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Business District

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**DOWNTOWN REVITALIZATION STRETEGIES FOR THE
GLASGOW, KENTUCKY CENTRAL BUSINESS DISTRICT**

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Abstract

The City of Glasgow is a small, rural community of approximately 14,000 residents located in South Central Kentucky. Currently, the city is participating in a program called Renaissance Kentucky, a program designed to aid small and mid-size communities in their efforts to reinvigorate their central business districts. The purpose of this thesis is to propose strategies for the revitalization of downtown Glasgow by using both a quantitative and qualitative analysis to assess the economic vitality of the community and identify key barriers to business growth. The intent is to identify sectors that are expanding or contracting, the rate of that growth or decline, and then form a determination as to whether growth could potentially be channeled into the downtown area. Specific quantitative techniques include an analysis of economic base and an analysis of historical growth by industry sector. The qualitative analysis will employ the Delphi Technique, a process similar to a focus group without actual contact between participants.

Results of the analysis identified three key barriers that are prohibiting growth from occurring within the Glasgow, Kentucky central business district. These include: parking, traffic circulation, and a series of blighted buildings. The city has experienced some recent decline in employment, especially in the manufacturing sector, but overall growth has remained strong. The thesis proposes presents recommendations to address these barriers, actions that will create an environment that fosters business growth in the city's downtown.

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Chapter 1: Introduction

Background

Since the early 1900's, the downtown has been the epicenter of American urban activity. It served as the focal point of the community, located at the convergence of major transportation modes and serving as a center of trade and commerce for the hinterland population. It was the place where people would come to shop, to exchange goods, to gather, to celebrate, and to mourn. The events, parades, declarations, and festivals that were witnessed on the streets of the downtown served as critical turning points for its respective community and, in some instances, the nation. For this reason, the downtown is a reflection into a community's past, its heritage, containing buildings and structures that date to its inception. It reminds the city of who it is and from where it came.

Developed at a time that preceded the automobile, the downtown was an area characterized as a dense, very compact environment. Destinations were close to one another, and residents could easily walk from one place to another, performing a variety of functions in one general location. This emergence as a central activity center for the community in the context of a pedestrian friendly environment allowed the streets of the downtown to come alive as a nucleus of human activity. Furthermore, because of the convenience offered by the downtown area, it quickly emerged as a center of retailing, office/finance, and entertainment. Corporations would define their identity by the massive structures erected within a city's central business district, edifices that would soon become symbolic icons of the downtown's power and influence (Robertson 1995).

Nonetheless, American preferences would soon change, and the period following World War II would prove a formidable challenge to our city centers. The advent of the automobile, the construction of the Interstate Highway System, and low cost financing of single-family housing would set into motion a series of events that would cause American cities and towns to sprawl outward, decentralizing the downtown and robbing it of its most essential functions (Krohe 1992). As a result, the downtown would enter a downward spiral during which its economic activity and influence would wane. The decrease in density would create new spaces that would prove to be fatal to the physical fabric of the downtown, and the vitality once associated with the city center would diminish (Robertson 1995).

This phenomenon would create very formidable challenges for downtowns large and small. As a result, downtowns would be forced to reinvent themselves, to define unique niches and specialized roles in an ever-changing American culture. Downtowns must be forced to capitalize on their existing assets and develop strategies to address their weaknesses. That is exactly what this thesis is designed to accomplish. The Glasgow, Kentucky central business district is not that dissimilar from the thousands of other downtowns across the United States. Its role has changed with the changing preferences of society, and as a result, it is an area that has been presented with a challenging road ahead. Renaissance Kentucky, a program in which the city is currently participating, was developed to aid communities within the Commonwealth of Kentucky with their revitalization efforts, addressing the challenges facing the downtown. This thesis is

designed to present a framework through which downtown revitalization can occur within the Glasgow, Kentucky central business district.

Objective

The objective of this thesis is to propose strategies for the revitalization of Glasgow, Kentucky's central business district using both a quantitative¹ and qualitative analysis to assess the economic vitality of the community and identify key barriers to business growth. Chapter 1 will provide an introduction into the Renaissance Kentucky program and provide background information on the City of Glasgow. Chapter 2 will present an overview of the pertinent literature pertaining to downtown revitalization and specifically, a description of some of the more successful strategies currently being used. Chapter 3 will provide a detailed description of the methodology that will guide the analysis of the Glasgow, Kentucky central business district. Chapter 4 will present the findings of the research, and chapter 5 will provide a few over-arching recommendations that the City of Glasgow may wish to follow based on data collected through the research.

Renaissance Kentucky

Renaissance Kentucky was instituted by Kentucky Governor Paul Patton in 1997 as a downtown revitalization initiative for small and mid-size communities throughout the Commonwealth. The mission of the program is to "recognize and honor those communities that have maintained or restored their central downtown areas as safe,

¹ The majority of the data for the quantitative analysis will be obtained from County Business Patterns. County Business Patterns collects data on the county level. Because Glasgow and Barren County are rural in nature, data for subunits of local government is limited. Therefore, the quantitative analysis of this thesis will focus on the county level rather than the city level.

vibrant, efficient and functional urban cores and to provide support and assistance in development strategies for those communities that want to improve their downtowns” (<http://www.kyhousing.org/communitytech/RenKy/resources/GovRep2001.pdf>). The program is designed to channel state and federal resources to a select group of communities that have achieved significant progress in downtown revitalization efforts. By doing this, the program is able advance the efforts in those communities where synergies are in place and tangible actions have been taken to enhance the downtown area. Renaissance Kentucky places its emphasis in four key areas: organization, design, promotion, and economic restructuring.

Renaissance Designations

Communities participating in Renaissance Kentucky are awarded either a bronze, silver, or gold designation, each level representing a higher level of achievement in its downtown revitalization efforts. A community identified as “Gold” has made significant progress in its revitalization efforts. Gold level communities have a organization promoting the downtown area as well as full or part-time professional staff, and these communities are distinguished as having strong committee involvement, an articulated vision for the area has been identified, and a redevelopment plan is in place through which the goals and objectives of the plan can be carried out.

Communities identified as “Silver” have a dedicated agency promoting the downtown area with either full or part-time staff. These communities have been able to obtain a

limited amount of financial support, and they have achieved some success in their downtown revitalization efforts.

Bronze level communities are at the beginning stages of any type of formalized revitalization effort. Nonetheless, the community has expressed an interest in downtown revitalization, and community leaders have shown commitment to bringing the effort to fruition. Bronze level communities must progress to a silver level designation in order to continue its participation in the program.

Renaissance Glasgow

The City of Glasgow initiated its participation in the Renaissance Kentucky program in 1999. On September 27, 1999, the Mayor and City Council hosted a public forum that would also serve as a community visioning and needs assessment process. Participants ranged from community leaders to downtown business owners, and they were asked to identify and prioritize those issues that must be addressed before the City of Glasgow and downtown Glasgow can reach its highest potential. From those that attended the initial public hearing, a Steering Committee was formed and charged with the task of creating a detailed plan and implementation strategy for the downtown area. The formation of the Steering Committee marked the start of Renaissance Glasgow, an organization designed to manage, coordinate, and promote the Glasgow, Kentucky central business district. Initially, the City of Glasgow was accepted into the Renaissance Kentucky program as a Silver level community. Since that time, the community has applied for advancement to the Gold level status, a designation awarded to Glasgow in August 2003.

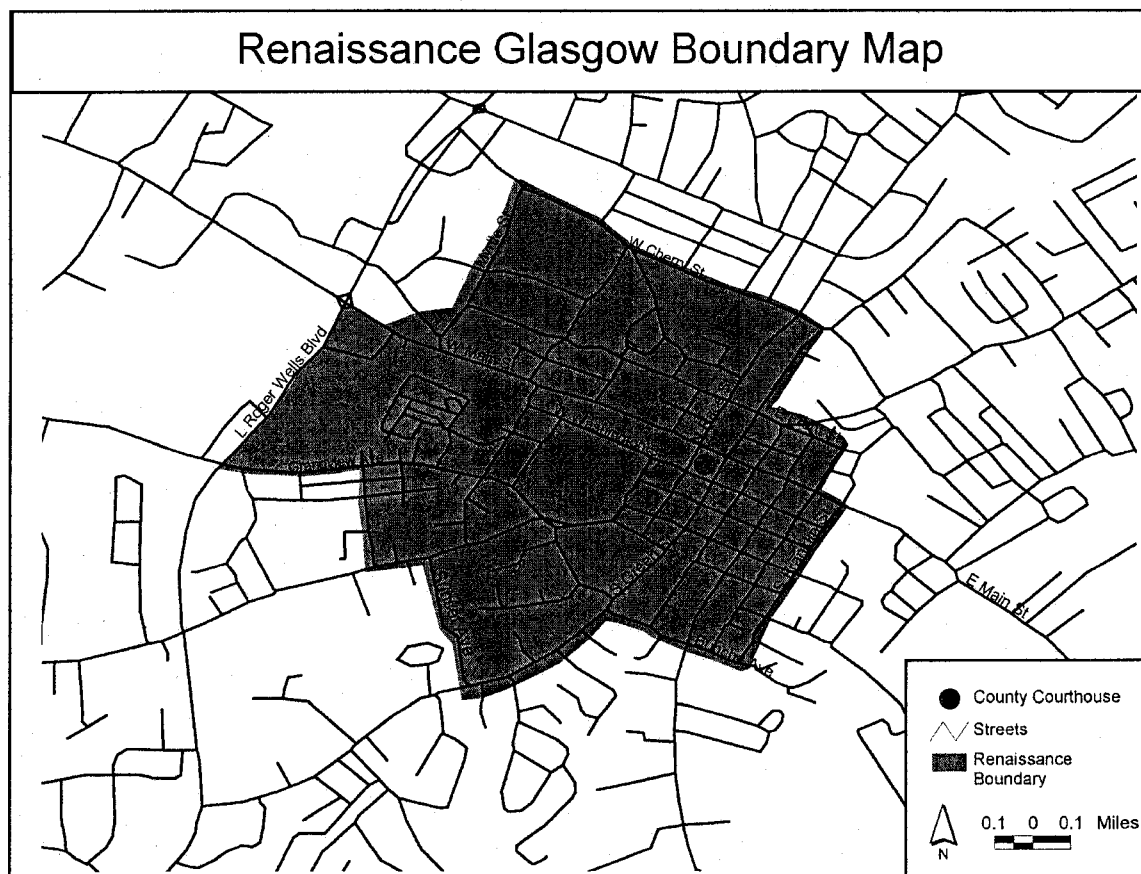
Based on the input received from the public hearing, a series of goals and objectives were drafted, adopted by the Renaissance Steering Committee, and finally approved by the City Council on January 24, 2000. At this point, the Steering Committee began to organize the goals and objectives into specific tasks, and consequently, five subcommittees were created to execute these tasks. The subcommittees of Renaissance Glasgow include: the Infrastructure Team, the History and Architecture Team, the Appearance and Beautification Team, the Economic Development Team, and the Community Services and Quality of Life Team. Each individual subcommittee was charged with developed its own goals and objectives as well as specific action steps to accomplish them.

Renaissance Area Boundaries

The designated Renaissance area in downtown Glasgow encompasses a large portion of the developed area. The boundaries include, but are not limited too, West Cherry Street on the north, South Franklin Street on the east, Bunch Avenue and South Green Street on the south, and Sunset Avenue, Combs Boulevard, South L Rogers Wells Boulevard (31-E Bypass), Kentucky Street, and Myrtle Street to the west. The extension of the Renaissance boundary to the 31-E Bypass, the corridor that contains the majority of the city's strip retail development, was done to include the area around the Glasgow Municipal Cemetery, the site of a historic Civil War Fort. Other significant properties included in the Renaissance area include: the South Green Street residential historic district, the location of many of the city's vintage homes, the Liberty Street Campus, a

historic campus which served as a branch campus for Western Kentucky University but initially the site of the Glasgow Teacher's Academy, and the Myrtle Street redevelopment project. Many of these sites played pivotal roles in the evolution of the City of Glasgow, and their inclusion into the Renaissance area qualifies them for potential restoration financing.

Illustration 1:1



Glasgow, Kentucky – An Overview

Location

Glasgow, Kentucky is located in South Central Kentucky approximately ninety miles south of the Louisville, Kentucky Metropolitan Area and eighty-six miles north of the Nashville, Tennessee Metropolitan Area. Highway access is via the Cumberland Parkway, a major four-lane limited access intrastate highway. The City of Glasgow is also served by Kentucky Highways 31-E, 68-80, 90, and 1297. Interstate 65, a major north/south transportation corridor, is approximately nine miles to the northwest.

Illustration 1:2

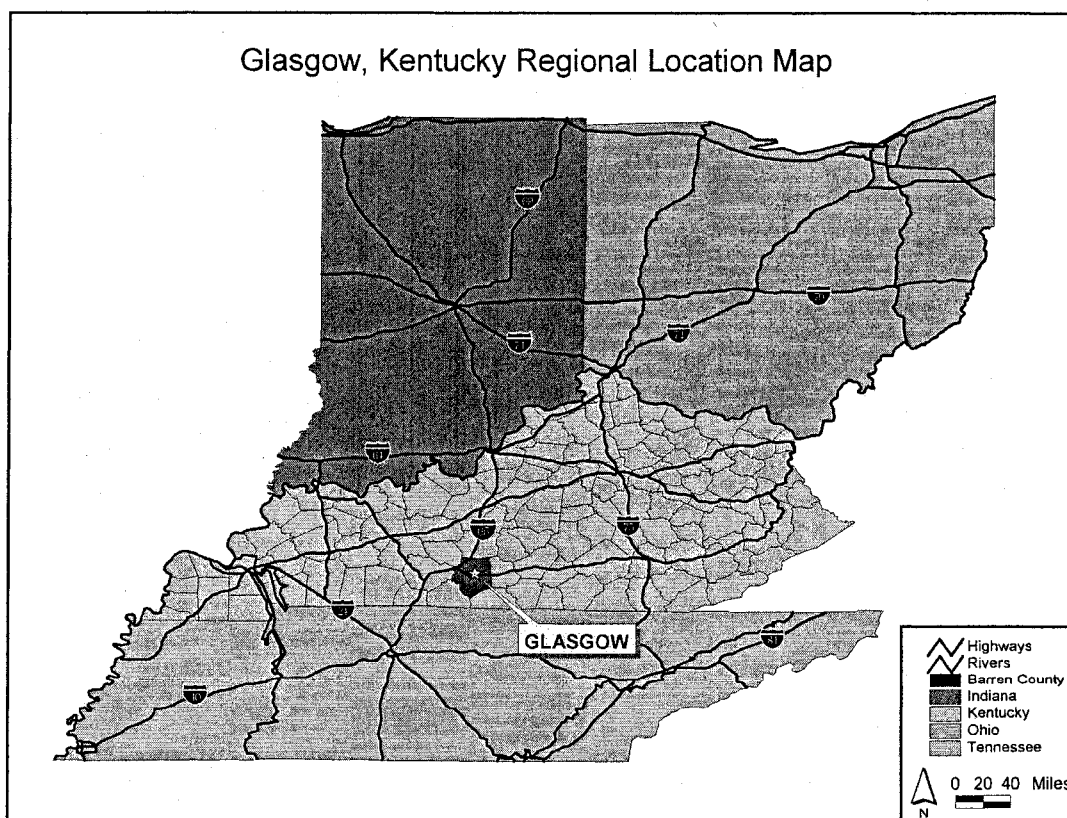
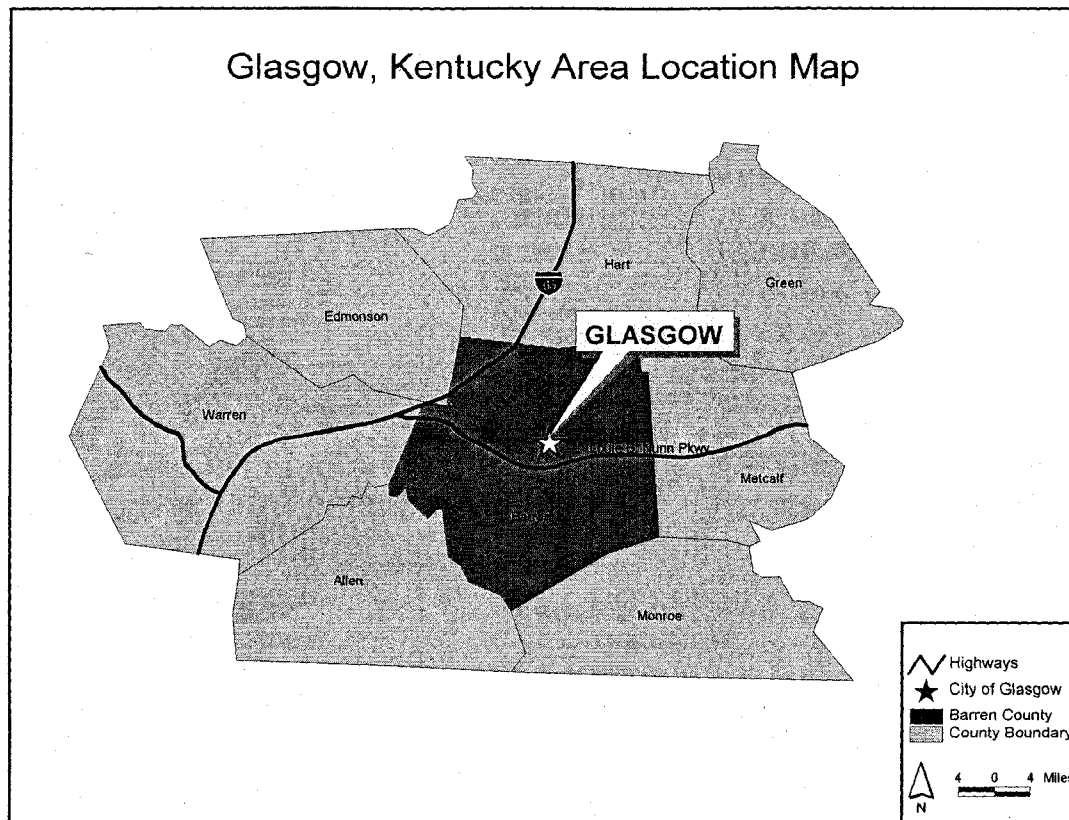


Illustration 1:3



Demographic Profile

According to the 2000 decennial census, the current population of the City of Glasgow is 13,019. As the largest city within Barren County, the City of Glasgow serves as the principal service and government center. Barren County had a 2000 population of 38,033. The Barren County area has experienced population growth over the past decade, increasing at a rate of 11.9 percent from 1990 to 2000. The Bureau of the Census predicts that growth will continue through 2030, maxing at 51,524 for Barren County (<http://ksdc.louisville.edu/>).

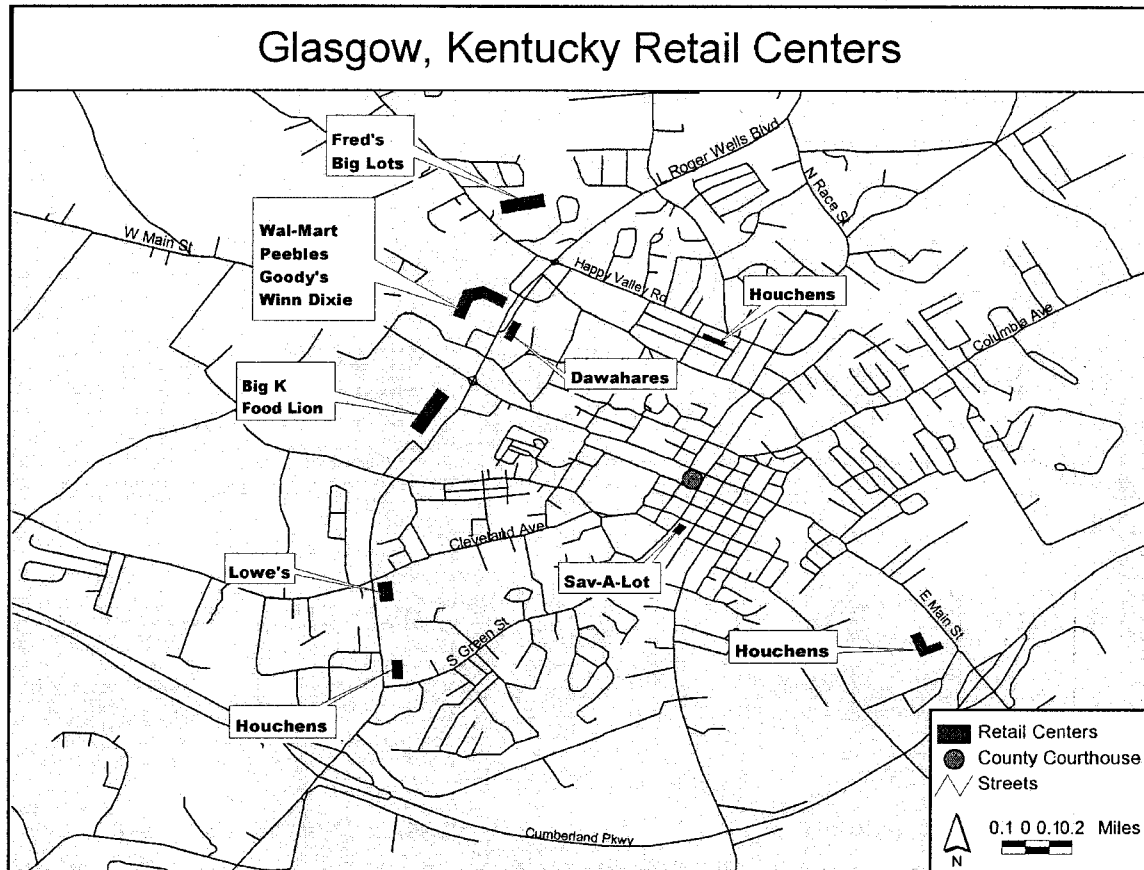
Economic Profile

The Barren County economy has performed well over the past decade, increasing employment from 15,620 in 1990 to the current level of 17,252 in 2000 (Kentucky Department for Employment Service's Labor Force Statistics). The majority of the residents of Barren County are employed in the service and manufacturing sectors, though agriculture continues to play a vital role in the region's economy. Key industry groups include: printing and related support activities, transportation equipment manufacturing, and primary metal manufacturing.

Retail Profile

The City of Glasgow serves as a regional retail center for many of the surrounding counties, particularly those counties to the north and east of the city. The city does compete with the much larger Bowling Green market, located to the southwest of the city and home to the area's only regional mall. Nonetheless, several major retailers are represented within the Glasgow market. The city's retail complement includes: six grocery stores, three clothing department stores, four discount retailers, and one home improvement warehouse store. Specific retailers that call the city home include: Wal-Mart, K-Mart, Peebles, Goody's Family Clothing, Dawahares, Fred's, Big Lots, Food Lion, Win-Dixie Marketplace, Houchen's Food Stores (3 locations), Sav-A-Lot Food Stores, and Lowe's Home Improvement Warehouse.

Illustration 1:4



The majority of retail development resides along the US 31-E Bypass, also known as the L Rogers Wells Boulevard, in the form of multiple strip center developments of varying size and composition. It is along this corridor that the majority of the national retailers are located. Retail development located in other areas of the city is generally limited to locally owned stores and shops, servicing the local population. Retail located in the downtown consists of several small specialty shops as well as multiple service related firms, concentrated highly in the financial and legal field. The City of Glasgow serves as the county seat for Barren County, and the majority of city and county government

offices are concentrated in the downtown area. As a result, many of the retail and service businesses located in the downtown cater to this function of the city's economic base.

Downtown Profile

The Glasgow, Kentucky central business district serves as a banking/financial and government center for Barren County and surrounding counties. Four of the community's regional banks have their main branches in the downtown, the City of Glasgow and Barren County government centers are located downtown, as well as the police/fire headquarters, the public library, and the county health department. Downtown is home to a three story museum/cultural center serving the South Central Kentucky area and located in a restored building that once served as a garment manufacturer. Multiple service related firms, specialty retail stores, and other office users are represented within the downtown area.

Four of the cities major arterial highways, South Green Street, North Race Street, East Main Street, and West Main Street, converge in downtown Glasgow to create a central square. At the center of the central square stands the Barren County Judicial Center, a four story, columned government center surrounded by lawns, landscaping, and greenspace. It is this central square that serves as the symbolic and physical heart of the City of Glasgow. Surrounding the central square on each side are buildings of varying ages and designs, containing uses that including government offices, financial institutions, service firms, restaurants, and retail stores. The central square is home to multiple community gatherings, events, parades, and large-scale concerts.

Illustration 1:5; Downtown Glasgow Aerial Photograph
Source: www.glasgow-ky.com



Chapter 2: Literature Review

Downtown: The Rise and Fall

The settlement of the American frontier brought with it scores of new residents into areas of the country that were previously uninhabited and undeveloped. Farms and homes began to dot the countryside as newcomers began to embrace the American dream of unlimited opportunity and freedom. This was a land built upon the dream of free enterprise and capitalism, and the immigrants that ventured west did so to exploit the seemingly unlimited resources of a brave new frontier.

As the westward movement occurred, new towns were founded as centers of commerce and trade. Built upon crossroads, springs, or along the banks of a waterway, these communities quickly grew to become centers of trade, culture, and government for their hinterland population. As the population of these newly-founded settlements exploded over the following decades, distinct centers of activity began to emerge; a central activity point known as the downtown evolved, easily accessible by mass transit and built to accommodate the needs of pedestrians. The downtown became the point at which all major transportation links converged, and major destinations were built close to another, creating a dense pattern of development that seemed to pulsate with human activity. As the prominence of the downtown increased, becoming the symbolic heart of the rapidly expanding American city, the central core became the preferred location for a variety of functions, including retailing, office/finance, and entertainment. Stores and department

stores became symbolic icons for their respective cities, and office functions were attracted to the prestigious locations downtown offered as well as the proximity to like-minded enterprises and support functions (Robertson 1995).

It was not long before the forces of an ever-changing American society would create cultural and societal changes that would lead to the demise of many of American central cities. After reaching its peak during the 1930s, the American downtown would endure a steady, downward decline due, in part, to major global events and the ever-changing preferences of American society (Robertson 1995). The Great Depression of the 1930s would cause virtually all economic activity to come to a grinding halt, and the ensuing world wars would divert the majority of the nation's resources to military purposes. Following the war, the pent up demand for housing reconciled by low-cost financing initiatives, coupled with the advent of the automobile, would set the stage for the development of major suburban communities on the fringes of many American cities. Single family, detached dwellings became the preferred housing type for millions of Americans, and the construction of the Interstate Highway System provided easy access to these refuges from the hustle and bustle of the central city (Krohe 1992).

As the population shifted from the central cities to the suburbs, so did many of the activities once synonymous with the downtown. Most notable is the decline of downtown as a center of retailing activity. Stores and shops would follow residents to the suburbs, and advent of concepts such as the regional shopping center, big box retailers, and category killers would prove fatal to downtown retail. National retailers would replace

the independent counterparts that dotted many "Main Streets," and the downtown's share of retail activity would decrease from nearly twenty percent of the national total in 1954 to just four percent in 1977. Even more fatal would be the rise of Wal-Mart, a chain whose site selection strategy is to locate in an area outside of the central city to take advantage of cheap, unzoned land. The one-stop shopping culture that characterizes Wal-Mart would make many of the stand alone stores within the downtown obsolete and unable to compete with the discounter's purchasing power (Anderson 1994).

American society embraced the automobile making it the transportation medium of choice for the majority of the nation's residents. The increase in traffic volume necessitated highway and street improvements that were often undertaken in areas not accessible to the city's core. Bypasses were constructed that were designed to divert traffic away from and around the downtown area, and it was not long after that business activity soon followed. Activities, both retail, government, and cultural, decentralized and resituated themselves on suburban sites, and the downtown was no longer home to the critical mass of activity within close proximity that it was before (Robertson 1995).

Author James Krohe Jr. sums up this phenomenon the best in his article, "Is Downtown Worth Saving?" when he said, "Once upon a time all thing important to a region happened at the center. All roads led to the center -- that is, before the discovery that they led away as well..." (Krohe 1992 p.13).

As the number and intensity of activities in city's central core continued to thin, downtown spaces were created that were vastly different than those of the early 1900s,

when they were built to accommodate the pedestrian. Traffic congestion increased, and to accommodate the demand, streets widened and sidewalks narrowed (Vermilyen 2000). Destinations were no longer within walking distance from one another, and buildings were razed to serve as parking. The result was an environment characterized by “dead spaces” and one that was aesthetically unappealing for the pedestrian. It is the decline in pedestrian activity that robs downtown streets of their sense of activity, a key gauge of its overall vitality (Robertson 1995).

An Untapped Opportunity

As the American downtown entered a downward spiral of decay, many other urban problems consequently followed. The decentralization and “thinning out” of many downtowns left in its wake infrastructure, built to sustain a much higher density of development that proved to be costly to maintain. Furthermore, as the employment and population base of downtown neighborhoods began to erode, so did the tax base, leaving fewer resources to combat the growing list of ailments plaguing the downtown area. Physical decay of buildings, abandoned stores, and increased crime were just a few of the problems that would arise and propel the downtown even further into decay.

As the problems facing the downtowns of both large and small communities began to reach epidemic proportions, community leaders all over the country began to recognize that the dynamic through which a downtown can survive are different now than they were at their pinnacle. Not only were the escalating fiscal costs of the downtown decay

proving to be overwhelming, but communities leaders from across the nation recognized that the health of the community, both financially and socially, was directly correlated with the health of downtown. Dolores Palma states it best in her article, "Born Again, Downtown Revivals Offer Salvation for Cities." By saying, "As downtown goes, so goes the entire community" (Palma 1997. p. 26). Downtown was and still is the symbolic heart of its respective community, and in many instances, a community's perception of itself is built on its perception of its downtown. Communities with revitalized downtowns, occupied storefronts, and busy sidewalks are more attractive for quality investments by businesses and industry (Palma 1997).

Aside from the fact that the health of the downtown area is considered a barometer of the health of the overall community, a city's downtown area offers much more in terms of providing an environment that is distinctive and unique from any other in a community. The manner in which it was constructed as a centralized gathering place for a multitude of community activities resulted in the creation of an urban form that was compact, pedestrian friendly, and characterized by a higher density of development, characteristics that remain intact despite market and development pressure. Buildings built as icons of their day remind the community of its past, and it is the architecturally distinctiveness of these structures that create an environment that is attractive to visitors and residents alike. The downtown of a community serves as a "mirror of who we are, where we came from, and, to a great extent, how we got there," (Krohe 1992) and it is for this reason that downtown is a magnet for the entire community. In many instances, the density and compact nature of the built environment, the unique architecture, and the history

associated with the downtown combine to create a sense of place that is often unmatched in suburbia (Robertson 1995).

Because of an increased recognition that the downtown offers opportunities not often found in other areas of a community, investment within the cores of communities, both large and small, has been at an all time high. An estimated \$10.9 billion of public and private dollars have been invested in Main Street communities over the past several years (Hicks 1999). Furthermore, the National Main Street Center in Washington estimates that revitalization efforts across the country have resulted in both a twenty percent increase in the number of new jobs and the number of new business start-ups. Downtown property values are up as much as ninety percent, and central city vacancy rates have decreased from their peak of thirty-two percent to their current rate of approximately six percent (Herszenhorn 1997). The renewed interest in many downtowns have solidified community tax bases, provided new opportunities for residents, redeveloped downtown neighborhoods as residential areas, increased rents for property owners, and brought vitality back to the city center.

Elements of Success

Downtowns across the United States are experiencing a rebirth that is unmatched since the latter half of the 1900s. Downtown revitalization efforts are producing success story after success story, and people are flocking back to the central cities of communities both large and small. However, not all programs are being met with an equal success rate, and

for every one success, there is a failure. Those that have succeeded have done so because their leadership has recognized the fact that downtown is a fundamentally different place than it was at its height during the 1920s. The physical, cultural, and social dynamics of the urban core have undergone considerable change, and those programs that have achieved the most success are those that have taken this into account as downtown revitalization efforts have been employed.

Recognizing that the downtown area serves a fundamentally different purpose than it once did and incorporating this fact into any revitalization strategies is only the first step toward achieving a success renewal program. The most successful strategies have been tailored to address the challenges facing that particular downtown and capitalize on the areas unique set of assets. The downtown of one community is fundamentally different than another, and strategies used in one community may not achieve the same level of success in another. Therefore, each revitalization strategy must be designed specifically for the community for which it is targeted.

Despite this fact, several elements observed from the revitalization strategies of communities large and small have emerged as common. Though the specific approach used by each community is different, the recognition of the importance of incorporating these elements into an overall strategy has become characteristic of many of the most successful downtown revitalization programs. The following is a discussion of those aspects that have surfaced time and time again in revitalization strategies of communities of all sizes:

An Emphasis on Strategic Planning and Visioning

Unlike the days when the downtown was the epicenter of a community's retail base, the downtown is now forced to compete directly with suburban strip centers, category killers, and the regional mall. These more recent retail phenomenon bombard the consumer with elaborate, focused marketing messages on a daily basis, and all of these entities operate under specific, action-oriented business plans based on detailed demographic and consumer preference data (Palma 1997). These entities have clearly defined goals and objectives, they know exactly what the consumer wants, and they the most effective manner in which to deliver it.

Community leaders are becoming increasingly aware that in order to position the downtown as competitive, it must operate under the same principles. Though it is highly recognized that the downtown will never be able to compete directly with the regional mall nor will it be able to match the purchasing power of the discount retailers, it must adopt the same tactics that have allowed both to achieve their competitive edge. Business and marketing plans should be developed that define a clear direction for the downtown and outline specific steps on how the community will get there. These action plans should be based on complete demographic and consumer data that clearly identify current and potential downtown customers as well as the specific things these cliental want (Mean 1997). This type of market analysis will identify potential niches for the downtown that will potentially distinguish it from the major retailers and regional malls (Palma 1992).

Oftentimes, decisions regarding downtown development projects are made within a vacuum with no consideration of their long-term implications (Robertson 1999). There is no overall strategy or vision that details exactly what projects are the most important and will achieve the community's desired results. Furthermore, unlike major retailers and suburban shopping centers that operate under clearly defined mission statements and action-oriented business plans, downtowns are often guilty of making significant investments with little to no guidance, a course of action which minimizes the total impact of the expenditure. Developing a vision as well as some type of strategy that defines how that vision will be realized will ensure that all future developments occur within an organized and agreed upon context. Regardless of whether the plan is part of an overall comprehensive plan or is specific to the downtown area, it should prioritize projects, identify specific locations of projects, identify linkages, propose dimensions for design and transportation, and articulate goals and objectives (Burayidid 2001).

Centralized Management

Regional malls operate under a central management structure that ensures the highest levels of safety and cleanliness are maintained. Furthermore, regional malls have carefully selected tenant mixes that met the area's target demographics, and these retail stores are clustered in ways to ensure the maximum convenience for patrons. Successful downtowns have taken a similar approach, ensuring that a centralized management organization provides for basic services, including maintenance of common areas, safety, and cleanliness. Downtowns that distinguish themselves are those that define a particular niche, whether a specific retail focus or particular demographic group. Actively

promoting a specific downtown niche will allow the downtown to gain regional recognition as the optimal provider of the identified good or service (Kemp 2000). A centralized management structure ensures that stores offering similar goods or services or catering to similar demographic groups are clustered within close proximity to one another, and any vacancies can be quickly be absorbed by aggressive marketing and promotion (Palma 1992).

Public-Private Partnerhips

Perhaps the most integral component of any downtown revitalization plan is a provision to actively engage multiple constituencies into the process. Establishing a mix of government agencies, private businesses, civic groups, and individuals, in a context where each can assume some degree of ownership and responsibility for the revitalization initiative, is essential to ensure that any actions undertaken can be representative of the community as a whole. Including broad based representation from multiple groups in the downtown visioning process will ensure that the needs and wants of the entire community are reflected in the decision-making process. Dolores Palma captures the essence of how important consensus can be between multiple constituency groups in her article, "Born Again: Downtown Revivals Offer Salvation for Cities" when she states, through a partnership, "...all of downtown's stakeholders hold a common vision, pull together in the same direction and are accomplishing measurable success" (Palma 1997, p. 27).

Evidence has also shown that those downtown revitalization programs that have been initiated and driven by the private rather than the public sector are enjoying the highest levels of success (Kemp 2000, Robertson 1999, Krohe 1992). In these instances, the private sector has been instrumental in spear-heading the efforts, and they have taken a role equal to that of municipal governments in carrying the burden of proposing and financing redevelopment projects (Palma 1992).

Mixed-Use Neighborhoods

A key proxy used to measure the success of a downtown by the general public is the degree of activity associated with it. Pedestrian filled sidewalks, occupied storefronts, and multiple activities are all characteristics of an active, energized downtown community. However, due to the decline of downtown as a retail center and its subsequent emergence as a service center, many downtown streets are void of activity, giving the perception of a neighborhood in decline. The most successful downtowns are those that have fostered the growth of the service sector while at the same time maintaining its role as a center of other forms of activity as well. A vibrant downtown is one in which multiple sectors of community's economy is represented in a multifunctional, mixed-use environment (Mean 1997). Not only is the downtown a center for service, government, and business, but it is or can be an "arts and cultural center, entertainment center, housing center, tourism and convention center, education center, medical center, special events center, sports center, retail center..., and heritage center" (Rypkema 2003, p. 14). Downtowns that diversify their range and scope of activities are those that will be successful in bringing individuals back to the city center at multiple times of the day and week, activating the street and

giving the perception of a healthy city center (Robertson 1999). Often overlooked in the downtown mix is the role of the church, an organization which serves to bring people downtown during evenings and weekends. Furthermore, housing has long been recognized as a vital component of any revitalization strategy (Fondersmith 1988). Housing diversifies the downtown community even further, increases the human presence of the neighborhood, and provides a consumer base for downtown businesses (Burayidi 2001).

Historic Preservation

One of the greatest assets of a downtown is the fact that it is a physical embodiment of the city's past, rich with architecturally significant structures that were key to the community's evolution. The downtown, in many instances, represents the site where the community was founded. It was the location of major festivals, parades, community events. It was a gathering place for the entire city at one time, and it is for this reason that the downtown has the ability to tap into the collective memory of many individuals, an essential component into establishing a strong sense of place. Downtowns that have pursued historic preservation as a tool have seen great success, and this approach is ranked as one of the most effective, especially for smaller communities (Robertson 1999). In fact, cities that have been successful in revitalizing a landmark structure within the downtown, a structure with which many individuals can identify, have seen this move as a catalyst for further downtown investment and increased vitality (Fondersmith 1988). Conversely, downtowns that opt to abandon historic preservation, demolish significant buildings, and replace them with suburban style development often do more harm than

good. Customers are not enticed back to the city center, and they actually serve to sever the traditional fabric of the built environment, destroying the sense of place that serves as one of the downtown's greatest assets (Burayidi 2001).

Pedestrian-Friendly

Because the downtown was built in an age that preceded the automobile, people were forced to rely on walking as a means to get from here to there. To facilitate this, the downtown developed a compact, very dense form with locations in close proximity to one another. It was this development pattern that gave the downtown its identity and allowed for a sense of place to develop. As the years progressed after World War II, development and market forces exerted intense pressure on the downtown, especially in larger, more urban areas. Huge sections of downtown were removed for transportation improvements, parking, and large-scale development projects, decreasing the overall density and reducing the pedestrian orientation of the streets and sidewalks.

Unlike their larger, more urban counterparts, smaller cities have not seen the same intense development pressures upon their downtowns, and as a result, many of the original, more historic structures remain in a development pattern that is not all that different than when they were constructed. The neighborhood is still compact, pedestrian friendly, and it still has a unique sense of place associated with it. Nonetheless, smaller cities often succumb to the urge to allow new downtown development to occur in suburban manner. Large set backs, surface parking lots in the front of buildings, and black walls are allowed in an attempt to make downtown development more convenient

and accessible. However, this serves only to sever the physical fabric of the downtown, isolate structures from the surrounding the block, deactivate the street, deter individuals from using the sidewalk, eliminate the unique features that distinguish it from other suburban locations, and rob the downtown of its unique sense of place (Robertson 1995, Robertson 1999, Burayidi 2001).

Creating a pedestrian-friendly environment downtown not only enhances the sense of place of the neighborhood, but it is a commonly used tactic by large suburban shopping centers and strip centers to encourage more consumer activity. It is generally accepted that individuals would prefer to walk to destinations if the distance is deemed walkable, if the route is aesthetically appealing, and there are convenient linkages between locations. Furthermore, it is also generally accepted that the more an individual is encouraged to walk, the more storefronts he/she will pass, and the more he/she will be enticed to patronize those shops. This is a key ingredient in the design of most major malls and shopping centers, and it is also a concept that applies to the downtown. Pedestrian-friendly areas, given a critical mass of merchants to pull shoppers, will increase the pool of potential customers that businesses may draw from, and consequently, result in increased retail sales (Burayidi 2001).

Chapter 3: Methodology

Overview

The approach that a city uses to resurrect its downtown can be quite varied. Nonetheless, there are six elements that have surfaced in other communities as more successful than others in downtown revitalization efforts. These are: an emphasis on strategic planning and visioning, a centralized management structure, use of public-private partnerships, creation of mixed-use neighborhoods, historic preservation, and maintaining pedestrian-friendly environments. In a broad sense, the purpose of the methodology is to determine if any of these tactics are currently being employed as part of revitalization efforts within the Glasgow, Kentucky central business district. The methodology will also serve to provide the leadership of Renaissance Glasgow with some quantitative and qualitative background information as suggested by the literature regarding strategic planning and visioning, and it will serve as a means to evaluate the work that has taken place thus far in terms of downtown revitalization efforts.

Approach

An in-depth case study served as the primary medium through which research was conducted on the central business district of the City of Glasgow, Kentucky. As described in the introduction, the Glasgow economy is relatively healthy, experiencing an increase in non-farm payrolls in excess of forty-one percent during the 1990s (www.census.gov). The question that arises is to what extent, if any, this growth is being realized within the central business district, and furthermore, what obstacles within the downtown area are

inhibiting growth from occurring. As defined, a case study “is a way of ordering social data with the view toward preserving the...character of whatever is being studied.” It describes the case “in terms of the particularities that are observable,” and in this instance, the case study method provided a means through which an in-depth analysis, involving both quantitative and qualitative techniques, of the dynamics of the Glasgow economy can occur, with specific emphasis on the central business district (Doby 1967). The final intent was to assess the viability of industry groups within the Glasgow/Barren County economy and identify barriers to business growth, again, specific to the downtown area. Once barriers were identified and the future growth potential of industry groups was determined, strategies could be developed that will ensure future growth can be channeled into downtown Glasgow.

The case study contains two key components: a quantitative and a qualitative analysis. The quantitative component includes two principal activities. First, an analysis of the economic characteristics of Glasgow and Barren County will be conducted through an analysis of its economic base designed to identify key employment sectors of the local economy. Second, a historical growth analysis determines the rate of expansion or contraction of each of these sectors. The quantitative portion of this thesis recognizes that the health of the downtown area is directly correlated with the health of the entire community; growth or decline in the overall economy will have an impact on efforts specifically tailored to the downtown. Because the intent of the quantitative analysis is to assess the health of the overall economy of Glasgow and Barren County, the focus of this portion of the thesis will be broadened to include the entire county.

The second key research method employed was the Delphi Technique. This was used to provide a qualitative analysis of downtown revitalization efforts achieved to date. The information obtained through the Delphi Technique was combined with the quantitative data regarding the economic characteristics of the community to develop a comprehensive analysis of strengths and weaknesses specific to the central business district. A qualitative approach allowed for the identification of those issues that specifically relate to the central business district. This provided a framework through which evaluation could occur and recommendations could be made.

Preliminary Interview

In order to provide a base of knowledge regarding past and present initiatives, obtain information about the organizational structure of the Glasgow Renaissance program, and to gain an understanding on the total scope of the work completed to date, an interview was conducted with Rhonda Trautman, director of the Renaissance Glasgow program, in December of 2002. Data was collected regarding the committee structure of the program, the goals and objectives of each committee, volunteer involvement, market analysis data that has been collected to date, and survey data regarding consumer preferences. This interview provided the groundwork through which the methodology was developed.

Quantitative Analysis

The principle component of this research was a quantitative analysis of the economic characteristics of the community. The intent was to determine what industry groups are

significant to the community's well-being as well as the historic growth of each of these groups.

The first step in the quantitative analysis was a study of the economic base of the City of Glasgow. A review of the literature has indicated that an essential component in any downtown revitalization strategy is the development of a strategic plan, a document that will provide a context for any physical improvements or investments within a defined area. Any strategic plan should be based on "an analysis of the external environment in which the city competes....," including current demographic information, trends that can be expected to occur, and an analysis of basic and nonbasic industries. (Mean 1997 p. 27). The strategic plan should address the current economic base as well as provide a means through which it can be strengthened in the future (Lawhead 1995). The economic base analysis provided through this thesis is designed to accomplish that objective.

Economic base analysis is a technique that assumes a local economy can be divided into two principle sectors: a basic or nonlocal sector and a nonbasic or local sector. Firms that would be included in the basic sector are those whose economic activity is derived from sources external to the local economy, while firms defined as nonbasic are those whose economic activity is dependent upon local economic conditions. The primary premise of economic base theory is that the inflows of wealth to basic sector firms, derived from the external demand for their goods and services, will produce a multiplier effect, stimulating an aggregate increase in demand for local goods and services produced by nonbasic sector firms (Klosterman 1990). The resulting increase in demand will stimulate a

consequent increase in employment throughout the nonbasic sector of the local economy. Economic base analysis allows one to identify the employment sectors in which a community has a competitive advantage. These sectors in which the inflow of external wealth is higher relative to the same sectors for either the state or nation are considered to have a competitive advantage. It is the expansion of these sectors that will create the greatest opportunities for continued economic growth through the economic base multiplier effect.

Conducting an economic base analysis of the City of Glasgow and Barren County¹ identified the basic sectors of the local economy, those employment sectors in which the City of Glasgow has a competitive advantage and which produce significant multiplier effects. Total employment was subdivided based on three-digit NAICS code (North American Industry Classification System) into respective industry groups and compared with similar data for the State of Kentucky². The comparison between local and state employment data was achieved through the calculation of the location quotient for each industry group. The location quotient is a “ratio of an industry’s share of the local economy” relative “to the industry’s share of the national economy” (Klosterman 1990). Industry groups that have a location quotient greater than one are considered to have local employment shares that exceed their national shares, and it is these industry groups that

¹ Data used to conduct the economic base analysis was obtained from the United States Census Bureau’s County Business Patterns. County Business Pattern data is provided on a county-wide basis and represents more recent data. As a result, the economic base analysis and historic growth analysis will be conducted on the county level.

² Because the City of Glasgow is a small, rural community whose sphere of influence extends only to the neighboring counties within a short geographic area, the community is unable to compete on a national level for the recruitment of business and industry. Instead, once firms have opted for a site within the State of Kentucky, then Glasgow may become a viable location. For this reason, the city is in competition with other communities from across the Commonwealth more so than communities across the country. Therefore, it is necessary to perform an economic base analysis using state data rather than national data.

are considered export sectors. It is these industry groups that the City of Glasgow has a competitive advantage and in which any increase in employment will produce subsequent gains in other sectors of the economy and as a result, have the highest potential for future economic growth. Because the potential impact of increased employment in these sectors will be greater than that of other sectors, industry groups with highest location quotients are potential targets for business recruitment strategies.

Data for the export base analysis was obtained from the United States Census Bureau's County Business Patterns and was cross-referenced with data obtained locally from the Glasgow Barren County Industrial Development Economic Authority to ensure accuracy. Because of the limited number of firms in certain industry sectors, particularly manufacturing, some data was repressed by County Business Patterns. Instead of an exact employment number, a range was presented within which the total employment would fall. To address this issue, an adjustment technique was used to calculate the missing data. An adjustment factor³ was calculated and multiplied by the upper limit of the range to get the data for the missing industry groups. Finished work products included the location quotient for each industry group displayed in a tabular form. Export sectors, areas in which the location quotient is greater than one, have been highlighted and a description has been included describing the specific nature and types of businesses that compose that industry group.

³ The adjustment factor was calculated by subtracting the calculated total of the data of those sectors which were not repressed by County Business Patterns from the total employment of the county as published by County Business Patterns. This number was then divided by the sum of the upper limits of the employment ranges given for each repressed sector by County Business Patterns.

Secondly, once an analysis of export base was conducted and the industry groups that hold the highest potential for future economic growth were identified, a historical analysis of employment growth by industry group was conducted. The intent of this analysis was to determine whether industry groups in Glasgow and Barren County that were identified as export sectors are currently seeing contraction or expansion. If it is determined that an export sector, a sector instrumental to the overall health of the Glasgow economy, is contracting, then businesses throughout the community will be at risk, and any strategies proposed for the central business district must take such macro-level community economic conditions into account. On the other hand, it was also important to determine if there are export sectors of the economy that are currently experiencing growth and the rate of that growth. Once a determination was made that an industrial sector is seeing significant gains throughout the community, then it may be possible to begin to recruit some of those firms to the central business district, where appropriate.

Data for the historical growth analysis included information on industry groups (i.e. retail trade, whole sale trade, manufacturing, healthcare etc.) subdivided by three digit SIC and NAICS code. Because much of the industrial growth of the community has occurred since the 1980's, with significant growth in the early 1990's, it was important to use historical data from that period through the present. However, the conversion from SIC to NAICS that occurred after 1997 posed challenges in making any meaningful comparison, and as a result, data will be displayed in two formats: a tabular format with data from 1985 to 1997 and a tabular format with data from 1998 to 2001. Data from 1985 to 1997

is presented in two year intervals, but because there are only four years of data using the NAICS format, each year is presented for that time period. Sources included the United States Bureau of the Census, the Kentucky Department of Employment Services, the Glasgow Barren County Industrial Development Economic Authority, and the Glasgow Barren County Chamber of Commerce.

In essence, the intent of the quantitative analysis portion of the thesis was two-fold: 1) to identify export sectors through economic base analysis, and 2) to determine whether those exports sectors are currently contracting or expanding as well as to determine whether overall employment is expanding or declining. By identifying export sectors, the growth of which will create a multiplier, that are currently experiencing net increases in employment, the City of Glasgow may be able to develop strategies that will encourage some of that growth to occur within the central business district. Recruitment strategies can be targeted at industry groups that are currently showing promise through increased employment and that will produce subsequent increases in employment due to the multiplier effect.

Qualitative Analysis

The second component of the methodology included a qualitative analysis of key issues and opportunities facing the Glasgow central business district. The primary goal of the qualitative analysis was to identify key strengths and weaknesses of the area, another key element in the development of any type of strategic plan for the area (Mean 1997). Other objectives of the qualitative analysis include identifying defining characteristics unique to

downtown Glasgow and identifying areas that are perceived to need additional attention from community leaders.

The qualitative analysis was accomplished through use of the Delphi Technique, a method of group interaction similar to a focus group. Initially developed by the RAND Corporation, “the Delphi technique is a method for the systematic solicitation and aggregation of informed judgments from a group of experts on specific questions or issues” (Dalkey 1969). The Delphi technique uses a series of carefully designed questionnaires to solicit feedback from a group of pre-selected experts on a particular area of interest. Responses submitted by participants are recorded and summarized, and the summaries of all responses are then resubmitted to the group in subsequent rounds for comment and further explanation. The process does not allow for face-to-face contact of participants, and as a result, it provides a level of anonymity to the respondents along with a mechanism for controlled feedback that reduces the impact of noise and dominance by single group members. The anonymity of the technique reduces the possibility of conformity by group members, thus making the initial responses more reliable. Furthermore, the use of multiple rounds in which participants are allowed to expand or comment on the responses of other participants allows for the exchange of ideas and elaboration on certain issues that is characteristic of a focus group.

In this thesis, use of the Delphi Technique was designed to evoke a full range of opinions regarding the efforts at downtown revitalization accomplished to date as well as to solicit opinions on what steps are needed next. Use of the Delphi Technique allowed for the

expression of multiple and often differing opinions in an environment of anonymity.

Consensus through the process was not achieved, but the responses did allow community leaders to be made aware of true public sentiment, particularly ideas and opinions which may not surface during a public forum due to reluctance on the part of certain individuals. Furthermore, the process allowed for the suggestion of ideas and the subsequent elaboration of ideas that will prove to be invaluable to future revitalization efforts. In essence, the goal of the Delphi Technique was “not so much to obtain a consensus as it is to establish all the differing positions advocated and the principal pro and con arguments for those positions.” The feedback received through the participant responses provided the framework through which recommendations would be made.

Use of the Delphi Technique began with the identification of a group of nineteen experts representing multiple facets of the Glasgow central business district community.

Individuals included: individuals from local development organizations (i.e. planning departments, economic development departments, chamber of commerce, etc.), small business owners, individuals from the financial community, and individuals from the city and county government. In addition, because the downtown area is home to several major churches, which constitute significant property owners in the downtown, an individual was included to represent this segment of the downtown community.

Once the list of potential participants was complete, a questionnaire was developed designed to poll their opinions on downtown revitalization efforts achieved to date as well as future needs that should be addressed. The questionnaire devoted particular

attention to identifying those issues that may potentially discourage businesses to locate within the downtown area as well as those issues that inhibit the growth of existing businesses. Questions were designed in a way that strengths and weaknesses could be identified for the downtown area. The questionnaire was formatted in a Word document and distributed to the participants via email.⁴ In each round, the distribution of the questionnaire as well as the submission of the responses was done electronically, each individual was asked to answer the questions and resubmit the completed questionnaire via email as an attachment. Prior to the distribution of the questionnaire, a letter was sent to participants via email explaining the type of research that would be accomplished, the goals of the research, and the process through which it would occur. Once responses to the initial questionnaire were received from participants, all comments and feedback were summarized and included on a second form that was once again distributed to the participants. Participant responses were listed in their entirety under each respective question, and instructions indicated that the second round of requested feedback was designed to allow participants to view other individual's comments, request clarification, provide feedback on the thoughts of other participants, expand ideas, and/or offer additional comments. It was through this process that the ideas and thoughts submitted to the initial questionnaire were scrutinized by other group members, and through this process, idea exchange was able to occur.

⁴ The City of Glasgow has been recognized nationally as being one of the most "wired" cities in the country for its size. The city has a highly developed telecommunications infrastructure maintained by the local electric plant board, and as a result, the community has a higher percentage of its citizens with email capabilities than most. Therefore, transmission of the survey through this medium is acceptable.

Upon completion of the Delphi Technique, responses were summarized, and key issues were extracted. Based on the feedback and responses to the questionnaire, an analysis of strengths and weaknesses was prepared that outlined key challenges and assets of the Glasgow central business district. Information received through the Delphi Technique provided insight into those issues that inhibit business growth and/or serve as a barrier toward the recruitment of new businesses, and these issues were discussed in the findings and addressed in the recommendations.

Combining the qualitative data received through the Delphi Technique with the quantitative analysis of economic base and historical growth provided the framework through which specific recommendations could be made. The quantitative portion of the thesis provided insight into the economic health of the area's economy; it allowed a determination to be made as to whether growth is occurring, the specific industry groups that are experiencing that growth, and what, if any, industry groups are at risk. Once a clear indication of economic health was realized, the qualitative portion of the thesis identified specific issues that may be prohibiting that growth from occurring within the downtown area. Once specific issues or barriers to growth were identified, strategies were developed to address them and outlined in the recommendations. The final intent of this thesis was to aid the City of Glasgow in developing an environment in the downtown area that is conducive to business growth. The identification of assets, unique to the downtown, provided opportunities that could further enhance the potential for business growth. Developing strategies to address key issues while at the same time capitalizing on existing assets will ensure that the downtown will be competitive for the location of

businesses compared to other sections of the city. Therefore, as the Glasgow economy expands and new economic opportunities arise, the central business district will not be left behind.

Chapter 4: Findings

This chapter is designed to display the results of research conducted on the Glasgow, Kentucky central business district as outlined in the methodology. The research that was conducted was designed to achieve two primary objectives. First, a quantitative analysis was conducted that would provide an overview of the Glasgow and Barren County economy designed to identify key employment sectors and assess their historical performance as well as their potential to produce future economic expansion. Included in this section are an analysis on economic base and a historical growth analysis by industry sector. Results for each of these will be displayed separately with an accompanying discussion.

Second, a qualitative analysis was conducted using the Delphi Technique. A group of pre-selected individuals representing different aspects of the downtown community were asked to complete a survey relating to the Glasgow central business district. These community leaders were selected because of their knowledge of particular aspects of the downtown area, and the questions in the survey were directed to three primary areas: 1) the effectiveness of the downtown area as a place to conduct business, 2) impressions of downtown Glasgow as a whole, and 3) their thoughts relating to the work of Renaissance Glasgow. Results from this section will include a list of strengths and weaknesses relating to the Glasgow, Kentucky central business district as well as a discussion of the overall themes that emerged through the process.

Finally, the overall objective of the thesis is to develop a holistic picture of the economic health of the City of Glasgow, Kentucky and Barren County through a quantitative analysis of economic base and historical growth, and based on the resulting determination of growth and rate of growth, to identify barriers through a qualitative study that are prohibiting that growth from occurring within the central business district. The results of the research displayed in this chapter will be tailored to accomplish that objective.

Historical Growth Analysis – Total Employment

This component of the thesis was designed to track the historical performance of each industry sector within the Glasgow economy as well as the growth of total employment. The historical performance of the total employment of the Glasgow economy will be discussed first, followed by a discussion of the historical employment growth by industry sector.

Because of the rural nature of Glasgow and Barren County, data on total employment is limited and lacks consistency. As a result, two sources were used to develop an indication of the total employment. County Business Patterns (United States Bureau of the Census) and the Kentucky Department for Employment Service's Labor Force Statistics (<http://www.des.state.ky.us/>) were the two primary sources used. The inconsistency that exists between the two is attributed to bias in the data resulting from the manner in which the data was reported. County Business Patterns relies on individual firms to report their employment levels, and because of reluctance by firms to disclose the actual number of employees, a bias toward the low end can be expected. Conversely, the Department of

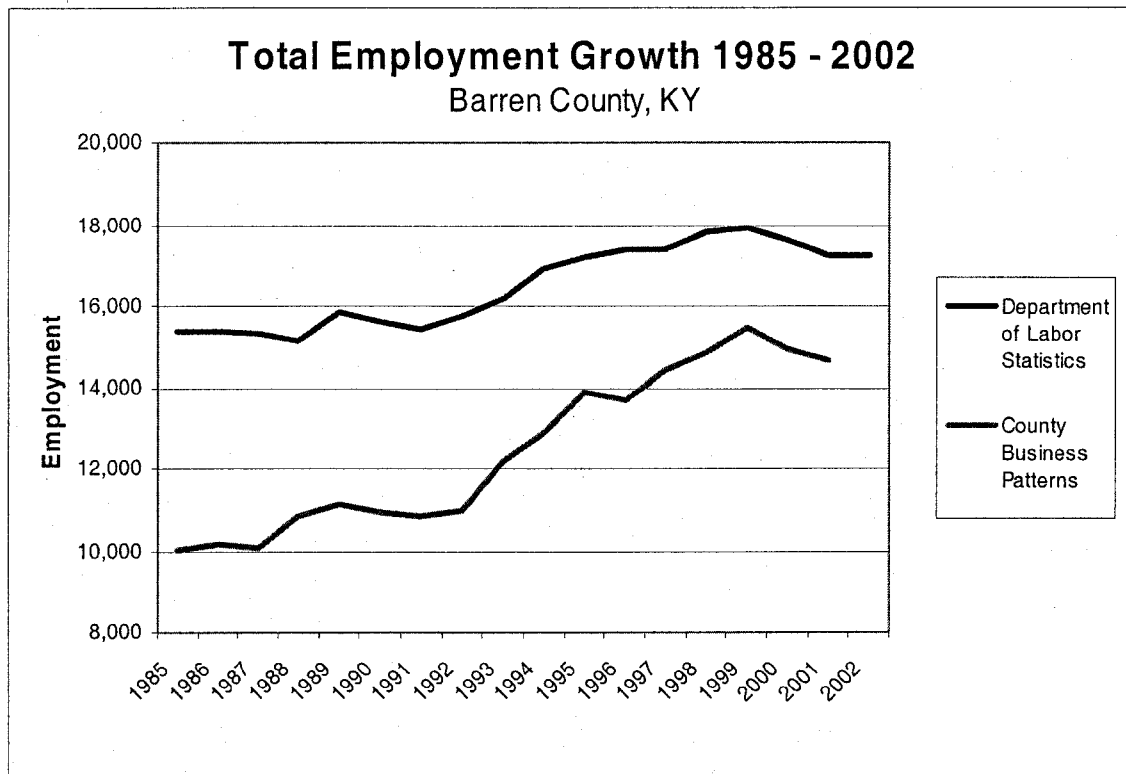
Labor Statistics collects its data from individual employees who file for unemployment benefits, and because of this incentive, a bias toward the high end can be expected. Furthermore, County Business Patterns excludes government employees from its data, resulting in an even higher degree of discrepancy between the two sources. Despite the inconsistency between the total employment reported by each agency, each data set reveals a similar trend of growth or decline, indicating convergence. This serves as evidence that the two are accurate reflections of the growth taking place within the Glasgow economy. However, when one takes into consideration the bias that exists within the two data sets, it is reasonable to assume that the actual employment number for the City of Glasgow lies somewhere between the two. Total employment for the City of Glasgow using both data sets is displayed in Table 4:1 and charted in Figure 4:1.

Table 4:1

Total Employment Growth 1985 - 2002
Barren County, KY

Year	Department of Labor Statistics	County Business Patterns
1985	15,374	10,041
1986	15,355	10,167
1987	15,306	10,060
1988	15,156	10,866
1989	15,842	11,126
1990	15,620	10,944
1991	15,427	10,823
1992	15,738	10,964
1993	16,216	12,193
1994	16,922	12,857
1995	17,222	13,871
1996	17,396	13,675
1997	17,421	14,410
1998	17,845	14,857
1999	17,938	15,447
2000	17,648	14,948
2001	17,243	14,649
2002	17,252	

Figure 4:1



Though an inconsistency exists in the number of total employees, it is evident that significant growth has occurred in the community over the past seventeen years. Evidence does indicate some degree of weakness from 2000 to the present, more than likely attributable to the most national recent economic downturn. The weakness is more pronounced using the data from County Business Patterns, but it can also be detected in the data from the Department of Labor Statistics as well. The data from the Department of Labor Statistics is more recent and is indicating a slight rebound in total employment levels, not yet detected by County Business Patterns.

Historical Growth Analysis – Industry Sector

Employment growth by industry sector is displayed in tables 4:2 and 4:3. The conversation of the classification system from SIC (Standard Industrial Classification) to the NAICS (North American Industry Classification System) in 1998 has necessitated dividing the employment growth into two tables, one for the period from 1985 until 1997 and the other for 1998 until 2001.

Table 4:2

Barren County Employment by Sector: 1998 - 2001 NAICS (North American Industry Classification System)

Industry Sector	Number of Employees			
	1998	1999	2000	2001
Forestry, Fishing, Hunting, and Agriculture Support	na	na	na	na
Mining	33	27	29	22
Utilities	na	na	na	na
Construction	769	731	738	669
Manufacturing	5409	5754	5083	4805
Wholesale Trade	386	322	297	264
Retail Trade	2272	2287	2316	2264
Transportation & Warehousing Information	115	106	99	91
Information	267	276	259	289
Finance and Insurance	355	360	329	356
Real Estate & Rental & Leasing	66	83	71	59
Professional, Scientific, & Technical Services	369	379	375	385
Management of Companies & Enterprises	17	24	na	na
Admin, Support, Waste Mgt, Remediation Services	684	752	782	787
Educational Services	na	31	50	34
Health Care and Social Assistance	2034	1987	2034	2029
Arts, Entertainment & Recreation	109	114	160	143
Accommodation & Food Service	1344	1577	1749	1812
Other Services (except public administration)	370	355	345	342
Auxiliaries (exec corporate, subsidiary & regional mgt)	na	na	na	na
Unclassified Establishments	2	2	6	11

Table 4:3

Barren County Employment by Sector: 1985 - 1997
SIC (Standard Industrial Classification)

Industry Sector	Number of Employees						
	1985	1987	1989	1991	1993	1995	1997
Agricultural services, forestry, and fishing	35	34	39	52	53	69	65
Mining	87	65	41	40	na	7	63
Construction	628	752	962	987	702	676	706
Manufacturing	4163	3894	4281	3644	4306	5392	5644
Transportation and Public Utilities	503	421	402	518	496	565	410
Wholesale Trade	499	596	479	436	489	539	472
Retail Trade	1893	2214	2557	2509	3081	3160	3151
Finance, Insurance, and Real Estate	349	348	369	343	379	313	372
Services	1709	1720	1886	2288	2679	3149	3527
Unclassified Establishments	175	16	110	6	na	1	na

Figure 4:2

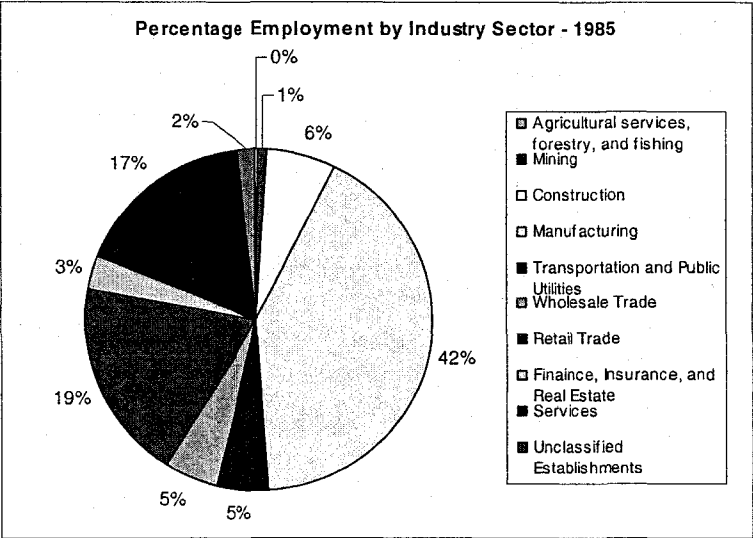


Figure 4:3

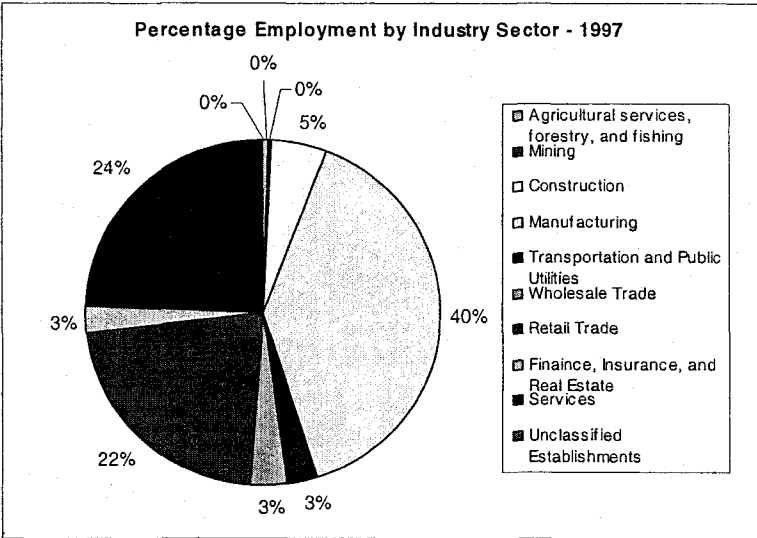


Figure 4:4

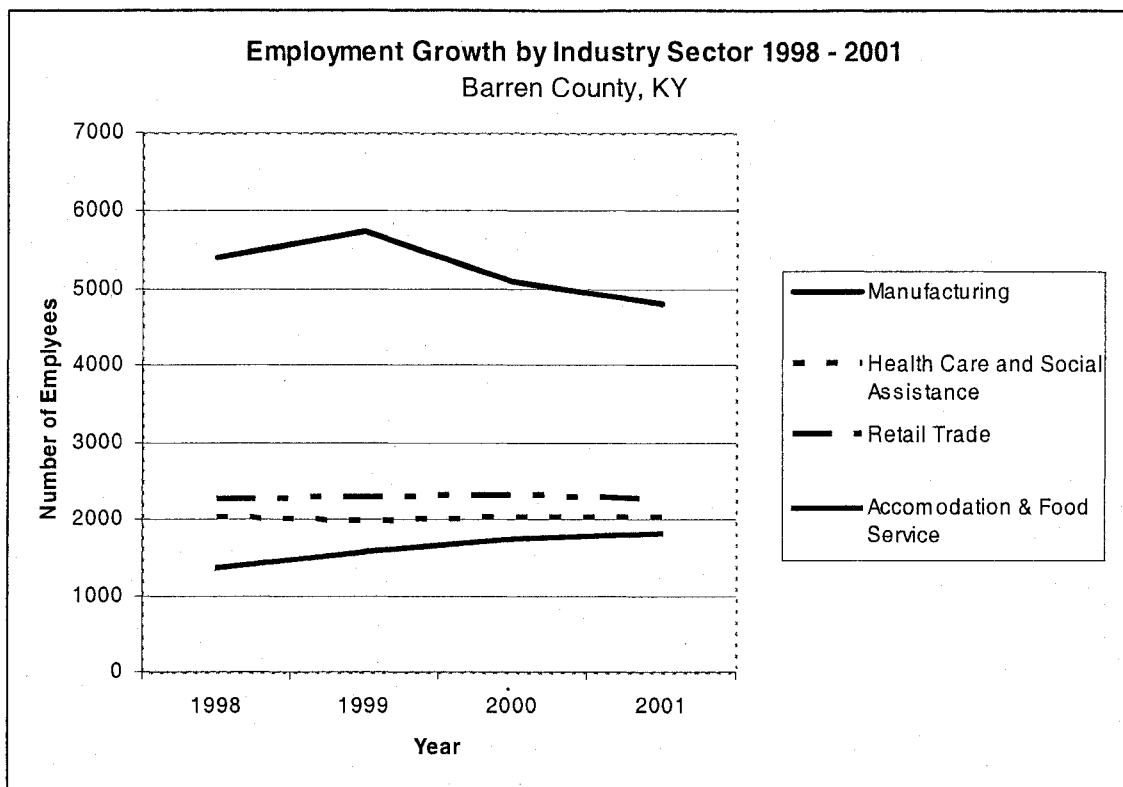
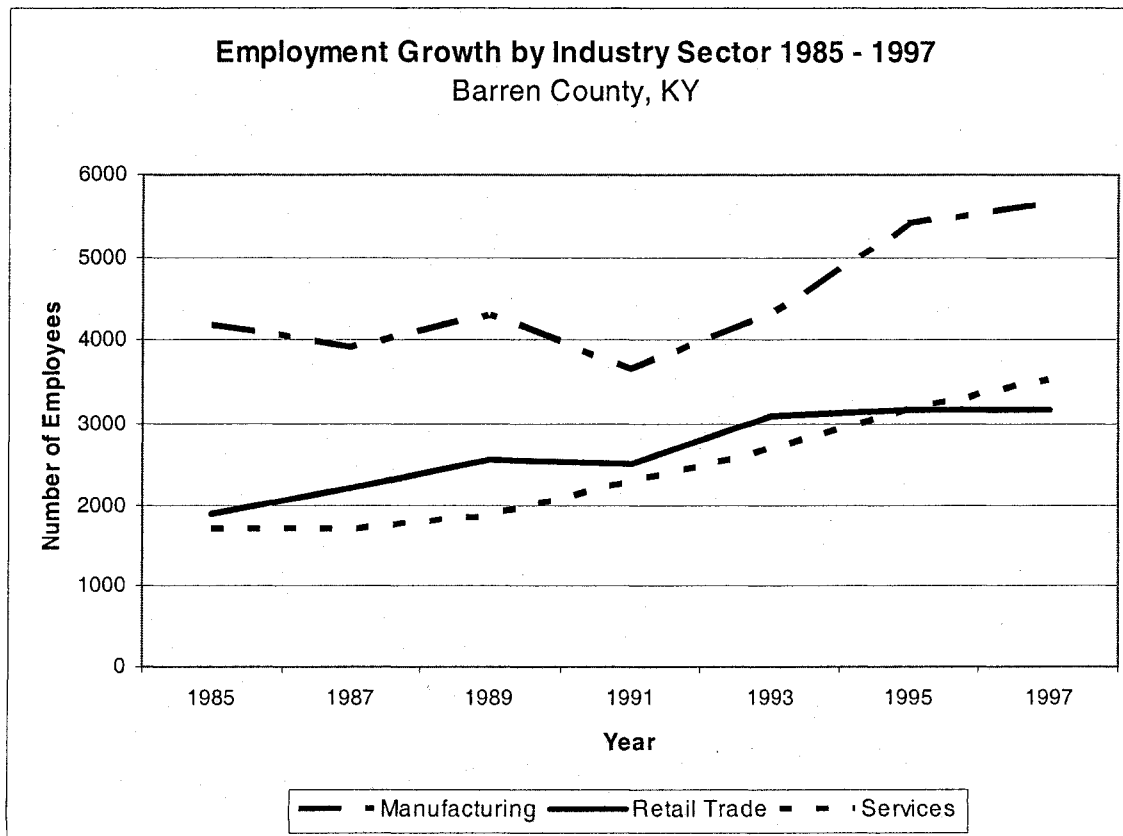


Figure 4:5



Barren County experienced significant growth in its manufacturing sector during the early nineties. Manufacturing peaked at 5,754 employees in 1999, and since that time, it has contracted. On the other hand, services as seen continual and steady job growth, more than doubling the number of employees from 1,709 in 1985 to 3,527 in 1997, easily surpassing retail trade in total employees. Furthermore, services which accounted for only seventeen percent of the total employment in 1985 constituted twenty-four percent of the total number of employees in 1997, displayed in figures 4:2 and 4:3. The total number of employees in retail trade has actually decreased slightly, a fact proven in both the SIC and NAICS data. With the exception of a notable increase in the accommodation and food service industry, most of the other major employment categories have not seen a significant increase or decrease in their employment levels, a note-worthy trend especially given the recent national economic downturn.

Economic Base Analysis

Table 4:4 displays the results of the economic base analysis. Industry sectors that contain basic sector employment include: apparel manufacturing, wood products manufacturing, printing and related support activities, primary metal manufacturing, transportation equipment manufacturing, furniture and related products manufacturing, building materials and garden equipment and supplies dealers, health and personal care stores, amusement, gambling, and recreation industries, and finally, food services and drinking places. Printing and related support manufacturing easily dominated the other sectors as the most significant with a location quotient of 11.857. Furniture and related products manufacturing also appeared as significant with a location quotient of 2.589, as did

transportation equipment manufacturing at 2.326, reflective of the area's reliance on automotive suppliers.

Table 4:4

Barren County Economic Activity - Location Quotient Method
2001 US Bureau of the Census - County Business Patterns

NAICS	Industry Group	Barren County	Kentucky	Location Quotient	Basic Sector	Nonbasic Sector
233	Building, Developing, & General Contracting	174	20,644	0.641	0	174
235	Special Trade Contractors	422	49,723	0.645	0	422
311	Food Manufacturing	150	22,563	0.505	0	150
315	Apparel Manufacturing	221	11,269	1.492	73	148
321	Wood Products Manufacturing	181	12,486	1.102	17	164
323	Printing & Related Support Activities	2,220	14,232	11.857	2,033	187
326	Plastics & Rubber Products Manufacturing	221	21,369	0.787	0	221
331	Primary Metal Manufacturing	443	15,032	2.242	246	198
332	Fabricated Metal Product Manufacturing	259	26,981	0.730	0	259
333	Machinery Manufacturing	264	22,218	0.903	0	264
336	Transportation Equipment Manufacturing	1,574	51,436	2.326	897	677
337	Furniture & Related Products Manufacturing	221	6,495	2.589	136	85
421	Wholesale Trade; Durable Goods	116	41,019	0.215	0	116
422	Wholesale Trade; Nondurable Goods	148	32,576	0.345	0	148
441	Motor Vehicle & Parts Dealers	278	26,588	0.795	0	278
444	Bldg Material & Garden Equipment & Supplies Dealers	294	18,551	1.205	50	244
445	Food & Beverage Stores	364	45,545	0.608	0	364
446	Health & Personal Care Stores	190	13,170	1.097	17	173
447	Gasoline Stations	245	20,319	0.917	0	245
448	Clothing & Clothing Accessories Stores	112	15,151	0.562	0	112
452	General Merchandise Stores	499	46,550	0.815	0	499
453	Miscellaneous Store Retailers	127	11,164	0.865	0	127
513	Broadcasting & Telecommunications	167	16,436	0.772	0	167

522	Credit Intermediation & Related Services	268	40,287	0.506	0	268
541	Professional, Scientific, & Technical Services	385	56,400	0.519	0	385
561	Administrative & Support Services	887	71,699	0.941	0	887
621	Ambulatory Health Care Services	577	64,001	0.685	0	577
622	Hospitals	887	82,933	0.813	0	887
623	Nursing & Residential Care Facilities	443	37,407	0.901	0	443
713	Amusement, Gambling, & Recreation Industries	221	10,355	1.624	85	136
721	Accommodation	158	15,860	0.757	0	158
722	Food Services & Drinking Places	1,654	121,335	1.036	58	1,596
811	Repair & Maintenance	122	17,477	0.531	0	122
813	Religious, Grant-making, Civic, Prof & like Organizations	140	33,136	0.321	0	140
Total		14,634	1,112,407		3,610	11,024

When comparing the results of the historical growth analysis with the economic base analysis, there is reason to be cautious about the future potential of the Glasgow economy.

Significant decreases, totaling approximately 950 jobs, have been observed in the manufacturing sector since its peak in 1999, potentially accounting for much of the drop in total employment observed by both County Business Patterns and the Department of Labor Statistics. Because of the dependency of the community on manufacturing and because a significant number of basic sector industry groups are manufacturing related, any reduction in employment in this category could be potentially devastating due to the reverse multiplier effect. Any further reduction in manufacturing employment could potentially exert a negative impact on service and retail employment, a fact that would prove to be detrimental to any downtown revitalization efforts.

Qualitative Analysis: Delphi Technique

The qualitative analysis portion of this thesis used the Delphi Technique as a mechanism to identify strengths and weaknesses of the Glasgow, Kentucky central business district. A questionnaire was presented to a group of pre-selected community leaders and stakeholders that were regarded as highly knowledgeable about some aspect of downtown Glasgow. Questions were designed to accomplish three general objectives: 1) to assess the work of Renaissance Glasgow in their efforts at downtown revitalization achieved to date, 2) to analyze the effectiveness of downtown Glasgow as a location in which to conduct business, and 3) to gauge overall impressions and perceptions about the downtown community as a whole. Because the overall objective of the thesis is to identify issues, specific to the downtown, that serve as barriers toward business growth, particular attention will be devoted to the weaknesses identified through the Delphi Technique. The questionnaire as well as participant responses to each question are included in their entirety and unedited as an appendix to this thesis.

Table 4:5; **Glasgow, Kentucky Central Business District Strengths and Weaknesses**

Strengths	Weaknesses
A facade improvement program that has restored the storefronts of multiple downtown buildings.	Several blighted buildings located on the central square. Particular emphasis placed on the Southwest corner as an area of blight.
Clean, safe, and aesthetically appealing environment. Physical environment is attractive and presents itself well.	Lack of financial support to maintain current revitalization efforts.
Strong sense of community pride associated with downtown and fostered because of downtown.	Lack of communication between Renaissance Glasgow and downtown businesses.
Multiple government and financial institutions located within a close proximity to one another.	Parking is limited on the central square.
Large presence of professional and service related businesses.	Heavy traffic around the central square and poor circulation.
Unique atmosphere that is not found in other areas of the city.	The convergence of multiple highways at the central square increases the amount of non-essential traffic through downtown, blocking parking spaces and decreasing maneuverability.
Friendly, small town atmosphere.	The absence of any formalized coordination in promotion.
Green spaces and parks located on the central square.	Downtown lacks diversity in types of businesses and services. Professional services and government agencies dominate.
The presence of a regional cultural center.	Limited retail establishments and lack of diversity of retail establishments.
Several highly regarded and patronized specialty shops.	Lack of activity during evening hours and weekends.
	Downtown does not possess any distinguishing characteristics that make it unique from the downtowns of other communities.
	Lack of dining establishments and entertainment venues.

Table 4.5 displays an overview of the general strengths and weaknesses of the Glasgow, Kentucky central business district as identified by the Delphi Technique. With a few notable exceptions, there was virtual consensus that downtown Glasgow was, as one respondent wrote, a very “clean, attractive, and quaint” environment. Well maintained landscaping, public greenspaces, and the presence of multiple buildings of a unique and historic nature all added to the general appeal of the neighborhood. Multiple physical improvements, including the addition of landscaped traffic islands and other façade improvements, have enhanced the aesthetic appeal of the downtown. The central square with the presence of the Barren County Judicial Center as the midpoint serve as symbolic icons for the community, enhancing community and civic pride.

The presence of multiple government and financial institutions within a close proximity of one another make the Glasgow, Kentucky central business district an ideal location for professional and service oriented firms. Downtown anchors include the main branches of several community banks as well as the City of Glasgow and Barren County government centers, both of which have made significant capital investments recently that have reaffirmed their commitment to the downtown. The presences of these institutions attract a diverse range of individuals to the city’s core, and their employees serve as clientele for downtown businesses. Downtown is also home to several notable and highly regarded specialty shops as well as other retail businesses that add to the charm of the area, many of which take advantage of the unique character, architecturally significant buildings, and strong sense of place offered by a downtown location. In fact, as one respondent

indicated through the questionnaire, "downtown is a preferable" business location; "it has character that strip center developments cannot offer."

Just as there was virtual consensus on the fact that downtown offers a clean, safe, and aesthetically appealing environment, there was also consensus that traffic and parking rank as the most pressing issues facing downtown, easily arising as the two most noteworthy barriers toward business growth. Though there was disagreement as to the severity of the parking and traffic problem and whether the underlying problem is more an issue of perception rather than a reality, every respondent eluded to the two issues in some way or another through the course of their questionnaire. Traffic was identified as heavy, containing a high volume of non-essential vehicles that are just passing through the downtown in route to another part of the city. As a result, there is a high level of congestion, and the circulation is often limited, especially during the Monday through Friday business hours. Many respondents noted that the circulation pattern was inefficient and, in some instances, confusing. On the other hand, several respondents felt that the traffic problems that plague the downtown are limited to the central square, an area where many of the community's primary thoroughfares converge.

Emerging from the Delphi Technique as a barrier equally significant to traffic was parking. Though there was virtual consensus about the negative impacts of traffic, there was some disagreement regarding the issue of parking. Some respondents believed the downtown was limited in the number of spaces available, and as a result, parking constituted a significant barrier. Other respondents felt that the actual problem was more

a perception that parking is limited, a psychological deterrent to individuals wishing to patronize downtown stores. Responses from the questionnaire addressing the perception of limited parking were very specific. They included: "Parking is perceived to be limited. This is because people want to park in front of the businesses they want to visit. In a mall or shopping center, they will walk but not in downtown," and "Plenty of parking is available if people would only use them." Furthermore, it is apparent that what parking is available is not being used by consumers but by downtown business owners and employers, evidenced by the statement of one Delphi respondent, "...consumption of ...parking by government centers" is a significant problem. Though it is apparent that parking emerges as a significant issue, the true nature of the problem may be somewhat more complex.

Another issue that emerged through the Delphi Technique was the existence of multiple blighted buildings located in or adjacent to the central square. The success of a façade improvement program designed to enhance the appearance of existing storefronts received significant attention through multiple responses to various questions, and the work that has been accomplished through this initiative has clearly become a strength for the downtown. Nonetheless, there were multiple respondents who noted the existence of several buildings that require some degree of physical improvement. Specifically, the Southwest corner of the central square containing the "Slinker" buildings were identified by multiple respondents as needing the most attention, containing multiple structures in disrepair and several abandoned storefronts. The neglect and abandonment of these

structures in such a highly visible area of the central square have the potential to limit the positive effects generated by the restoration of other structures within the downtown area.

Chapter 5: Recommendations

The City of Glasgow is a community that has enjoyed significant economic growth over the past decade and a half. Though there is evidence that weakness may exist within the manufacturing sector, a trend that may be more associated with the overall weakness of manufacturing within the current national economic downturn rather than a problem unique to the City of Glasgow, there is no reason to doubt that as the overall economy rebounds, the Glasgow economy will improve as well. Furthermore, the expansion of the service sector continues to fuel economic growth in the area, a trend that will undoubtedly continue. However, as Glasgow continues to reap the benefits of future economic expansion, some steps must be taken so that the downtown becomes the beneficiaries of that growth and does not lag other areas of the city. Three over-arching issues were identified through the Delphi Technique as barriers that, if left unchecked, will prove to place the downtown at a disadvantage over other areas of the community. These include: 1) Parking in and around the central square, 2) Traffic circulation and congestion in and around the central square, and 3) A series of blighted buildings located on the Southwest corner of the central square. Conversely, efforts to restore the existing building stock and several existing downtown businesses serve as strengths of the downtown area, assets upon which the city can capitalize.

Therefore, this thesis presents four recommendations that will enhance the Glasgow, Kentucky central business district as a place in which to conduct business.

- 1) Recognize that parking capacity is not the issue that plagues downtown; abundant parking serves all areas of the central square and surrounding blocks. The problem lies with the ability of patrons to access those spaces and with enforcement. Identify certain spaces within key lots with direct access to the central square that can serve as public parking, make those spaces distinct with signage or special painting, and publicize their existence. Enhance enforcement efforts and increase penalties for violators.
- 2) Recognize that viable residential communities lie within close proximity to the central square, the residents of which have the potential to bring pedestrian activity to downtown streets and serve as patrons of downtown businesses. However, blighted buildings on the Southwest corner of the central square and large surface parking lots have severed the physical fabric of the downtown, creating significant barriers between the residential areas and the central square. The city must target revitalization efforts toward those buildings on the Southwest corner of the central square as well as the buildings that line South Green Street, restore the facades, and recruit retailers to fill the storefronts. At the same time, engage in streetscape improvements along South Green Street, specifically targeting the surface parking lots between Wayne Street and College Street. Create a landscape buffer between the Glasgow Baptist Church parking lot and the sidewalk along South Green Street.

- 3) Understand that traffic congestion is not necessarily a negative. High traffic counts equate to high visibility areas, and high visibility areas equate to increased customers and patronize. Though the completion of the city's new Outer Loop will reduce traffic counts, it will also reduce the number of potential customers passing through downtown. Develop a plan to combat this problem.
- 4) Finally, capitalize on the opportunities presented through the restoration of historic structures. The enhancement of the building stock has created an environment unlike any other in the community, and there are viable businesses occupying those buildings, particularly in the home décor and gift and accessories categories. Use the unique character of the area to recruit businesses of a similar nature, engage in cross-promotion efforts, and create a critical mass of these establishments that will draw customers to the downtown.

These recommendations will be discussed in more detail in the paragraphs that now follow.

Recommendation 1: Increase Access to Parking Areas and Enhance Parking Management and Enforcement.

Communities large and small have long used the issue of parking as a scapegoat to explain a downtown in decline. In fact, parking has become such a common culprit that

many communities' revitalization strategies include building more and more spaces for the beloved automobile, often at the expense of older, historic structures. It is interesting to note, however, that communities that have used this approach have not seen a resurgence in downtown activity, and in many cases, the construction of additional parking lots only serves to sever the physical fabric of the downtown environment, destroying the fragile sense of place that is the downtown's greatest asset and draining the street of its vitality. Even more noteworthy is the fact that research has indicated parking actually ranks near the midpoint or even the bottom of the list of those issues that serves as downtown's greatest challenges, (Robertson 1999) and one study went so far as to conclude "...that parking was the characteristic least correlated with a healthy downtown" (Burayidi 2001).

The importance that adequate parking plays in creating a healthy and vibrant downtown cannot be taken lightly. There is almost uniform consensus that parking as a complementary revitalization strategy is essential when used in conjunction with other strategies that will enhance the downtown's sense of place or attract people. Parking by itself will never attract people, but it is one of those enforcing elements that will make the visit more enjoyable, just as cleanliness, safety, and convenience enhance the downtown experience (Robertson 1999). Nonetheless, it is not the amount and capacity of parking that is the issue for downtown Glasgow, but it is the access and management of the parking that is the problem.

After analyzing downtown Glasgow, one will quickly come to the conclusion there is not a shortage of parking. Parking lots are located in the vicinity of most of the major downtown blocks, and there is street parking that serves the central square. A parking structure provides direct parking access

to the North portion of the central square, and additional parking lots are located directly behind the buildings that comprise the East and West blocks of the central square. Illustration 5:2 displays parking lots that serve the central square and its adjacent blocks, and Illustration

Illustration 5:1; Surface Parking Lot

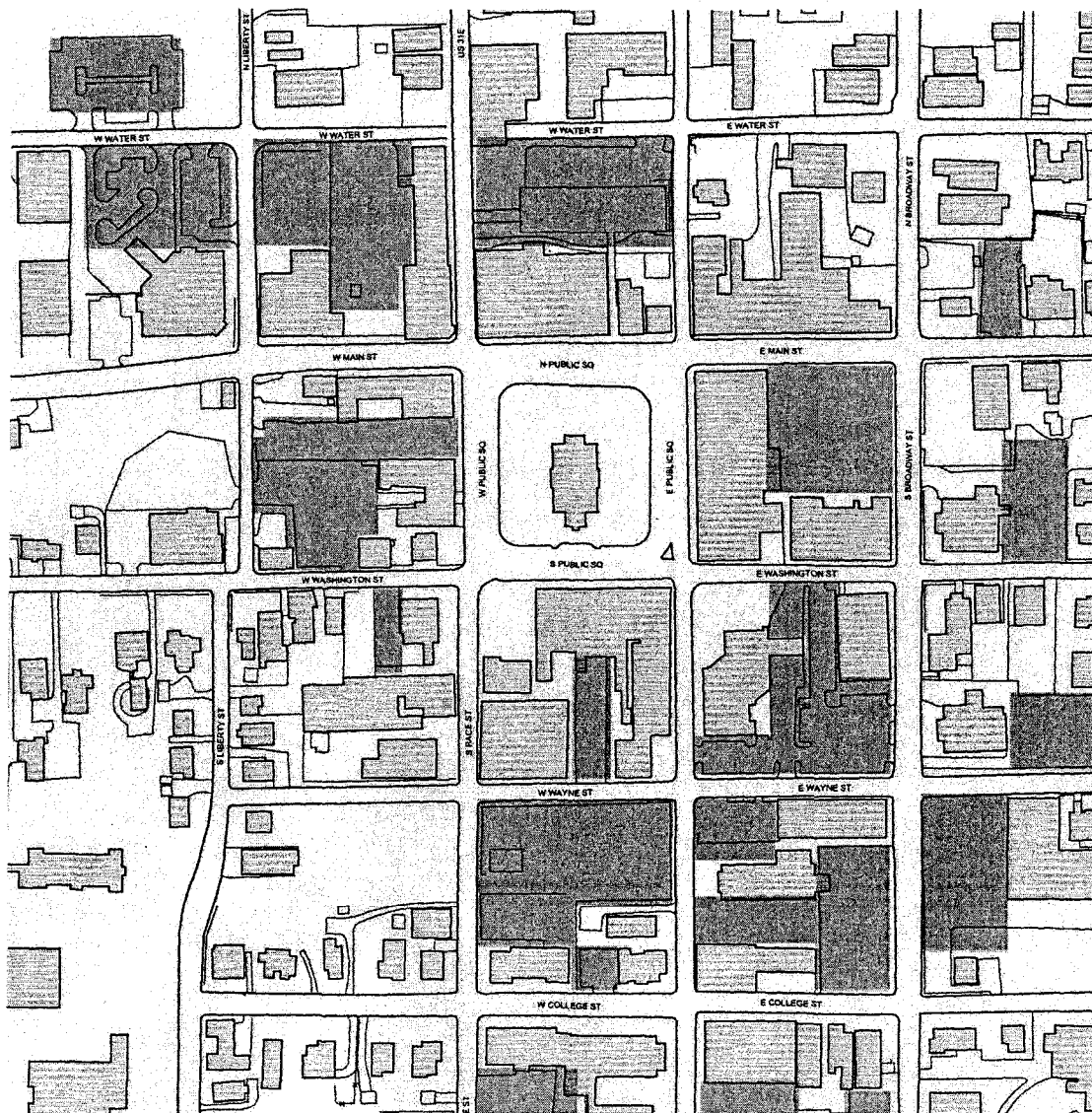


5:1 gives an indication of the type of surface parking lots that serve the downtown.

The problem the city faces is that because there is virtually no break in the buildings that surround the central square, patrons are forced to walk completely around the block to reach retail businesses. Lots that are directly accessible from the central square are reserved for employees of the respective businesses to which they are adjacent. Public patron parking with direct access to the central square is limited to street level spaces, a significant portion of which are reserved for county employees within the Judicial Center. Finally, the top level of the parking structure is also reserved for county employees who work in the County Administration Building, located on the North portion of the central square. Patrons who wish to utilize the parking structure are forced to park on the lower levels of the structure, transcend to the top level, and finally, walk to the square.

Therefore, the problem that is present within the downtown Glasgow central business district is three-fold: 1) limited access to parking areas that surround the central square, 2) parking lots that do have access to the central square contain reserved spaces and have limited public parking for downtown patrons, and 3) downtown employees parking in areas that are reserved for patron parking.

Illustration 5:2; **Glasgow Central Business District Parking Areas**
Parking lots identified by the areas shaded in dark gray



Several communities have faced a similar dilemma in dealing with the issue of balancing parking for employees of downtown businesses with providing adequate spaces for patrons wishing to patronize those businesses. Since much of the downtown business community in a rural area is composed of retail establishments, many of which must compete with their suburban counterparts who do not have to battle the parking problem, it is in the best interest of every party involved to develop a balance between the two that is acceptable to both. As a result, there are several solutions that have been implemented in other communities that have the potential to be replicated in downtown Glasgow.

First, downtown Glasgow currently has a limit on the amount of time an individual can park in a public space located on the central square. This time limit is generally enforced, and there are fines for those who park illegally. However, feedback received through the Delphi Technique illustrated that this has not been successful in completely solving the problem. Therefore, downtown Glasgow must enhance its parking enforcement efforts, and it must increase the fines for those who chose to be disobedient. The problem does not lie with individuals patronizing downtown businesses; the problem is with downtown employees who occupy key spaces most needed by customers.

A similar problem existed in the Albany, Oregon central business district. Their solution to the problem was to require all downtown employees to register for parking permits, while at the same time, increasing the enforcement and penalties for violators. Time limits for patrons are enforced with a five dollar penalty, but downtown employees who park in public spaces must pay twenty-five dollars for their first offense and fifty dollars

for subsequent offenses. Though some merchants were upset by how stern the new policy had become, it definitely paid off in terms of increase sales and visitor counts, with some retailers experiencing a net increase in sales of forty percent after the restrictions were put into place (Glisson 1997).

Second, downtown Glasgow must reserve some portion of those parking lots with direct access to the central square for public use. Spaces located in the lot on the East side of the central square, the lot serving City Hall on the West side of the square, and the spaces on the top level of the city's parking structure are prime targets, providing the easiest access to downtown merchants. Restricting those prime spaces to employee parking only reduces the number of available parking options for patrons significantly. By reserving a few spaces in each lot, and distinguishing them as public parking, individuals will have more parking options when visiting downtown businesses.

Third, once spaces in lots with direct access to the central square have been identified, coordinate their promotion so that patrons will have no difficulty in finding them. One solution is to paint each space reserved for public parking a color different than the others and erect signage that identifies the fact that each colored space is public parking. The goal is that patrons should have little to no difficulty in identifying a public space.

Recommendation 2: Target the area along South Green Street between East Washington Street and East College Street for the refurbishing of blighted buildings and pedestrian improvements.

One of the most important and often over-looked assets a small city downtown has over larger, urban areas is its proximity to viable residential areas; areas that have the potential to create pedestrian activity within the downtown and are home to potential consumers of downtown goods and services. Glasgow is no exception. Directly south of the central square is the South Green Street corridor, a high-end residential neighborhood consisting primarily of restored, vintage, colonial homes. Containing a housing stock of primarily single-family detached dwellings, the area is a vibrant and also very viable residential area of the city. It is an area where one can observe, on any given day or evening, a high level of pedestrian activity as people run, walk, or stroll up and down the street.

Though there is a high level of pedestrian activity in and around the residential areas of South Green Street, the level of activity becomes virtually non-existent as one travels closer to the central square, an area only three blocks to the north. Between the two, one will observe several large churches, surrounded by supporting, surface parking lots, and a block containing several significantly blighted buildings. The surface parking lots were created to provide parking to the multiple churches that reside along the block as well as to support the central square. Though these lots were built with noble intentions, their construction severed the physical fabric of the downtown and now act as a physical separation between it and the residential areas to the south. Surface parking lots, built to

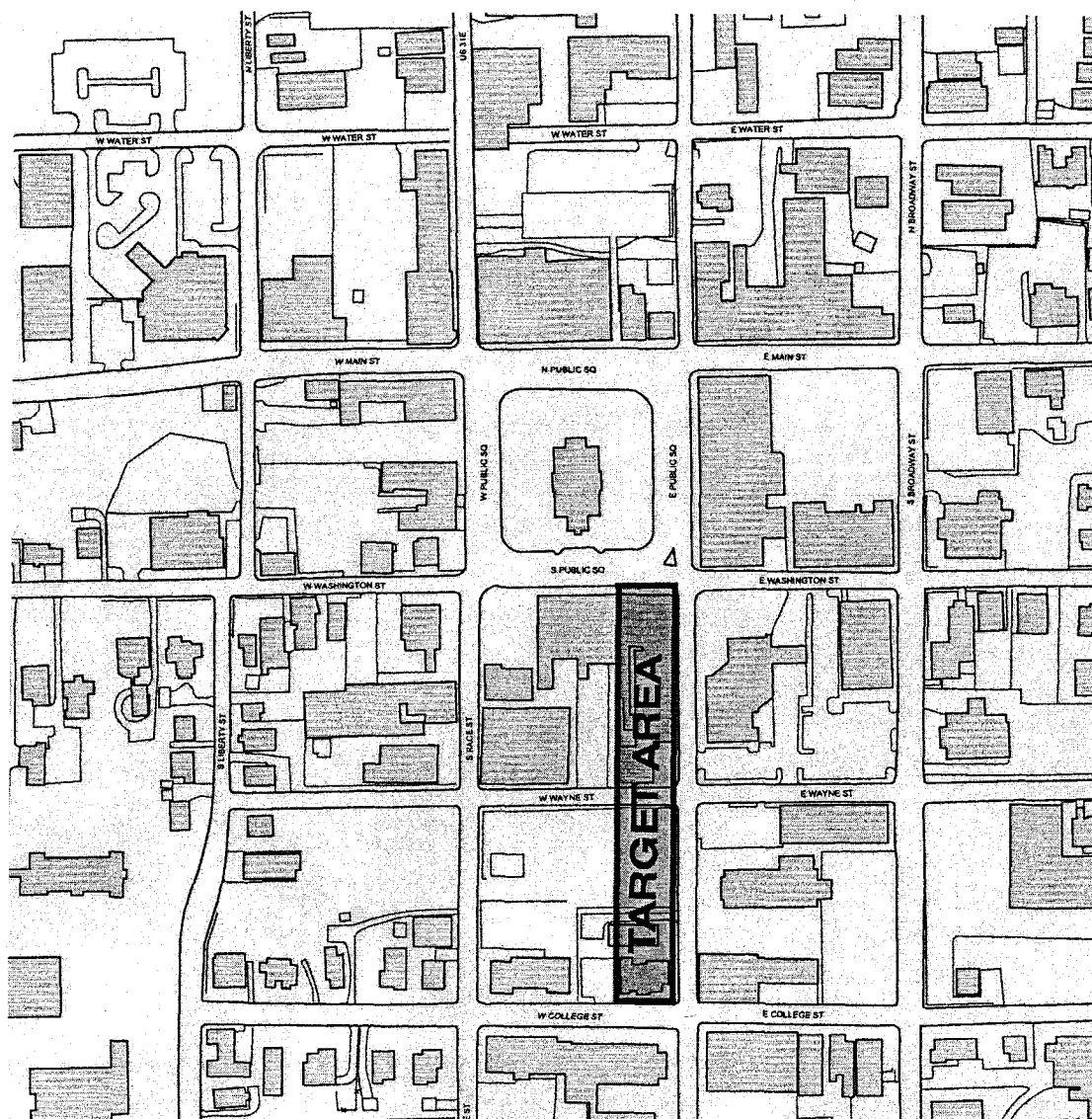
suburban standards, deactivate the street, create a sense of insecurity, and discourage pedestrian activity.

Furthermore, several references were made through responses collected through the Delphi Technique regarding the Southwest corner of the central square. Comments relating to this particular area of downtown include: “The ‘Slinker’ buildings on the South Public Square are a disgrace,” “...four buildings in disrepair – three on the south side...,” “at least three buildings need ‘much’ improvement,” “except for the Southwest (Slinker) corner, the square is looking great,” “there are buildings that are in disrepair and that do not aesthetically harmonize with the area,” and finally, “there are several buildings that are not occupied... They will continue to be a blithe in the CBD.” Again, these buildings serve as physical barriers to the residential areas to the south and discourage pedestrian activity.

Creating a pedestrian friendly environment has been recognized as one of the critical elements in any downtown revitalization strategy. It enhances the downtown’s unique sense of places, distinguishes it from other areas of the city, and brings vitality to the street. Pedestrian activity is already occurring within the residential areas to the south of central square, but it is limited within the downtown area because of a series of blighted buildings and surface parking lots discourage people from walking. Downtown Glasgow has the potential to capture some of this activity, an effort that will increase the area’s vitality and bring potential patrons to downtown stores. However, it must address the area along South Green Street from East Washington Street to East College Street. Efforts

must be made to restore and occupy the buildings identified through the Delphi Technique located on the Southwest corner of the central square, and at a minimum, landscape barrier should be constructed between the surface parking areas and the street.

Illustration 5:3; **Target Area for Revitalization Efforts**



Recommendation 3: Develop an action plan to address the reduction in traffic counts and subsequent patrons that will result upon completion of the Outer Loop.

Traffic circulation and congestion were identified by multiple participant of the Delphi Technique as one of the most significant barriers to business growth within the Glasgow, Kentucky central business district. Caused by the convergence of several major arterial corridors at the central square, traffic will often gridlock around this area. The current construction of an Outer Loop around the city will serve to reduce traffic counts and reduce the severity of this problem, but as the traffic count decreases, so will the number of potential patrons that will pass by downtown businesses. In community after community, the construction of a bypass or outer beltway has provided cheap land for retail development, growth that becomes new competition for downtown merchants and a means to divert traffic and customers from the "Main Street." Glasgow will be no different (Anderson 1994).

Community leaders must recognize the construction of the Outer Loop will divert traffic and patrons from the downtown area, placing existing businesses in jeopardy. The city must take steps to ensure that downtown is competitive with other areas of the city. It must enhance promotion efforts, and it must maintain the critical mass of merchants required to attract visitors. Developing a strategic plan and a business plan to address these issues, capitalizing on the area's assets and addressing its weaknesses, is essential.

Recommendation 4: Use the unique character offered by downtown as a recruiting tool for specialty stores and shops in the home décor and gifts and accessories area. Create a critical mass of these merchants and promote their existence.

One of the most positive aspects of the Glasgow, Kentucky central business district as identified through the Delphi Technique has been the efforts at historic preservation. Multiple structures located on the central square or the adjoining blocks have been restored, including noteworthy projects such as the South Central Kentucky Cultural Center, the current restoration of the Plaza Theater, and the current restoration of the Liberty Street Campus. These have served to preserve the unique character of the area and enhance its sense of place. Furthermore, many responses from the Delphi Technique noted that though there was limited retail activity in downtown, there are several specialty stores, particularly in the home décor and gifts and accessories category, that have been successful and are highly regarded. One respondent noted, “There are several shops available downtown in which they are the only business like that in the city...,” while another respondent wrote, “Specialty shops such as Terry’s and Awards do very, very well. Outsiders come from far and near to shop in these two stores due to the unique offerings and quality.” Unique stores and shops located in an environment differentiated from any other area of the city can and will do well, and this is one of downtown Glasgow’s greatest assets.

Therefore, the City of Glasgow should make every effort to fill currently vacant storefronts with businesses that are similar in nature, Stores that sell home décor and gifts

and accessories have done well, and this represents a potential niche for the downtown (Milder 1997). Developing a niche based upon a similar product offering has allowed Old Town Alexandria, Virginia to become a regional destination, known for its home furnishings and gifts shops (Kemp 2000). Recruiting additional stores similar to those that already exist in downtown Glasgow will establish a critical mass of merchants, making the downtown a regional destination for patrons looking for these types of products. Furthermore, “building material & garden equipment & supplies dealers” was identified by the economic base analysis as a sector in which the City of Glasgow has a competitive advantage. With a location quotient of 1.205, this sector produces a multiplier effect, the expansion of which will create subsequent, spin-in jobs in other sectors of the economy. Home décor is a natural compliment, and the potential exists to capitalize on the community’s existing competitive advantage in “building material & garden equipment & supplies dealers” through the development of a niche in this sector.

Finally, promoting the existence of multiple stores and shops will allow downtown Glasgow to become synonymous with home décor and gifts and accessories, and patrons will enjoy the downtown location because of its unique sense of place and ambiance. As downtown becomes known for this particular niche, stores and shops that offer a similar product will see the area as an attractive site as well, generating jobs, raising property values, and generating additional municipal tax dollars.

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Appendix

Section A

Section A is designed to assess efforts toward downtown revitalization achieved to date.

- 1) Describe your impressions regarding the efforts of Renaissance Glasgow in their efforts to reinvigorate downtown Glasgow.**

This program has the potential to be one that will greatly benefit and preserve the character of downtown Glasgow.

This Committee has worked very hard to help with traffic flow, beautification, and classification.

- a. What are the specific aspects of the program that have been successful?**

I now see more pride in downtown businesses. Several businesses have made improvements to their buildings. The landscape around the square looks better.

Making the square look inviting with flowers and concerts

There are several aspects of the program that I believe have been very successful. 1) The Liberty Street School is probably the single most successful accomplishment. It now houses the recreation dept of the city and will soon provide affordable housing for seniors in our area. 2) The Delfo Greer house has been saved. This is one of the oldest homes in the Community. 3) Several businesses in the CBD have taken advantage of our loan/Grant program to redo the fronts of their buildings. 4) While not a Renaissance project, I believe the moves to buy and renovate the Plaza is a results of the renaissance/main street program

Local government and community education, involvement and support.

Businesses are being assisted with renovations.

The downtown storefront program has been used with good success. Because of our being designated an SRA, awareness of the entire program is fairly well community-wide spread.

The downtown revitalization program and the restoration of existing storefronts and the attention to the sidewalks, lighting and landscaping.

The Major Revitalization Project at Liberty Street; Public awareness campaign; Exterior Improvement Program

Saving and finding a use for Liberty Street School campus; Exterior Improvement Program; saving the Greer House for future preservation; enhancement of appearance downtown.

The program has provided small grants and no-interest loans to property owners on the Square to make improvements.

There has been a lot of improvements. New face lift to many of the buildings. A local newspaper constructed a new building that brought a “new” look to downtown. Many have taken pride in making the appearance of their buildings appealing.

The Plaza Theater renovation, if they had anything to do with that.

I don’t know many of the specifics of the program, but I believe several aesthetic issues have been improved for the city.

Renaissance Glasgow has at least demonstrated to the local people that appearance does matter in terms of downtown Glasgow. The committee

has been credited with the flower beds in the traffic islands and the improved care of the square.

I think the Plaza project will be extremely beneficial for our community, and the efforts over recent years to improve the appearance of the buildings in the downtown area have worked quite well.

b. What are the specific aspects of the program that have not been successful?

Quality of life improvements, specifically the push for a new public library. I don't think the program has achieved a unity among the interested parties downtown; several have never "bought in" to the program.

I really don't know what they have done.

Getting more people to shop

I would say that some of the businesses that should have used funds from the Renaissance program have not.

Not everyone has joined in the program. We still have 3 buildings that need to be improved. They are not willing' as of yet, to cooperate.

Lack of Comprehensive Planning as related to Renaissance efforts and other community elements.

The Liberty Street Project has suffered application and implementation problems as well as public relations and perception glitches.

I'm not sure.

1) Because of the lack of financial support from the private sector the program is underfunded and is in danger of continuing in its present form. 2) There are several buildings in the CBD that are not occupied and are owned by individuals that will not invest in them or sell them. They will continue to be a blithe in the CBD.

The program all in all seems to have been successful with the exception of the on-going challenge of overall participation by property owners.

Buildings on square still need to be remodeled.

The transition of the old liberty school has not been very successful. I don't think the business involved understand how the money is available for them.

Failed to convince the Glasgow Public Library to relocate to Liberty Street.

The program has, so far, failed to inspire a community spirit about the project. So far, people seem to simply be 'curious' as the "what's in it for me." There needs to be more emphasis on the civic benefits.

I hate to even mention it, but the addition of the medians/planters on the square has caused increased traffic flow problems and more dents in parked cars. I don't think they should be ripped out, but D-O-T help might provide better signaling, lane striping or signage suggestions to improve the flow. I'm also curious about the progress/success on the Liberty Street project.

2) What changes in the Renaissance Glasgow program would you recommend?

Needs more financial support from the private sector.

More communication with the business owners would improve the program.

Monthly or semi-monthly meetings would have been good.

The need for long-range planning efforts that will affect the Renaissance area and neighboring zones.

Getting people involved who own the properties downtown, not those who just rent.

None.

Additional communication to the citizens of Glasgow and Barren County in regard to the program and its objectives. Possible time frame for accomplishing these objectives.

More contact with citizens.

I would simply recommend a little more visibility and some self-serving small projects that would get people thinking about the larger possibilities of something like renaissance.

More publicity in local newspapers, report at each local government meeting. (i.e. city and county) This would ensure newspaper coverage, or do a newsletter.

I would recommend a visit to the businesses by a member of the committee with suggestions about how they could participate.

I think Renaissance has been a great success. We still need more improvements, and I hope that in the future we can have 100% participation.

1. The group should be a membership organization to which businesses, individuals and government entities would belong. This would give more people a feeling that they have a voice in the effort and that by contributing money would literally be buying into the effort. It would also bring a cohesiveness that presently does not exist. 2. There should be a newsletter type publication distributed throughout downtown highlighting businesses, services, people, preservation efforts, building/spaces for sale or lease, etc. 3. There should be a variety of programs for the public to keep them interested in downtown, its vitality and its preservation.

Continued need for new people becoming involved. Expanding downtown events and fund-raising efforts.

More community meetings to inform downtown habitants of what the efforts are and what the long-range objectives of the program are. It started off with good communication, but it has been waning in recent months.

3) Based on your understand of the objectives of Renaissance Glasgow, how well do you think Renaissance has been at achieving those objectives?

The Renaissance program has made significant progress and is continually moving forward toward its goals and objectives.

Due to the visible nature of the changes, it appears to have been very successful in improving the appearance of the Square.

Initial objectives have been met or exceeded.

I don't know their objectives.

Based on the original objectives as outlined by the group, they have done a good job.

I rate it a 7 on a 10 scale

They have done a great job and worked hard in improving downtown.

Fair.

Good

My impression is that there has been some petty bickering inside the framework of renaissance. That would cause me to comment that some of their objectives haven't been achieved because they perhaps haven't been able to come to consensus amongst themselves as to what to 'tackle'

I think very well. Public communications can use some fine-tuning.

I think they have stuck with their plans and have worked hard to achieve those that could be accomplished.

We have been very successful.

Slim

Based strictly on the recognition the program is receiving from the state's coordinating agency, it appears it is going well.

Section B

Section B is designed to assess the effectiveness of downtown Glasgow as a place in which to conduct business.

- 1) How would you rate downtown Glasgow compared to other areas of the city (i.e. 31-E Bypass Corridor, North Race Street, etc.) as a place to conduct business? Is it better or worse and why?**

The downtown area has easy access and ample parking. Since it is centrally located, traffic is heavy at times. Some other areas have better parking, meaning easy in, easy out....At times on the square, it is hard to find a parking space...we have plenty of spaces, but people seemed to want to park in front of where they are doing business.

The worst thing is the parking situation. A lot of the city and county employees, as well as individual business owners, park in front of their businesses.

Downtown is currently limited in its ability to provide commercial services because of parking and traffic congestion. The new outer-loop bypass should help ease traffic congestion by establishing alternative thru-traffic routes for various commuting patterns.

If the CBD is to remain viable it must continue to function as a Business/Government center. Its day as a retail center are gone. With the renovation of the Plaza it could become a cultural center for the community. Selected retail/restaurant may continue to do well in the CBD but on a very limited bases. Restaurant will be limited to luncheon business until alcohol sales become legal.

Rating the downtown area as a place to conduct business would of course depend upon the type business. The downtown area has been, and continues to be, a natural location for attorney offices and other related businesses. The main disadvantage to business on the square relates to the age-old problem of "parking". For me, it is difficult to understand how someone can walk from the extreme end of the Walmart parking lot to get into their store, but at the same time complains about walking halfway around the square to visit a business on the square.

Not better, but not worse. The major problem is parking and traffic patterns.

It is worse because of traffic and parking issues. It is not a place to do a variety of shopping.

Worse. Traffic flow is poor, parking is tough, the area has built a reputation as being primarily professional and governmental, which is true.

Traffic flow is a definite problem and parking is lacking. Retail business seems to have the most difficult time in making a go of it. It is my impression that those simply requiring office space (i.e., attorneys, radio stations, chamber, county school board, local government, etc.) seem to be the majority occupants on the Square.

Worse. Not enough parking and competition with Wal-Mart and K-Mart

Downtown is preferable; it has character that strip developments cannot offer.

Worse - Parking is a problem - not a variety of businesses.

I think it is an excellent place to do business for us. The proximity to everything we need to access (government, etc.) is exceptional.

Quaint, safe, clean. Nice place to do business because of proximity to many services such as post office, government centers, locally owned restaurants, etc. Atmosphere is better than 31-E bypass. Green spaces and close parking is a plus. Slower traffic and a friendly, neighborhood environment.

It's a great place to do professional and service-type work, but a difficult location for retailers. Our retail based in downtown is primarily boutique

oriented, and we're missing a broad appeal anchor. The loss of J.C. Penney and Standard Farm Store was significant.

2) List and describe, as many as you can, the aspects of downtown Glasgow that make it an easier, more effective place in which to conduct business.

Downtown does offer an attractive atmosphere for downtown merchants. The ability of pedestrians to freely move from one area to another is very efficient.

In addition, downtown offers merchants the ability to display products in a "window shopping" setting that most other commercial areas don't have.

a) Definitely, a beautiful area, b) favors pedestrians, c) close proximity to the 31-E Bypass, and d) several new restaurants on the Square.

Again, this would relate to the type of business. This would include the location of attorney offices and the location of city and county government operations and supporting businesses (i.e., restaurants).

Easy access to businesses - clean.

Atmosphere -

We have ample parking spaces, easy in, easy out. When court is in session, traffic is heavy. I still think that you can get in and get out as always. People are in a hurry to do business, but business goes on as usual. I think the most complaints are with parking. They just don't want to walk a very few extra steps.

It really only helps lawyers because of their need to be close to the Court House and county records. The rest of businesses suffer greatly due to parking.

Character of place; a small town feeling/atmosphere; friendliness; safety; accessibility; more attractive setting.

The Square is easily accessible and could serve once-again as the business/retail center for the South Green Street area.

Everyone knows everyone. Easy walking distance to many services. Clean. safe. Historic elements add to the atmosphere. Sense of downtown pride among local merchants.

Access to the buildings are good and they are attractive; however, parking is a problem.

Appealing. All local government offices there bring people to the square. Not enough parking to make it an effective place in which to support local private businesses.

There are less people there so the lines are shorter in the stores.

The proximity to other professionals and governmental offices make it a great place to have a business location. The lunch scene is also good with some nice lunch spots to dine or host visitors.

I believe the traffic count on West Main Street is the third highest in town. So there is great visibility and access to a large number of people. Main branches of banks and essential governmental offices are still headquartered downtown.

3) List and describe two or three aspects of downtown Glasgow that serve as barriers to conducting business.

Parking - is perceived to be limited. This is because people want to park in front of the business they want to visit. In mall or shopping centers they will walk, but not in downtowns. Traffic - Kentucky did a very good job of seeing that all traffic passing through Glasgow had to go through the CBD. Limited potential for growth. Land locked by residential areas.

Parking, Parking, Parking.

Tourism and local businesses are negatively impacted by lack of diverse dining , liquor by the glass or bars which would attract regional shoppers and visitors. As compared to downtown Bowling Green, downtown dies after 5:00 pm unless event is being offered. Consumption of services/parking, etc. by government centers. This is also a plus, however, because of the large number of people employed and working in the downtown. *Perception* of parking issues.

Parking and traffic patterns. The trees that are on the square need to be trimmed.

Traffic and parking

A) A natural traffic flow to outlying areas B) Parking. C) An overall climate for business (businesses feeding from other businesses).

Parking; Traffic congestion; Often, limited commercial space available;

Public recognition of downtown businesses

Traffic flow, parking, stores close at unreasonable hours.

1) Traffic issues: we need to re-train people that you can easily travel through downtown WITHOUT going around the square. Many other routes are under utilized and the square has too much “pass thru” traffic.

2) Parking: always a problem. The city should seek to build a first-rate, attractive parking structure over its lot behind City Hall; it could be designed to be attractive (unlike the existing parking structure) and useful to all patrons.

3) Special Events: a really neat thing to do, BUT the square should NOT be closed for long periods of time for so many events. While the events, such as the orchestra concerts, global festival, parades and car shows, do bring people, it systematically hurts businesses. Business folks have tried unsuccessfully to help organizers understand that these functions actually hurt business. Yet, these folks can't understand why more businesses don't locate downtown! There is a lack of concern and respect on the part of those in charge of these events. Their attitude has been that “the show must go on, no matter what!” In comparison, one does not find these civic-minded folks staging events on the by-pass or on Happy Valley Road.

a) Traffic congestion in the area, and b) finding convenient parking. Note: Whenever someone brings up a concern about parking, there are those quickly respond by speaking of the parking structure. However, it is obvious, for whatever reason (maybe the walking distance in bad weather or the security

fears, I don't know), it never seems to get much use other than those with reserved parking spaces who work in the downtown area.

Lack of coordinated promotion and extended operating hours for the retail community. Traffic flow and parking are both factors. However, there is plenty of parking outside of the Monday through Friday 8-5 time period.

Traffic as states above, because so many people use the downtown route to go different directions. Plenty of parking is available if people would only use them. He south is in need of more parking.

Not enough parking – Lots of traffic. I think rent is to high and people don't keep up the appearance of their rental properties.

The parking.

The obvious answer would be parking. But that's not the answer. The answer is the amount of non-essential traffic routed through downtown by the state highways that come downtown. Parking is hard to maneuver with long lines of traffic blocking the spaces. Many of those people are simply 'passing through' downtown as a means of getting somewhere else. Another 'uncorrectible' problem is simply the terrain. If everything else were the same,

downtown would be more viable if half the square weren't 75 feet above the other half!

Section C

Section C is designed to collect your feelings and opinions about downtown Glasgow.

- 1) Assess the physical appearance of downtown Glasgow as compared to other business areas of the city. (Is it clean? Are there buildings in disrepair? Etc.)**

Downtown is clean, but there are buildings that are in disrepair and that do not aesthetically harmonize with the area. Because City Hall, the County Court House and the County Government Center have all undergone revitalization, they offer a positive influence to other structures within the area.

Yes, and private owners are also supported

Clean and attractive. Quaint

Yes – Clean. Yes – Four Buildings in disrepair – Three on South side and one on north side.

The area is clean and has a very good appearance.

It's very clean and most building look great. There is just one property owner whose vacant buildings are total eyesores.

It is clean, however, there are at least 3 buildings that need "much" improvement. Newly installed traffic islands, (flowers in them), new sidewalks, sidewalk benches, and trees have been a great asset to the area.

Except for the Southwest (Slinker) corner, the Square is looking great.

The appearance is better but there is still much to be done. The "Slinker" buildings on the South Public Square are a disgrace. The whole town has tried to resolve this and it's time the city take these people to court.

There have been several physical improvements to the downtown area. There are still areas that need renovation. Overall, the appearance of the downtown Glasgow is good and has a very presentable appearance.

Glasgow has a wonderful appearance. Clean, community pride atmosphere. The courthouse square provides a great central point for gatherings, events, etc.

The historic elements add to the nature of the downtown experience in a very positive way. Shoppers and business owners feel safe.

Though there are still some buildings that demand attention, we've come a long way in improving the esthetics of the downtown area. The area is very clean, the traffic islands are beautiful, the limited landscaping is well manicured, streets are swept/cleaned routinely, and the businesses that have taken advantage of the grants have maintained the quaint, historic nature of the downtown area. It is very beautiful.

Downtown looks great.... with the exception of the Slinker properties.

While there is still work to be done, at this time the downtown area looks better than some of the other shopping areas (Happy Valley Road/Columbia Avenue)

Very nice, but not family friendly.

2) Is downtown Glasgow an area that is appealing to outside visitors? (i.e. someone from outside Barren County) If so, describe why. If not, describe why not.

Yes. The square has a lot of green space and the buildings are in adequate physical shape.

It is not appealing to outside visitors. There is nothing particularly special about it, and the businesses are all locally oriented. It's off the beaten path and there is no real reason for outsiders to come there.

Yes, but measures need to be implemented that would attract a diverse range of people. In addition, the concerns listed above should be addressed.

I think downtown Glasgow "shows" great to visitors, especially during daytime hours when it appears alive and vibrant. The lack of activity in the evenings and on weekends diminishes from its appeal at those hours.

If they could find a parking place, they may find it very appealing; but it's hard to see inside stores and see what they have to offer from a moving car.

If you are looking for a gift shop - Yes. We have two on the square. Beauty school - some restaurants - everything else is lawyers. Not much to offer visitors unless they are wanting something from the newspaper.

Visitors regularly comment on how attractive the downtown is – surprising considering that there really are not that many historic buildings.

Yes, with the exception of the Slinker corner.

From the standpoint of a visitor's impression, I believe that the downtown area overall presents itself well. From the standpoint of a visitor looking to open a business, I do not believe that the downtown area is as conducive to a business atmosphere as other outlying areas of the city. Again, business feeds on business and it is difficult for the downtown area to overcome the attraction of the large retailers.

It is Appealing. Clean, attractive, and quaint

My experience has led me to think that once people find out about Glasgow and its downtown they are pleasantly surprised. I don't, however, think there is a convenient way for outsiders to learn about the downtown. A visible "tourism" or "visitor" center (open or accessible 7 days a week) would be a great feature to help with this.

Absolutely! It is gorgeous, especially in the spring. Typically, in my opinion, those from outside our geographic region visiting downtown are not here to do business, but rather enjoying the sites and the history of the community.

Yes. Not many towns have a park, school board building, or newspaper touching their square.

Parking. Traffic problems, and not enough variety of stores.

We have a lot to offer downtown. Antique shops, cultural centers, and many other attractions that would appeal to out of towners.

3) Describe whether downtown Glasgow is appealing to Glasgow/Barren County residents for:

a. Shopping. If so, describe why. If not, describe why not.

There is little retail shopping in the area. The choices are very limiting.

Yes, the downtown area offers many specialty shops and services.

Not enough parking and stores

I believe so. There are still a variety of stores, especially for a town with a Wal-Mart.

Downtown has lower appeal because of the lack of an anchor store, and the general shopping patterns of society today.

I don't think so. It is just an observation, but retail businesses seem to come and go so quickly. I think that is an indication that citizens do not prefer to shop downtown. However, I must say, there have been other retail establishments that are not on the Square that come and go, as well.

Yes, it is appealing due to the quality of the retail businesses there.

No. parking trouble, Traffic flow and limited business hours

Only shops are gift shops and jewelry store.

Yes, but limited to specialty shops

Again, the main disadvantage to business on the square relates to traffic flow and parking.

There are some specialty stores that are interesting. But some of the buildings are run down and detract from the overall look.

There are several shops available downtown in which they are the only business like that in the city...there are other areas in town that may offer different things than those downtown, so I guess that would equal out.

Specialty shops such as Terry's and Awards do very very well. Outsiders come from far and near to shop in these two stores due to the unique offerings and quality. Other retail stores have not been as successful due to limited visibility or low foot traffic. Growing number of antique and collectible spaces are adding to the variety of shopping alternatives in the downtown.

Shopping is appealing because several unique businesses (Terrys; Awards, Inc.) are located downtown

b. Dining. If so, describe why. If not, describe why not.

There really is no dining because Glasgow does not allow the sell of alcoholic drinks.

Yes, there are several different dining establishments available.

Improvements could be made that would attract a larger evening crowd to the downtown area.

Lunchtime is great...but with the exception of Subway, there is no nighttime option.

Not enough parking and stores

Yes, Lunch only.

There is a need for dining for the lunch crowd, but there again is not enough overall appeal for evening dining.

The dining is adequate with several options.

We have several dining establishments downtown that are just open during breakfast and lunch. They get good business from the folks who work downtown and others too.

No. Parking trouble, traffic flow, and limited business hours. In addition, being dry does our restaurants no favor.

Restaurants only open during day.

We have no place to “dine” downtown, only places to get a little sustenance, which does not make it very attractive.

There are only a few restaraunts on the square and they are not open during evening mealtimes. Except Subway.

Limited options but have a much greater number than 5 years ago. Grace Hall’s, Moose’s, Subway, George J’s, Little Taste of Texas, Boathouse BBQ, etc. are all doing well however without liquor sales, will always be limited to the type of restaurants that will be located there.

There are several great lunch spots on the Square, which is a real convenience to those of us who work here.

Dining is appealing because we finally have some variety

c. Entertainment. If so, describe why. If not, describe why not.

No, None available, no sale of alcohol. Limited potential

If the Plaza were to re-open, maybe.

Yes, there are several annual and special events held in the downtown area that attract numerous people. In addition, the Plaza Theater revitalization project, once completed, will be a valuable resource for future entertainment opportunities.

Recommend a planning committee to set up various types of entertainment to act as a drawing card.

This is no entertainment. Entertainment is lacking.

There will be when the Old Plaza Theatre is restored.

No. parking trouble, Traffic flow and limited business hours. Being dry is detrimental as well.

This is a severe weakness for our community. The Plaza will help, but there is nothing of consistent entertainment value in the downtown area at present.

Downtown events are available throughout the year and are mostly successful. Nightly entertainment is non-existent. This is typical for most dry cities.

The area should be conducive to entertainment, other than the parking issue. Naturally entertainment centers would have to be established.

The outdoor concerts are fine but the site really is not that conducive.

We have several concerts during the year. Car shows, global feast, crafts, etc.

We have the Plaza Theater that will bring new attractions to downtown when it is complete and in operation.

There are several events scheduled throughout the year, which attracts people to the downtown area. People seem to enjoy the beauty of downtown.

However, though it may increase exposure for the limited number of retail specialty shops, I'm not sure if it actually increases business for them.

I am not aware of any entertainment available on the square.

There's not much entertainment downtown right now for any age group.

It's not profitable without a liquor license, and now one's willing to invest in it otherwise.

4) What are the unique characteristics and attributes that distinguish downtown Glasgow from the downtown areas of similar communities within the Commonwealth of Kentucky. (i.e. Elizabethtown, Campbellsville, Danville, Bardstown, etc.)

Based on my knowledge, I am not sure there are any unique characteristics and attributes for downtown Glasgow when compared with cities of similar size (i.e., Elizabethtown, Campbellsville, Danville, Bardstown, etc.) If you mix these communities, I believe they would have very similar characteristics.

Our courthouse building is beautiful, and is a great visual anchor for downtown Glasgow. I think it gives us one of the most distinguished downtowns in the state.

None

Glasgow should capitalize from the unique history and heritage of its downtown community.

The Glasgow Square is much more beautiful, it projects a better "small town" atmosphere, and it is more pedestrian friendly than any of the others.

The courthouse area is much nicer. The traffic flows a little better.

We are working to revitalize downtown. Our Courthouse and Grounds are lovely. Everyone is friendly.

People are proud of its history and heritage

Each of these communities have the same basic dynamic (Court House, professional offices, some retail survivors and specialty shops. Danville has an advantage because of the location of Centre College. There was, once upon a time a by-pass built in each community which did its job and took traffic away from the downtown area. In addition, the by-passes also took away customers and allowed retail giants such as Sam Walton to gain first a toe hold then a strangle hold.

As mentioned earlier, its an all inclusive downtown with a park, historic buildings, eateries, etc.

Each community has their own attractions, and we have out own. Antique shops, Cultural Center, historic locations, etc. Plenty of parking (for those who don't mind walking)

Very strong sense of community; Unique features such as the South Central Cultural Center; Viable central square is a plus and a great feature of the downtown. Local Renaissance efforts (both publicly and privately funded) have been a plus for the downtown.

5) Finally, describe your personal vision for downtown Glasgow. What would be the specific features of the place you would like downtown to become?

Bowling Green has a perfect blend of business in the day, and entertainment at night. The combination of arts events, great dining, outdoor cafes and live music that appears at night has made downtown Bowling Green a viable district during both daytime and nighttime periods. The Plaza will be a great asset, but we've got to work to evolve more evening entertainment and dining activity. I think it is significant to note that Madisonville and Murray are having the same success that Bowling Green is enjoying. It is not an anomaly in one community alone.

Unless parking ticket prices are raised and laws are enforced that when a ticket is given all people are made to pay them, I don't see much of a future for downtown Glasgow.

I don't have a personal vision for downtown Glasgow.

Downtown will continue to be the center of Government with limited retail, dining, and entertainment. My vision sees very little growth without some major changes in attitudes and commitments to growth.

More parking. Better traffic flow. Entertainment located on the square.

Business buildings that are vacant to be sold or remodeled.

A historic preserved area with an emphasis on renewal of it's unique and scenic buildings and landscape. Long range plans should incorporate the importance of preservation of adjoining historic neighborhoods while developing greenways (pedestrian and bike) that encourage use of the downtown area with alternative transportation modes. In addition, an effort should be made to connect different positive attributes of the community together by such greenways with the emphasis all leading to the centralized area of downtown. Development and zoning codes should be comprehensively revised to reflect future planning needs.

An effort to draw more people by annual celebrations, crafts, concerts, and parades. These should be advertised around the State. For example, plan an annual event with a theme. At the same time, contact all high schools and have them have a reunion during this week of festival. Have a parade using past band members, sports team members, and current ones. Get the clubs involved, the schools, the entire community to make them feel part of the

celebration. However, unless the parking and traffic situation is addressed, the above is mute.

We need to thrive to keep what we are doing and not lose site of that. (and we will). There are other improvements that need to be addressed. Though the downtown is not what it used to be, it still has great possibilities. More shops, restaurants, etc.

My personal vision for downtown Glasgow is to continue the positive development of the downtown area, which would include the development of a user-friendly area for shoppers, dining and entertainment. Develop a change in attitude in regard to the downtown area being only a service area for city-county governments.

My vision for Downtown is to have, once again a vivacious business and professional square and surrounding area which is patronized by most of the citizens of the community.

Thinking rather quickly, I see a quaint little southern downtown area, reflecting its architectural heritage, which provides an emphasis on its history and culture. It would consist mainly of professional offices, a few boutiques, the museum, the Plaza for live performances and charming restaurants. With most of that coming together already, I might add a trolley or two that

transports folks around the historic downtown area (beyond the Square) and regularly visits parking areas off the Square.

The future of the downtown will be greatly impacted by a renovated Plaza Theatre and will open the downtown up for a "night light" with an active local center for the arts. Liquor by the glass would open the downtown and city-at-large for a greater number and better quality of restaurants. The economic impact of this one change would be substantial to the community. Glasgow will continue to grow as a regional (7 county) shopping and eating center. Continued regulated and managed growth. Local consistent enforcement of existing ordinances such as building/signage/historic preservations. Projects such as Liberty Street and proposed "Downtown Historic Pedestrian Corridor" will continue to promote the historic elements of the community and hopefully have a positive impact on the areas outside of the Renaissance Program.

Downtown Glasgow looks better now than when I was in high school 25 years ago. To grow, Glasgow truly needs renaissance!!! Let's make the parks more dynamic; the buildings more unique and the charm representative of the community we have here. We can offer some incentive to have certain businesses locate downtown that would be like an "anchor" in a shopping mall! Savannah Georgia, comes to mind as a town that has been successful with that idea.

When the Plaza Theatre is finished, hopefully we will have a restaurant open at nights. We plan for special events such as Concerts on the Square, Antique Car Shaw in October when we close off square and have an old-time street fair. In September, we have a Global Fest. We also have a wonderful Museum just one block off our square. I would like to see more shops with antiques, etc. come on the square - maybe a nice dress shop.

We need to take a serious look at the marketing study (2000-01) and outline the types of businesses/services for which people are NOT going to downtown Glasgow. We need to have an effort to attract these things downtown. We need to approach the future of downtown as a whole, not just a corner or two. This should be approached just like a developer would in filling his new shopping center. Until we take this approach all efforts will be hit-and-miss with only moderate success. We need to address the parking situation immediately. The city needs a parking structure over the lot behind City Hall, facing the Plaza. Even with losing some seating through modernization of the auditorium, there will still be 800-1000 seats available. Where will patrons park? This is of monumental importance and the City and the Plaza Committee are being very irresponsible by not addressing this simultaneously. We should be addressing the need for a small convention center facility in our town and it is of utmost importance that it be located downtown. The need is

valid – we have no multi-use facilities for large groups. This could be a very attractive addition to downtown and West Main Street would be a super location (between BBT and the PO). The farmer’s market could be located on the “back” side near Front Street. This would also be a great location to recall Barren County’s tobacco heritage. Also, a great location for concerts and events downtown rather than on the square. This facility should be tied in to the Cultural Center, the anticipated pedestrian corridor and all of downtown. This would help to make Glasgow a “destination” for group conferences, small conventions, etc. The Tourist Commission needs to step up to the plate and be proactive on this, not just a group of “good ole boys” as they are perceived. We desperately need a new public library. We have a 50+ year history of irresponsible leadership which has resulted in the disgraceful facility we have at present. We must begin now to change this situation and there is no doubt this community can do it. We did it with the YMCA and this can be corrected. We must have proactive people appointed to the library board to get this done.