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# 2016 STRATEGIC MAP

The **2016 Strategic Map** represents the plan of work and long range goals of the City of Kilgore. This document serves as a **roadmap** to achieve the Vision of the City, linking that vision through 10 major **Goals/Objectives**, and a wide range of **individual strategies** and **projects**.

### CITY OF KILGORE VISION

Kilgore strives to be a safe, clean, well-maintained and affordable City. We value strong moral character, solid family values, and our rich history and culture. We embrace innovation, well-planned growth, and a strong business-friendly environment in which opportunities abound for employment, education, culture, entertainment, tourism, and recreational enjoyment.

### HISTORY IN BRIEF

Kilgore was founded in 1872, when the International - Great Northern Railroad chose to bypass New Danville, and instead form a new town on land purchased from Constantine "Buck" Kilgore. Early Kilgore depended on the railroad and cotton industries. Everything changed when oil was discovered in East Texas in 1930. Overnight Kilgore was transformed into an oil boomtown with a population over 12,000. Today Kilgore is a major industrial hub in East Texas. While the oil industry still plays a major role in the local economy, economic development and diversification efforts by the Kilgore Economic Development Corporation continue to strengthen Kilgore's local economy.

### FAST FACTS

- Population:** 14,948 (2014 est.)
- Area:** 15.4 Square Miles
- Counties:** Gregg & Rusk
- Served By:**
  - Kilgore Independent School District
  - Kilgore College
  - Sabine Independent School District
- Popular Attractions:**
  - Rangerettes
  - East Texas Oil Museum
  - Texas Shakespeare Festival
  - Worlds Richest Acre
  - Historic Downtown
  - Meadowbrook Golf Course



**2015 -16**  
**City Council**



## FIX AND EXPAND INFRASTRUCTURE

- Implement Sanitary Sewer Evaluation Study program to determine full scope of repairs needed for sewer system
- Establish Sewer Inflow Reduction Committee
- Identify supplemental water source
- Bring water system into compliance with TCEQ standards
- Develop long-term road system rehab plan
- Identify ways to reduce per-capita infrastructure costs
- Promote connection to city utility services in Extra Territorial Jurisdiction subdivisions
- “Keep Good Roads Good” & “Mix The Fixes”
- Develop facilities masterplan for maintenance and rehab
- Develop and implement ADA Transition Plan
- Complete sidewalk inventory and master plan
- Investigate grant opportunities for pedestrian mobility projects
- Develop grant or cost sharing with property owners on sidewalk repairs/ADA compliance

## DIVERSIFY TAX BASE & EMPLOYMENT

- Continue to support Kilgore Economic Development Corporation’s implementation of their strategic plan
- Develop plan to appropriately size new and replacement infrastructure sufficiently to serve future developments
- Look for regional partnership/cooperative purchasing opportunities
- Develop collector corridors
- Investigate opportunities for creation of incubator and resource sharing between developing workforce and businesses
- Adopt redevelopment code/reuse code
- Monitor regulations for business friendliness

## IMPROVE/ENHANCE AESTHETICS

- Establish reasonable corridor overlay standards
- Develop cooperative private parking lot improvement program
- Develop plan to address aesthetics of vacant and dilapidated buildings
- Continue to fully enforce current code
- Implement public information campaign related to allowable trash can locations
- Identify opportunities to reuse and upgrade commercial and residential structures
- Facilitate code compliant rental property program and engage absentee owners
- Develop plan for consistent street sweeping

## CREATE NEW DIVERSE HOUSING

- Identify orphan residential lots and publish list for local developers
- Work with realtors to identify opportunities for turnover of absentee owner owned land
- Create standard for sale of vacant lots - ex. qualify buyer’s ability to develop property
- Identify areas where land can be assembled to build infill subdivisions
- Study opportunities for residential housing in the downtown area
- Leverage amenities to make redevelopment areas more attractive for development
- Partner with builders on new subdivisions
- Identify future development areas and develop strategy to serve them with infrastructure
- Investigate alternate ways to pay for infrastructure for new construction
- Brand Kilgore as the charming alternative to Tyler and Longview

## MAINTAIN QUALITY PUBLIC SAFETY

- Research funding opportunities and develop plan to implement body cameras for PD
- Continue to monitor and take advantage of grant opportunities to upgrade technology and assets
- Complete School Resource Officer Program evaluation project with KISD
- Evaluate opportunities to maximize staffing resources efforts toward other city needs
- Continue community policing program
- Monitor impact of decisions related to infrastructure and resources on ISO rating

## TOURISM DESTINATION

- Leverage sports infrastructure and Hotel Occupancy Tax funds as to establish Kilgore as a sports tourism destination
- Implement wayfinding signage program
- Optimize and fully exploit advertising/marketing opportunities
- Encourage cross advertising between local tourism entities
- Develop framework for use of Hotel Occupancy Tax funds to maximize local tourism impact
- “Piggyback” with other regional cities’ amenities and events to create regional draw
- Coordinate local events and amenities to create a larger experience - create relationship and synergy between tourism opportunities

## INTERGOVERNMENTAL RELATIONS

- Build stronger relations with other regional communities and governmental entities
- Look for ways to share resources
- Identify partnership opportunities related to infrastructure
- Implement inter-local agreements with regional partners to facilitate cooperative and volume purchasing programs
- Develop Kilgore Leadership Summit
- Strengthen relationships with state and federal elected officials

## CITIZEN ENGAGEMENT

- Create leadership development program to encourage others to get involved in Kilgore city government
- Engage young people as future leaders
- “Jumpstart” program to “Bridge the Gap” with young Kilgoreites
- Communicate on all relevant media
- Improve and enhance public information campaigns for trending topics
- Provide frequent updates to City website

## SUSTAINABLE MEDICAL CARE

- Evaluate opportunities to add health care providers to Kilgore
- Pursue grant opportunities to improve free or low cost health care coverage
- Study opportunities to add workers comp medical services
- Evaluate facilitation of creation of existing medical provider syndicate to recruit doctors

## SYNERGY IN RECREATION

- Maximize use of ball park asset by coordinating with surrounding communities
- Complete implementation of both phases of trails grant project
- Develop plan for old ball parks with input from stakeholders
- Look for opportunities to implement healthy lifestyle infrastructure