

STRATEGIC PLAN

2008 → 2013 → 2022

EXECUTIVE SUMMARY

***Mayor, City Commission
and Executive Team***



***Paducah, Kentucky
March 2008***



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**CITY OF PADUCAH
STRATEGIC FRAMEWORK**

VISION 2022
“Desired Destination for Paducah”

PLAN 2013
“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*^(A)
RIVER CITY^(B) which is the
HEART of *FOUR RIVERS REGION*.^(C)

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

We are a
HOMETOWN for *FAMILIES*^(F) and an
INCLUSIVE COMMUNITY.^(G)

Our Residents enjoy a
QUALITY COMMUNITY^(H) and
FUN THINGS to *DO*.^(I)

PADUCAH – A GREAT PLACE TO CALL HOME.^(J)

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 21st 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 Goals 2013

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

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

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

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

**Restored Historic Downtown, Lower Town, Riverfront –
*A Community Focal Point***

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 Become a major tourist destination

Objective 4 Expand post secondary educational facilities, programs and services

Objective 5 Have a national image: reputation as “pro business”

► **Short Term Challenges and Opportunities**

1. Additional Air Service and Funding
2. Attracting Higher Educational Programs
3. Attracting Young Professionals to Paducah
4. Building a Major Hotel and Convention Center

► **Actions 2008**

PRIORITY

Policy Agenda

1. Barkley Airport: New Terminal; Expanded Air Service; Separate Taxing Authority Top Priority
2. Hotel and Convention Center: Development Agreement (including Riverwalk) Top Priority
3. Major Employer Attraction Top Priority
4. Annexation: Flood Wall High Priority
5. PGDP Extending Life Lobby Federal Government: Tails Processing, Precious Metals, DOE Staff Person: Reuse High 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 efficiency

Objective 3 Provide necessary/essential services that are cost effective and 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 A2 bond rating or better

Objective 6 Consolidate services in the best interest of citizens

Objective 7 Develop performance measurement based upon outcomes

► **Short Term Challenges and Opportunities**

1. Evaluating and Prioritize Services: Necessity and Making Service Changes
2. Teamwork and Cooperation Among Departments and Managers
3. Increased Cost of City's Daily Operations
4. Costs of Retirement Programs

► **Actions 2008**

PRIORITY

Policy Agenda

1. Recycling Program: Facility for Drop Off and Options for City's Participation

High Priority

Management Agenda

1. Fire Promotion: Criteria and Examination
2. Energy Audit: Completion
3. Succession Planning
4. Performance Measures System Development (by Department)

Top Priority

Top Priority

High Priority

High Priority

Management in Progress

1. Public Works Locator (GPS) Program
2. NEXTEL and City's Communications Equipment
3. Policies and Procedures Manual
4. Records Management: Retention Schedule
5. City Website

► **Major Projects 2008**

1. Olivet Church Road Project

GOAL 3

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, reduce rental and subsidized living

► **Short Term Challenges and Opportunities**

1. Funding for Neighborhood Infrastructure
2. Delivering Results that are Valued by Residents
3. Funding and Incentives for Home Rehabilitation and Infill
4. Attracting Homeowners to Purchase and to Rehabilitate Homes
5. Building Support of Residents and Property Owners
6. Personal Property Rights vs. Community Benefit

► **Actions 2008**

PRIORITY

Policy Agenda

1. Sidewalk Policy, Plan and Funding
2. Annexation: Fringe Area Analysis, Recruitment and Action

High Priority

High Priority

Management Agenda

1. Fountain Avenue Revitalization Action Plan
2. Substandard Housing Strategy and Actions

Top Priority

High Priority

GOAL 4

GREAT PLACE TO LIVE – A FUN CITY TO ENJOY

► **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 A new, unique recreational venue

Objective 6 Develop a permanent fund for the Arts

► **Short Term Challenges and Opportunities**

1. Inadequate Maintenance of Parks
2. Funding for Park Roads and Path Maintenance
3. Funding for Community Center, Parks, Athletic Fields and Ice Rink
4. Appealing to 20/30 Age Group
5. Working with the County

► **Actions 2008**

PRIORITY

Policy Agenda

1. Soccer Complex Development: Site Selection and Acquisition

Top Priority

Management Agenda

1. Wi-Fi Signage: Development

High Priority

► **Major Projects 2008**

1. Greenway Trail Development

GOAL 5

RESTORED HISTORIC DOWNTOWN, LOWER TOWN AND 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, Lower Town and Upper Town

► **Short Term Challenges and Opportunities**

1. Producing Visible Results on the Riverfront
2. Resolution of the Executive Inn
3. Attracting and Retaining Businesses in Downtown and Lower Town
4. Access and Parking in Downtown

► **Downtown and Lower Town Actions 2008**

PRIORITY

Policy Agenda

1. Tax Increment Financing Creation
2. Renaissance Board and Organization: Establishment

Top Priority

High Priority

Management Agenda

1. Parking Garage: Request for Federal Funding

High Priority

► **Downtown and Lower Town Major Projects 2008**

1. Arcade Theater: Completion of Renovations
2. Argentine Grill: Opening

► **Riverfront Actions 2008**

PRIORITY

Policy Agenda

1. Broadway – Kentucky Resolution

Top Priority

Management Agenda

1. Flood Wall Survey and Riverwalk Preliminary Design
2. Schultz Park: Design and Groundbreaking (including Transient Boat Dock)

Top Priority

High Priority

► **Riverfront Major Projects 2008**

1. Boat Ramp
2. Greenway Trail (U.S. 45 to Executive Inn)
3. Crouse Office: City Infrastructure and Opening

ISSUE 1

FOUNTAIN AVENUE STRATEGY

► **Actions 2008**

1. Property Maintenance Code on Vacant and Rental Property
2. Property Maintenance Code on Owner-Occupied
3. COBG Grant: \$1 Million Rehabilitation and New Homes
4. New Homes: Construction (4 in Progress and Additional Home Projects)
5. Home Grant: 8 Rehabilitation
2 Homes
6. City-Owned Properties: Marketing and Disposal
7. Home Rehabilitation Grant Program (\$500,000) for Current Homeowners
8. Guarantee Buy Back: Decision on Future Projects
9. Employee Housing: Purchase and Build/Rehab Home for Their Residence
10. Street Paving in Fountain Avenue Area
11. 13th – 14th Development: Financial Support from Developer, City's Participation
12. Neighborhood Park: Identification, Location, Design and Amenities
13. Lang Park (on Hold Awaiting Community Momentum)
14. Neighborhood Signs: Installation

ISSUE 2

DOWNTOWN AND LOWER TOWN STRATEGY

► **Actions 2008**

1. Renaissance Board and Organization: Establishment
2. Lower Town Neighborhood Plan Update
3. Arts Marketing Program: Development
4. Hotel and Convention Center: Agreement and Ground Breaking
5. T.I.F.: Creation
6. Arts and Music Festival: Evaluation and City Contribution
7. Arts School: “Home,” 1st Classes (9/08), Other Buildings for Use
8. Columbia Theater: Owner Investing in Theater
9. Arcade Theater: Completion
10. Parking Garage: Request for Federal Dollars
11. Major Retail Attractions: City Incentives
12. Public Arts Program with Contribution and Sponsorship
13. Seasonal Ice Rink: Open
14. Plan for Expanded Farmers’ Market
15. Argentine Grill: Opening

ISSUE 3

RIVERFRONT STRATEGY

► **Actions 2008**

1. Broadway and Kentucky Resolution Strategy with Specific Action
2. River Heritage Museum
3. Schultz Park: Design and Groundbreaking
4. Annexation
 - a. Flood Wall
 - b. River
5. Riverfront: Phase I – Construction
6. Transient Boat Dock
7. Greenway Trail (U.S.45 to Executive Inn)
8. Floodwall Renovation: Pipes
9. Marine Way: Name, Design
10. Dinner Cruise Contract
11. Tour to Other City(ies) – Communitywide and City Resident
12. Crouse Office: Opening, Infrastructure

City of Paducah Our Mission

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

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

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 Policy Agenda 2008

TOP PRIORITY

Major Employer Attraction
**Hotel and Convention Center:
Development Agreement (including Riverwalk)**
**Barkley Airport: New Terminal, Expanded Air Service and
Separate Taxing Authority**
Soccer Complex Development: Site Selection and Acquisition
Tax Increment Financing Creation
Broadway – Kentucky Resolution

HIGH PRIORITY

**Recycling Program Facility for
Drop Off and Options for City's Participation**
Sidewalk Policy, Plan and Funding
Annexation: Flood Wall
Annexation: Fringe Area Analysis, Recruitment and Action
**PGDP Extending Life – Lobby Federal Government: Tails
Processing, Precious Metals, DOE Staff Person: Reuse**
Renaissance Board and Organization: Establishment

City of Paducah Management Agenda 2008

TOP PRIORITY

Fire Promotion: Criteria and Examination
Flood Wall Survey and Riverwalk Preliminary Design
Energy Audit: Completion
Fountain Avenue Revitalization Action Plan

HIGH PRIORITY

Substandard Housing Strategy and Actions
Wi-Fi Signage: Development
Parking Garage: Request for Federal Funding
**Schultz Park: Design and Groundbreaking (including Transient
Boat Dock)**
Succession Planning
Performance Measures System Development (by Department)

Management in Progress

- 1. Public Works Locator (GPS) Program**
- 2. NEXTEL and City's Communications Equipment**
- 3. Policies and Procedures Manual**
- 4. Records Management: Retention Schedule**
- 5. City Website**

Major Projects 2008

- 1. Olivet Church Road Project**
- 2. Greenway Trail Development**
- 3. Arcade Theater: Completion of Renovations**
- 4. Argentine Grill: Opening**
- 5. Boat Ramp**
- 6. Greenway Trail (U.S. 45 to Executive Inn)**
- 7. Crouse Office: City Infrastructure and Opening**