Renaissance Area Master Plan (RAMP)
Paducah, Kentucky
December 2011



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Paducah Riverfront Development Authority (PRDA)

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HNTB

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2012

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INTRODUCTION

"Situated where the Tennessee and Ohio rivers meet, Paducah is the heart of Kentucky's Four Rivers region. From thriving historic districts filled with turn of the century architecture staged along tree-lined streets with brick sidewalks and one-of-a-kind restaurants and boutiques to many festivals celebrating everything from quilts to visual arts and barbecue, Paducah is a great stop for any traveler looking for an authentic experience.

From the days of early settlers to today's lively creative environment, Paducah's rich history is artfully celebrated along the riverfront in life-sized murals. Also downtown, the National Quilt

Museum offers a glimpse into an important part of America's story. Meanwhile, a short trolley ride away is the LowerTown Arts District where visitors can participate in hands-on creative workshops with resident artists in restored classic revival and Italiante homes in this colorful neighborhood"

- National Trust for Historic Preservation, Distinctive Destinations Designation 2011

This recognition by the National Trust for Historic Preservation provides an accurate summary of the qualities and uniqueness that indeed makes Paducah, Kentucky a distinctive destination. The

Trust's criteria for such a designation describes well those assets that combine to make Paducah one of the most interesting small towns in the country: " *the Distinctive Destination program recognizes cities and towns that offer an authentic visitor experience by combining dynamic downtowns, cultural diversity, attractive architecture, cultural landscapes and a strong commitment to historic preservation, sustainability and revitalization."*

PADUCAH Kentucky

Distinctively Creative



The citizens of Paducah are proud of their community, as they should be. Their commitment to retaining the authenticity of

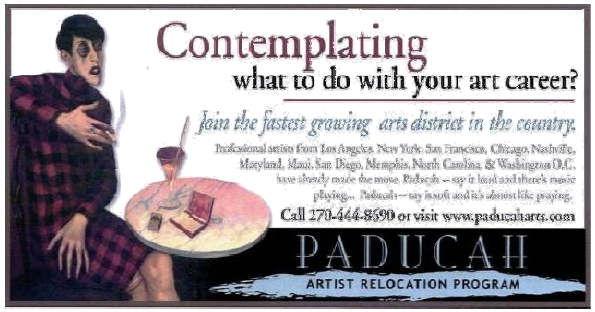
Paducah's historic downtown core, the current plans to reconnect to the riverfront, and the innovative effort to restore LowerTown and transform it into a thriving arts community illustrate a forward thinking community willing to do what it takes to insure that Paducah continues to strive. Examples of its bold civic engagement are everywhere: Robert Dafford's floodwall murals, the National

Quilt Museum, the Carson Four Rivers Center, and the groundbreaking Artists Relocation Program - to name just a few. One would be hard pressed to find a similar sized community with such a strong set of assets and activity generators.









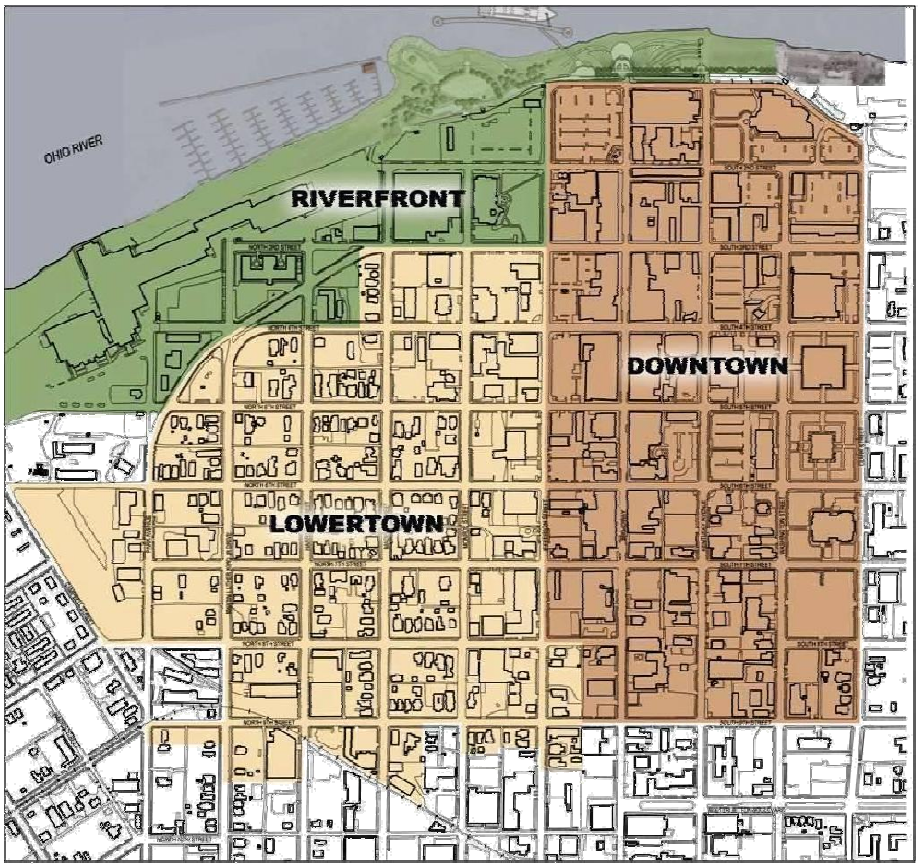
While this provides Paducah with a strong base in which to address its future, Paducah is not without its challenges. The downtown core lacks a steady stream of retail customers; the waterfront is cut off from the rest of downtown due to the floodwall system, the LowerTown Arts District is transitioning from a focus on real estate to a focus on increased arts activity. These are to some degree normal growing pains faced by many similarly sized cities. However, given the fact that Paducah has established a solid base, a significant part of its challenge is how to optimize its assets and increase the flow of people into the community, as well as between and among its distinctive downtown districts.

To that end, the Paducah Riverfront Development Authority (PRDA) engaged a multi-disciplinary planning, design, and market assessment team to develop the Renaissance Area Master Plan (RAMP) for downtown Paducah. This initiative - covering the historic downtown core, the riverfront, and LowerTown - was designed with its primary mission to better link these three areas, in order to improve the market for each. The PRDA stressed this in its major outcome of the RAMP: ***"It is important to the City to create a way for cultural and natural heritage tourists to be able to reach these three areas without interruption in order to be able to have a pleasant experience viewing and interacting with Paducah's cultural and natural localities."***

The planning team understood that this was to be the primary mission of the development of the RAMP. The best strategy for the economic health and well being of each of these areas would be to attract new traffic to the downtown area – for a variety of reasons – and then do all that can be done to encourage these visitors to explore other parts of the downtown during their visit. If the market could be expanded, then this will benefit all those districts, businesses, and attractions within the overall RAMP area.

This strategy was consisted with that recommended by Downtown Management Services in its 2005 analysis of downtown Paducah. Among its conclusions was that 1) the downtown would best thrive if seen as "one downtown," albeit with three interesting subareas; and 2) Define it and brand it as such, with joint and coordinated promotion, marketing and branding efforts. These concepts were integrated into the RAMP plan as well.

It should be pointed out that the RAMP was <u>not designed to be a master plan for each or any of the three individual areas of downtown</u>. While the plan contains certain recommendations and strategies for these individual areas, **the RAMP is specifically focused on the *transitions* between and among these subareas, in order to – as specified by PRDA – increase the flow of people between and among Paducah's downtown districts.**



Downtown Overview

While Paducah, Kentucky is a relatively small community of approximately 26,000 people and serves as the county seat of McCracken County (app. 66,000 population), it has nevertheless been able to maintain a fairly robust downtown area. Part of this is due to Paducah's location within a somewhat unique four-state market area, the community's focus on tourism, as well as the community's business commitment to the downtown area. The downtown has a strong set of assets (see next section) and - unlike many comparable river communities – has retained its share of river-related businesses, which bring both employees and visitors to its downtown on a fairly regular basis.



The term "**Renaissance Area**" is used throughout this document to include the three primary areas that Paducah's overall downtown area: **The historic Downtown Core, the Riverfront, and Lowertown**.

Historic Downtown Core

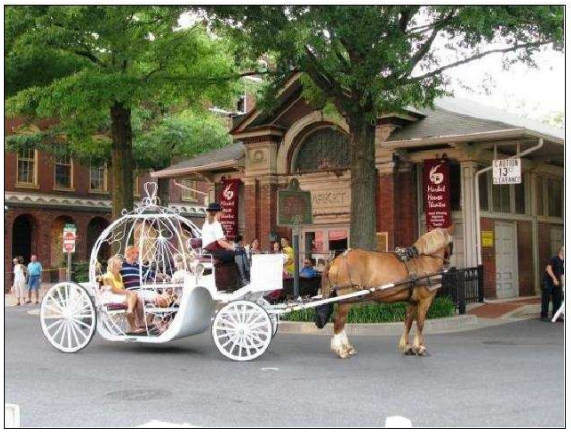
Paducah's historic Downtown Core retains a relatively intact historic character that provides a strong sense of the community's commercial past. Unlike many communities, its major commercial street, Broadway, does not contain many "missing teeth" – breaks in the streetwall now used for surface parking (except for its terminus at Water Street). The pedestrian improvements installed in the past, while somewhat out of character, nonetheless help to slow traffic and provide a pleasant pedestrian experience. Although many of the buildings remain underutilized in their upper floors, they remain in relatively stable condition. Twenty blocks of the downtown core area are within a National Register Historic District.

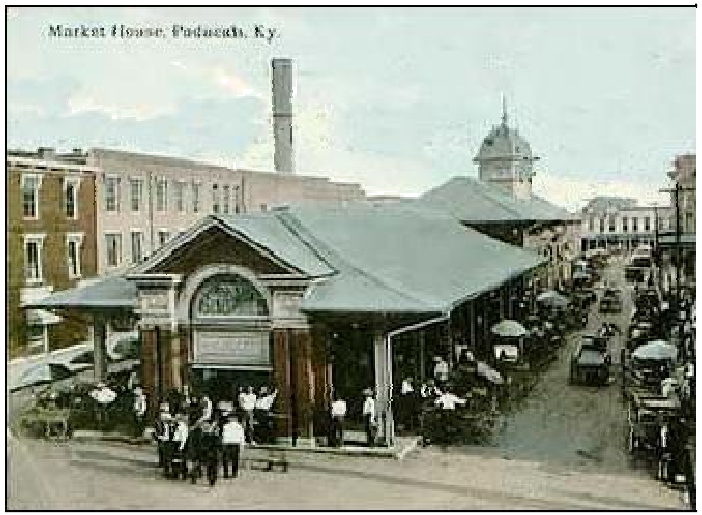


Over the past 15-20 years the downtown core has been undergoing a revitalization due to the successful efforts of many elected officials and interested citizens. The downtown area boasts over 100 businesses and over 3,000 parking spaces.

The jewel of the historic core is the Market House, enhanced by the striking character of the building itself as well as its setting. The Market House area provides a sense of arrival at the de facto “town square” of downtown Paducah, which becomes the focal point for the downtown festivals and events in which Paducah excels. This authentic “sense of place” is a distinct asset that can be built upon in the future.

As one moves off of Broadway, the cohesion of the historic character deteriorates somewhat, but the mix of new civic buildings – such as City Hall, the Library and Paducah Bank , among others - as well as the Quilt Museum, the Carson Center, and the Farmers Market, add daily employees, visitors and activity to the area. The downtown core is also the location for a myriad of events that are held regularly or on an annual basis, including the annual Barbeque on the River Festival that attracts 40,000 people downtown.







LowerTown Arts District

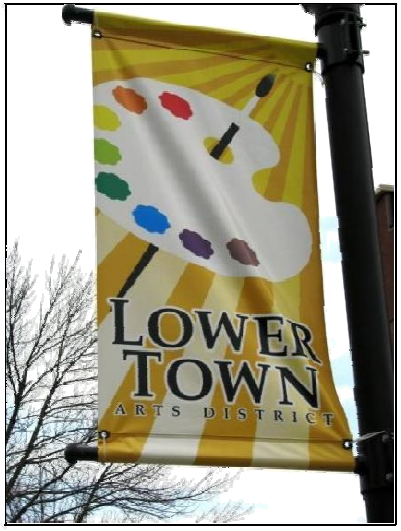
The revitalization of the LowerTown District is not only one of Paducah's great success stories, but it has become a national model for innovative community revitalization and the nurturing of an arts community. The 26 square block LowerTown National Register Historic District – the city's oldest historic neighborhood annexed in 1836 – had fallen on hard times and by 2002 was in an overall dilapidated state. Through a brilliant collaboration of the local arts community, the City administration and Paducah Bank, the Paducah Artists Relocation program was born, designed to attract artists to Paducah as anchors in the neighborhood's revitalization.

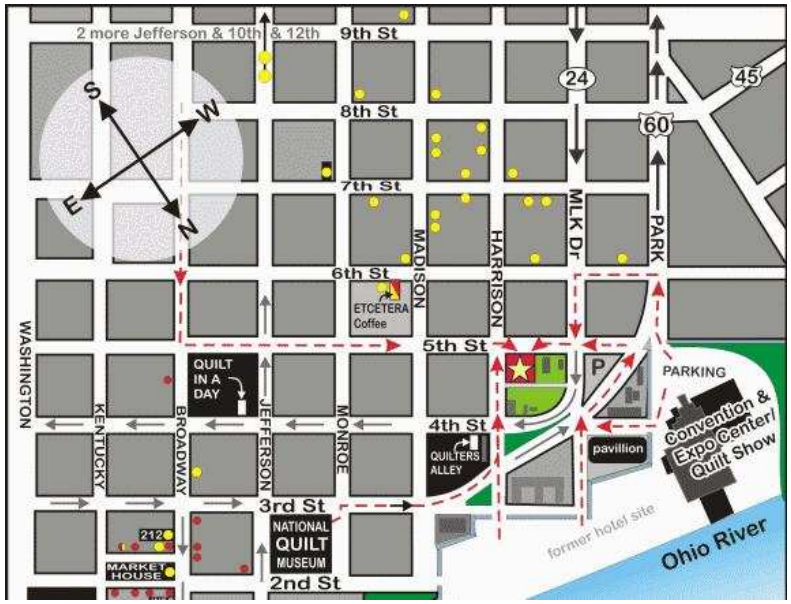
The program has been extraordinarily successful, due to a number of factors, including the dedication and financial commitment of both local and newly arrived artists to make it work, a sophisticated marketing strategy, extremely favorable financing terms from Paducah Bank, and the strong support of the City. To date, the program has relocated over 50 artists to the District.

Most of the artists moving into the District have taken advantage of the financial incentives offered through the program. Over $30 million have been invested in the neighborhood since the program's inception. Paducah Bank's initial commitment of providing $1 million in mortgage funds has grown to over $13 million since the program's inception.

LOWERTOWN℠
ARTS DISTRICT
ASSOCIATION, INC.



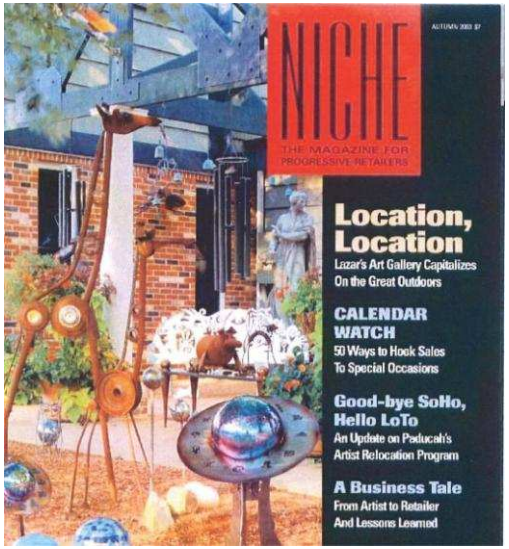






Artists from all over the United States and from abroad have opened galleries in Lowertown. This area features not only artist's galleries, but bed-and-breakfasts, Ecetera Coffee shop and specialty shops. The Artist Relocation Project has received national attention and won awards from the American Planning Assoication, The Governor's Government Award in the Arts, Kentucky Leauge of Cities and the Rudy Brunner award for Urban Excellence, among others.

As a neighborhood revitalization program, LowerTown is a model of success. Most of the most distressed properties have been restored and rehabilitated, criminal activity has decreased dramatically, and Lowertown is now a coveted location for Paducah residents; and is seen as a solid investment. Its residents, especially its artists in residence, have developed a cohesive and mutually supportive sense of community, and are proud to be part of this innovative initiative. The sense of this creative "community" is immediately evident when entering the neighborhood.



As a sustainable arts community, however, LowerTown faces challenges. Some of these stem from issues related to the critical mass of galleries and shops open to the public on a regular basis, the amount of "traffic" that was initially expected, especially tourist and visitor traffic, turnover in the properties, the level of marketing of the neighborhood, and the lack of attractive and pleasant connections to other parts of downtown and other activity generators. Many of these are normal by-products of a maturing program and neighborhood; issues and needs change over time. Some are a product of the focus of the program morphing from one primarily driven by real estate to one that is more focused on the development of a broader arts industry, and some relate to the connectivity issues that the RAMP was designed to address. On the whole, however, LowerTown is an incredibly important asset for Paducah and as such its continued health must be a keystone of its future economic development potential.

Ohio River Riverfront

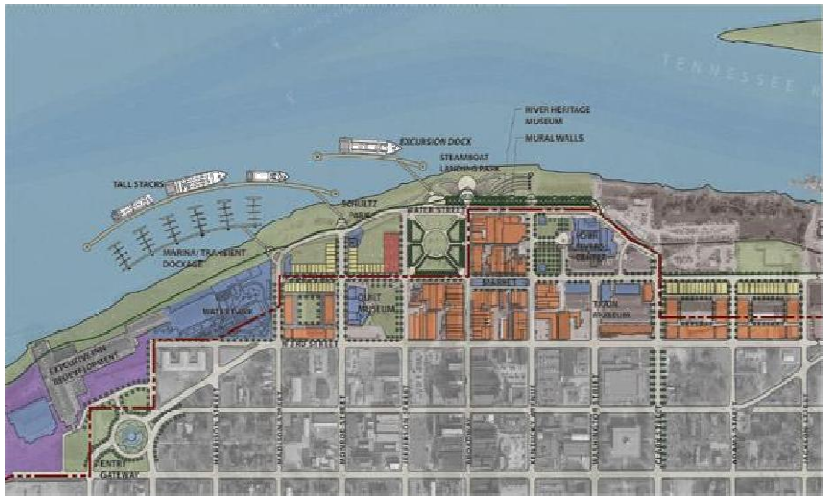
Paducah is, first and foremost, a river community. Its original growth revolved around steamboat traffic, and subsequently towboat and barges, and offloading operations from water to rail. The Ohio River was – and remains - embedded into the life and economy of Paducah.

The Riverfront Area is valued by both Paducah residents and visitors alike. While activity from river tour boats has unfortunately been reduced to a trickle in recent years, interest in river access by foot and by car remains high. Current river access amenities in the downtown are rather minimal, in part due to presence of the massive floodwall. The Dafford murals have been a wonderful method of transforming this large barrier into an asset, and the murals themselves bring additional interest and activity to the downtown area.

The Ohio Riverfront will soon be undergoing a major $50 million redevelopment. The redevelopment plan was approved on April 10, 2007. The improvement project will include a new boat launch, an excursion dock for transient boaters, a marina, a river overlook or observation deck, connections to new greenway trails and a performance stage with ample seating. Recent changes to the details of the Plan have been required due to environmental issues, but the riverfront will ultimately become a much more pedestrian-oriented place, and reinforce the River's significant to Paducah.









The barrier created by the floodwall will continue, nonetheless, to pose challenges to connect the River to the downtown core and LowerTown. The Riverfront itself has picturesque views up and down the river and across to Illinois. Other than the second floor balcony of the Carson Center, however, views of the River south of the flood walls are unavailable to the public. In addition, the blocks immediately south of the River, at its nexus with downtown and LowerTown, are currently used primarily for surface parking. Although these spaces become active and animated occasionally – e.g. during downtown festivals and/or the Farmer's Market – for much of the time this prime connecting real estate lays fallow.

The Paducah Riverfront Redevelopment Plan, completed in 2007 by JJR Consultants, while not specifically analyzing solutions to these issues, nonetheless suggested three actions that would better optimize an upgraded and improved waterfront:

1- Mixed-use development (on the surface parking lots), including residential, that takes advantage of river views and the recreational opportunities of the riverfront park

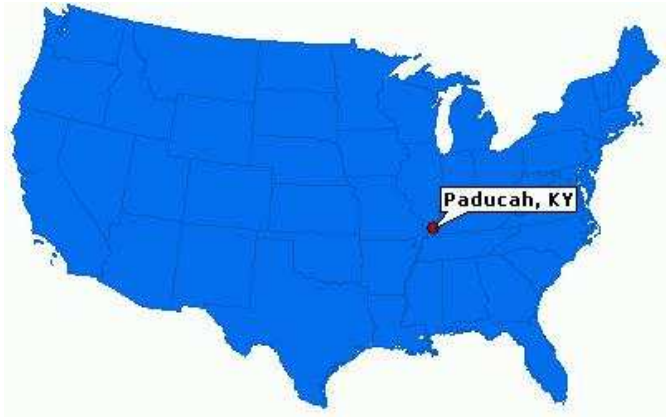
2- A marina to accommodate cruise vessels, transient boaters, and fishing tournaments

3- Additional and/or expanded arts, museum and theater institutions

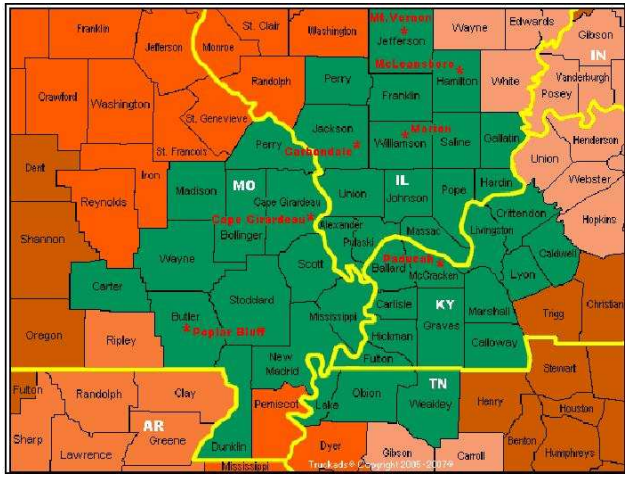
Paducah Assets

Location

Although Paducah, Kentucky is not located within or adjacent to a major metropolitan area, its unique location in a nexus among a variety of large metropolitan areas within a reasonable distance provides it with a strategic market position. Paducah's market draw spans 42 counties in four states: Kentucky, Illinois, Tennessee and Missouri, a situation found only in the New York and Washington, DC markets. It's location between 130 and 220 miles from Nashville, St. Louis, Memphis, and Louisville – with direct major highway and Interstate connections – place these markets within easy driving distance. In addition, the proximity of the Land Between the Lakes recreational facilities provides Paducah- the closest city – with an additional large market of potential visitors.







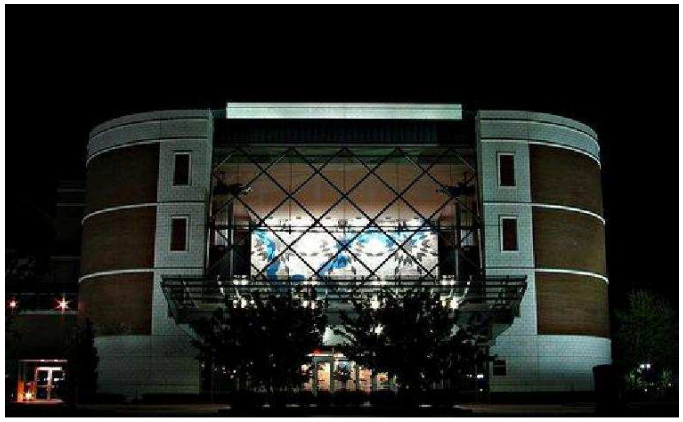
Source: TruckAds

Activity Generators

The three major sub-districts of the Renaissance Area provide strong draws for visitors and residents, and together provide downtown Paducah with a very solid base of activity. In addition to these district-wide assets, downtown Paducah currently has an impressive roster of individual institutions that each serve as assets as activity generators, far more than most comparably sized communities. These assets provide a combination of daily activity as well as special events that increase the flow of visitors to downtown Paducah. While the following is not intended to serve as a complete inventory of such assets, they represent the major individual activity generators within the RAMP project area.

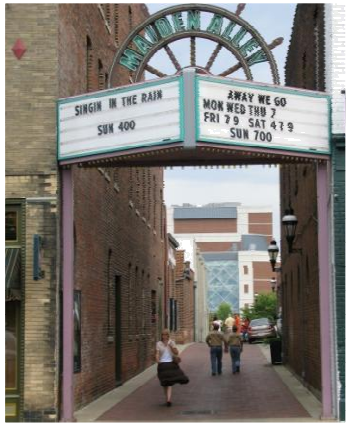
Carson Four Rivers Center – The Carson Center is one of the most impressive and pre-eminent performing arts venues in Kentucky. Since its opening in 2004, the 1,896 seat theatre has hosted over 650,000 visitors. While most of its audiences come from throughout western Kentucky and parts of Illinois, Missouri, Tennessee, and Indiana, residents of 32 states purchased tickets during its 2009-2010 season. Some of the world's best performing artists sing, dance, act, and entertain on its stage. Among its regular offering are the Broadway Series, Carson Series, Eckstein Family Series, and Class Acts Education Series, and its official orchestra-in-residence, the Paducah Symphony Orchestra.

Julian M. Carroll Convention Center – Newly remodeled in 2009, the Julian M. Carroll Convention Center offers 51,000 sq. ft. of meeting & exhibit space, 20 meeting and banquet rooms, 16,000 sq. ft. of exhibit area for private functions, and is equipped to serve 100 plus booths for trade shows, or a meal for up to 1650 guests. No longer attached to the demolished Executive Inn, the Center is now fully operational after a recently completed restoration of its eastern façade, which now accommodates a connection to a new hotel facility anticipated to be constructed adjacent to the Center A 43,000 square foot tensile structure that can be used to accommodate larger events has been purchased by the City of Paducah and is used for events such as the Annual Quilt Show, with its annual attendance of 30,000-40,000 people.





M**aiden Alley Cinema** - Over the past 20 years, The Paducah Film Society has become an integral part of the cultural tapestry in downtown Paducah. With the completion of the Maiden Alley Cinema, expanded programming and educational opportunities, and an ever-growing clientele, the Film Society provides a growing list of film viewings, film festivals, and other film-related activities in its downtown facility.



William Clark Market House Museum – The William Clark Market House Museum recently celebrated its 40th anniversary of offering the public a rich collection and preservation of quality Paducah artifacts, especially those that underscore the town's historical past. Today over 4,000 square feet of rotating exhibits and displays are offered for the viewing pleasure of its guests. The Museum has recently acquired additional collections from the Alben Barkley Museum and the Paducah Train Museum. Currently located in the historic old Market House, the Museum has announced an ambitious relocation and expansion plan on property located at Jefferson and Third Street. This new $17.6 million facility has been designed to provide approximately 30,000 square feet of space and attract between 58,000 and 76,000 visitors annually.



Market House Theater – The Market House Theater dates back to 1963 as Paducah's community theater entity. Its existing 240-seat proscenium venue located in the Old Market House, offers a variety of dramatic and live musical performances and productions throughout the year. It also offers acting classes for children. The Market House Theatre was voted one of the Top 25 community theaters in the country. Currently, the Market House Theater has plans to expand its operations within the old Market House when the Market House Museum relocates, as well as expanding its administrative and classroom facilities onto Maiden Alley.



Old Market House – This 1905 structure, universally viewed as the symbolic icon of downtown Paducah, is the third market building to occupy this site since 1836. The original log structure was destroyed by fire and replaced with a brick market building in 1864. It was demolished in 1904 to be replaced by the current building. It ceased market operations in the mid 1960s, and currently houses the Yeiser Art Gallery, the Market House Museum, and the Market House Theater.



Paducah School of Art – The Paducah School of Art - an accredited college of art and a division of the West Kentucky Community and Technical College – opened in the fall of 2008 occupying three key buildings on Broadway. The community's commitment to creating a major arts school was demonstrated by engaging Dr. Harvey Sadow, a nationally recognized leader in the field, to serve as its first director, and by the purchase of the former Kitchens, Inc. property in LowerTown to eventually house its expanded program. The School of Art has quickly become a dynamic institution that brings both creative students and local residents to the heart of downtown Paducah on a regular basis, and has become a significant part of the Paducah's arts scene.

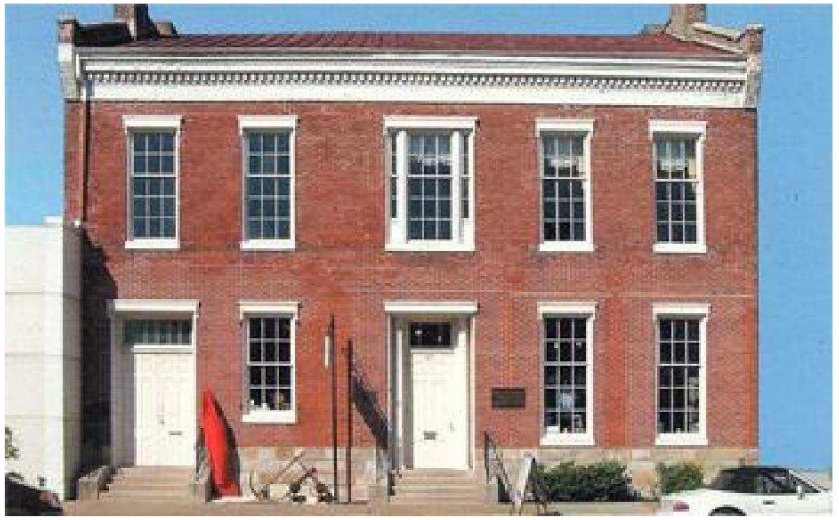


The Paducah School of Art is about to initiate a major expansion in LowerTown. The WKCTC recently purchased Madison Hall at 10th and Madison, which will house ceramic and sculpture classes, outside kilns and an outsider sculpture garden. Phase Two will encompass the adjacent Pickle Factory, where painting, drawing and digital photography classes are anticipated to be held. The former Kitchens, Inc. building is slated as Phase Three, as it will require substantial renovations. Phase One at Madison Hall is expected to be operational and open for classes next summer.

National Quilt Museum - The National Quilt Museum is celebrating its 20th anniversary in 2011. The Museum highlights today's quilt artists of both traditional designs and cutting-edge contemporary art. The Quilt Museum attracts approximately 40,000 visitors annually from nearly every state and 50 countries. In addition, nationally known teachers lead in-depth workshops throughout the year, attracting attendees for multi-day stays on a regular basis. The Museum also serves 7,000 youth annually with free admission and activities. The National Quilt Museum is a recognized leader in quilt exhibitions, quilt education and the overall quilt experience. In 2008, Congress designated it as The National Quilt Museum of the United States, citing the museum's national significance through exceptional, frequently changing exhibits; collection quilts from 46 states and 16 countries; its mission to educate the local, national and international public about the art, history and heritage of quilt making; and celebrating collection quilts as representative of the nation's cultures thanks to a wide diversity of themes, topics quilts and quilt makers.

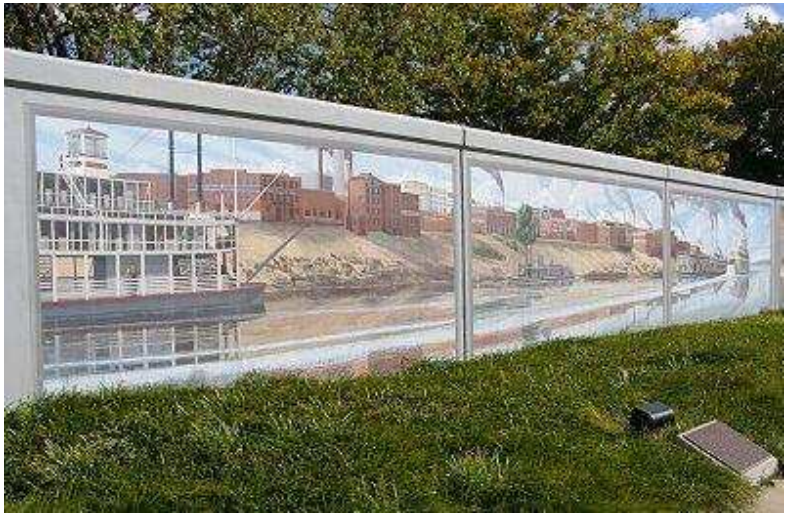


River Discovery Center – The River Discovery Center is housed in downtown Paducah's oldest standing structure. Through state of the art interactive exhibits, including a flood and water show and 15-minute film, the River Discovery Museum tells the story of the four rivers region. The museum's interactive, water-filled exhibits include –among others - a working model of a lock and dam; a dredging exhibit illustrating how the sediment of river bottoms is moved in order to improve navigational channels; and a river habitats exhibit displaying the various fish populations and aquatic species found in the local rivers. Its newest attraction is its Pilothouse Simulator, which allows users to pilot a towboat, pleasure watercraft, or Coast Guard buoy tender in various scenarios.



Riverfront Flood Wall Murals - Paducah's is fortunate to be able to display on its downtown flood wall panels the work of Robert Dafford, one the most prolific and successful muralists in America, with over 350 large scale public works completed throughout the U.S. and also in France, Belgium, England, and Canada. Since 1988 Mr. Dafford has been working extensively in the Ohio River valley, mostly in smaller cities revitalizing their old downtowns, with several interconnected goals in mind - historic preservation, education, and economic development.

The Paducah Wall to Wall Floodwall Mural Project began in the spring of 1996. This visionary project currently features 54 murals that capture Paducah's rich history in paintings on the city's floodwall at the confluence of the Ohio and Tennessee Rivers.



Seaman's Church Institute - The Seamen's Church Institute was founded in 1834 to protect, educate, and train seafarers laboring in the shipping industry. Today, the Seaman's Church Institute is the largest and most comprehensive mariners' agency in North America. Its maritime education curricula provide navigational training to nearly 1,600 mariners each year through simulator-based facilities in Houston, Texas and Paducah, Kentucky.

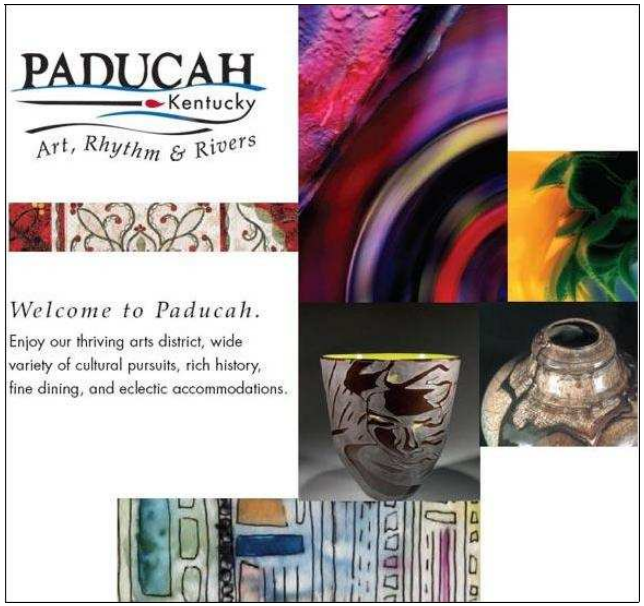
In more recent times, with the size of the deep-sea merchant fleet continuing to shrink, SCI began to look at other possibilities; and the need to train tug and barge crews on inland waters and our nation's larger rivers soon became apparent. In 1997, in answer to the new demand, the Semen's Church Institute-Paducah Center opened in Kentucky specializing in skill training on the Western Rivers with the first dedicated river vessel simulator in America. The Institute's training programs bring significant number of crew members to downtown Paducah for week-long training programs throughout the year.



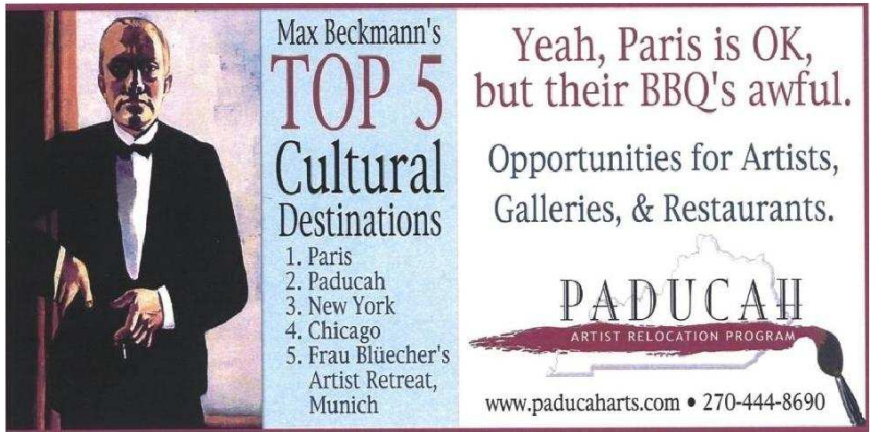
Marketing

Paducah's community marketing efforts are very strong, far stronger than most similarly sized communities. The entities involved in its marketing efforts – The City, the Paducah Convention and Visitor Bureau (CVB), the Paducah Renaissance Alliance (PRA), the Paducah Riverfront Development Corporation (PRDA), and the Lowertown Neighborhood Association - understand the value of a strong and targeted approach, and the impacts have been impressive. The City has received considerable national attention for its Artists Relocation Program, partly as a result of a very imaginative and sophisticated national marketing effort. In addition, the community has developed a reputation as a major center for quilt-making activities. The Paducah CVB is the community's major marketing entity, and the Paducah Renaissance

Alliance (PRA) provides specific marketing efforts for downtown Paducah. In addition, many of the individual institutions that rely on visitor attraction have demonstrated strong outreach efforts.



alliesinopportunity
PADUCAH RENAISSANCE ALLIANCE



Challenges

Paducah is fortunate to be blessed with a considerable number of assets that provide it with significant potential for economic development, particularly related to cultural tourism. At the same time, a number of obstacles and "voids" exist that currently limit the community's ability to best take advantage of its assets and optimize its economic development potential. Some of these are physical, some operational, and some organizational. Many of these challenges are addressed through the recommended actions and strategies of the RAMP that follow. A brief overview of some of the most significant is provided below.

Building Critical Mass

Communities such as Paducah often struggle to reach the critical mass of activity in their downtowns that is required to sustain businesses – especially retail and food service establishments. Paducah faces an additional challenge as an arts community, in that the artists that have been attracted require a certain amount of foot traffic to sustain an acceptable sales volume. The Renaissance Area teems with people during Quilt Show Week, during Barbeque on the River, during the LowerTown Arts Festival and during other major events; and when the Carson Center and the Market House Theater and Maiden Alley Cinema are lit. But at other times its streets can be sparsely populated. However, there remains a significant number of people in downtown Paducah on any given day: in offices, doing business at City Hall, training at the Seaman's

Institute, attending classes at the Quilt Museum, or "dragging the gut" a the waterfront. The dual challenge is to have those populations also become markets for other activities throughout the downtown area AND to increase the overall activity level so as to build business markets and begin to approach a critical mass for the entire Renaissance Area.







Lack of Connectivity

The lack of connectivity between and among the three major downtown subareas – and consequently among and between major activity generators – has been highlighted as the major area of focus in the development of the RAMP. This lack of connectivity has a number of components: lack of adequate directional wayfinding for both vehicles and pedestrians; inadequate pedestrian streetscape amenities that encourage a flow between and among these areas; lack of a hierarchy of connecting streets and pedestrian routes; high speed of vehicle traffic flow that encourages traffic to quickly leave the downtown area and at the same time dissuades pedestrian movements that require crossing such high speed traffic; and a lack of identity that "brands" certain streets and sidewalks as connecting one district to another. For the most part, a downtown visitor is on his or her own in determining what other downtown attractions may interest them and then how to get there. This is particularly true related to the pedestrian experience.







Poor Sense of Anticipation

Paducah has a very well done and integrated overall marketing program in place. Together with the nationally known Artists Relocation and LowerTown efforts, people are encouraged to visit Paducah. In addition, the downtown and tourist attraction signage on I-24 is extensive, in some cases beginning 25 miles from the Paducah exists, which is quite extraordinary. All of these efforts combine to provide Paducah's visitors with a high degree of anticipation by the time they exit I-24 and assume they will quickly find themselves in a charming arts, river and historic community.



Unfortunately, that positive sense of anticipation is dissipated over the course of the five mile route into downtown Paducah. Other than some generic visitor attraction signage, there is no other reinforcing message – visual or otherwise – of what *kind* of community the visitor is about to enter. Once arriving in the downtown, there again is little of a welcome or a sense of the community's brand, until one is physically within the historic core or LowerTown itself. This poor sense of anticipation is even more dramatic regarding the river. The River is not at all visible to a visitor, either in the car or on foot, until one is physically through the flood wall. In addition, there is no visible water of any sort in the overall downtown area, a void especially significant for a community so deeply connected to the River.





Mixed Messages

Paducah prides itself as a community shaped by the River, by the Arts, and by its historic downtown core. It contains a large number of institutions and activity generators that support these “brands.”

Yet outside of the specific walls of these institutions, there are often mixed messages that are unintentionally communicated about the city’s commitment to these themes. The historic downtown core, with its pattern of Victorian era buildings, for example, provide Paducah with a strong visual image. Yet the decidedly 1970s streetscape improvements clash with this image, and sometimes produce rather jarring juxtapositions. The area of town where the waterfront and the historic downtown core intersect – in a sense its “Town Square” - is essentially a void, devoted primarily to surface parking.

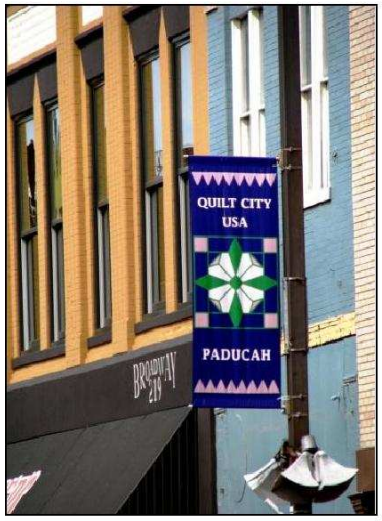






Image/Brand Reinforcement

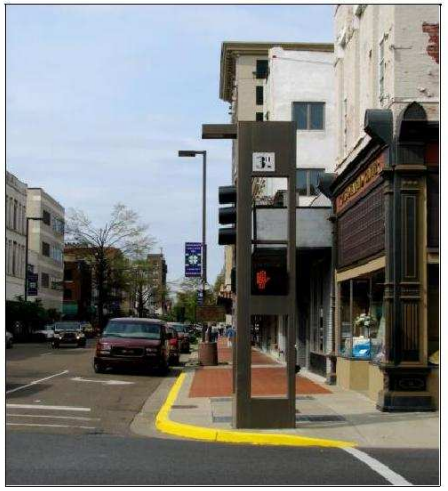
Perhaps more relevant is the lack of reinforcing messages, rather than simply mixed messages. Certainly this is the more common challenge. The city proclaims itself as Quilt City USA, but other than Quilt Show week, there is little reinforcement of this proclamation outside of the Museum. The River – as stated above- is not evident either visually or psychologically at all on the dry side of the floodwalls. The downtown core streetscape amenities – benches, street lights, planters – do not convey a cohesive sense of the place, either the downtown as one entity or even within each of its districts. Public art elements are commonplace –and wonderfully evocative of a creative arts community –within LowerTown, but essentially are nonexistent in other parts of the downtown. While it is important to build a sense of place as visitors approach the Renaissance Area, it is equally important for the community image to be reinforced –and celebrated – as much as possible upon arrival and throughout their stay.











Visitor Infrastructure

The Executive Inn, while not at all thematically integrated into the image of downtown Paducah, nevertheless addressed certain hospitality needs of Paducah visitors when it was operating successfully. The lack of hotel rooms within the Renaissance Area remains a major void in the community's strategy, although it is being addressed. Hotel properties that not only provide necessary rooms but also reinforce the downtown themes as well would help overcome two existing obstacles. The downtown core contains a more than adequate array of restaurants and food services, although the business hours, particularly on weekends, remains somewhat of a challenge.

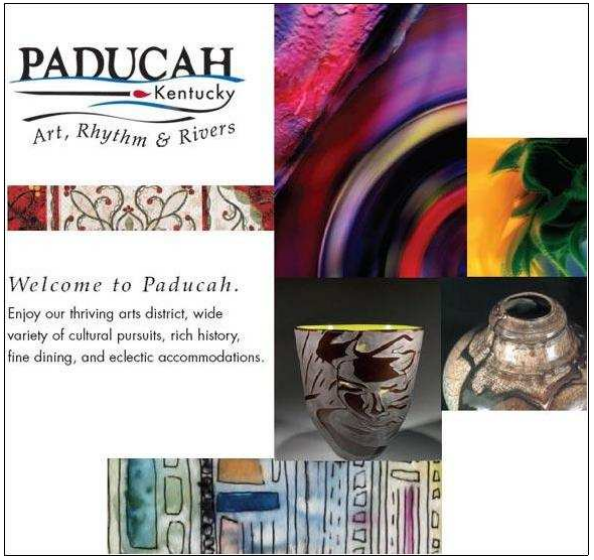






Downtown Paducah Identity

The efforts undertaken in the past decade by the City of Paducah, by the Paducah Convention and Visitor Bureau, by the Paducah Renaissance Alliance, by the LowerTown Arts District Association, and others have focused on – among other things – the development of a cohesive identity for the downtown Paducah districts that comprise the Renaissance Area. In the past, this cohesion has not been in evidence. Paducah has struggled with its identity and image, not just its downtown but its entire community image. However, it appears that this is changing, and the current "Art, Rhythm and River" theme is serving as a strong unifying and integrated identity for the community.



The 'brand" for downtown Paducah appears to fit well within these overall community themes. During the development of the RAMP, a clarity of those elements most identified with the Renaissance Area became evident, with consensus around the following three themes:

- **Its Arts**
- **Its River**
- **Its History**

This is not surprising, given that these themes represent the environment of the three sub areas of downtown. While these were clearly the identifying elements that Paducah's residents, business people, civic leaders, and artists agreed *should* be the image that is presented (and reinforced) to those who populate and visit downtown Paducah, an assessment was conducted to determine if these three strong themes were indeed being projected.

Its Arts

The multitude of arts (and cultural) venues and institutions is one of the strongest asset bases in downtown Paducah. These assets certainly highlight and reinforce Paducah as an Arts Community:

- Lowertown Arts District (and its arts galleries and studio)
- Paducah School of the Arts
- National Quilt Museum
- Carson Four Rivers Center
- Market House Theater
- Maiden Alley Cinema
- Riverfront Murals









Its River

Paducah is a river community, and downtown provides public access to the Ohio River. But Paducah remains a strong River community not merely due to the physical presence of the Ohio. Much of its downtown workforce remain involved with river industries, barge and tow boat crew training is conducted regularly, a river-oriented museum/visitor center is a major downtown attraction, and the proposed Riverfront Park improvements will further emphasize the River's significance. These assets highlight and reinforce Paducah's River heritage:

- River Discovery Center
- Seamans Church Institute
- Riverfront Murals
- Improved Riverfront Park
- Active River Industry



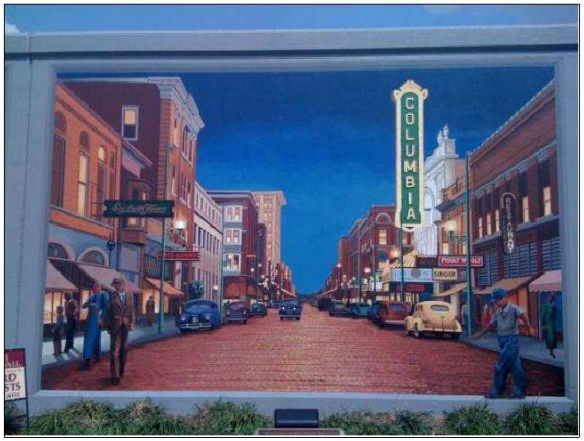


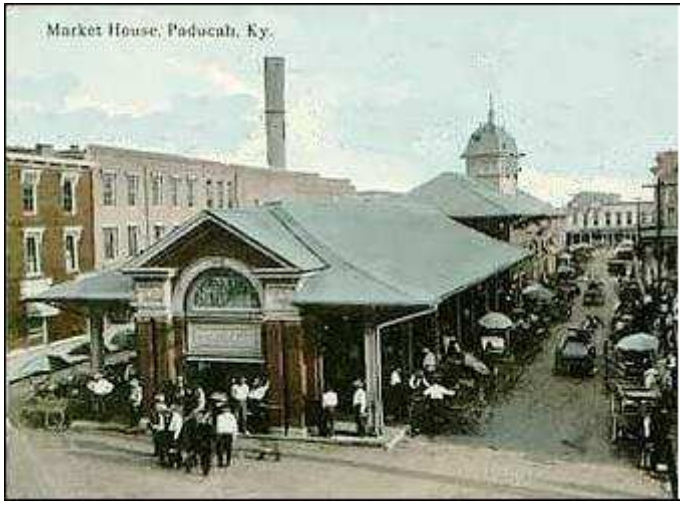


Its History

The historic character of downtown Paducah is most evident in its downtown core along Broadway and its immediate surroundings, providing an exceptionally well intact sense of Paducah's past. The Old Market House and the commercial blocks on each end emphasize this history and character beautifully. Combined with the restored LowerTown Historic District, the sense of place is very strong in downtown Paducah, notwithstanding the "gaps" that exist between these two historic districts. These assets highlight and reinforce the authenticity and richness of Paducah's history:

- Historic Downtown Core
- Old Market House
- Market House Museum
- LowerTown Historic District







Museums/Visitor Attractions

Downtown Paducah is fortunate in that each of its three major "themes" already contains a significant visitor attraction related to it. This is highly unusual, and provides another strong set of reinforcing venues that relate to these downtown identity themes.

- National Quilt Museum
- River Discovery Center (expansion proposed)
- Market House Museum (expansion proposed)







Conclusions

Paducah defines itself as a community steeped in the arts and cultural institutions, as a community closely tied to the Ohio River, and a community proud of its rich history and the architectural embodiments of its significant past. In terms of its economic development and tourism marketing potential, the focus on these three elements of its "sense of place" provides Paducah with its strongest strategic advantages. The following conclusions can be drawn:

1- Paducah has much to be proud of. It has retained an authenticity of place, which increasingly has become a strong driver not just of cultural tourism, but also of more general economic development decision-making. The sense of the community's understanding of what it is – and the sense of pride that they have - is evident.

2- Many communities, especially small or mid-sized communities, lack enough visitor attractions to warrant a visit as a "destination" or as a destination that warrants spending the night in the community. Paducah fortunately already has both the visitor attractions in terms of museums and interesting downtown districts to warrant such destination travel. There is no need to seek out at this time additional visitor attractions. Rather, the community should focus on supporting the operations and proposed expansions of its existing assets, including the Riverfront Park, as well as filling the current voids in its visitor infrastructure.

3- Although it is also difficult to pinpoint exactly when a critical mass of thematic assets has been achieved, it is evident that Paducah is approaching its critical mass. The elements of the Renaissance Area that create its unique identity exist, and assuming that they continue to be financially viable, they provide a very strong base. The focus now should be on better leveraging these assets and provide the necessary reinforcing improvements that will combine to attract more visitor traffic to the overall downtown Paducah area.

4- The three identity areas are thematically related. That is, there is a strong crossover of interest among these community themes, especially for those seeking authentic cultural tourism opportunities. Historic communities with an intact historic core, interesting and accessible riverfronts (especially working riverfronts) and arts and cultural activities tend to be attractive to those visitors with a particular interest in one of these. It is far less difficult to combine these interests than if one of the themes is far outside of the typical visitor interest base.

5- Based on the above, in conjunction with the implementation of the recommendations contained in the following sections, Paducah is poised to market itself as one of the most interesting small towns in America.

Strategic Focus Areas

The analysis and recommendations of the Paducah Renaissance Area Master Plan, based upon the objectives of the study as outlined in the Introduction, are presented in the following sections. As a wide variety of issues have been evaluated, these issues have been aggregated into the following six Strategic Focus Areas. Some will overlap for the sake of continuity.

- **Physical Connections**
- **Building Critical Mass**
- **Increasing Tourism**
- **Hotel Analysis**
- **Reinforcement of Downtown Character**
- **Transportation**
- **Executive Inn Property Reuse**



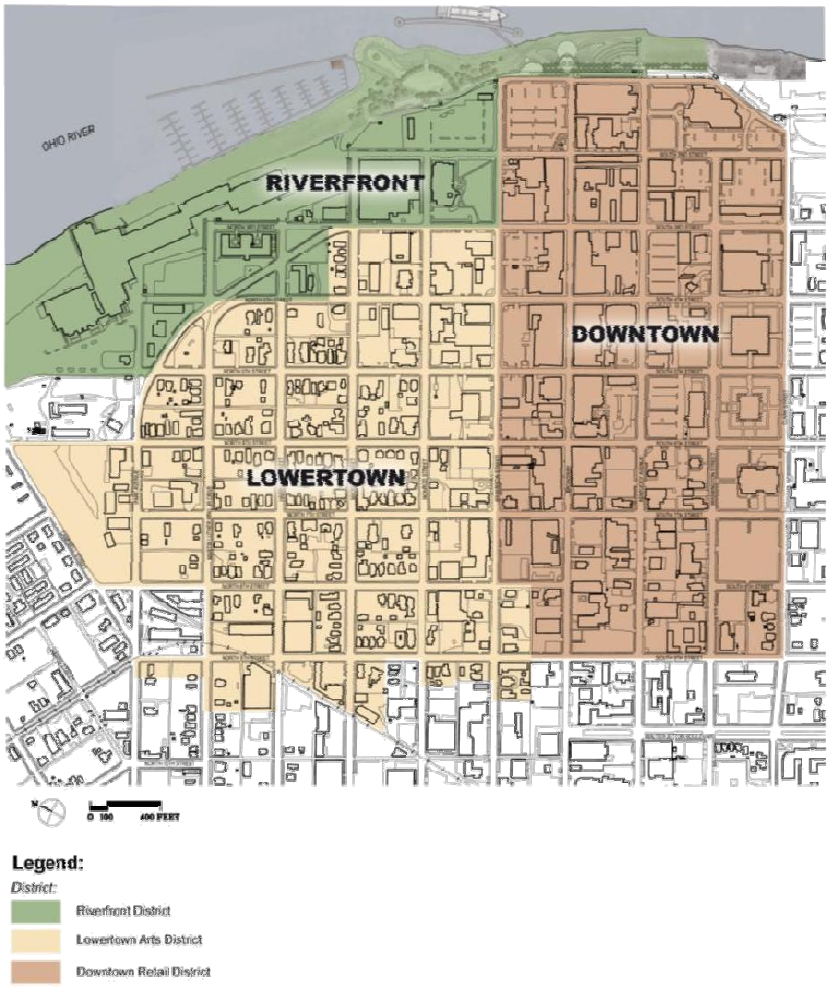
Physical Connections

Introduction

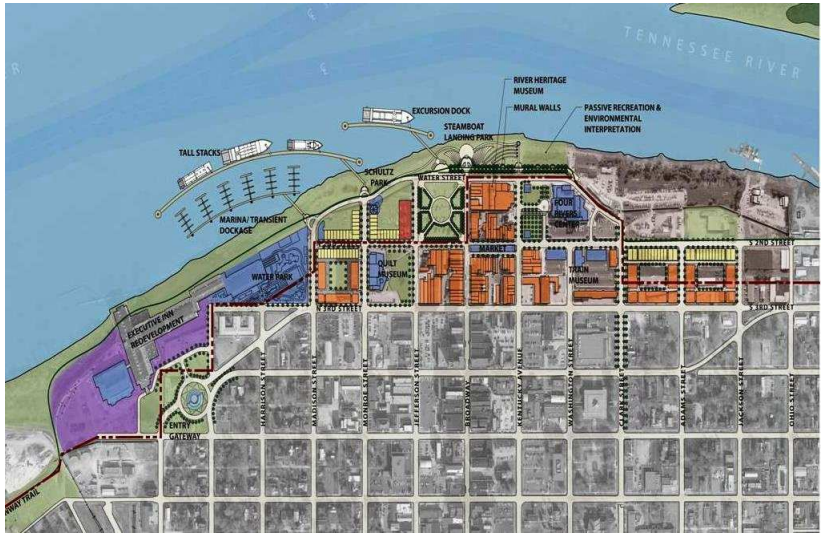
The following is an analysis of the current conditions of the public realm and also a series of recommendations to create a strong linkage among the downtown core, the riverfront and LowerTown.

The Historic Downtown Core is bounded generally by Water Street, Clark Street, Ninth Street, and Jefferson Street. The main retail area is found along Broadway, while Kentucky Avenue and Jefferson Street act as service areas and parking reservoirs, one block east and west of Broadway respectively. These streets also contain major employers located in the downtown core. The civic area of Paducah, including City Hall, the Post Office, and the public library frame a public park between Fifth and Sixth Streets, creating a special node distinct from the retail core.

The key street for the pedestrian experience, both for residents and tourists, is Broadway, due to its retail concentration. The street is characterized by brick sidewalks, contemporary light fixtures and traffic signals, and a scattering of street trees, all dating to the 1970's. The existing streetscape is in fair to good condition. The architecture along Broadway exhibits a strong, continuous streetwall, with a predominance of late nineteenth century buildings. The scale of the buildings varies from three to eight stories in height, but taken together, presents a charming, human-scaled environment. The ground floors are typically devoted to retail uses, with a strong concentration between Water Street and Fifth Street. South of Fifth Street are found periodic vacancies along the ground floor as the retail energy dissipates, becoming more industrial in character.



The Riverfront sector is comprised of land areas both inside and outside the floodwall, extending from Clark Street on the east to the Exposition Center to the west. The areas south of and outside the floodwall include the National Quilt Museum, various industrial and business uses, and surface parking lots. The areas north and within the floodwall are comprised of the riverfront park and its proposed marina on the eastern side and the Executive Inn property, and the Exposition Center on the western side. Most of the Executive Inn has been demolished, except for meeting rooms and the riverside Showroom Lounge. The proposed marina will offer both permanent and transient slips for recreational boaters, creating a new focus to the Ohio River and potentially a new visitor base for downtown Paducah. The riverfront park that will accompany the marina will provide places for gathering of groups both large and small, with a minor performance area as part of the green space. The park and marina will significantly increase the recreational use of the riverfront.





The LowerTown sector is a twenty six square block area of predominantly residential uses extending from Jefferson Street to Park Avenue and from Third Street to Ninth Street. It is a delightful mix of single family and multi-family homes from the late nineteenth century, many of which have been converted to artist's studios as a result of the artist relocation program. There is no one street that is the center of the neighborhood, although Sixth, Seventh, Madison and Harrison each exhibit a concentration of renovated homes and artist studios. The iconic former Texaco station at the corner of Seventh and Madison acts as the focal point for the neighborhood and the beginning of many art tours of the district. The neighborhood is laced with a number of artworks and sculptures that, although on private property, create a striking public presence for visitors and residents alike. Perhaps most iconic of these is the steel giraffe, towering over the sidewalk at the corner of Sixth and Madison, a whimsical visage sure to catch the eye of passersby. The presence of these artworks sprinkled throughout the neighborhood is both enriching and unique to LowerTown, creating a distinct sense of place.



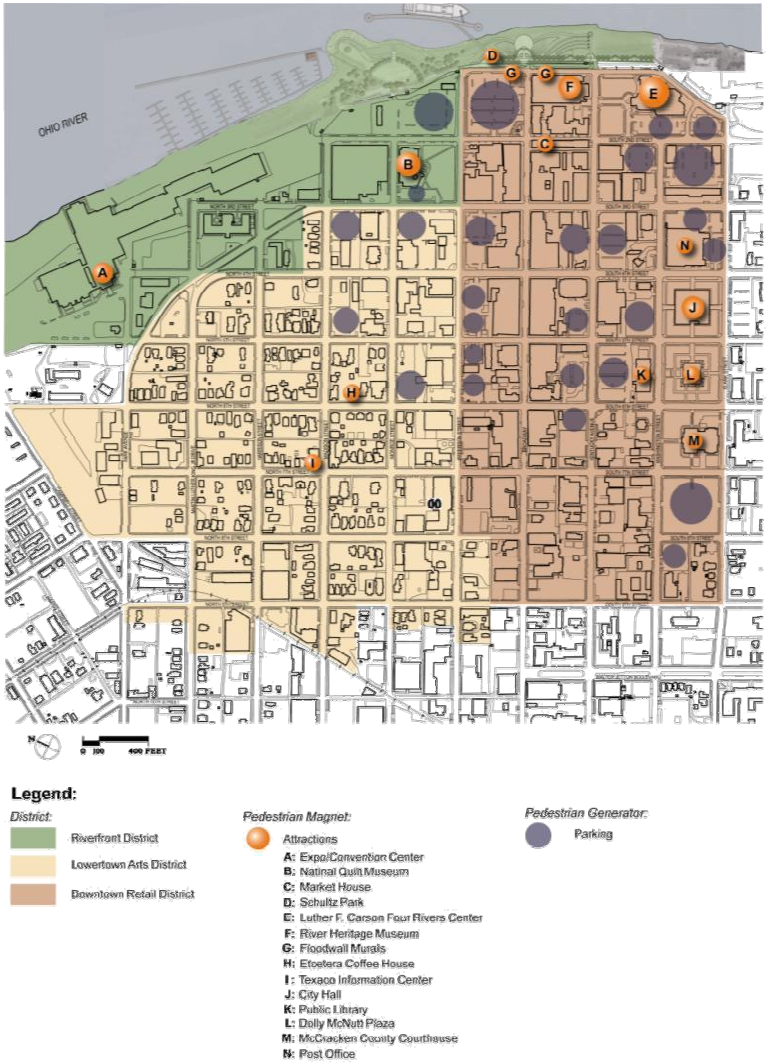




Pedestrian Magnets and Generators

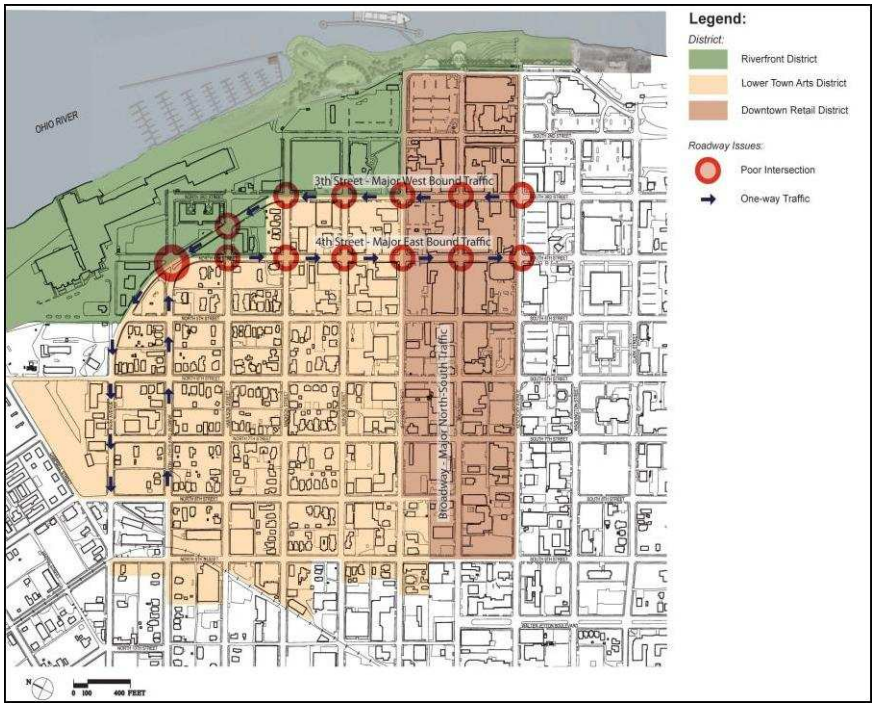
In order to conceive of linkages among these three districts, it is useful to identify the key magnets (attractions for people) and generators (sources of people). A successful plan for pedestrians would be the optimal set of connections from the most magnets to the most generators. The downtown core features the Market House, Carson Center, River Discovery Center, and the civic core as magnets. The Riverfront sector features the floodwall murals, the National Quilt Museum, Schultz Park, and the Exposition Center. The LowerTown sector features the Texaco Station and Etcetera coffee house as well as the numerous studios and galleries that together serve as the major magnet for the District.

Generators of pedestrian traffic are typically hotels and parking areas. Since there is currently no active hotel in the study area, the parking lots are the key source of arrival for most people. The majority of these lots are found along Jefferson, Kentucky, and Water Street. In addition, there is ample on-street parking throughout the entire study area. Noteworthy in this analysis is the presence of several parking areas along the seam between the downtown core and LowerTown on Jefferson Street, which offer immediate access to both sectors.



Pedestrian / Vehicular Conflicts

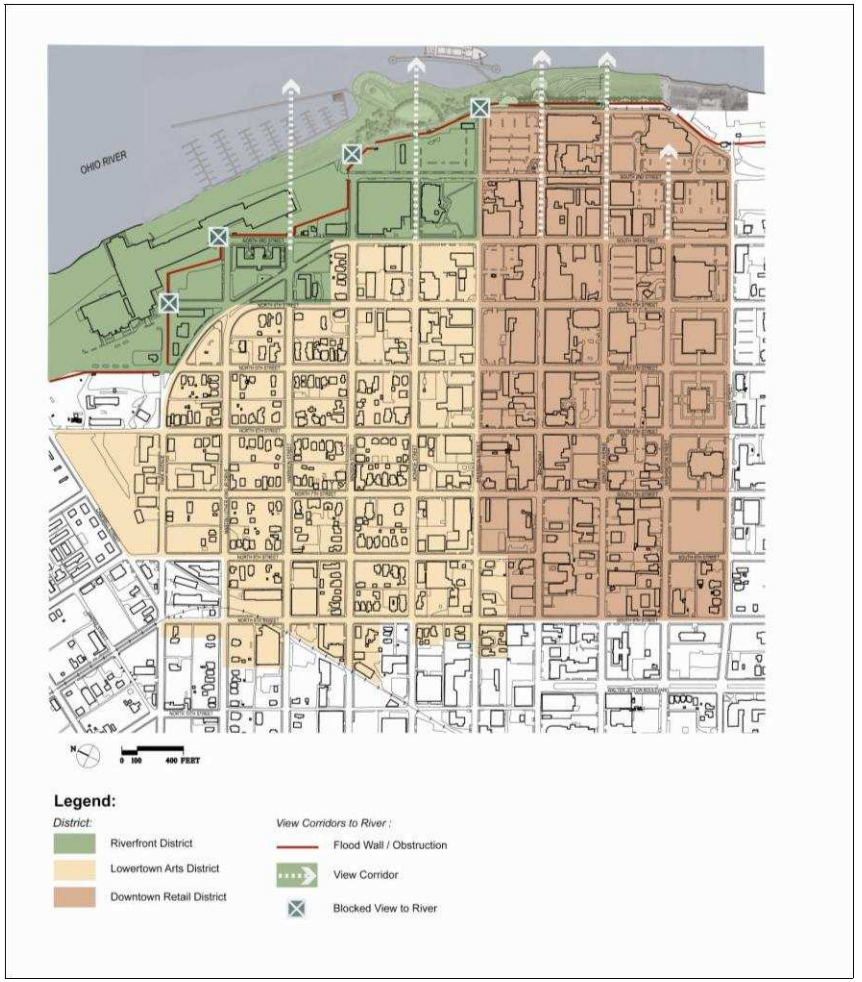
A key aspect of any pedestrian plan lies in the real and perceived safety for pedestrians relative to vehicles. In the study area, many streets have both low volume and low speed, and thus are quite safe for pedestrian crossings. But there are a number of exceptions, most notably the one –way pair of Third and Fourth Streets. These streets have moderate volumes, as they are the primary truck routes through Renaissance Area. More importantly they exhibit vehicle speeds that pose a particular problem for pedestrians. This is true of most one way streets and is not unique to Paducah, but the speed does present a perceived safety issue for pedestrians seeking to traverse from north to south across the streets. An especially hazardous area of the study area is the split of the streets into the one way pair at Martin Luther King, where a full right hand turn from south to east has resulted in several truck accidents over time. High speeds, sharp curves, and poor sight lines combine in this area in particular, creating a hazardous situation for pedestrians seeking to traverse from the downtown core and the Riverfront to the Exposition Center.



Sightlines and Access

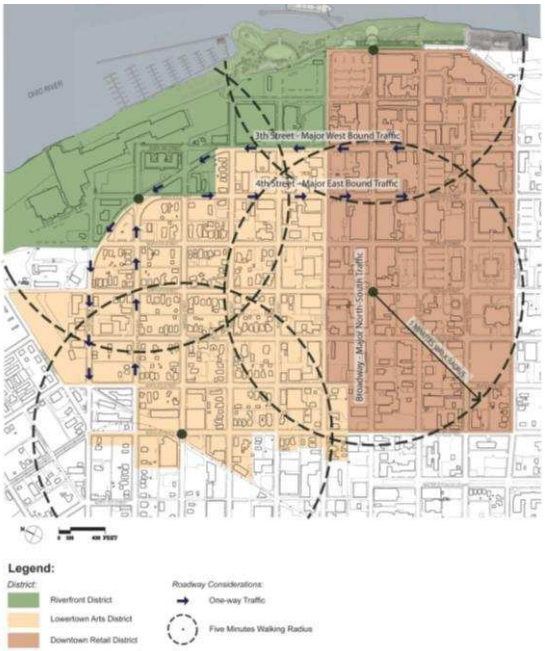
The Ohio River is the greatest natural resource in Paducah and the primary source of its founding and economic vitality. As such, it is - and should be - a key part of any visitor experience. Visual and physical access to the river from both the downtown core and LowerTown is impeded by the concrete floodwall. While this is a necessary and vital part of urban infrastructure that protects the city from disastrous flooding, it does block views to the river. This creates a perceived separation between the city and the river. There are several openings in the floodwall, which can be sealed in the event of a flood, and these offer both vistas and access to the river. These are found at the end of Kentucky, Broadway, Monroe, and Harrison Streets. These openings offer view corridors and direct access to the Ohio River.

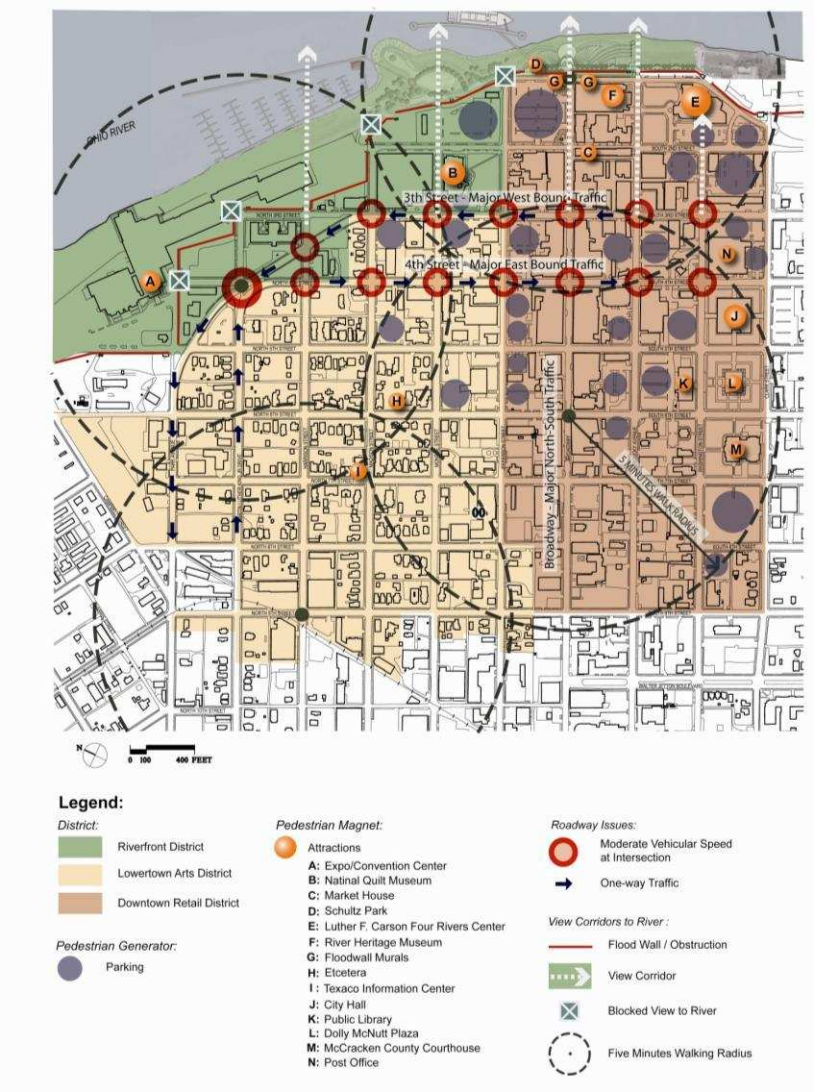
Other than the balcony on the Carson Center, however, the Renaissance Area Paducah offers no public views of the River outside of the flood wall. This detracts from the sense of a Paducah as a river community. In addition, other than the fountain across from City Hall, there is little or no sense of water within downtown that provides support and reinforcement to the River (or water) as a driving element of Paducah's history or its current sense of itself.



Analysis Synopsis

Taken together, the magnets and generators form a cluster in the northern half of the study area, with the majority being north of Fourth Street. However, the main attraction area of LowerTown lies between Sixth and Seventh Streets. Thus, the optimal set of connections for pedestrians should provide clear connections to both, in a way that is easily comprehended by visitors. These connections must address the pedestrian / vehicular conflicts found along Third and Fourth Street in those crossings. The facing map depicts the summary of the individual analyses discussed above, providing a framework for these connections.

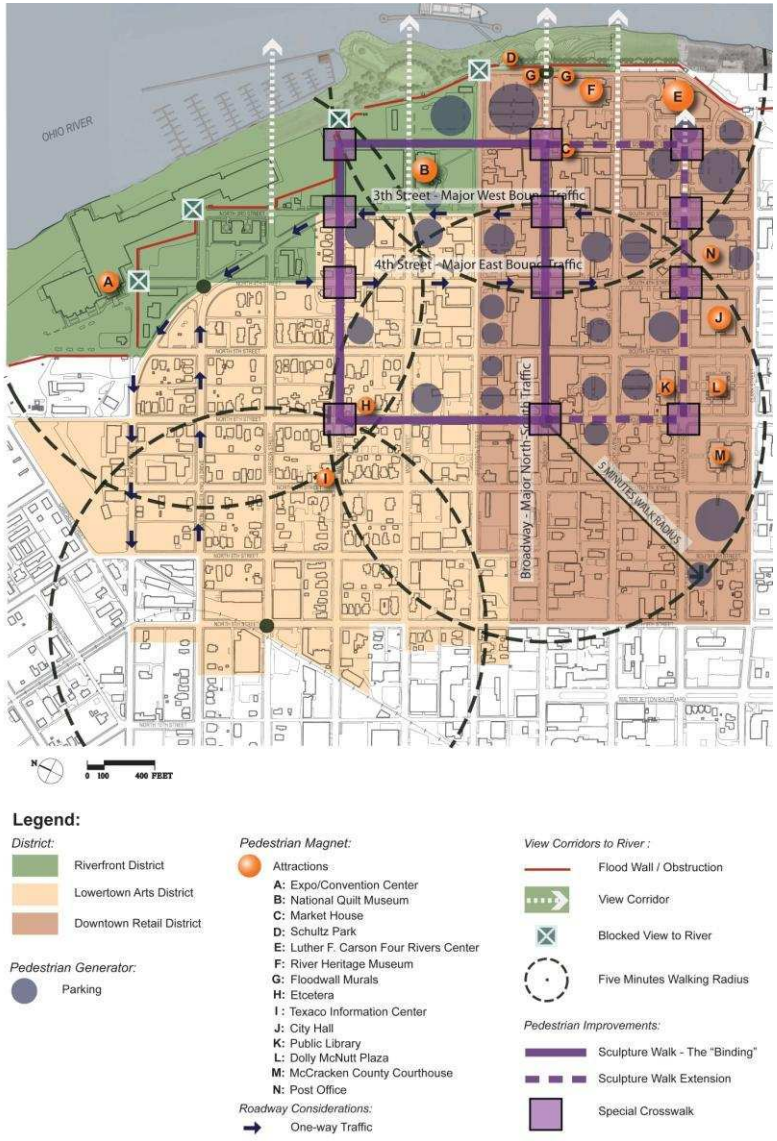




The Binding

The proposed set of connections to link the downtown core to the riverfront and LowerTown is best achieved by enhancing a set of existing streets in a clear, memorable pattern. The streets recommended include Broadway, Sixth, Madison, and Second. Together these form a monumental rectangle within the city grid and offer the simplest and most direct set of linkages among the magnets and generators. For the purposes of the RAMP, it is titled " The Binding," as a reference to a term used by quilters to describe the final stitching around the edges of a completed quilt to join the front to the back together. This notion is, of course, inspired by the presence of the National Quilt Museum as one of the major icons of Paducah. It imagines that the city is itself a quilt, a tapestry of disparate buildings and open spaces made whole by the grid of streets that stitches it all together. "The Binding" is intended to clarify pedestrian movements and become a comprehensible route for visitors and residents to explore the city and to discover its many charms. That this path is a metaphor for the heritage of quilting reinforces the unique quality of Paducah as a center of the arts.

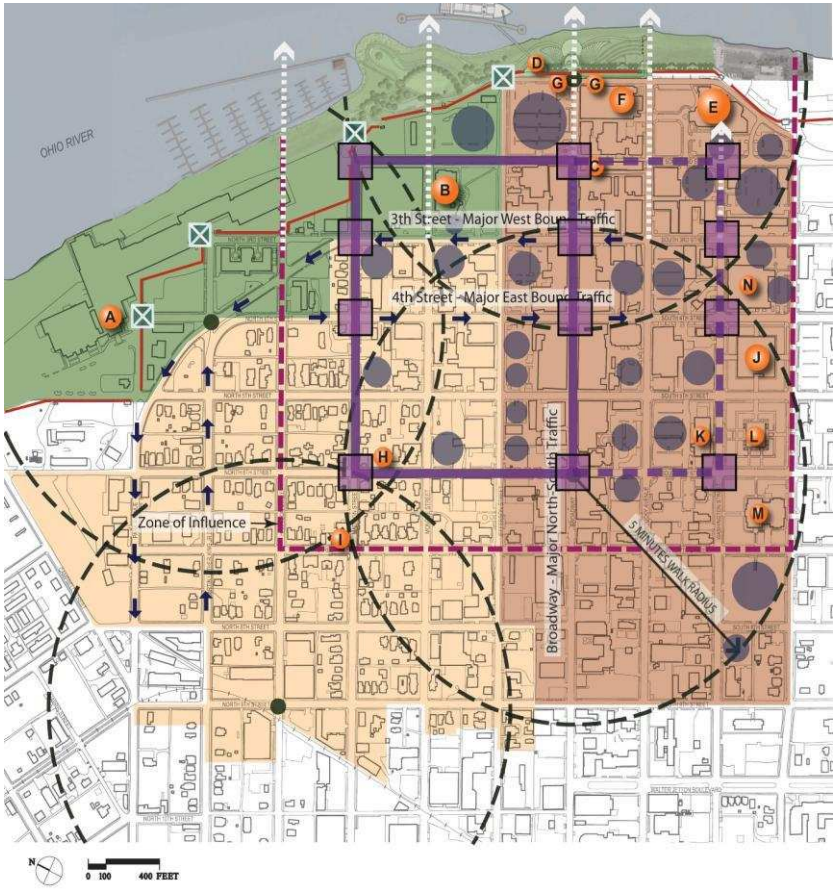
The Binding is presented herein as an organizing infrastructure that both facilitates and encourages movement from one district of the Renaissance Area to the others, as well as a reinforcement of a major component of its community character: the arts. It is not suggested as serving as the primary street within each district (although this is the case regarding Broadway), but rather as the primary route to best connect these districts, It is, in a sense, both an additional "attraction" and an organizing element that provides a sense of continuity and connectivity that currently does not exist. The secondary Downtown Core and LowerTown Loops, proposed as later additions to The Binding, are suggested as routes that, once in the heart of the historic core and LowerTown districts, provide a complementary routing and wayfinding system for Paducah visitors.





The Downtown Core and LowerTown Loops provide opportunities to further expand and enhance this unifying theme in downtown as time and funding allow. Both Downtown Core and LowerTown can provide Loop routes within these districts that utilize a more specific theme of that particular district as an internal wayfinding system. The two systems working in tandem can be very effective in both establishing strong identity and connected wayfinding for downtown as a whole and among districts, emphasizing strong internal routing within each district, and highlighting the character and unique elements of each of these special downtown districts.

The Binding provides a strong connecting and organizing element for the Renaissance Area, as many of its major attractions and activity generators are within its perimeter or within one block of its edges. This means that a visitor will usually be within a block or so of one of these streets, which will both reinforce the character of downtown and – more importantly – provide easy, pleasant, and creative wayfinding to other downtown attractions and districts. The Binding, therefore, rather than serving as a situation where an attractions or business is either "in or out", instead provides an improved orientation and better connection to all attractions and downtown districts.



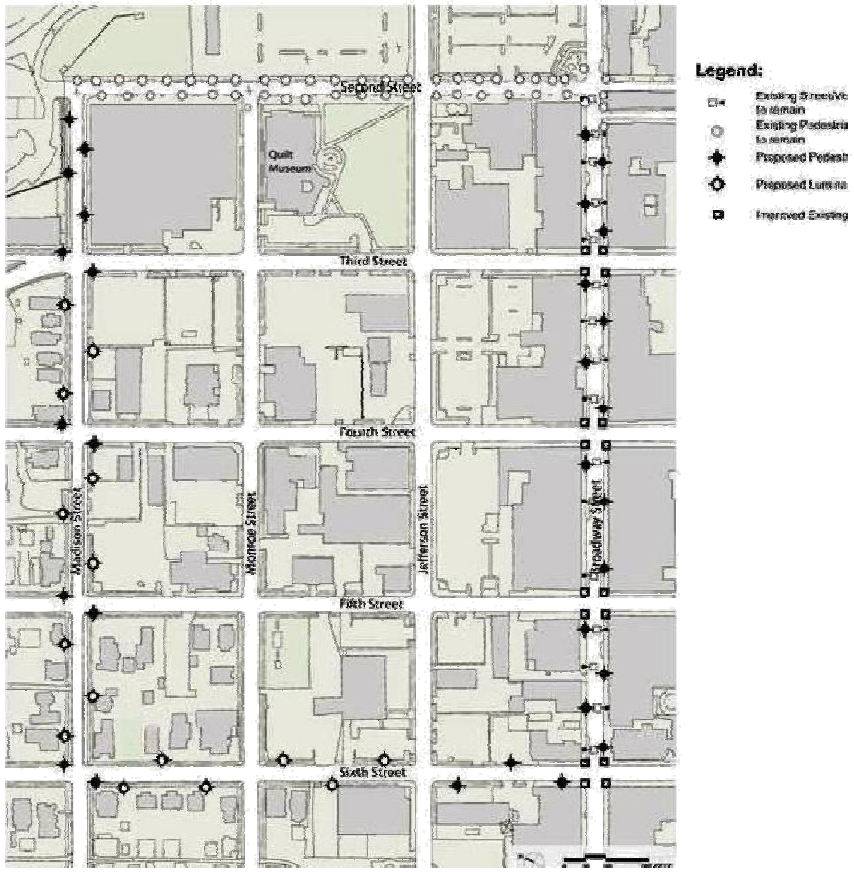
To make this rectangular path understandable to pedestrians and useful as a wayfinding tool, two separate strategies are proposed. The first is to provide a consistent and special set of street furnishings that will act to unify “The Binding.” These include street lights, benches, trash receptacles, bicycle racks, planters, kiosks and signs that will be distinct from others found throughout the city. The second is to envision a series of artworks that are distributed along the path to form a sculpture walk. These artworks are intended to be unique and variable, unlike the street furnishings, and to provide whimsy, inspiration, and delight to the pedestrian. The unity of the furnishings and the variety of the artworks will serve well as both wayfinding and placemaking for the visitor.

The Binding: Streetscape Elements

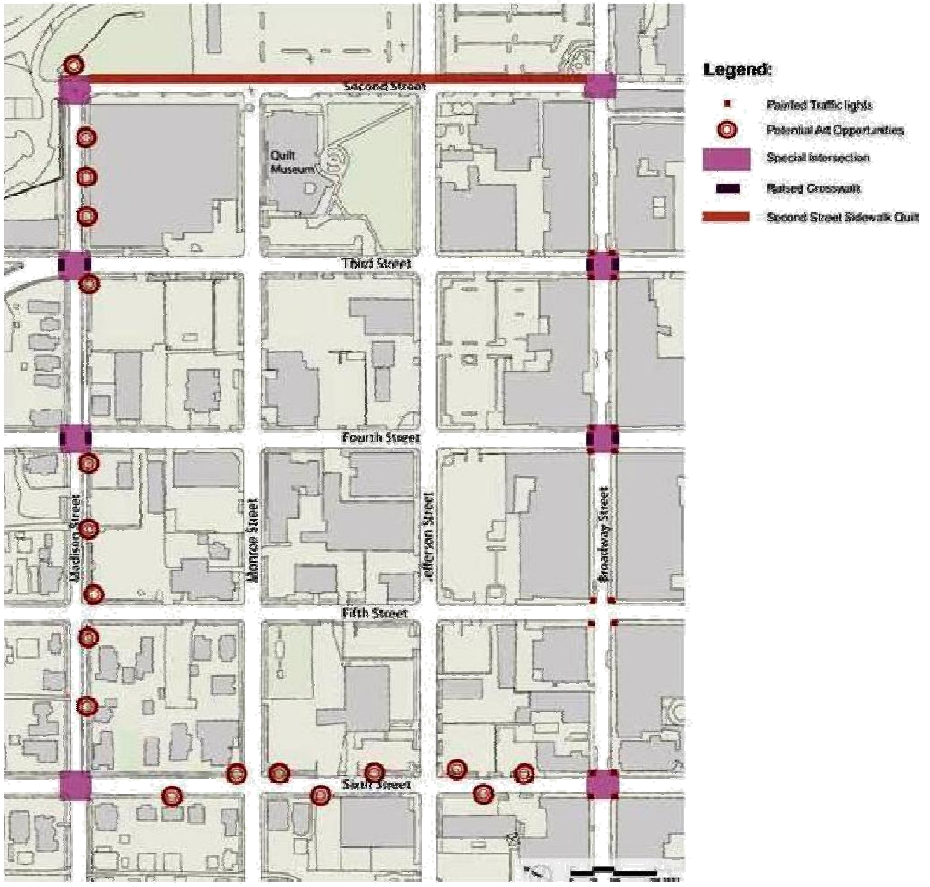
The master plan for the Renaissance Area is anchored by The Binding, which provides a systematic set of connections among the downtown core, the riverfront, and LowerTown districts with streetscape improvements to Broadway, Sixth, Madison, and Second Streets. These improvements include a consistent palette of street furnishings, additional street trees, and a set of artworks unique to each street, which will be described below. These improvements will make a striking visual impression and will also provide orientation for the visitor. It is envisioned that each street in The Binding will have a specific art emphasis, so that the art will serve to pull pedestrians along the path with its rich variety. The intention for these artworks is not only to build upon the cultural heritage of Paducah, but also to provide support to the local arts community through sales and commissions of pieces. The ideal outcome of this study is the involvement of local artists in all of these improvements, in order to provide tangible economic benefit to the artists and an increase in civic pride among all residents. This is the best way to sustain local artists; to support them financially and to show their work in a public setting.



The Binding: Landscape Plan



The Binding: Lighting Plan

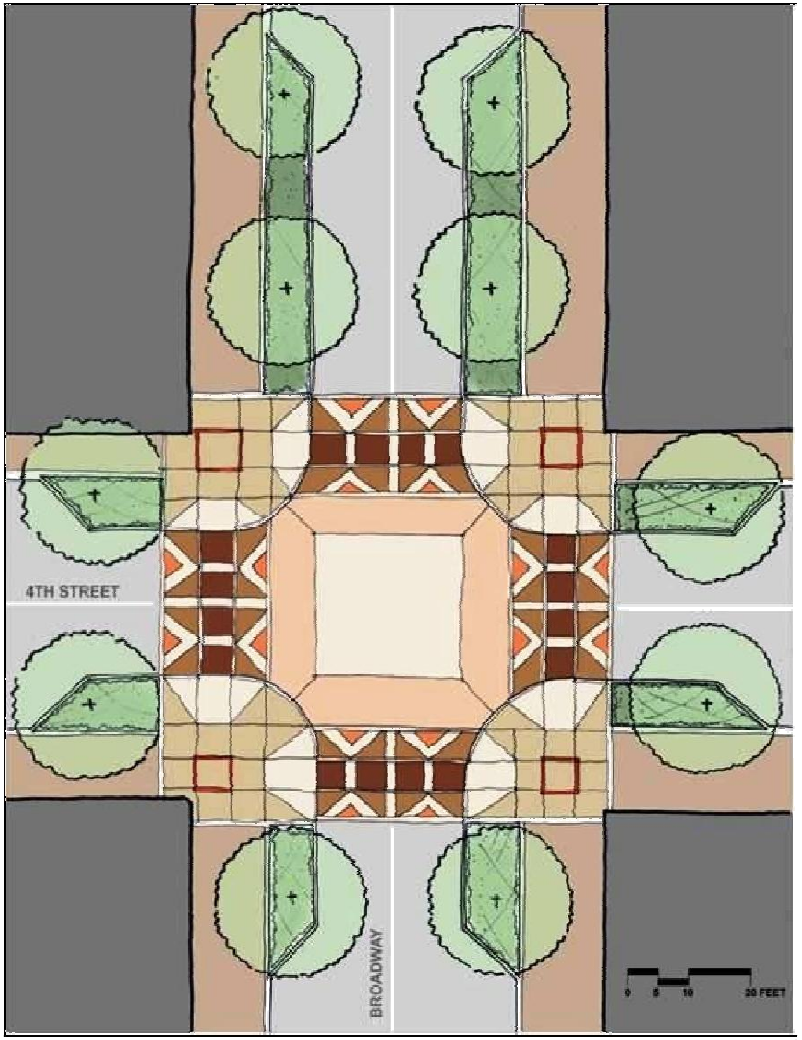


The Binding: Art Opportunities

Special Crosswalks

At each corner of The Binding, a special intersection improvement is proposed in the street to signify the turn to another street. This occurs in four intersections as shown in the master plan. These are envisioned as special crosswalks comprised of colored stamped asphalt that frame the intersection. The concept is that the pattern of the crosswalks evokes the patterns of traditional quilts, and that the intersection is rendered as a quilt of pavers. Note that in addition to the four corners, this treatment is recommended at Third and Fourth Streets as well (see following page) with raised crosswalks at those locations to calm traffic.

The detailed triangular markings should be comprised of an elastomeric material applied to the stamped asphalt.

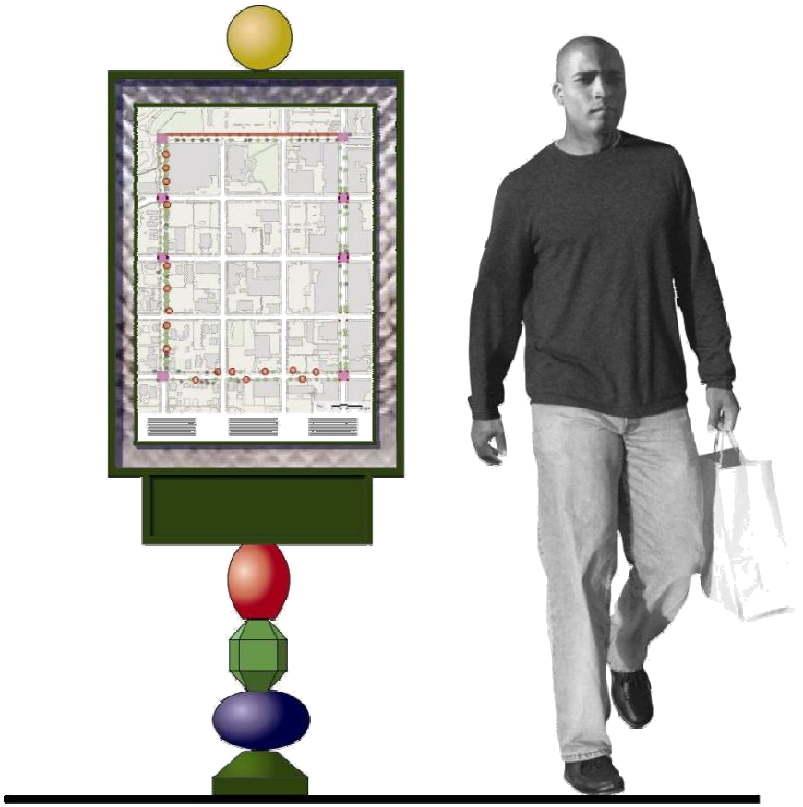


Intersection Crosswalk Enlargement Plan

The Binding: Streetscape Improvements

The standard streetscape elements for use within the proposed streetscape improvements are chosen to be in keeping with existing improvements done by the City to date, as well as being a durable, contemporary product that will be appropriate for use within the historic context without having false pretense of being historic or compete for attention with art installations.

Wayfinding signage would be placed at each corner of the binding and would feature a porcelain enamel graphic downtown map affixed to a quilt textured stainless steel panel within a sculptural post.



The Binding wayfinding signage



Pedestrian Light Fixture

Manufacturer: Spring City

Model: Reading Luminaire with optional lantern insert

Color: Black



Bench

Manufacturer: Victor Stanley

Model: Steelsites Series RB-28, 8-foot length with optional intermediate arm rest

Color: Black



Trash/Recycling Receptacle

Manufacturer: Victor Stanley

Model: Steelsites Series A-36 side-opening receptacle (optional stainless steel ashtray available)

Color: Black, blue top for recycling.

Bicycle Rack

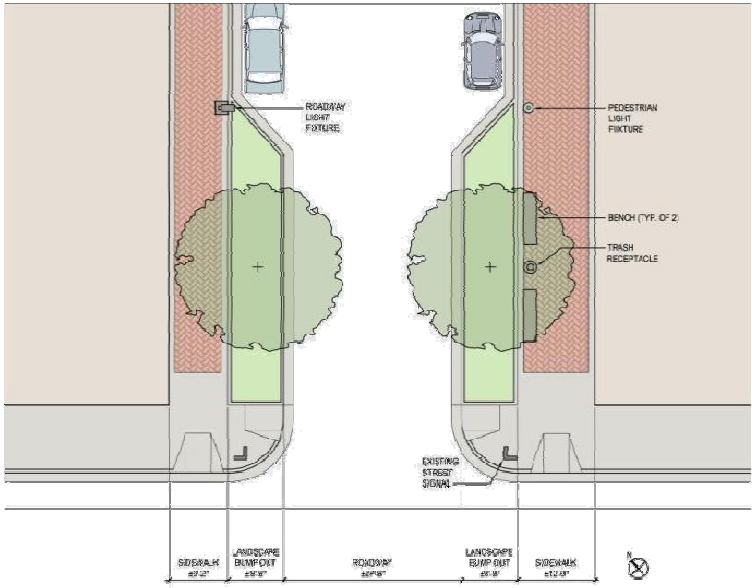
Manufacturer: Victor Stanley

Model: Cycle Sentry Series BRNS-301, surface mount or embed option.

Color: Black with potential of customizing inner panel.

Broadway

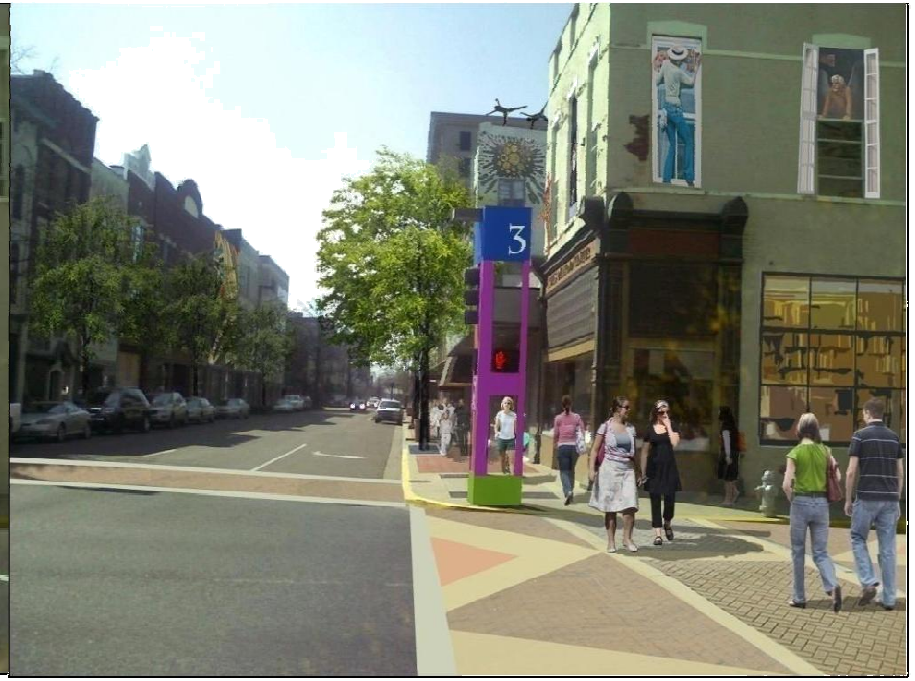
The existing streetscape along Broadway features brick sidewalks from curb to building face, contemporary lights and traffic signals, and a scattering of street trees. The pavement is in good condition and does not warrant replacement. Some additional street trees are desirable to provide shade along the sidewalks. These should be Honey Locusts, Princeton Elm, or American Yellowwood, hardy trees that provides dappled shade, but also a light canopy so that retail signs are not blocked. The art emphasis along Broadway should be the traffic signals, as their stark contemporary profile stands apart from the delicacy of the Victorian architecture that lines the street. The steel armatures that frame stoplights and street signs should be painted in bold, vivid colors in the manner of the DeStijl movement, turning a drab gray piece of urban infrastructure into a light and bright work of art. No alterations to the function of the traffic signals are proposed, simply a cosmetic application of paint to enliven the streetscape. In this way, an artist may transform an ordinary element of infrastructure into an extraordinary work of art. It is understood that paint is not permanent and that every five years or so, these elements will need to be repainted. This offers the opportunity to change the colors and patterns, and also affords a further commission for local artists.







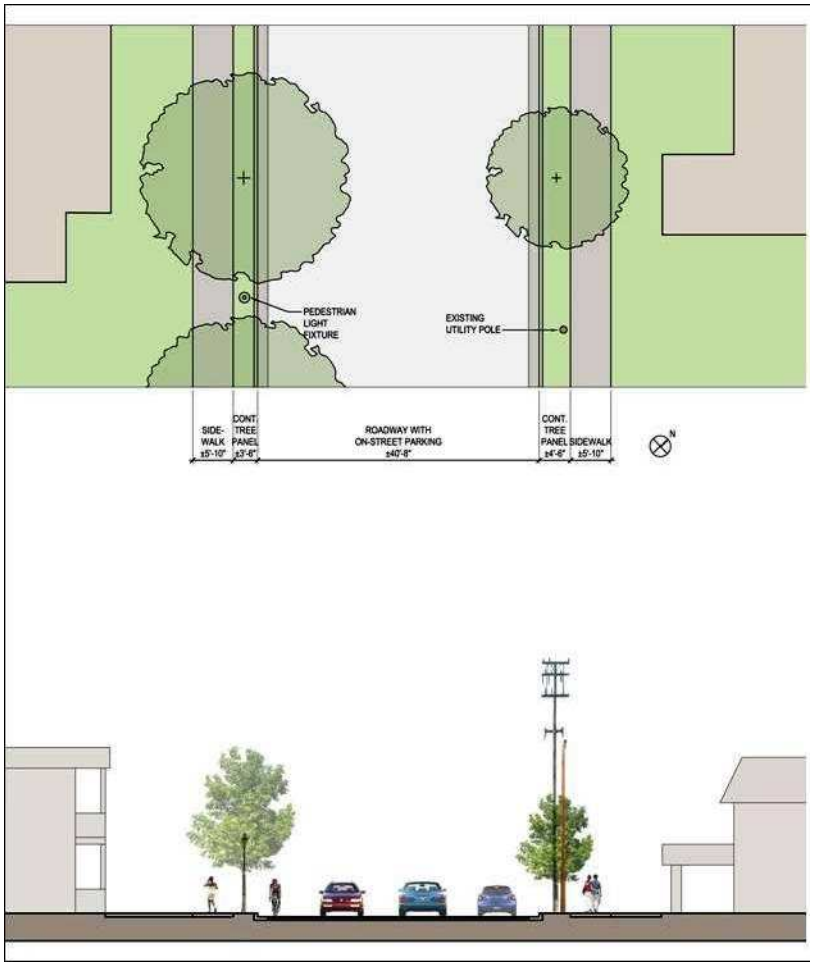
Broadway: Existing



Broadway: Proposed

Sixth Street

The existing streetscape of Sixth Street is comprised of a six-foot wide concrete sidewalk in good condition and a four-foot wide lawn panel at curbside. The north side features power lines of forty foot height atop wood telephone poles, while the south side has only small power line feeds with smaller telephone poles. Acorn-styled light fixtures adorn the street with small signs that indicate the LowerTown District. The proposed streetscape suggests replacing the luminaire portion of the streetlight fixtures to be consistent with the standard Reading fixture and to place additional street trees on both sides of the street for shade. On the north side, these should be smaller trees that will not grow to interfere with the power lines, such as cherries, White Fringetree, or Redbud, while on the south side, oak trees such as Willow Oak, Bur Oak, or Overcup Oak are recommended to fill in gaps in the existing tree canopy. The existing concrete walks are in good condition and need not be replaced, but as an art opportunity, they should be stained a bright color to signify The Binding. Two concepts are proposed for the art content of Sixth Street. One is an entry feature that should be placed between Broadway and Jefferson Streets and as shown in the North Sixth Street Improvements photo simulation, this feature should resemble an open door, straddling the sidewalk and inviting pedestrians to enter LowerTown. In addition, the mundane features of the street – telephone poles, fire hydrants, ATM machine, manhole covers, etc. - should be painted in bold colors to highlight their contribution to urban living. This is similar to the treatment of Broadway in which the ordinary is transformed into something more unique and distinctive through the power of art. Finally, where surface parking abuts the sidewalk, decorative fencing should be provided to screen the automobiles.



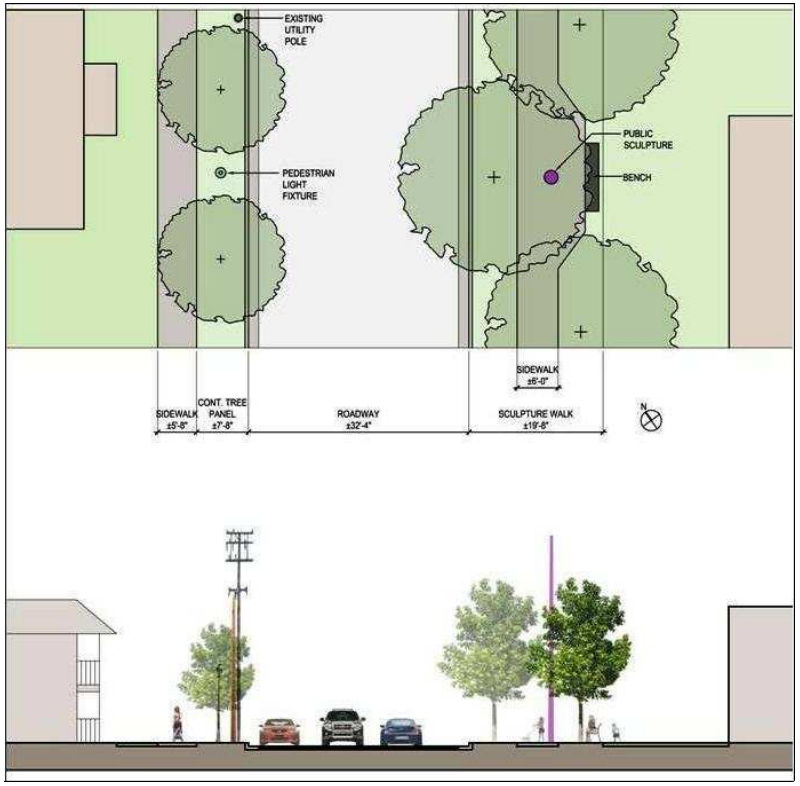


Sixth Street: Proposed

Madison Street

The existing streetscape of Madison Street features a six-foot wide concrete sidewalk in good condition and a four-foot wide lawn panel at curbside. The west side features power lines of forty foot height atop wooden telephone poles, while the east side has only small power line feeds with smaller telephone poles. Light fixtures are a mixture of acorn and pole mounted "cobra head" style luminaires. The proposed streetscape improvement plan recommends replacing the existing acorn luminaire tops with the Reading standard pedestrian fixture, adding additional lights at the intersections, and introducing pedestrian scale fixtures between Second and Third Street. The plan also shows the widening of the sidewalk on the east side to an eight foot width, with a double row of single shade tree species per block of London Planetree (*Platanus x acerifolia 'Ovation'*), Swamp White Oak, or Elm framing it. To accomplish this, it is proposed to eliminate the on-street parking lane on the east side only, capturing twelve feet of right-of-way area to be used for a pedestrian promenade from LowerTown to the riverfront. The intent is that the walk itself could become an art opportunity, with a sinuous or serpentine form, reminiscent of the flow patterns of the river. In addition, it is envisioned that on each block, a significant sculpture be installed along the promenade as both a placemaking and wayfinding device. These sculptures should be vertical in nature with each one visible from the last one, creating a striking sequence. Seating should be provided near the sculptures to invite passersby to linger and appreciate the works. These nodes may also feature detailed landscaping including shrubs and perennials to create a cozy gathering place for small groups. Since the northern terminus of Madison Street is the flood wall, a special painting should be applied to the wall as a fitting visual punctuation. This should not compete with the historic tableau murals found along Water Street, but rather should be fresh and contemporary. As an alternative, a vertical sculpture on the lawn area just south of the flood wall should be considered, with the understanding that this would require the permission of the landowner of that parcel. Under either option, the concept is that public art is the activator of place.

The west side of Madison Street should remain as existing, with a few trees placed in the curbside lawn panel for additional shade. Since there is a major power line on this side of the street, a smaller tree, American Hornbeam, Dogwood (*Cornus x rutban*), or White Fringe Tree, is recommended, minimizing its growth into the power lines.



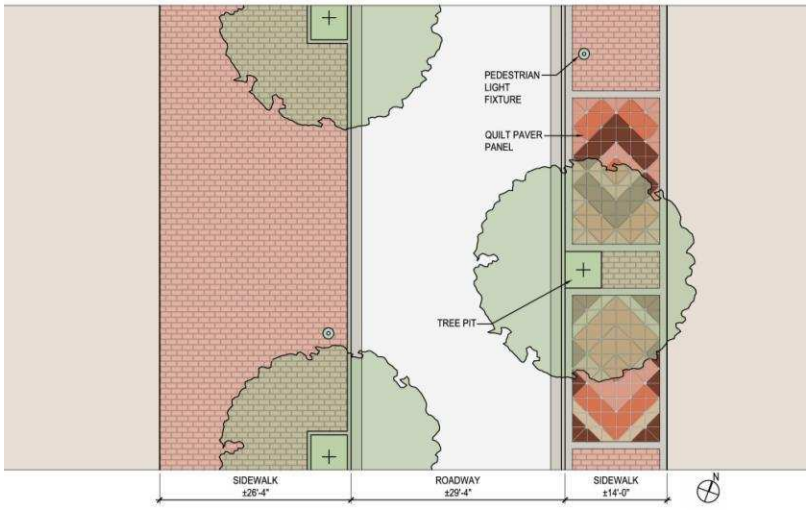




Madison Street: Proposed

Second Street

The existing condition of the streetscape of Second Street features a broad fifteen-foot wide sidewalk of pressed concrete pavers on the south side and a ten-foot wide sidewalk of exposed aggregate concrete on the north side. Both sides feature street trees in a regular rhythm, with Willow Oaks and Cherries interspersed. The existing street lights are the Reading standard Victorian style pole lights. The proposed streetscape for Second Street seeks to build upon its adjacency to the National Quilt Museum. It is recommended that the exposed aggregate concrete pavement on the north side be removed and replaced with pressed concrete pavers in the same shapes and colors as found on the south side. This will act to unify the streetscape with a common walk material on both sides. In this renewal, an artist or artists should be commissioned to create “quilt” patterns in the new pavers, so that the walk appears to be a series of quilts. This concept may be expanded to become an artist competition, with numerous artists selected and a variety of quilt paving patterns installed. In keeping with the overall concept of the master plan, the artists should use only standard shapes, sizes, and colors of pressed concrete pavers, both to moderate first costs, but also to reduce life cycle costs for future repairs and replacements. In this way, the aesthetic remains true – the ordinary becomes extraordinary through the vision of artists. In addition to the new walk on the north side, some additional Willow Oaks should be planted in any area where there is a 100’ foot gap in street tree pattern, to provide continuous shade.







Second Street: Existing



Second Street: Proposed

National Quilt Museum Garden

The National Quilt Museum sits on a strategic block in the heart of the Renaissance Area's "sweet spot", a four block area that from a locational point of view is well positioned to serve as Paducah's Town Square and the optimal connection between and among its three sub-districts (see next section). The Museum is a major downtown area attraction during major events such as Quilt Show Week, as well as for its day visitors and multi-day class attendees. Its green front lawn provides a nice foreground for Museum goers, but it is relatively generic in terms of its relationship to either the Quilt Museum or as a reinforcing element of the character of Paducah.

The current front yard of the National Quilt Museum is a simple panel of lawn adorned by three major oak trees and a concrete walk that angles to the front door from the corner of Second Street and Jefferson Street. There is an opportunity to enhance the visitor experience by creating a themed garden through which visitors will pass as they approach the Museum. The concept is to build upon the triangular shapes already made by the existing walks, and to add new walks from the corner of Jefferson and Third Streets and also from the parking lot. These paths would create better access to the Museum from multiple directions. The triangular shapes of the walks would be amplified by the addition of triangular flower beds along the paths in a regular pattern. In this way, the front yard is transformed into more of a garden and the repetition of the triangular shapes references the patterns of a quilt. Thus, the theme of the Quilt Museum is extended to the outside of the facility, in a bold and direct manner. In keeping with other artworks proposed for the study area, the garden is transformed from ordinary to extraordinary through the application of art.



National Quilt Museum Lawn: Existing



National Quilt Museum Garden Concept

The Binding: Preliminary Cost Estimate

Item	Quantity	Unit Cost	Cost
BROADWAY			
Demolition of road pavement at crosswalks	13,200 sf	$3	$39,600
Crosswalks: stamped asphalt	10,800 sf	$12	$129,600
Raised crosswalks: stamped asphalt	2,400 sf	$16	$38,400
Painted traffic lights	16	$2,000	$32,000
Pedestrian lights	15	$3,000	$45,000
Tree pits: 4' x 8' x 3' depth	12	$2,000	$24,000
Street trees	33	$800	$26,400
Benches	10	$2,000	$20,000
Trash cans	8	$1,000	$8,000
Bicycle racks	4	$1,000	$4,000
		Subtotal	$367,000
		Plus 20% contingency	$73,400
		Total	**$440,400**
SIXTH STREET			
Concrete sidewalk stain	2,300 sf	$4	$9,200
Fencing at parking lots	500 lf	$80	$40,000
Artworks	8	$5,000	$40,000
Pedestrian lights (full fixture, luminaire and pole)	4	$3,000	$12,000
Pedestrian lights (luminaire only)	6	$1,000	$6,000
Street trees	27	$800	$21,600
Benches	6	$2,000	$12,000
Trash cans	3	$1,000	$3,000
		Subtotal	$143,800
		Plus 20% contingency	$28,760
		Total	**$172,560**

Item	Quantity	Unit Cost	Cost
MADISON STREET			
Demolition: roadway and sidewalk	21,000 sf	$2	$42,000
Demolition: crosswalks	13,200 sf	$3	$39,600
Crosswalks: stamped asphalt	10,800 sf	$12	$129,600
Raised crosswalks: concrete pavers	2,400 sf	$16	$38,400
Concrete curb	1,600 lf	$40	$64,000
Concrete sidewalk: 8' wide	12,000 sf	$4	$48,000
Drainage relocations	8	$4,000	$32,000
Artworks	9	$10,000	$90,000
Pedestrian lights (full fixture, luminaire and pole)	11	$3,000	$33,000
Pedestrian lights (luminaire only)	9	$1,000	$9,000
Street trees	77	$800	$61,600
Benches	8	$2,000	$16,000
Trash cans	4	$1,000	$4,000
Bicycle racks	2	$1,000	$2,000
		Subtotal	$609,200
		Plus 20% contingency	$121,840
		Total	**$731,040**
SECOND STREET			
Demolition: sidewalks	17,000 sf	$2	$34,000
Sidewalk: concrete pavers	17,000 sf	$12	$204,000
Sculpture	1	$40,000	$40,000
Street trees	12	$800	$9,600
Benches	6	$2,000	$12,000
Trash cans	3	$1,000	$3,000
		Subtotal	$302,600
		Plus 20% contingency	$60,520
		Total	**$363,120**

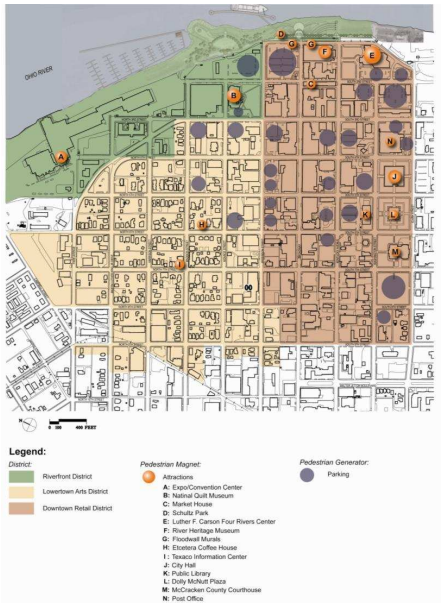
Building Critical Mass

As documented in earlier sections, Paducah has a significant number of attractions and activity generators within the Renaissance Area, more than comparable communities of its size. The challenge has been, and continues to be, focused how to most effectively optimize the attraction of these venues and improve the economic benefit of their visitors to other attractions and/or downtown districts. Some of these activity generators – e.g. Market House Museum, River Discovery Center, Paducah Arts School - are in the process of expanding facilities and offerings, or are considering expansions. This will improve traffic volumes and visitor flows, and should be strongly supported by the Paducah community. A second method of reaching such a visitor optimization is to group facilities proximate to each other, to attain a critical mass of activity that will spill across facilities and ultimately throughout the entire Renaissance Area.

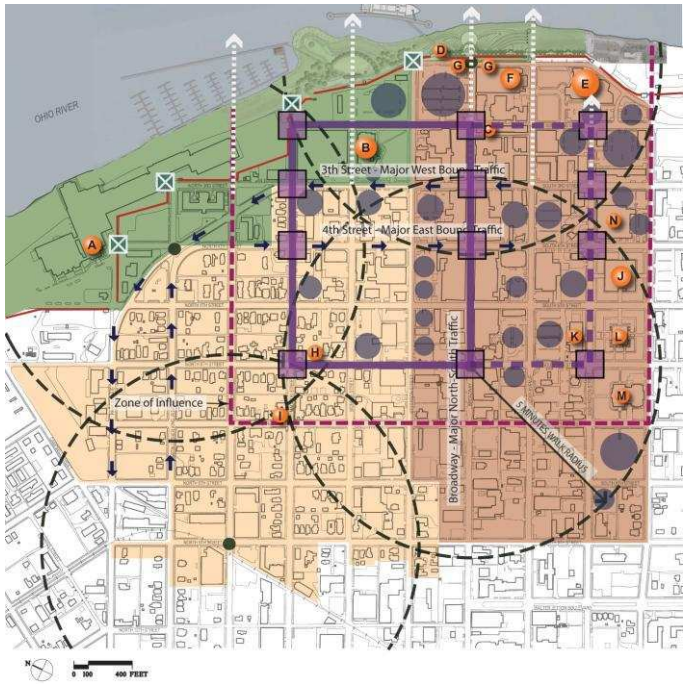
This is a commonly undertaken approach, whether in automobile rows or the proverbial museum row that is now found in many cities. This facilitates multiple venue visits, spontaneous additional visitation decisions, improves support retail sales, and increased the density of market. In some cases, however, an alternative approach is taken, which is to strategically locate either venues (such as museums) and/or support facilities (such as hotels) away from each other so as to create anchors in previously underserved areas and establish a flow of pedestrian or vehicular traffic between these anchors and thus improve the market for those districts (and their businesses) in between. The closest analogy to this approach may be the shopping mall, with its major anchors – traditionally department stores – on opposite ends of the mall.

This may also be a prudent approach in certain situations. Often this has the most success in larger, denser cities, or with those with an especially strong anchor venue, which has such a significant visitor base on its own that it can afford to be somewhat away from others (the department store analogy). It also depends upon the walkability and the vibrancy of the distance between venues.

Fortunately for Paducah, a concentration of attractions already exists, with the River Discovery Center, the Market House (and current Market House Museum), and the Quilt Museum (and future Market House Museum) all within close proximity to each other, as well as the Carson Center, Seaman's Institute, and the current Art School location. This base provides the Renaissance Area with its densest critical mass of attraction and forms its "healthiest edge." The ability to build upon this healthy edge to spur additional activity provides, with appropriate and encouraging connections to other areas of downtown, the greatest long term economic activity.



The Binding, along with the streets on each of its edges, provides a good focus area for building critical mass. This area is not at all small; it covers 30 square blocks (a major portion of downtown Paducah) and it reaches each sub district of downtown Paducah. Public and civic policy decisions regarding where to invest public and community dollars, as well as decisions regarding public/private partnerships, should prioritize projects that add to the critical mass within this area of the Renaissance Area.

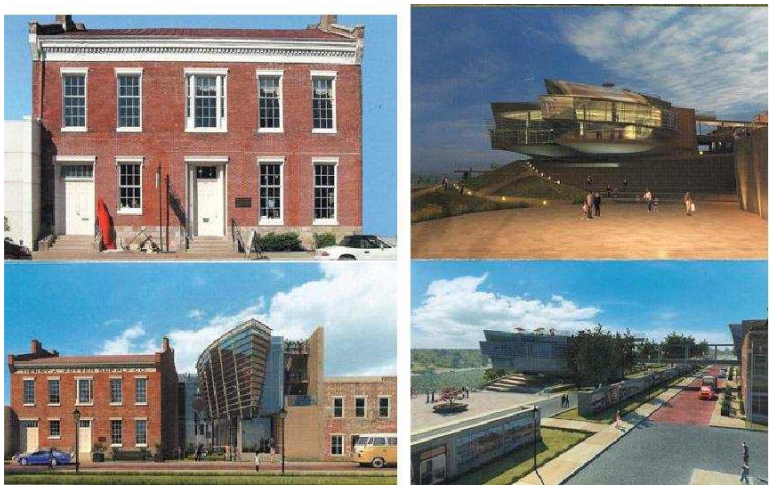


The Market House Museum provides a good example of such an approach. While it now sits in a strategic location within the Old Market Building, its space constraints will not allow it to grow its collection and its visitor amenities. A decision has been made to relocate into a new facility at the corner of Third and Jefferson Streets, across from the Quilt Museum. Such a relocation, when funds allow, will enable the Market House Museum to attract additional visitors, provide more meeting and event space in the heart of downtown, provide a much-needed river view balcony, and add vibrancy to a currently vacant key location that can further the connectivity of the downtown core with the LowerTown District.





Similarly, the River Discovery Center is considering a major expansion as well. Initial plans assumed that the Center would remain in its current location on Water Street, adjacent to the Ohio River and expend next door as well as above and over the floodwall. Although this design has proven to be somewhat controversial, it nevertheless did emphasize its relationship to both the River and the heart of downtown Paducah.



More recently, the Discovery Center has been approached with an opportunity to acquire - and restore as an additional visitor attraction - the Captain CW Higgenbotham, a 190-foot 50-year old tow boat. This large vessel will require a dry dock location, and clearly its acquisition and incorporation as part of the River Discovery Center presents physical challenges at its existing location. The Captain Higgenbotham can be, however, an exciting new visitor attraction in the Renaissance Area that yet again reinforces the river heritage of the community.



This proposed new visitor attraction addition to the River Discovery Center is promising for a number of reasons:

- The towboat could serve not only as a symbol that uniquely identifies Paducah, but also as a platform for the public to view and enjoy Paducah's waterfront, now largely obscured by the floodwall.

- Recognition of Paducah's unique role as the "Hub of the Inland Waterways", which adds to the authenticity of such an attraction. While river commerce continues to play a vital role in the nation's economy, and has a bright future, its importance to the local economy in most major cities has been overshadowed by other factors, and remains a mystery to the public. Not so in Paducah, where the river industry has emerged in recent years as a major economic driver for the region.

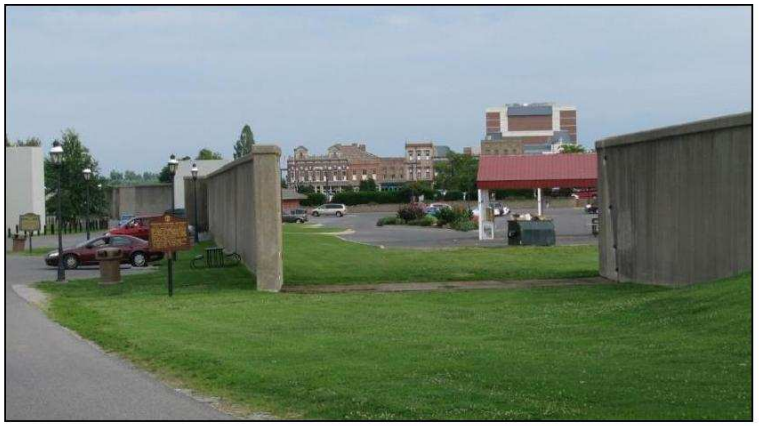
- While a number of other communities throughout the United States (for example Galveston, San Diego, Norfolk and New Bedford), recognize their maritime roots by the use of similar vessels, only one other city on the inland waterways (Dubuque) has developed a similar focus, with great success.

- Retail shops, restaurants and other similar venues could be located on board the towboat in a location convenient to and supportive of planned downtown hotel venues.

Although a full locational analysis of the Captain Higgenbotham is outside the scope of the RAMP, the Farmers Market lot between Monroe and Madison Streets just north of Second Street had been suggested to serve as a potential location for an additional visitor attraction, in combination with the mixed-use development of the publicly owned block east of Monroe. This could serve as a location for the Captain Higgenbotham, by itself or in conjunction with a new River Discovery Center, should a new location be required.



It provides easy access through the existing flood wall opening to the new Riverfront Park, and will add an additional "anchor" to this critical nexus point among the three downtown districts. The River Discovery Center plays a major role in the "critical mass" of activity in the core of downtown Paducah, and must remain within this core. The tow boat should also be, if possible given its size and the need for access, located within the core, and clearly along the waterfront. This location will create a strong three-museum axis along Monroe, and the additional visitor hospitality amenities proposed for the public lot site, including a small boutique hotel, would thus serve well all three venues.





The Town Square

The most successful historic communities have usually retained at the core a central place that serves in one way or another as its Town Square. These areas are either the most central location of their downtowns, or have been developed around a central focal point of the community: a river landing, a court house, City Hall, or a major "town green" park or open space. Such an area often provides the greatest density of activity of the downtown, and also serves as the location for events, festivals, debates, celebrations, etc. It also provides a strong sense to visitors as to the character of the community, as well as serving as its primary place or orientation.

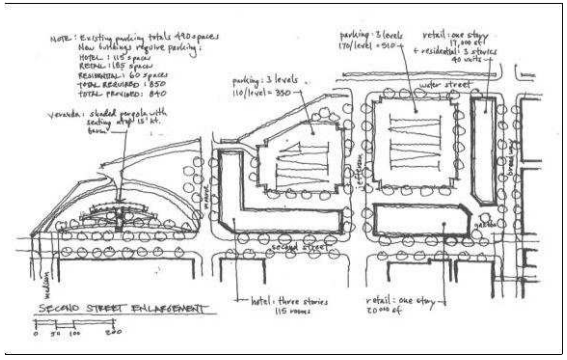
The Renaissance Area has a number of points that provide certain elements of such a traditional Town Square. The Market House area is certainly a point of pride and a strong anchor of the historic Broadway commercial district; the civic area on the east side of downtown is a distinct location for governmental activity; the floodwall murals indicate the connection to the River; and the Quilt Museum and LowerTown each provides a major focal point for visitors and tourists. All these are strong activity generators. However, the point most of all of these areas physically come together – in essence the Town Square – is primarily devoted to surface parking. The Broadway and Second Street intersection, with the Market House, the Gazebo, and one side of a historic commercial streetscape, serves this function currently, especially during events and festivals. But a major void remains as the flow of people moves towards either the riverfront and LowerTown.



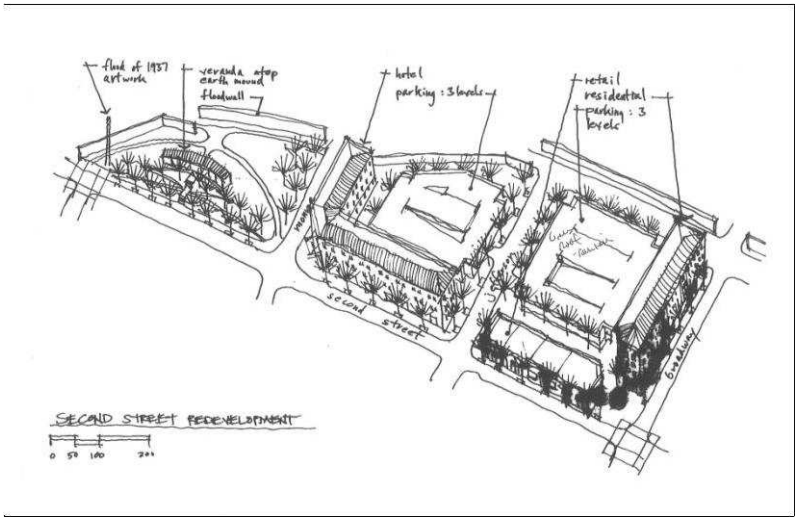
Given the breadth of the Renaissance Area and the desire to better connect its three major subareas, the four block area bounded by Water, Broadway, Third and Monroe, represents an excellent opportunity for Paducah to create a major downtown focus area that, if done correctly, will strengthen the existing subareas. The large swath of undeveloped property between Broadway and Monroe, while providing easy surface parking, is nonetheless a void rather than an active nexus point for the areas of downtown. The Quilt Museum front lawn already provides a pleasant "green" in its current form or redesigned with more of the community's character evident. The development of the undeveloped lots can have a number of positive impacts:

- It can complete the Broadway commercial streetfront to the River; currently it is the only gap in the quality and character of Broadway
- It can provide a much needed downtown core hotel (separate from the Expo Center hotel), providing pedestrian traffic on a regular basis within easy walking distance to all areas of downtown
- It can provide replacement structured parking that will also create top floor river views and opportunities for event and festival space
- It can connect to the Quilt Museum and the Museum axis along Monroe
- It can provide a terminus to the enhanced Maiden Alley Arts corridor

The area north of Second Street between Broadway and Madison is largely surface parking. With the new marina, riverfront park, and The Binding, it is proposed that these parcels be developed to a higher use, as part of the linkage between downtown and the riverfront. One option would have the block at Broadway and Second Street developed with retail and residential uses lining Broadway and Second Streets, with a three level parking garage filling the middle of the block.



This structure will both replace the existing surface parking spaces and provide new spaces for the new uses. The block between Jefferson and Monroe is proposed as a small hotel, with no more than 150 rooms, and a three level parking garage in the middle of the parcel to serve its demand.

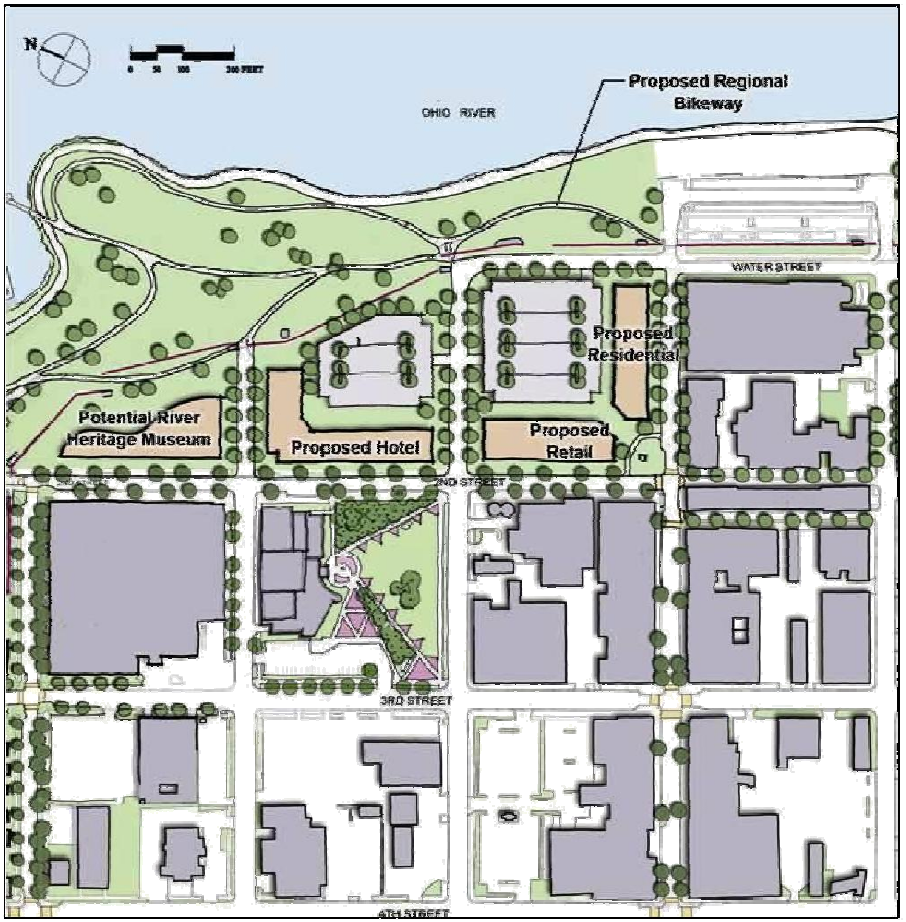


For the remaining parcel, a two acre triangular site between Madison and Monroe Streets a landscape solution might be appropriate as a public open space. A small mound with a shade structure atop it would allow for sweeping views of the river at all times, even when the floodwalls are sealed. However, its is suggested that this site first be considered as a location of the Captain Higgenbotham and/or an expansion site for the River Discovery Center, as discussed previously. The site is large enough for the museum itself, though its parking would have to be provided across the street on part of the former Executive Inn property, now publicly owned.



These are of course merely preliminary suggested development opportunities, but they are indicative of the fact that these blocks remain far too important, for a number of reasons, to continue to remain in their current underutilized state. It is understood that there are issues that remain to be evaluated: the Farmers Market site is not publicly owned, although the owner has expressed a willingness to work with the City; structured parking is not common in Paducah; view sheds from existing upper story residential units are important, and must be considered (the hotel is proposed for the west parcel instead of the east for this reason; and additional retail space –although limited – will be seen by some as competing with available space along Broadway.

These are valid concerns that must be addressed and integrated into any development concept. This is one reason why the City will need to play a major role in the public/private partnership that is created. But these are issues that can reasonably be dealt with, and such a major opportunity to better cohere downtown and create a stronger and healthier "Town Square" should be given a high priority in the implementation of the RAMP.



Downtown Housing

One of the key elements of any downtown revitalization strategy is to increase the residential population of the area, as well as adjacent neighborhoods that use downtown for their neighborhood services. The impact of this component is somewhat different in large and small communities, but it nevertheless is an important element in building critical mass.

The Renaissance Area has seen a significant increase in the number and characteristics of its residential base in the past decade with the dramatic transformation of LowerTown into a desirable residential neighborhood, as well as a number of smaller apartment and condominium units placed in service as part of historic rehabilitation projects. These are appropriate strategies for Paducah, and the encouragement of additional residential units coming onto the market should be a high priority. Although a residential market analysis was not part of the RAMP, it has become clear during the course of this effort that a demand for residential units exists in downtown Paducah, and a continuation of moderate to small scale projects coming online should be easily absorbed. Given the current economic climate, a trend toward rental units, both in terms of financing options and market demand, is occurring. This is appropriate for downtown Paducah for a number of reasons, including the ability to leverage historic tax credits for residential reuse of existing properties, as five years of rental in required. The following areas of residential focus are recommended:

Town Square Mixed Use Development – It is suggested that a residential component be included as part of a mixed-use development of the City parking lot on the north side of Third Street. Upper level residential units on the proposed infill along Broadway are recommended. The inclusion of residential units as part of any mixed use development should be encouraged in with the Renaissance Area, as the pre-development costs, land costs, and structural costs associated with the residential units are amortized over a variety of uses and financing mechanisms, thus making the financial viability more likely, especially given relatively low rental rates in the market.

Upper Story Residential Reuse – Many of downtown Paducah's existing properties are vacant or underutilized in their upper floors, with limited market for office or commercial uses. However, these are highly desirable locations for adaptive use into residential units, and an upper story residential conversion strategy should be put into place (see page 101). The use of historic tax credits can play a significant role in the financial viability of such developments, and the small number of units in each such building limits the exposure from an absorption standpoint. In certain situations, it may be viable to combine a number of adjacent properties in order to further encourage such development.



Executive Inn Property –Residential units within the Renaissance Area with views of the Ohio River are highly desirable. In addition, given a growing market segment that prefers living adjacent to pleasant pedestrian and biking paths, a location that accommodates both of these market attributes would see a strong market demand in downtown Paducah. The redevelopment plan of the former Executive Inn property (see page 115) suggest a residential component in a number of moderately sized buildings fronting the berm on the eastern end of the property which would connect to Paducah's riverfront and levee trail system. These units have been designed to come on line in a sequential manner that would complement, not compete with, other downtown residential initiatives.

LowerTown – While the LowerTown initiative was designed to attract artists to the district, the transformation of the District has also resulted in new downtown residents. Although the number of properties under the Artists Relocation Program is now relatively small, additional residential development in the neighborhood should be encouraged, not just for artists, but for all who desire to live in a vibrant and creative neighborhood. Infill opportunities for new construction still exist, and the expansion of the School of Art in the southern portion of LowerTown should encourage additional rehabilitation and infill in this part of Lowertown, which has not seen as dramatic improvement or market demand.

Tenth Street to Fountain Avenue – Although outside the scope of the RAMP, the City of Paducah has identified the Fountain Avenue neighborhood as a targeted investment area. This is an important step in its own right, but in addition this provides the ability to focus on the area between downtown and south to



Fountain Avenue as a strong opportunity for additional housing that will benefit both target areas. The potential for significant additional residential development exists in the area south of Tenth Street, and would provide a significant population over time that would use downtown as its neighborhood for commercial and retail services. The highlighting of Madison Street as a connecting element from LowerTown to Fountain Avenue – with arts elements along its length, would begin to bring the arts-theme of the community out of downtown, with enhanced residential development along its length. In addition, it would enhance the entrance into downtown from I-24 in a stretch of Martin Luther King Street that current presents a poor image of the community.

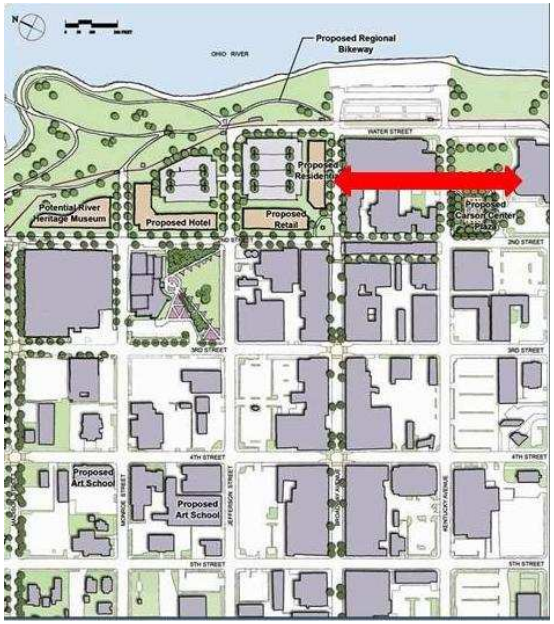
Maiden Alley Arts Axis

While much of the arts focus in Paducah is concentrated on the visual arts, the downtown core of Paducah does contain a strong collection of performing arts assets, within a concentrated physical setting. The Carson Four Rivers Center, the Market House Theater, and the Maiden Alley Cinema all provide rich theatrical, film, and music experiences for Paducah residents and visitors, some of whom come to Paducah specifically to attend performances in these venues.

Fortunately, Maiden Alley provides a physical axis in which all of these venues are located (Market House Theater's administrative and classrooms are located there, and the performance space in the adjacent Market House). The proposed expansion plans for the Market House Theater may also include additional performance space options along the back of its property as well. Maiden Alley not only connects these facilities physically, but also presents a unifying way to connect these facilities thematically on a regular basis. The opportunity exists for two or all three of these entities (as well as some visual arts institutions such as the Yeiser Gallery) to provide performances and events around common themes on an intermittent or regular basis, which would cross-promote each event and provide additional incentives for attendees to remain overnight or spend a weekend in downtown Paducah. Such

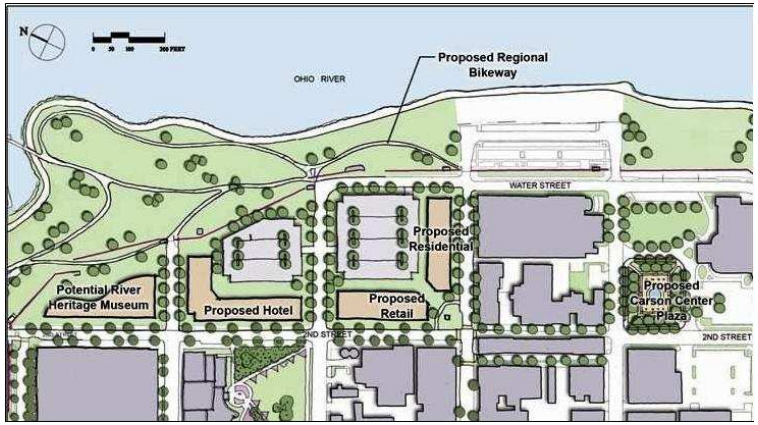
"themed" events and/or festivals have become increasingly common for communities with an entrepreneurial arts spirit, which clearly exists in Paducah. Discussions about these types of cross-marketed events have been occurring in Paducah, and should be further encouraged, and the Maiden Alley Arts Axis should be highlighted as well as one of the jewels of downtown Paducah.





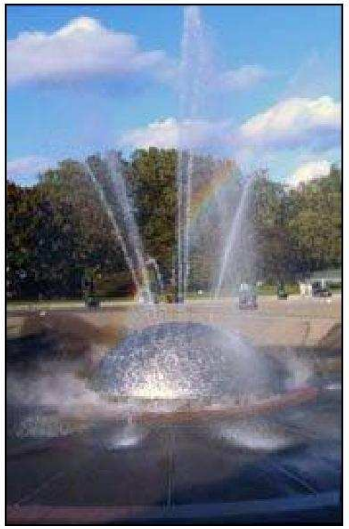
Carson Center Plaza

The Maiden Alley Arts Axis not only connects both physically and potentially thematically three performing arts venues, but it also crosses a major public open space fronting the Carson Center. This rather large space is well utilized during the downtown's events and festivals, and it can also serve as an additional outdoor performing arts venue by one or all of these entities, as well as others in the community.



Such usage would not require the entirety of the space. As a capstone to the Maiden Alley Arts Axis, it is proposed that a fountain and grove of trees be added to a portion of this site, to make it a destination for families to relax and children to play. This improvement will increase the magnet effect for the Center and extend its daily and seasonal use. It is suggested that the design of the plaza include a simple expanse of pavement, framed by shade trees, and centered upon a play fountain. The fountain should be flush with grade so that the plaza can be used for festivals and performances when the fountain is turned off, increasing the utilization of the space.





In addition to providing a signature element to the Arts Axis, the fountain would also add a much needed water element to the Renaissance Area, reinforcing the strong connection between Paducah and the River.

Paducah School of Art

One of the strongest assets found within the RAMP boundaries is the Paducah School of Art, a division of the West Kentucky Community & Technical College, currently located at 409 Broadway. As discussed elsewhere within this document, all successful arts-oriented cities have a strong driving entity or institution that diffuses the creativity of the arts throughout the community, and acts as a focal point for new initiatives. The Artists Relocation Program has been a brilliantly innovative initiative to put Paducah on the arts community map, and it will take a broader effort to expand its offerings, its reputation, and most importantly its market in the future. The presence of the Paducah School of Art and both the activity and excitement it generates, can provide the fuel for such an effort.

Without question, it is critical that the Paducah School of Art be located within the RAMP boundary. Its tenancy at its existing location on Broadway is an excellent fit: it provides this creative energy right in the heart of downtown while also filling two important historic downtown core properties. However, it is clear that the Paducah School of Art has a need to expand its space and its offerings. The leadership of both the City and WKTCTC have exhibited strong commitment to the future of the School of Art, as demonstrated by the acquisition of the Kitchens property and Madison Hall. Although these properties are at the edge of the RAMP area, the need to expand into larger scale space to accommodate a growing program of arts vocations – and to provide its students with a campus like setting – in understandable, as does the location in LowerTown. The best situation would be that the School of Art retains a presence on Broadway or close to its existing location as it expands on its LowerTown campus, with offerings in each that reflect the space characteristics of each location.



The physical location of the School of Art within a specific downtown location – in a sense where it is headquartered – is somewhat less important than the breadth of its presence within and through the Renaissance Area. Its students, faculty, and others engaged with the School of Art can be visible in a variety of ways that will reinforce Paducah's brand as an arts community. This presence can take many forms: temporary downtown arts installations and programs, vacant window displays, arts-infused street furniture, gallery shows, holiday events, sidewalk art, lectures, etc. Successful arts communities usually create a number of such initiatives, and they range from the serious to the frivolous. While more serious initiatives may bring arts connoisseurs and arts professionals to the community, more light-hearted fare often brings large number of people. Both are additional ways to increase visitation and tourism to the community, especially those with an interest in art, be it high brow or low brow.

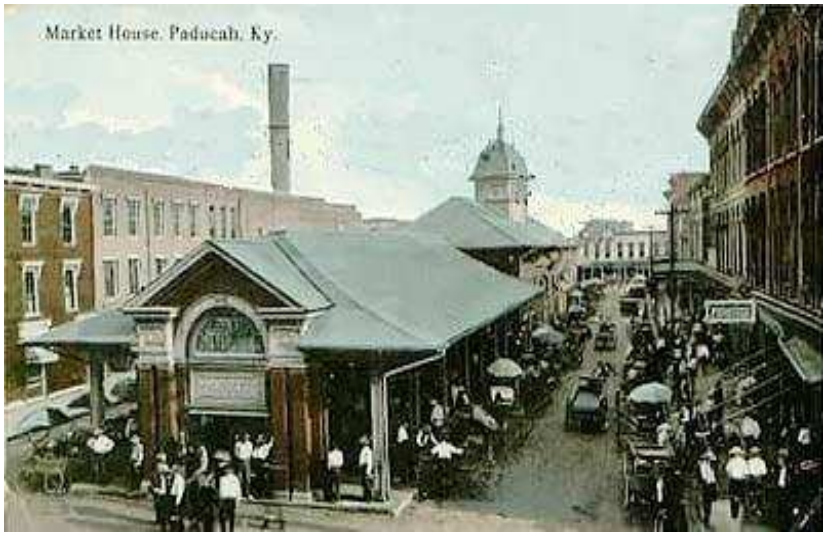
An arts school or a non-profit arts institution usually (but not always) takes the lead on the development of such a "public art" program that caters to those with serious interests in art as well as the general public. The Paducah School of Art is well positioned to serve this role.

The Old Market House

The Old Market House is one of the true treasures of Paducah's historic downtown core, and as such it serves Paducah well as an icon for its downtown image. The fact that it continues to be well attended by the guests of the Yeiser, visitors to the Market House Museum, and subscribers to the Market House Theater is a testament to the best sense of historic preservation: it is not standing as merely a monument to its past, but rather continues to be used and enjoyed by the community, and these activities are in fact enhanced by their presence within the walls of the Market House.

As the Market House Museum contemplates relocating to a larger facility, the future of the Market House appears somewhat more tenuous. While it remains a wonderful and iconic property, its adaptation for modern uses is not without challenges. The Market House Theatre has expressed an interest in expanding into the Museum space when it becomes vacated. This would appear to be a prudent option, given the Market House Theater's current stewardship as a tenant in the building. In addition, if the additional space assists the Theater's fiscal situation, then it serves a dual role by preserving the Theater's ability to continue to operate its existing space within the building.

Given the original use of the property as a marketplace, there has been some desire to the potential of it returning to its original use, particularly if the Farmers Market site is redeveloped. While there is some degree of symmetry to such a suggestion, the modern requirements of a market operating under today's requirements make this somewhat unrealistic. The difficulty of maneuvering for access and loading needs would be especially challenging, as well as maintaining a requisite number of tenants on a regular basis.



There is, however, an opportunity to restore some sense of its "market-like" atmosphere on a seasonal basis under the existing tenant regime. It is suggested herein that consideration be given to operating a seasonal local crafts-type market outside and adjacent to the Market Building on Market House Square on weekend days. This will enliven the area during the day and access what will be a growing tourist market, without the much more challenging access needs and operational difficulties of a permanent marketplace.

Property Acquisition: Investing in the Future

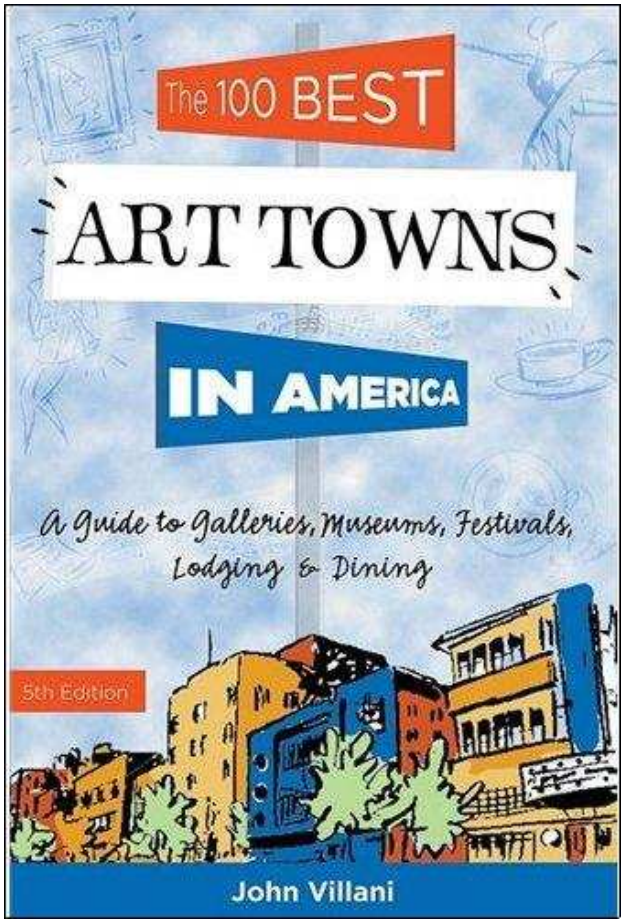
One of the truisms of building critical mass is that in order to be able to do so, a community must control enough property in which such critical mass can - over time – be built. Paducah is fortunate that much development has already occurred within a certain core of its downtown. It controls certain key properties, such as the town parking lot and the Market House. It has taken bold steps in recent years, such as an aggressive program to gain control over a mass of property in LowerTown and securing the Kitchens property for the future use of the School of Art. Other institutions have been able to secure future development sites, such as the Market House Museum. It is able to work cooperatively with certain private property owners, such as the owner of the Farmers Market lot.

But as these properties are developed, experience has shown that two trends typically arise. First, it becomes harder to physically assemble property for the next round of development. Second, those properties that are available become much more expensive to acquire, due to their increase in value that the public's investment in the core has helped create. In essence, the success of the program may make it more difficult to fuel its continuation.

Smart economic development strategies try to avoid this problem by acquiring or controlling certain key properties early in the process, hopefully at a good price on the market or at least before the current price begins to rise even more due to the program's success. It is strongly recommended that the City of Paducah, the PRDA and/or other civic entities secure options or fee simple title to a number of properties within The Binding boundary as they come on the market and/or when conditions suggest that a reasonable transaction could be achieved. The PRDA would be best positioned to take the lead role on this initiative. The current economic downturn has resulted in a reconsideration by some property owners as to the value of their property and/or the need for cash for other reasons. In addition, owner of properties that are vacant or underutilized that may have been reluctant to dispose of their property in the past may sense a much longer time frame for additional tenancy and thus may be interested in a sale or master lease option. There may be excellent opportunities for land banking in the immediate future that would be excellent investments for the long term health of the Renaissance Area. Paducah has demonstrated a strong record of success in the use of such a strategy in the past, and the effectiveness of such an advance acquisition initiative has paid off handsomely. Conditions suggest that a continuation of this policy, especially give current market conditions, will likely yield as impressive results in the future, if not more so.

Increasing Tourism

Paducah is an important travel destination in Western Kentucky that clearly draws from an out-of-state market (se Appendix A). There have been a number of investments and programs targeted to increase visitation to Paducah. These include investments in attractions, the streetscape, in marketing initiatives and in promoting events and festivals. There has been considerable private investment leveraged by the public sector initiatives. One of the most important initiatives in recent years is the nationally recognized Paducah Artist Relocation Program that has drawn over 70 artists to purchase properties within the LowerTown Arts District adjacent to the downtown core. This program has revitalized the neighborhood as well as enhanced cultural tourism in the area with galleries and an annual festival. Artists have also developed hands-on art experiences, such as quilt making workshops, which appeal to tourists. The Paducah McCracken County Convention & Visitors Bureau (CVB) has emphasized this experiential tourism in its marketing activities and it anticipates future growth in this area.



Paducah as an Arts Community

Paducah has thus developed a significant profile in the arts and culture realm with these various project initiatives over the last decade, and has positioned itself to become know and marketed as an "arts community." Throughout the United States, there are numerous small cities that position themselves similarly as art communities. For instance, a survey of the one hundred best art towns in America1 shows that many of these communities, like Paducah, are small cities that have over the years developed both as artist communities but also as centers for art sales, events, and education These art communities tend to have a strong program of

art events, including weekly art walks and annual music, theater or visual arts festivals. Arts-oriented developments encompass a range of residential, commercial, and public uses, such as: artist housing; live-work spaces; artist studios; theaters and performance spaces; art galleries; artisan and craft stores; schools and informal education centers; and art centers. Diversity and concentration of arts oriented real estate developments are indicators of strong arts communities.

Many small city art communities also have a local multi-faceted, multi-disciplinary art center as an important anchor. Art centers are often located in historic downtowns, and can be important components in a revitalization strategy. Art centers offer a mix of exhibition space, artist galleries, studios, co-operatives, or performance spaces; and formal or informal education programming, schools, camps, lectures and community events. Larger art centers incorporate retail and café space to sell local and regional arts and crafts, and provide additional informal gathering space.

A distinctive feature of art centers is their role as public gathering places. Though they may incorporate some private studios spaces, which might be leased for short time periods or shared, art centers are most typically centralized, multi-use facilities for professional and aspiring artists, associations, and art consumers, to intermingle and spur creativity. They often have meeting and events space available to the broader community, which can be important in small cities that have minimal publicly available space. While

Paducah does not at the present time contain one central "arts center," the expanding Paducah School of Art – in conjunction with a number of the LowerTown venues - is well positioned to play a similar role.

While each art community is unique - and this uniqueness contributes to the attractiveness of each community - there are nonetheless certain common elements that strengthen the appeal and draw of a small town arts-oriented community. Following is a discussion of these common elements and how each is reflected in Paducah.

Accessible to Major Metropolitan Areas – The profiled communities are all within a half-day drive of large urban areas, with large populations. Combined with easy highway access, these arts related communities are an attractive day or weekend trip from these larger metro areas.

Paducah Assessment: *Paducah is easily accessed from St. Louis, Nashville and Memphis, which are potential tourist markets. These areas currently provide visitors to Paducah and the Land of the Lakes Recreation Area, which is near Paducah.*

Second Home and Retirement Communities – Some small art communities contain or are nearby second home and retirement communities. These seasonal residents and older residents are supportive of the arts through both direct participation as well as providing financial support for arts organizations. These communities also tend to have disposable income and leisure time to spend on arts-related activities.

Paducah Assessment*: McCracken County does not have a significant number of seasonal housing units. However, there may be second homeowners and retirees in the surrounding areas, such as Marshall, Lyon and Livingston Counties. These second homeowners could be important prospects for day trip visitation to Paducah.*

Multiple Arts Venues – Small arts communities offer visitors multiple venues in which to see, experience and participate in the arts. Venues include museums, galleries, performing arts spaces, theaters, art centers and educational spaces. Art in public spaces, whether in the form of public art, concerts in the park, and arts festivals, serve to draw visitors and contribute to the community's arts identity. While there are opportunities for viewing and purchasing art, there are also opportunities for viewing the artistic process, such as Berea's open studios. Arts communities also have educational and experiential components to offer visitors. MassMOCA's Kidspace (Williamstown, MA) brings in students from around the region to take classes and create art. In Berea, local artisans offer visitors the opportunity to blow glass, make quilts, or throw a pot.

Paducah Assessment: *Paducah has a wealth of arts-oriented destinations, but little shared space for community arts, arts-related collaboration and arts education. A multi-tenanted studio space, classrooms, and community meeting spaces can serve as core program of a community art center. A cooperative gallery can sell local artists to generate revenue and promote arts programming at other destinations in Paducah. This art center could also serve as a clearinghouse of activities at all venues in Paducah through a comprehensive and centralized calendar of events and programs.*

Arts as One of Several Key Cultural (or Destination) Assets – In addition to arts, the profiled communities have additional heritage and natural assets that contribute to their profile as heritage tourism destinations and support a community's arts identity. These assets include historic downtowns, heritage sites, and natural and scenic landscapes, all of which draw tourists to the community and broaden the audience for art and culture within a community. While art may be a primary reason to visit a community for some tourists, other tourists are drawn to the community because of heritage and natural assets.

Paducah Assessment: *Paducah has history and natural assets, similar to other arts communities. Paducah has a historic downtown and riverfront that contributes to its unique sense of place. Historic characteristics should be preserved and new development should enhance, not diminish this sense of place. The riverfront should continue to be developed as a recreational amenity.*

Regional Tourism Infrastructure – All of the profiled communities have a regional tourism infrastructure that supports ongoing tourist visitation. This regional tourism infrastructure includes nearby national or state recreational areas and location along a scenic byway. In this way, the community benefits through cooperative marketing of the region and becomes part of a regional network that offers a variety of destination experiences.

Paducah Assessment: *The Land between the Lakes National Recreation Area had over 1.2 million unique visits in 2007. The Shawnee National Forest had an estimated 290,000 unique visits in 2008. Through enhanced signage and wayfinding, Paducah can draw pass-through travelers on their way to and from these recreation areas. Package tours and excursions could include these areas on their itinerary and be based in Paducah. A majority of Paducah's hotels are clustered along the interstate highway, which indicates that Paducah is already a stopping point for travelers. These hotels can be an important marketing partner to connect pass through travelers to downtown attractions and shopping.*

Historic Downtowns – The profiled communities' downtowns contain historic buildings and structures that create sense of place and that contribute to the communities' identity as an arts community. Artists and creative visitors enjoy downtown environments because they are unique from suburban strip development. Downtown areas contain a mix of independent small businesses, many of which are arts-related, and include tourist-oriented facilities, such as hotels, museums, theaters, studios, specialty retail, restaurants, and entertainment. Historic downtowns function as an attraction, offering a wide variety of activities for a long day or a multi-day experience. The longer the stay in the downtown area, especially overnight stays have most spending and tax revenue impacts.

Paducah Assessment*: Paducah's downtown Renaissance Area has many attractive historic features, but unlike other downtowns, it lacks a critical mass of hotel rooms and residential units to enliven the downtown throughout the day. Downtown and LowerTown, as well as the Exposition Center would be supported through addition of boutique hotel, historic inns and/or beds and breakfasts.*

Events and Festivals – Each profiled community has a robust calendar of events and festivals, some of which are focused on the arts. Other events and festivals, such as Beaufort's two-week Water Festival and Berkeley Springs Apple Butter Festival, are celebrations that express a community's unique heritage and identity. Food-related festivals appear to be popular in the profiled communities.

Paducah Assessment: *Paducah produces a robust calendar including the LowerTown Art and Music Festival, National Quilt Show, the Summer Festival, the River's Edge Film Festival, and the Barbeque on the River and Old Market Days. Additional festivals and events could support visitation during shoulder season weekends.*

Cooperative Marketing Partnerships - Community-related marketing occurs at state and local levels and with the participation of multiple community partners, such as Chambers of Commerce, destination marketing organizations, neighborhood and regional arts councils, Main Streets, and local economic development agencies. Cooperative marketing efforts occur between organizations within communities and also at the regional level between coalitions of multiple communities. Collaboration among inter governmental partners facilitates sustaining tax revenue sharing through expanding occupancy and sales taxes through the lodging, restaurant and retail sectors.

Paducah Assessment: *Important marketing partners in Paducah include the City of Paducah, Paducah-McCracken County Convention and Visitors Bureau (CVB) and the Paducah Renaissance Alliance. Downtown merchants, attractions and organizations are also potential marketing collaborators. The Paducah-McCracken County CVB is a certified destination marketing organization, indicating it has achieved certain standards in destination marketing.*

Arts Education – Community-oriented arts education is an important part of regional arts councils, art centers and building arts appreciation. Arts education can be formal, within a school or higher education setting, or informal, in local arts centers, museums, churches, and community and recreation centers.

Paducah Assessment: *West Kentucky Community and Technical College's Paducah School of Art and its expanding visual art program can be an important resource for building community-oriented arts programming. Arts education could be the centerpiece of the "art center" in Paducah.*

The Tourism Market

The importance of arts and cultural tourism is underscored by a 2009 study by the Americans for the Arts that estimated for the Greater Paducah Area the economic impact of non-profit arts and culture organizations, their audiences and of individual artists. As a whole, the industry accounted for $39.9 million in total expenditures, 819 total full-time equivalent jobs, $17.7 million in household income, $998,000 in local government revenue, and $2.6 million in state government revenue.

The tourism segments in Paducah include:

- Overnight visitors to the City of Paducah/McCracken County, including both business and leisure travelers;
- Destination leisure visitors to nearby areas that would make a day-trip to Paducah;
- Individuals visiting friends and relatives (VFRs) in the area; and,
- Pass-through travelers through McCracken County en route to other destinations.

Profile of Paducah's Leisure Visitors

In 2008, the Paducah McCracken County CVB conducted an email survey of people who had requested information about Paducah in order to develop a profile of Paducah's visitors. This data was compared to similar statewide data from the Kentucky Department of Tourism (KDT) to further illuminate the results.

Response to Advertising

Of the survey respondents, 64 percent reported that they requested information in response to some form of advertising. "Internet search" was the most popular response, with 25 percent of the total, followed by "Other" at 20 percent and "magazine or newspaper advertising" at 18 percent. (The "Other" category includes quilting or online products as the motivation to request information.) "Email advertising" and "newspaper and magazine article" were selected by 8 percent of all respondents. The responses received indicate the importance of online forms of marketing. More and more travelers are obtaining information and making travel arrangements via the Internet than in the past.

Origin of Respondents

Most people requesting information were from Illinois, at 41 percent of all respondents. The next most prevalent state was Tennessee, with 10 percent, followed by Kentucky with 5 percent. Indiana and Missouri accounted for 4 percent each. These results would indicate that Paducah's visitor markets are located within driving distance.

Age of Respondents

Compared to the age of the respondents to the KDT conversion study, Paducah's survey respondents were strikingly older. Five percent of Paducah's respondents were under 35 years old compared to 34 percent of statewide respondents and 48 percent of Paducah's respondents were over 55 years old compared to 37 percent of statewide respondents.

Travelers' Interests

Between 52 percent and 55 percent of respondents were interested in each of the following categories: food/culinary, festivals, history, music/concerts, and shopping. Additional interests receiving 43 percent to 47 percent of all responses included quilting, visual arts and lakes & outdoors. This range of interests matches the key attributes that Paducah and the Renaissance Area offer visitors.

Conversion

Forty-four percent of the respondents reported traveling to Paducah after visiting the CVB's website and/or marketing campaign landing pages. This conversion rate is higher than the statewide conversion rate of 39 percent, which indicates the relative effectiveness of Paducah's tourism marketing effort. Of these that visited Paducah, 47 percent were first time visitors, compared to 30 percent of statewide respondents.

Travel Parties

Seventy-six percent of travel parties contained one to three adults. The majority of travel parties were adult couples. Only 12 percent of parties contained children, compared to 30 percent of statewide travel parties. These responses further reinforce the traveler age profile indicating Paducah is a destination that appeals to mature travelers.

Primary Motivation for Travel

Of those respondents traveling to Paducah, 49 percent reported "leisure" as the primary motivation for travel, followed by "festival/event" at 18 percent, "family and friends" at 18 percent, and "business" at 6 percent.

Length of Stay

Of those respondents traveling to Paducah, 49 percent stayed two to three days, 26 percent spent the day, and 25 percent stayed four or more days. In addition, 53 percent reported visiting during the week and 47 percent during a weekend.

Attractions Visited

Downtown Paducah (shopping and dining) was the most visited attraction, as reported by 81 percent of all visiting respondents. Of those respondents traveling to Paducah, 55 percent visited the National Quilt Museum, 52 percent visited the LowerTown Arts District, 35 percent visited Kentucky Lakes, Lake Barkley and/or the Land Between the Lakes, 35 percent visited a festival/event, 30 percent visited the history museum, 11 percent participated in performing arts and 2 percent participated in a sporting event.

Overnight Visitor Summary

Paducah's overnight visitors are largely leisure oriented. The leisure segment is far more influenced by tourism marketing than the business segment, which is largely a function of business activity with the community. Paducah's tourism marketing focuses on attracting overnight leisure visitors, which include a large number of cultural and heritage travelers. The conversion study indicates that the cultural traveler segment has been responsive to these marketing efforts. The travelers are generally older, traveling without children, and participating in many of the cultural and heritage activities that Paducah has to offer. In addition, they are also interested in the natural scenery and recreational activities offered within the region, such as the Land Between the Lakes.

Day-Trip / Pass-Through Tourists

Day-trip and pass-through visitors are important components of the tourist market as they represent potential new, or induced, visitors to the Renaissance Area. For the purposes of this analysis, three categories of day-trip / pass-through tourists are considered. These include visitors stopping at the Whitehaven Visitor Center, visitors traveling through Paducah on I-24 en-route to other destinations, and visitors to Land Between the Lakes (LBL). Since these visitor categories may overlap significantly, a conservative approach to estimating overall day-trip and pass-through tourists is used.

Findings for these three major components of day-trip and pass-through visitors in the Paducah area support the estimate of several million day trip or pass through visitors annually. Further, many of these are repeat visitors in a given year. While there may be significant overlap between all three of these groups, in general one million or more potential visitor prospects are assumed to be available from day-trips from LBL and from pass-through visitors.

Given appropriate marketing and promotional initiatives, day-trip and pass-through visitors are more likely to visit Paducah Renaissance Area than would be visitors to the Whitehaven Welcome Center, visitors to LBL who pass through the Paducah area en-route to this destination, and day-trip visitors to LBL. Consistent with the experience of the tourism industry nationally, "pure pass-through" visitors are least likely to stop at local or regional destinations that are not located in their final destination.

Visitor Attractions and Events

Paducah and the Four Rivers Region have a number of important and well attended visitor attractions and events. Key attractions in Paducah include the Whitehaven Welcome Center, the Luther F. Carson Four Rivers Center, the National Quilt Museum, and the American Quilter's Society (AQS) Annual Quilt Show, among others.

A key regional attraction is the Land Between the Lakes located approximately 45 minutes from Paducah. Other attractions include the Superman Museum, Harrah's Casino and annual summer festival in Metropolis.

Community Related Marketing Activities

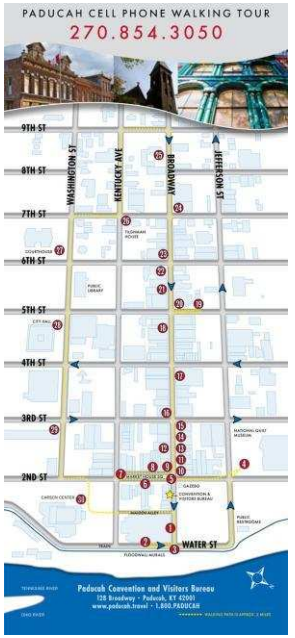
There are two key organizations involved in marketing the overall downtown/Renaissance Area: the Paducah Renaissance Alliance (PRA) and the Paducah McCracken County CVB. These two organizations maintain an ongoing relationship by partnering on marketing; especially marketing related to key events and arts and cultural activities in the Lowertown Arts District, which tends to draw from further away than general shopping and dining activities. Following is an overview of each organization's marketing activities.

Paducah-McCracken County Convention and Visitors Bureau

The Paducah McCracken County Convention and Visitors Bureau (CVB) is focused on marketing Paducah as a destination to potential overnight visitors outside of Paducah's DMA. Key regional markets include the Nashville, St. Louis and Chicago DMAs. Nashville and St. Louis are within a few hours' drive; Chicago is a slightly longer drive. The recently initiated air service between Paducah and Chicago is an important part of reaching tourists in the Chicago marketplace.

Advertising includes online campaigns and traditional media, such as radio and print media, which are based on a seasonal schedule to influence visitors during periods when travelers typically make their plans. Co-operative advertising is done in conjunction with state and regional partners, such as the Quilt Museum, that are also attempting to tap a similar cultural traveler segment. Integrated email and website marketing has been a key component of the

CVB's strategy and their list of prospects has grown substantially during recent years. The CVB plans to introduce a new website soon, to better capture this activity. During the past year, the CVB introduced a cell phone walking tour that focuses on historical sites in the downtown area.



The CVB positions Paducah as an arts and cultural destination, highlighting the national and international reputation of the Quilt Museum and Annual show, as well as other visual and performing arts that are ongoing in the community. Recent campaigns have focused on creative experiences, hands on classes, workshops and other activities. Paducah was named one of 12 Distinctive Destinations for 2011 by the National Trust for Historic Preservation, as well as the fan favorite, which is indicative of the Paducah's popularity among cultural and heritage travelers. This national recognition is one of many accolades the community has received in recent years, which helps to build awareness of Paducah among cultural and heritage travelers across the country.

Paducah Renaissance Alliance

The Paducah Renaissance Alliance (PRA) is focused on marketing channels within the Paducah DMA, through online and traditional media. The total marketing budget has been about $130,000 annually for the past three years and this amount is anticipated to remain at this level in the future. The PRA advertises in local media, including television, radio, newspapers, cinema spots, and billboards in order to increase the frequency of resident visitation in the downtown area and expand awareness of the activities and changes occurring in the Renaissance Area. Rack cards are distributed through Paducah's DMA in western Kentucky and southern Illinois.

In addition to advertising, events and promotions are also an important component of PRA's marketing activities, as well as generating publicity through regional publications, such as Paducah Life, Paducah Parenting and Family and West Kentucky News. The PRA manages the downtown farmers market and the Live on Broadway event, held every Saturday from May through September and featuring live music and entertainment.



Regional Tourism Marketing Partnerships

Regional tourism marketing partnerships are a way for communities to stretch their tourism marketing budgets through cooperation with others in the region. Because of its unique location on the Ohio River, Paducah draws residents from four different states and tourists from many more states outside of the region. Partnering across state lines has been difficult, according to the CVB, which is not a unique situation in multi-state tourist areas. Funding mechanisms are aligned according to state political jurisdictions. However, there are multi-state initiatives that have been sustained to provide mutual support for communities within a multi-state context.

Summary and Recommendations

The following recommendations are organized into two areas: a strategy to promote and market specific places of historical interest and a marketing strategy for the Renaissance Area.

Strategy to Promote and Market Specific Places of Historical Interest

There is already a significant amount of marketing of historical places in Paducah. The CVB's cell phone tour is an excellent example of an integrated, holistic approach to marketing Paducah's historical assets. In fact, Paducah's places of historical interest are a key part of Paducah's tourism brand proposition. The historic downtown buildings, public spaces, flood wall murals, historical markers and individuals museums and attractions form the basis of a desirable destination of interest to cultural and heritage travelers. Rather than marketing specific sites individually, the focus of this strategy is to direct visitors to and keep them in the Renaissance Area. Following are recommendations that form the foundation of this strategy.

- Create better signage and wayfinding from I-24 interchanges to the Renaissance Area.

- Enhance the Renaissance Area's presence in Whitehaven Visitor Center through special displays or showroom. Create opportunities to exhibit or sell Paducah arts and crafts at Whitehaven such as is done at the Kentucky Artisan Center in Berea. If no interior space is available, consider

- Temporary outdoor spaces during peak travel periods, such as summer weekends.

- Develop the "Binding" to better link historical places and other sites within the Renaissance together.

- Reinforce critical mass of current cultural and attractions with area-wide themed development.

Market Strategy for the Renaissance Area

Paducah has a well formed marketing approach targeted to residents and tourists in place. There is strong financial support from the City of Paducah for both the PRA and the CVB. The City should maintain this level of support. The PRA and the CVB already work closely and should continue to do so in the future. A key challenge for the community is not so much marketing itself, but fulfilling the value proposition of its marketing. As such, this strategy focuses on enhancing the Renaissance Area itself through ongoing development projects and new activities to create a more integrated and attractive destination for locals and tourists. In addition, new marketing activities should focus on creating partnerships within the multi-state region to better link Paducah with other destinations. Following are recommendations within this strategy.

Internally-Oriented Marketing Efforts

- Encourage galleries in the LowerTown Arts District to voluntarily institute uniform hours when they are open to the public. Second Saturdays and Yeiser Art Center and cooperative gallery help to present a unified arts presentation, but there is a need for further coordination among LowerTown galleries.

- Develop more activities and experiences that focus on the arts and related areas, such as health and wellness, culinary arts, and recreation.

- Build new hotels to better attract and retain cultural tourists and induce new (former) convention and event demand. (The former Executive Inn was able to attract business and event segments.). Two hotels – each catering to one of these segments –should be planned.

- Strengthen reinforcing thematic elements of the Renaissance Area brand and improve connections between and among the downtown's subdistricts.

- Work to expand and redevelop the River Discovery Center and the Market House Museum as key attractions that would appeal to additional market segments.

- Continue to support and expand events and festivals in the Renaissance Area.

Externally Oriented Marketing Efforts

- Strengthen the link from the Whitehaven Visitor Center and the I-24 exits.

- Focus on evaluation to refine marketing tactics at local, regional and super-regional (tourist markets) levels. This includes implementing a regular research agenda and distributing this information to city, county, economic development and tourism industry partners. An important component of this includes understanding how key events impact the businesses in the Renaissance Area.

- Maximize opportunities to connect with regional assets, such as Land Between the Lakes and agri-tourism venues, in order to create day trip itineraries for tourists who use Paducah as a headquarters to explore region. Conversely, Paducah is a good day trip activity for people visiting other places in western Kentucky, southern Illinois and elsewhere in the four state region. Strong outreach in this region will yield good results.

- Explore new multi-state and regional partnerships. A low cost public relations and publicity focus, like Mid-Atlantic Tourism Public Relations Alliance, is a good approach. Scenic byways and trails that connect Paducah to other destinations within the region present an opportunity to extend Paducah's reach among tourists traveling to and through the area.

- Use Renaissance Area redevelopment milestones as cause for celebration through marketing activities and publicity.

  Paducah has generated a significant amount of "buzz" and public relations momentum through its Artist Relocation Program and Main Street Awards that is both regional and national in nature. Completion of each new project is a marketing opportunity even if just a press release or an email blast. The marketing effort tied to each project, however, should be scaled to its importance to and impact on the Renaissance Area.

- Publicize more heavily the national recognition that Paducah has already received, such as the Distinctive Destination Award. In addition, PRA should re-contact those publications that have featured the Artists Relocation Program in the past and make them aware of new initiatives underway, such as the School of Art campus expansion, the arts-infused" Binding" and regional wayfinding program, etc. to highlight the growth of Paducah as a true arts community.

- In conjunction with the above, develop a full effort to be included in the next edition of "The 100 Best Art Communities in America" (Villani)

Renaissance Area Hotel Analysis

The Renaissance Area plays a key role in Paducah's tourism economy, and the RAMP presents an opportunity to reinforce recent investments with new complimentary development. Many of Paducah's key arts and cultural destinations and attractions are located in the Renaissance Area. However, the Renaissance Area has a limited number of hotel accommodations. With the closure in 2009 and recent demolition of the 434-room Executive Inn, available accommodations downtown are limited to small inns, bed and breakfasts, and short-term rentals in private homes. Though there are a few independent accommodations near the Renaissance Area, most of Paducah's hotel rooms are located near exits off of Interstate 24, approximately 5 miles from the Renaissance Area. This phenomenon creates a spatial mismatch between the location of accommodations and the location of key tourist and business destinations in Paducah.

A hotel market assessment was conducted as part of the RAMP study. The full analysis is provided herein as Appendix B. Key demand indicators include annual occupied room nights, total room revenue, and average daily rates, and the monthly pattern in occupied room nights and average daily rates. Subsequently, key demand generators of room nights are profiled and evaluated for their impact on the overall demand for room nights in Paducah.

Trend in Occupied Room Nights

Data in Table 1 show the total annual occupied room nights, average daily occupied room nights and the annual average occupancy rate between 2004 and 2010, year to date through November. The number of annual occupied room nights has declined between 2007 and 2010, though not as severely as the supply of available rooms. Over this period, Paducah's average annual occupancy rate has increased, mostly due to the decline in supply.

Table1

Trend in Total Occupied Room Nights, Average Daily Occupied Room Nights and Average Annual Occupancy Rate in Paducah/McCracken County, 2004 through 2010

Year	Total Occupied Room-Nights	Average Daily Occupied Room-Nights	Percent Change in Average Daily Occupied Room-Nights from Prior Year	Average Annual Occupancy Rate
2004	494,378	1,351		58.4%
2005	514,374	1,409	4.3%	62.4%
2006	475,956	1,304	-7.5%	58.6%
2007	487,457	1,335	2.4%	56.9%
2008	482,472	1,318	-1.3%	58.8%
2009	465,224	1,275	-3.3%	66.8%
2010 1/	408,949	1,224	-4.0%	67.3%

1/ Year through November.
Source: STR Global and ConsultEcon, Inc.

Trend in Room Revenue and Average Daily Rate

Data in **Table 2** show the total annual room revenue, average daily rate and revenue per available room between 2004 and 2010, year to date through November. Paducah's average daily room rate and revenue per available room has consistently increased year-over-year since 2007. Total hotel room revenue has consistently increased year-over-year since 2006, with the possible exemption of the most recently completed calendar year. This decline in total revenue and the increase in revenue per available can be directly attributed, at least in part, to the closure of the Executive Inn.

Table2

Trend in Total Room Revenue, Average Daily Rate and Revenue per Available Room in Paducah/McCracken County, 2004 through 2010

Year	Total Annual Room Revenue	Percent Change from Prior Year	Average Daily Room Rate	Percent Change from Prior Year	Revenue per Available Room	Percent Change from Prior Year
2004	$28,531,155		$57.71		$33.71	
2005	$31,709,216	11.1%	$61.65	6.8%	$38.46	14.1%
2006	$29,882,913	-5.8%	$62.79	1.8%	$36.76	-4.4%
2007	$30,412,728	1.8%	$62.39	-0.6%	$35.52	-3.4%
2008	$30,816,778	1.3%	$63.87	2.4%	$37.54	5.7%
2009	$31,085,445	0.9%	$66.82	4.6%	$44.60	18.8%
2010 1/	$27,892,202	-10.3%	$68.20	2.1%	$45.93	3.0%

1/ Year through November.
Source: STR Global and ConsultEcon, Inc.

Seasonality of Demand

Data in **Figure 1** show the average monthly occupied room nights in Paducah/McCracken County since 2007. The demand for hotel and motel rooms is relatively stable throughout the year. Low months are typically November through February. Traditionally, high months of demand are during the summer months of June, July and August. However, in recent years, summer demand has declined, though 2010 months have shown increases from 2009. This phenomenon has contributed to an increased "flattening" of Paducah's seasonal demand pattern and may be attributable to the overall decline in leisure travel during the current economic downturn.

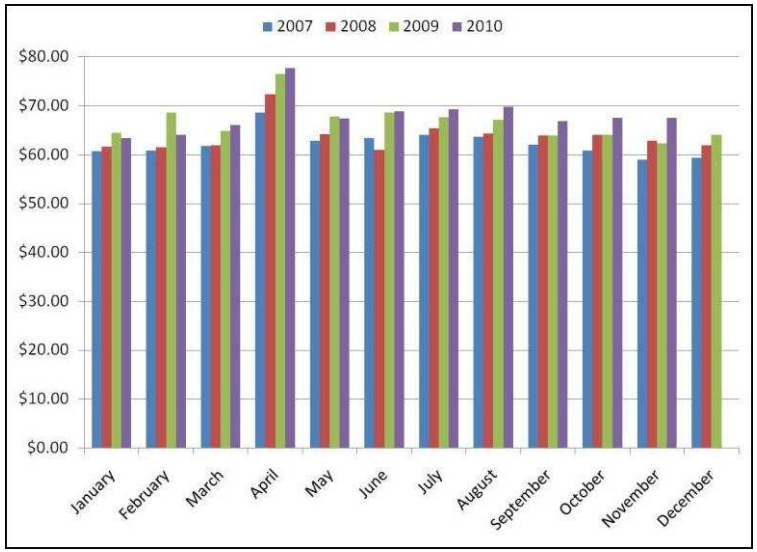


Figure1

Average Number of Monthly Occupied Room nights in Paducah/McCrackenCounty, 2007 through 2010

Data in **Figure 2** show the monthly average room rates in Paducah/McCracken County since 2007. The average room rate in Paducah does not vary much from month to month, with the notable exception of April. This is likely attributed to the Quilt

Show, when Paducah's accommodations are reportedly 100 percent occupied. Interestingly, April has total room demand lower than other high months. This may indicate that hotel and motel operators are charging rates significantly higher during the Quilt Show than during other periods of high demand for accommodations.

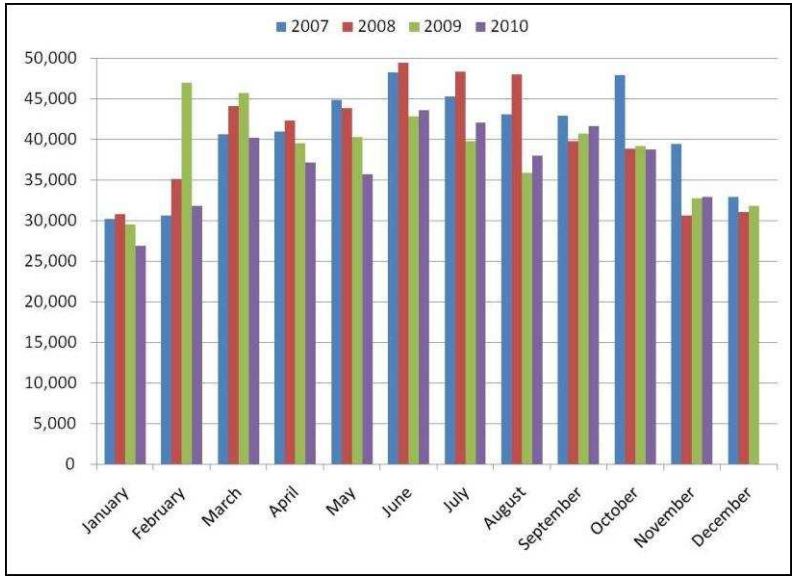


Figure2

Average Daily Room Rate by Month in Paducah/McCracken County, 2004 through 2010



Paducah Lodging Properties

Hotel Demand Generators

- Arts/Cultural Tourism
- Motor Coach Travel
- Conventions and Expo Center
- River Business Travel
- General Business Travel
- Training (Seamans, Coast Guard, other River Business)
- Pass Through Travelers
- Regional Recreation
- Friends and Relatives
- Personal Business

Hotel Demand due to Arts and Cultural Events

Arts and cultural tourism is an important component of Paducah's tourism economy, and is a key segment of leisure travel in the area. Interviews with cultural organizations indicate that a downtown hotel would support their operations as well as serve their patrons. This fact is supported by recent economic data on arts and culture event attendance and spending. A national advocacy organization, Americans for the Arts has produced multiple studies on the economic impact of the arts on regions throughout the United States. The Paducah region was included in a recent edition of the study, *Arts and Economic Prosperity III: The Economic Impact of Arts and Culture Organizations, Their Audiences, and Individual Artists in Greater Paducah.* In 2007, this report indicates that organizations, audiences and artists in Paducah generated $39.9 million in economy activity, supporting 819 jobs, $17.7 million in household income, and $3.6 million in state and local revenue. The level of economic activity in the Paducah region was over 40 percent higher than other regions evaluated in the study that like the Paducah region had populations between 100,000 and 250,000 people. This would indicate that Paducah's arts and culture industry generates significantly more spending than other similarly sized regions.

It is important to note that the primary venues for regional arts and cultural events are located in Paducah's Renaissance Area (including the Carson Center). A downtown hotel would have greater visibility with event attendees than hotels not in the Renaissance Area. With the exception of West Kentucky Technical and Community College, all survey locations for the economic impact study were located in the Renaissance Area, at the Carson Center, the River Discovery Center, the National Quilt Museum, the LowerTown Arts District, Maiden Alley Cinema, Market House Theater, and Yeiser Art Center.

In addition to heightened visibility, a downtown hotel would have a greater appeal to this audience because cultural event attendees may appreciate the downtown setting more than a highway location, due to its historic structures, walkability, arts-orientation, unique shopping and dining, and riverfront amenities.

An important component of this economic activity is spending by tourists on goods and services as a part of their trip to Paducah, including spending for overnight accommodations. Spending by audiences related to art and cultural events, excluding spending on the event admission (because the impact of these dollars is included in the spending by the organization itself), accounted for $27.8 million, or 70 percent of the total estimated economic activity. The study researchers surveyed 749 event attendees in Paducah and found that 37.5 percent of attendees were from outside of the region. These non-residents spent an average of $40.72 per person on one night of lodging associated with their trip.[1]F On average residents spent $2.96 per person on one night of lodging associated with their trip. Multiplying the total number of resident and non-resident event attendees with their respective average spending on overnight lodging yields the total estimated room revenue due to event attendees. Dividing this by the average daily room rate would indicate that an estimated 22.3 percent of annual occupied rooms in Paducah in 2007 were due to arts and cultural event attendance. Assuming that 50 percent of non-residents stayed one additional night, almost 1 in 3 occupied rooms (or 145,000 room nights) could be associated with arts and cultural tourists. Data in **Table 2** summarize the derivation of room demand due to arts and cultural audiences, which include both residents and tourists (i.e. non-residents).

2007 Estimates	Residents	Non-Residents	All Greater Paducah Event Attendees
Total Event Attendance	246,890	148,261	395,151
Percent of Attendees	62.5%	37.5%	100.0%
Average Spent Per Attendee	$24.07	$147.58	$70.41
Average Spent on Overnight Lodging	$2.96	$40.72	$17.13
Total Spent on Overnight Lodging	$730,794	$6,037,188	$6,768,937
Average Daily Rate	$62.39	$62.39	$62.39
Estimated Room Demand due to Arts and Cultural Events	11,713	96,765	108,494
Percent of Annual Room Demand due to Arts and Cultural Events	2.4%	19.9%	22.3%

Source: Americans for the Arts, *Arts and Economic Prosperity III* ; STR Global; and ConsultEcon, Inc.

Table2
Estimated Room Demand from Paducah's Arts and Cultural Audiences, 2007

The future outlook for arts and cultural activity within Paducah is positive. The River Discovery Center and the Market House Museum are in the process of expanding their facilities in the Renaissance Area, which will enhance Paducah overall as a destination for cultural activities. These new and expanded museums will create additional reasons for overnight visitors to extend their stay in Paducah and for day trip visitors to stay overnight. This, in turn, will generate additional room nights for a downtown hotel.

SUMMARY OF HOTEL DEVELOPMENT OPPORTUNITIES

A review of the hotel room supply and demand data would indicate the strong potential for downtown hotel(s) properties in Paducah for the following reasons:

- The Renaissance Area has a shortage of available rooms to support downtown activities. Almost all of the existing supply of hotel rooms is concentrated near the highway.
- A hotel in the Renaissance Area would have a locational advantage over highway oriented hotels because of its visibility and accessibility to key generators of demand.
- Many key generators of hotel room nights in Paducah are located in the Renaissance Area. These include the arts and cultural facilities, the convention and expo center, festivals and events, marine and other river-oriented businesses and training facilities, as well as other businesses located in the downtown. Capturing 25 percent of the estimated 108,000 room nights generated by arts and cultural events alone would be sufficient to support a 105-room hotel at a 70 percent average occupancy rate or a 123-room hotel at a 60 percent occupancy rate.
- Demand for overnight accommodations from the various business and leisure segments are complementary, according to seasons and the day of the week. In other words, demand from each segment is balanced to provide a relatively steady level of business to hotels, which helps operators to control costs without having to ramp up and ramp down staffing according to peak periods.
- Arts and cultural activities in Paducah is a significant and growing market in the future. The City continues to receive national recognition as an appealing destination. A downtown hotel would only solidify this reputation and reinforce the investments made in arts and culture in the future.
- The convention and meetings market should be a growth market into the future, if the Exposition Center is operated successfully. A hotel near the Exposition Center would make the facility more competitive and induce new demand for room nights in the Renaissance Area.
- Room demand from business and commerce, and in particular from marine and river-oriented businesses, should continue to remain strong and grow moderately in the future.

RECOMMENDATIONS

There is an opportunity to develop a new hotel in the Renaissance Area based on the demand reviewed in this assessment. The Renaissance Area planning work suggested that possibly two hotels should be developed: one in conjunction with the PMCCEC (Exposition Center Hotel) to serve primarily that market, and one to serve a general market as well as appealing to the arts and cultural visitor (Boutique Hotel). The market information in this analysis supports two hotels in the downtown area, if appropriately scaled to the market demand. The following provides recommendations based on the current work.

Demand

The demand for accommodations in the Paducah area has been strong relative to the national market. The city has a good mix of demand segments that provide for accommodations demand across many sectors of the local economy, seasonally and throughout the week. Much of this demand is located in the Renaissance Area, or nearby. These factors are strong indicators of an opportunity for new product in the marketplace. Current plans for the Exposition Center indicate that recent investments will make it attractive to a hotel developer and/or operator. Investment in a hotel near the Exposition Center has the potential to induce new demand for conventions and meetings. Existing demand from the arts and cultural sector and the business community has the potential to support a new hotel in the Renaissance Area. This market would best be served by a location in the heart of the downtown area, within easier walking distance to the visitor attractions and the business-related travel from large businesses on the east edge of the RAMP area. Estimated demand indicates that two hotels would be supportable as long as each was limited in initial size to no more than 150 rooms.

Timing of Demand

There is current demand to support two new hotels within the Renaissance Area in the near future: one oriented towards the Exposition Center and one oriented towards the leisure and business segments (though two hotels would likely serve all three markets). Opening one hotel first will enable the demand for rooms to be proven and inform the investment decision in a second hotel or expansion of the first.

Character of the New Properties

The new hotel properties should be in the mid-scale or upscale chain scale, preferably with food and beverage for the convention-oriented hotel. The other hotel may have food and beverage or not, depending on the proposal. For a hotel located near the downtown core, there may be opportunities to integrate a hotel into a mixed-use development project. A mixed-use development has two benefits: demand from other uses reduces the degree of risk for a stand alone hotel project and a mixed-use project may be better integrated into the downtown fabric, thereby, creating additional spillover benefits in the downtown. The scale of the properties should be determined by proposers for the project. Current demand indications would be for two 80 to 150 room properties, for a total of up to 300 rooms as appropriate.

Room Pricing

A more upscale downtown facility should be able to support nightly rates from $90 to $120, depending on day of week and seasonal considerations. Mid-scale properties may have room rates slightly lower. These rates are comparable to existing hotels in the Paducah market. The convention hotel, due to group discounts and packaging, may have slightly lower rates, which is typical in a convention and meeting related hotel.

Location Considerations

The most logical locations for the new hotels are on the publicly owned property adjacent to the convention center and on a downtown site. As indicated above, different locations within the Renaissance Area will influence the potential market segments served, which, in turn, will influence the character of the hotel. Regardless of the location, both hotels as considered will have the opportunity to tap into the three key market segments: conventions and meetings, arts and cultural activities, and business activities.

Reinforcement of Downtown Character

The ability of downtown Paducah to optimize its attraction as a destination for both residents and visitors is impacted by the strength and the cohesiveness of the "character" of the Renaissance Area, especially as this character is to reflect and reinforce its historic core, its riverfront, and its arts focus. It is vitally important that Area reflects these vital elements of its brand not just in the specific attractions of downtown, but that all elements of downtown, even its smallest details, are a reflection of this brand. The "Binding" streetscape program represents a major example of a strong reinforcing initiative, and there are others as well that should be considered and implemented simultaneously –if possible – or committed to on a phased implementation program.

These reinforcing elements should not begin only when one reaches downtown Paducah. Visitors who are attracted to Paducah because of it richness of its offerings as an arts community need to begin to feel this "sense of place" as soon as exiting I-24. The wayfinding on I-24 highlighting Paducah as a destination is remarkably strong, and covers a very long stretch of the Interstate. This likely increases visitors' anticipation and excitement as they near the signed Paducah exits. Once at the exit ramp, visitors are expecting to begin their entry in Paducah's arts-focused community.

Unfortunately, visitors begin a five mile procession into downtown's Renaissance Area with no sense of place, and no reinforcing visual cues about the type of community that they were expecting to experience. There are a few directional signage, but these are generic and provide no indication of the uniqueness of Paducah. An arts-themed wayfinding system is recommended as one of the earliest initiatives for implementation to eliminate this serious void in the community's existing wayfinding system and as a way to begin to immediately reinforce to the visitor the uniqueness of Paducah.

Regional Wayfinding System



East Downtown Loop Route

For most visitors to Paducah, their journey is by automobile and their initial arrival point is an exit off interstate 24. From the east, exit 11 and from the west exit 4 are the gateways to the city. Each of these journeys into downtown is unremarkable and neither conveys a sense of place. Further, each exit is several miles from the heart of the city and it has been reported that some visitors get confused or anxious about whether they have made the right decision. Some have been reported to have turned around, fearing they have taken a wrong turn. Following are a set of recommendations to reassure visitors that they have made the right decision as they approach the city. Both use art as the media and each builds upon the whimsical humor of the artist relocation program to shape a concept that is playful and fun.

From the east, exit 11 leads to business route 24, which courses for several miles through farms, woods, and industrial uses. To capture the attention of the driver, it is proposed that a series of small, eyelevel signs commence right at the exit. The first two signs are a play on the tune “You’ve Gotta Have Heart” and in the spirit of the historical “Burma Shave” signs of the early twentieth century, appear in a sequence. The third sign announces that Paducah is the “Artland “of America, a play on the notion of the heartland of America. What follows are a series of painted elements of either public infrastructure or private industrial facilities about every half mile or so. The intent is to apply simple, bold colors to ordinary elements to render them as sculptures. These should not be detailed murals or depictions of anything, but simply a colorization that makes the object more visible as a form. Thus, even a traffic signal can be transformed into a beautiful pylon, an industrial conveyor into a striking gateway, and oil tanks into a colossal collage. In this manner, the industrial heritage of Paducah is celebrated and made iconic through the power of art.



East Downtown Loop Route (E 1-3)



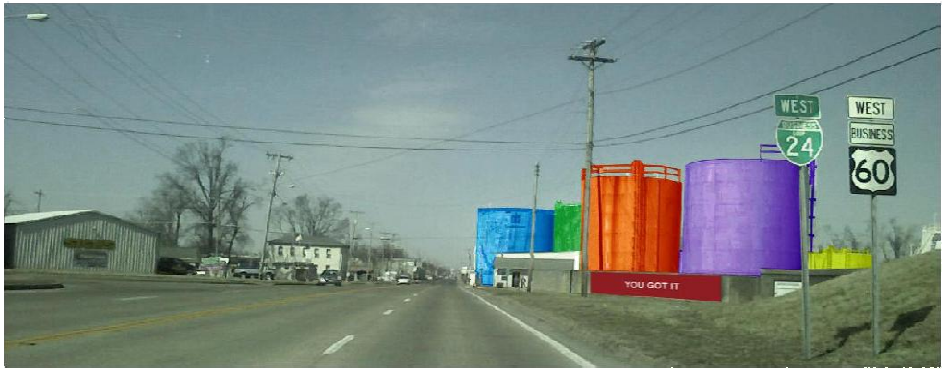




East Downtown Loop Route (E 4-6)







East Downtown Loop Route (E 7-9)

West Downtown Loop Route

From the west, Exit 4 leads to Hinkleville Road/Park Avenue, which for several miles is an automobile–oriented commercial strip. At the Exit is a small sign that announces Paducah, but it is lost in the visual chaos of the commercial signs that tower above. The photo simulation shows how a modest landscape improvement of evergreen shrubs and trees could make the sign more visible. The bottom photo simulation shows a more radical transformation – replacement of the sign with a contemporary sculpture that announces Paducah as a place in which art is the identity of the place.



Landscape improvement of Paducah sign



Existing Paducah welcome sign



Replacement of the sign with a contemporary sculpture

Beyond that point, it is recommended that a series of small eye level signs be placed in a sequence about every half mile or so to capture the attention of the driver. These signs should be low in height so that they are clearly separate from the mast signs of the commercial establishments. These sign boards each rhyme with “Paducah”, referencing the original Burma Shave signs, and provide a playful piece of wayfinding entertainment to the visitor, culminating in the “You are here in Paduc, Ah!” sign at Fountain Avenue, where the city seems to evidence itself strongly. An existing sidewalk follows the length of Hinkleville / Park Avenue and this walk should be painted or stained a bright color to emphasize the linear nature of the arrival sequence. At points along the sequence where public property is available or where private owners are willing to participate, works of art should be placed to further reinforce the artistic sensibility of the city. This is shown in Figures W4, W6, W9 through W11. Note that the red images in these figures are meant to represent the idea of public art, not to be taken as the literal recommendation. Like other improvements in this study, it is recommended that artists be commissioned or have pieces purchased for such locations as those suggested. This sculptural sequence should end with a major work in the proposed roundabout, seen as the visual terminus in Figure W12.



W1



W2



W3



W4



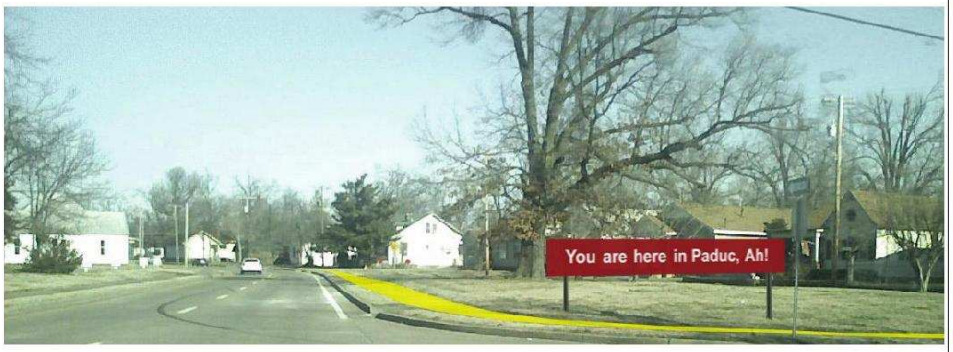
W5



W6



W7



W8



W9



W10



W11



W12

West Downtown Loop Route: Downtown Terminus

Fountain Avenue

As an optional improvement, Fountain Avenue itself is a beautiful piece of civic art that could benefit from some classical art pieces. As shown in Figure x, a traditional garden gate at the entry median would add a dramatic touch to the neighborhood. Figure x shows a traditional stone wall and formal entry to the roundabout, making the statue of General Tilghman more visible. Both of these improvements could be collaborations between landscape architects and artists for the maximum visual impact.

The sum total of each of these approach improvements to the city is one which is playful, fun, beautiful, and memorable; one in which the identity of Paducah as an art center is introduced at its outskirts and made stronger by the driving experience.



Improvement at Fountain Avenue Neighborhood



Improvement at Statue of General Tilghman

River Theme

The connection to the Ohio River is a major element of Paducah's history and continues to provide it with much of its energy. Unlike many river communities in which the river's present day connection may be limited to waterfront parks and private recreation, the river industry in Paducah remains one of its economic drivers, and many "visitors" in downtown are there due to business with the river industry, or training at the Seaman's Institute or the Coast Guard facilities. While much of this river-related activity in done internally within the walls of downtown Paducah, little indication and/or celebration of this fact is visible to others. In addition, as referenced earlier, the source of this energy – the Ohio River – is hidden from view until one is literally through the flood wall.



This disconnect –much river-related energy with little or no visible acknowledgement or reinforcement – needs to be reversed. The RAMP's recommendations as well as other related actions (such as the relocated Market House Museum) provides significantly more public river viewing areas, in addition to the Carson Center balcony.



Dry side water view locations

The visibility of water in a variety of locations should be given a high priority; the Carson Center Plaza fountain being perhaps the most visible one. The relocation of the Captain Higgenbotham in the heart of downtown will certainly provide a major reinforcing element. It is suggested that a public art piece of some sort that reflects the connection not just to the river, but to the river industry's importance to Paducah, be commissioned, perhaps in a location near the Seaman's Institute, sponsored or in some way supported by the river industry itself. The ability to occasionally open up the Institute to the public for tours would be a terrific additional celebration of the industry.

A stronger connection between the arts community and the river industry should also be explored. For example, artists or craftsmen that could be trained within School or Art and/or in cooperation with the LowerTown community to provide skills in metal or woodworking trades useful to the barge industry could be explored. A similar program has been working well in Providence, Rhode Island between a non-profit arts center and the local iron working unions. A marriage between these two assets of Paducah that provides benefits to each could become a national model for mutual cooperation, and further tie these two important components of downtown Paducah.

Historic Downtown

The historic core of downtown remains a strong visual reinforcing element of the beauty and its heritage. Fortunately, much of the core along Broadway remains intact, albeit in various states of physical condition. Some buildings have been replaced with others than have not been designed in the context of its surroundings, but these nevertheless provide a sense of continuity of the streetwall, as opposed to a series of gaps and voids within the overall district.

Substantial challenges do exist nevertheless, both in the physical inventory of historic assts as well as the economic vitality of the commercial establishments Broadway and its surrounds. While a detailed economic strategy lies outside of the scope of the RAMP, the activity level, the physical condition, and the economic viability of the historic core is an important component of the future overall health and vitality of downtown Paducah.

The following recommendations are thus offered related to the historic commercial core of downtown Paducah:

- While there are few gaps in the streetwall along Broadway, the most serious gap in the lack of any streetwall north of Second Street, in perhaps its most important location. The development of the city owned lot as part of the "Town Square" project recommended earlier, results in the construction of a new commercial building that would, among other things, restore the streetwall along this important section of Broadway.

- Broadway contains a number of properties that are in deteriorating condition. The best situation of course would be to encourage the property owners to stabilize and at some point renovate these properties, or have the city step in and take ownership of the property. Such as strategy may be viable for specific, high priority properties, but the resources are not available to so do on a mass basis, and the tenant market is not strong enough an incentive to expect property owners to undertake such improvements without a likely income source. In addition, the physical constraints of some properties make it difficult for their renovation to be undertaken in a manner that results in an advantageous leasing situation. Both the PRA and the PRDA are working hard at trying to find situations where they can match developers, property owners and tenants, along with public assistance, to encourage such rehabilitation to occur, and these efforts must continue to be supported.

While selective demolition is often controversial, if replaced sensitively and under appropriate public guidelines (see below), the impact on the economic health of the broader district can be positive. Architects, developers, and urban designers have become far more adept at creating appropriate infill buildings that add to the character and the vitality of a historic district, rather than detract from it, as was often the case in decades past. Issues related to fire and safety codes, residential fenestration and egress, and internal parking may often be able to be addressed in a new infill than in an existing property.

- Adequate community resources should be made available that will support the continued health of its historic core. These resources should be flexible in nature so they can be most effectively utilized, whether it is in the acquisition of key properties, assistance to offset the cost of building stabilization and rehabilitation, encouragement of sensitively designed infill projects, or tenant assistance. These efforts should be undertaken on conjunction with improved and expanded urban design guidelines.

- Currently the boundaries of the community's design guidelines and its historic district boundaries are not coordinated, resulting in confusion and some inequity as to what guidelines and requirements apply to what downtown properties. While these overlays are designed, quite properly, to support the cohesion of the downtown core, this divergence may create unintended negative consequences. A level playing field is a much better situation for all, as well as the development of appropriate design control that deals – reasonably - with issues of demolition and infill in certain situations.

- The streetscape improvements in existence along Broadway do provide an improved pedestrian environment, which is to be commended. The design of these improvements – installed some years ago – is not thematically consistent with the rich historic nature of the historic district, which is somewhat unfortunate. However, it is functioning well and there is no reason to that it should be replaced simply due to its generic aesthetics. Instead, as recommended earlier, the streetscape elements should be seen as a blank palette in which to impose an additional level of artistic elements that would work to reinforce the arts theme of the community. As sections of the streetscape may be altered for other reasons, such as a restoration of a two way traffic pattern along Broadway and Jefferson Streets, then more appropriate streetscape elements can be introduced as part of such reconstruction. New traffic signals and traffic control devices implemented in other parts of downtown as a result of the RAMP should be designed more in concert with the themes of downtown Paducah.

- Currently the commercial market for tenancy along Broadway is not particularly strong, due to a combination of factors, including disappointing pedestrian traffic downtown on a regular basis. The most effective strategy to help improve the market is to increase activity and pedestrian traffic, and the overall goals of the RAMP to better connect the districts of downtown and to increase the overall level of tourism and visitation to the downtown area will certainly help. The development of downtown hotels that will keep current visitors (and increased future visitors) downtown rather than leave at the end of the day for motels at the Interstate will help, as well as the clustering strategy of museums and attractions.

  This improved level of activity will support existing retail and food service business and hopefully spur additional interest by commercial entrepreneurs, but the inefficiencies of the current commercial market need to be simultaneously addressed as well. It is often difficult to match up the tenant needs with a property owner's capability and/or desire to provide required tenant improvements, especially given current lease rates. Existing spaces may be too large or not laid out efficiently. Improvements to a commercial space often will trigger code upgrades for the entire building that may be difficult to undertake financially.

  It is therefore appropriate for new mechanisms to be developed to address these situations and alleviate certain inefficiencies in the marketplace between owner and tenant. The City should consider the development of a commercial loan fund that can provide gap financing to tenants directly or to building owners who commit to

providing certain improvements to commercial spaces for specific tenant requirements.

Another concern often relates to dilemmas regarding tenancy versus ownership. There are often advantages seen in either approach from a tenant point of view, and again these may not match the goals of the financing strategy of the property owner. One potential approach is to offer – in certain situations – a lease to own tenancy where a portion of the tenant equity and/or lease payments can be applied to an ownership position at the end of a certain period of time (if using historic tax credits, this would be five years). This arrangement can help the owner gain tax credits, guarantee am equity take-out after a period of years, provide the tenant with a reduced net rental rate as a portion of the lease payment is converted to equity, and guarantee occupancy and/or ownership down the road. Such a program would require no public expenditure of funds, but would require the PRA to provide technical assistance to interested tenants and property owners.

- Many of the upper floors of the buildings along Broadway and within the historic core are appropriate for conversion into residential units; a number of such upper story residential conversions have been successfully undertaken. The market for such units appears strong, and under current economic conditions the apartment market is strengthening. (If utilizing historic tax credits, this strengthening market improves the ability to sell such credits). The conversion of these upper story units should be aggressively marketed by the PRA. On challenge is that a number of the more likely properties have small floor plates and would result in a relatively low number of units, which can make necessary code improvements difficult to amortize, and also make the use of historic tax credits somewhat expensive to utilize. It appears possible in Paducah to initiate a program to aggregate a number of properties and undertake their renovation as one project, under a master development structure. This is somewhat complicated, but could be done if there is a group of property owners willing to work together and an experienced development entity can be secured. Given the situation in Paducah, the latter is extremely likely if the former is possible.

- The traffic flow along Broadway and Jefferson Streets form a one-way pair; it is recommended that each of these streets be returned to a two –way flow of traffic. While the traffic flow currently is not a major impediment along Broadway due to the slowed speeds as a result of its signalization and streetscape improvements, two-way flow would improve business visibility to some degree and provide a traffic pattern more consistent with the character that Paducah wishes to reinforce.

- The traffic flowing on Third and Fourth Streets, by contract, does present a situation that detracts rather than reinforces the character of downtown Paducah, as it prioritizes fast traffic flow and de-emphasizes a pedestrian environment (see next section). Interventions to reverse this situation should be a high priority.

- A community's streetscape amenities provide an excellent palette in which to emphasize and reinforce its community character. Historic Victorian communities are often lit with Victorian light poles and gas lamps, intricate benches and trash receptacles. New modern communities often instead have sleek light poles, polished metal benches and trash

cans, etc. These can often become somewhat trite and generic in their own right, but regardless a consistent style does provide a certain complementary look and feel. More importantly, it indicates that the community cares about such details, and cares about itself.

The current streetscape amenities in downtown Paducah are presented in somewhat of a hodge-podge nature; in some cases it is clear that there was a good deal of thought given to them, in others no thought at all. There is little consistently either within a district or between districts.

Given the strong identity of each of the three districts in the Renaissance Area as well as the overall arts theme, there is a great opportunity to create a number of streetscape amenities that relate better to downtown. Some communities have commissioned local artists to design their benches, their trash receptacles, bike racks, kiosks, etc. to provide a unique sense of interest and whimsy. This is strongly encouraged for downtown Paducah. In addition, in areas such as The Binding – where arts elements are to be provided in other ways - a more understated set of amenities should be provided, but where there is a consistency of style that can serve as another connecting element to its role in encouraging movement among the three downtown districts.

Transportation

Downtown Paducah Parking

Parking is a critical component of the overall success of downtown Paducah. Downtown parking component is commonly defined in terms of parking **supply** and **demand** which derives parking accessibility. While parking supply is in the static or infrastructure form, i.e. parking lots, and on-street parking, parking demand is defined in terms of needs; A) employee parking, B) visitor parking. Generally, parking in downtown Paducah is provided in three forms, as described following:

On-street parking provides the most convenient and easily identifiable form of parking serving various destinations in downtown. In the downtown core, this form of parking is generally unrestricted and free. On Broadway - the retail/commercial core of downtown, on-street parking is restricted to 2 hours and parking "Ts" (striped parking spaced) provide for better and organized parking operations. With the exception of the Broadway commercial core, and during the hours of 11:00 AM to 1:00 PM, all other streets in downtown provide ample supply of parking. On Broadway, on-street parking supply was limited due to the higher parking demand, especially during the lunch hours. A visual parking supply/demand inventory was conducted (June weekday) during the peak period of 11:00 AM to 1:00 PM along three blocks on Broadway from Fifth Street to Second Street. The results of this survey indicated parking occupancy greater than 85%, or near full capacity.

City operated public parking facilities, The Town Square and Farmers Market lots provide parking for the nearby retail and commercial establishments along Broadway, residential units along

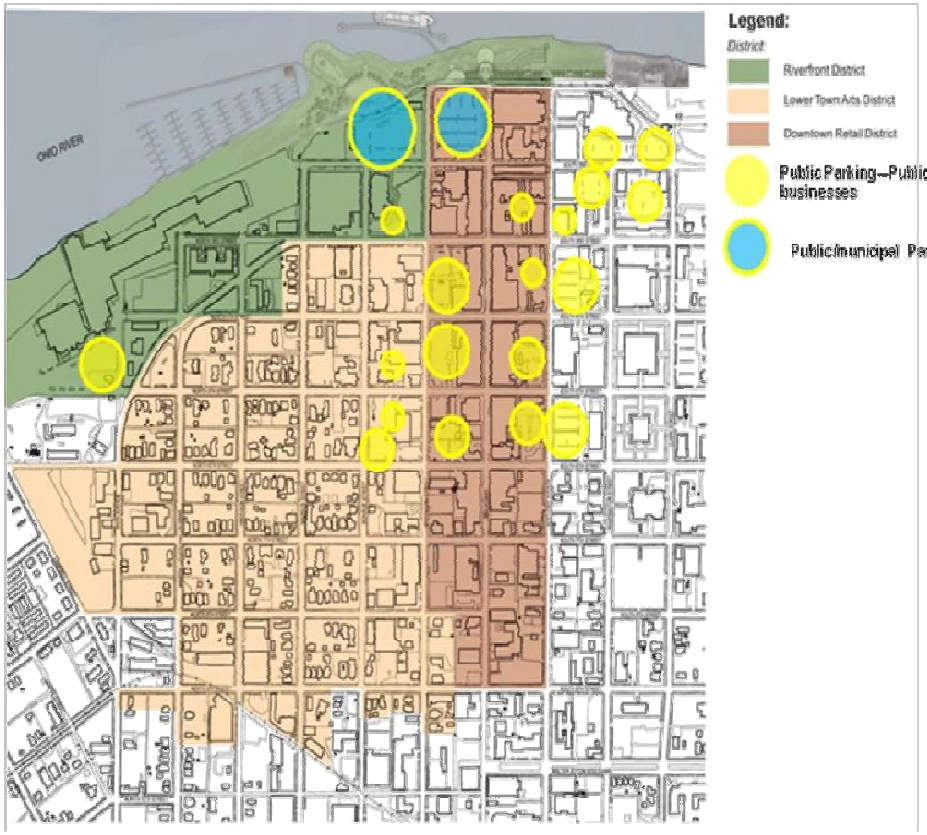


Exhibit 1- public parking locations

Second Street, special events, and visitors and shops at the Market House Square. These two facilities provide a total of 381 parking spaces. A parking supply/demand study was conducted (June weekday) for the Town Square and Farmers Market parking lots between 10:00 AM and 4:00 PM. The study showed that 76 parking spaces were used at the Town Square lot, or 35% occupancy level. The use was elevated to the 55% occupancy level during the lunch hours of 11:30 AM-1:00 PM. The Farmers parking lot during the same time frame was however, nearly empty.

Private parking lots associated with individual businesses each having varying degrees of parking demand throughout the day. The majority of the private parking facilities had ample supply of parking with the exception of the US Bank parking lot on Jefferson Street (between Fourth and Fifth Streets) which was nearly full, 95% occupancy.

The surveys and general observation of parking conditions indicate ample supply of parking in downtown Paducah. This was verified during the both windshield and walk-through survey of parking facilities and supply and demand observations during typical workdays (between 10:00 AM to 4:00 PM). With the exception of the US Bank parking lot, which was nearly full, all other parking lots in downtown had ample supply of parking. A number of relatively large parking lots along Kentucky and Washington Streets, only a block away from Market House and Broadway core, were underutilized.

Based on the parking supply and demand indicated assessment, under normal downtown conditions there is adequate supply of parking in the Renaissance Area. No new additional parking facilities are warranted at this time. However, as major surface parking lots are converted to higher and more economically significant uses, it is important that additional parking be considered in conjunction with these developments to insure that convenient parking remains available for patrons of downtown Paducah.

Proposed Town Square Development

A focused parking study has been conducted to assess the impacts of the proposed Town Square mixed-use development in Paducah's Riverfront District, on the current public parking lots known as the Town Square and Farmers Market lots.



The **Town Square Parking Lot** is owned and operated by the City of Paducah providing parking for the nearby retail and shops, residential units, and visitors at the Market House Square. The lot has 221 parking spaces. Occupancy levels vary depending on the time of day and also type of events programmed in the immediate area. Typically, parking demand is highest during the mid-day lunch hours and exhibits higher than normal usage again during the evening hours by visitors to the nearby restaurants and retail. Unlike typical parking lots which have asphalt surface, Town Square parking lot has a concrete pavement and will soon require extensive rehabilitation due to its age and deteriorating structural condition. A parking supply and demand survey conducted on a June weekday between 10:00 AM to 3:00 PM showed that the average occupancy was 76 parking spaces, or 35% of its occupancy level.

The **Farmers Market Parking Lot** is located adjacent to the Town Square lot to the north and owned and operated by the City of Paducah. This lot has 160 spaces with a shelter which is used as a focal point for the downtown Farmers Market. Although this parking lot was nearly empty during the survey time, the lot is more fully utilized during the farmer's market operating hours and also during the special events and programming in downtown, such as the Quilt Week where 35,000 visitors participate in the week-long event in downtown.

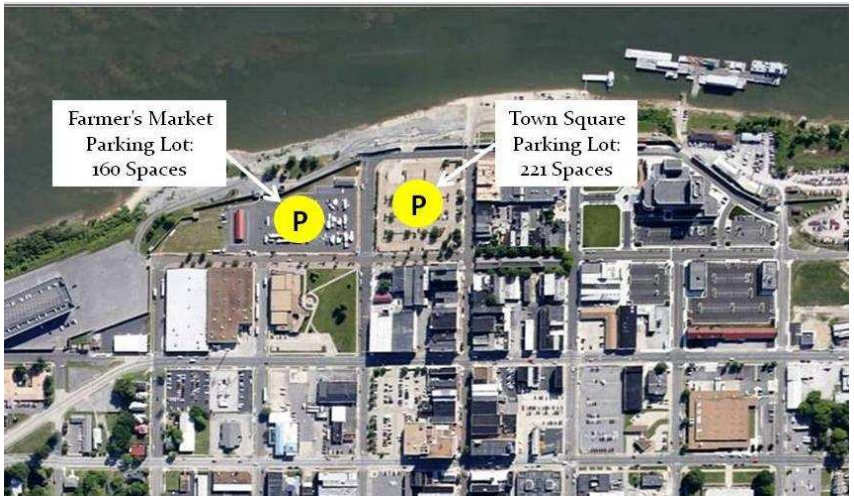


Table 1: Proposed Development and Overall Parking Requirements

Development Type	Size	Parking Needed
Retail along Broadway	17,000 sq. ft.	56
Retail along Second Street	20,000 sq. ft.	66
Residential on Broadway	40 Units	60
Hotel	115 Rooms	138
Town Square Lot (displaced)	221 Spaces	221
Farmers Market Lot (displaced)	160 Spaces	160
Total		**701**

Table 1: Proposed Development and Overall Parking Requirements

Parking Analysis

The proposal for the site of the Town Square lot will include street-level retail along Broadway with residential units on the upper levels. A one-story retail building is proposed along Second Street. A hotel, with between 100-120 rooms, has been proposed for the Farmers Market lot. These development scenarios would displace all existing parking at both of these lots, a total of 381 spaces. The proposed development type, size and the associated parking requirements in addition to the existing parking that will be displaced as a result of the new development are shown in Table 1.

A total of 381 existing parking spaces will need to be replaced as a result of the development scenarios under consideration. The parking requirement for the proposed development, including the retail, residential and hotel, is approximately 320 spaces. As a result, a total of 701 new parking spaces will be required to both support the parking needs of the proposed development and also sustain the existing level of parking the city provides for the nearby retail, restaurants, tourists, and residential.

As part of the development strategy on these two parking lots, two parking structures, referred to as the **Broadway** and **Jefferson** garages, are recommended to be included as part of the proposed development on each of the parcels. These two parking structures together would provide more than 780 spaces which will meet the parking requirements of both the new development and also maintain the existing level of parking. In addition, the proposed parking structures will together provide additional 80 parking spaces to support other initiatives in downtown including Market House Square, retail, events and other downtown programming.

Broadway Parking Garage: The proposed garage would be located in the interior / northwest corner of the Town Square parking lot; the structure will be approximately 200 feet by 240 feet. The primary access to the garage will be from Jefferson Street. Pedestrian-only access will also be provided from the corner of Broadway and Second Street. The structure would have three levels and 160 spaces are planned per floor for a total of 480 spaces. The first level is recommended to be constructed below the street level to minimize structure height and not impede the views of the river from the surrounding structures, especially direct views from Second Street residential developments. A planning-level parking garage cost estimate is nine million dollars. This cost estimate does not include the cost of land, utilities relocation, and assumes minor demolition / site clearing activities.

Jefferson Parking Garage: The proposed garage would be located in the northeast corner of the Farmers Market lot and located directly behind the proposed hotel; this structure will be approximately 180 feet by 220 feet. The primary access to the garage will be from Jefferson Street. The Jefferson Garage would provide parking for the proposed hotel in this location and also provide additional public parking downtown. The Jefferson Garage would be a three level structure with 100 spaces per floor for a total of 300 spaces. Similar to the Broadway Garage, the first level of the Jefferson Garage is recommended to be constructed below the street level. A planning-level parking garage cost estimate is six million dollars. This cost estimate does not include the cost of land, utilities relocation, and assumes minor demolition/site clearing activities. The proposed development scenarios and the associated parking garages are shown in Exhibit 3 and Exhibit 4 below.

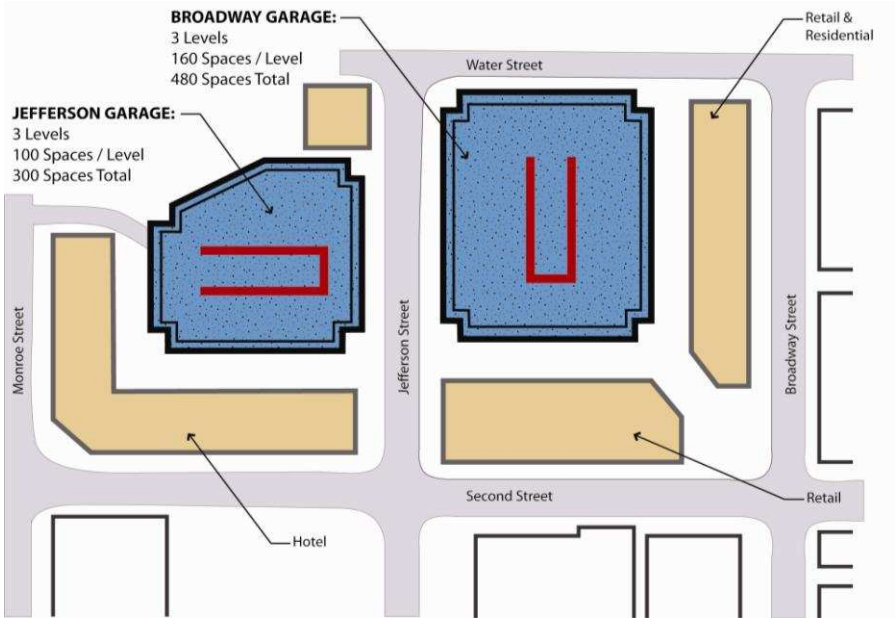
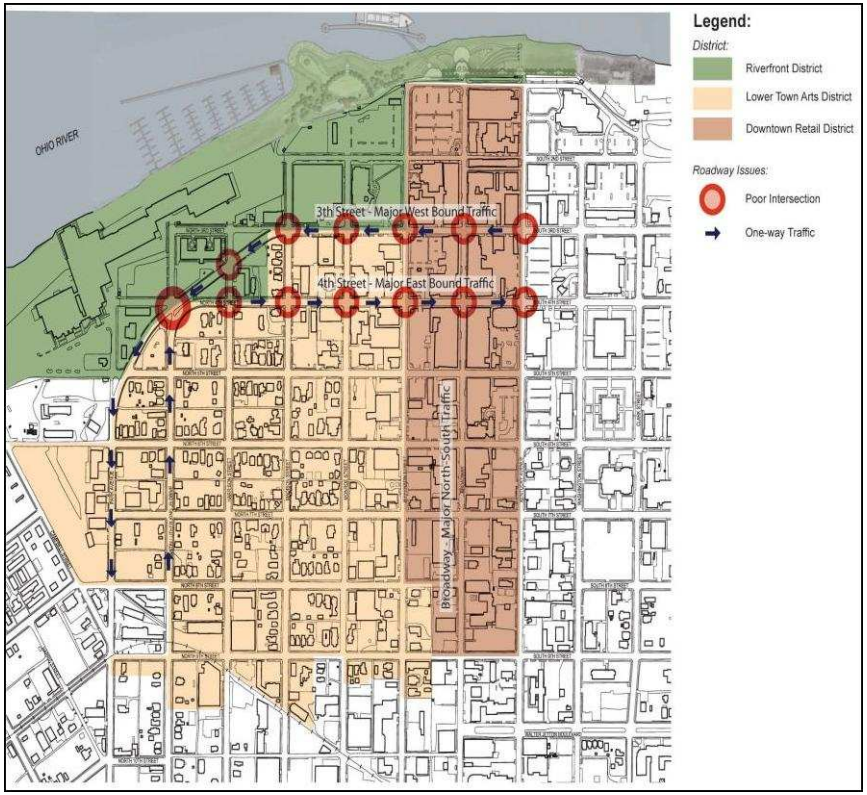


Exhibit 3: Proposed Parking Structures

Renaissance Area Traffic and Circulation

The street network system within the Renaissance Area is served primarily by pairs of one way streets, most serving local traffic. Both Third and Fourth Streets, however, provide in-bound and out-bound access and connect downtown to I-24 via U.S. 60. Although the one-way pair provides for efficient movement of automobile traffic, it also presents challenge and operational concerns, especially related to safety for pedestrians. Impediments to safe and pleasant crossings of these streets include higher speeds than in normal in downtown situations and compromised sight lines of oncoming traffic. These primarily stem from the lack of unified and defined pedestrian zones along Third and Fourth Streets. These are major challenges for pedestrians especially elderly and children attempting to cross these streets. In addition, one-way streets are confusing and limit access to downtown attractions. These concerns are compounded as an active pedestrian environment is viewed as a critical component that supports retail activity and tourism which subsequently provide for a successful and vibrant environment downtown. The stated concern and the need for supporting pedestrian activity within the Renaissance Area was echoed during the public meetings and also by the study advisory group.

The traffic flow on Third and Fourth Streets represents the most significant transportation obstacle within the Renaissance Area. Unless improvements designed to slow traffic and improve sight lines and pedestrian crossing amenities are implemented, this situation will remain a major deterrent in Paducah's overall downtown strategy. Ultimately, the goal should be to convert these streets into two-way operations, which will in itself result in significant improvement to the existing conditions.



Such a change will require the approval of the Kentucky Transportation Cabinet (KTC). The KTC has become more responsive to such conversions in recent years, especially as these changes are made in concert with overall downtown improvement plans. Nevertheless, certain traffic conditions must be analyzed before such a change is approved. As a long term solution, it is therefore recommended that the City of Paducah in partnership with the Kentucky Transportation Cabinet conduct a transportation/traffic study to determine the feasibility of converting these two roadways into a two-way traffic operation.

While the two-way conversion is an important long term goal, there are a number of effective and lower cost improvements that could be implemented immediately, primarily designed to slow existing traffic and provide more secure (and pleasant) crossing opportunities for pedestrians. The lack of a system of traffic signals or stop signs west of Broadway is a major problem that should be rectified. It is recommended that the city install coordinated traffic signals (or in some cases four-way stops) with complete pedestrian amenities at the north-south crossing streets of Madison, Jefferson, Broadway, Kentucky, and Clark Streets.





These signalized intersections can be combined with the enhanced crosswalk elements recommended previously to provide a much improved pedestrian crossing environment. In addition, it is recommended that the City of Paducah consider other measures to promote pedestrian friendly environment within the Renaissance Area. These include curb bump-outs at intersections, special pedestrian crossings with zones delineated through different material type/pavers, and traffic control devices specially designed for pedestrian crossing. Examples are provided of precedent images that can be applied at critical intersections downtown to improve pedestrian safety and operations.





The transformation of the current signalized intersection with a four way stop system at the intersections of Fifth and Seventh at Broadway has been recommended by the City of Paducah and should be supported, especially if such a transformation includes these additional pedestrian amenities. It can serve as a prototype for a new paradigm of intersection and traffic control throughout the overall downtown area that prioritizes the pedestrian over through traffic.

While the conversion of Third and Fourth Streets into two-way operations is a longer term goal, there are a number of streets serving primarily local traffic that can more easily (and without State approval) be converted from one-way to two-way operations. It is becoming clearer as downtowns across the country return their local streets to two-way operation that the benefits to both the downtown business climate and the pedestrian environment far outweigh the cost and effort to do so. This is especially important in communities with a significant tourist and visitor population – such as Paducah - unfamiliar with the downtown street system. A two-way system is much more user-friendly and easier to navigate. One way street patterns often frustrate visitors attempting to reach their final destinations or specific downtown attractions due to the difficulty in actually reaching the front door or parking lot.



The most appropriate pair of streets in downtown Paducah for two-way conversion is Jefferson and Broadway. These streets can be transformed concurrently or separately. Traffic flow in a conversion back to two-way flow does not require a paired system (as opposed from converting from two-way to one-way operations). While Broadway ideally should have two-way flow, the pedestrian improvements that have already been put into place have reduced the issue of excessive speeds, and even under its current one-way flow Broadway provides a pleasant pedestrian environment. In addition, the conversion will require the loss of some parking spaces along Broadway near its intersection with cross streets. As on-street parking on Broadway is particularly important, this impact needs to be carefully considered in any further analysis of the conversion. However, the conversion of Broadway can also provide an opportunity to upgrade the streetscape elements that are not thematically appropriate. Jefferson Street, however, poses none of these issues and can be converted relatively easily.

The process of the implementation of these traffic improvements should reflect the connection between transportation and land use, economic development, and community values that are critical to the success of the overall downtown area. If successfully planned and implemented, the outcome will provide for better management of traffic and access in downtown but more importantly it will provide for a livable, economically viable downtown that improves access and safety for pedestrians and visitors. The recommended order of the implementation of these recommended improvements is thus as follows:

- Transformation of Fifth and Seventh Streets at Broadway into “model” intersections
- Two way conversion of Jefferson Street and (possibly) Broadway
- Enhanced Crosswalks
- Selected corner Bump-Outs
- Two-Way Operation Conversion of Third and Fourth Streets

Gateway Roundabout at West Downtown Entry

The most problematic traffic flow situation in the Renaissance Area is the intersection of Third and Fourth Streets with Martin Luther King Drive, at the entrance of the old Executive Inn property. This is a major intersection due to its location as the entrance into downtown from I-24 and the redevelopment opportunities presented by the Executive Inn property now that it has been acquired by the City. It is a very poor "gateway" into downtown

Paducah and certainly does not convey the image that is desired. It is also an extremely hazardous intersection to both vehicles and pedestrians because of the speed and turning movements of traffic.



A solution that mitigates these hazardous traffic conditions and at the same time presents a strong new signature entry gateway into the Renaissance Area is required. To accomplish these dual goals, a roundabout is proposed. A roundabout is a traffic element that allows for full movement in all directions at slow speeds. This concept will also provide opportunities for better pedestrian connections between LowerTown and the downtown core. The roundabout concept also offers opportunities for better access to existing land uses, economic development, safe traffic operation and improved pedestrian environment. The gateway or roundabout approach also presents opportunities to create a signature access to the proposed convention center hotel that is northwest of Park Avenue and outside of the current floodwall.

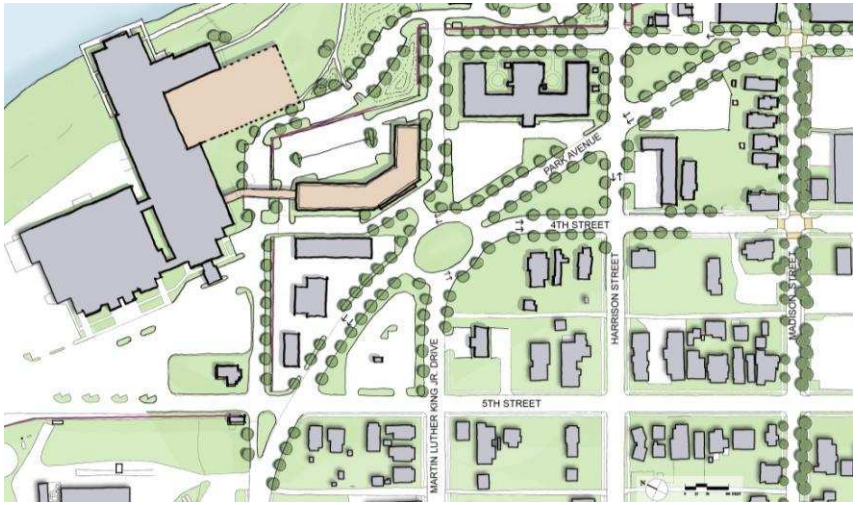


Roundabout example

In particular, a roundabout design will allow traffic to move in a fluid counterclockwise manner after yielding at the roundabout. This will soften the existing full right turn from Martin Luther King to Fourth Street, making it safer than existing conditions. It will also allow for improved and safer pedestrian crossings at this intersection. Finally, the roundabout will itself become a place and an "address", creating real estate value for future development opportunities. The northwest corner of the roundabout is proposed for a new 150 room convention center hotel. This will visually and physically extend the perceived front door of the convention center one block east and that much closer to the rest of the Renaissance Area.

The roundabout described above assumes that Third and Fourth Streets will remain as a one-way pair, with traffic on Fourth eastbound and traffic on Third westbound. If it is proven to be feasible to restore two-way traffic on these two streets, then the roundabout could be transformed to a more circular shape, with a restoration of the street grid and the roundabout centered at the intersection of Fourth and Martin Luther King. This would allow for the elimination of the angled road segments of Third Street between Park and Harrison Streets as the street grid is returned to its former pattern. The net result of this action would be a simpler roundabout with four equal entry points and the opportunity to capture land that is underutilized as a result of the awkward triangular shapes created by Third Street. While this is a significant transportation project, it could yield not only a better and safer movement system, but also the potential for a higher and better use of the land area around the intersection; a win-win situation for the city ultimately.

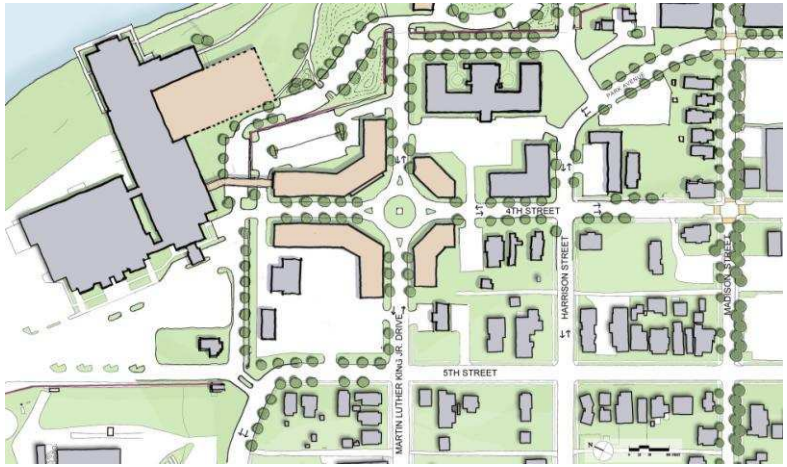
Alternative 1: A two-lane, five-legged roundabout that utilizes existing roadways and provides access to the new convention center hotel. This alternative assumes traffic patterns and access will remain as they are today. Outbound traffic would enter the roundabout and navigate a gentle circular path in the roundabout and continue onto Park Avenue. Inbound traffic from Martin Luther King Jr. Drive will similarly enter the roundabout and continue onto Fourth Street. Connected and continuous pedestrian facilities such as sidewalks and crossing zones at the roundabout will provide for a safe operation and also facilitate for a better access from Lower Town Arts District to the Riverfront District.



Roundabout: Alternative 1

Alternative 2: This alternative considers a traditional four-legged roundabout at the intersection of Fourth Street and Martin Luther Jr. Drive. This alternative consists of changes in traffic patterns including the conversion of Martin Luther King Jr. Drive into a two-way street. A short section of Fourth Street between Harrison and the new roundabout would also be converted into a two-way street. The outbound traffic (Third Street) will be directed toward Harrison Street. This traffic will either utilize Martin Luther King Jr. Drive or use Harrison and Fifth Street in order to merge with Park Avenue.

Alternative 2 provides for additional redevelopment opportunities including the new convention center hotel. The development pattern is more compact and emphasizes the urban form. Connected and continuous pedestrian facilities such as sidewalks and crossing zones at the roundabout (under both alternative designs) will provide for a safe operation and also facilitate for a better access from LowerTown to the Riverfront District.



Roundabout: Alternative 2

Both roundabout alternatives shown here are conceptual in nature and form and will require additional studies to assess and examine traffic impacts and also determine physical and right-of-way rearrangement and/or requirements. The proposed roundabout solution will also provide pedestrian crossing areas of much shorter distances, under conditions of slowed or stopped vehicular traffic that will facilitate far better pedestrian movement south to LowerTown and east to the downtown core and the Riverfront.

The roundabout circle or oval itself provides a new opportunity for a large scale, iconic piece of public art in its center to serve as a literal and figurative gateway welcome to Paducah's art oriented downtown. This gateway symbol of downtown Paducah can serve as the destination art piece that culminates the regional wayfinding system in place from I-24 into downtown, and creates an important reinforcing element while at the same time serving as the welcome element of the wayfinding system.

The Kentucky Transportation Cabinet (KYTC) currently supports the roundabout as an appropriate solution to certain traffic problems. As stated in its July 2010 Design Guidance for Roundabout Intersections, "*the Kentucky Transportation Cabinet continues to support the modern roundabout as a viable alternative for intersection design.*" To ensure successful operation, roundabouts must be placed at appropriate locations and be designed properly for the conditions. The KYTC has developed Design Guidance which should be used when considering a roundabout as an intersection alternative. The guidance recommends that a concept report to be submitted to, and approved by, the Division of Highway Design in order for a roundabout to be identified as a preferred alternative. The report will include operational analysis and determination of lane configuration; identification of design vehicles, and preliminary

layout. Today, there are several modern roundabouts are in operation in Kentucky and many more are planned or being designed as an alternative intersection design. Below, are some examples of roundabouts that are in operation in Kentucky as follows:

1. Lexington: Old Frankfort Pike and Alexandria Drive
2. Boone County: North Bend Road (KY237) at two locations
3. Rineyville, Hardin County
4. Hodgenville city center



KY 1600 and KY 220 intersection- Rineyville, KY



New roundabout to create entryway to historic Old Frankfort Pike- Lexington, KY

The *KYTC*- District 3 in Bowling Green is currently sponsoring a project for a roundabout design near the Western Kentucky University at the intersection of US 31W, Chestnut, Loving Way and US 231X.

Both roundabout alternatives shown here are conceptual in nature and form and will require additional studies to assess and examine traffic impacts and also determine physical and right-of-way rearrangement and/or requirements. Planning level cost estimate: Single lane roundabout: $500,000, while double lane roundabout is: $750,000-1,000,000. These figures assume minor approach realignment, and do not include costs for utilities relocation. Additionally, the estimate does not include right-of-way costs, nor the costs of the traffic analysis and design fees.

Executive Inn Property

For a number of years, the Executive Inn provided the Renaissance Area with a major hotel, entertainment and convention center facility, that not only catered to local residents but also brought visitors and tourists into downtown Paducah. Much like similar facilities along the Ohio in Owensboro and Evansville, the Executive Inn created – in addition to the attractions of the communities in which they were located –a draw in and of itself.

Although the design of the Executive Inn and its internalized approach to its guests did not complement the revitalization efforts of the rest of downtown, it nevertheless played a strong role in marketing the community to others and provided facilities that a town the size of Paducah would not otherwise have to offer.

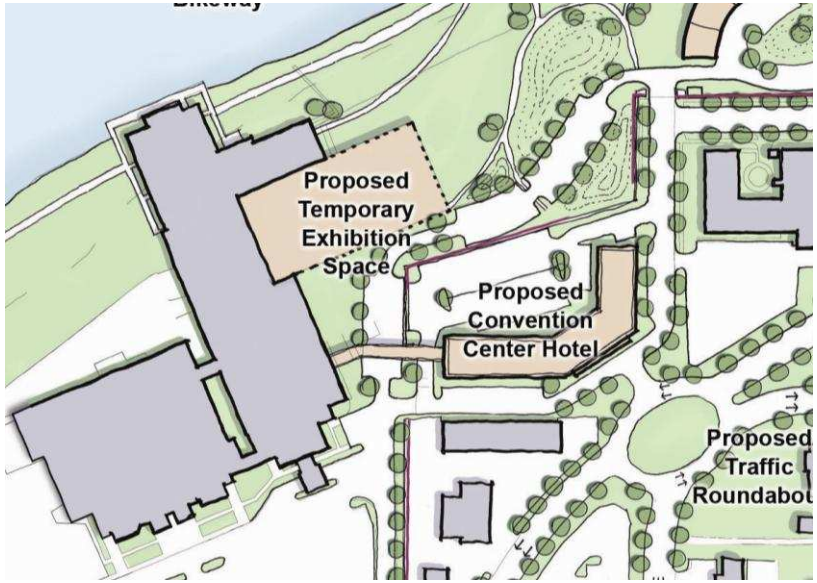
Unfortunately the heyday of the Executive Inn in driving such business to downtown Paducah – with some exceptions like the Quilt Show – had been a distant memory for a number of years prior to its closing. Since its deterioration became evident, it was as much a liability as a continuing asset. The City's decision to acquire the property and demolish most of the facility was a prudent one, as its business model was not longer applicable. It also provided the City with approximately 17 acres of riverfront property that formerly turned its back on the Ohio River. Although the location of the property on the wet side of the flood wall system remains a challenge, the property nonetheless represents a significant asset for the community. The goal of its reuse plan is to optimize its riverfront location, best deal with the flood wall issue, provide a much needed hotel adjacent to the exposition Center, and – most importantly –connect this property to LowerTown, the riverfront area, and downtown core.



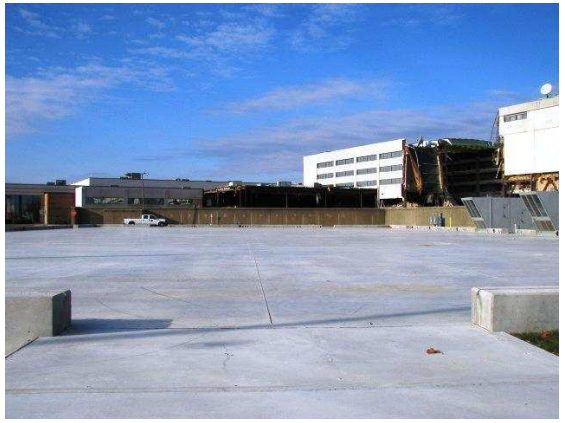
This connection was not a consideration in the original siting and operations of the Executive Inn. At the present time, however, with the property in public ownership along with the strategically located tensile structure parcel, additional development and connectivity opportunities are possible. Combined with the proposed riverfront park improvements, the connecting thematic streetscape initiative (The Binding) and the signature entrance gateway, a desirable and viable redevelopment program for the Executive Inn property is proposed, with a number of important elements.

Exposition Center Hotel

With the demolition of the Executive Inn, downtown Paducah no longer offers lodging, especially rooms needed rooms for multi-day groups or meetings. The hotel analysis supported the market for one of the two downtown proposed Renaissance Area hotels as a convention - focused facility adjacent to, and primarily supporting, the Exposition Center. It is recommended that this hotel of not more than 150 rooms be developed on the two acre site at the corner of Fourth Street and Martin Luther King Drive, the current location of the temporary tensile structure.



This location is strategic as the hotel site for a number of reasons: 1) It sits behind, or the dry side, of the floodwall and is thus protected from major floods; 2) It is one block closer to the downtown core and can better connect to the downtown core and LowerTown as well as the additional hotel; 3) This location serves as the new “front door” for the Exposition Center, with a direct pedestrian connection to the Center; 4) much of its parking can be located on the site, with overflow parking just north of the flood wall; 5) it is highly visible from the street; and 6) it offers expansion or a future additional hotel on the dry side of the flood wall itself.

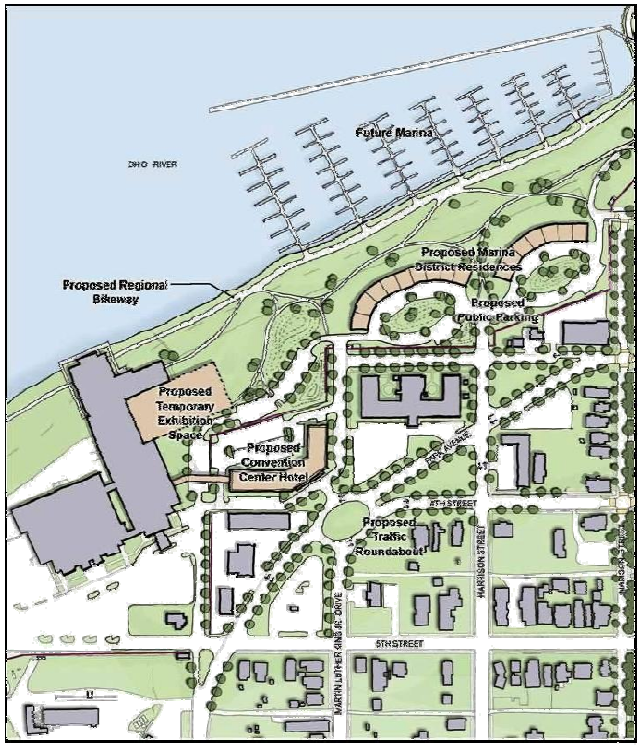


The proposed site has been improved recently to accommodate the tensile structure, and under this proposal these site improvements will be lost. While this is true, these are short term costs that pale in comparison to the overall benefits of having a highly visible hotel on the dry side of the wall and better connected to downtown and LowerTown. The tensile structure was initially conceived as a

temporary structure that could be moved to a different location when the time was appropriate. The purchase of the tensile structure was a prudent one by the community, and the structure can continue to be a valuable asset for Paducah's convention and trade show business by its relocation just north of the site and directly connected to the renovated Exposition Center. Under this configuration, it can now be used on a permanent basis since it will by physically connected to the Exposition Center and thus will not be subject to the State requirements that now prevent it from remaining erected permanently.

Marina District Residences

The remainder of the property has dramatic opportunities for reuse, although tempered by two concerns: 1) it remains within the wet side of the flood wall system; and 2) its redevelopment must complement, not compete with, the development goals of the overall Renaissance Area. To accommodate these issues, two clusters of residential units are proposed on the site of the existing Executive Inn that lies between Martin Luther King Drive and Madison Streets extended. This five acre tract – now vacant with the demolition of the former hotel - offers sweeping views of the Ohio River and direct access to the proposed marina, which has recently been moved slightly to the west for environmental reasons, and will thus be closer to these residences, adding to their market appeal. The units are envisioned as three story flats atop one level of parking. These units, about 50 – 60 in total, will be single-loaded, with all units facing the river, but well above the 100 year flood line (parking will be at flood level).







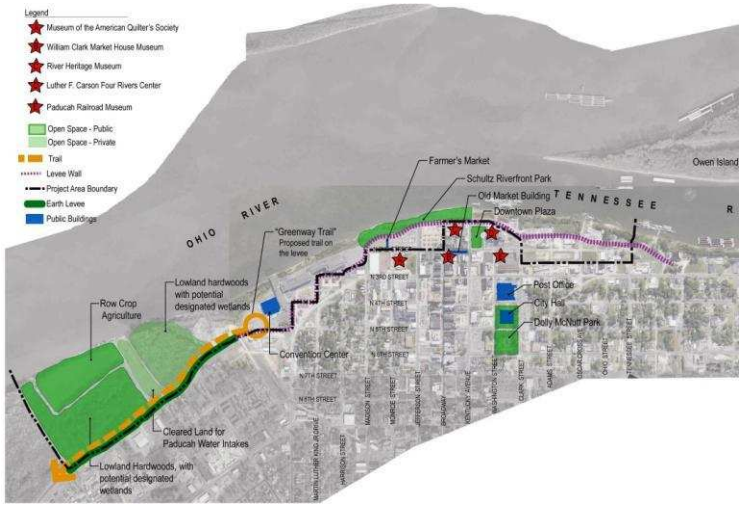
Comparably scaled riverfront housing

This type of residential development is desirable for a number of reasons. First, a residential area is much less concerned with lack of visibility due to the flood wall fronting the property, especially with their "front doors' opening directly out on the river promenade (see next paragraph). Second, parking at the ground level provides the least disruptive way to accommodate flooding events, which occur infrequently but nonetheless do occur; 3) a residential cluster on the eastern portion of the property encourages a strong connection – and additional customers - to downtown; and 4) the adjacency of the riverfront park and a residential cluster is mutually beneficial.

The proposed reuse of the Executive Inn property in this manner also creates the opportunity to "complete" the community's bicycle and pedestrian trail from the downtown riverfront to the levee just west of the Executive Inn property. Currently no connection exists. A broad public promenade and regional bicycle path can be continued from the point immediately adjacent to the marina to the level, utilizing the existing riverfront berm on the property. If this berm was enhanced, it would be at similar grade as the second level



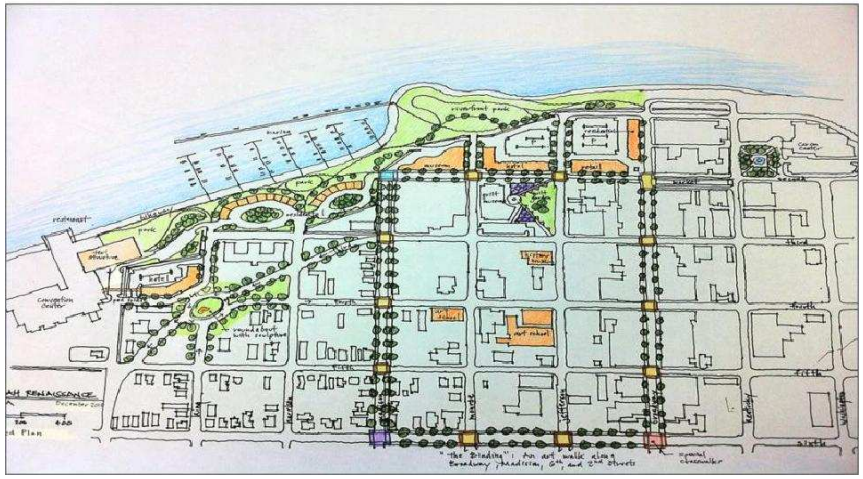
Existing Executive Inn property berm



of the residences, so that the lobby/ground floor of living space would directly access this amenity. In addition, public access will be ensured. Additional public green space will be allocated at the northern termini of Martin Luther King Drive and Harrison Streets, so that these view corridors will allow public access as well. Finally, some 30 – 40 public parking spaces will be provided in this area for marina users or for visitors to the relocated River Discovery Center or the Captain Higgenbotham.



Improved berm prototype





Improved berm as riverfront walkway

Summary of Major Recommendations

Physical Connections

- Design and Construct "The Binding" as the Renaissance Area's primary connective streetscape. Highlight Broadway, Second, Madison, and Sixth Streets. Consider a Downtown Core Loop and a LowerTown Loop as future extensions of The Binding.
- Create themed pedestrian crosswalks at major Biding intersections
- Create consistency of streetscape furniture
- Develop National Quilt Museum Garden

Building Critical Mass

- Support Proposed Museum expansion projects
- Continue to locate activity generators and attractions within Binding area. Build off downtown's "healthy edge."
- Transform four block downtown nexus into Paducah's "Town Square," a more intensive mixed-use hotel, residential, retail development with internal replacement and support parking
- Locate CW Higgenbotham Towboat at heart of downtown, and/or in conjunction with relocated River Dsicovery Center.
- Consider west end of Farmer's Market lot for river view open space if not used for towboat/River Center location
- Proactively support additional housing within the Renaissancee Area. Priority areas: Town Square, upper floor conversion of existing properties, Executive Inn site, LowerTown infill, Tenth to Fountain Avenue spine.
- Support and market Maiden Alley Arts Axis
- Create new water features within RAMP area. Begin with proposed Carson Center Plaza
- Expand programming and support Paducah School of Art as downtown's major "arts center."
- Expand Market House Theater into vacated Market House space. Consider weekend crafts market at Market House Square
- Continue and accelerate City's tradition of downtown property acquisition parcels within Binding area become available or attainable.

Increasing Tourism

- Create improved signage and wayfinding from I-24 interchanges to the Renaissance Area.
- Enhance the Renaissance Area's presence in Whitehaven Visitor Center through special displays or showroom.
- Develop the "Binding" to better link historical places and other sites within the Renaissance together.
- Reinforce critical mass of current cultural and attractions with area-wide themed development.

Internal Marketing Strategies

- Create more consistent hours for artists in the LowerTown Arts District.
- Develop more activities and experiences that focus on the arts and related areas, such as health and wellness, culinary arts, and recreation.
- Build new hotels to better attract and retain cultural tourists and induce new (former) convention and event demand. Two hotels – each catering to one of these segments – should be planned.
- Strengthen reinforcing thematic elements of the overall downtown brand and improve connections within the Renaissance Area
- Expand the River Discovery Center and the Market House Museum as key attractions that would appeal to additional market segments.
- Continue to support and expand events and festivals in the Renaissance Area.

External Marketing Strategies

- Maximize opportunities to connect with regional assets, such as Land Between the Lakes and agri-tourism venues, in order to create day trip itineraries for tourists who use Paducah as a headquarters to explore region.
- Explore new multi-state and regional partnerships. A low cost public relations and publicity focus, like Mid-Atlantic Tourism Public Relations Alliance, is a good approach. Scenic byways and trails that connect Paducah to other destinations within the region present an opportunity to extend Paducah's reach among tourists traveling to and through the area.
- Focus on evaluation to refine marketing tactics at local, regional and super-regional (tourist markets) levels.
- Use Renaissance Area redevelopment milestones as cause for celebration through marketing activities and publicity.
- Publicize more heavily the national recognition that Paducah has already received, such as the Distinctive Destination Award.
- Develop a full effort to be included in the next edition of "The 100 Best Art Communities in America"

Downtown Hotel(s) Strategy

- There is current unmet demand for hotel properties in the overall downtown area. The City should move forward in soliciting interested parties.
- Two hotel properties are supported: a convention – focused one adjacent to the Exposition Center, and a more limited service boutique style hotel in the heart of the downtown area
- The convention center hotel should proceed first, but be limited to not more than 1`50 rooms
- The downtown boutique hotel should be part of a larger, mixed use development if possible
- The best location for a downtown hotel is within the proposed Town Square development. However, alternative locations within The Binding may be considered.

Reinforcement of Downtown Character

- Proceed immediately on the development of an arts-themed Regional Wayfinding system from I-24 into downtown. An east route from Exit # 11 and a west route from Exit #4. Each should be lighthearted in nature and provide opportunities for public art installations combined with artistic flourishes on existing industrial infrastructure
- Augment the Regional Wayfinding system with a spur onto and along Fountain Avenue
- Introduce additional river and water themed elements into the dry side of the floor wall. These may include
  - additional river view opportunities for the public
  - new water features,
  - the proposed Towboat attraction
  - public art highlighting the continuation of a robust river industry

Proactively support business development within the Historic Core

- [ ] Restore commercial streetwall on Broadway from Second to Water Streets
- [ ] Increase technical assistance to property owners and potential tenants
- [ ] Consider selective demolition and infill in appropriate locations under a public review process
- [ ] Target funds that can be used in a flexible manner for high priority property acquisition, owner/developer and/or tenant assistance
- [ ] Adjust Historic District and Design Review boundaries to insure greater consistency
- [ ] Consider creation of targeted downtown commercial loan fund to accommodate inefficiencies in retail/commercial marketplace
- [ ] Consider pilot "lease-to-own" retail tenancy program
- [ ] Seek opportunities for joint building renovation under a cooperative or master developer arrangement
- [ ] Make selective improvements to Broadway streetscape, especially at intersections. Highlight its Victorian character
- [ ] Convert Jefferson and Broadway to two-way traffic operations, beginning with Jefferson Street
- [ ] Develop themed streetscape amenity program

Transportation

- Replace surface parking with structured parking on Town Square and Farmer's Market lots as part of mixed-use "Town Square" development
- Work to convert Third and Fourth Streets to two-way operation as a viable long term strategy
- As shorter-term strategy, institute measures to slow traffic and improve the pedestrian environment along Third and Fourth Streets. These measures include
    - Signalized Intersections
    - Four-way stops at Fifth and Seventh at Broadway
    - Special cross walks
    - Sidewalk Bump-Outs at Intersections
- Convert Jefferson and possibly Broadway to two-way operation
- Improve traffic and safety issues at Martin Luther King Drive at Third/Fourth Streets
- Consider creation of signature West Entry Gateway at this location by use of a roundabout design. Roundabout is appropriate in either one-way or two-way configuration of Third and Fourth Streets and provides site for major Gateway public art installation.

Executive Inn Property

- Develop convention – focused hotel on dry side of floor wall, on existing tensile structure site. Connect via pedway over flood wall

- Relocate tensile structure to a permanent location directed connected to east side of Exposition Center, allowing for year round operation.

- Improve existing riverfront berm (non-flood protection) to connect the riverfront park pedestrian and bicycle path with the levee trail just west of Executive inn property, thereby providing continuous trail

- Encourage residential development of three to four stories on east portion of property, closest to downtown and the riverfront park. Lower level (non-flood protected) for parking, second level (flood protected) at grade with ped/bike path berm

- Additional parking on east end to support downtown attractions