



CITY OF  
KINGSPORT  
**2025**  
**Strategic**  
**Plan**





# CONTENTS

---

**01** | Letter From The Mayor

**02** | Vision, Mission, Values

**03** | Strategic Focus Areas

**04** | *Strategic Focus Area 1:*  
Efficient & Responsive  
Government

**05** | *Strategic Focus Area 2:*  
Sustainable Infrastructure

**06** | *Strategic Focus Area 3:*  
Exceptional Cultural &  
Recreational Opportunities

**07** | *Strategic Focus Area 4:* Safe &  
Welcoming Community

**08** | *Strategic Focus Area 5:*  
Thriving Local Economy

**09** | *Strategic Focus Area 6:* Strong  
& Vibrant Neighborhoods

**10** | *Strategic Focus Area 7:*  
World-Class Education



# LETTER FROM THE MAYOR

## From the desk of Mayor Paul W. Montgomery:

For the past eight months, the City of Kingsport has undertaken a comprehensive plan of action to craft a strategic plan. One that will not only define the city's vision and mission but also identify our goals and objectives for the near future.

Today, the Kingsport Board of Mayor and Aldermen and the Leadership Team are proud to present to the community the City of Kingsport's Strategic Plan — our guiding document for operational and capital investments for the next three to five years.

Our strategic plan came about through months of work by a professional consulting service, the BMA and leadership team, city staff and the community at large. More than 2,000 people participated in a community survey this past winter, offering their opinion on the city's focus areas and priorities.

## The seven focus areas of the strategic plan include:

- + Efficient & Responsive Government
- + Sustainable Infrastructure
- + Exceptional Cultural & Recreational Opportunities
- + Safe & Welcoming Community
- + Thriving Local Economy
- + Strong & Vibrant Neighborhoods
- + World-Class Education

Some of the noteworthy priorities identified within the focus areas include downtown revitalization, healthcare, paving, diverse housing options and recreational opportunities for our residents and visitors.

On behalf of the BMA and Leadership Team, we would like to thank everyone who participated in this process. Your input, support and feedback goes a long way in helping determine the future of our city. We encourage everyone to read through our strategic plan and check the city website for updates on the plan's progress.

Kingsport prides itself on being a community with small town principles and big city opportunities. Our new strategic plan will help keep us on track to our ultimate goal of being the premier town in Northeast Tennessee to live, work and raise a family.

## Now, let our journey continue.



**Paul W. Montgomery** | Mayor





# VISION, MISSION, VALUES

---

The City of Kingsport's vision, mission, and values guide everything that we do. In addition, our seven strategic focus areas provide clear direction for making decisions and turning our vision into reality.

## VISION

A vision statement is an articulation of an organization's aspirational future. Our vision statement is:

**Kingsport – a safe, thriving, and welcoming community that embraces small-town values while offering big-city opportunities, making it the perfect place to live, work, play and raise a family.**



## MISSION

**Serving our community –  
Building the future**

---

## VALUES

At our best, we represent the **S.P.I.R.I.T** of Kingsport because we value:

### SAFETY

providing a safe community  
and working environment

---

### PEOPLE

in all we do - provide quality  
customer service to our community

---

### INTEGRITY

in all aspects of our operations

---

### RESPONSIBILITY

by being accountable stewards of  
the resources entrusted to us

---

### INNOVATION

by committing to  
continuous improvement

---

### TEAMWORK

by collaborating to serve  
our community



# STRATEGIC FOCUS AREAS

In order to achieve our vision, the City will concentrate its efforts in seven strategic focus areas. These will guide our decision-making and will ensure we are purposefully addressing the needs of our community identified during the development of the strategic plan while remaining responsive to emerging challenges and opportunities.

These strategic focus areas were developed by the Board of Mayor and Aldermen and shaped by community feedback in order to reflect priorities and needs of our residents and businesses. Each focus area contains a list of priorities that outline key actions and initiatives that will drive progress within the focus area and support the City's long-term goals.



**EFFICIENT &  
RESPONSIVE  
GOVERNMENT**



**THRIVING LOCAL  
ECONOMY**



**SUSTAINABLE  
INFRASTRUCTURE**



**STRONG & VIBRANT  
NEIGHBORHOODS**



**EXCEPTIONAL CULTURAL  
& RECREATIONAL  
OPPORTUNITIES**



**WORLD-CLASS  
EDUCATION**



**SAFE & WELCOMING  
COMMUNITY**

[Read more about our Strategic Focus Areas](#)



# Efficient & Responsive Government

Kingsport is committed to providing efficient, transparent, and responsive government through intentional leadership and sustainable financial practices. Our exemplary, proactive workforce ensures excellent customer service.

## Priorities

- + Being open to investment opportunities that may incubate or sustain private investment
- + Remaining competitive to attract personnel
- + Continuous training in customer service for our employees
- + Timely communication with citizen needs
- + Being open to new lines of communication with citizens
- + Exploring opportunities for using artificial intelligence (AI)
- + Being mindful of thresholds which may stifle the establishment of businesses





# Sustainable Infrastructure

Kingsport is dedicated to delivering reliable, resilient public infrastructure that adapts to the community's changing needs through continual reinvestments. We prioritize data-driven proactive maintenance, communication, and sustainable practices, using innovative technology to ensure safe, effective, and efficient public services.

## Priorities

- + Roadway maintenance
- + Enhancing the presentation of the City
- + Enhancing the downtown streetscapes
- + Replicating the sustainability found within our "Pave Kingsport" program to all assets
- + Communicating services to our customers



# Exceptional Cultural & Recreational Opportunities

Kingsport's quality of life is anchored in our historical assets and beautiful natural environment. The City provides and cultivates unique recreational and cultural assets, programs, and desirable amenities that enhance the vibrancy of community life, supports healthy lifestyles, and offers ample opportunity for enjoyment and play!

## Priorities

- + Music venue downtown
- + Funding to replace park features — “depreciation”
- + Focusing on the Holston River and the unique opportunities it provides
- + Robust recreational sports
- + Indoor Kingsport recreation/ community center
- + Creating safe environments — parks
- + Divestment of certain park assets
- + Brickyard development — park
- + Promoting our outdoor amenities

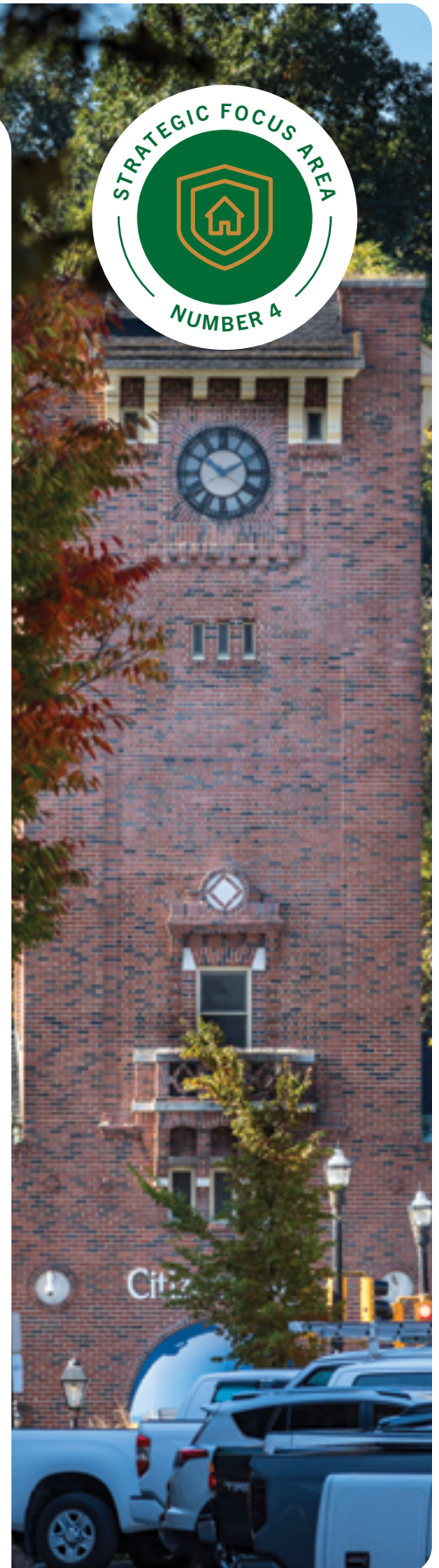


# Safe & Welcoming Community

Kingsport is a welcoming community where everyone values safety and engages in civic life. We take pride in exceeding high community expectations, preparing for emergencies, continuing to surpass national standards and achieve accreditation for City departments that serve as trusted service providers and community resources.

## Priorities

- + Continuing capital and operational investments
- + Recruiting and retaining public safety personnel through competitive pay and benefits
- + Increasing communication of community outreach
- + Fire Station 2 funding
- + Increasing citizen academies to better understand the legal process
- + Investing in technical equipment





# Thriving Local Economy

Kingsport supports a thriving economy built on quality employers who offer robust employment opportunities. The City seeks and encourages investment in a variety of businesses that provide options to enhance the overall quality of life for individuals. The community takes pride in supporting local businesses!

## Priorities

- + Aggressive restaurant and retail recruitment
- + Healthcare industry recruitment
- + Hosting economic summit
- + Developing target industries for recruitment
- + Increasing the awareness of the role of the Economic Development department
- + Increasing workforce development
- + Developing and adopt an economic development incentive plan





# Strong & Vibrant Neighborhoods

Kingsport strives to be a community of diverse neighborhoods with well-kept homes and active citizens. This is enhanced by the City's commitment to community engagement, neighborhood safety, code enforcement, and a variety of housing options.

## Priorities

- + Attracting residential developers
- + Promoting housing distribution
- + Developing a downtown vacant building and code enforcement plan
- + Conducting a sidewalk study in older neighborhoods
- + Beautification of gateways
- + Celebrating all communities
- + Code enforcement education
- + Strengthening community outreach
- + Increased public transportation routes
- + Engaging with nonprofits



# World-Class Education

Kingsport is committed to supporting and investing in world-class primary and secondary education while offering many options for innovative post-secondary, career, and technical education, and lifelong learning.

## Priorities

- + New elementary schools
- + Continuing to invest in dental school
- + Creating a police academy in Kingsport
- + New site for TCAT in Kingsport
- + Early childcare at North Campus (TAC)
- + Expanding course offerings in our Academic Village – healthcare, engineering, etc.
- + Through KCS, expand offerings for CTE
- + Benchmarking against the best in Tennessee
- + Continuing to explore partnerships with Tennessee State University, East Tennessee State University, University of Tennessee, etc.
- + Master of Public Administration at Kingsport Center for Higher Education with East Tennessee State University
- + Expanding adult education opportunities
- + Exploring opportunities to partner with University of Tennessee Veterinarian School









---

415 Broad Street  
Kingsport, TN 37660

[kingsporttn.gov](http://kingsporttn.gov)