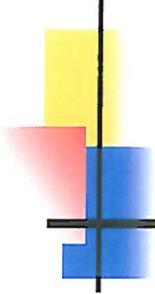




# CITY OF GEORGETOWN

## STRATEGIC PLAN





# CITY OF GEORGETOWN

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## Strategic Plan

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CREATED & APPROVED MAY 2003

# IMPROVE RECREATION

## I. DETERMINE RECREATION NEEDS

### ▪ STRATEGIES

- A. Provide information to USC for ongoing County study
- B. Conduct focus groups to determine recreation needs
- C. Develop costs to provide leisure and recreation needs. Explore feasibility of utilizing County millage and City providing service

## II. SUPPORT YMCA

### ▪ STRATEGIES

- A. Support YMCA efforts and development partnerships that would enhance recreation

## III. ENHANCE EAST BAY PARK

### ▪ STRATEGIES

- A. Recognize that East Bay Park is a regional park and not a neighborhood park. Decisions have to be made that address the needs of the entire City area, as well as limiting negative impacts (if any) on the adjacent neighborhood.
- B. Communicate with County regarding future plans. Avoid duplication of services.
- C. If necessary, conduct a joint study with the County to create re-develop plan and/or update master plan that County had previously developed.
- D. Enhance maintenance of current facilities and structures.

## IV. DEVELOP NEIGHBORHOOD PARK IN WEST END AND MARYVILLE

### ▪ STRATEGIES

- A. Parks should be as low maintenance as possible.
- B. Enhance Lafayette Park and County Park on South Island Road in lieu of new parks

## V. IMPROVE/ENHANCE CULTURAL OPPORTUNITIES

### ▪ STRATEGIES

- A. Determine best management practice for Winyah Auditorium.
- B. Continue to participate in marketing opportunities,

# CLEANER ENVIRONMENT

## I. IMPROVED AIR QUALITY

### ▪ STRATEGIES

- A. Take action on a resolution passed by Council to become a Climate Protection Community. Software from ICLEI (International Council for Local Environmental Initiatives) will assist us in conducting an emissions inventory that will collect information on transportation, waste and energy consumption. From here, we can establish a baseline to help us develop an action plan for reducing emissions. ICLEI provides a toolkit to aide in plan development.

Possible action items would include the purchase of electric vehicles, a policy concerning "idling" city vehicles and an inspection program to assure that our diesel/gas engines are running properly.

- B. Adopt a resolution thanking International Paper Company and the Steel Mill for their past efforts in reducing air pollution and strongly encouraging them to do more.

#### ▪ Estimated Costs

1. Emissions software - \$475
2. Intern from a college to input data for emissions software

## II. REDUCE LITTER

### ▪ STRATEGIES

#### A. Litter Containers

- Amend zoning to require businesses with off-street parking for more than ten (10) vehicles to provide a litter container in the parking lot, and require them to provide additional containers for every 60 parking spaces beyond the first 10.
- Fund placement of five litter containers a year for the next five years, to be placed on city land, convenient for collection by the Sanitation Department, at sites recommended by KGB.

#### B. Enforcement

- Insure sufficient resources in personnel and equipment for enforcement of littering, zoning, overgrown lots, junk vehicles, dilapidated buildings, and appearance codes
- Create a statistical tracking system of enforcement actions

#### C. Education & Community Involvement - continue Keep Georgetown Beautiful and its affiliation with Keep America Beautiful.

#### • Estimated Costs

1. Litter containers: \$3000 per year for those on public lands

2. Enforcement: may require additional personnel in code enforcement, software for statistical tracking
3. Education & Community Involvement – no increased costs

### III. IMPROVED WATER QUALITY

#### ▪ STRATEGIES

- A. Modify the stormwater ordinance:
  - Amend the stormwater ordinance to clarify how it addresses parcels less than one acre. New developments should submit a stormwater management plan, which includes detention ponds containing filtering vegetation and/or accessible catch basins with grease/trash separators.
  - Require that the property owner is responsible for cleaning ponds and/or catch basins on a periodic basis.
- B. Continue to follow DHEC guidelines, which monitor WWTP discharge as their limits become more stringent.
- C. Become more involved with State Agencies to monitor pollution limits in Sampit River and Winyah Bay.
- D. Support financially a policy of public or community education that promotes / provides guidance for use and disposal of common household pollutants.
- E. Educate and involve the community in clean Storm drain programs
- F. Modify building practices to reduce impermeable surfaces (see the county ordinance as a resource)

### IV. DEVELOP A CITY-WIDE APPEARANCE CODE

#### ▪ STRATEGIES

- A. Enlist support of business community and neighborhood groups
- B. Review codes used by other communities

### V. CODES ENFORCEMENT

#### ▪ STRATEGIES

- A. Review processes used by other cities for code enforcement
- B. Insure adequate resources and funds in personnel are available

## ECONOMIC DEVELOPMENT / JOBS

### I. THE CREATION OF BETTER PAYING JOBS

#### ▪ STRATEGIES

- A. Utilize Main Street Program principles throughout the City.
- B. Create documents to:
  - Identify available properties in the City of Georgetown
  - List types of businesses allowed to locate in zoned areas
  - Market amenities the City of Georgetown has to offer such as fiber, good utilities, and proximity to the beach
  - Water
- C. Market lack of impact fees (if applicable)
- D. Develop incentive package that includes lower taxes and utility rates as temporary offer
- E. Seek assistance from the SC Dept of Commerce.
- F. Contact Georgetown County to review their plan for attracting industry (retail, technology, restaurant, manufacturing, etc...)
- G. Contact Horry - Georgetown Technical College to review their plan for assisting graduating students to locate jobs with emphasis on technology students to attract technology oriented companies that would require smaller properties.
- H. Establish City liason with County Economic Development Commission and Chamber of Commerce regarding new and expanded businesses.

### II. A MORE ATTRACTIVE COMMUNITY THAT IS A TOOL FOR ECONOMIC DEVELOPMENT

#### ▪ Strategies

- A. Annex undeveloped land and Winyah Bay Golf Course.
- B. Review '98-'99 Best Practices Guide on Community Appearance/Improvement/Zoning

### III. ENHANCED "ENTRANCEWAYS" TO DOWNTOWN

#### ▪ STRATEGIES

- A. Develop a relationship with the Steel Mill & International Paper to include improving the environment.
- B. Purchase highway type directional signs to encourage people to enter and exit the historic district easily.
- C. Research unique streetlight options.

#### IV. AN ENHANCED IMAGE FOR THE CITY OF GEORGETOWN

##### ▪ STRATEGIES

- A. Commit to increasing staff and tools for Public Works to enable more efficient clean up of City.
- B. Review current methods used by Public Works to pick up debris.
- C. Improve citizen and visitor opinion of City of Georgetown by having a cleaner City with emphasis on major thoroughfares.
- D. Research possibility of Business Improvement District (City of Columbia)
- E. Increase marketing.
- F. Request the Georgetown Economic Development Commission to focus inside the City.
- G. Profile new businesses.
- H. Add marketing/recruitment information to the website.
- I. Request Chamber of Commerce to periodically report on-going activities to City Council.

## SAFE ENVIRONMENT FOR CITIZENS

### I. IMPROVED LIGHTING EFFECTIVENESS

#### ▪ STRATEGIES

- A. Requests for additional streetlights will be addressed on a case-by-case basis responding to requests from citizens, the Police Department, or by observation of City staff.
- B. City staff will proactively study each neighborhood to determine if additional streetlights are warranted.
- C. Reporting of inoperable or broken lights from City employees and citizens are of great assistance and will be encouraged to continue.
- D. The tree canopy makes it very difficult to provide adequate lighting on the street, especially in the historic district. Raising the tree canopy for street lighting, however, would prompt numerous complaints. Additional tree trimming will be undertaken in order not to disfigure trees.

Note:

Streetlights are not designed to provide lighting on sidewalk areas.

### II. IMPROVED TREE CARE MAINTENANCE

#### ▪ STRATEGIES

- A. Tree maintenance has a direct effect on street lighting as noted above. Tree roots cause sidewalk damage, thus causing tripping hazards.
- B. Reporting of tree limbs low over streets or sidewalks will be responded to accordingly.
- C. City staff will proactively study each area to identify hazards from low limbs and hazardous sidewalks.
- D. Tree maintenance also has a direct effect on the safety/reliability of the electric distribution system. Adequate clearance will be maintained.

### III. ENHANCED POLICE PATROL

#### ▪ STRATEGIES

- A. City will continue to participate in Organized Crime Bureau, a cooperative effort between the Police Dept., the County Sheriff's Dept., and the FBI to provide better reaction to organized drug activity.
- B. Improved Fire/Police facilities will be pursued in Maryville.
- C. The Police Department will make the Building & Planning Department aware of buildings that cause safety problems for neighborhoods. The Building & Planning Department should reflect this input when prioritizing structures for demolition.

IV. ENHANCED ENFORCEMENT OF BUILDING CODES AND ORDINANCES

▪ **STRATEGIES**

- A. Increased resources are needed for enforcement of existing codes. These resources could include increased staffing, increased budget, and proactive, consistent legal decisions regarding enforcement (i.e. placement of liens on properties).
- B. Legal review of existing ordinances; update or add new ordinances as needed.

V. REDUCED NUMBER OF DILAPIDATED STRUCTURES, VACANT BUILDINGS, OVERGROWN LOTS

▪ **STRATEGIES**

- A. Inventory dilapidated structures in City and begin to address owners through legal system.
- B. A strong legal participation is needed in the process to force property owners to be responsible for maintenance of their property.
- C. Examine Charleston's 'Livability Court' to increase enforcement action against violators of codes concerning dilapidated structures, vacant structures that provide haven for criminal activity, and overgrown lots.
- D. Increased budget for demolition.
- E. Prepare and adopt procedures regarding heir's property.

VI. INFRASTRUCTURE-RELATED ISSUES CONCERNING PUBLIC SAFETY

▪ **STRATEGIES**

- A. Improved Fire/Police facility in Maryville (see above).
- B. Improving the water supply for fire protection in Maryville will be a priority for the Water Department
- C. Adding fire hydrants in Maryville will be a priority for the Water Department
- D. Adequate water supply for fire protection in Maryville.
- E. Drainage, road paving, frontage road projects all represent improvements in public safety. Continue support for these improvements.

## Residential and Commercial Growth

### I. ANNEXATION:

Pursue annexation of property near the City limits. This would simplify the process since the City would only have to deal with a small number of property owners. Focus on acres where there are not multiple property owners.

#### ▪ STRATEGIES

- A. Consider purchasing the Winyah Bay Golf course as an investment and as a way to begin annexing property south of Maryville. The City already has water to sell in this area. The golf course could be a selling point for the City.
- B. Look at the development agreement scenario as a way to encourage other undeveloped properties to come into the city. Consider possible tax breaks, if allowed by law, or reductions in other fees or permits. Set up a policy for providing development agreements with property owners.
- C. Continue to pursue the annexation of the bridges going towards the beach and surrounding property. Proceed quickly with annexation of rivers.
- D. Contemplate purchasing other vacant properties outside the city to annex and later sell.
- E. Annex State Ports Authority property.

Review and study what other cities are doing that has had success with annexation. (Conway, Mt. Pleasant, etc.)

Move forward with the recommendations proposed by Waccamaw Council of Governments in their Annexation Study of neighborhoods adjacent to the City.

- A. Actively "make the case" for annexation by conducting neighborhood meetings in these areas. Ask insurance companies to attend to speak to improve ISO ratings. Have residents in support of annexation speak at meetings as well as current city residents who have saved money by moving into the city. Emphasize our higher level of service as it relates to police and fire protection, sanitation and code enforcement by showing relevant statistics. City Hall staff workload needs to be examined to determine how a program could be pursued.
- B. Improve our services to the point that newly annexed areas that are being served by other providers will eventually demand city services.
- C. Move forward with annexing properties along the 701 corridor even if we are unable to annex entire neighborhoods. This will open up future possibilities for expanding the city limits and allow for continued growth along 701.

Adopt a more aggressive policy for expanding water and sewer lines to undeveloped areas. The City may consider funding installation of water and sewer.

## II. COMMERCIAL NEW CONSTRUCTION/REDEVELOPMENT/RENOVATION

### ▪ STRATEGIES

- A. Prepare a package for potential developers summarizing available commercial properties in the area.
- B. Prepare a set of guidelines for developers/contractors to utilize when they are ready to begin a project in the City. Each department could include the main questions that are asked by developers at the start of a new project. This could be distributed when a developer makes an initial inquiry.
- C. Consider forming a City Economic Development group that would work with the County Commission to focus on directing businesses to the city limits.
- D. Look at giving tax breaks or other cost-savings to developers who are willing to renovate large, vacant commercial shopping centers perhaps with a development agreement. This could also apply to places like the old bowling alley and recently vacated car dealerships. Also consider additional incentives for developers who will agree to bring large asphalt parking lots up to the current landscaping requirements.
- E. Assist the (soon-to-be?) newly formed downtown group with putting together information packets for potential investors on Front Street. Consider re-implementing Main Street program.
- F. Consistently send letters to national restaurant chains, stores, etc. encouraging them to come to this area by providing demographics and development information.

## III. RESIDENTIAL NEW CONSTRUCTION/REDEVELOPMENT/RENOVATION

### ▪ STRATEGIES

- A. Implement strategies from the West End Redevelopment Plan by purchasing vacant substandard lots in the neighborhood, combining them and offering them to developers who will adhere to an established set of guidelines.
- B. Consider adopting the local historic buildings tax credit.
- C. Publicize the historic tax credits available to those looking to renovate homes in the historic district as well as realtors. Put ARB guidelines in a more easy to read format for realtors, developers and homeowners in this area.
- D. Develop a program to target the development of middle-income housing. Purchase vacant lots in various neighborhoods and offer incentives to developers or non-profit groups to construct middle-income housing.

## INFRASTRUCTURE

**Goal:** To develop and implement strategies that will provide additional revenue that can be used - in part - for infrastructure development, maintenance, or improvement. This plan is also designed to provide infrastructure support for new construction developments. The new developments in turn are expected to provide additional city revenue.

### A. Growth Strategies:

#### 1. *Pursue Annexation or Expansion of Service Areas*

The recommendation to obtain infrastructure development through annexation or growth is to implement the policies and programs as outlined and defined by the city's committee for strategic planning of "Residential & Commercial Growth" and for "City Economic Development".

**Benefit:** Growth in revenue primarily from Electric and Water funds, and property tax base.

**Comments:** Growth in Public Works (Roads), Drainage Infrastructure, and other general fund services might possibly result in additional cost, which may not be totally offset by the increased operating revenue from each of these services. This cost may be offset by growth in the enterprise funds and property taxes.

#### 2. *Pursue Expansion within the Present Service Area*

**Benefit:** Growth is expected in revenue primarily from Water Utilities and tax revenue. Some additional revenue would be expected from Electric Utilities.

**Comments:** Undeveloped land within the present city limits is extremely limited so limited growth is expected from expansion of the Electric Utility in the present service area. Water Utilities has an agreement to service territory beyond the city limits. The City should approach the Georgetown County Water & Sewer District to review areas adjacent to the City in Maryville to determine if the District would agree to amend the service area.

#### 3. *Pursue the Formation of Partnerships*

Benefit: Revenue growth would be achieved by the selling of service beyond the city limits. The cost associated with the expansion of distribution infrastructure to deliver the service would be substantially less or shared with a partner.

Comments: This may be the next best alternative to annexation. Partnerships would be with bordering utility service providers, or government entities. The general fund would see little, if any, benefit from this activity.

**B. Strategies for the Maintenance and / or Improvements of Present Infrastructure and Support New Construction Development:**

**1. Maintenance or Improvements of Roads and Sidewalks**

- Plan: A. Seek and develop alternate or additional sources of road building or maintenance revenue such as:
1. Obtaining "C- Funds" from the state or County.
  2. Obtaining a portion of county revenue from vehicle tax.
  3. Develop funding assistance with the aid of federal / state / local political delegation.
- B. Improve road construction / repair methods or techniques. Determine feasibility of acquiring hot asphalt machine, perhaps funded by Water and Wastewater Department.
- C. Develop program to repair past years ' utility cuts".
- D. Study traffic patterns and road damage locations to identify areas with repetitive damage and possible "common cause" origin.
- E. Support and implement 3 or 5 year C.I.P.

**2. Maintenance or Improvements of Drainage Systems**

- Plan:
- A. Support and implementation of 3 or 5 year C.I.P.
  - B. Reevaluate major drainage projects yet to be completed.

- C. Adopt policy in piping ditches as requested by citizens.

**3. *Maintenance or Improvements of the Water Production & Distribution Infrastructure***

- Plan:** A. Support and implementation the 3 or 5 year C.I.P.

**4. *Maintenance or Improvements of the Wastewater Collection & Treatment Infrastructure***

- Plan:** A. Support and implementation the 3 or 5 year C.I.P.
- B. Implement Citywide water system and sewer system studies.

**5. *Maintenance or Improvements of the Electric Utilities Infrastructure***

- Plan:** Support and implementation the 3 or 5 year C.I.P.

**C. Other Strategies:**

**1. *Pursue Implementation of Impact Fees***

- Benefit:** Provide funding for capital expansion of utility infrastructure while not passing on excessive expansion cost to present customers.

