

# ***STRATEGIC PLAN***

## ***2010 → 2015 → 2022***

### **EXECUTIVE SUMMARY**

***Mayor and  
City Commission***



***Paducah, Kentucky  
March 2010***



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*STRATEGIC FRAMEWORK*

**VISION 2022**

*“Desired Destination for Paducah”*

**PLAN 2015**

*“Map to Paducah’s Destination”*

**EXECUTION**

*“Route for Next Year”*

**MISSION**

*“Responsibilities of City Government”*

**BELIEFS**

*“Expectations of City Employees”*

# Paducah Vision 2022

**PADUCAH** is a *VIBRANT* and *BEAUTIFUL* <sup>(A)</sup>  
*RIVER CITY* <sup>(B)</sup> which is the *HEART* of  
*FOUR RIVERS REGION.* <sup>(C)</sup>

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Our Region has a *STRONG ECONOMY.* <sup>(D)</sup> Our City has a  
*NATIONAL REPUTATION* for the *ARTS* and *TOURISM.* <sup>(E)</sup>

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We are a *HOMETOWN* for *FAMILIES* <sup>(F)</sup> and an  
*INCLUSIVE COMMUNITY.* <sup>(G)</sup>

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Our Residents enjoy a *QUALITY COMMUNITY* <sup>(H)</sup> and  
*FUN THINGS to DO.* <sup>(I)</sup>

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*PADUCAH – A GREAT PLACE TO CALL HOME.* <sup>(J)</sup>

# Vision 2022

## Guiding Principles

### PRINCIPLE A

### VIBRANT AND BEAUTIFUL

#### ► Means

1. Alive Downtown where people do business, find entertainment, and live in lofts and condos
2. Preservation of the history and architectural character
3. Clean, without litter, trash or visual blight
4. Downtown is a “cool” place to go for an evening or festival
5. Growing population

### PRINCIPLE B

### RIVER CITY

#### ► Means

1. Successful river related businesses including containers on barge
2. Public access and use of the river
3. Marina serving local and high dollar pleasure boats
4. High rise condos overlooking the river
5. Boats traveling the river find Paducah an inviting destination
6. Docking facility for commercial boats
7. Passive park-like feeling at the riverfront

**PRINCIPLE C**

**HEART OF FOUR RIVERS REGION**

► **Means**

1. Medical, wellness and healthcare center for the region
2. Regional airport hub
3. Services and retail center for the region
4. Museums, cultural, entertainment, and restaurant center for the region
5. Serves as the regional center for southern Illinois, western Kentucky, eastern Missouri, and western Tennessee
6. People come to visit and spend a long weekend or a week
7. Access to the Interstate System (I-24, I-69, I-66)
8. Outer loop for moving people and promoting commercial development

**PRINCIPLE D**

**STRONG ECONOMY**

► **Means**

1. Medical and health science center
2. Hospitality and tourist destination for the region and the nation
3. Educational center preparing the workforce for 21<sup>st</sup> Century Jobs, opportunities for undergraduate and graduate degrees
4. Major manufacturing facility
5. Arts and culture
6. Global Nuclear Energy Partnership (GNEP)
7. Incubator for business start-ups

**PRINCIPLE E**

**NATIONAL REPUTATION FOR ARTS AND TOURISM**

► **Means**

1. National reputation as an “arts community” (Santa Fe east)
2. Successful four rivers center with top quality national performances and quilt show
3. Home of the Museum of the American Quilters Society (MAQS)
4. Galleries for displaying and selling artwork
5. People throughout the nation and world coming for arts and culture
6. Home of Art School
7. River’s Edge Film Festival

**PRINCIPLE F**

**HOMETOWN FOR FAMILIES**

► **Means**

1. Best public schools in the region
2. Strong family values in the community
3. Family wage jobs available in the community
4. Our children choose to raise their families here
5. Community safe for youth, seniors and everyone
6. Housing available for all income levels
7. Center of lifelong learning
8. A place to call home



**PRINCIPLE G**

**INCLUSIVE COMMUNITY**

► **Means**

1. Good jobs available for all
2. Appreciating and understanding of differences
3. People feeling welcome and safe
4. 20/30 age entertainment venues and activities
5. Young adult networking
6. Encouraging ethnicity and cultural diversity

**PRINCIPLE H**

**QUALITY COMMUNITY**

► **Means**

1. People feeling safe and secure in their homes and neighborhood
2. Quality neighborhood infrastructure
3. Strong homeownership with less subsidized housing
4. Property owners taking responsibility of their property
5. Strong real estate market for homes
6. All neighborhoods well maintained and desirable places to live

**PRINCIPLE I**

**FUN THINGS TO DO**

► **Means**

1. Quality regional, community and neighborhood parks
2. Variety of recreational venues available within our community
3. Things to do in your leisure time, including golf courses
4. Easy access to outdoor and water based recreation, lakes and river
5. Home to regional and national sports events
6. Entertainment for all ages

**PRINCIPLE J**

**PADUCAH – A PLACE TO CALL HOME**

► **Means**

1. People and organizations contributing to our community
2. Strong community events and festivals that pull people together
3. Strong advocacy for the interests of Paducah
4. People volunteering community service
5. Strong community organizations and institutions
6. People and organizations contributing to our community

## **City of Paducah Our Mission**

**The City of Paducah  
is *FINANCIALLY SUSTAINABLE*,<sup>(1)</sup>  
provides *1<sup>ST</sup> CLASS SERVICES* <sup>(2)</sup>  
delivered in a *COST EFFECTIVE MANNER* <sup>(3)</sup>  
and has *QUALITY INFRASTRUCTURE*  
and *FACILITIES*. <sup>(4)</sup>**

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**The City  
*ENGAGES CITIZENS*, <sup>(5)</sup>  
*EXERCISES COMMUNITY LEADERSHIP* <sup>(6)</sup>  
On Local Public Service Issues, and  
is recognized as a *REGIONAL LEADER*.<sup>(7)</sup>**

## City of Paducah Core Beliefs

*We:*

*S*erve Others

*P*roduce Results

*Act with I*ntegrity

*Accept R*esponsibility

*Look for I*nnovations

*Practice T*eamwork

**Show the S-P-I-R-I-T**

# **City of Paducah Goals 2015**

**Strong Local Economy –  
*Regional Center for Four States***

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**Efficient City Government –  
*Quality Services for Citizens***

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**Restored Historic Downtown, Lowertown, Riverfront –  
*A Community Focal Point***

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**Vital Neighborhoods –  
*Place for People and Businesses***

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**Great Place to Live –  
*A Fun City to Enjoy***

**GOAL 1**

**STRONG LOCAL ECONOMY –  
*REGIONAL CENTER FOR FOUR STATES***

► **Objectives**

**Objective 1** Stronger airport with expanded air service

**Objective 2** More new businesses and growing existing businesses

**Objective 3** Expand post secondary educational facilities, programs and services

**Objective 4** Become a major tourist destination

**Objective 5** Merger City – County Government

**Objective 6** Arts recognized as a major component for the local economy

► **Short-Term Challenges and Opportunities**

1. Delivering results on the Executive Inn site
2. Retention and attraction of young population: job opportunities, entertainment
3. Strength of uranium/energy businesses, river related business
4. National recession and business investment
5. More regional travel

► **Actions 2010**

**PRIORITY**

*Policy Agenda*

1. Executive Inn
  - Liquidation: Furniture and Fixture
  - Demolition of Building
  - Redevelopment Plan
  - Recruitment: Developer
2. Major Employer (Coal to Gas)
  - Extent Term of Loan to GPEDC
  - Lobby Washington
3. Four Year Higher Education Facility and Programs: State Funding

Top Priority

High Priority

*Management Agenda*

1. Barkley Airport
  - Expand Air Service
  - Support New Service
2. Quilt Show 2010
  - Pavilion
  - Restroom

Top Priority

Top Priority

**GOAL 2**

**EFFICIENT CITY GOVERNMENT –  
*QUALITY SERVICES FOR CITIZENS***

► **Objectives**

**Objective 1** Top quality workforce and managers in City government

**Objective 2** Greater citizen awareness of City services and efficiencies

**Objective 3** Provide necessary/essential services that are cost-effective with improved performance and accountability at all levels

**Objective 4** Improve use of technology in managing the City and in delivering City services

**Objective 5** Retain AA bond rating or better

**Objective 6** Develop performance measurement based upon outcomes

► **Short-Term Challenges and Opportunities**

1. Effective communications without micromanaging between City Commission and City Staff
2. Increasing costs of retirement and health benefits
3. Workload and service capacity
4. Aging workforce and management succession planning
5. Recession and decline in City revenues



► **Actions 2010**

**PRIORITY**

*Policy Agenda*

1. Debt Review and Policy Direction
2. Occupational License Tax
3. Pay and Classification Survey

Top Priority

High Priority

*Management Agenda*

1. Fire Station Relocation and Replacement Report and Direction
  - Hire Architect
  - Complete Design
  - Prepare Budget
2. Fire Accreditation
3. Health Insurance: Direction, Funding (Co Pay)

Top Priority

Top Priority

High Priority

*Management in Progress*

1. City's Emergency Operation Plan: Complete Plan
2. Labor Negotiations: Police and Fire
3. Website: Upgrade

► **Major Projects 2010**

1. Olivet Church Road Project: Utility Relocation

**GOAL 3**

**RESTORED HISTORIC DOWNTOWN,  
LOWERTOWN, RIVERFRONT –  
*A COMMUNITY FOCAL POINT***

► **Objectives**

**Objective 1**

More residents in Downtown – people choosing to live here

**Objective 2**

More green space, recreation and culture at the Riverfront

**Objective 3**

Downtown restored as a retail and financial center

**Objective 4**

Stronger arts and culture community – a place artists want to be

**Objective 5**

Clean up Downtown to make it more attractive and inviting to people

**Objective 6**

Develop links between Downtown, Lowertown and Riverfront

► **Short-Term Challenges and Opportunities**

1. Attracting and retaining businesses in Downtown and Lowertown
2. Development of a hotel
3. Funding for Riverfront projects
4. Linking Downtown and Lowertown

► **Actions 2010**

**PRIORITY**

*Policy Agenda*

1. Renaissance Area Master Plan
2. Greyhound Issue: Resolution
3. TIF District: Creation
4. River Discovery Center: Location, Funding

Top Priority

Top Priority

Top Priority

*Management Agenda*

1. Downtown/Lowertown Business Recruitment and Incentive Policy
2. Broadway-Kentucky Waterfront Resolution

Top Priority

High Priority

*Management in Progress*

1. Floodwall Survey

► **Major Projects 2010**

1. Dome Pavilion (Direction on Restroom)
2. Boat Ramp
3. Greenway Trail (US 45 to Executive Inn)

**GOAL 4**

**VITAL NEIGHBORHOODS –  
*PLACE FOR PEOPLE AND BUSINESSES***

► **Objectives**

**Objective 1** Improve neighborhood infrastructure focusing on parks, streets, sidewalks and storm sewers

**Objective 2** Reduce crime and drug activity in neighborhoods

**Objective 3** Create wealth for homeowners

**Objective 4** Older mixed income neighborhoods as inviting as new neighborhoods

**Objective 5** Great neighborhood connectivity through bike paths, trails and sidewalks

**Objective 6** Grow the City population through annexation and infill

**Objective 7** Increase homeownership, upsize rental opportunities

► **Short-Term Challenges and Opportunities**

1. Attracting families to neighborhoods
2. Condition of the aging housing stock exterior and interior
3. Personal property rights vs. community benefits and standards
4. Homeless and poor coming to Paducah

► **Actions 2010**

**PRIORITY**

*Policy Agenda*

1. Home Owner Occupied Inspection Program: Direction
2. Affordable Homeownership Program: Direction
3. Abandoned Major Buildings Strategy: Option

High Priority

High Priority

*Management Agenda*

1. Fountain Avenue Revitalization Action Plan
2. Taxi Ordinance

High Priority

High Priority

► **Major Projects 2010**

1. Entrance Signs and Beautification Project

<b>GOAL 5</b>	<b>GREAT PLACE TO LIVE – <i>A FUN CITY TO ENJOY</i></b>
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- **Objectives**
- Objective 1** Upgrade parks and athletic fields
  - Objective 2** Update and implementation of Park Master Plan
  - Objective 3** Amenities and activities for all generations
  - Objective 4** More public access at park (evening and night) with more offerings
  - Objective 5** Develop a new, unique athletic facility
  - Objective 6** Develop a permanent fund for the Arts

- **Short-Term Challenges and Opportunities**
1. Entertainment for 20/30 age group
  2. Maintenance of parks
  3. Funding for recreation
  4. Aging parks and facilities

<b>► Actions 2010</b>	<b>PRIORITY</b>
<i>Policy Agenda</i>	
1. Arts Funding: Direction	Top Priority
2. Dog Park: Direction	High Priority
<i>Management Agenda</i>	
1. Sports Park: Development	High Priority

► **Major Projects 2010**

1. Greenway Trail Phase II (Noble Park to Brookport Bridge)
2. Sheppard Field Improvements

# **City of Paducah Policy Agenda 2010**

## **TOP PRIORITY**

**Executive Inn  
Debt Review and Policy Direction  
Renaissance Area Master Plan  
Greyhound Issue: Resolution  
TIF District: Creation  
Arts Funding: Direction**

## **HIGH PRIORITY**

**Major Employer (Coal to Gas)  
Four Year Higher Education Facility and Programs:  
State Funding  
Occupational License Tax  
Home Owner Occupied Inspection Program: Direction  
Affordable Homeownership Program: Direction  
Dog Park: Direction**



# **City of Paducah Management Agenda 2010**

## **TOP PRIORITY**

**Barkley Airport  
Fire Station Relocation and Replacement Report and Direction  
Fire Accreditation  
Downtown/Lowertown Business Recruitment  
and Incentive Policy  
Quilt Show 2010**

## **HIGH PRIORITY**

**Health Insurance: Direction, Funding (Co Pay)  
Broadway-Kentucky Waterfront Resolution  
Fountain Avenue Revitalization Action Plan  
Taxi Ordinance  
Sports Park: Development**

# **City of Paducah Management in Progress 2010**

- 1. City's Emergency Operation Plan**
- 2. Labor Negotiations: Police and Fire**
- 3. Website: Upgrade**
- 4. Floodwall Survey**

## **City of Paducah Major Projects 2010**

- 1. Olivet Church Road Project**
- 2. Dome Pavilion (Direction on Restroom)**
- 3. Boat Ramp**
- 4. Entrance Signs and Beautification Project**
- 5. Greenway Trail (US 45 to Executive Inn)**
- 6. Greenway Trail Phase II (Noble Park to Brookport Bridge)**
- 7. Sheppard Field Improvements**