

STRATEGIC PLAN

2009 → 2014 → 2022

EXECUTIVE SUMMARY

***Mayor and
City Commission***



***Paducah, Kentucky
June 2009***

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STRATEGIC FRAMEWORK

VISION 2022

“Desired Destination for Paducah”

PLAN 2014

“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
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- 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
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- 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
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- **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
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- **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*,⁽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 Goals 2014

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

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

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

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

**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. National recession and impact on Paducah – revenue uncertainty, demands for services, investing in the City’s future
2. Situation with Executive Inn and Convention Business – losing businesses and opportunities to showcase Paducah
3. Artists and community sustainability
4. Airport and air service needing upgrade

▶ Actions 2009 – 2010	PRIORITY
<i>Policy Agenda</i>	
1. Barkley Airport: Lobby County for a Taxing Authority, Funding for Stimulus Projects (e.g. Terminal Building)	Top Priority
2. Executive Inn: City Control, Demolition and Developer Agreement	Top Priority
3. Major Employer (Coal to Liquid): Purchase Real Estate, Riverport West	Top Priority
4. City-County Merger: Actions	Top Priority
5. Infiniti: Decision, City Actions	High Priority
6. PGDP Extending Life and Future Use: Direction, City Actions, Site Evaluation	High Priority
<i>Management Agenda</i>	
1. Riverport: Barge Container Evaluation and Direction	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 A2 bond rating or better

Objective 6 Consolidate services in the best interest of Paducah citizens

Objective 7 Develop performance measurement based upon outcomes

► Short-Term Challenges and Opportunities

1. Customer service and instilling SPIRIT in every manager and employee – need for training and performance accountability
2. Effective communications without micromanaging the city organization between Commission, City Manager and City staff
3. Employee buy-in and support – city doing the wrong “stuff” – quality of life vs. compensation and jobs, excitement of workforce
4. Fine tuning the city reorganization – greater efficiency and performance accountability
5. City staff near capacity – less flexibility, picked up new programs or continued programs, growing organization stress

► Actions 2009 – 2010

PRIORITY

Policy Agenda

1. Fire Station Relocation and Replacement: Report and Direction
2. Recycling Program: Future Direction
3. Occupational License Tax (Gross Receipts vs. Net Profits): Direction

Top Priority

High Priority

High Priority

Management Agenda

1. Olivet Church Road Project: Funding/County Support
2. Police Vehicles: Evaluation and Direction
3. Police In-Car Cameras Replacement: Direction and Depreciation Funding
4. Citizen Service Satisfaction Survey: Direction and Funding

High Priority

High Priority

High Priority

Management in Progress

1. City Reorganization: Implementation
2. Police Reaccreditation
3. City’s Emergency Preparedness Plan: Update
4. MDT Replacement
5. Disciplinary Review Board: Development (AFSCME Contract)
6. AFSCME Labor Contract

► Major Projects 2009 – 2010

1. NEXTEL and Communication Equipment

GOAL 3

**RESTORED HISTORIC DOWNTOWN,
LOWERTOWN 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, Lowertown and Riverfront

► **Short-Term Challenges and Opportunities**

1. Resolving the hotel property and impact on future development on the river
2. Attracting and retaining businesses in Downtown and Lowertown, particularly retail
3. Linking Downtown and Lowertown
4. Independent boards going off in other directions without consideration or coordination
5. Funding for riverfront – earmarks from federal and state government

► Downtown and Lowertown Actions 2009 – 2010 **PRIORITY**

Policy Agenda

1. Farmers’ Market: Plan for Expansion
2. Arts and Music Festival and City Participation: Direction

Management Agenda

1. Renaissance Area Master Plan: Development Top Priority
2. Lowertown and Downtown Major Business Recruitment Top Priority
3. Lowertown Incentives: Direction High Priority

► Riverfront Actions 2009 – 2010 **PRIORITY**

Policy Agenda

1. Broadway – Kentucky Resolution High Priority
2. River Heritage Museum: Location

Management Agenda

1. Riverwalk: Direction

Management in Progress

1. Floodwall Survey

► Riverfront Major Projects 2009 – 2010

1. Boat Ramp: Construction
2. Greenway Trail (US45 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, reduce rental and subsidized living

► **Short-Term Challenges and Opportunities**

1. Attracting families to neighborhoods
2. Rental property conditions and attitude of property owners
3. Sidewalks and neighborhood infrastructure
4. Condition of aging housing stock – exterior and interior
5. Reputation of neighborhoods – public perception

► **Actions 2009 – 2010**

PRIORITY

Policy Agenda

1. Abandoned Major Buildings Demolition and Funding

High Priority

Management Agenda

1. Fountain Avenue Revitalization Action Plan
2. Substandard and Rental Housing Program: Evaluation and Enhancement
3. City Owned Property Sale: Direction

Top Priority

Top Priority

High Priority

► **Major Projects 2009 – 2010**

1. Sidewalk: Phase 1 Implementation
2. Entrances Sign and Beautification Project (3)

GOAL 5

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 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 – lack of variety, “boring” activities
2. Tournaments contributing to the economy and residents’ enjoyment
3. City’s role and relationship to the County
4. Arts funding and earmarking
5. Funding for recreation

► **Actions 2009 – 2010**

PRIORITY

Policy Agenda

1. Greenway Trail Phase II (Noble Park to the Brookport Bridge): Funding and Land Acquisition
2. Noble Park Master Plan – Development including Swimming Pool and Aquatic Center: Evaluation and Report
3. Special Events and City Participation: Evaluation and Direction
4. Arts Funding: Direction

Top Priority

Management in Progress

1. Parks Master Plan: Update

City of Paducah Policy Agenda 2009 – 2010

TOP PRIORITY

**Executive Inn: City Control, Demolition and Developer Agreement
Major Employer (Goal to Liquid):
Purchase Real Estate, Riverport West**

Fire Station Relocation and Replacement: Report and Direction

**Barkley Airport: Lobby County for a Taxing Authority, Funding for
Stimulus Projects (e.g. Terminal Building)**

City-County Merger: Actions

**Greenway Trail Phase II (Noble Park to the Brookport Bridge):
Funding and Land Acquisition**

HIGH PRIORITY

**PGDP Extending Life and Future Use:
Direction, City Actions, Site Evaluation**

Infiniti: Decision, City Actions

**Occupational License Tax (Gross Receipts vs. Net Profits):
Direction**

Recycling Program: Future Direction

Riverfront – Broadway – Kentucky Resolution

Abandoned Major Buildings Strategy and Funding

City of Paducah Management Agenda 2009 – 2010

TOP PRIORITY

**Riverport: Barge Container Evaluation and Direction
Fountain Avenue Revitalization Action Plan
Downtown and Lowertown Renaissance Area Master Plan:
Development
Lowertown and Downtown Major Business Recruitment
Substandard and Rental Housing Program:
Evaluation and Enhancement**

HIGH PRIORITY

**Olivet Church Road Project: Funding/County Support
Police Vehicles: Evaluation and Direction
Lowertown Incentives: Direction
City Owned Property Sale: Direction
Police-In-Car Cameras Replacement:
Direction and Depreciation Funding**

Management in Progress 2009 – 2010

- 1. City Reorganization: Implementation**
- 2. Police Reaccreditation**
- 3. City's Emergency Preparedness Plan: Update**
- 4. MDT Replacement**
- 5. Disciplinary Review Board: Development (AFSCME Contract)**
- 6. AFSCME Labor Contract**
- 7. Floodwall Survey**
- 8. Parks Master Plan: Update**

Major Projects 2009 – 2010

- 1. NEXTEL and Communication Equipment**
- 2. Boat Ramp: Construction**
- 3. Greenway Trail (US45 to Executive Inn)**
- 4. Sidewalk: Phase 1 Implementation**
- 5. Entrances Sign and Beautification Project (3)**