RESILIENT

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LOUISVILLE

Resilient Louisville

September 1, 2019

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Letter from our Mayor, Greg Fischer

"We are only as resilient as the least resilient of us. It's easy to generalize, but if one person is left behind, it's up to us all to lift them up. In a city, everything and everyone is connected."

—Mayor Greg Fischer

It's appropriate that we've gathered to talk about resilience in the hometown of Muhammad Ali. The Champ shook up the world with his resilience as a champion athlete, civil rights leader and humanitarian.

He cultivated the resilience that made him The Greatest by doing what he called "the road work," the sometimes challenging daily work of training, of building his strength and endurance, of listening to his trainers and managers, and having ambitious goals in mind for his future.

Ali provides a role model for people around the world, and for our community as well. Our goal is to become an even more compassionate city, a city where everyone's human potential can flourish.

Cultivating resilience is critical to achieving that goal, because we must be prepared for challenges and setbacks as we prepare for the future in a world where everything is changing – our economy, our society, our technology and even our climate.

That's why we are proud that Louisville was named one of the 100 Resilient Cities in 2017 by the Rockefeller Foundation. We're grateful for the connections we are able to make with other cities around the globe facing the same challenges we face, all of us looking for solutions. We also are grateful to the members of the Louisville Resilience Steering Committee and to everyone in Louisville who has taken on the cause of building our city's resilience and provided ideas, feedback and showed their concern and passion for working together to build our community's future.

As we look ahead, we see opportunities and challenges. Our overall economy is strong.

Since 2011, in the shadow of the Great Recession, our city has:

- created 80,000 new jobs;
- opened 2700 businesses; and
- welcomed $14B in capital investment, including nearly $1 billion in west Louisville.

That is the big-picture economic growth to be proud of, but we have to do more to make sure that as a city, we're built for a future filled with both opportunities and challenges.

Those challenges include everything from a city budget severely impacted by state-mandated changes in our employee pension obligation, to inequity, to a recent report from the U.S. Army Corps of Engineers predicting a serious increase in storms, floods, droughts and more in the decades ahead.

To meet these challenges, we will continue to work with our state government for more tools and local options for revenue to support the vital services and infrastructure that allow any city to function. We will maintain our ties to the global sustainability community by aligning the Visions in this document with the United Nations Sustainable Development Goals. This alignment also deepens the connection of this work to our partners at the University of Louisville and its Envirome Institute.

We must be ready to meet the challenges of the future by creating paths to opportunity – and resilience – for our most vulnerable citizens. That's why we're focusing on making Louisville a city of equity, a city where every citizen has access to a great education, career opportunities, quality health care, housing and the means to create a successful life for themselves and their families.

The Resilience process reinforced the goals we are pursuing through the Mayor's Strategic Plan, and give us a blueprint for how to bring all the current and future efforts together to build a more Resilient Louisville.

Resilience, equity, compassion and the trust we're working to build between our citizens and city government and among our diverse communities will make us a stronger, healthier city. That's our ambitious goal and we are committed to following Ali's example, doing the road work, alongside our citizens to make that vision a reality for our great city.

Sincerely,
Louisville Mayor Greg Fischer

Since 2011, in the shadow of the Great Recession, our city has:

- created 80,000 new jobs;
- opened 2700 businesses; and
- welcomed $14B in capital investment, including nearly $1 billion in west Louisville.

Letter from 100 Resilient Cities, Michael Berkowitz

On behalf of everyone at 100 Resilient Cities, I want to congratulate Mayor Greg Fischer, Chief Resilience Officer Eric Friedlander, and the entire Louisville community on the release of the city's first resilience strategy. Resilient Louisville may be produced by Louisville Metro Government, but it is truly a strategy whose creation and implementation are owned by the city's residents.

The time and energy that so many people devoted to its development ensured that the work of building a more resilient Louisville is grounded in the needs and desires of the community and is reflective of the diversity of experiences that make this such a vibrant, dynamic, and innovative city. From the outset Louisville has taken a deeply self-reflective, participatory, and human-centered approach to thinking about resilience, through an unwavering focus on the enduring legacy of racism, a commitment to meaningful and representative participation in the planning process, and a recognition that a resilient Louisville must enable every individual and community to thrive.

Building upon work the city already has done, the grounding of resilience in the values of equity, compassion, and trust provides a strong foundation from which to move forward. Since joining the 100RC network, Louisville has experienced more than its fair share of shocks and stresses, including record-setting rain and flooding, a heartbreaking racially-motivated shooting, and a lack of government funding.

Through its four visions and corresponding actions – Embrace Lifelong Learning; Ensure A Safe + Healthy City; Build a Vibrant Economy + Place; and Maximize + Innovate Engagement – this strategy will help prepare Louisville to thrive no matter what shocks and stresses it may face.

While the release of Resilient Louisville marks a critical milestone in the city's resilience journey, we recognize that the work is far from over. The real work is just beginning as Louisville Metro Government and its community partners take on the task of implementing the actions outlined here. In tandem with the Mayor's Strategic Plan, we are confident that Resilient Louisville will achieve lasting impact for the city.

We look forward to watching this work as it progresses and to seeing a more resilient Louisville where all residents can learn, live, thrive, and engage today and for generations to come.

Sincerely,

Michael Berkowitz
President, 100 Resilient Cities

Letter from our Chief Resilience Officer,
Eric Friedlander

"The people who are often the first to be hurt in catastrophes, big or small, sudden or slow, are often the people who have the least resources.

Cities must plan for how to respond to the shocks and stresses found at the intersection of race, poverty, the environment and the economy."

—Eric Friedlander

I have called Louisville my home since my birth. When my involvement in the Louisville Resilience process began, everyone asked me, "What does Resilience mean?" I had two responses: first, I would ask "What does it mean to you?"; and, second, "That's what we are going to find out together."

This began a journey to establish what Resilience means for Louisville. Throughout this process it was apparent that as Louisvillians we are proud of our traditions, are willing to work on our full understanding of our past and are hopeful for our future – a future that leads to greater understanding and prosperity for everyone in our community.

Louisville has always faced challenges from typhoid and yellow fever to floods and tornadoes as well as from slavery and institutional racism to redlining and misguided Urban Renewal policies.
We continue to struggle with segregated housing, educational disparities, aging infrastructure, a lack of affordable housing, and the will to agree on how to pay for mitigation of these circumstances and to make the wise and necessary investments in our community. Trauma, whether from a shock or stress, is still trauma. How we address equity and work on mitigating trauma across Metro Louisville will determine the true nature of our resilience.

A Resilient Louisville builds on our strengths as a community. Louisville has established the goal of being a most compassionate city. This call has resonated throughout our community. This is an aspirational goal.

Often community members point out when we fall short of the goal of compassion, but our willingness to engage with each other on issues that require patience and a willingness to lean into difficult discussion and realizations is vital to our progress as a more compassionate and resilient city.

Louisville will become a more Resilient city as we learn how we are interconnected as an entire community. From the individual who is homeless to the board chair of our largest corporations, a city can only be as resilient as its most vulnerable residents.

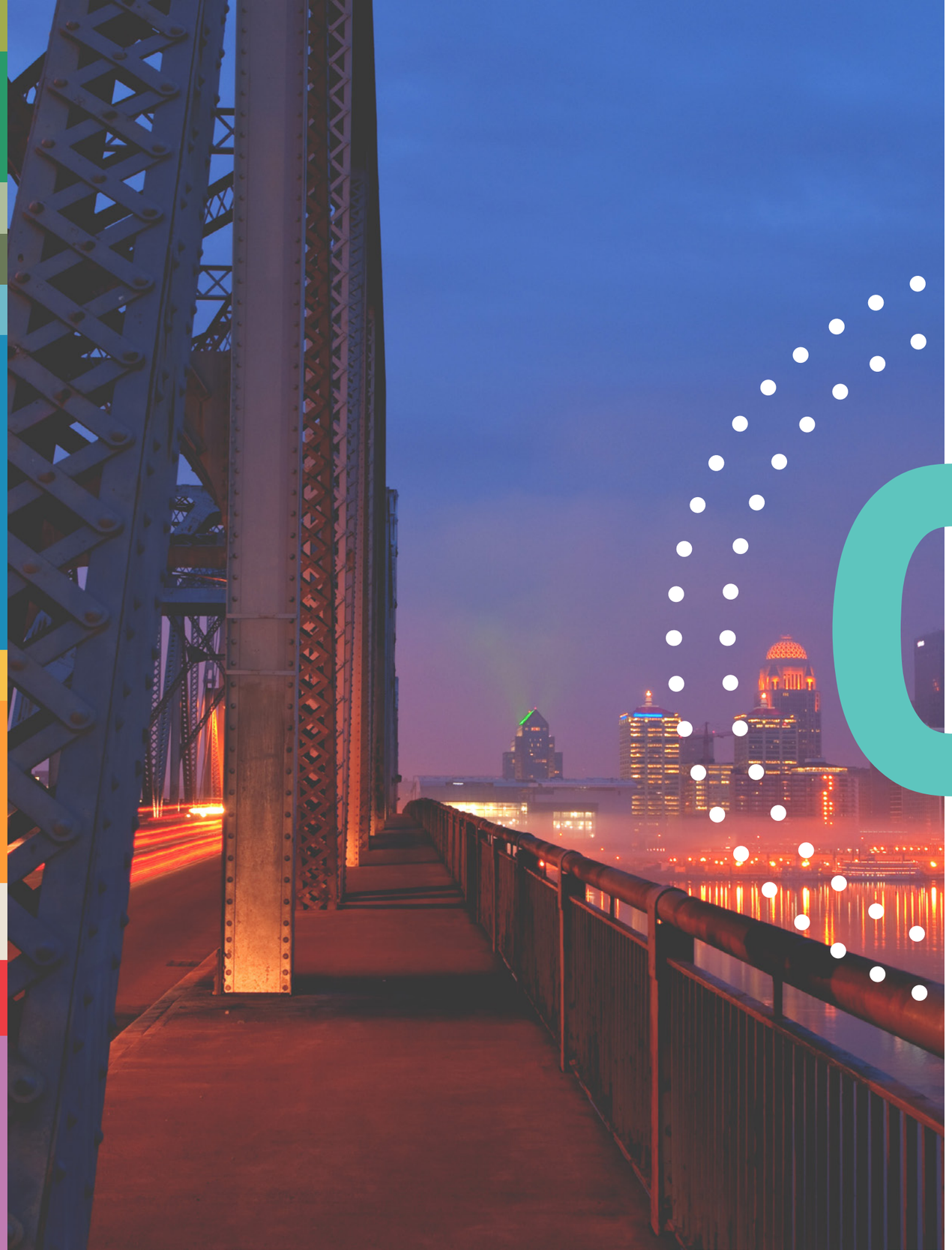
Every Vision, Goal and Action in the Resilient Louisville Strategy reflects Louisville Resilience Equation: R=E+C+T. Resilience in Louisville equals Equity plus Compassion plus Trust. This plan represents the community's effort to promote greater equity and compassion that must lead to greater trust in each other throughout this community.

The four Visions call upon all residents to: Embrace Lifelong Learning; Ensure a Safe + Healthy City; Build a Vibrant Economy + Place; and Maximize Innovation + Civic Engagement.
The 10 goals and 46 actions provide a roadmap for Louisville to follow to work together on fulfilling the Louisville Resilience Equation.

It is fortunate that this Resilience Strategy has a strong community focus, as the 100 Resilient Cities winds down and as we struggle to provide sufficient local investment. This is a Strategy that will continue to depend on all of us to engage. It is not solely filled with government initiatives. This was done on purpose. Louisville as a community has always come together in ways that are broader than any single organization. This will be necessary as we move forward with this resilience effort.

Sincerely,

Eric Friedlander
Chief Resilience Officer



01

100 Resilient Cities

Urban resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what type of chronic stresses and acute shocks they experience.

—100 Resilient Cities

About 100 Resilient Cities

100 Resilient Cities (100RC) – Pioneered by The Rockefeller Foundation helps cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the twenty-first century.

100RC supports the adoption and incorporation of a view of resilience that includes not just shocks – such as floods, infrastructure failure, and other acute events – but also stresses that weaken the fabric of a city on a day-to-day or cyclical basis, such as poor air quality, economic hardship, or social inequality. By addressing both shocks and stresses in a holistic manner, a city becomes better able to respond to adverse events and better able to deliver basic functions in both good times and bad.

Louisville joined the 100RC network in May 2016, and through its participation in the program, received funding to hire a Chief Resilience Officer (CRO) to lead the city's resilience efforts; expert support in developing a resilience strategy; and access to a global network of peer cities and practitioners focused on sharing best practices and developing solutions to urban resilience challenges.

Stakeholders participate in exercise at the Agenda Setting Workshop
Image credit: Perkins and Will

THE LOUISVILLE RESILIENCE PROCESS AT A GLANCE

The Strategy process lasted over two years. It began with an Agenda Setting Workshop in January 2017, hosted by the City of Louisville in partnership with 100RC. More than two hundred stakeholders from across the city attended and provided an initial scan of the city's top shocks and stresses and started formulating the meaning of resilience to the residents of Louisville. In April 2017, Eric Friedlander was selected as Louisville's CRO.

During Phase I, the CRO led the City in the creation of a comprehensive Stakeholder Engagement Plan to support the process. Phase I culminated in two key milestones: The preparation of a Preliminary Resilience Assessment (PRA) — a document which catalogs existing actions and efforts that contribute to Louisville's resilience, and a prioritization of new resilience-building opportunities. The PRA led to the identification of Discovery Areas (or focus areas). In the case of Louisville, four Discovery Areas and two cross-cutting themes led to the formation of four Working Groups around the the topics of equity, compassion, trauma, arts and culture, economic opportunity, infrastructure, and health.

During Phase II, the Working Groups, led by the CRO and his team, developed a series of visions, goals, and actions based on the work accomplished in Phase I. These visions, goals and actions (included in this strategy) are intended to guide Louisville into becoming a more equitable and resilient city in the coming decades.

Welcoming of Louisville to the 100RC network. Otis Rolley, 100RC and Mayor Greg Fischer
Image credit: Perkins and Will

Key Definitions

Urban Resilience

Urban resilience is the capacity of individuals, communities, institutions, and systems within a city to survive, adapt, and thrive in the face of chronic stresses and acute shocks they experience.

Stresses

Stresses are chronic conditions that weaken the fabric of a city over time – whether it's on a day-to-day or cyclical basis.

Shocks

Shocks are time-bound acute events that can significantly impact a city.

Qualities of Resilient Systems

REFLECTIVE ..... ABLE TO LEARN

ROBUST ..... LIMITS SPREAD OF FAILURE

RESOURCEFUL ..... CAN EASILY REPURPOSE RESOURCES

FLEXIBLE ..... HAS ALTERNATIVE STRATEGIES

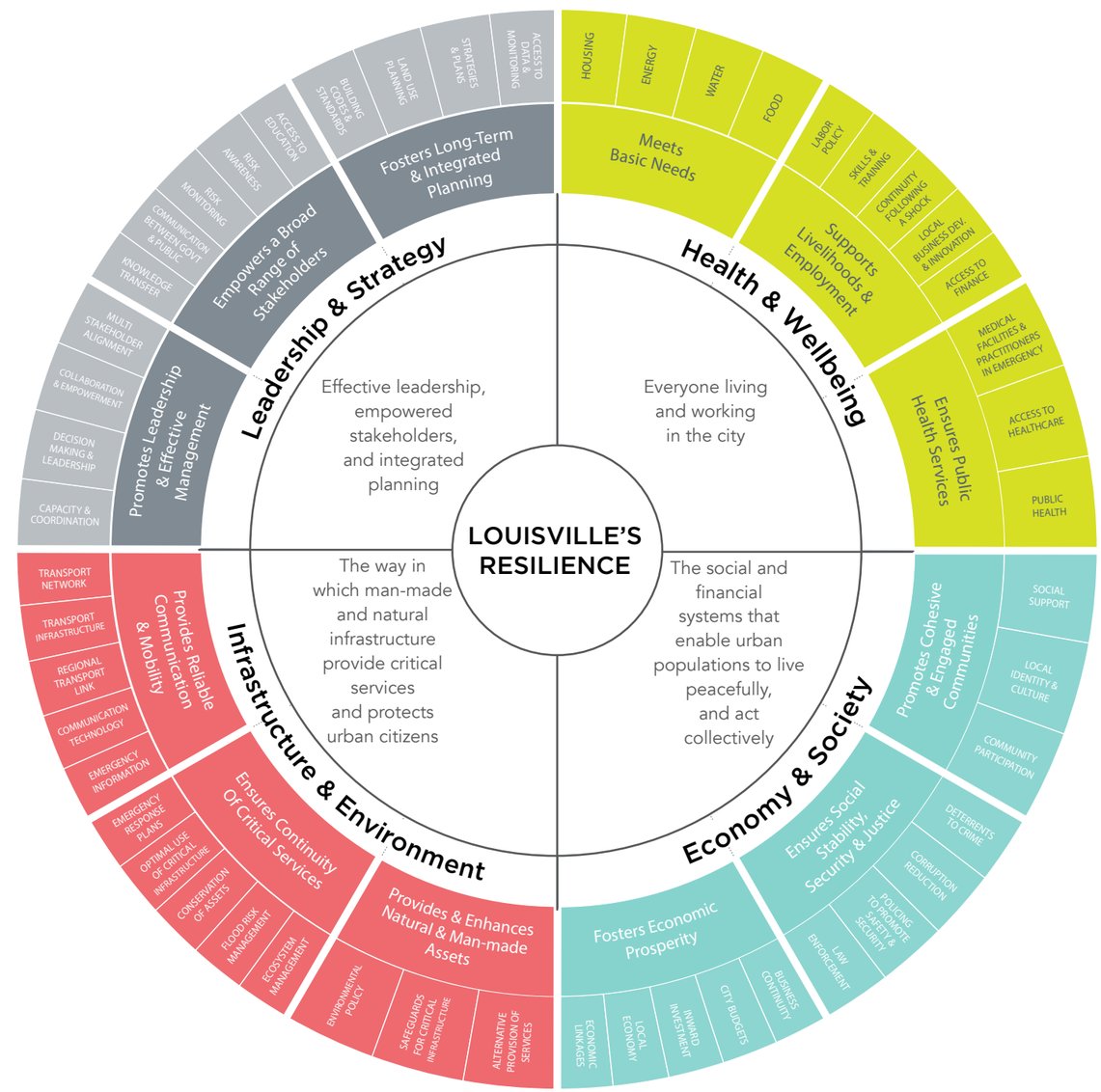
REDUNDANT ..... HAS BACKUP CAPACITY

INCLUSIVE ..... SYSTEMS WORK TOGETHER

INTEGRATED ..... BROAD CONSULTATION & COMMUNICATION

The City Resilience Framework

Developed by Arup with support from the Rockefeller Foundation, The City Resilience Framework (CRF) provides a lens to understand the complexity of cities and the drivers that contribute to their resilience, and a common language that enables cities to share knowledge and experiences. The CRF is built on four essential dimensions: Leadership & Strategy, Health & Wellbeing, Economic & Society, and Infrastructure & Environment.



100RC Network

Louisville joined the 100 Resilient Cities network in May 2016, as part of the 3rd cohort of cities selected from around the globe through a competitive application process. This global network is dedicated to helping cities around the world become more resilient to the physical, social, and economic challenges of the 21st century. This map represents just a few of the inspiring actions underway across the 100RC Network that Louisville can look to for inspiration and collaboration.

LOUISVILLE JOINED THE 100RC NETWORK IN MAY 2016

Through the Digital Equity Challenge, **NEW ORLEANS** utilized a challenge-based procurement model to develop and deliver an arts-based digital literacy program to connect its most vulnerable residents to economic, social, and cultural opportunities through technology (Action 3.2.6)

BOSTON created an Economic Mobility Lab to advance the upward economic mobility of Bostonians by analyzing existing programs and policies, highlighting and expanding effective interventions, and piloting innovative, scalable solutions (Action 3.2.1)

ATLANTA'S BeltLine Equitable Development Plan is advancing housing affordability, community health, and equitable access to greenspace in conjunction with the Atlanta BeltLine, a 22-mile transit loop and trail network (Action 3.3.2)

In response to the opioid epidemic, **GREATER MIAMI & THE BEACHES** is piloting an arrest diversion program for opioid users, providing individuals with access to substance abuse and mental health.

TULSA'S "918 Day" is an annual event celebrating the city's diversity, growth, and multiculturalism, connecting and engaging residents from across the city in a day of service and celebration (Action 4.1.1)

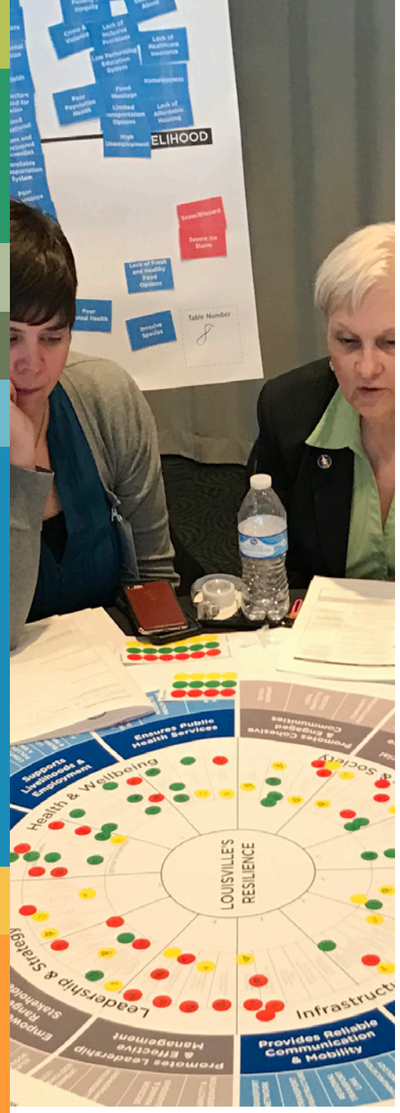
DALLAS is working to advance racial equity through implicit bias training for city employees and the incorporation of an equity lens in city budgeting, procurement, and service delivery (Action 3.1.3, 4.1.3)

In **PARIS,** the OASIS Schoolyards Project is reimagining and redesigning school playgrounds to increase green space, mitigate urban heat island, improve stormwater management, and promote broader neighborhood access and social cohesion (Action 2.3.1, 2.3.5)

ATHENS, is incorporating Migration and Integration Centres and after-school community activities and learning opportunities as key ways to welcome and integrate immigrants (Action 3.3.4)

MELBOURNE is taking a comprehensive approach to advancing youth resilience, developing a Young and Resilient living lab model to empower youth and promote individual, community and social wellbeing (Action 4.1.5)

02 Louisville Resilience: Executive Summary



Stakeholders participate in exercise at the Agenda Setting Workshop
Image credit: Perkins and Will

Louisville Resilience: Executive Summary

The Louisville Resilience process involved two years of community engagement with stakeholders through interviews, workshops, surveys, focus groups, meetings, and social media communication. We intentionally sought out to connect with the diverse voices, skills, and expertise of our city's residents, leaders, advocates, students, neighborhoods, businesses, non-profits, and faith-based organizations with the understanding that the pursuit of resilience requires a community effort.

In order to achieve a successful long-term strategic plan, Louisville Resilience set forth the following list of goals in executing our stakeholder engagement plan:

- Ensure transparency in our communications with and among all stakeholders;
- Openly acknowledge current gaps in both the support and provision of services identified within the City Resilience Framework;
- Facilitate and institutionalize a collective community conversation around resilience with the perspective of identifying opportunities from our challenges; and
- Advocate for resilience in all policies for both internal and external stakeholders.

Pre-Phase

In May 2016, 100 Resilient Cities (100RC) selected Louisville to be a member city in its network of cities. 100RC partners with cities around the world so that they can become more resilient to the social, economic and physical challenges that are a growing part of the 21st century. This global partnership provides a platform where cities learn from each other and other subject matter experts on how to best respond to rapid globalization, urbanization and climate change impacts. With this honor, the Louisville community embarked on a path of discovery determining attributes that make Louisville a more resilient city. We began our 100 Resilient Cities discovery process with a two-day Agenda Setting Workshop (ASW) attended by over 200 people who gathered from various city sectors and industries. The group discussed the topic of resilience and what it meant to Louisville moving forward.

The ASW stakeholders clearly voiced that equity must serve as the cornerstone of any resilience strategy. The participants identified inequity as one of Louisville's major challenges recognizing the impact of redlining, urban renewal and systemic economic exclusion based on race and how these failed policies and practices led to a segregated and divided city. The physical manifestation of this is called the "the 9th Street Divide."

The Louisville Metro Health Equity report and the Greater Louisville Project report on poverty document the stark differences in life outcomes based solely on the zip code of one's birth.

Stakeholders participate in exercise at the Agenda Setting Workshop
Image credit: Perkins and Will

Strategy Development Process at a Glance

PRE-PHASE
Agenda Setting Workshop

Key Activities
Agenda Setting Workshop (ASW)
Selection of CRO
Initial identification of shocks and stresses
Initial scan of City Resilience Framework

Outcomes
ASW Report

Phase I

Following the ASW convening, Phase One began when a core group of Louisville Metro employees formed. This broad-sector team mapped out the next year and a half of resilience work.

For its first task, the core group formed a Steering Committee to inform the process. This selected Steering Committee proved unique from both local and 100 Resilient Cities standards in that it included no local government representatives. Following our intention, we invited individuals typically not on other Louisville governing groups asking recognizable Louisville leaders for their recommendations for Steering Committee members. This resulted in a diverse set of committee members sharing their unique perspectives. The Steering Committee guided the direction of the initiatives that members believed would lead to a more Resilient Louisville, helping design the processes, and informing the community questions.

In conjunction with the steering committee input, we conducted individual interviews and focus groups. All community engagements - from the Urban League to the Junior League - and the community survey results continued to identify the issue of inequity, specifically racial inequity, as an overarching concern in Louisville. The community engagements not only confirmed the perceived shocks and stresses identified by the ASW and the Steering Committee but also acknowledged the disparate impact of the shocks and stresses on Louisville's most vulnerable population.

Steering Committee kickoff meeting
Image credit:
Louisville Metro Government

Who were our Phase I voices?

Our Chief Resilience Officer

In April 2017, Mayor Greg Fischer appointed Eric Friedlander to be the city's first Chief Resilience Officer (CRO). The CRO's primary role is to thoroughly explore Louisville's resilience-building priorities and culminate this analysis in this Resilience Strategy.

Our Core Team

The Louisville Resilience Core Team was formed in April, 2017, consisting of staff members that represented various departments within Louisville Metro Government. Each member was nominated by his or her respective department leadership based upon their passion, expertise, and skill sets. The Core Team's primary roles and responsibilities were: initiate, plan and execute Phase I and Phase II; coordinate and lead stakeholder group engagement activities; and apply collective skill sets and expertise to facilitate a viable Louisville Resilience Strategy.

Our Steering Committee

The Steering Committee is a broad group of approximately 40 subject-matter experts representing multiple public, private, and community sectors. The main role of the Steering Committee was to provide effective feedback on the resilience process, including "checks and balances" to reinforce a plan that represents the community. The Steering Committee was represented by a broad group of subject-matter experts and influential representatives of the City Resilience Framework (CRF).

Community Stakeholders

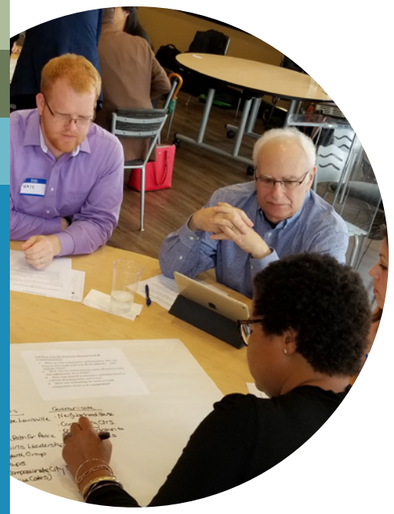
The Community Stakeholders are identified as individuals and groups whose level of influence, roles and responsibilities reflect the work to be done. We identified stakeholder groups based upon Louisville's communal structure and its history of compassion, diversity, talent retention efforts and relationship building. These stakeholder groups are represented by a broad group of subject-matter experts and influential representatives of the City Resilience Framework (CRF).

PHASE I
Strategy Initiation

Key Activities
Community Engagement
Identification of shocks and stresses / risk assessment
Identification of Discovery Areas

Outcomes
Preliminary Resilience Assessment
Customized City Approach

Workshops	Interviews	Surveys	Focus Groups
1,720	55	883	357
PEOPLE REACHED	PEOPLE REACHED	PEOPLE REACHED	PEOPLE REACHED



Working groups participate in discovery area meetings
Image credit: Louisville Metro Government

Phase II

Following the community engagement process, the Core Team and Chief Resilience Officer (CRO) synthesized all information collected during the first phase of the Resilience process and identified four Discovery Areas setting the stage for Phase Two of the 100 Resilient Cities process. We defined the Discovery Areas as:

- Enriching Culture of Compassion & Trust;
- Enhancing Resilience to Trauma;
- Increase Financial Capacity;
- Wealth Building & Economic Opportunity; and
- Strengthening the Built & Natural Infrastructure that Promotes Health and Wellbeing.

We began the second phase by inviting the community to participate in one or more of the four Discovery Area Working Groups. Up to 80 individuals accepted the charge to better understand the interrelationship of the shocks and stresses and how to address them while building on the perceived strengths of this community.

In collaboration with Louisville's Office of Performance Improvement and Innovation, these structured engagements led each Discovery Area Working Group to examine strengths, gaps, barriers, resources and strategies reflecting both the ongoing work in the community and the opportunity to examine how to better work together on common and intersectional issues. The intent was to not only further the impact of the work in any one area, but also understand how an area related to the overall increase of Louisville's resilience. At the end of the three months, the Working Groups defined those interrelated areas and the direction of the Louisville Resilience Strategy.

Who were our Phase II voices?

Our Working Groups

The Phase II Working Groups included local universities, residents, government and non-government organizations, non-profits, faith-based organizations, subject-matter experts and core team members. Their recommendations on what a resilient Louisville looks like is highlighted in the actions they identified within this strategy document.

Co-Leads represented (1) Metro Government and (1) Non-Metro Government community leader per Discovery Area. Their role was to convene and engage the work groups to identify and develop actionable initiatives and outcomes to address Discovery Area questions. Their subject-matter expertise around community collaborations, plans, and processes was an added value enhancement that helped shape the resilience plan.

01 Enrich a Culture of Compassion and Trust

02 Enhance Resilience to Trauma

03 Increase Financial Capacity, Wealth Building and Economic Opportunity

04 Strengthen Built and Natural Infrastructure that Promotes Health and well-being

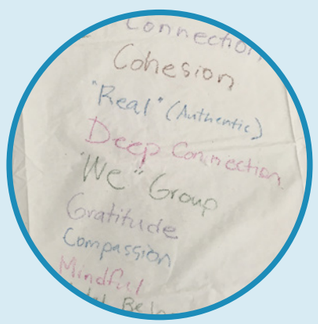
PHASE II Strategy Development

Key Activities
Working Groups around Discovery Areas
Identification of Visions, Goals and Actions

Outcomes
Louisville Resilience Strategy

04 WORKING GROUPS
114 MEMBERS
08 MEETINGS

IMPLEMENTATION



Trauma-informed meeting where participants expressed their feelings on paper after the shooting that took place at Kroger on October 24, 2018
Image credit: Louisville Metro Government

SPOTLIGHT
HOW DID LOUISVILLE RESPOND TO TRAUMA?

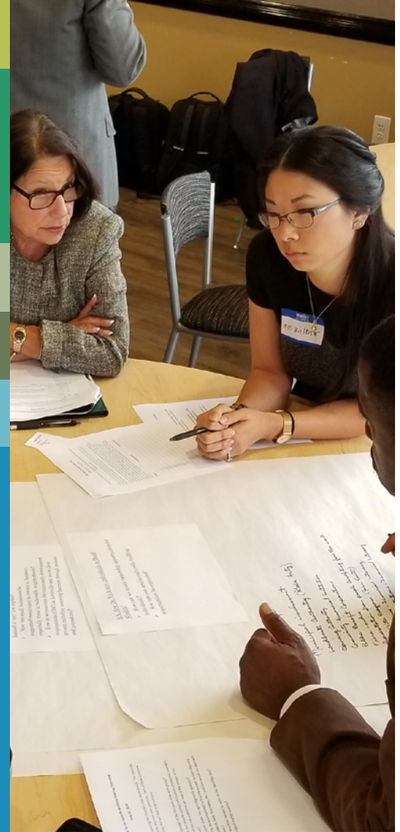
On October 24, 2018, the city mourned the shocking murder of two innocent people at a grocery store in Jeffersontown, the result of a hate crime. These photos reflect the trauma-informed meeting where participants put their frustrations on paper. At the end of the meeting, we came together determined to make a change in our community.

The Core Team decided that it was important to model a trauma-informed approach. As a reflection of how trauma impacts people and processes, we devoted a full meeting to this tragic event. A meal was provided and all participants sat together for dinner and reflection. Each paper-covered table became a canvas for individuals to express in words and art how they were processing this tragedy allowing everyone to respond as one committed community. This cathartic meeting exemplified a model on how to process traumatic events in a group setting.

Not only did the Working Groups tackle some very difficult issues in Louisville during the three-month period, but also it became apparent that there are ongoing initiatives that address many of the challenges identified by the Working Groups. The heartening realization for the participants was that the issues we are working on are the right issues for this community!

Engagements throughout the community added types of shocks to the list but resoundingly echoed the ASW findings. Recognizing that some chronic living conditions generate harmful stress and exacerbate the impact of shock, the community engagements identified Louisville's major stressors as inequality, lack of education, poverty, violence and the impact of aging infrastructure. In what was perhaps a prescient moment, the community identified lack of government funding as one of our top shocks. While at the time it was related to national and state funding, this now reflects the challenges of local funding as well.

Top stresses were identified as inequality specifically as it relates to health, education and the impact of aging infrastructure. The only addition to this category was the decline in the natural environment. This relates to the rapidly growing urban heat island effect, development pressure on watersheds and the growing understanding of the relationship of health to access to green space.



Our Findings

Compassion, trauma, equity, sustainability and economic opportunity are the core issues for Louisville's resilience. It clearly was articulated throughout the process that many of the issues that we face locally, in the state and in the nation relate to a basic lack of trust in institutions.

Phase I Outcomes

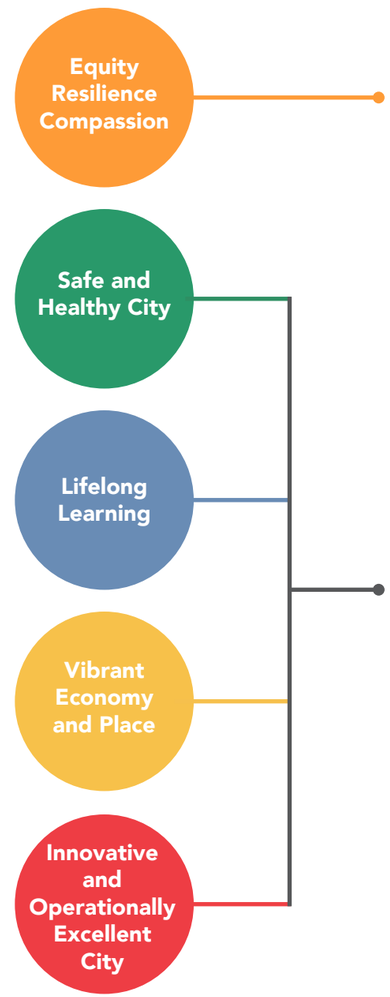
- Introduction to the 100RC team and process;
- Shocks and stresses that came out of the Agenda Setting Workshop;
- The formation of the Louisville Resilience Team and Steering Committee;
- What it takes for Louisville to be resilient; and
- Our city context, actions inventory, stakeholder and communications plan

Phase II Outcomes

- The community voice aligns the Mayor's Strategic Plan themes;
- Resilience equals equity, compassion, and trust;
- A call to action on ways to ensure all residents have equitable opportunities to thrive;
- Some of Louisville's greatest strengths are community, neighborhoods, culture, opportunity, and networks;
- Louisville's greatest barriers are communication, infrastructure, resources, and oppression; and
- Community's response to shocks

Steering Committee Workgroup
Image credit: Louisville Metro Government

A brief retreat with the 100 Resilient Cities team and representatives from Louisville Metro Government led to the realization that this work fits well into the existing framework of the Mayor's Strategic Planning pillars. While some modification was necessary, the mayor's main themes applied to the work of Resilience:



The core group responded to this by formulating the Louisville Resilience equation:

$$R = E + C + T$$

Resilience equals Equity plus Compassion plus Trust
Every action in this strategy document must lead to greater equity, compassion and trust. The Louisville Resilience equation elevates the Mayor's theme of equity and compassion to become the overarching aim of the Louisville's Resilience Strategy.

The other four themes allowed both community initiatives and metro actions to be set side by side into a document that reflects the entire community. While the last theme in the Mayor's Plan related to operational excellence, this is incorporated in the document as excellence in community engagement.

It is important to note that the result of the engagements - the Agenda Setting Workshop, steering committee, individual interviews, focus groups, surveys and work groups - have directed us to this point. The goals and actions in this Strategy are not exclusively owned by Louisville Metro Government, they are owned by a broad community of stakeholders. **Our belief in the collective impact of all of Louisville's efforts will make Louisville a more resilient city.**

Learning from the past, living in the present — a place to prepare for the future.

A Reflection on Louisville's Shocks and Stresses

1968

Riot/Civil Unrest

On May 27, 1968, 400 protested in Louisville's Parkland neighborhood following the death of Dr. Martin Luther King, Jr., and a police arrest incident. The protest soon escalated to a riot damaging property and looting of businesses. Louisville's Mayor ordered over 2000 Kentucky National Guardsmen to control the situation. In 1975, persons protested the court-ordered desegregation plan for public school students known as "busing".

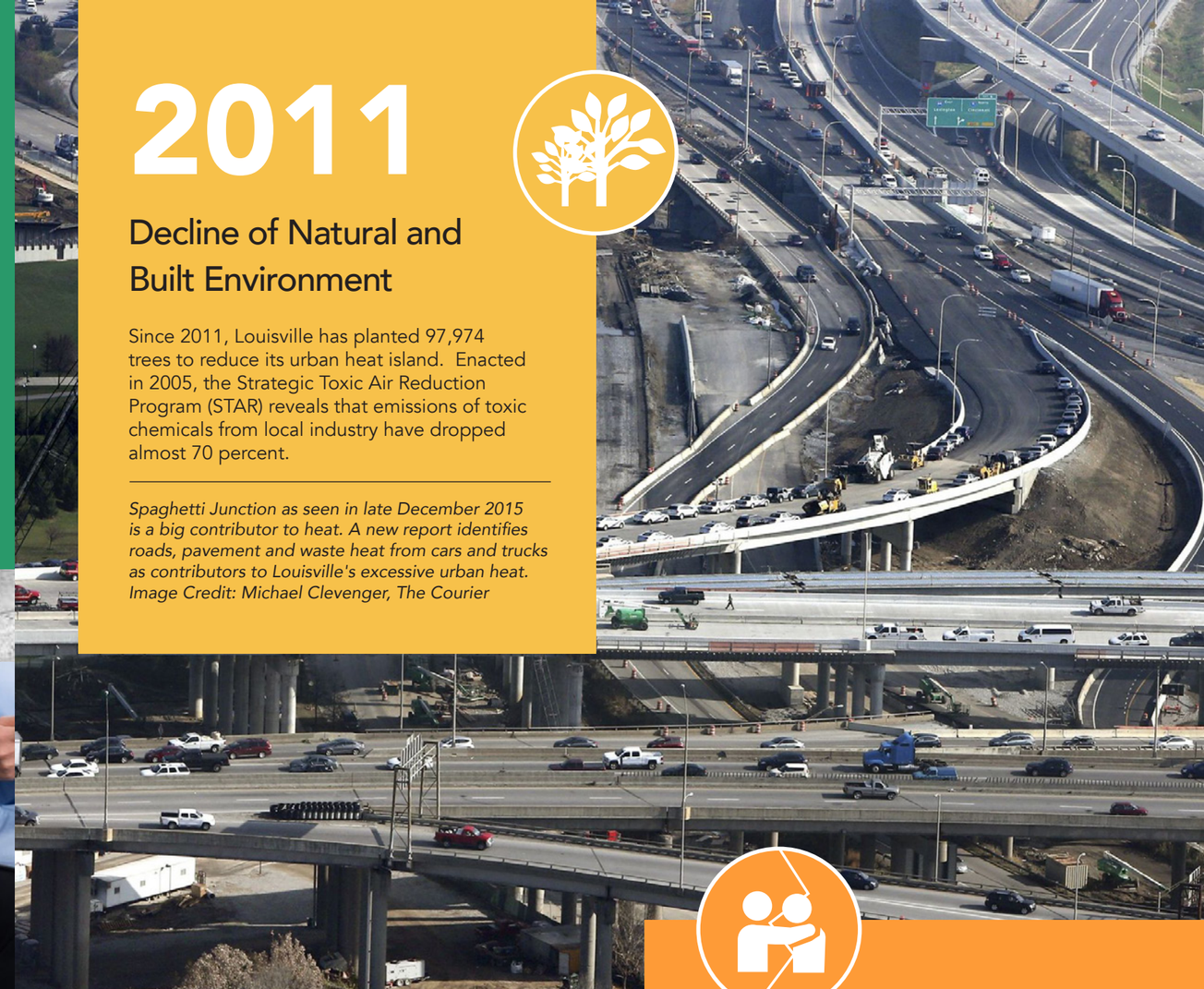
National Guard troops patrolled the streets of Louisville's Parkland neighborhood on May 27, 1968, after nights of rioting over civil rights. Image credit: Larry Spitzer / Courier Journal

1981

Infrastructure Failure

On February 13, 1981, Louisville's sewers exploded destroying more than 13 miles of sewer lines. In response the city passed a hazardous materials ordinance giving the Louisville Metro Sewer District the authority to regulate the handling of hazardous materials.

The sewer explosions started here, at a railroad underpass on Hill Street.
Image credit: Larry Spitzer / Courier Journal



2011

Decline of Natural and Built Environment

Since 2011, Louisville has planted 97,974 trees to reduce its urban heat island. Enacted in 2005, the Strategic Toxic Air Reduction Program (STAR) reveals that emissions of toxic chemicals from local industry have dropped almost 70 percent.

Spaghetti Junction as seen in late December 2015 is a big contributor to heat. A new report identifies roads, pavement and waste heat from cars and trucks as contributors to Louisville's excessive urban heat.
Image Credit: Michael Clevenger, The Courier

2011

Economic Crisis

Known as the state's economic engine, Louisville's 2011 unemployment rate rose to 10.3 percent during the Great Recession. In 2019, the rate is below 4% and over 80,000 jobs were created in with Louisville reaching post-recession highs in both employment and job growth.

2016

Crime and Violence

In 2016, there were 123 homicides in Jefferson County breaking the previous record of 110 set 45 years earlier in 1971. However, with Louisville's efforts in implementing violence prevention program, we have seen crime drop by 3.3% with homicides declining by 30% over the last two years.

Caption: Louisville Metro Police closed the 2800 block of Northwestern Parkway where they were investigating a double-homicide on Oct. 16, 2015.
Image Credit: David R. Lutman/Special to The CJ

2016

Inequity

Systemic racism policies, such as the practice of "redlining," significantly impacted Louisville's most vulnerable neighborhoods through discriminatory lending prohibiting home ownership and inhibiting institutional and familial wealth building. Today, nearly $1 billion in investments has been announced in west Louisville. Significantly, in 2016 the U.S. Department of Housing and Urban Development awarded Louisville $29.5 million Choice Neighborhoods Initiative to transform the historic Russell Neighborhood that is expected to leverage $200 million more investment in Russell. Since 2016, $41 million has been invested in affordable housing in Louisville.

In this image, kids use art to reinforce message of equity during community clean-up of the Muslim temple after it was vandalized on September, 2015
Image credit: Louisville Metro Government

2017

Drug Epidemic

In 2017, 396 people died of an accidental drug overdose in Louisville, according to the Jefferson County Coroner's office, a 22.5 percent increase from Louisville's previous record set in 2016 — a 56% increase from the 2015 overdose deaths. In response, Louisville has increased addiction harm reduction through its syringe exchange program and Treatment Advisory Group collaboration, which connected more people to treatment and increased trauma-informed care.

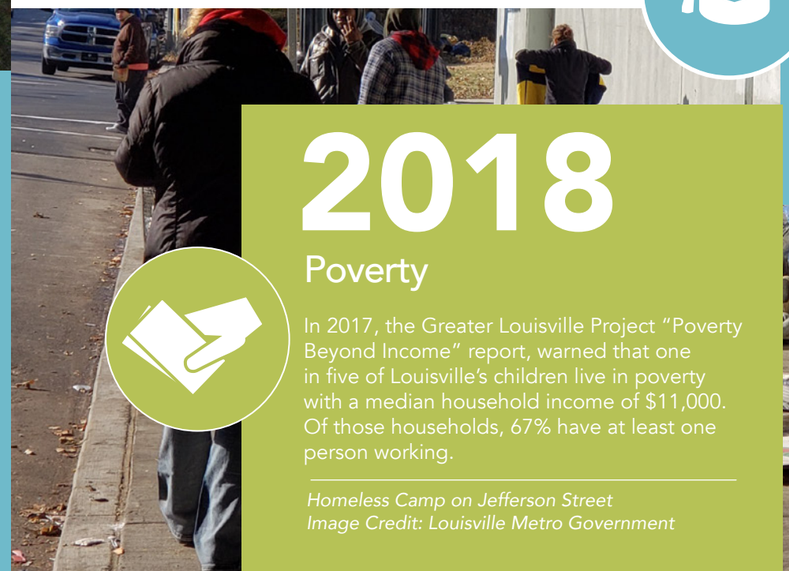
Former Center for Women and Families West Louisville Campus Location to be a new facility to address the heroin/opioid crisis in the area.
Image Credit: Brian Bohannon Special to the Courier-Journal

2018

Low Performing Education System

May 29, 2018, the Jefferson County Public Schools Board of Education voted to appeal state management of its school system. A compromise was reached between the Kentucky Board of Education and the local board allowing the state to control only three areas of the school district. In May, JCPS launched a policy to address the longstanding inequities faced by its students of color – an effort to close the achievement gap ensuring that minority students have equal educational opportunities.

Students board a bus March 2 in Smoketown, a poor section of Louisville, to ride miles away to the affluent Atherton High School.
Image Credit: Michael Noble Jr. for The Washington Post



2018

Poverty

In 2017, the Greater Louisville Project "Poverty Beyond Income" report, warned that one in five of Louisville's children live in poverty with a median household income of $11,000. Of those households, 67% have at least one person working.

Homeless Camp on Jefferson Street
Image Credit: Louisville Metro Government

SPOTLIGHT
THE HISTORY OF LOUISVILLE'S SIGNIFICANT WEATHER EVENTS

Fourth Street looking South at Broadway during the Great Flood, 1937

The Kentucky Post Cover reporting on the tornadoes that killed 73 people and left thousands homeless, 1973

Gas station damaged by hurricane Ike, 2008

1936 Hottest summer on record

Summer of 1936, peaking at 107 degrees, Louisville experienced its hottest summer on record coupled with the driest June on record.

1937 The Great Flood

January – February 1937, The Ohio River crested 33 feet above the flood stage with 70 percent of Louisville under water. 175,000 residents escaped seeking safety with 90 residents not surviving the flood.

1974 A F4 Tornado

April 3, 1974, a F4 tornado touched down in Louisville destroying trees in Cherokee Park and destroying several homes.

1994 Snow and Ice

January 1994, Louisville temperature plummeted to -22 degrees and 15" of snow fell in a single day crippling the city.

2008 Hurricane Ike

September 14, 2008, Hurricane Ike swept through the city tearing down 1,400 power lines and leaving 301,000 people without power – for up to two weeks.

2009 Freezing Rain

January 2009, a wintry mix moved through Louisville with precipitation changing to freezing rain, taking down power lines and leaving 205,000 people and 69 schools without power for up to 10 cold, winter days. Emergency shelters were set up to combat the freezing temperatures.

2018 Wettest Year

2018, Louisville's wettest year on record – reaching 68.05 inches.

2019

Lack of Government Funding

In 2019, the Louisville Metro Government faced significant budget challenges caused largely by pension obligation increases from the state. On March 2019, Louisville's governing body voted against a plan that was proposed to fully address the budget challenge. The city is faced with a $35 million shortfall in fiscal year 2020 and the state pension obligation is anticipated to grow by about 12 percent a year. We continue working with our state leaders and legislators to provide revenue options and flexibility for cities – a critical reform.

WE Day March in Louisville, 2018 "WE" is a movement that brings people together and gives them the tools to change the world. Today we are millions of passionate youth, women and men working together to shift the world from 'me' to 'we Image Credit: Louisville Metro Government

03 Our City Today

"I see a city that honors and learns from the past, lives fully in the present and prepares for the future."

—Mayor Greg Fischer

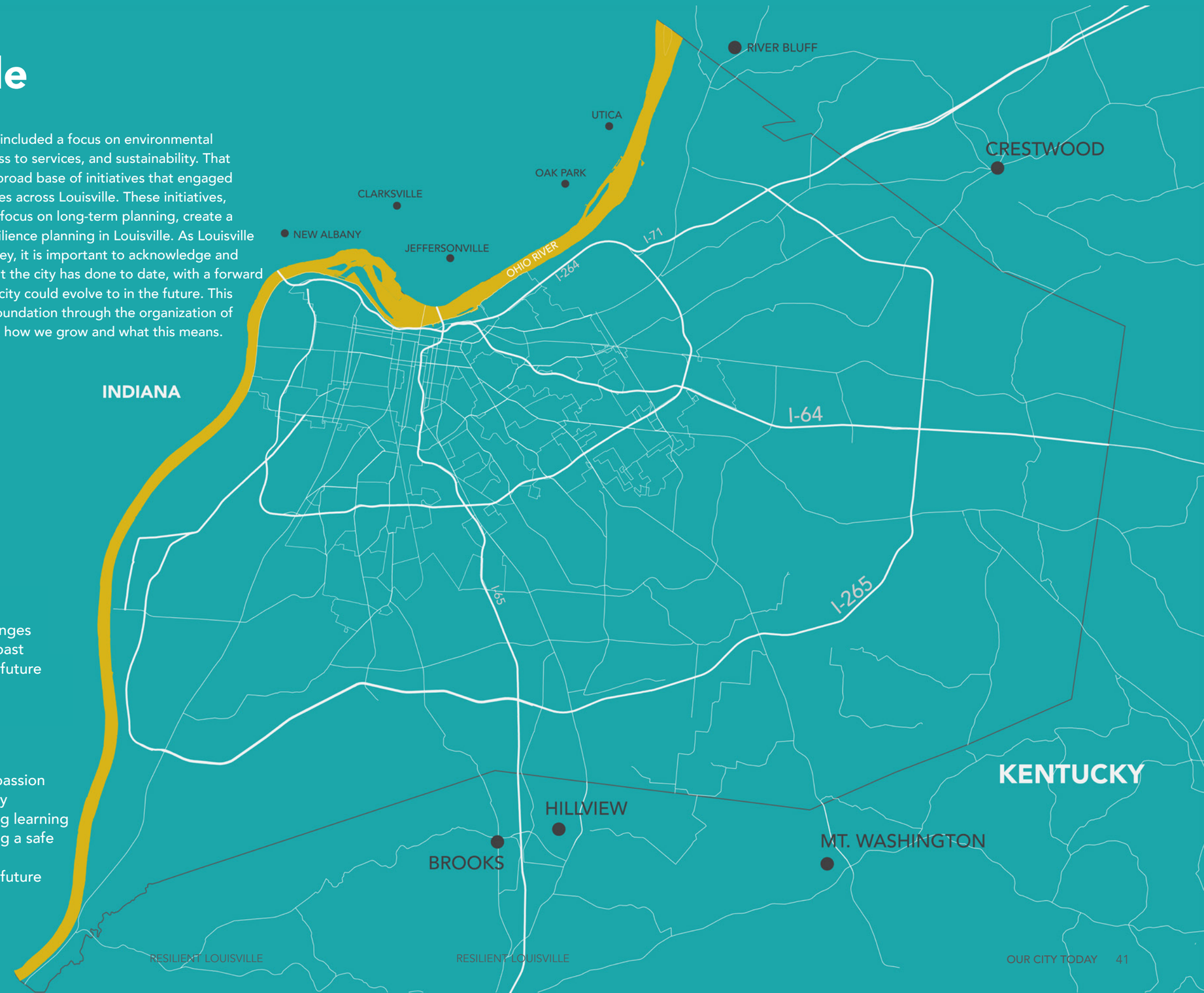
Louisville

Mayor Fischer's platform included a focus on environmental stewardship, equity, access to services, and sustainability. That focus has evolved into a broad base of initiatives that engaged and benefited communities across Louisville. These initiatives, combined with the City's focus on long-term planning, create a strong foundation for resilience planning in Louisville. As Louisville begins its resilience journey, it is important to acknowledge and celebrate all the work that the city has done to date, with a forward focused lens of what the city could evolve to in the future. This chapter establishes the foundation through the organization of three lenses; who we are, how we grow and what this means.

- Our History
- Our People

- Knowing our challenges
- Learning from the past
- Envisioning for the future

- We grow with compassion
- We grow with equity
- We focus on life long learning
- We focus on building a safe and healthy place
- We prepare for the future



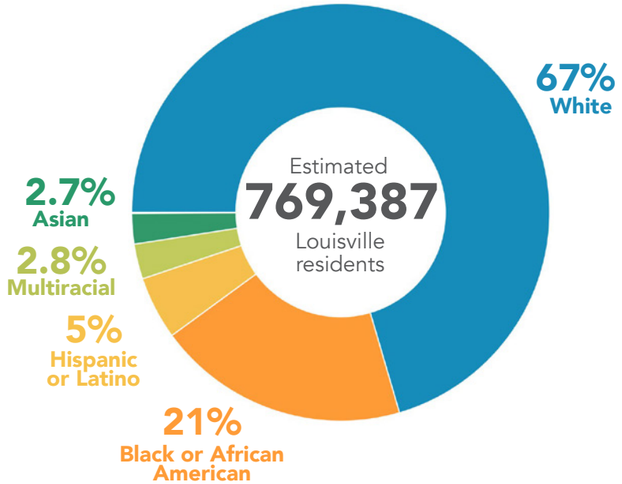
Our History

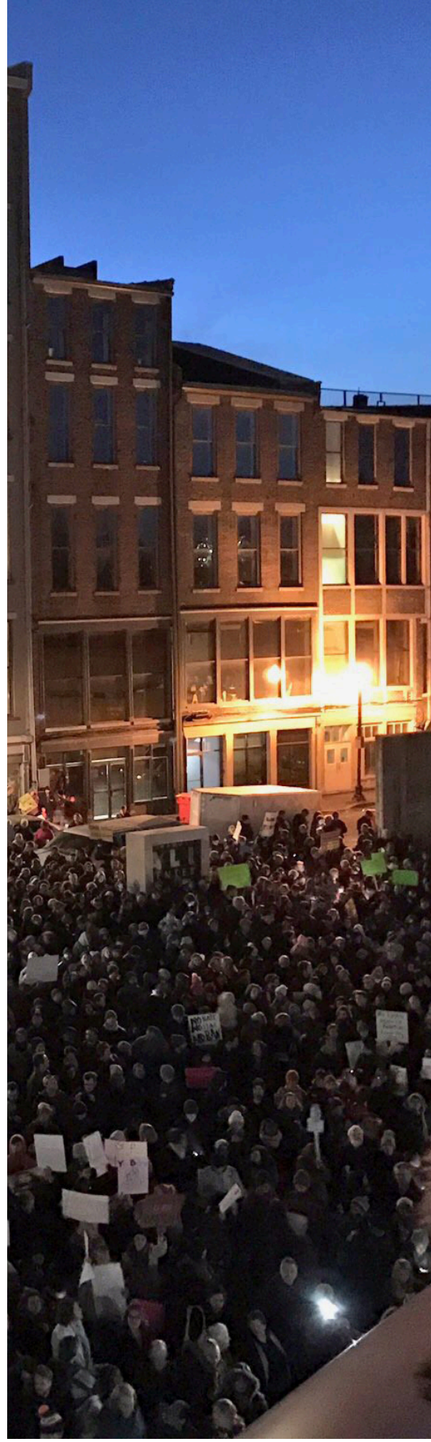
Founded in 1778 by George Rogers Clark, Louisville has become a vibrant, dynamic mid-sized city located on the banks of the Ohio River in north central Kentucky. Today's community includes a mix of urban, suburban and rural areas covering some 386 square miles. Historically existing with one foot in the industrial Midwest and one foot in the agrarian South, Louisville has been enriched by a number of diverse cultural influences including a rich history as a city built on immigration. Even as Louisville developed as a manufacturing city connected to inland ports, its primary raw materials were corn and tobacco underscoring the city's growing dichotomy of industrial and agrarian. Today, Louisville is a dynamic American city that navigates urban and rural characteristics, modern and traditional economies and traditional American celebrations like the Kentucky Derby as well as global businesses. We benchmark our progress compared to other regional mid-size cities such as Birmingham, Cincinnati, Indianapolis, Nashville, Pittsburgh and St. Louis.

The Six Villages at the Falls of the Ohio River

Our People

In 2003, the City of Louisville and Jefferson County, Kentucky, joined together to form Louisville-Jefferson County Metro Government. The merger required the consolidation of every equivalent city and county department; however, with everything in flux, it was also an auspicious time to begin rethinking processes and procedures. Merger also made it easier to reach the area's growing constituency through unified outreach efforts and social marketing campaigns. Following the national trend, Louisville's Hispanic population increased rapidly while the African American population also increased significantly.





Protesters gathered around Muhammad Ali Center for a pro-immigrant rally hosted by Mayor Fischer on January 29th, 2016. Image: Perkins and Will

HOW WE GROW

Knowing Our Challenges

43%

of the population lived in poverty (2013-2017)

2x

homicide rate of African Americans compared to all other ethnic groups combined

Like most American communities, however, Louisville faces a number of serious and interrelated social, economic and health challenges: 15% of our population lived in poverty during the 2013-2017 period compared to the national average of 14.6%[1]; 22% of residents do not have a high school diploma and only 12.30% have a graduate or professional degree[2]. And, as in most American communities, the burdens of social and economic disadvantage and of ill health in Louisville fall disproportionately on certain population subgroups, especially people of color and other minorities.

In Louisville, the rate of deaths from homicide for African Americans is twice that of all other race/ethnic categories combined in the first quarter 2019[3], and rates of both low birth weight and infant deaths among African Americans are twice those for whites. Alarmingly, residents in some of Louisville's neighborhoods live 12 years less than residents in neighborhoods across Jefferson County.

In response to these challenges, Louisville has taken steps to move forward in a way that acknowledges the divisions and inequalities created by historical policies such as redlining and urban renewal that have undermined wealth building and upward mobility in impacted communities. Creating more equitable policies and practices is a critical mechanism for building the compassion and trust Louisville needs to be a resilient city. Released in 2017, the Louisville Metro Health Equity Report is a roadmap of recommendations to ameliorate inequality through interventions, systems improvement, and policy development in health care, food systems, and the criminal justice system. The goal of these interventions is to mitigate the effects of trauma and nurture healthy neighborhoods to create a thriving community.

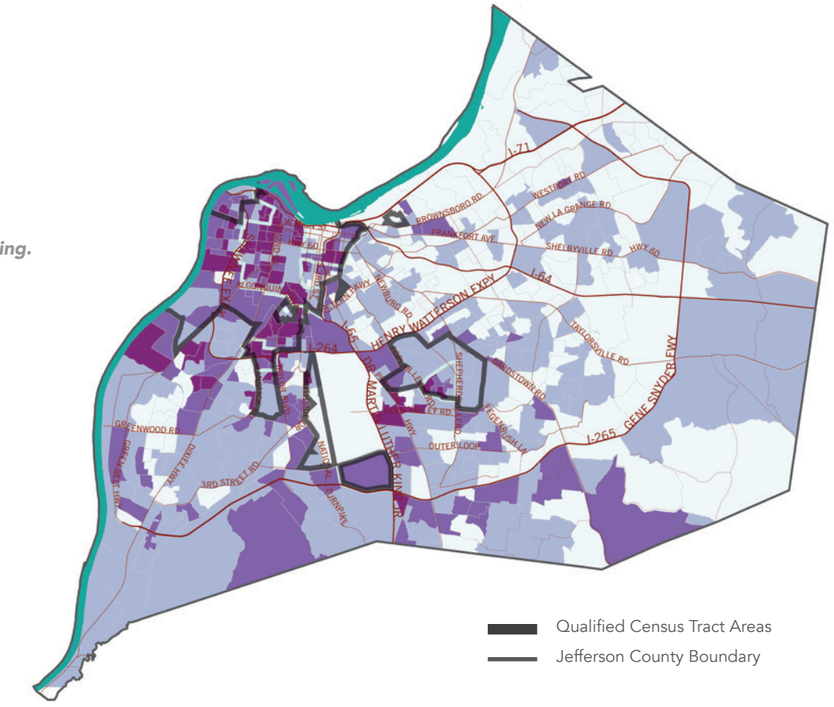
1 U.S. Census Bureau, Poverty Estimates 2017

2 2017 American Community Survey US Census

3 Louisville Metro Police Department Uniform Crime Report

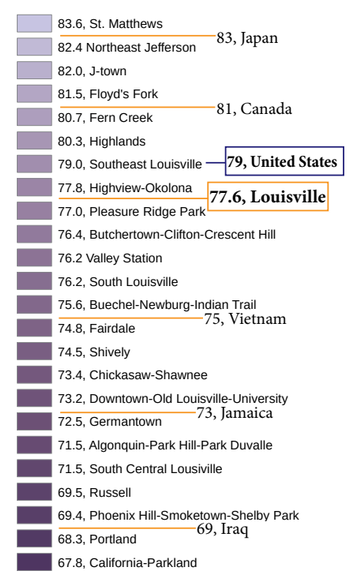
Economic Context

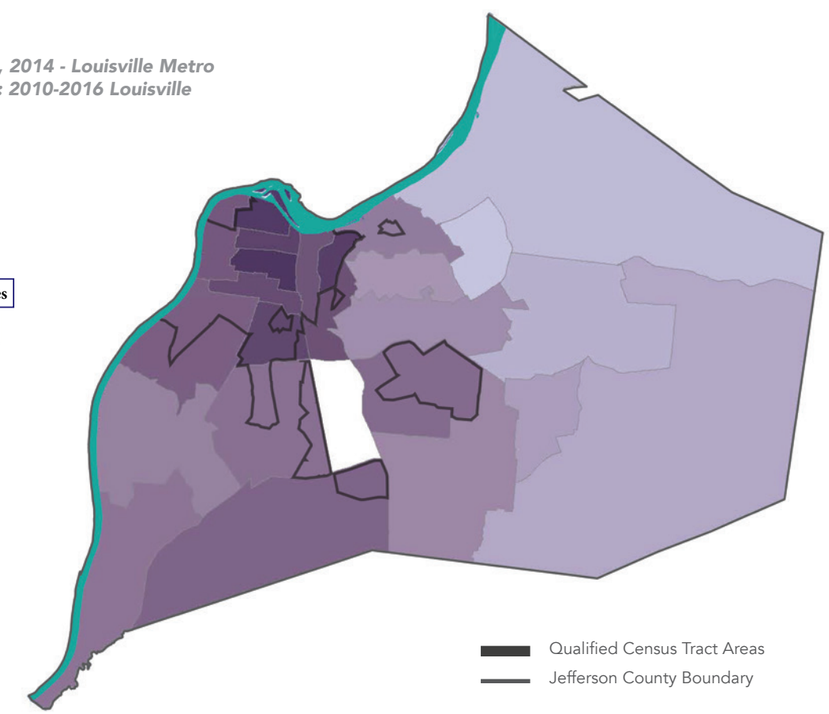
Unemployment Rate, Louisville. Data Source: ESRI Thematic Mapping.



Health Context

Life Expectancy Five-Year Average, 2014 - Louisville Metro Health Equity Report. Data Source: 2010-2016 Louisville Jefferson County Death Records.





Learning from the Past

Shaping our future requires engaging with our past. In early 2019, Louisville Metro Government launched Lean Into Louisville – an unprecedented series of experiential learning opportunities, conversations, activities and art exhibits – to explore and confront the history and legacy of all forms of discrimination and inequality.

Lean Into Louisville studies our historical context by initiating safe-space, open dialogue and research-based programming to discuss the ramifications of redlining, the Jim Crow era, and slavery on Louisville's population. Our goal is to create a meaningful dialogue to build a movement toward a more equitable city where everyone can thrive.

The 9th Street Divide

"It is like night and day once you cross over Ninth Street – you can see the difference in wealth, you can see the difference in investment than in other parts of the city, and you know that it literally stops at Ninth Street."
– Haven Harrington, III

View of 9th Street today. Image credit: Louisville Metro Government

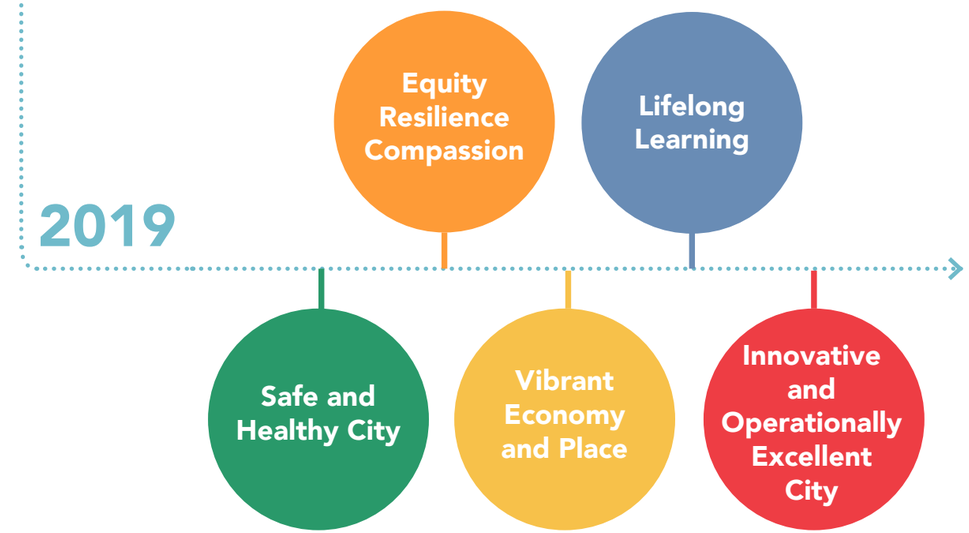
Constructed in 1950s and 60s as a major thoroughfare, 9th Street destroyed the African-American business district as well as split West Louisville from East Louisville. Persons living on the west of 9th Street have poorer health outcomes and a shorter life span. This divide creates "deep roots of inequity" significantly impacting quality of life and economic development.

Envisioning the Future

When Mayor Greg Fischer took office in January 2011, he established three pillars for transforming Louisville Metro into:

1. A city of life-long learning;
2. A physically, mentally, and socially healthier city; and
3. A compassionate city.

Now in his third term, Mayor Fischer's pillars have evolved into themes that are our foundational platforms for moving forward: Lifelong Learning; Equity, Resilience, and Compassion; Safe and Healthy City; Vibrant Economy and Place, and Innovative and Operationally Excellent City. These themes are wrapped in a value system of integrity and transparency leading to a place of trust and respect.



We Grow with Compassion

International Chapter for Compassion

Mayor Fischer, while staunchly integrating his pillars, ignited a brushfire of compassion. On November 11, 2011, Louisville became the first large city to sign onto the **International Chapter for Compassion**. The mayor launched the annual Give-A-Day week of service to engage citizens in volunteerism and compassionate acts, which led to an increase from 80,000 hours and acts of compassion to 205,000 hours in 2018. Louisville has experienced a shifting in culture and has twice been named an International Model City for Compassion and America's Most Livable Large City. Our culture of compassion continues to grow; Louisville is now recognized as a leading "welcoming city" by promoting inclusion of all residents.

Louisville Forward

Our growth as a vibrant economy depends on investing in all areas of Louisville guided by compassion with the goal of increasing equity. **Louisville Forward**, Louisville's regional economic hub, and Greater Louisville, Inc., the region's chamber of commerce, were recognized as a Top U.S. Economic Development Group for 2017. By 2018 and based upon four-years of business development, Louisville Forward helped businesses create nearly 22,000 new jobs in Louisville representing an investment of $45.2 billion. These investments are making a difference. Like most of the nation, Louisville faced high unemployment rates in 2010 - a rate of 11.8 percent; however, today Louisville Metro's rate is 3.8 percent compared to the nation's rate of 4.1 percent.

We Grow with Equity

The Greater Louisville Project

Growing with compassion and equity means extending its benefits to all neighborhoods. "The **Greater Louisville Project** concludes that if Louisville's four poorest neighborhoods, including Russell in west Louisville, could be improved to experience city-wide averages for health, jobs, income and educational attainment, it would result in $377 million in additional earnings, 5,000 fewer low-income children, and eight years of additional life expectancy."[1]

Before redlining and intentional policy decisions fragmented the neighborhood, Russell was a vibrant and diverse hub of small, African-American owned businesses that generated jobs and served neighborhood needs. It was a center of African American home ownership. Conversely, today only 18% of Russell residents own their housing units compared to 62% of all Louisville residents – a significant shift. Russell's former vibrant business district now is fragmented due to intentional past policy choices including redlining and Urban Renewal and the lack of significant investment that followed.

The redeveloped Beecher Terrace as part of the Vision Russell Transformation Plan will become an attractive, safe, gathering space for residents and neighbors. Image credit: Urban Design Associates.

1 Russell: A Place of Promise cited from Louisville: A Focus on Poverty

Project Spotlight

Vision Russell Choice Neighborhood Initiative: Vision Russell

Louisville received a

$29.5 million

HUD implementation grant

The Choice Neighborhood Initiative (CNI) is a collaborative effort to create and implement a dynamic and transformative plan for the Russell neighborhood, including the Beecher Terrace public housing development. Called Vision Russell, the initiative's boundaries span from Market Street to Broadway, and from 9th to 32nd Streets. The planning phase of this work was funded through a $425,000 Planning grant from the Department of Housing and Urban Development (HUD) that was awarded on January 16, 2015 and matched by a $600,000 leverage contribution from Louisville Metro Government (LMG). The first phase of revitalization to be complete in Russell in 2018 is funded by a $1,000,000 HUD Action grant with $375,000 leverage contribution from LMG, which will go towards Action Activities-physical projects that will spur additional community improvement and economic development in the neighborhood. The $29.5 million HUD Implementation grant was received on December 12, 2016. These funds will be used over the next 7 years for the replacement of the Beecher Terrace housing complex and critical community improvements in the Russell neighborhood.

Celebrating the December 12, 2016 award of the $29.5 million Choice Neighborhood Grant from the U.S. Department of Housing and Urban Development to transform the historic Russell Neighborhood.
Image Credit: Louisville Metro Housing Authority

6,200

Youth found employment in 2018

SummerWorks Program

We Focus on Life-Long Learning

We grow by preparing our youths for life-long learning evolving as a part of Louisville's promise from cradle to career. Identifying it as critical for economic development, Mayor Fischer forged a movement for Louisville to become a city of life-long learning. "That's critical for any city – and any citizen – with the ambition to thrive in the 21st century. It's the life-long learners who are best equipped to adapt and prosper in a world of constant change." Our efforts align community resources helping students succeed in school, work and life increasing student achievement and setting the platform for life-long learning. Louisville's young people have opportunity to enroll in the **SummerWorks** youth jobs program gaining the experience of employment, developing skill sets, and preparing for future employment. In fact, SummerWorks started with 200 young people in 2011 and in 2018, 6,200 youth found employment within the healthcare system and in other local businesses. The Academies of Louisville, a business/school partnership, equips students with relevant learning experiences and skills needed to thrive in the global economy of the 21st century.

Young people are engaged in their first job experiences, career exploration and are beginning to develop their professional networks through the SummerWorks Program.
Image Credit: SummerWorks

WHAT THIS MEANS

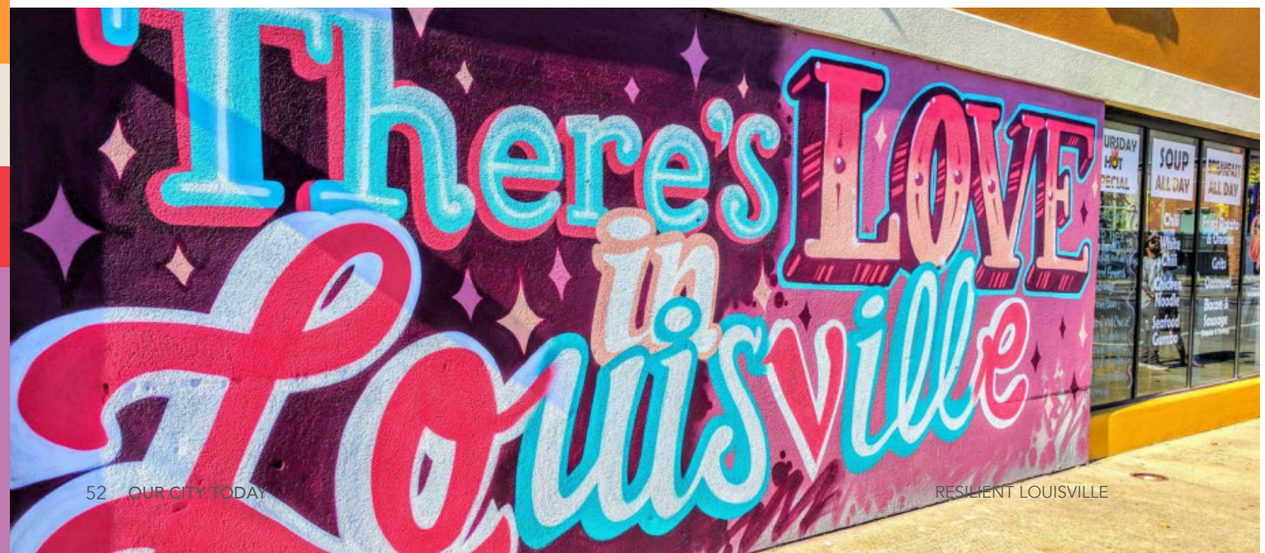
Safe and Healthy Neighborhoods

West Louisville Outdoor Recreation Initiative

Engaging Children in the Outdoors (ECHO) Program

We grow by having safe and healthy places. On May 17, 2012, three young African Americans were killed in West Louisville in two separate incidents. Mayor Greg Fischer immediately convened a multi-sector workgroup of 37 community members to find solutions to violence by developing strategies to prevent violence. One of these strategies propelled the **West Louisville Outdoor Recreation Initiative** to create equality for urban youth to experience the outdoors. A key purpose is to enhance the community's protective, cultural, social and economic factors that among other things would promote non-violence. Today, design and construction drawings are complete for the Shawnee Outdoor Learning Center, home to a nature-based outdoor recreation and education center in the Shawnee neighborhood. Over 3,500 youth and adults are engaged in **Louisville Metro Parks Engaging Children in the Outdoors (ECHO) Program** – Nearby Nature, Engaged Children, Healthy Outcomes - that provides equitable access to nature through in-school field trips, out of school activities and free community events. Based on ECHO, Louisville was selected as one of 50 cities in the nation to compete in the Healthiest Cities Counties Challenge and was elevated to one of five cities in its category.

Art wall in Russell neighborhood
Image Credit: Visionrussell.org



WHAT THIS MEANS

Prepare for the Future

UNITY

Unity: a significant word that revealed itself during the past two years continues to describe one of the unexpected outcomes of our resilience efforts. Unity became apparent as the voices of the community aligned with the direction of the mayor. In 2019, Mayor Fischer's State of the City address raised the bar and reinforced Louisville's resilience direction by mirroring the vision of Louisville as a resilient city built upon equity, compassion and trust. All agree that Louisville will grow as a city of compassion that drives our work. It is through compassion that we will create a city of equity. As a city of compassionate people, we will make life better for others by being good stewards of our outdoors and protect our environment.

We recognize that our children and youth form the foundation of Louisville's future. It is our responsibility to invest in our youths so that they have every opportunity to succeed, leading safe and healthy lives with supportive adults to guide them through the obstacles and providing a helping hand to overcome life's hurdles. It is the community and leadership responsibilities to assure that all children and youth have the tools to focus on the future – a future flourishing from innovation.

TRUST

Trust: as we build the foundation for tomorrow, we need to be accountable to each other as residents and a government recognizing the importance of transparency. Our City Tomorrow Chapter describes visions, goals, and actions to prepare for the future representing the Mayor's Strategic Plan, the Community Voices and the United Nations Sustainable Development Goals. These are integrated together to create the platform for our future city.

04 Our City Tomorrow

"Louisville will become a more Resilient city as we learn how we are interconnected as an entire community."
—*Eric Friedlander*

Our City Tomorrow

Louisville is committed to be a resilient city by creating a culture of equity, compassion, and trust.

Louisville seeks to build resilience by creating a culture of equity, compassion, and trust (R=E+C+T). We will do that by addressing structures and systems that prevent residents from achieving their full human potential and threading equity, compassion, and trust through the following goals and actions. Built upon community feedback, Louisville will be a city where every resident has opportunities to thrive. Every vision, goal and action contained in this Louisville Resilience Strategy document must lead to greater community, equity, compassion and trust.

This document links the community voice to the Mayor's Strategic Plan for Louisville's growth and prosperity. Furthermore, each vision is linked to the United Nations Sustainable Development Goals. Threaded throughout the Louisville Resilience visions – **Embrace Lifelong Learning, Ensure a Safe + Healthy City, Build a Vibrant Economy + Place, and Innovate in Civic Engagement** – are symbols that represent the United Nations Sustainable Development Solutions Network (SDSN). The SDSN, working with a team of experts, developed and began implementing 17 Sustainable Development Goals (SDG) as practical solutions to address global issues, reaching across six continents.

In writing our community's vision, goals, and actions it became apparent that we were linking the Resilience Strategy Document, the Mayor's Strategic Plan and the SDSN into one cohesive, forward-thinking direction. The significance of this is evident. Our local efforts to build a resilient city is mirrored in a hierarchy of visions – international, local government, and community voice – that blended into one. This chapter demonstrates the three coming together.

SUSTAINABLE DEVELOPMENT GOALS

1 – No Poverty
2 – Zero Hunger
3 – Good Health and Well-Being
4 – Quality Education
5 – Gender Equality
6 – Clean Water and Sanitation
7 – Affordable and Clean Energy
8 – Decent Work and Economic Growth
9 – Industry, Innovation and Infrastructure
10 – Reduced Inequalities
11 – Sustainable Cities and Communities
12 – Responsible Consumption and Production
13 – Climate Action
14 – Life Below Water
15 – Life on Land
16 – Peace. Justice and Strong Institutions
17 – Partnerships for the Goals

This chapter is divided into four visions that each have a set of goals and a series of actions representing the culmination of listening to what is important to our community, aligning to existing plans and actions. We learned that Louisville is already hard at work to ensure a resilient city built upon equity, compassion and trust and that our residents recognize and value its importance. In the Appendices, there is a chart of sample plans and programs that link to actions as well as a list of acronyms.

Resilience =
Equity + Compassion + Trust

Roadmap to this chapter

4 visions

10 goals

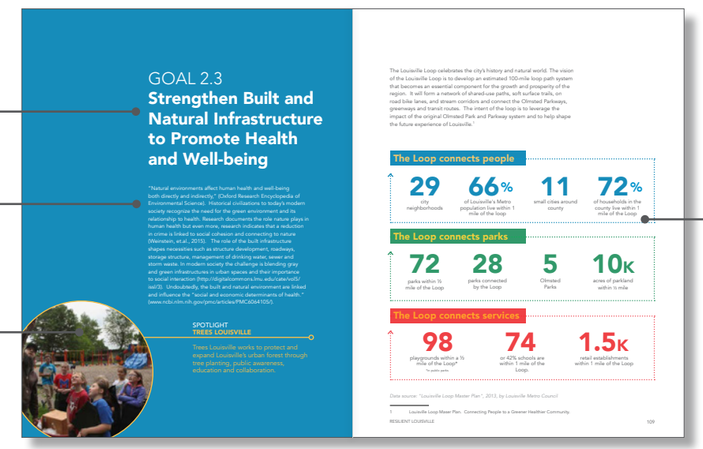
46 actions

Vision name

Vision description and overview

Sustainability Development Goals addressed by the vision

Goals and actions under that vision at a glance

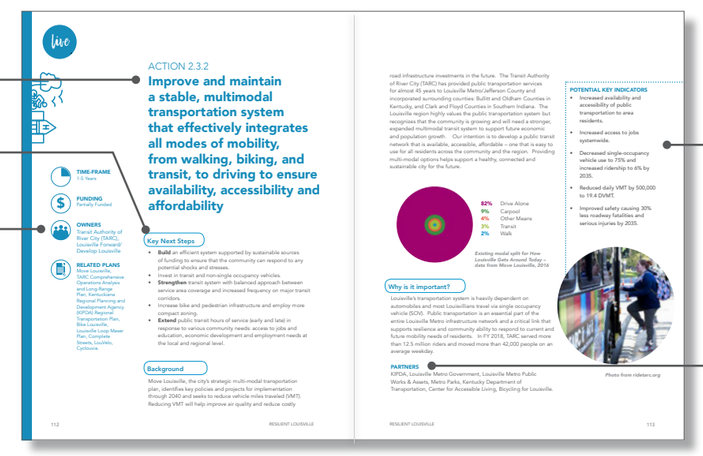


Goal name

Goal description

Existing effort spotlight related to the goal

Data-driven information about this goal



Action name

Key next steps and background

Time-frame
Funding
Owners
Related Plans

Potential key indicators

Partners

VISION 01: EMBRACE LIFELONG LEARNING

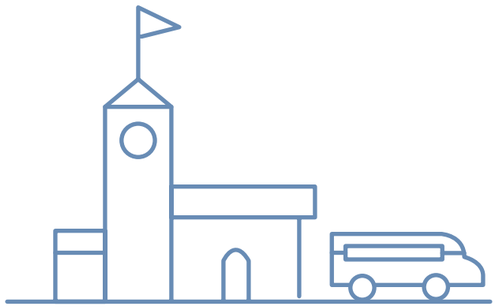
learn.

"We will coordinate our work to make sure our students have what they need to succeed in school and in life."

State of the City, Mayor Greg Fischer

MAYOR'S STRATEGIC PLAN TARGETS

- Align wrap-around support services, including academic, social service, health and medical interventions, with needs identified by Evolve 502 by 2020.
- Ensure that 77% of students entering kindergarten are "school ready," by 2020.
- Ensure that 70% of high school graduates are transition ready and increase percent of high school graduates going to college by 85% by 2020.
- Ensure that 40% of working age adults earns a bachelor's degree or higher and 10% earns an Associate's degree by 2020.



Embrace Lifelong Learning

Education is a continuous process that occurs throughout life allowing people to reach their full potential. Through lifelong learning every resident is equipped for college, a career and a successful, productive life. We focus on the whole child's development - mental, physical, and social to assure that children are ready for school and families have their basic needs met and the resources to prosper. Adults understand the impact of trauma on children and families and help the child navigate to a level of resilience that supports ongoing personal growth. Together we will open the doors to opportunities that enrich learning and continuously provide children with possibilities leading to a successful life. Louisville is positioned to secure a strong, talented workforce leading to greater opportunities for our city.

"In education, the term equity refers to the principle of fairness. While it is often used interchangeably with the related principle of equality, equity encompasses a wide variety of educational models, programs, and strategies that may be considered fair, but not necessarily equal. It has been said that 'equity is the process; equality is the outcome,' given that equity – what is fair and just – may not in the process of education reflect strict equality – what is applied, allocated, or distributed equally."

- The Glossary of Education Reform.

Sustainable Development Goals

2 Goals

05 Actions

1.1 Ensure Equitable Education Attainment for All Residents

- **1.1.1** Build the infrastructure for Evolve502: Louisville's Promise from Cradle to Career.
- **1.1.2** Improve the quality of learning experiences for children, youth and young adults during the summer and out-of-school time.
- **1.1.3** Ensure that students entering kindergarten are school-ready.

1.2 Attract, Retain and Develop Talent for the Workforce of the Future

- **1.2.1** Develop partnerships with the business community to provide youth with mentorship and real-job experience (Innovation Works, Inc.)
- **1.2.2** Develop partnerships with the business community to provide youth with mentorship and real-job experience (KentuckianaWorks)

GOAL 1.1
Ensure Equitable Education Attainment for All Residents

Too often children enter school on an unleveled playing field. These children have experienced less opportunity to prepare for school and are not ready to enter kindergarten at the same level as other children of the same age. Such lack of equal opportunity creates a lack of educational fairness. Education relates to a person's quality of life predicting employment opportunities, financial stability, and overall well-being. In Louisville, the neighborhoods with the lowest incomes also have the greatest number of residents without high school diplomas and the highest unemployment rates. These neighborhoods have a high percentage of children receiving free and reduced lunches.

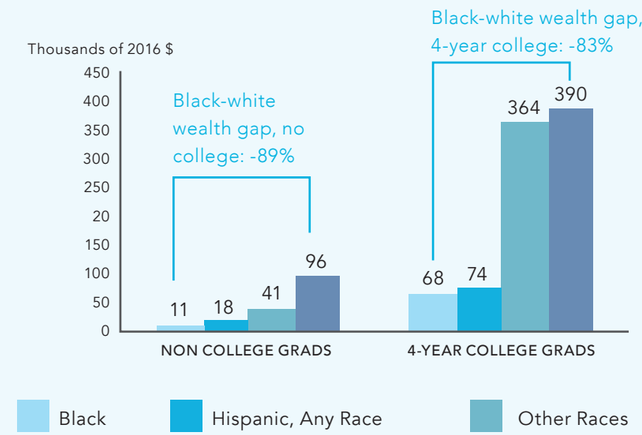
SPOTLIGHT
FAMILY SCHOLAR HOUSE

Family Scholar House (FHS) helps single mothers find stability and teaches them life skills. Jasmine Wilkins, one of the FHS participants, is picture here with her daughter Brooklyn.

Educational disparities have multidimensional ramifications, affecting parents' earning potential, job stability and ability to support their children's education. Furthermore, families in poverty are more likely to live in areas with poor air quality, leading to heightened rates of asthma and thus more absent days from school. When examining who is college and career-ready, only 52% of children who are eligible for free and reduced-price lunch are ready compared to 77% of the children who are not eligible for free and reduced-price lunch[1]. In fact, only 43% of children qualifying for lunch assistance are kindergarten ready compared to 71% of the children who do not qualify.

Large Racial Wealth Gaps Also for College Grads

Median Household Net Worth, by Race/Ethnicity and Education, 2016



- A college degree brings greater median wealth for all groups
- However, the racial wealth divide is almost as large among college-educated families
- Four-year college degree narrows the black-white gap only from 89 to 83 percent

Note: College grads include any family headed by someone with a four-year degree or higher, Source: Federal Reserve Board's Survey of Consumer Finances.

1 Greater Louisville Project, Poverty Beyond Income

learn.

ACTION 1.1.1

Build the infrastructure for Evolve502: Louisville's Promise from Cradle to Career.

TIME-FRAME
1-5 Years

FUNDING
Partially Funded

OWNERS
Evolve502: Louisville's Promise from Cradle to Career

RELATED PLANS
Say Yes to Education
Theory of Action

Key Next Steps

- Develop and execute a comprehensive fundraising plan to support the scholarship offering and operations.
- Identify and implement taskforces to research and define wrap-around supports and programs for children and their families.
- Create branding and communication plans.
- Set-up Executive Scholarship offering.

Background

It is our vision that every child in Louisville is prepared for college, career and a successful, productive life. To reach our vision, Evolve 502 will provide personalized wrap-around supports, realign community resources to better serve student needs, and create a promise scholarship that eliminates financial barriers to postsecondary education. We will use a strategic data approach, analyzing both student progression along a developmental pathway and fiscal data from government and the school district. This analysis will highlight opportunities to align dollars with our priorities for improved student outcomes. This data will then be used to inform task forces to design local solutions to persistent barriers. To make postsecondary education more accessible and affordable, we will also provide free college to any JCPS student to attend any Kentucky Community and Technical College or Simmons College of Kentucky. In addition to covering tuition and fees, we will provide an opportunity grant of additional funds for our lowest income students to help with other expenses that might impede their persistence.

Why is it important?

While we have made some progress with the educational attainment of our working adults, Louisville remains below the mean among its peer cities. We are faced with significant educational gaps between white and black adults and K-12 students within JCPS due to poverty and inequities in education, health and well-being.

PARTNERS

Louisville Metro Government, Jefferson County Public Schools, Jefferson County Teachers Association, Metro United Way, Louisville Urban League, 55,000 Degrees, 15,000 Degrees, Centerstone, James Graham Brown Foundation, CE & S Foundation, Community Foundation of Louisville, University of Louisville, Jefferson Community and Technical College, Spalding University, Simmons College of Kentucky, Kentuckiana Works, YMCA of Greater Louisville, Interapt, Americana Community Center, La Casita Center

POTENTIAL KEY INDICATORS

- Achieved five-years of operational support and free college for approximately 16,000 students over a 20-year period.
- Increased opportunity for educational attainment and success by removing barriers.
- Broadened community awareness of Evolve 502's mission leading to increased community engagement.
- Offering affordable access to postsecondary education.

University of Louisville students celebrate 2018 National Read a Book Day
Image Credit: University of Louisville

ACTION 1.1.2

Improve the quality of learning experiences for children, youth and young adults during the summer and out-of-school time.

TIME-FRAME
1-5 Years

FUNDING
Partially Funded

OWNERS
The Louisville Metro Office of Resilience and Community Services, Metro United Way, and Jefferson County Public Schools

Key Next Steps

- Expand the Youth Program Quality Intervention (YPQI) model to Out-Of-School Time (OST) sites throughout Louisville as a best practice standard. BLOCS (Building Louisville's Out-of-School Time Coordinated System) will do this by providing the necessary supports including External Coaching for programs to implement fully the YPQI best practices, regardless of the programs' size and capacity.
- Furthermore, we will collect data and measure results to report the impact these interventions have on community youth outcomes.

Background

Focused on improving the quality of Louisville's out-of-school time (OST) programs, BLOCS provides interventions through training, professional development, assessment, program improvement planning, technical assistance, external coaching and leveraging financial resources. Data over the past four years shows that these interventions have improved the quality of OST programs in the BLOCS network by an average of 14% and positively are impacting the academic and social-emotional learning (SEL) outcomes of youth such as improved school attendance and reduced school suspension rates. BLOCS has expanded its best practices across 103 OST sites, impacting over 5,200 JCPS students of which 81% of participating students are eligible for free/reduced lunch and 76% are non-white.

BLOCS Summer Youth Program News Conference
Image credit: Louisville Metro Government

Why is it important?

The 2017 JCPS high school graduation rate was 80.6%, however, the JCPS college/career-ready rate was only 58.8%. Clearly, there is a large gap between the number of young people graduating from high school and the number of students ready with the tools and skills needed to be successful after high school. Quality out-of-school time (OST) programs can shrink this gap.

PARTNERS
Jefferson Community & Technical College, Louisville Alliance for Youth

BLOCS
BUILDING A BETTER LIFE FOR YOUNG PEOPLE BLOCK BY BLOCK

POTENTIAL KEY INDICATORS

- Increase the number of BLOCS sites that improve their quality annually from the fall to spring time period.
- Maintain aggregate Instructional Total Score (ITS) for BLOCS network at or above national average.
- Improve youth social-emotional learning.
- Improve academic performance of youth participants.

Kids participate in one of the BLOCS program. BLOCS is a partnership of Louisville education, government, and community impact organizations.
Image credit: Louisville BLOCS

ACTION 1.1.3

Ensure that students entering kindergarten are school-ready.

TIME-FRAME
5+ Years

FUNDING
Partially Funded

OWNER
Metro United Way

RELATED PLANS
EVOLVE502: Louisville's Promise from Cradle to Career

Key Next Steps

- Increase the number of early childhood providers that have cultivated best practice skill sets that ensure children are kindergarten ready.

Background

In 2014, Mayor Greg Fischer called for a "cradle-to-career" framework and asked Metro United Way to lead the Early Childhood Pillar. In 2015, partners formalized the Ready for K Alliance structure, collective commitment and key areas of focus. Our goal is to develop collaborative networks of early care and education providers, partners and other key stakeholders to provide a seamless system of support for children from birth to kindergarten entry via evidence-based best practices in the areas of access, quality, engagement and transitioning into kindergarten.
The bottom line is that 77% of children will enter kindergarten prepared.

Why is it important?

In 2018-2019, 48% of children in Jefferson County Public Schools entered kindergarten underprepared.

PARTNERS
The CE&S Foundation, Community Coordinated Child Care, Jefferson County Public Schools, National Center for Families Learning, Metro United Way, Louisville Department of Public Health and Wellness, University of Louisville College of Education and Human Development

Students engage in hands-on learning experiences in JCPS.
Image credit: Jefferson County Public Schools

POTENTIAL KEY INDICATORS

Improve Access to and Quality of Child Care:

- Increased quality of teaching through training, coaching and best practices.
- Increased quality of and access to early care and education programs.

Improve Family and Caregiver Engagement:

- Increased use of developmental screeners.
- Engaged children and families in everyday activities to build word knowledge and vocabulary.
- Promoted vocabulary development through multiple strategies that meet families where they are.

Improve Transitions to Kindergarten:

- Increased parents and caregivers knowledge of and involvement in helping ensure their children are ready for school.
- Created a shared understanding and ownership of kindergarten readiness to ensure partnerships. among community, families, and schools so that children transition to school smoothly.
- Increased opportunities for families & schools to develop early, strong partnerships.

GOAL 1.2
Attract, Retain and Develop Talent for the Workforce of the Future

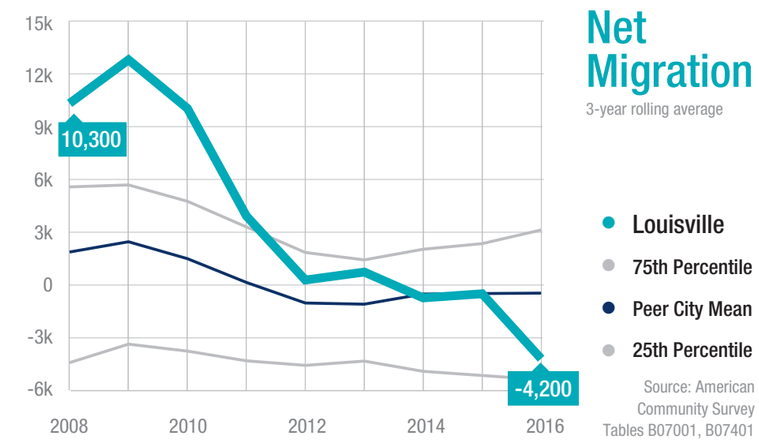
A basic tenet of Evolve 502: Louisville's Promise from Cradle to Career is workforce readiness. Lifelong learners are prepared to move forward with new career opportunities attracting economic development. With the growth of technology, employers increasingly seek individuals who attained skill sets to master new technology. Learning pathways connect students to meaningful work and assure employees are prepared to evolve with a changing world.

SPOTLIGHT
SUMMERWORKS

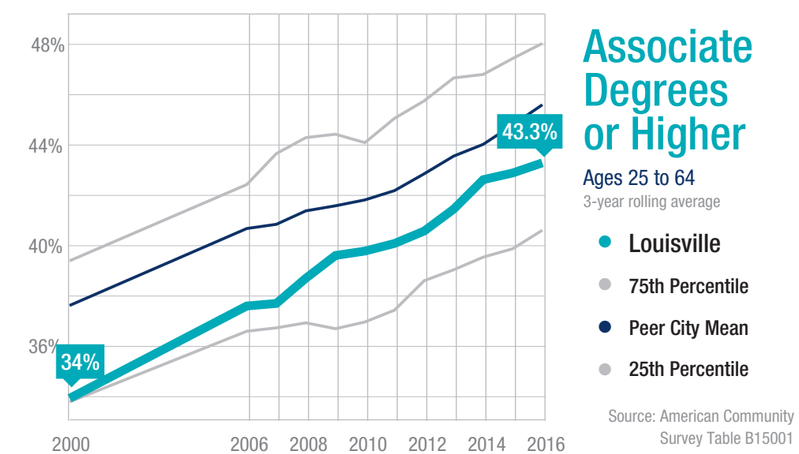
In 2018, the SummerWorks Program placed more than 6,200 young people ages 16-21 to work in hospitals, restaurants, museums, banks and hotels.

"Within our schools, we are experiencing huge achievement gaps between white and black students, high suspension rates for minorities and health inequities. Education is the most critical pathway to financial independence, health and well-being and serves as a great equalize for success and personal achievement."

– Marland Cole, Evolve502



While Louisville is advancing from the 25th percentile to the peer city mean, it continues to fall below the peer mean for the percentage of adults with an associate degree.



Data source: "From Data to Action: 15 Years Beyond Merger", 2018, by The Greater Louisville Project

ACTION 1.2.1

Develop partnerships with the business community to provide youth with mentorship and real-job experience.

TIME-FRAME
1-5 Years

FUNDING
Unfunded

OWNER
Innovation Works, Inc.

RELATED PLANS
SummerWorks, CODE Louisville, Academies of Louisville, NCWIT Aspirations in Computing Aspire IT, aspirations.org., Dialogue with John Segal, and American Dream for All

Key Next Steps

- Build a youth-based, co-owned creative agency to provide inexpensive tech design support to nonprofits and other organizational members.

Background

Innovation Works, Inc., develops STEAM champions (Science, Technology, Engineering, Art and Math) capable of contributing to needed cultural transformation by empowering young adults with an innovative problem-solving mindset, cutting edge technical skills, and hands-on experience while in high school. We use a comprehensive approach based on best practices and research from the fields of STEAM and psychology to help students become the STEAM champions that society needs to solve significant challenges like climate change. Through training in design-thinking and "the science of well-being", students can pursue fulfilling personal lives, and engage in collaborative team-based design challenges for sustainability-related organizations. By providing a community of near-peer and professional role models, hands-on mentored technical training, and real-world application of entry-level technical skills, underrepresented youth can build the confidence and capability to succeed in technical roles for local organizations. By providing exposure to career opportunities in technology and design, they are prepared and motivated to pursue academic pathways to develop advanced STEAM skills that better prepare them to succeed

Why is it important?

and contribute in high-paying, high-impact STEAM careers. Youth need to be prepared to meet the future job market. A 2019 Brookings Institution report on automation and artificial intelligence warns that 47.9% of work in Louisville and 48.4% in Kentucky could be automated in the near future. More creative work, including high-paid technical roles or those requiring bachelor's degrees will be less affected. Only 23% of Kentuckians have bachelor's degrees.

PARTNERS
University of Louisville, Speed School of Engineering, Department of Computer Engineering & Computer Science, Commonwealth Theater Organization, Western High School, St. Francis School, Louisville Grows, Inc., SCORE, Six Sigma and Advanced Controls, Inc., Genius Loves Company, 180 Degrees, Phunky Pixel Multi-Media Agency, QLEEK, Jefferson County Public Schools, The Root Co-working Space

POTENTIAL KEY INDICATORS

- Increased organizational awareness of students' value to organizational problem-solving.
- Growth in students' awareness and perceptions of careers that require technical competencies and confidence in ability to collaborate on developing solutions to real-world challenges.
- Established student career and academic goals and measurements of progress.
- Provided student-created tech design support to organizations.

ACTION 1.2.2

Develop partnerships with the business community to provide youth with mentorship and real-job experience.

TIME-FRAME
1-5 Years

FUNDING
Partially Funded

OWNER
KentuckianaWorks

Key Next Steps

- Increase the number of private sector Employer Champions by 50%.
- Increase alignment between the JCPS Academies of Louisville career and technical programs with SummerWorks.

Background

SummerWorks advocates for Louisville's youth as they enter the workforce. This unique, free program offers young people an opportunity to explore careers of interest, get real job experience, and develop professional references - all while having a strong network of support and resources at their fingertips. SummerWorks partners with employers to identify their business' needs and use this information to help businesses connect with appropriate youth candidates. Whether young people are trying to find their first job or one that advances to a professional career, SummerWorks provides support and job training that helps youth realize and fulfill their personal goals.

Why is it important?

Within the Louisville Metropolitan Area, roughly one in ten (11.7%) young people aged 16 to 24 who are not institutionalized are not working or in school. That amounts to just over 16,000 young adults. Youth disconnection is both serious and costly for young people and society. Disconnected youth miss opportunities to learn new skills, gain experience, and expand their social networks[1]. They are more likely to face persistent poverty and unemployment, engage in criminal behavior and substance abuse, and be incarcerated in their lifetimes than individuals that were connected in their young adult years[2]. Disconnection costs tax-payers billions of dollars in public support and lost tax revenues[3]. Failing to address the problem becomes a self-perpetuating cycle as the children of disconnected youth face similar outcomes as their parents[4]. According to the National League of Cities report, "Reengaging Disconnected Youth" (2016), exposure to quality, in-demand jobs and different career pathways early in their education helps youth understand the array of job opportunities available, making it more likely for a young person to stay connected. SummerWorks provides an opportunity for young people to gain work experience through a summer job, often their first job. It's a critical first connection to the workforce that sets a young person on a path to future education and employment.

PARTNERS
KentuckianaWorks, YouthBuild Louisville, Jefferson County Public Schools (JCPS) Transition Readiness/Academies of Louisville

1 Adrienne L. Fernandes and Thomas Gabe, "Disconnected Youth: A Look at 16- to 24-Year Olds Who are Not Working or in School" (Washington: Congressional Research Service, 2015)
2 Clive R. Belfield, Henry M. Levin, and Rachel Rosen, "The Economic Value of Opportunity Youth" (Washington: Civic Enterprises, 2012)
3 Opportunity Nation. "Youth Disconnection." (2019) https://opportunitynation.org/disconnected-youth/
4 Measure of America. "One in Seven: Ranking Youth Disconnection in the 25 Largest Metro Areas" (2012)

POTENTIAL KEY INDICATORS

- Increased numbers of youth have opportunities to work at private sector companies, placing them on career pathways.
- Increased numbers of youth gained work experience in their discipline of study.
- Increased number of companies are hiring youth to train in their line of business.

Top: Youth on the job for the SummerWorks Program

Left: Group of SummerWorks interns gathered at the Humana Digital Experience Center

Image credit: SummerWorks Program

VISION 02: ENSURE A SAFE + HEALTHY CITY

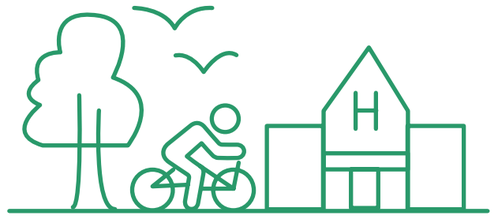
live.

"We will keep our focus on protecting our environment and cultivating our outdoor spaces, expanding our festivals, our art, music, culture and food scenes."

State of City, Mayor Greg Fischer

MAYOR'S STRATEGIC PLAN TARGETS

- Publish Healthy Louisville 2025 and develop an implementation/monitoring plan by December 2019.
- Reduce violent and property crime offenses each calendar year, beginning in 2019.
- Reduce homicides and shootings each calendar year, beginning in 2019.
- Rank among the top quartile of safest communities compared to our "peer cities" as identified by the Greater Louisville Project.
- Improve the health and wellbeing of employees: 10% by 2020 and 20% by 2021.
- Build a better public health environment with lawmakers through collaboration and education by 2020.
- Create a comprehensive opioid surveillance program by February 2020.
- Reduce non-emergency runs and provide alternative transportation by 2020.
- Provide strong mentoring and homework helper out-of-school-time programming at community centers.
- Address root causes to violent crimes and bias within the criminal justice system to better aid those re-entering the community post-incarceration.
- Make a healthier, greener and more environmentally friendly city by implementing the Sustain Louisville Plan.
- Reduce number of persons living in Louisville without shelter by 10% annually over the next four years beginning in 2019.



Ensure a Safe + Healthy City

Louisville residents have the right to live in a safe and healthy city that promotes mobility and an environment built upon strong infrastructure. To be a healthy city, we address the needs of vulnerable populations and tackle issues such as fair, quality housing and equitable food systems. Louisville aims to solve violence and substance misuse, a city that supports individuals who have been victimized, provides opportunities for re-entering citizens to be productive, and seeks alternatives to incarceration for non-violent offenders.

Building a safe and healthy city is a process, not an outcome (World Health Organization). And while researchers agree that "a city is a human construct" it often is built and organized upon ineffective, historical policies that create unfairness leading to a host of inequities. A safe and healthy city is a clean, safe environment that provides residents access to a variety of opportunities and resources.

Sustainable Development Goals

3 Goals

20 Actions

2.1 Address the Needs of Louisville's Most Vulnerable Populations

- **2.1.1** Work with stakeholders to build a movement for health equity.
- **2.1.2** Advocate for policies that support trauma-informed services to children, families and communities (Office of Safe and Healthy Neighborhoods).
- **2.1.3** Advocate for policies that support trauma-informed services to children, families and communities (The Bounce Coalition).
- **2.1.4** Develop and preserve new and/or rehabilitated quality affordable housing.
- **2.1.5** Promote the development of a more robust and equitable food system focused on waste reduction, donation and composting.
- **2.1.6** Address chronic issues facing individuals who are homeless.
- **2.1.7** Develop and adopt an environmental justice policy for the city.
- **2.1.8** Respond to the substance use epidemic through prevention, harm reduction, treatment, and recovery.

2.2 Implement Trauma-informed Violence Reduction Strategies

- **2.2.1** Create a safe platform for individuals who have experienced trauma to share their stories.
- **2.2.2** Support programs that offer case management to non-violent offenders to avoid jail time.
- **2.2.3** Promote civic engagement and collaboration, leading to community action plans that address violence.
- **2.2.4** Promote civic engagement and collaboration, leading to community action plans that address violence.

2.3 Strengthen Built and Natural Infrastructure to Promote Health and Well-being

- **2.3.1** Prioritize areas with low tree canopy.
- **2.3.2** Improve and maintain a stable, multimodal transportation system that effectively integrates all modes of mobility, from walking, biking, and transit, to driving to ensure availability, accessibility and affordability.
- **2.3.3** Increase renewable energy at multiple scales.
- **2.3.4** Expand green infrastructure and spaces: Parkland and open spaces.
- **2.3.5** Expand green infrastructure and spaces: Metro Sewer District (MSD) Green Infrastructure Program.
- **2.3.6** Expand green infrastructure and spaces: Mill Creek Greenway.
- **2.3.7** Implement strategies to mitigate climate change impacts.
- **2.3.8** Address the aging wastewater, stormwater, and flood protection infrastructure.

GOAL 2.1
Address the Needs of Louisville's Most Vulnerable Populations

The Louisville Metro Center for Health Equity examined 11 root causes that lead to health outcomes. These root causes are correlated to quality of life and impact across the life span. The root causes are grounded in food systems that provide accessible and nutritious food; environmental quality; affordable and efficient housing; safe and accessible transportation; affordable healthcare; green and open spaces; opportunities for engagement with the arts, music and culture; complete and livable communities; criminal justice; and employment that provides a living wage[1]. Quality of life influences health outcomes and in Louisville, there is a 12.6 years difference in life expectancy in relationship to a person's quality of life impacted by the root causes.

1 Health in All Policies, A Guide for State and Local Governments, 2013

SPOTLIGHT
MEALS ON WHEELS

Volunteers of Meals on Wheels deliver hot lunches to around 70 homebound seniors every weekday.

Root causes shape the choices that are available to residents and communities, which look different for different communities. Thousands of research studies validate that social, political, physical and economic environments impact residents' health and overall well-being. Evidence tells us that when we come together to align resources and improve policies and practices, we see improvements in residents' health outcome and quality of life[1].

Recommendations from Louisville Metro Health Equity Report

1. Interventions must happen at multiple levels - individual, interpersonal, organizational, community and policy- to have the biggest impact on health.
2. Increase and improve systems for data collection, data sharing and data analysis across all outcomes. As Louisville Metro we need to examine where data is missing, and for what groups the data does not exist. When possible, break data down by various groups to get a better picture of who is most impacted.
3. Ensure more opportunities for wealth-building, education, and employment in our community for those that need it most.
4. Promote policies and development that protect and improve our environmental quality.
5. Build our health infrastructure to ensure that all persons are able to easily receive preventative medical services as well as treatment for mental health, trauma and substance use disorder.
6. Expand access to healthy foods by examining our policies and practices for areas of innovation.
7. Continue to examine our criminal justice system for opportunities for improvement and changes that will support the creation of a thriving community.
8. Support our youngest community members by preventing or mitigating the effects of trauma and adverse childhood experiences.
9. Create opportunities for all communities to thrive with access to parks, businesses, and community organizations.

Data source: "Louisville Metro Health Equity Report", 2017, by the Center for Health Equity

1 Louisville Metro Health Equity Report, 2017

ACTION 2.1.1

Work with stakeholders to build a movement for health equity.

TIME-FRAME
1-5 Years

FUNDING
Fully Funded

OWNERS
The Louisville Metro Department of Public Health and Wellness Center for Health Equity

RELATED PLANS
The Louisville Metro Community Health Improvement Plan: Healthy Louisville 2025, Healthy Improvement plan(s)

Key Next Steps

- Develop a plan to implement the Louisville Metro Community Health Plan and increase the use of the Health Impact Assessment tool as a method to assure informed decision-making.

Background

The Center for Health Equity works to advance equity across our community by supporting projects, policies and research aiming to change the correlation between inequities, quality of life, and socioeconomic status. The Health Equity Report provides evidence-based connections between health outcomes, root causes of health outcomes, and the historical context that creates inequity. In addition, it provides evidence-based best practices to move the community forward. The report is a tool for policy makers, residents, and Louisville Metro Government employees to better understand how they can intervene and create equitable practices for Louisville. The Center for Health Equity is working on several other initiatives to build a movement for health equity such as actions identified in Healthy Louisville 2025 and utilizing Health Impact Assessments (HIA). Healthy Louisville 2025 is an action plan stemming from a community health needs assessment conducted in 2015 to establish major focus areas to work on and improve by 2025. The HIA is a tool that uses a flexible, data-driven approach to identify the potential health consequences of new policies to develop practical strategies to enhance their health benefits and minimize adverse effects. A few published HIAs include Parental Incarceration, Children's Health, and an Opportunity to Shift the Future. These HIAs are conducted in collaboration with community members and other stakeholders

Why is it important?

Across Jefferson County, there is a discrepancy in life expectancy of over 12.6 years as a result of systems of power shaping the lives of every resident and their health outcomes.

PARTNERS
The University of Louisville and Louisville Metro Government agencies

POTENTIAL KEY INDICATORS

- Improved quality of life for all citizens.
- Increased evidence-based practices to improve health outcomes.
- Reduced disparity in life expectancy by neighborhood and race/ethnicity within Jefferson County.

Snapshot of Louisville Metro Health Equity Report, 2017.
Image credit: Louisville Metro Government

ACTION 2.1.2

Advocate for policies that support trauma-informed services to children, families and communities.

TIME-FRAME
1-5 Years

FUNDING
Fully Funded

OWNERS
Office of Safe and Healthy Neighborhoods

RELATED PLANS
One Love Louisville, 6-Pillar Violence Prevention Strategy

Key Next Steps

- Introduce community stakeholders to Trauma Resilient Community (TRC).
- Develop community advisory board.
- Provide training for service providers.

Background

TRC Initiative will utilize a comprehensive, community-based approach consisting of 1) capacity building, 2) community, first responder, and referral source education, 3) youth and family centered, evidence-based trauma-focused interventions, and 4) consumer feedback and evaluation to help youth and their families overcome the effects of trauma. Specifically, this project will 1) increase knowledge and skills of personnel who make referrals and provide services to children and families regarding trauma, community violence, and related services, 2) provide trauma-focused intervention services to children and their families exposed to community violence, and 3) evaluate the impact of the project on consumers of this proposed project. The TRC Initiative will develop a community-engaged advisory board (Champions of Community Challenges) to increase trauma awareness among community leaders, enhance outreach and training across multiple sectors, and identify the effects of adverse community experiences in order to address their manifestations in the community. Additionally, TRC will engage in trauma-informed community and referral source training in order to develop a common language, build engagement within the community and establish a safe communication process for all collaborators to follow. Project-related activities, services, and outreach efforts will target West and South Louisville communities, where high-risk youth and families most affected by trauma, violence, and civil unrest reside. By the completion of the project, 200 clinicians will have been trained in evidence-based trauma interventions (e.g. AF-CBT, CBITS, Parent University), 400 children and their families in West and South Louisville will have been provided trauma treatment and education, 40 service providers, public school officials, and leaders will become local trainers in the Sanctuary Model® (Champions for Community Change), and 50 community agencies serving youth exposed to community violence and trauma will have become trauma-informed, including 12 "backbone" agencies that will become certified Sanctuary Model® organizations. Project evaluation findings will be disseminated through presentations and publications, with an emphasis on the project's impact and lessons learned regarding how to best respond to the needs of youth and families exposed to community violence.

Why is it important?

In 2016, there were 123 homicides in Jefferson County, breaking the previous record of 110 set 45 years earlier in 1971. The 2016 total amounted to a 46% increase from the previous year and was over double the number of homicides in 2014. While some other large cities like Chicago have seen a large increase in homicides over the past year, Louisville's increase ranked among the highest in the country. Kentucky is one of the five states with the highest rates of death linked to drug overdose at 29.9 per 100,000, according to the Centers for Disease Control and Prevention. With a population of about 590,000, Louisville is the largest city in Jefferson County, which has experienced the greatest number of drug-related overdose deaths in the state during 2015 and 2016. Overall drug-related overdose deaths increased by 48% during that time period, from 220 in 2015 to 325 in 2016. Furthermore, the community experienced over five times more fentanyl-related deaths with 139 in 2016, compared to 26 in 2015.

PARTNERS
University of Louisville Kent School of Social Work, Centerstone KY, Center for Trauma Resilient Communities, Spalding University, Cardinal Success Program, Office of Resilience and Community Services

POTENTIAL KEY INDICATORS

- Reduction in trauma symptoms.
- Increased proficiency in trauma treatment models.
- Increased number of trauma-informed and culturally relevant systems.

Participants in Louisville's 2019 National Youth Violence Prevention week.
Image credit: Office of Safe and Healthy Neighborhoods Louisville Metro Government

ACTION 2.1.3

Advocate for policies that support trauma-informed services to children, families and communities.

TIME-FRAME
5+ Years

FUNDING
Partially Funded

OWNERS
The Bounce Coalition

RELATED PLANS
National Child Traumatic Stress Network, Kentucky Youth Advocates Kids Count Databook, Resilience: The Biology of Stress and Science of Hope

Key Next Steps

- Advocate for policy and system changes by providing trauma-awareness education and training throughout
- Louisville Metro working in partnership with Kentucky Youth Advocates and the Face It® Movement to advocate on the state level.

Background

In 2013, Louisville Metro Government convened community stakeholders to identify how today's children can have a healthy, productive life when they become adults. From that convening, the partners formed the Bounce Coalition. Children today face toxic stressors that can have a life-long impact on their ability to thrive – physically, emotionally, and socially. While it's impossible to protect youth from all of life's ups and downs, there are tools to help them respond to adversity by building resiliency and grit. Bounce is a bold endeavor designed to do that. Bounce's mission is to build resiliency of children and families by improving knowledge about the impact of Adverse Childhood Experiences (ACEs) and the skills to help youth bounce back from adversity. Bounce draws on strong evidence that ACEs are linked to long-term behavioral, mental and health risks. The good news is that trauma need not define one's destiny. There is a growing body of knowledge that helps individuals and organizations recognize and respond to trauma, building protective facts and shifting the perspective from "What is wrong with you?" to "What happened to you?" The Bounce partners train and educate school administration and staff, parents and caregivers, out-of-school time workers as well as the faith and medical communities, service providers, social workers, and the community-at-large locally, across Kentucky, and in neighboring states. Bounce strengthens referral networks when more help is needed for the child and family and advocates for policies that support trauma-informed communities. Bounce also provides consultation and evaluation services to measure impact.

The efficacy of Bounce training in the school system has been measured by a rigorous evaluation process using comparison schools and the school district-at-large as well as surveys of out-of school time workers, and we have promising outcomes: 85.7% of staff described their skill in providing effective support to students experiencing traumatic events as "adequate" or "extensive" in the spring of 2017 compared to 29.5% in the fall of 2014 (56% improvement). Out-of-school suspensions increased at a lower rate than the control school while the overall suspension rate for elementary school increased 94%. Parent conferences jumped 195% from 2014 to 2017. PTA membership grew from zero in 2014 to 213 members in 2017. Teacher retention improved: 90.2% in 2017 vs 87.7% in 2014.

Why is it important?

Extensive research links adverse childhood experiences to life-threatening chronic diseases such as diabetes, heart disease, cancer and obesity. ACEs are profound in Kentucky where 27% of children have experienced one ACE, 13% experienced two ACEs and 14% experienced three to eight ACEs – ranking among the highest in the nation.

PARTNERS
Louisville Metro Government, American Heart Association, Center for Women and Families, Centerstone of Kentucky, Community Foundation of Louisville, Family & Children's Place, Family Health Centers, Foundation for a Healthy Kentucky, Jefferson County Public Schools, Kentucky Cabinet for Health & Family Services, Kentucky Youth Advocates/Face It Movement, Life Adventure Center, Making Changes Together, Metro United Way, Norton Healthcare, Passport Health Plan, Smoketown Family Wellness Center, St. Paul's United Methodist Church, University of Louisville BRICC Coalition, University of Louisville Hospital, YMCA of Greater Louisville.

POTENTIAL KEY INDICATORS

- Implemented policy and system changes leading to trauma inform systems and mitigate the impact of adverse childhood experiences.
- Increased resiliency and protective factors.
- Increased skills to effectively address trauma.
- Increased parental awareness.

BOUNCE Logo
Image credit: Louisville Metro Government

ACTION 2.1.4

Develop and preserve new and/or rehabilitated quality and affordable housing.

TIME-FRAME
0-1 Year

FUNDING
Partially Funded

OWNERS
Louisville Forward/
Develop Louisville

RELATED PLANS
Vision Russell, Russell: A Place of Promise, Louisville CARES, vacant and abandoned properties initiatives (multiple), Housing Needs Assessment, Plan 2040 and related neighborhood plans, Market rate housing initiatives, CDBG and HOME funding programs, affordable housing initiatives

Key Next Steps

Create funding opportunities to:

- Sustain the affordable housing initiative;
- Help create new, affordable homeownership and wealth creation opportunities;
- Acquire and rehabilitate unsubsidized affordable housing units;
- Build equity while renting; and
- Adopt a systematic code enforcement program for rentals.

Promote policy for:

- Affordable and market-rate housing while directing Louisville Metro investment to those areas;
- Anti-displacement measures;
- Inclusionary zoning regulations, extending the period of affordability on housing projects,
- Establishing a lien release and code violation forgiveness program;
- Reducing parking requirements for affordable housing developments;
- Utilizing the Health Impact Assessment tool for creating and preserving housing units; and
- Incorporating cool roofs standards.

Background

Louisville Metro must do more to address the 72,000 cost-burdened households, and the Housing Needs Assessment recommends policies and funding be directed to support the creation of housing for those 31,000 households living in the most severe financial constraints. By subsidizing units for those at 30% of Area Median Income (AMI) or below, a "cascading" effect occurs in the market that will open more affordable units for those households at 50%, 60%, 80% or otherwise below 100% of AMI. Additional revenue streams, aggressive use of state and federal housing resources, and new policies will be necessary to reach these goals.

Why is it important?

The Housing Needs Assessment, released in draft form February 2019, identifies over 72,000 Louisville household as "cost burdened" (i.e., paying more than 30% of their income for rent/mortgage plus utilities). Of these 72,000, 31,000 households are severely cost burdened and living at or below 30% of area median income.

PARTNERS

Louisville Metro Housing Authority, Develop Louisville/Louisville Forward, Affordable Housing Trust Fund, numerous non-profit and for-profit housing developers including but not limited to REBOUND, HPI, New Directions, River City Housing, LDG, Marian, Family Scholar House, Russell: A Place of Promise, LHOME

POTENTIAL KEY INDICATORS

- Housed 2,500 families to be housed at 0-30% AMI (Area Median Income)
- Produced a minimum of 5,000 units every 5 years for people earning less than 80% AMI

Affordable housing being built by the Housing Partnership, Inc.
Image credit: Louisville Metro Government

ACTION 2.1.5

Promote the development of a more robust and equitable food system focused on waste reduction, donation and composting.

TIME-FRAME
1-5 Years

FUNDING
Partially Funded

OWNERS
Louisville Metro Office of Resilience and Community Services

RELATED PLANS
Healthy Louisville 2025

Key Next Steps

- Identify barriers and resources to fully implement a successful initiative that feeds the community and conserves spending.
- Educate and encourage Louisville residents and businesses to reduce food waste.
- Advertise the Save the Food Campaign.

Background

The National Resource Defense Council (NRDC) in partnership with the Ad Council awarded the Louisville Metro Office of Resilience & Community Services a Food Matters: Save the Food grant in 2018. The first phase of this grant is to develop methodologies that estimate how much food is wasted in Louisville and what percentage of wasted food could be rescued to feed Louisville's food insecure residents. The partners work with National Resources Defense Council (NRDC), the Ad Council, and community to design marketing materials and identify advertising outlets for educating on the amount of wasted food in Louisville and how to reduce the waste. The partners also are spearheading a second initiative, #SAVETHEFOODLOU, and are developing a process to implement a plan for addressing food waste and encouraging restaurants and organizations to participate in waste reduction, donating, and composting. Louisville Metro Government's Department of Solid Waste Management is offering businesses who operate food systems an opportunity to sign-up to the free Re-TRAC Connect portal that tracks waste and connects businesses with food donation services.

Why is it important?

In Louisville, an estimated 200,000 tons of food is wasted while 120,000 of our residents are food insecure.

PARTNERS

National Resource Defense Council (NRDC), Ad Council, Louisville Metro Government, Jefferson County Public Schools, Dare to Care, Food Literacy Project, Louisville Grows, Danny Wimmer Presents, University of Louisville, Aramark, Kroger, Community Foundation of Louisville, Lift a Life Foundation, Louisville Metro United Way, KY Harvest, Sysco, New Roots, Community Farm Alliance, WestRock Recycling, Passport Health Plan, University of Kentucky, GE Appliances, Louisville Farm to Table, Feeding Kentucky, Tess Harmon – SNAP Advocate, American Heart Association

POTENTIAL KEY INDICATORS

- Increased number of businesses distributing edible food for consuming or composting.
- Decreased discarded edible food.

Challenge to End Youth Homelessness
Image credit: Louisville Metro Government

ACTION 2.1.6

Address Chronic Issues Facing Individuals Who are Homeless.

TIME-FRAME
1-5 Years

FUNDING
Partially Funded

OWNER
Office of Resilience and Community Services, Coalition for the Homeless

RELATED PLANS
Coalition Blueprint for Ending Homelessness, Louisville Metro Surplus Budget Plan, Louisville Metro Homeless Encampment Plan, HUD Grant to End Youth Homelessness

Key Next Steps

- Advocate, develop and implement broad-based policies and practices.
- Move individuals from unsheltered homelessness to services.

Background

"Every human being who finds themselves living on our streets is an individual with their own story and their own needs. We want to treat them with dignity, respect and compassion, and do everything we can to help them get the resources they need. That's a shared goal, and it will take the work of all of us to realize that goal." - Mayor Greg Fischer.

The Mayor's Homeless Encampment Task Force, a collaborative effort to address homelessness, is comprised of more than 20 partner organizations with over 60 local participants from government, business, non-profits, religious leaders, and concerned citizens. The Encampment Task Force initially enhanced communications among government, police and other stakeholders, and established more compassionate policies and procedures for interacting with encampments. A "By Name Subcommittee" was established which meets monthly to coordinate approaches and services when a 21-Day Notice is posted. This group identifies the most vulnerable, unsheltered individuals, coordinates street team and case manager outreach and connects individuals to services and shelter. An Operations Subcommittee developed a Standard Operation Procedure addressing 21-Day Notice for governmental agencies. This group is now using an electronic tracking of homeless encampment complaints. The Best Practices Subcommittee identified low barrier shelter as the most pressing need. In addition, this group identified the need for a guide to assist street outreach to address infant and toddlers living in unsheltered situations, family shelters, and storage space for personal items. Louisville identified additional funding mid-year to partially fund low barrier shelter, storage, encampment outreach, and family shelter. This group will continue to address expanding service options and community awareness of trauma-informed practices that address prevention and mitigation of homelessness, while promoting a compassionate approach to enforcement.

Why is it important?

In 2018, there were approximately 7,000 individuals identified as homeless in Jefferson County. These individuals included over 250 families, over 1,000 children and over 1,500 individuals who were identified as victims of domestic violence. Over the course of the year, 632 individuals were identified as unsheltered. In the fall of 2018, an encampment was cleared without notice to the residents, causing numerous important personal items to be destroyed and lost. The experience raised concerns for individuals who were living in unsheltered situations and gave rise to a new and model ordinance requiring a 21-Day Notice be given to both the individuals in the camps and outreach and service providers prompting the establishment of the Mayor's Homeless Encampment Task Force.

PARTNERS
University of Louisville, Louisville Metro Police Department, Louisville Metro Solid Waste Management Services, Codes and Regs, Louisville Metro Public Health & Wellness. providers of homeless services, street outreach groups, individuals who were formerly homeless, community members, Louisville Metro Council Members, Centerstone KY.

POTENTIAL KEY INDICATORS

- Adoption of low barrier rules and trauma-informed practices throughout the continuum-of-care.
- Increased number of service providers and options for individuals who are homeless.
- Increased community awareness and understanding of the root causes of homelessness.

Individuals seeking shelter services
Image credit: Louisville Metro Government

ACTION 2.1.7

Develop and adopt an environmental justice policy for the city.

TIME-FRAME
1-5 Years

FUNDING
Unfunded

OWNERS
Louisville Resilience, Louisville Forward, Louisville Metro Public Health and Wellness, Louisville Metro Parks and Recreation, Louisville Metro Human Relations Commission, Louisville Metro Department of Public Works

Key Next Steps

- Evaluate other municipal-level environmental justice policies for best practices and implementation models.
- Identify internal and external stakeholders.
- Benchmark other government environmental justice policies and programs.
- Map data on environmental conditions and environmental-justice susceptible populations.
- Convene stakeholders to discuss data, health impacts, and policy options in order to receive feedback and recommendations.

Background

The owners and partners of this action will identify public policies and decision-making processes that have the potential to disproportionately affect communities burdened by environmental risk. They will prioritize environmental justice policy integration through community consultation and open dialogue with organizations working to address environmental and social justice concerns. Funds are needed in order to engage the community and address environmental risks in the impacted neighborhoods.

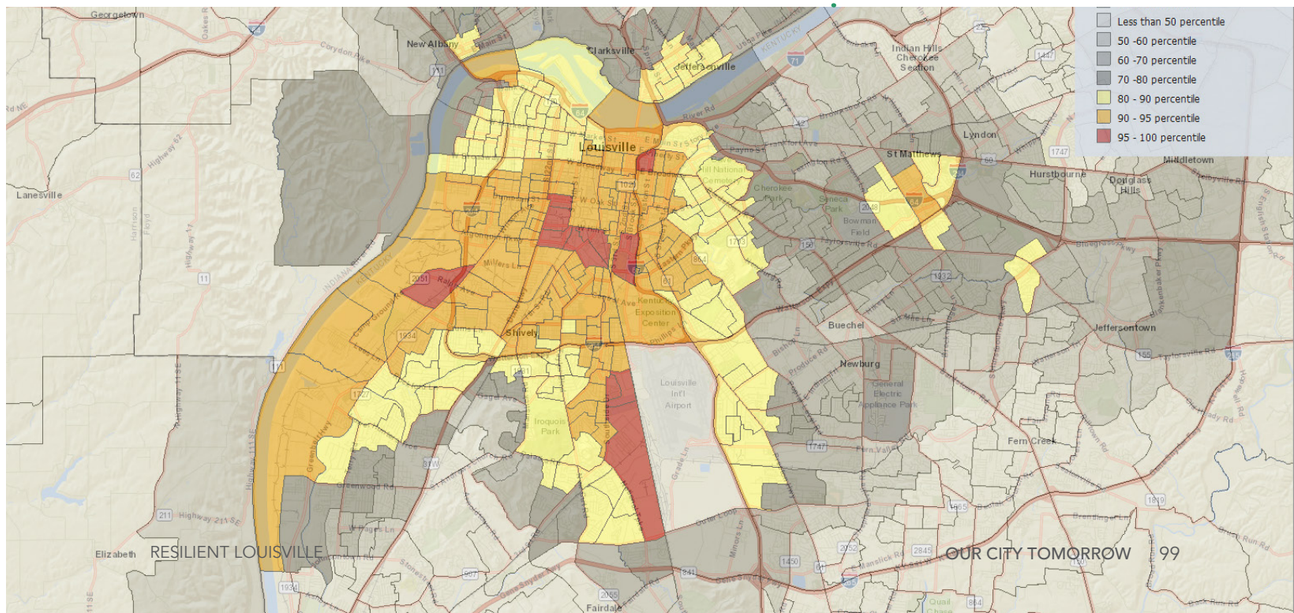
Ohio River flooding at River and 6th Street
Image credit: Louisville Metro Government

Why is it important?

Persons of color and those living at or below the poverty line are subjected to some of the worst environmental hazards our community faces. The health outcomes that come from living within proximity to environmental hazards manifest inequitably across Louisville and point to the need for local action.

PARTNERS
West Jefferson County Community Task Force (WJCCTF), Metropolitan Sewer District (MSD), Metro Housing Coalition (MHC), One West, KIPDA, Rubbertown Emergency ACTion (REACT), University of Louisville – Environment Institute, Center for Neighborhoods, TARC, Kentuckians for the Commonwealth, Black Lives Matter Louisville

POTENTIAL KEY INDICATORS
- Presented draft of environmental justice policy to the mayor and Louisville Metro Council.



Environmental Justice Hotspots for Hazardous Waste Proximity, as mapped by The Environmental Protection Agency

ACTION 2.1.8

Respond to the substance use epidemic through prevention, harm reduction, treatment, and recovery.

TIME-FRAME
1-5 Years

FUNDING
Fully Funded

OWNERS
The Louisville Metro Department of Public Health and Wellness

RELATED PLANS
Coming Together for Hope, Healing, and Recovery: A plan to address substance use and misuse in Louisville

Key Next Steps

Main strategies and priorities for tackling substance use include:

- Prevent and reduce youth substance use;
- Increase trauma informed care;
- Reduce stigma;
- Increase harm reduction;
- Expand diversion from emergency rooms and jail;
- Improve connection to treatment;
- Measure the quality of treatment programs;
- Establish guidelines for sober living houses;
- Make expungement affordable; and
- Improve job placement.

Background

While the challenges of substance use disorder may seem daunting, they can be met and overcome through a public health approach. On April 23, 2015, Louisville Metro Council, Louisville's legislative body, approved Louisville Metro Government opening of the state's first syringe exchange program. In 2016 the Louisville Metro Department of Public Health & Wellness established the Office of Addiction Services to address addiction in Louisville. The Substance Use Disorder Plan studied root causes, identified risk factors, designed interventions to address these factors, and will evaluate the effectiveness of those interventions. This LMPHW action plan was designed with the input of Louisville partners committed to addressing substance use disorder in our community.

Why is it important?

In 2016, the age-adjusted drug overdose death rate in Louisville more than doubled compared to 2011. Louisville's number of hospitalizations and emergency room visits due to severe acute drug poisoning rose from 2,830 visits in 2012 to 4,437 visits in 2016. In 2018, Louisville Metro Emergency Services received 6,688 overdose calls throughout the county and administered 2,287 patients with naloxone.

PARTNERS

Centerstone, JCPS, Bounce, Community Shield, Office of Safe & Healthy Neighborhoods, Volunteers of America, Kentucky Harm Reduction Coalition, University of Louisville Hospital, University of Louisville School of Public Health and Information, Office of Resiliency, Louisville Urban League, Treatment Advisory Group (TAG), LMPD, Kentuckiana Works

POTENTIAL KEY INDICATORS

- Increased in harm reduction through use of the syringe exchange program.
- Expanded diversion from emergency department and jail through crisis diversions programs.
- Established guidelines for sober living housing to ensure effective residential facilities.

Sign of the Syringe Exchange Program (SEP), operated and managed by the Louisville Metro Department of Public Health and Wellness (LMPHW) in Louisville/ Jefferson County Metro. With a focus on harm reduction, the SEP staff educate and refer individuals for testing and treatment services.

Image credit: Louisville Metro Government Louisvilleky.gov/Louisville Metro Department of Public Health and Wellness

GOAL 2.2
Implement Trauma-informed Violence Reduction Strategies

Violence falls within many categories affecting all ages, races, socioeconomic status, ethnicity, sexual orientation and genders - domestic violence, workplace violence, dating violence, bullying, community violence, child abuse – for example. The residue from trauma often impacts lives creating mental and physical harm[1]. Community violence frequently is unpredictable creating a heightened vigilance, building anxiety, and shaping the perception of an unsafe world[2]. Trauma can erect obstacles that impedes emotional development blocking children and adults' abilities to thrive[3]. In Louisville agencies and individuals work to stem the prevalence of violence and its negative impact on victims through programming, case management, education, and resources. Louisville services are extended to the offender by providing restorative justice to non-violent offenders and assisting with re-entry after incarceration. Many work upstream to address the root causes of trauma while other programs offer trauma-informed interventions such as the Cure Violence model that interrupts potentially violent conflicts and works with high-risk individuals. A key component of the model is to mobilize the community to change norms.[4]

1 www.samhsa.gov/trauma-violence
2 www.nctsn.org/what-is-child-trauma/trauma/trauma-types/community-violence
3 www.ncbi.nlm.nif.gov/books/NBK207191/
4 http://cureviolence.org/the-model/essential-elements/

SPOTLIGHT
SCARLET'S BAKERY

Scarlet's Bakery teaches life skills, baking skills, and overall work readiness to women as they transition toward building more sustainable, healthy futures for themselves after experiences years of abuse and exploitation.

Louisville works to create pathways away from violence through training, support and educational assistance. We identify and alleviate many of the root causes of violence including economic and educational challenges as well as historic, systemic barriers to success for people in the neighborhoods with the most violent levels of crime.

"Just as there is no one reason for violence, there is no one solution for alleviating it. Together, we're investing in our youth, supporting young people who are trying to change their lives. That, in turn, helps all of us build a safe, more vibrant community,"

Rashaad Abdur-Rahman, Director of the Office for Safe and Healthy Neighborhoods.

Louisville Violence Reduction Strategy

1	**Enforcement**	Placing laser focus of law enforcement efforts on the small percentage of people who commit gun violence while ensuring the safety and security of our citizens.
2	**Intervention**	A coordinated approach to intervening at the first sign of potential violence in the streets, schools, and hospitals to reduce violence and to produce a more positive outcome.
3	**Prevention**	Reaching individuals, families, and communities before violence happens so that violence is less likely to occur.
4	**Community Mobilization**	Pulling together youth, neighborhood residents, community organizations, and law enforcement to ensure a culture where gun violence is not tolerated.
5	**Organizational Change and Development**	Transforming policies, practices, and systems to reduce gun violence.
6	**Re-Entry**	Assisting those who have committed crimes come back into the community by providing resources and opportunities to prevent recidivism and re-build community.

Data source: "Louisville Violence Reduction Strategy"

ACTION 2.2.1

Create a safe platform for individuals who have experienced trauma to share their stories.

TIME-FRAME
0-5 Years

FUNDING
Partially Funded

OWNERS
Fund for the Arts

RELATED PLANS
Imagine Greater Louisville 2020

POTENTIAL KEY INDICATORS

- Increased individuals who have participated in arts & healing reporting their ability to cope with trauma.

Key Next Steps

- Promote cultural equity among arts and culture organizations, artists and funders allowing more individuals to express trauma and share their stories.

Background

The arts are a powerful tool for healing. Individuals who have experienced trauma can utilize a range of art forms to share their stories, including but not limited to visual arts, theater, dance, music and the literary arts. Today, arts organizations partner with various nonprofit organizations, community centers, senior living facilities and hospitals to bring the healing power of the arts to individuals through one time or multi-session residencies.

Why is it important?

Individuals who have experienced trauma benefit from using the arts to tell their story. Research indicates that the use of art mitigates post-traumatic stress and is an effective, non-threatening method for victim to express trauma that may lead to removing barriers towards a fuller, healthier life.

PARTNERS
Louisville Visual Arts (LVA), Commonwealth Theatre Center, Actors Theatre, Kentucky Shakespeare.

Children participate in the River City Drum Corp "Spirit of the Drum" program

Image credit: Imagine Greater Louisville 2020

PROJECT SPOTLIGHT
RIVER CITY DRUM CORP "SPIRIT OF THE DRUM"

Improving the lives of children through performance and visual arts, tutoring, and empowerment.

A proven way to improve the lives of children is to provide after school programs in arts education including performance and visual arts, tutoring and empowerment. The River City Drum Corp Culture Arts Institute, Inc. set out to do just that with programs designed to enhance the development of African American families with children. By providing a structured environment and support system, youth learn to be leaders and create a community where live music is enhanced and strengthened through the "Spirit of the Drum." The purpose of the River City Drum Corp is to provide opportunities for families to reconnect to the vast historical accomplishments of African Americans in the building of America – foundational information for families and the community where they live – building self-pride. While playing drums is the means to team and leadership development, the bar is set high for youth participants who are accountable for their educational achievement. Adults are on hand to provide tutoring and the program incorporates a strong educational component where the youth write reflections of their performances. For over 25 years, the River City Drum Corp has enriched Louisville's youth, families, and the community with their drumline showcase at major Louisville venues. But in the end, it is about the youth who have prospered through the process.

ACTION 2.2.2

Support programs that offer case management to non-violent offenders to avoid jail time.

TIME-FRAME
5+ Years

FUNDING
Unknown

OWNERS
Restorative Justice Louisville

Key Next Steps

- Expand Restorative Justice Louisville (RJL) work to reach 1,000 to 2,000 Louisville youth who are entering the juvenile justice system eligible for diversion or an alternative disposition.

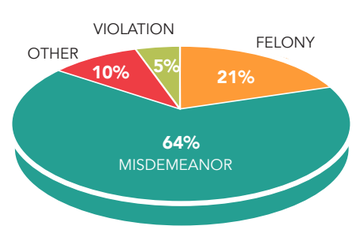
Background

RJLworks to incorporate restorative justice practices as an integral component of the local criminal justice system to promote safer communities by reducing crime. To do this, RJL partners with the local criminal justice system and other community agencies to provide diversion and disposition options for youth and young adults.

Why is it important?

Each year, there are between 4,000 and 6,000 charges filed in Jefferson County that involve youth. For example, 6,813 charges were filed in 2014 and 4,047 charges were filed in 2016. Analysis of the data showed that of charges, the most service charge for each incident is a misdemeanor offense or a violation (71%). The data also showed that over a third of the charges involve youth receiving their first charge.

PARTNERS
Jefferson County Attorney's Office, Office of Safe and Health Neighborhoods,
Louisville Metro Criminal Justice Commission



Data source: Louisville Metro Government Louisvilleky.gov

CHARGES FILED AGAINST YOUTH

POTENTIAL KEY INDICATORS

- Decreased number of eligible individuals/ charges in the criminal justice system.
- Increased capacity (eligibility of individuals and charges).
- Reduced recidivism.

ACTION 2.2.3

Promote civic engagement and collaboration, leading to community action plans that address violence.

PARTNERS
Louisville Metro Police Department, Office of Safe & Healthy Neighborhoods, Public Health & Wellness, Office of Resilience & Community Services, Department of Corrections, Emergency Management Services, Youth Detention Services

TIME-FRAME
0-1 Year

FUNDING
Unfunded

OWNERS
Louisville Metro Office of Performance Improvement and Innovation

Key Next Steps

- Build a comprehensive program inventory of public safety programs and metrics to allow decision makers to fully understand the impact of initiatives, allowing for operational changes to be made based on a systems perspective.
- Engage additional Louisville Metro Government agencies and external partners for data sharing and collaborative problem-solving efforts.
- Develop a communications plan to highlight group success, share best practices and engage the community.

Background

SafeStat focuses on improving Louisville's public safety using a public health system approach, shifting the narrative of public safety solely from a law enforcement approach. The vision of SafeStat focuses on involving multi-sector and city-wide engagement to achieve bold goals utilizing radical imagination and disruptive reconstruction. Radical Imagination fuels the will and strengthens the ability of our compassionate community and upends old assumptions and civic structures that hold people back from experiencing their human potential. Disruptive reconstructions can spark the creation of equitable communities and change policies to build and sustain a truly inclusive society. By involving multiple agencies, SafeStat members use systems-thinking and problem-solving methods, data analytics and evidence-based practices to address challenges, improve processes and find opportunities to make Louisville's public safety strategy more effective.

Why is it important?

Multiple programs are being executed across Louisville Metro Government and partnerships with external organizations. Data analysis and program evaluation occurs but is not completed cross-functionally. Clear measures of success for the public safety system have not been articulated by all stakeholders.

POTENTIAL KEY INDICATORS

- Created comprehensive data system and operational dashboards
- Detailed communication strategy and action plan
- Regularized multi-sector engagement

ACTION 2.2.4

Promote civic engagement and collaboration, leading to community action plans that address violence.

TIME-FRAME
5+ Years

FUNDING
Partially Funded

OWNERS
Office for Safe and Healthy Neighborhoods

RELATED PLANS
One Love Louisville Action Plan

Key Next Steps

- Increase civic participation in violence prevention efforts.
- Create a father-friendly city.
- Connect job seekers to employment opportunities.
- Improve access for youth to attend high-quality out-of-school-time programs.

Background

One Love Louisville, a comprehensive strategy, consists of both a campaign and a community action plan that inspires and mobilizes Louisville residents. The One Love Louisville-Be The One to Make a Difference campaign evolved from the January 2015 Louisville Blueprint for Safe and Healthy Neighborhoods: Phase II report. This campaign is a call to action to all sectors, communities and neighborhoods in Louisville, enforcing that every resident has a stake in the well-being of our city. The Office for Safe and Healthy Neighborhoods, along with its affiliates and partners, strongly believe that city violence only can be reduced through a collective and organized effort. One Love Louisville is our strategy to unite neighbors to neighbors, provide opportunity for youth and create healthy objectives to negate violence. Everyone has something to offer a person in need, a neighborhood or community: there is not one single way to "be the one." We work alongside residents, faith, and community-based organizations and businesses to ensure the One Love Louisville Action Plan is implemented, measured, evaluated and disseminated across Louisville. Residents developed each One Love Louisville goal and initiative as a result of years of dedicated effort. Since the Phase II Blueprint release, the Office of Safe and Healthy Neighborhoods and community partners have collected and presented new data and information to update goals and initiatives in the One Love Louisville Phase III Action Plan that will be released soon.

Why is it important?

Mayor Fischer created the Violence Prevention Work Group (VPWG) in June 2012 to address the prevalence of community violence, identify its root causes and develop holistic strategies with long-term impacts. Co-chaired by Dr. Blain Hudson and Dr. LaQuandra Nesbitt, the VPWG work group - comprised of neighborhood residents, corporate, community, faith-based and government partners - agreed that a collective decision was necessary to increase positive outcomes and decrease Louisville's violence. In agreement with the systems theory, the VPWG pinpointed five areas of engagement that impact and/or inform each other and illustrate the scope of the Office for Safe and Healthy Neighborhoods: Community Building; Education; Employment and Economic Development; Health and Social Wellness; and Juvenile and Criminal Justice.

PARTNERS

BLOCS, Metro United Way, Guiding Light Islamic Center, Center for Neighborhoods, Louisville Urban League, SummerWorks, Louisville Metro Public Health & Wellness, KentuckianaWorks, Louisville Health Advisory Board, Louisville Metro Police Department, 2not1, 4 Your Child, Private Citizens

live

POTENTIAL KEY INDICATORS

- Increased residents' skills and knowledge to promote peace.
- Increased quality of out-of-school-time programs for Louisville youths.
- Increased fathers reporting a positive and healthy relationship with their children.
- Increased number of youths developing work and professional experience.

1 Love Louisville Logo
Image credit: Louisville Metro Government Office for Safe and Healthy Neighborhoods

GOAL 2.3
Strengthen Built and Natural Infrastructure to Promote Health and Well-being

"Natural environments affect human health and well-being both directly and indirectly,"[1]. Historical civilizations to today's modern society recognize the need for the green environment and its relationship to health. Research documents the role nature plays in human health but even more, research indicates that a reduction in crime is linked to social cohesion and connection to nature[2]. The role of built infrastructure shapes necessities such as structure development, roadways, storage structure, management of drinking water, sewer and storm waste. In modern society, the challenge is blending gray and green infrastructures in urban spaces and their importance to social interaction[3]. Undoubtedly, the built and natural environment are linked and influence the "social and economic determinants of health"[4].

1 Oxford Research Encyclopedia of Environmental Science
2 Weinstein, et.al., 2015
3 http://digitalcommons.lmu.edu/cate/vol5/issl/3
4 www.ncbi.nlm.nih.gov/pmc/articles/PMC6064105/

SPOTLIGHT
TREES LOUISVILLE

Trees Louisville works to protect and expand Louisville's urban forest through tree planting, public awareness, education and collaboration.

The Louisville Loop celebrates the city's history and natural environment. The vision of the Louisville Loop is to develop an estimated 100-mile loop path system that becomes an essential component for the growth and prosperity of the region. It will form a network of shared-use paths, soft surface trails, on road bike lanes, and stream corridors and connect the Olmsted Parkways, greenways and transit routes. The intent of the Loop is to leverage the impact of the original Olmsted Park and Parkway system and to help shape the future experience of Louisville.[1]

The Loop connects people

29 city neighborhoods

66% of Louisville's Metro population live within 1 mile of the loop

11 small cities around county

72% of households in the county live within 1 mile of the Loop

The Loop connects parks

72 parks within ½ mile of the Loop

28 parks connected by the Loop

5 Olmsted Parks

10K acres of parkland within ½ mile

The Loop connects services

98 playgrounds within a ½ mile of the Loop*
*in public parks

74 or 42% schools are within 1 mile of the Loop.

1.5K retail establishments within 1 mile of the Loop

Data source: "Louisville Loop Master Plan", 2013, by Louisville Metro Council

1 Louisville Loop Maser Plan. Connecting People to a Greener Healthier Community.

ACTION 2.3.1

Prioritize areas with low tree canopy.

TIME-FRAME
5+ Years

FUNDING
Partially Funded

OWNERS
Louisville Metro
Develop Louisville and
Louisville Metro Parks

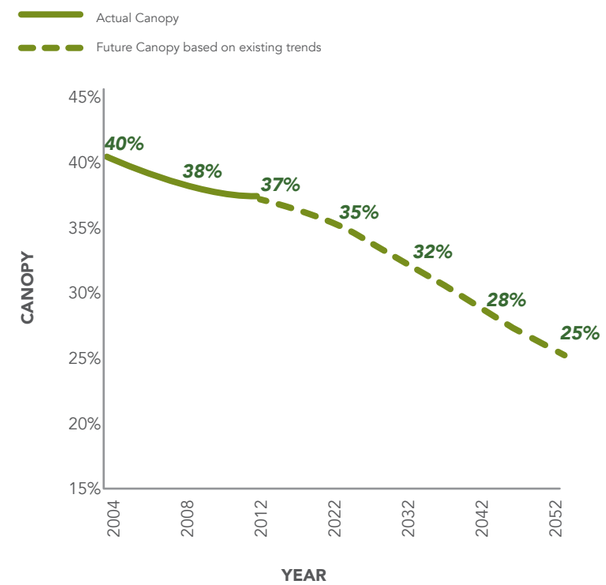
RELATED PLANS
Urban Tree Canopy Assessment (2015), Green Heart

Key Next Steps

- Educate the community on best management practices for planting and maintaining trees.
- Provide trees to the public.
- Build community partnerships to foster tree planting.

Background

Louisville Metro Government provides guidance to the community as a broad-based effort to reach a 45% tree canopy cover over the next forty years. Trees are a vital part of the city's green infrastructure because of the quantifiable environmental, economic, and social benefits they provide in addition to the improvements they make to air quality, stormwater absorption, and reduction of the urban heat island effect. The 2015 Urban Tree Canopy (UTC) determined that the city's 2012 tree canopy coverage of 37% provided approximately $329 million dollars in benefits through stormwater reduction, energy savings, property valuation, air pollution removal, and carbon sequestration. Additional value was found in carbon storage over the lifetime of the tree canopy equivalent to $231 million dollars bringing overall tree canopy benefits to a value of over $560 million dollars. Being a community-based goal, Louisville Metro Government has taken steps to increase tree canopy in areas of their control as well as providing resources to the community to increase tree quantities on private property which has the greatest opportunity for canopy increase.



Data retrieved from Trees Louisville

Why is it important?

Reaching the goal of a 45% tree canopy cover will make Louisville more resilient and improve quality of life for citizens now and in the future. Louisville's 2015 Urban Tree Canopy (UTC) Assessment verified that the tree canopy has been declining negatively with an average of 54,000 trees lost per year. The loss is expected to drop to 21% over the next forty years if the continuation of the loss trend occurs compounded by Ash tree loss from the invasive pest, the Emerald Ash Borer.

PARTNERS

Louisville Forward, Develop Louisville (DV) Office of Sustainability, DV Planning and Design, LMG Codes and Regulations, LMG Public Works, LMG Metro Parks, Louisville Tree Advisory Committee, Louisville Grows, Trees Louisville, Community at large

POTENTIAL KEY INDICATORS

- Reached a 45% canopy cover by 2052.

Volunteers assist residents plant trees
Image credit: treeslouisville.org

ACTION 2.3.2

Improve and maintain a stable, multimodal transportation system that effectively integrates all modes of mobility, from walking, biking, and transit, to driving to ensure availability, accessibility and affordability.

TIME-FRAME
1-5 Years

FUNDING
Partially Funded

OWNERS
Transit Authority of River City (TARC), Louisville Forward/ Develop Louisville

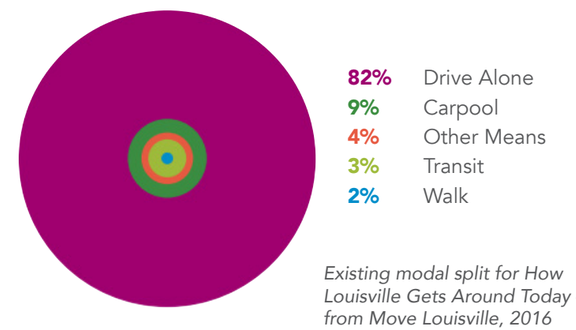
RELATED PLANS
Move Louisville, TARC Comprehensive Operations Analysis and Long-Range Plan, Kentuckiana Regional Planning and Development Agency (KIPDA) Regional Transportation Plan, Bike Louisville, Louisville Loop Maser Plan, Complete Streets, LouVelo, Cyclouvia.

Key Next Steps

- **Build** an efficient system supported by sustainable sources of funding to ensure that the community can respond to any potential shocks and stresses.
- Invest in transit and non-single occupancy vehicles.
- **Strengthen** transit system with balanced approach between service area coverage and increased frequency on major transit corridors.
- Increase bike and pedestrian infrastructure and employ more compact zoning.
- **Extend** public transit hours of service (early and late) in response to various community needs: access to jobs and education, economic development and employment needs at the local and regional level.

Background

Move Louisville, the city's strategic multi-modal transportation plan, identifies key policies and projects for implementation through 2040 and seeks to reduce vehicle miles traveled (VMT). Reducing VMT will help improve air quality and reduce costly road infrastructure investments in the future. The Transit Authority of River City (TARC) has provided public transportation services for almost 45 years to Louisville Metro/Jefferson County and incorporated surrounding counties: Bullitt and Oldham Counties in Kentucky, and Clark and Floyd Counties in Southern Indiana. The Louisville region highly values the public transportation system but recognizes that the community is growing and will need a stronger, expanded multimodal transit system to support future economic and population growth. Our intention is to develop a public transit network that is available, accessible, affordable – one that is easy to use for all residents across the community and the region. Providing multi-modal options helps support a healthy, connected and sustainable city for the future.



Existing modal split for How Louisville Gets Around Today – data from Move Louisville, 2016

Why is it important?

Louisville's transportation system is heavily dependent on automobiles and most Louisvillians travel via single occupancy vehicle (SOV). Public transportation is an essential part of the entire Louisville Metro infrastructure network and a critical link that supports resilience and community ability to respond to current and future mobility needs of residents. In FY 2018, TARC served more than 12.5 million riders and moved more than 42,000 people on an average weekday.

PARTNERS
KIPDA, Louisville Metro Government, Louisville Metro Public Works & Assets, Metro Parks, Kentucky Department of Transportation, Center for Accessible Living, Bicycling for Louisville.

POTENTIAL KEY INDICATORS

- Increased availability and accessibility of public transportation to area residents.
- Increased access to jobs systemwide.
- Decreased single-occupancy vehicle use to 75% and increased ridership to 6% by 2035.
- Reduced daily VMT by 500,000 to 19.4 DVMT.
- Improved safety causing 30% less roadway fatalities and serious injuries by 2035.

TARC bus on the move at realigned Dixie Highway, 18th Street, Broadway crossing. Image credit: Louisville Metro Government

ACTION 2.3.3

Increase renewable energy at multiple scales.

TIME-FRAME
5+ Years

FUNDING
Unfunded

OWNERS
Louisville Metro
Develop Louisville

RELATED PLANS
Sustain Louisville

Key Next Steps

- Investigate opportunities to increase the city's capacity for renewable energy.
- Establish citywide renewable energy targets.

Background

Louisville Metro Government aspires to foster a viable atmosphere for renewable energy options by leveraging public-private partnerships, pilot projects and grant opportunities. With support from the community, city government will introduce a citywide renewable energy goal and will review potential incentive or legislative options to help facilitate the process. Increasing renewable energy generation in Louisville not only will help achieve Louisville's 80% greenhouse gas reduction target, but also will improve local air quality and the overall well-being of its citizens.

Solar panels installed on the roof of Oxmoor Mall
Image credit: Louisville Metro Government

Why is it important?

Louisville's energy is generated primarily by coal and natural gas. Currently, less than 3% of the city's electricity consumption comes from renewable energy sources. According to the recent Special Report by the Intergovernmental Panel on Climate Change, the impacts of climate change will be far worse than previously expected (IPCC, 2018). Unless we take unprecedented action to reduce greenhouse gas emissions and keep global warming below 1.5 degrees Celsius, we are at risk of facing long-lasting or irreversible consequences. Using renewable energy will help reduce Louisville's greenhouse gas emissions and will be a key driver to limiting climate change impacts.

PARTNERS
Louisville Sustainability Council, Louisville Energy Alliance, Greater Louisville Sierra Club, Louisville Gas & Electric.

POTENTIAL KEY INDICATORS

- Increased use of renewable energy technologies in city-owned buildings.
- Established citywide renewable energy and strategies.
- Increased amount of energy from renewable sources.

Louisville Sustainability Council session held at Louisville African American Heritage Center. Louisville Sustainability Council has a goal for Louisville to become a top ten sustainable metro area by 2025
Image credit: Louisvillesustainabilitycouncil.org

ACTION 2.3.4

Expand green infrastructure and spaces: Parkland and open space.

TIME-FRAME
5+ Years

FUNDING
Unfunded

OWNER
Louisville Metro Parks and Recreation

RELATED PLANS
Plan 2040, Louisville's Comprehensive Plan

Key Next Steps

- Investigate funding and grant opportunities to expand parkland and open space.

Background

Parks improve the health of our citizens by acting as public gathering spaces that connect us to nature. They improve our air quality, improve property values, act as a backyard for families without open space, and attract business. Studies show that cities that make long term commitments to parks are thriving and attract businesses that care about the quality of life for their employees. Businesses are drawn to areas where employees have access to nature and green spaces, thus contributing to the vibrant future of our community. Parks and Recreation agencies offer a variety of important health and wellness opportunities by providing programs or space to combat sedentary lifestyles and connect to nature.

8% of Louisville's city land is used for parks and recreation.

National median **15%**

38% of residents live within a 10 minute walk of a park.

National average **54%**

Why is it important?

The Trust for Public Land's 2018 ParkScore index analyzed Louisville's need for parkland and open space. Their demographic profiles were based on 2017 Forecast block groups provided by the Environmental Research Systems Institute (Esri) to determine park need for density of youth, density of individuals in households with income less than 75% of city median income (in Louisville, less than $35,000), and population density (people per acre). Only 33% of citizens within Jefferson County live within a 10-minute walk to a park. The national average is 65% for comparable cities.

PARTNERS

Louisville Olmstead Parks Conservancy, Wilderness Louisville, 21st Century Parks, U of L (Green Heart) Louisville Parks Foundation, Office of Sustainability, MSD, Trees Louisville, Louisville Grows, Nature Conservancy Brightside, Air Pollution Control District, Metro Council (Tree Canopy Ordinance)

POTENTIAL KEY INDICATORS

- Improved natural landscapes and reduced heat island effect.
- Increased patronage of park users due to convenience of parks and increased park acreage.
- Improved health of patrons riding or walking on our paths.
- Happy patrons using our amenities.

Waterfront Park as seen from the Big Four Bridge
Image credit: Louisville Metro Government

ACTION 2.3.5

Expand green infrastructure and spaces: Metro Sewer District (MSD) Green Infrastructure Program.

MSD Flood Control Station
Image credit: Louisville Metro Government

TIME-FRAME
1-5 Years

FUNDING
Partially Funded

OWNER
Louisville Metropolitan Sewer District (MSD)

RELATED PLANS
MSD Integrated Overflow Abatement Plan, MSD Green Design Manual, Urban Tree Canopy Assessment, Louisville Sustainability Plan

Key Next Steps

- Identify incentives for smaller green projects that extend beyond 2020.

Background

MSD's green infrastructure program provides stormwater separation and infiltration benefits that reduce overflows from the combined sewer system as required by the Consent Decree. Several committed green incentive projects through 2020 will fulfill these program requirements. Louisville Metro also has an incentive for smaller green projects based on similar impervious area reduction metrics. In addition, MSD's urban reforestation program has a goal of planting 1,000 trees per year. Ongoing requirements for water quality on all new developments and redevelopments with greater than one acre of disturbance also support this action of expanding of green infrastructure. These projects must capture, store, and/or treat the first 0.6" of rainfall that hits the site during a rainfall. This requirement will be in place for current and future development. Additional incentives from a variety of partners to beyond 2020 are greatly encouraged.

Why is it important?

Hard surfaces throughout Jefferson County cause more intense (and polluted) stormwater runoff, increased heat, and detrimental health impacts in Louisville Metro. There is a need to address these situations through tree planting and implementation of green infrastructure across the County.

PARTNERS
Louisville Metro Government, Trees Louisville, Kentucky Waterways Alliance, The Nature Conservancy.

POTENTIAL KEY INDICATORS

- Included green space in new and re-developments.
- Improved tree canopy and decrease in tree loss.
- Increased green space and water quality due to decreased runoff and urban heat island effects.

Solid Light, Louisville Metropolitan Sewer District's 100th green infrastructure project.
Image credit: Living Architecture Monitor

ACTION 2.3.6

Expand green infrastructure and spaces: Mill Creek Greenway.

TIME-FRAME
1-5 Years

FUNDING
Partially Funded

OWNERS
Louisville Metro Parks and Recreation Natural Areas Division and The Nature Conservancy

RELATED PLANS
A feasibility study for the Mill Creek stream restoration.

Key Next Steps

- Enter into a 3 to 6 months conceptional planning phase and draft the implementation plan for Mill Creek stream restoration.

Background

The objective of the Mill Creek project, the first action implemented from the Southwest Greenways Master Plan, is to create science-based, community-supported ecological enhancement projects to improve forest cover, water quality, and quality of life for Louisville residents and downstream communities along the Ohio River. As such, it addresses key social and environmental determinants of health that contribute to inequities affecting southwest Louisville residents.

The proposed project could create up to a 1,000-acre public natural area within the City of Louisville with up to 10 miles of stream and wetland restoration along Mill Creek and an adjacent recreational trail to connect people and nature. According to the feasibility study, the project would represent "one of the largest and most comprehensive suburban stream mitigation projects in the country," and will not only improve aquatic habitat, but also provide a more sustainable approach to flood protection than the existing channel. Through a collaborative partnership, this project combines permanent protection of ecological enhancements with public recreation and environmental education opportunities. Ecological enhancements can include stream and wetland restoration through increased floodplain connectivity, invasive species removal, replanting with native plant species, and trash or debris removal. Education opportunities can include an outdoor classroom, interpretive signage, and opportunities for natural history studies that can serve area schools and educational programs. Recreation opportunities might include soft-surface pedestrian trails, a multi-use greenway and seasonal paddling or potentially a blueway trail system. The establishment of this area as a stream and wetland restoration site will provide permanent protection, improve stream and wetland habitat, potentially increase biodiversity by creating greater aquatic habitat diversity, improve water quality, and provide flood protection for neighboring communities. The simultaneous establishment of this area as a park will allow celebration of the natural heritage of Louisville, including greater awareness and appreciation of an under-utilized area and provide more access to greenspace and recreation opportunities, thus having the potential to improve health, well-being, and quality of life for Louisville residents. In short, the project promises both healthier and more resilient ecological and human communities.

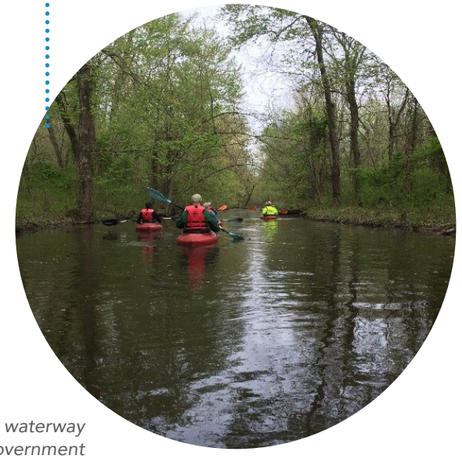
Why is it important?

This initiative addresses water quality and aquatic habitat improvements in Mill Creek and the Ohio River downstream, restoration and preservation of greenspace, and a current gap in park access by neighboring communities. By restoring Mill Creek, the project may also reduce sediment and nutrient loads into the Ohio River and Mississippi Basin. Land use classification data show that the Mill Creek watershed is highly urbanized, with approximately 13% forest cover, 3% agriculture, and 78% urban/suburban land use covered by impervious surfaces such as roads, rooftops, and driveways resulting in poor water quality and poor aquatic habitat and communities (Jefferson County PVA, cited in the 2015 Louisville Urban Tree Canopy Assessment; MSD 2016 State of the Streams Report). The combination of impervious surfaces and lack of adequate forest cover contributes to poor stream quality and the urban heat island effect, which, particularly with a changing climate, can also increase flood risk. In addition, the largely publicly owned, forested corridor along Mill Creek represents 40% of the open space of the entire watershed (Jefferson County PVA land use classification). As highlighted in Conservation for Cities (McDonald 2015), preservation of existing greenspace within cities is one of the most cost-effective ways of maintaining nature's benefits for people including clean water and clean air. In addition to ecological needs, the project will meet the needs of the partners and collaborators.

PARTNERS
Community members, Louisville Metro Council representatives, Kentucky Department of Fish and Wildlife Resources (KDFWR)-Stream Team, Louisville Metropolitan Sewer District (MSD), the South Points Scenic Area, consultants/designers, engineers, and biologists.

POTENTIAL KEY INDICATORS

- Created flagship park that promotes health and resilience while costing very little to Louisville Metro Government.
- Permanent conservation protection on up to 1,000 acres of urban land.
- Generated stream and wetland credits in the Salt River Watershed.
- Increased protection of infrastructure by increased stream stability and the opportunity for climate resilient infrastructure updates.
- Fulfilled core objective of the Kentucky Urban Conservation program.
- Decreased urban heat island.
- Increased tourism-based economic development in southwest Louisville.



People enjoying local waterway
Image credit: Louisville Metro Government

ACTION 2.3.7

Implement strategies to mitigate climate change impacts.

TIME-FRAME
1-5 Years

FUNDING
Partially Funded

OWNERS
Louisville Metro
Develop Louisville

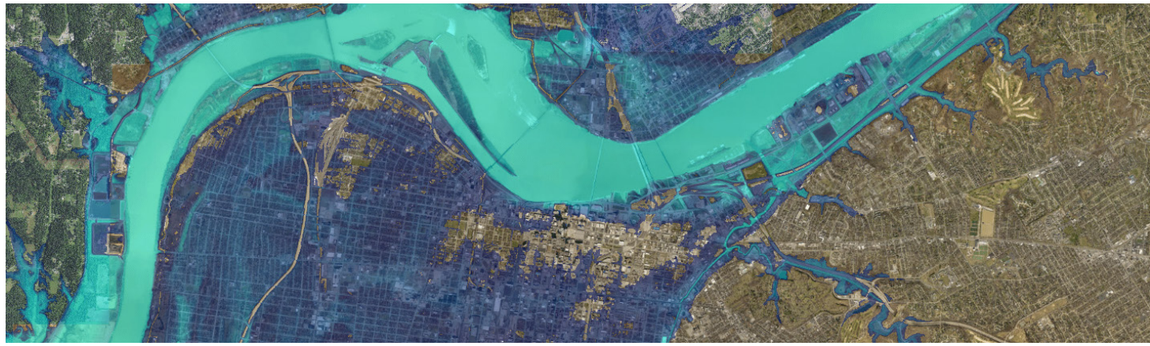
RELATED PLANS
Sustain Louisville

Key Next Steps

- Engage with the community to gain public input into an Emissions Reduction Action Plan.

Background

The Office of Sustainability will develop an Emissions Reduction Action Plan and a Climate Adaptation Plan that meets the Global Covenant of Mayors requirements and proposes data-driven actions to achieve Louisville's 80 percent emissions reduction target by 2050. The strategies outlined in the Emission Reduction Plan will be based on public input and engagement with community members as well as results from the 2016 Community Greenhouse Gas (GHG) Inventory Report. Specific strategies will include emissions reduction potential, health impacts, co-benefits, return of investment and the cost of development. The plan will be designed such that the collective actions positively impact all populations and move the city toward greater social equity. The Climate Adaptation Plan will outline the intended alternations of Louisville's systems in response to actual or anticipated climate change. Strategies will be based on climate change model projections from nationally-recognized scientists, engagement with community members and information from the 2016 Louisville Metro Hazard Mitigation Plan. Some potential adaptation strategies may include improving stormwater management, investing in climate-resilient infrastructure, protecting air and water quality, enhancing flood control, and ensuring human health and safety during extreme weather events. This plan will emphasize solutions for vulnerable populations as they are typically the most at risk to the effects of climate change. When implemented, Louisville Metro's emission reduction and climate adaptation strategies together will ensure a community that thrives in the face of accelerating global changes.



Why is it important?

In 2015, Kentucky was ranked with the seventh highest energy-related carbon dioxide emissions per capita (U.S. Energy Information Administration, 2018). GHG emissions trap heat in our atmosphere, causing regional and global temperatures to rise. Impacts of climate change result in damage to roads and bridges, higher energy costs and more extreme weather events. Regional reports indicate that increased heat, precipitation and drought will become more frequent and intense in the coming years. If Louisville does not act to mitigate GHG emissions and integrate climate change adaptation into our planning and development goals, the impacts of a growing carbon footprint pose serious social, economic and environmental risks to the community.

PARTNERS

Louisville Sustainability Council, Louisville Energy Alliance, Partnership for a Green City, University of Louisville, Air Pollution Control District, Louisville Climate Action Network, Louisville Gas & Electric, Jefferson County Public Schools, Center for Neighborhoods, West Jefferson County Community Task Force, Louisville Metro Emergency Management Agency, Louisville Metropolitan Sewer District

POTENTIAL KEY INDICATORS

- Decreased climate change impacts.
- Decreased urban ambient temperature relative to rural areas.
- No increase in the number of residents who are negatively impacted by hazards or extreme weather events.

MSD Flood Control Station
Image credit: Louisville Metro Government

ACTION 2.3.8

Address the aging wastewater, stormwater, and flood protection infrastructure.

TIME-FRAME
5+ Years

FUNDING
Unfunded

OWNERS
Louisville Metropolitan Sewer District (MSD)

RELATED PLANS
Critical Repair and Reinvestment Plan (CRRP, 2017)

Key Next Steps

- Develop and reprioritize annually a five-year critical repair and reinvestment plan.

Background

Wastewater, stormwater, and flood protection facilities throughout Jefferson County need repair and reinvestment in order to improve resilience against increased frequency of intense storms and protect public health and safety. Several of Louisville's flood pump stations, a part of the system that protects $23.8 billion in property, were constructed in the 1950's with 1940's technology and sized based on 1930's rainfall data. In order to reduce catastrophic flood risks, improvements are needed at these undersized and outdated pump stations. Renewal of these and other aging sewer and flood protection facilities will support Louisville's goals for economic vitality, growth, compassion, and improved resilience for vulnerable populations. A 5-year rolling Critical Repair and Reinvestment Plan (CRRP) will need to be developed and reprioritized on a fiscal year basis to validate projects, address gaps, and reprioritize the most critical infrastructure renewal efforts in a systemic way.

Why is it important?

Many of Louisville's sewer collection lines were built in the mid-1800's and now are at a point of repetitive failure. Emergency failures are extremely costly to remedy, cause overflows, and disrupt the entire community eradicating Louisville's resilience to withstand catastrophic flood risk.

PARTNERS
Louisville Metro Government, USACE, KDOW

POTENTIAL KEY INDICATORS

- Increased funding to fully implement in the CRRP risk areas.
- Complied with the CRRP timeline.

Big Dig Storage Tunnel
Image credit: Louisville Metro Government

VISION 03: BUILD A VIBRANT ECONOMY + PLACE

thrive.

"We have the potential to create prosperity that reaches every neighborhood, to compete and win on the global stage, and set our city up for success for generations to come."

State of the City, Mayor Greg Fischer

MAYOR'S STRATEGIC PLAN TARGETS

- Double the number of high-wage jobs created from the 15,000 predicted growth to 30,000 by 2024.
- Improve Louisville's economic trajectory by focusing on professional, technical, skilled-trade and managerial jobs within Louisville's five business clusters.
- Improve median annual wages, adjusted for cost of living, to the top half of peer cities by 2020 and the top third by 2030.
- Build upon Vision Louisville and the principles of the new comprehensive plan to support and enhance the city's connectivity, health, authenticity, sustainability and equity.
- Implement the Move Louisville strategic multi-modal transportation plan to reduce congestion, improve air quality, public health and safety and plan for the community's transportation needs.
- Participate in the development and preservation of 5,000 new and/or rehabilitated quality and affordable housing units by 2018.
- Increase the number of available quality and affordable housing units by encouraging public-private partnerships.
- Decrease abandoned structures to no more than 10% of all structures within Louisville.
- Activate Louisville through the arts and creative industries by providing programs and direct support across arts experiences, creative workforce, community spaces and neighborhoods.
- Promote the development of a robust and equitable food system to build local and regional economic strengths, and create a higher quality of life and stronger identity for the community.
- Make Louisville the bourbon and culinary capital of the world.
- Rank in the top quartile of the National Recreation and Park Association (NRPA) performance benchmarks (21) for jurisdictions over 250,000 by 2024.
- Achieve a customer satisfaction rate of 90% and attendance increase of 20% for Parks & Recreation's program portfolio annually.
- Strengthen and formalize Town and Gown partnerships with local universities and colleges to drive planning, placemaking, research and opportunities for collaboration.
- Advance racial equity by having a Louisville Metro Government equitable workforce throughout its breadth and hierarchy that reflects the demographics of the community.
- Identify and remove racial equity barriers in the Louisville Metro Government procurement/contracting process.
- Engage, train and grow youth leadership and partner with organizations that support youth of color to advance racial equity.
    - Increase economic stability, wealth building and economic development to address inequalities impacting individuals and families from low to median income status.
    - Develop robust and equitable housing options at all income levels to achieve a higher quality life and equitable community

Build a Vibrant Economy + Place

We recognize that a vibrant economy builds community wealth through equitable employment opportunities for all residents who are to be paid a fair-living wage. By intentional economic development, employment possibilities will reach from manufacturing to service to entrepreneurship, capitalizing on our food, beverage and healthcare industries. We provide opportunities for residents to develop skill sets that promote workplace mobility. Residents will experience a breadth of cultural opportunities by experiencing the beauty of a vibrant park system and a diverse expression of the arts.

Sustainable Development Goals

3 Goals	13 Actions
3.1 Ensure Inclusive and Equitable Economic Growth in Historically Marginalized Communities	3.1.1 Increase investment without displacement in neighborhoods impacted by historic discriminatory practices. 3.1.2 Identify and remove barriers to racial equity in procurement and contracting processes. 3.1.3 Advance racial equity by implementing strategies for an equitable workforce.
3.2 Increase Individual Financial Stability and Opportunity for Economic Mobility	3.2.1 Create a Louisville Mobility Lab by analyzing the barriers to economic mobility and fostering economic stability among population groups leading to equitable living conditions. 3.2.2 Improve median annual wages adjusted for cost of living. 3.2.3 Standardize financial literacy programing for youth. 3.2.4 Increase opportunities for entrepreneurship. 3.2.5 Develop support services for the creation of cooperative ownership structures. 3.2.6 Foster a cohesive tech ecosystem to grow tech talent.
3.3 Build Upon Louisville's Cultural Assets	3.3.1 Improve equitable access to outdoors for Louisville youth and families. 3.3.2 Plan, design, and build the Louisville Loop. 3.3.3 Increase citizen engagement and participation in the use of parks. 3.3.4 Maintain a "Welcoming City", empowering our foreign-born community and growing our foreign-born population.

GOAL 3.1
Ensure Inclusive and Equitable Economic Growth in Historically Marginalized Communities

Historical policies such as Jim Crow continue to influence economic growth in today's marginalized communities. In fact, today the United States again faces divergence of populations after moving toward convergence over several decades. The factors measured include median household income, poverty, unemployment rates, and life expectancy – demonstrating a large gap between succeeding and struggling communities. During recent studies, it was determined that the distressed communities that did show upward mobility often times revealed a growth of populations returning to the city reflecting gentrification.

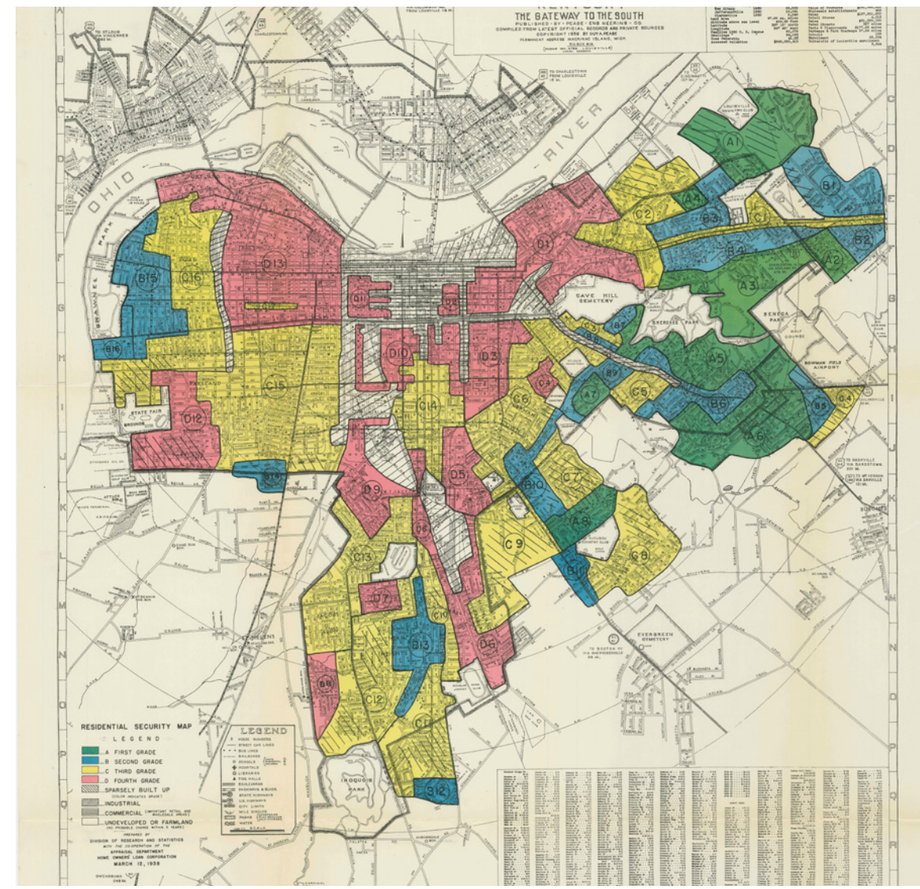
Researchers also state that counties with high rates of African American populations tend to experience less economic mobility and that children living in lower income households tend to remain in lower income clusters creating areas of inequity across the generations. Economists have weighed the impact of place-based policies in contrast to individual-based policies noting how place-based policies such as housing and an "unequal education" system have created barriers to equality. "Racial inequality exacerbates place-based problems and impedes the effectiveness of policies designed to ameliorate them"[1].

1 www.hamiltonproject.org/papers/place_based_policies_for-shared_economic_growth

SPOTLIGHT
CHEF SPACE

Located in the historic Russell neighborhood, Chef Space is Louisville's first kitchen incubator where food entrepreneurs can craft and sell their fine food creations.

West Louisville is experiencing an infusion of nearly $1 billion of investment completed, announced, or underway since 2014. These investments help meet the needs of residents and families, increase safety and improve neighborhood amenities. It provides an attractive place to do business. Louisville Metro Government is committed to the coordinated investments, resources and strategies that will be a part of ongoing sustainable efforts to revitalize West Louisville.[1]



Redlining is the denial of services or the refusal to grant loans or insurance to certain neighborhoods based on racial and socioeconomic discrimination. This map was created through independent research by Joshua Poe, a local urban planner.

1 West Louisville Strategies for Success

ACTION 3.1.1

Increase investment without displacement in neighborhoods impacted by historic discriminatory practices.

TIME-FRAME
0-1 Year

FUNDING
Unfunded

OWNER
Louisville Metro Government Office of Equity and Louisville Forward

RELATED PLANS
Housing Needs Assessment, Redlining Louisville, Vision Russell, Lean Into Louisville, Property Valuation Assessment (PVA) 2019 Assessment Data

Key Next Steps

- Convene partners to identify potential strategies.

Background

Louisville will pursue a collection of local and state policy changes that support incumbent residents and businesses. Additional financial sources will be identified to encourage investment activity that does not displace incumbent residents and businesses.

Why is it important?

Louisville is experiencing an unprecedented period of new investment, and significant new dollars are now flowing into historically disinvested areas of our city. How do we ensure that residents and businesses are the beneficiaries of new investment and not displaced?

PARTNERS

Louisville Urban League, Russell: A Place of Promise, LHOME, REBOUND, New Directions, River City Housing, HPI, Youth Build, Metro United Way, Louisville Central Community Centers (LCCC), Interdenominational Ministerial Coalition (IMC), Concerned Pastors of Russell (CPR), Small Business Resource Group – LIBA/SBDC/SBA/Navigate/Community Ventures, One West, Black Lives Matter, Louisville Metro Government – Office of Resilience and Community Services, Center for Health Equity, other Metro agencies, Louisville Metro Housing Authority (LMHA), KentuckianaWorks, Property Valuation Administrator (PVA)

POTENTIAL KEY INDICATORS

- Ensured that the majority of residents experience stable living in their neighborhood of choice.
- Ensured that neighborhood environments are revitalized to reflect history and culture.

Vision Russell is a $29.5 million implementation grant through the U.S. Department of Housing and Urban Development's (HUD) Choice Neighborhoods Initiative program. Image credit: Louisville Metro Government

ACTION 3.1.2

Identify and remove barriers to racial equity in procurement and contracting processes.

TIME-FRAME
0-5 Years

FUNDING
Fully Funded

OWNERS
Louisville Metro Office of Equity

Key Next Steps

- Form a procurement and diversity cross-functional team.
- Hold monthly cross-functional team meetings.
- Review the number of policy and standard operation procedures and practice changes implemented.

Background

The purpose of this project is to review Louisville Metro Government Purchasing Policies and Standard Operating Procedures (SOPs) in order to solve problems identified in surveys of minority businesses in this community and to put forth good faith efforts to identify and remove racial equity barriers in the procurement and contracting process and procedures. The success of this project will make it easier for minority businesses to conduct business with Louisville Metro Government and ensure that procurement and contracting resources benefit the entire community it serves and proportionate to the community demographics. In advance of this effort, progress will be communicated to minority businesses, certain contracts will be unbundled, and compliance and monitoring will be enhanced.

Why is it important?

Minority contractors are not receiving proportional benefits from Louisville Metro Government purchasing and procurement processes nor are they proportional to the community demographic.

PARTNERS

Office of Equity, Human Relations Commission, Office of Performance Improvement, Louisville Forward, Office of Procurement, Office of Management and Budget. Potential partners include: Kentuckiana Minority Business Council, Tri-state Minority Supplier Development Council, Kentucky Diversity Chamber of Commerce

POTENTIAL KEY INDICATORS

- Increased percentage of government spending allocated to minority business through contract procurement.

Towards Racial Equity through Policy & Assessment: Executive Summary
Image credit: Louisville Metro Government

ACTION 3.1.3

Advance racial equity by implementing strategies for an equitable workforce.

TIME-FRAME
0-1 Year

FUNDING
Fully Funded

OWNER
Louisville Office of Equity

RELATED PLANS
Affirmative Action Plan and Title VI

Key Next Steps

- Review Louisville Metro Government's personnel policy through the Racial Equity Toolkit to ensure that the personnel policy is updated and improves racial equity.
- Review job descriptions by race and gender for each department, including performance evaluations, career paths, and professional initiatives.
- Report percentages of persons of color promoted and salary distribution in leadership positions.

Background

Louisville Metro Government (LMG) is required to have a workforce that mirrors the community demographics. To reach this goal and ensure proper recruitment, workforce development and retention, LMG will conduct a comprehensive review of policies and practices through an equity lens.

Why is it important?

LMG must conduct a comprehensive review of its employment policies and practices to ensure an equitable workforce throughout its breadth and hierarchy that reflects the demographics of the community.

PARTNERS

Human Relations Commission, Office of Performance Improvement, Louisville Forward, Office of Management and Budget, Human Resources and all other Louisville Metro Government departments and agencies.

POTENTIAL KEY INDICATORS

- Created and implemented an Affirmative Action Plan and Title VI for Louisville Metro Government.
- Prohibited discrimination on the basis of race, color, and national origin in any program or activity that receives federal funds or other federal financial assistance.
- Ensured equitable hiring practices that eliminates racial and gender biases by de-identifying applicants to the greatest extent possible.

Louisville Metro Office of Resilience and Community Services unites for important causes throughout the year like the annual Denim Day (sexual abuse and domestic violence awareness). Image credit: Louisville Metro Government

GOAL 3.2
Increase Individual Financial Stability and Opportunity for Economic Mobility

Economic mobility is the ability to improve an individual's or family's economic status and usually is measured by income. Key findings from The Pew Center on the Economic Mobility of the States study found that Kentucky is one of nine southern states that consistently experiences less upward mobility and greater downward mobility compared to the nation as a whole. The average hourly wage in Louisville (May 2017) was $21.68 which is approximately 11% below the national average and Louisville's minimum wage is $9 higher than the state rate of $7.25. Researchers correlate education with economic mobility and find education as the key to eliminating disparities. One key finding is that "increases in parent education lead to better educational outcomes of children, especially reducing the probability of very low achievement [and that] job training for adults appears to have effects that may enhance both absolute and relative mobility within and across the generations," (Pew Charitable Trust, Economic Mobility Project).

SPOTLIGHT
LOUISVILLE URBAN LEAGUE EXPUNGEMENT

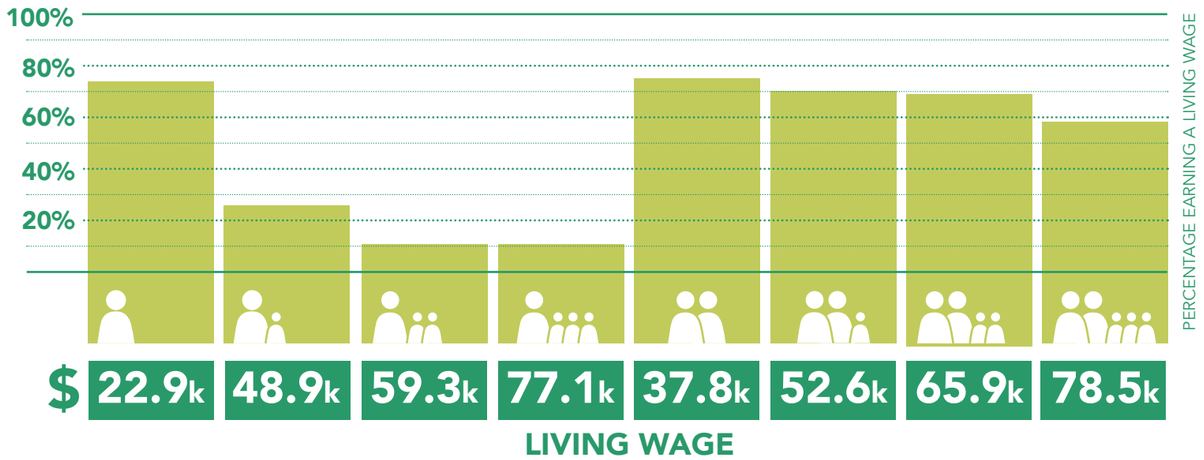
Criminal records prevent hundreds of thousands of Kentuckians from fully re-entering the community and rebuild their lives. With the help of a $300,000 donation, the Louisville Urban League is working with locals to expunge their records.

A living wage is the amount of income for a household to live above poverty and determines the quality of an individual's life. While often thought of as minimum wage, the living wage takes into consideration the actual cost of living. A living wage should cover the expense of leading a healthy life including payment for shelter, medical costs, food and transportation. These costs vary according to where someone lives indicating that the amount of a living wage varies region to region.[1]

In 2016, one third of working households in Louisville did not earn a living wage in 2016 that was enough to cover a basic level of living expenses.

Based on the MIT Living Wage Calculator, two thirds of working households in Louisville earned a living wage in 2016 that was enough to cover a basic level of living expenses such as food, childcare, healthcare, transportation, and taxes. The remaining third of households relied on government assistance; aid from nonprofits, friends, or family; or did not comfortably meet their basic needs. In a two-parent, two-child households, each parent would to earn $15.50 an hour working full-time to comfortably meet their basic needs.

Source: GPL analysis of American Community Survey Micro-data and MIT Living Wage Calculator data.



Data source: "From Data to Action: 15 Years Beyond Merger", 2018, by The Greater Louisville Project

1 Living Wage and How it Compares to the Minimum Wage https://www.thebalance.com/living-wage-3305771

ACTION 3.2.1

Create a Louisville Economic Mobility Lab by analyzing the barriers to economic mobility and fostering economic stability among population groups leading to equitable living conditions.

TIME-FRAME
1-5 Years

FUNDING
Partially Funded

OWNER
Louisville Metro Office of Resilience and Community Services.

Key Next Steps

- Lay the groundwork for establishing Louisville's Economic Mobility Lab by convening partners to establish a work plan and timeline.
- Identify and address barriers that affect economic mobility for Louisville residents and perform research and in-depth analysis of pertinent factors that inhibit economic mobility.

Background

Prioritized strategies in Louisville's current city plan include addressing issues of economic stability, inequity and increasing opportunities for building wealth. Louisville hosts a network of financial empowerment champions who work tirelessly to increase economic opportunity for all; however, economic security and prosperity inequities remain unresolved. The Louisville Economic Mobility Lab or "The Lab"will explore the barriers to economic security and advancement in our city and analyze what keeps low-moderate income Louisvillians from reaching financial stability that increases their financial independence. The Economic Mobility Lab will analyze city services, policies and programs that address economic stability to determine service and intervention effectiveness in terms of moving individuals toward stability and independence. Leveraging existing networks and partnerships, the Lab will work with non-profits, financial institutions, universities and other governmental entities to analyze demographic and geographic data to better understand barriers to economic mobility in the city. The Lab will explore data from existing networks and partners: Bank On Louisville (an engine to collaboratively strengthen the community's economic well-being through improved access to mainstream financial education and services); the Louisville Alliance for Development through Diversity, Empowerment and Resources (LADDER - a collaborative working to create a community-wide culture of financial inclusiveness and accessibility); the Louisville Asset Building Coalition (LABC – a broad public/private collaborative dedicated to asset building for individuals and families); the Louisville Community Financial Empowerment Network (LCFEN – a network of collaborative agencies, organizations and businesses committed to driving innovation in the asset building arena and improving the ability and confidence of the entire Louisville community to improve financial capability and resilience); Neighborhood Place (works with the Louisville community to provide blended and accessible health, education, employment and human services that support children and families in their progress toward self-sufficiency); the Louisville Financial Empowerment Provider Network (FEPN – a network of community partners advancing financial education); Louisville Metro Outreach and Advocacy Offices (Office for Women, Office for Veterans, Office of Aging and Disabled Citizens). Using a data driven approach, the Economic Mobility Lab will research and develop program and policy recommendations that support and promote economic mobility. Recommendations may be changes to existing programs and approaches as well as innovative efforts to pilot. Future efforts of the Lab may include piloting innovative interventions, scaling successful efforts and seeking funding.

Why is it important?

Too many Louisvillians lack the economic resources and opportunities to reach financial stability and prosperity. This is even more true for individuals and households of color in our community. According to the 2019 Scorecard released by Prosperity Now, 12.6% of households in Louisville have income below the federal poverty threshold and this rate is 3.1x higher for households of color; unemployment rate for Louisville is 6.3% and 2.4x higher for workers of color. Approximately 40% of Louisville households are liquid asset poor which is higher than the national rate of 36.8%.

PARTNERS

Bank On Louisville, Louisville Community Financial Empowerment Network; Louisville Alliance for Development through Diversity, Empowerment and Resources; Louisville Asset Building Coalition; Louisville Financial Empowerment Provider Network; Neighborhood Place

POTENTIAL KEY INDICATORS

- Recommendations to inform interventions and support upward economic mobility.

Campaign from Bank On Louisville Image Credit: Louisville Metro Government

ACTION 3.2.2

Improve median annual wages adjusted for cost of living.

TIME-FRAME
5+ Years

FUNDING
Partially Funded

OWNERS
Louisville Forward / Economic Development

RELATED PLANS
Mayor's Strategic Plan, Department of Economic Development Strategic Plan, Advantage Louisville (GLI)

Key Next Steps

- Collaborate with Louisville's five business clusters - business services and IT, advanced manufacturing, lifelong wellness & aging care, logistics & eCommerce, and food and beverage – to grow high wage jobs.
- Develop a comprehensive promise scholarship program.

Background

Since the Mayor's initial strategic plan published in 2012, Louisville Metro has been focused on raising wages; the current form of this goal was updated in 2014. Multiple strategies encompassing near- and long-term solutions are underway. Creating a more educated workforce is fundamental to increasing wages and ultimately a higher quality of life for Louisvillians. Economic development focuses daily on growing high-wage jobs in the professional, technical, skilled trade, and managerial sectors within Louisville's five business clusters to improve Louisville's economic trajectory towards greater opportunity, prosperity and competitiveness for all residents.

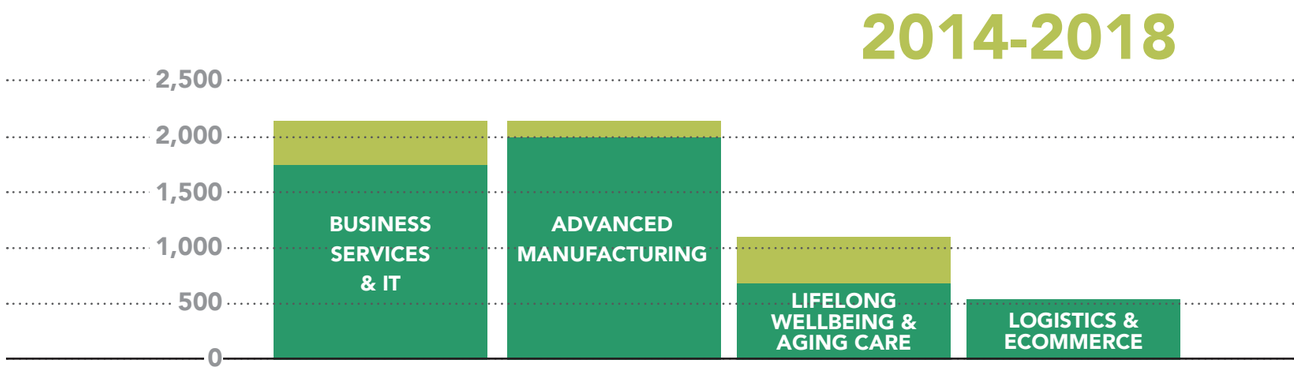
Why is it important?

Louisville's annual average wage last matched the national annual average in 1984. Wages have recovered and made progress back towards the national average during this economic recovery period, but still lags behind. We are using median wages for this metric because medians capture a broader swath of the population and are not bolstered by gains among top earners only. Likewise, we chose to adjust for cost of living to account for any cost of living increases that might counter wage gains.

PARTNERS
Louisville Forward, KentuckianaWorks, Greater Louisville, Inc., EVOLVE 502

POTENTIAL KEY INDICATORS

- Worked toward 51,000 more people with median wages higher than the 2018 median wage by 2030.
- Doubled the number of professional, technical, and managerial jobs since 2014 by 2024.



LOUISVILLE CLUSTER TARGETS VS. GROWTH

ACTION 3.2.3

Standardize financial literacy programming for youth.

TIME-FRAME
1-5 Years

FUNDING
Fully Funded

OWNER
Bank of Louisville

Key Next Steps

- Create a revised curriculum.
- Educate the Financial Empowerment Planning Network on the curriculum.

Background

According to the U.S. Department of Treasury, individuals who receive personal finance education have higher rates of savings, make bigger contributions to their retirement accounts and have a higher net worth. Using the National Standards in K-12 Personal Finance Education published by the Jump$tart Coalition for Personal Financial Literacy, the financial education incorporated in the KY Academic Standards for Vocational Studies, and the Financial Literacy (9-12) Standards activated by HB 132, Bank On Louisville will work to revise and align the "Start Smart!" youth financial education curriculum to compliment these standards and advance the use of this curriculum through community education providers and partners. Bank on Louisville (BOL) is a collaborative engine, led by Louisville Metro, that strengthens the community's economic well-being through improved access to mainstream financial education and services and is an active coalition since 2010. BOL recognizes the need to educate youth in financial literacy and helps support youth financial education efforts through the Financial Empowerment Provider Network (FEPN) – a strong network of community partners who deliver financial education throughout our community. "Start Smart!" is a BOL signature product for youth financial literacy. Through the FEPN, BOL will train local service providers on the facilitation of this revised curriculum that compliments and prepares young people for the Kentucky Academic Standards of financial literacy and support facilitation across providers. Using the Start Smart! curriculum, these service providers will provide education opportunities for youth across our community. This financial literacy curriculum will reach youth engaged in the Mayor's SummerWorks program that engages young people in summer employment opportunities. It will also reach youth and families engaged in the Louisville Children's Savings Account program in the Russell neighborhood. This program provides seed funding for college savings and will employ a two-generational approach to financial literacy as a program component.

Louisville Metro Government staff participate in Teach Children to Save day at Coleridge-Taylor Elementary School. Image Credit: Louisville Metro Government

Why is it important?

Financial literacy statistics demonstrate that most people do not possess the financial expertise needed to make healthy financial choices - resulting in a financial illiteracy epidemic. In the absence of financial education for children, children may face significant financial challenges in adulthood. Financial problems are a leading cause of poverty, stress, relationship difficulties, and depression. Youth need quality financial literacy during in and out-of-school time to prepare them for financial success in adulthood.

PARTNERS
Members of the Financial Empowerment Provider Network (FEPN)

POTENTIAL KEY INDICATORS

- Increased number of trainers that use the revised version of Start Smart! curriculum.
- Increased in number of Louisville agencies that have developed skill sets to deliver the curriculum.

Central High School students learn about finances and entrepreneurship. Image Credit: Louisville Metro Government

ACTION 3.2.4

Increase opportunities for entrepreneurship.

TIME-FRAME
0 to 1 Year

FUNDING
Partially Funded

OWNERS
Louisville Forward/ Economic Development

RELATED PLANS
Network of small business resource partners, business associations, chambers and Metro Council offices.

Key Next Steps

- Train all Louisville Metro Government service providers to utilize Lean Business Model Canvas.
- Convene an event that includes resource providers chamber and association executives and boards to better connect with small businesses.

Background

The Louisville Forward Small Business Development team helps entrepreneurs start and grow small businesses by offering technical assistance, facilitating referrals to other small business resource providers, and administering regular workshops (e.g. Exploring Entrepreneurship and Entrepreneurship Fundamentals) and industry-specific workshops (e.g. Etsy Craft Entrepreneurship and Entrée-preneurship programs). Through personalized attention and assistance, an entrepreneur can get connected to the resources they need for success.

Why is it important?

According to U.S. Small Business Administration, more than half of small businesses close within three years of opening. Many aspiring entrepreneurs or business owners are not aware of the available services or where to go for technical assistance when starting a business. To address these problems, Louisville has developed a robust system of small business support.

PARTNERS
Louisville Metro Government - Louisville Forward and Office of Resilience and Community Services, Access Ventures, Kiva, Navigate Enterprise Center, Canopy, Smoketown Hopebox, Community Ventures, KentuckianaWorks

craft Etsy entrepreneurship.

Louisville partners with Etsy to offer the Craft Entrepreneurship Program

POTENTIAL KEY INDICATORS

- Improved inclusive access to small business support services by building relationships with organizations that work with underserved communities, including minorities and immigrants.
- Created events to convene diverse entrepreneurs and business owners to build networks that underserved communities.
- Facilitated mentoring opportunities and activities in west and south Louisville.

Graduates from 2017 Etsy class.
Image Credit: Louisville Metro Government

ACTION 3.2.5

Develop support services for the creation of cooperative ownership structures.

TIME-FRAME
1-5 Years

FUNDING
Unfunded

OWNER
Louisville Forward

RELATED PLANS
Vision Russell, METCO loan program, Microenterprise program, Russell: A Place of Promise framework

Key Next Steps

- Identify and launch new technical resources and tools to support the formation of new cooperatives and the conversion of existing local businesses to cooperative form.

Background

Louisville residents are increasingly interested in supporting the development of new cooperative businesses, particularly in neighborhoods that have suffered from a lack of small businesses due to the impact of policies that stripped wealth and access to capital from residents. Louisville also is known for its concentration of locally-owned businesses, many of which are owned by individuals who lack a clear succession plan. Cooperative businesses are critical to community economic resilience, particularly in neighborhoods that have been impacted by racist policies and practices that limited access to capital and led to a loss of ownership of homes and businesses.

Why is it important?

Cooperatives often served markets that were ignored by traditional businesses because they were deemed less profitable and provided opportunities not only for employment but for employee ownership. Cooperatives tend to be longer-lived, return more dollars to the local economy, and pay higher wages than comparable traditional businesses.[1] Local interest in cooperatives is growing in Louisville, both for the creation of new cooperative businesses and the conversion of existing local businesses to cooperative form as a succession planning tool. This action will support the creation of technical resources to help the growth of a new cooperative business ecosystem.

PARTNERS
One West, Russell: A Place of Promise, Resilience and Community Services, Louisville Independent Business Alliance, University of Louisville College of Business and its Family Business Center

POTENTIAL KEY INDICATORS

- Created and initiated supportive services framework for cooperative businesses.
- Engaged partner organizations provide services.
- Three services to support the development of cooperative ownership structures within the first five years at work.

FOOD SHOULD BE FRESH, HEALTHY AND ACCESSIBLE! HELP US MAKE THAT POSSIBLE THROUGH A COMMUNITY GROCERY STORE.

Louisville Association for Community Economics (LACE) pursuing the growth of community-owned initiatives. Image Credit: Louisville Association for Community Economics (LACE)

1 https://community-wealth.org/content/benefits-and-impact-cooperatives

ACTION 3.2.6

Foster a cohesive tech ecosystem to grow tech talent.

TIME-FRAME
1-5 Years

FUNDING
Partially Funded

OWNER
Louisville Forward

RELATED PLANS
Tech Talent Louisville

Key Next Steps

- Work with key stakeholders to determine where new tech programs can be created.
- Determine how existing tech programs can be maximized.

Background

Louisville is currently working to create an integrated, cohesive tech ecosystem, where all parties know what is needed and what they can do to help. Specifically, the city is working with Jefferson County Public Schools, the University of Louisville, the University of Kentucky, Jefferson Community & Technical College, Bellarmine University, Indiana University—Southeast, Ivy Tech—Sellersburg, the Code Louisville program run by local workforce board KentuckianaWorks and its new spin-off Tech Louisville, the Louisville Tech Alliance, Greater Louisville Inc. (the area chamber of commerce), and potential third-party education providers to see where new programs can be created and existing programs can be maximized to produce five times more tech talent than the city is currently producing.

Why is it important?

To compete in the global 21st century economy, Louisville needs to dramatically grow its tech workforce. Today, we have about 75% of the tech jobs we should have based on national averages. By quintupling our projected tech job growth over the next 4 years, we can reach a level closer to the national average.

PARTNERS
Louisville Forward/Economic Development, KentuckianaWorks, GLI, the entire P-20 education system, private/proprietary training providers, employers, Louisville Tech Alliance

POTENTIAL KEY INDICATORS

- Enhanced a public-school system where every student is grounded in digital literacy and have opportunities to pursue tech-related careers and experiences by 2020.
- Graduated 900 students per year with a computer-related degree from institutions of higher educational by 2023.
- Graduated 700 students per year with a computer-related degree or credential from short-term training programs or 2-year higher education institutions by 2023.

Louisville Youth Science Summit – full-day workshop experiences for Middle and High School students. Empowering young adults in Science, Technology, Engineering, and Mathematics (STEM) fields. Kentucky Science Museum Image Credit: kysciencecenter.org

GOAL 3.3
Build Upon Louisville's Cultural Assets

The definition of a cultural asset is something that has value because of its contribution to a community's creativity, knowledge, traditions, culture, meaning, and vitality. They can be the places you visit to express your cultural identity, and/or the resources one uses to pursue a creative practice. Louisville is a welcoming city that celebrates the different cultures that make-up its population. Arts and culture are alive across the region, from downtown venues to neighborhood parks and libraries. It is a city that resonates with the arts in the form of orchestra, ballet, opera, regional and children's theatre as well as a breadth of museums – from art to history to sports. Louisville's arts and culture define its authenticity and recognizes that every child and every adult benefit from equitable accessibility.

SPOTLIGHT
THE BIG TABLE

The Big Table creates engaging spaces for the community to encounter one another and connect through meaningful conversation. From our annual giant potluck with over 1,500 participants to smaller conversations around sensitive topics, The Big Table aims to help our community become more interconnected and develop our collective capacity to discuss important issues.

"Arts and culture have the power to transform the region, to help advance a more competitive, economically stronger, more educated, creative and compassionate Greater Louisville. Arts and culture are alive across the region, from downtown venues to neighborhood parks, libraries, schools and community centers."[1]

1 Imagine Greater Louisville 2020. An arts and culture vision to transform the region.

e: "Imagine Greater Louisville 2020: An Arts and Cul 2017, by Imagine Greater 020.

ACTION 3.3.1

Improve equitable access to the outdoors for Louisville youth and families.

TIME-FRAME
1-5 Years

FUNDING
Partially Funded

OWNERS
Louisville Metro Parks Natural Areas Division

RELATED PLANS
West Louisville Outdoor Recreation Initiative Master Plan, Cities Connecting Children to Nature

Key Next Steps

- Build capacity to implement community programs through private fundraising.
- Build capacity of West Louisville residents to ensure guidance during the implementation phase of the West Louisville Outdoor Recreation Initiative.
- Encourage community participation in equity and environmental justice.
- Fully implement a program data system to track, support and improve community outreach.

Background

Louisville is committed to be a resilient city, one that creates a culture of equity, compassion and trust to address structures and systems preventing residents from achieving their full human potential. Building upon community engagement, Louisville will be a city where every resident has opportunities to thrive including the opportunity to experience the beauty of vibrant natural spaces. Louisville Metro Parks and Recreation, through its Natural Areas Division, works to increase equitable access to nature in Louisville and address the social determinants of health by expanding environmental education and outdoor recreation programming within underserved communities, including communities of color in West Louisville. This program, Louisville is Engaging Children in the Outdoors ("Louisville ECHO") began as an effort to provide 4th grade students at neighborhood Title I public elementary schools with inquiry-based visits to their local parks, the Jefferson Memorial Forest (Louisville's large park and urban forest), and the Red River Gorge in the Daniel Boone National Forest. Louisville ECHO expanded, steadily becoming a holistic, multi-partner initiative creating "cradle to career" access to nature and greenspace for nearly 2,500 youth through complementary age-appropriate activities including nature play, school field trips, Out-Of-School Time (OST) outdoor recreational programming and summer youth employment serving ages 3 to 21. Louisville ECHO is the programming component of the West Louisville Outdoor Recreation Initiative (WLORI) which is a conceptual master plan guiding expansion of outdoor recreation infrastructure in parks adjoining the Ohio River, including Chickasaw and Shawnee Parks. Proposed infrastructure includes: green infrastructure for improved water quality and educational programming; soft-surface trails for hiking and biking; boating, canoeing, and fishing access to neighborhood waterbodies; and areas for nature play. WLORI calls for construction of a regional facility, the Shawnee Outdoor Learning Center, in Shawnee Park to serve as a base for expanding Louisville ECHO programming and creating a new generation of park users who are exploring and advocating for natural spaces in their backyard and beyond.

Why is it important?

Researchers and other sources support the premise that connecting people to nature improves physical and mental health and increases social cohesion. Furthermore, Louisville has identified the social determinants of health including the environmental quality, the built environment, education and jobs opportunities impacted by access to nature that must be addressed to improve community health outcomes.

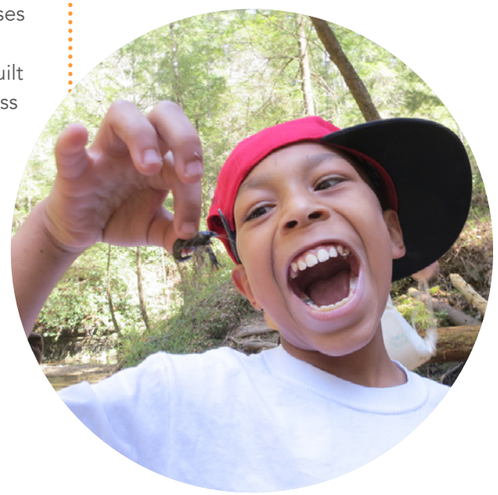
PARTNERS

Metro Center for Health Equity; Mayor's SummerWorks Initiative, YouthBuild, Cities Connecting Children to Nature Initiative from the National League of Cities and Children & Nature Networks, Metro Parks Community Centers, JCPS Young, Portland, Coral Ridge, King elementary schools, Louisville Metropolitan Sewer District, West Louisville Outdoor Recreation Initiative (WLORI) community council, Wilderness Louisville, Aetna Foundation

POTENTIAL KEY INDICATORS

- Increased parental engagement in creating opportunities in nature for youth.
- Improved health and academic performance of youth.
- Developed Shawnee Outdoor Learning Center to benefit the west Louisville and beyond residents.

A Louisville ECHO youth discovered nature during an experiential field trip to Red River Gorge.
Image Credit: Louisville Metro Government



ACTION 3.3.2

Plan, design, and build the Louisville Loop.

TIME-FRAME
Immediate

FUNDING
Partially Funded

OWNERS
Louisville Metro Public Works, Transportation Division, Trails and Greenways Office

RELATED PLANS
2013 Louisville Loop Master Plan

Key Next Steps

- Plan and design the Louisville Loop segments

Background

The Louisville Loop is a perimeter 100+ mile shared use path system intended to circumnavigate the whole of Louisville Metro - along the entire length of the Ohio River from the northeast to the south-west... along Pond Creek eastward via McNeely Lake Park to Floyds Fork...northeastward along Floyds Fork to Middletown…and back to the Ohio River via Anchorage and Prospect. The Louisville Loop should be developed as a special recreational feature which could include public art and an interpretive program designed to reveal the natural and cultural history of the county. It also will incorporate varying types and intensity of human use, including trails for passive recreation and alternative transportation. This deep reach into the community has been the focus of the project's principles and approach to:

- Improve mobility for non-motorized travel for pedestrians, bicyclists, transit users and equestrians;
- Connect neighborhoods, schools, parks, workplaces and shopping areas to the Loop;
- Encourage a wide range of users including families, children, people with disabilities, and athletes to improve health and fitness;
- Celebrate the natural and cultural history of Louisville;
- Enrich our lives with public art;
- Serve as a catalyst for economic development by increasing property values near the Loop, encouraging tourism and providing amenities for neighborhoods and workplaces near the trail; and
- Be an essential component for the growth and prosperity of the Region. A critical element to its success will be the coordination of many public agencies and private partners to assure the mission and vision of the Loop.

Why is it important?

The Loop is conceived primarily as an off-road shared-use path that does and will meander through the community, often parallel¬ing a stream, the Ohio River, a road, or natural area. The Loop has the potential to incorporate many best practices of sustainable communities and fulfill the mission to connect people to a greener and healthier community. It will distinguish Louisville as one of the nation's most livable cities through using green infrastructure, shared-use trails, active transportation systems, and safe and vibrant neighborhood districts. These are best practices employed by many of the more desirable and livable cities in the United States: Denver, Indianapolis, Port¬land, Minneapolis, Raleigh, and Charlotte. These cities have elevated the quality of life for their residents and provide a tool to attract economic investment and tourism dollars and the new economy and chronic health issues require cities to invest in these resources. Louisville is primed to be among the best cities through the Louisville Loop project. When completed, the Louisville Loop will pass within a mile of most of the population and connect directly to some of the largest employment centers in the county.

PARTNERS

Louisville Mayor's Office, Louisville Metro Council, Louisville Parks & Recreation, Louisville Forward, Louisville Metro Public Health & Wellness, Louisville Metro Police Department, Louisville Metro Planning & Design Services, Louisville Metro Fire & Rescue, Louisville MetroSafe, Louisville Metropolitan Sewer District, Kentucky Transportation Cabinet - District 5, Kentuckiana Planning and Development Agency, U. S. Army Corps of Engineers, Transit Authority of River City, Louisville Downtown Development Corporation, Waterfront Development Corporation, Olmsted Parks Conservancy, 21st Century Parks/Parklands of Floyds Fork, University of Louisville, Louisville Water Company, Louisville Gas & Electric, City of Prospect; City of Middletown

POTENTIAL KEY INDICATORS

- Constructed Louisville Loop McNeely Lake Park Trail segment by 2022.
- Designed and Constructed the Lewis & Clark Bridge to Prospect Trail by 2022.
- Constructed Louisville Loop Jefferson Memorial Forest Medora – Dodge Gap – Pond Creek Trail segments by 2024.
- Constructed Louisville Loop Middletown – Eastwood Trail segment by 2025.
- 146,000 Louisville residents with access to four newly constructed segments of the Louisville Loop.

The Louisville Loop is an estimated 100-mile trail system that will eventually encircle the city. Image credit: theparklands.org

ACTION 3.3.3

Increase resident engagement and participation in the use of parks.

TIME-FRAME
1-5 Years

FUNDING
Unfunded

OWNER
Louisville Metro Parks and Recreation

Key Next Steps

- Identify a dedicated income stream for park maintenance and programming.
- Expand public education on the tree canopy and environmental needs.
- Increase volunteer participation.

Background

Metro Parks staff members work to increase participation in Louisville's park system, understanding the ability of nature to improve the quality of life and provide a sustainable and enjoyable environment to relax, attend events, exercise and simply play. Staff strive to make the park system the community's backyard for all residents and visitors to enjoy. As participation increases in Louisville's park system, Metro Parks will explore expanding programming to the general public. In addition to encouraging the public to play in our parks, we will encourage them to be vested in the enhancement of our system by volunteering their time or donating to the maintenance of our parks or a special cause. In the current economy, volunteers, both corporate and individual, make the difference in how our parks look and what programs are offered. Corporate volunteers enhance the look of our parks and facilities by offering entire days of assistance with maintenance activities. Individuals contribute to the enhancement of our trails, invasive plant removal, educating visitors and tutoring our youth. Donations and grants from groups sponsor youth environmental and athletic programming, while enhancing the facilities where we offer these programs. The general public is not fully aware of all park locations, programs

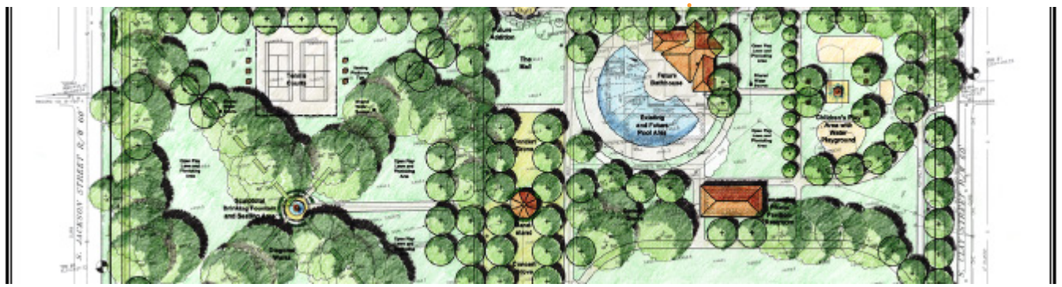
Why is it important?

or activities within the metro area. Our goal is to inform citizens on how the park systems contributes to the quality of life and the need for additional resources to maintain these areas.

PARTNERS
Louisville Olmsted Parks Conservancy, Wilderness Louisville, Louisville Parks Foundation, 21st Century Parks.

POTENTIAL KEY INDICATORS

- A richer outdoor environment because of on-going maintenance and programing, tree plantings, and outreach to residents.
- Increased volunteer hours.
- Dedicated funding stream for maintenance activities.



Sample Louisville Metro park master plan that looks at the opportunities and constraints of a park and makes recommendations for investment.
Image credit: Louisville Metro Government

ACTION 3.3.4

Maintain a "Welcoming City", empowering our foreign-born community and growing our foreign-born population.

TIME-FRAME
1-5 Years

FUNDING
Unfunded

OWNER
Louisville Metro Government and Greater Louisville Inc. (under the initiative Global Louisville)

Key Next Steps

- Build community leadership capacity.
- Realign and deploy language services in Louisville Metro Government.
- Increase the number of immigrant business associations and chambers in Louisville Metro.

Background

In May 2015, Louisville Metro Government and Greater Louisville Inc., the Metro Chamber of Commerce, announced Global Louisville, an initiative to engage the community in creating a strategic and action-oriented framework to welcome immigrants into our community to advance economic, community educational and cultural opportunities that benefit everyone. Working with partners from the social service, education, government and business sectors, Global Louisville convened meetings and interviews to learn how our immigrant communities arrive into the region, discover how they are supported as they integrate into the community, measure their impact on regional growth, and identify areas where additional support or new strategies are needed to enhance their development. This Global Louisville Action Plan establishes a shared baseline of knowledge about our foreign-born residents and identifies recommended actions to accelerate the attraction of new foreign-born immigrants and streamlines resources and services that assist them with achieving their highest potential in our community.

It puts 'welcome into action' with specific steps to jumpstart foreign-born entrepreneurship, assist job-seekers, inform communities, celebrate cultures, train community leaders, and get the word out to those seeking the great quality of life that Louisville provides. The plan strives to use available community resources and complements other initiatives that seek to improve the lives of all residents in the region.

Why is it important?

Foreign-born Louisville residents have been an increasingly strong source of our population growth since 1990. Current projections show that they represent a significant portion of our future growth—filling jobs, building businesses, and infusing our region with a vibrant and diverse culture attractive to others seeking a great place to live and work. International diversity builds global competitiveness and makes our community more resilient to changes in the world. It is important to put in place deliberate strategies and initiatives that welcome and support newcomers to Louisville.

PARTNERS

Jefferson County Public Schools, Jewish Family and Career Services, University of Louisville , Jefferson Community and Technical College, KY Refugee Ministries, Cath Charities MRS, Americana Community Center, LMG Depts and agencies, KentuckianaWorks, Sister Cities Louisville, World Affairs Council, Kentucky World Trade Center, Prospanica, Crane House Young professionals, many of the local foreign-born community-based organizations, Global Human Project

POTENTIAL KEY INDICATORS

- Growth of foreign-born populations.
- Increased immigrant community leaders.
- Functioning business associations operating in Hispanic, Somali, Bhutanese, Vietnamese and African communities.
- Maintained Louisville's designation as a Welcoming Certified city under the standards established by Welcoming America.

Performers at WorldFest, one of the region's largest international festivals held in Louisville on Labor Day weekend. Image credit: Louisville Metro Government

VISION 04: MAXIMIZE INNOVATION + CIVIC ENGAGEMENT

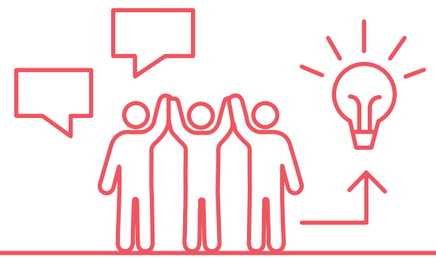
engage.

"To keep our city and our economy going strong, we have to adapt to a changing world by focusing on innovation and globalization."

State of the City, Mayor Greg Fischer

MAYOR'S STRATEGIC PLAN TARGETS

- Deploy world-class skills to targeted employee segments and all prioritized working teams in Louisville by 2020.
- Design and implement a new management system for Louisville Metro Government capital projects by 2020.
- Cascade LouieStat enhancements to better drive change through problem solving and data-based decisions by 2020.
- Equalize Louisville Metro Government's recurring operating budget, debt service and pay-go capital to or less than its recurring revenue in fiscal year 2020.
- Ensure that Louisville is prepared to enable smart city technologies and use infrastructure, technology, data and services through an equity lens to deliver municipal services by 2023.
- Expand digital offerings and presence and increase transparency, availability and usability of information and data to improve citizen interaction and transparency by 2020.
- Modernize technology for prioritized Louisville Metro Government enterprise applications.
- Increase participation in the volunteer programs managed by the Department of Resilience and Community Services.
- Increase compassionate activities to achieve 750,000 acts of compassion by 2020.
- Collaborate with the University of Louisville Institute for Sustainable Health & Optimal Aging Compassion Index to provide a compassion baseline for Louisville Metro and to partner with the aging sector to refine the Compassion Index.



Innovate in Civic Engagement

Louisville's global reputation for performance improvement and innovation allows us to adapt quickly to future challenges. We accomplish this through the use of data, technology, crowd-sourcing, smart city strategies and problem-solving to increase operational and fiscal performance through engaging community stakeholders in our innovation work. Technology will provide the platform for us to form a system of communication that allows us to efficiently address the basic needs of individuals in crisis. A system that promotes transparency builds integrity and trust. Integrity and trust grow not only from transparency but also involvement. It is getting involved to change social conditions so that all have equal opportunities. By being social agents, residents support residents, creating social cohesion so that all may prosper.

Sustainable Development Goals

2 Goals

08 Actions

4.1 Cultivate Social-change Agents and Foster Greater Community Cohesion

- **4.1.1** Engage every Louisville resident to help others through volunteerism and service opportunities.
- **4.1.2** Fully develop and implement Lean into Louisville.
- **4.1.3** Train the Louisville Metro Government employees and the community on implicit bias and its advancing racial equity.
- **4.1.4** Establish the Louisville Equity Advisory Council to provide advice and guidance for Louisville's equity and resilience efforts.
- **4.1.5** Establish the Mayor's Youth Advisory Council
- **4.1.6** Build the capacity of residents and Louisville Metro Government to collaborate on decision-making processes that improve health and wellness.

4.2 Implement Shared Transparency & Accountability Measures with the Community

- **4.2.1** Fully develop and implement United Community platform to enhance navigation to services.
- **4.2.2** Foster community trust by publishing and visualizing open data.

RESILIENT LOUISVILLE

GOAL 4.1
Cultivate Social-change Agents and Foster Greater Community Cohesion

The 2013 Social Change Impact Report identifies the profile of people who are social-change agents based upon survey results that shaped six classifications: 1. Ultra-committed Change-Maker (13% of U.S. respondents); 2. Faith-Inspired Giver (17% US); 3. Socially Conscious Consumer (11% US); 4. Purposeful Participant (18% US); 5. Casual Contributor (14% US) and 6. Social Change Spectator (15% US). The remaining 12% U.S. respondents reported not engaging in social change. In the United States, 95% of Faith-Inspired Givers and 83% of Social Change Agent respondents stated that it is very or somewhat important to them personally to be involved in positive social change. (www.WALDENU/IMPACTREPORT) Social Change Agent reflects volunteerism, social issue education, working together, and empowering residents – all intended to build social cohesion that improves the lives of individuals, neighborhoods and community. This creates an environment of trust where residents can build a better future.

SPOTLIGHT
MAYOR'S GIVE A DAY

The Mayor's Give A Day Week of Service is an annual showcase and celebration of compassion and service in all areas of the Louisville community. The entire city engages in volunteerism where individuals, businesses and government work together to improve the lives of our residents and build a sense of community and social cohesion.

Pursuing his pledge to make Louisville a more caring city, Mayor Greg Fischer signed a resolution committing to a multi-year Compassionate Louisville campaign on November 11, 2011. The Compassionate Louisville Values include hospitality, abundance, awareness and understanding, intention, compassion, beauty, inclusion, transparency, and is universally positive. Exhibiting these values, the Mayor's Give a Day of Service began with a "one day call to serve others" and has evolved to a week of service moving from 80 volunteers in 2011 to over 200,000 volunteers in 2019.

Local youth participating in We Day Kentucky celebration
Image credit: Louisville Metro Government

Louisville's Social Change Agents: Give a Day Week 2019

437,518
total volunteer hours given to projects:

$800
raised by Lucy Lu Bakes' online bake sale with proceeds going to Scarlet's Bakery

4,400
thank you notes written by Global Game Changers

198
units of blood donated at Red Cross blood drives

38,000
pounds of food donated through Kroger and Dare to Care food drives

158
beds built for Jefferson County Public Schools students

19,000
Brightside volunteers cleaned up neighbourhoods and parks in Louisville

710 Random Acts of Kindness volunteers gave **1,420** hours in acts of compassion

4,200 We Day volunteers gave **32,556** hours of service

59,000 JCPS students and teacher volunteers worked on service projects

1,020 Louisville Metro Government employees volunteered **4,000** hours of service

Group of volunteers taking part in an event during Mayor Fischer's annual Give A Day Week of Service
Image credit: Metro United Way

ACTION 4.1.1

Engage every Louisville resident to help others through volunteerism and service opportunities.

TIME-FRAME
5+ Years

FUNDING
Unfunded

OWNER
Louisville Metro Mayor's Office

RELATED PLANS
Mayor's Strategic Plan

Key Next Steps

- Expand community participation through outreach to schools, faith community, organizations and businesses.
- Educate the community on volunteerism and community needs.
- Foster engagement of current partners.

Background

After taking office in January 2011, Mayor Fischer issued a "one day call to service" to the community. He approached key community leaders and asked them to join him. The response from the community was overwhelming and over 800 volunteers participated in the inaugural Mayor's Give A Day (MGAD) in 2011. In 2019, MGAD expanded to a week-long event of volunteerism with over 235,000 community members joining and championing this annual celebration by making time for volunteer service and compassion.

Why is it important?

Mayor Fischer realized that a compassionate community is one where all members understand their connectedness to each other and realize the importance of all citizens working together for the greater good. Mayor Fischer has continued partnering with all citizens (neighborhoods, universities, philanthropies, religious institutions and businesses) and is leveraging their collective expertise to support and expand the work of MGAD and year-long compassion initiatives.

PARTNERS
Metro United Way, Jefferson County Public Schools, WE DAY, Brightside, Global Game Changers, Kentucky Derby Festival

POTENTIAL KEY INDICATORS

- Increased volunteerism by 15% annually.
- Increased community awareness to build participation of businesses, schools, and faith communities.
- Increased service opportunities through collaboration.

ACTION 4.1.2

Fully develop and implement Lean into Louisville.

Key Next Steps

- Raise funds to support the Lean Into Louisville program, develop community partnerships, and develop program evaluation.

Background

Lean Into Louisville is a city-wide initiative designed to explore and confront all forms of historical and systemic discrimination and build a more equitable city where everyone can thrive. While being launched and hosted by Metro Government, Lean Into Louisville will highlight and support emerging programs and initiatives from community partners and help facilitate cross-sector collaboration. Lean Into Louisville is an unprecedented series of conversations, presentations, and activities and art exhibits to confront the history and legacy of all forms of discrimination and inequality in this community.

Why is it important?

This is a time of unprecedented division in our country. Considering this fact Louisville Metro Government is beginning an initiative that jumps right into the divide with the intention of first studying, understanding, and looking at it the problem honestly before attempting to fix it. The reason that racism and other forms of discrimination continue to exist in our country is that we've never really looked at it head on; we have not understood our own history and therefore we are not listening to the people most affected by that history.

PARTNERS
Louisville Metro Mayor's Office, Office of Equity, all Louisville Metro Government departments

POTENTIAL KEY INDICATORS

- Completed grant applications and donors.
- Increased program participation by organizations and various sectors.
- Developed evaluation tool.

TIME-FRAME
0-1 Year

FUNDING
Partially Funded

OWNER
Louisville Metro Office of Equity

Statue of Abraham Lincoln at Waterfront Park sculpted by Louisville native Ed Hamilton
Image credit: Louisville Metro Government

ACTION 4.1.3

Train the Louisville Metro Government employees and the community on implicit bias and its advancing racial equity.

TIME-FRAME
1-5 Years

FUNDING
Partially Funded

OWNER
Louisville Metro Office of Equity

POTENTIAL KEY INDICATORS

- Ensured community and Louisville Metro Government employees understanding of the consequences of implicit bias.

Key Next Steps

- Train the community on implicit bias.

Background

Understanding implicit bias is important because of its connection to structural inequality. Addressing implicit bias on multiple levels (e.g., individual and institutional) is critical for achieving social justice. The purpose of this project is to train the community on implicit bias and its negative impact, and advance racial equity. Training will be conducted by individual department trainers, volunteer trainers, and hired expert trainers. In addition, the $10 million "Bias Bus" which is a 100-stop tour to workplaces, universities, and communities across the country, with a goal of reaching one million people in person and online has scheduled a stop in Louisville Metro. The Bias Bus is a mobile information center that includes: live interactive sessions; a digital library of educational materials (video and podcast) with optional self-assessment and educational quizzes; and a space for participants to reflect on unconscious biases and how they could potentially influence the workplace, classroom, and other settings.

Why is it important?

Implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner and although implicit biases can be positive or negative, both can have harmful effects when they influence our decision-making. Advancing racial equity involves removing barriers and closing gaps by race in order to achieve institutional and systemic equity.

PARTNERS
Office of Equity, Louisville Metro Human Resources, and volunteers

ACTION 4.1.4

Establish the Louisville Equity Advisory Council to provide advice and guidance for Louisville's equity and resilience efforts.

TIME-FRAME
0-1 Years

FUNDING
Partially Funded

OWNER
Louisville Metro Office of Equity

POTENTIAL KEY INDICATORS

- Created Equity Advisory Council team members.

Key Next Steps

- Identify and select potential Equity Advisory Council team members.

Background

An Equity Advisory Council, made up of diverse representatives from neighborhood and community organizations as well as development, faith-based, and business interests is contemplated that would be charged with the responsibility of advising and providing guidance on recommended goals, objectives, and policies of the Office of Equity and Office of Resilience.

Why is it important?

The duties and responsibilities of the Office of Equity and Office of Resilience are numerous and multifarious, and directly affect individuals, faith-based, and business communities. Direct advice and counsel from representatives of these entities are necessary.

PARTNERS
Louisville Metro Office of Equity, Office of Resilience, and community leaders.

Louisville Racial Equity team participating in Government Alliance for Advancing Racial Equity meeting
Image credit: Louisville Metro Government

ACTION 4.1.5

Establish the Mayor's Youth Advisory Council.

TIME-FRAME
5+ Years

FUNDING
Partially Funded

OWNERS
Office of Safe and Healthy Neighborhoods

RELATED PLANS
One Love Louisville Youth Plan

Key Next Steps

- Recruit 26 youths ages 16 to 24 to form a youth advisory cohort.
- Plan and host the annual Youth Violence Prevention Week campaign.
- Convene and facilitate Youth Policy Agenda meetings.

Background

One Love Louisville is a campaign launched in January 2015 by Mayor Greg Fischer to promote safe and healthy neighborhoods. This campaign focuses on reducing homicide, suicide, and drug overdose rates throughout the city of Louisville with emphasis on youth violence prevention. The campaign aims to increase opportunities in 1) community building, 2) education, 3) employment and economic development 4) health and social wellness, and 5) juvenile and criminal justice. The One Love Louisville Youth Implementation Team (YIT) advises the Office for Safe and Healthy Neighborhoods team and its partners consisting of the Mayor, Chief of Community Building, Louisville Metro Department of Public Health and Wellness and the Louisville Metro Police Department. The YIT assists with the execution of the One Love Louisville: Youth Edition Action Plan, meeting once a month from September through June.

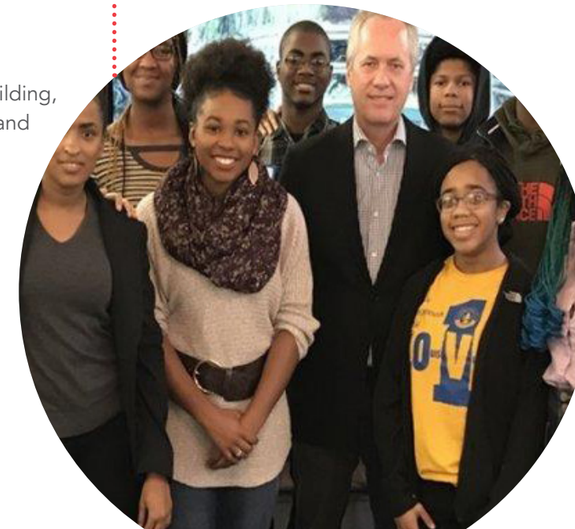
Why is it important?

Mayor Fischer created the Violence Prevention Work Group (VPWG) in June 2012 to take a hard look at violence in our community, identify the root causes and develop holistic strategies with long-term impacts. He chose more than 30 citizens to serve on the VPWG, co-chaired by Dr. Blain Hudson and Dr. LaQuandra Nesbitt. This group was comprised of neighborhood residents, corporate, community, faith-based and government partners. After much discourse, research and review, the VPWG found that in order to increase positive outcomes and decrease violence in Louisville, the solution would have to be collective. In agreement with the systems theory, the VPWG pinpointed five areas of engagement that impact and/or inform each other. The following five Core Areas of Engagement illustrate the scope of the Office for Safe and Healthy Neighborhoods (OSHN): Community Building; Education; Employment and Economic Development; Health and Social Wellness; and Juvenile and Criminal Justice.

PARTNERS
Mayor Greg Fischer, Louisville Metro Chief of Community Building, Louisville Metro Department of Public Health and Wellness, and Louisville Metro Police Department representative.

POTENTIAL KEY INDICATORS

- Three developed (and presented to the Mayor) youth-led policy recommendations that aim at making Louisville a safer city.
- Increased number of youths actively participating in the national Youth Violence Prevention Week.



Youth Implementation Team Members
Image credit: Louisville Metro Government

ACTION 4.1.6

Build the capacity of residents and Louisville Metro Government to collaborate on decision-making processes that improve health and wellness.

TIME-FRAME
1-5 Years

FUNDING
Fully Funded

OWNERS
Louisville Metro Department of Public Health & Wellness
Center for Health Equity

RELATED PLANS
Participatory Budgeting, Neighborhood and Public Meetings

Key Next Steps

- Build residents' capacity to influence Louisville Metro Government budget allocation decisions.

Background

In October 2016, the Center for Health Equity held its first policy summit, My Dream for Lou. To prepare, residents took part in a photovoice process, sharing what gave them hope in their community. These responses were divided into four working groups: 1) Economic Development and Investment, 2) Quality Housing, 3) Recreation & Public Spaces for Healing and Social Change, and 4) Community Capacity Building. At the end of the summit, two groups, Recreation & Public Spaces for Healing and Social Change, and Community Capacity Building shared participatory budgeting as a desired policy for Louisville. Since then, Center for Health Equity staff have worked hard to do background research, get technical assistance, secure funding, and lay the groundwork for Louisville's first pilot process.

Participatory Budgeting (PB) is a different way to manage public money, and to engage people in government. It is a democratic process in which community members directly decide how to spend part of a public budget enabling residents to work with government to make the budget decisions that affect their lives. PB was designed to create opportunities for local communities to have decision-making power over how local money is spent.

The PB process involves an annual cycle of brainstorming and voting to fund community submitted ideas. For this community-led pilot initiative, residents of Louisville Metro Council Districts 6 and 8 have an opportunity to have a say in a PB initiative sponsored by Louisville Metro Government and opportunities for input occur at every step. Through PB, government officials can hear directly from residents about their priorities. On the other hand, residents can learn more about how government processes work. Together, this builds more transparency and trust. Residents also gain leadership skills, and those who cannot participate in traditional voting are able to have a voice.

Why is it important?

In Louisville, the legislative body determines allocation of funds that may be incongruent with the priorities of marginalized residents.

PARTNERS
Louisville Metro Government Agencies

POTENTIAL KEY INDICATORS

- Increased participatory budgeting voters especially those from traditionally marginalized communities.
- Restructured Louisville Metro Government budgeting process allocating funds for community decision-making.

Mother and child biking in Louisville
Image credit: reacheval.com/projects/louisville-health-equity-report/

GOAL 4.2
Implement Shared Transparency & Accountability Measures with the Community

Technology is a source of communication and measurement that conveys transparency and accountability – building a sense of trust. However, transparency is not enough if the retrieved information is left open for interpretation. Residents need to understand the intent and purpose behind the data to accurately interpret the information. If applied correctly, technology is a significant door to education and understanding.

UNITED COMMUNITY

SPOTLIGHT
UNITED COMMUNITY

United Community will provide the foundation for a connected community support system that improves the life outcomes of children, individuals and families across Louisville and the region by facilitating integrated, multidimensional supports for our most vulnerable.

In October 2013, Mayor Fischer signed an executive order entitled, "An Executive Order Creating an Open Data Plan" directing Louisville Metro Government to review its data and make it more accessible to the public through an open data portal. Years prior, the Louisville/Jefferson County Information Consortium (LOJIC) – a multi-agency partnership – formed to build and maintain a Geographic Information System that became the source of the mayor's requested open data system[1]. The system's purpose is to increase transparency of government and improve public service. It fosters entrepreneurship advancing the growth of the 'digital economy' allowing businesses to make quicker decisions on investments and enhancements in the community. The open data system proactively meets the demand for data.

Louisville LOJIC Open Geospatial Data: Data Categories

Data source: Open Data Initiative, Louisville Metro Government

1 https://www.lojic.org/abiyt/our-vision; https://www.lojc-gis-open-data-policy

ACTION 4.2.1

Fully develop and implement United Community platform to enhance navigation of services.

TIME-FRAME
0-1 Year

FUNDING
Partially Funded

OWNERS
Metro United Way

Key Next Steps

- Coordinate partner and license utilization.
- Develop referral capacity by service category and referral response time.
- Establish goal for network growth.
- Formalize network standard for referral response time.

Background

United Community is an effort to implement a shared, technology-based platform that will create a coordinated, community-wide system linking information and referrals between the health, education and social service sectors to more effectively meet the needs of children, individuals and families. It will provide the infrastructure that enables groups and agencies such as schools, doctor's offices, hospitals, foodbanks, and social service providers, to share data through individual consent and create seamless referrals to meet every type of care needed. With the United Community shared data platform:

1. Residents are assessed for needs, no matter their entry point, and are connected to wraparound supports to help them overcome barriers;
2. Teachers, caseworkers, and physicians can share vital information about individuals' needs, enhancing their ability to coordinate care;
3. Providers can track and monitor referrals and follow-up to ensure residents are getting connected to the resources they need; and
4. Community leaders gain visibility into the number and types of services most needed and where gaps are within existing resources.

Why is it important?

Coordinating the care and support of the most vulnerable members of our community is extraordinarily difficult. The existing systems that provide the needed supports are fractured and disconnected, resulting in fragmented service delivery and persistent poor outcomes. Currently, there is no way to seamlessly connect individuals to every type of service they require, resulting in people slipping through the cracks between referrals. The lack of coordination between health, social service, and education sectors also creates additional burden on the consumer's access to services.

PARTNERS
Jewish Heritage Fund for Excellence, James Graham Brown Foundation, Metro United Way, Community Foundation of Louisville, Louisville Metro Public Health Department, Louisville Gas & Electric Company, Kindred Healthcare

POTENTIAL KEY INDICATORS

- Created a seamless, institutionalized network that connects residents to services through a shared platform that provides shared data.
- Met all residents have their basic needs met when seeking services.

On April 9, 2019, Metro United Way launched the United Community digital platform to coordinate health care, education and human services in Louisville. Image credit: Louisville Metro Government

ACTION 4.2.2

Foster community trust by publishing and visualizing open data.

TIME-FRAME
1-2 Years

FUNDING
Partially Funded

OWNER
Louisville Metro Office of Performance Improvement and Innovation

RELATED PLANS
Open Data Policy

Key Next Steps

- Use the Data Inventory and revised Open Data Policy to prioritize datasets for release and automation.
- Continue to train employees on how to create and publish public online dashboards and StoryMaps.

Background

The Office of Performance Improvement and Innovation (OPI^2) and the Data Governance team have worked to create a Data Inventory detailing all metro-owned datasets. Guidelines for prioritization of publication are being detailed in the revised Open Data Policy. OPI^2, Data Governance, and Performance Partners have been working on Power BI trainings and OPI^2 has given 20 data people across the city access to the Pro version that includes the ability to publish a dashboard online at no cost to the departments. Through LouieStat 2.0, it is anticipated that the publication and automation of more datasets will occur on the Open Data website, as well as the publication of LouieStat dashboards online. Where applicable, StoryMaps and ArcGIS dashboards will also be published for geospatial data. The ultimate goal is the creation of a data warehouse and automation tools to increase ease of data sharing, standardization, quality, publication, and visualization.

Why is it important?

Sharing data with the public enables them to better understand Louisville Metro's operations and to use the data for transparency, research, analysis, and feedback. It also enables wider data sharing across Louisville Metro and more opportunities for innovation, process improvement, and data-driven decision making at all levels.

PARTNERS
Office of Performance Improvement and Innovation (OPI^2), Department of Information Technology

POTENTIAL KEY INDICATORS

- Published and automated open data.
- Used stories and visualizations for open data.
- Published LouieStat dashboards and data.
- Engaged the public on understanding and using data.

LouieStat brings individual Metro departments before the Mayor and his senior leadership team to monitor and track city initiatives. Image credit: Louisville Metro Office of Performance Improvement and Innovation

05 Next Steps

Next Steps

The Louisville Resilience Strategy Document presents both government and community led actions. This is a strength. The Louisville Resilience Equation, R=E+C+T, provides our direction. We will have trials as Louisville struggles to find a way to address the fiscal challenges of the chronically underfunded state pension system coupled with a reluctance to raise revenues for investing in Louisville's future.

We are reassured because the individuals who assisted with the direction and development of our strategy document indicated their commitment to stay engaged. The strategy requires a robust community commitment to the visions, goals and actions generated. Louisville Resilience will call upon our committed residents to review and shape the implementation of the Resilience Equation.

Louisville brings together the Steering Committee and Working Group participants either through this effort or the efforts of the Trauma-Informed Community initiative, Compassionate Louisville, Evolve 502, BOUNCE, United Community, Vision Russell, the Louisville Climate Adaptation Plan, the Homeless Encampment Task Force, Trees Louisville and the many other community efforts. In response to the community's call, we must respond with how these initiatives can expand to a wider community of active participation and understanding.

Throughout our process, it became apparent that many actions promoting equity, compassion and trust exist. While this is great news, we recognize that there is a disconnect between members of the community and the work. **We propose to overcome that gap through ongoing reporting and community participation as drivers of our next steps.**

A strength of 100 Resilient Cities is its national and international network. The Louisville Strategy built on inspiration from cities such as Tulsa, Boston and Atlanta whose Resilience Strategies address inequities. Los Angeles and Nashville provided support and expertise guiding Louisville's endeavors to address homelessness. Pittsburgh shares the Ohio River and climate impacts similar to what Louisville faces. This network of cities formed lasting partnerships built upon bonds of mutual commitment and the recognition that cities are living policy laboratories for change and progress.

06 Thank You

Acknowledgments

Louisville Resilience is proud to share this strategy not only with our Louisville residents but also nationally and globally. The Louisville Resilience strategy document reflects the many voices within our community - the residents, businesses, non-profits, philanthropic, government, academia, and faith-based communities. Thank you for your vision, dedication, and commitment to imagine a resilient Louisville where all residents have equal opportunity to thrive.

100 Resilient Cities
Corinne LeTourneau, Managing Director, North America
Peter Jenkins, Senior Program Manager
Paul Lillehaugen, Regional Program Manager

Louisville Resilience Strategy Team
Eric Friedlander, Chief Resilience Officer
Betty "BJ" Adkins, Director of Community Resource Development
Leah Bell, Project Manager

Louisville Resilience Core Team
Darrell Aniton, Social Services Policy & Advocacy Manager, Office of Resilience & Community Services
Carrick Arehart, Executive Administrator, Louisville Free Public Library
Aja Barber, Community Health Manager, Public Health and Wellness
Mitchell Burmeister, Organizational Performance Analyst, Emergency management Agency
Janice Cates, Director of Development & Compassion Initiatives, Office of Mayor Greg Fischer
DeVon Hankins, Project Manager, Office of Performance Improvement
Robin Hawkins, Project Manager, Office of Safe and Healthy Neighborhoods
Michelle King, Director of Program Planning, Air Pollution Control District
Maria Koetter, Director, Office of Sustainability
Coretta McAllister, Administrative Assistant, Mayor's Office
Daro Mott, Chief, Office of Performance Improvement
Ricky Santiago, Project Manager, Office of Globalization
Dr. Allison Smith, Urban Planner, Office of Advanced Planning
Erica Smith, Budget Planning Analyst, Office of Management & Budget
Natalie Vezina, Sustainability Project Coordinator, Office of Sustainability
Anna Shobe-Wallace, Social Services Policy & Advocacy Manager, Office of Resilience & Community Services
Mary Ann Westenhofer, Executive Administrator, Louisville Metro Parks

Strategy Partner
Paul Kulig, Principal, Perkins + Will
Jessica Florez, Project Manager / Urban Designer, Perkins + Will
Eunice Wong, Urban Designer, Perkins + Will
Janice Cheung, Urban Designer, Perkins + Will

Office of Mayor Greg Fischer, Leadership Team
Greg Fischer, Mayor
Katie Dailinger, Deputy Chief of Staff
Babs Elliott, Assistant General Counsel
Eric Friedlander, Chief Resilience Officer
Daniel Frockt, Chief Financial Officer
Doug Hamilton, Chief of Public Services
Ellen Hesen, Deputy Mayor
Vincent James, Chief of Community Building
Teresa Lajara, Metro Council Liaison
Sara Massey, Director of Intergovernmental Affairs
Carmen Moreno-Rivera, Interim Chief of Performance Improvement
Jeff Mosley, General Counsel
Jean Porter, Communications Director
Grace Simrall, Chief of Civic Innovation
Kellie Watson, Chief of Equity
Mary Ellen Wiederwohl, Chief of Louisville Forward

Louisville Metro Government Departments
Police Department
Louisville Free Public Library
Facilities and Fleet Management
Louisville Fire
Emergency Services
Department of Correction
Public Works & Assets
Metro Animal Services
Public Health & Wellness
Youth Detention Services
Parks & Recreation
Louisville Zoo
Office for Safe & Healthy Neighborhoods
Office of Resilience and Community Services
Economic Development
Develop Louisville
Codes and Regulations
Office of Management & Budget
Human Resources
Human Relations Commission
Office of Performance Improvement
Department of Information Technology

Steering Committee

Savvy Kareem-Abdul Shabazz, Case Management, Reimage
David Allgood, Director of Advocacy, Center for Accessible Living
Mechelle Artis, Law Intern, Morgan and Pottinger
Dr. Muhammad Babar, President, Doctors for Healthy Communities, Inc.
Lourdes Baez, Director of Government Relations & Advocacy, Baptist Health
Dr. Orville Blackman, Director of the Senior Workforce Center, Jewish Family Career Services
Danielle Brown, Student Intern, Louisville Climate Action Network
Jessica Brown, Planning and Programs Associate, Center for Neighborhoods
Chris Chandler, KY Director of Urban Conservation, The Nature Conservancy
Veronica Combs, Executive Director, Institute for Healthy Air, Water & Soil
Aida Copic, Director of Planning, TARC
Lisa DeJaco Crutcher, CEO, Catholic Charities of Louisville, Inc.
Kem Delaney-Ellis, Director of Health Policy, Norton Healthcare
Michael Dossett, Director, Kentucky Emergency Management
Annie Dutton, Vice President of Government Affairs, Building Industry Association of Greater Louisville
Sandra Duverge, Board of Directors Co-chair, Passport Health Plan & La Casita
Dr. Erin Frazier, Pediatrician, Norton Healthcare
Jaydee Graham, Family Advocate, Family Scholar House
Ann Hagan-Grigsby, Chief Executive Officer, Park DuValle Community Health Center, Inc.
Timothy J. Hagerty, Member, Frost Brown Todd, LLC
Co-chair, Greater Louisville, Inc. Public Policy Council
Jennifer Hancock, President & CEO, Volunteers of America
Jordan Harris, President, Pegasus Institute
Jennifer Helgeson, CEO, Boys & Girls Club of Kentuckiana
Luis Huber-Calvo, Urban Planner & Architect, MKSK Studios
Nate Kratzer, Data Analyst, Greater Louisville Project
Jo Lloyd-Triplett, Program Manager, Leadership Louisville
Meredith Loeb, Director of Tocqueville Society, Metro United Way
Howard Mason, Principal, New Possibilities Associates
Ted Nixon, CEO, D.D. Williamson
Lis Plana, Racial Equity Youth Council Member, League of Cities
David Prince, IT Manager, Louisville Regional Airport Authority
Jenny Recktenwald, Interim Director, OneWest
John H. Shaw-Woo, Founder/Executive Director 6 Foundation, Inc.
Founder/CEO, The West Louisville ecoHUB Arts Community, Inc.
Amy Shir, Executive Director, LHOME
Stan Siegwald, Director of Strategic Initiatives, Dare to Care Food Bank
Patrick Smith, Office of Community Engagement, University of Louisville
Ked Stanfield, Director, Louisville Grows
Iris Wilbur, Director of Government Affairs & Public Policy, Greater Louisville, Inc.

Working Group Co-chairs

Group 1 – Enrich Culture of Compassion and Trust
Gena Redmon-Harris, Office of Resilience and Community Services
Sarah Reed, Interfaith Relations

Group 2 – Enhance Resilience to Trauma
Betty (BJ) Adkins, Office of Resilience
Adria Johnson, Metro United Way

Group 3 – Increase Financial Capacity, Wealth Building and Economic Development
Eric Friedlander, Chief Resilience Officer
Evon Smith, OneWest

Group 4 – Strengthen Built and Natural Infrastructure that Promotes Health and Wellbeing
Keith Talley, Air Pollution Control District
Ted Smith, Envirome Institute

Working Group Members

We apologize for any community members who participated that may not have been included.

Lauren Anderson
Joe Bargione
Deborah Barnes Byers
Russell Barnett
Debbie Belt
Deborah Bilitski
Kimberly Boyd-Lane
Alice Bridges
Martin Brooks
Danielle Brown
Jeff Brown
Shannon Burch
Leigh Anne Burke-Schaad
Ann Carroll
Mark Cancia
Janice Cates
Chris Chandler
Shelby Chaney
Victoria Clemons
Aida Copic
Tim Corrigan
Spencer Cox
Kimberly Denzik
Kesha Deonarine
Shannon Derrick
Sandra DuVerge
Theodore Eidem
Dan Farrell
Jamesetta Ferguson
David Finke
Cheryl Fisher
Pete Flood
Mikal Forbush
Elisa Freeman-Carr
Carrie Fry
Anita Gadson
Phil Garrett
Cynthia Garrison
Layla George
Saundra Gibson
Barbie Gilbert
Nancy Givens
Angela Graham
Raechele Gray
Adam Hall
Nick Hart
Chris Hartman
Morgan Hawker
Lauren Heberle
Andres Held
Jud Hendrix
Brenton Hereford
Ken Hillebrand
Mary Hornek
Tanisha Howard
Alicia Hullinger
Alyson Humphrey
Sameera Jackson
Judi Jennings
David Johnson
Lettie Johnson
Nicholas Johnson
Charlotte Jones
Mary Jones
Mike Jones
Lindsey Journey
Jessica Klein
Bennett Knox
John Koehlinger
Shari Kretzchmer
Shannon Lauder
Monica Leslie
Sarah Lindgren
Meredith Lobe
Christopher Locke
Lupe Lopez
Amy Luckett
Ken Luther
Tammy Markert
Howard Mason
Kurt Mason
W. Mark McGinley
Megan McGinn
Arden McLong
Wallace McMullen
Geoff Meehan
Amalia Mendoza
Gretchen Milliken
Libby Mills
Julia Mitchell
Tracy Monks
Dana Moody
Shannon Moody
John Nevitt
Toya Northington
Jeff O'Brien
Chris Owens
Emily Parento
Tony Peyton
Cynthia Read
Jenny Recktenwald
Jackie Richardson
Diane Roberts
Smith Rodes
Sam Rose
Joe Rotella
Erin Rutherford
Bibhuti Sar
Lisa Schardin
Andrea Schroeder
Elizabeth Senn-Alvey
John Shaw-Woo
Brittany Sims
Aleece Smith
Sarah Stalker
Ked Stanfield
Angela Storey
Milton Suggs
Cindi Sullivan
Wesley Syndor
Katrina Taylor
Donna Trabue
Pam Valdes
Laura Valentine
Erin Waddell
Tom Walton
Tina Ward-Pugh
Elizabeth Wessels-Martin
Mary Ann Westenhofer
Iris Wilbur
Jack Will
Lisa Lee Williams
Tom Williams
Beverly Winsch
Ray Yeager
Greg Zahradnik

06 Appendices

Acronyms Table
United Nations Sustainable Development Goals
Resilient Louisville Actions List
Previous and Ongoing Plans

Acronyms Table

AF-CBT	Alternatives for Families: Cognitive Behavioral Therapy	MGAD	Mayor's Give A Day
AMI	Area Median Income	MSD	Metropolitan Sewer District
APCD	Air Pollution Control District	MUW	Metro United Way
BIA	Builders Industry Association	NEJAC	National Environmental Justice Advisory Council
BLM	Black Lives Matter	NRDC	National Resource Defense Council
BLOCS	Building Louisville's Out of School Time	OMB	Office of Management and Budget
BOL	Bank On Louisville	OPI	Office of Performance Improvement and Innovation
CBITS	Cognitive Behavioral Interventions for Trauma in Schools	OSHN	Office for Safe & Healthy Neighborhoods
CDBG	Community Development Block Grant	OVEC	Ohio Valley Education Cooperative
CRRP	Critical Repair and Reinvestment Plan	OST	Out-of-School-Time
ECHO	Engaging Children in the Outdoors	PB	Participatory Budgeting
ESRI	Environmental Research Systems Institute	Parks	Louisville Metro Parks
FMS	Facilities Management Services	PVA	Property Valuation Administrator
GHG	Greenhouse Gas	RCS	Resilience and Community Services
GLI	Greater Louisville, Inc.	REACT	Rubbertown Energy Action
HIA	Health Impact Assessment	R=E+C+T	Resilience = Equity+Compassion+Trust
HPI	Housing Partnership Initiative	RJL	Restorative Justice Louisville
HR	Human Resources	SDSN	Sustainable Development Solutions Network
HRC	Human Relations Commission	SEL	Social Emotional Learning
JCPS	Jefferson County Public Schools	SOP	Standard Operating Procedures
KFTC	Kentuckians for the Commonwealth	STEAM	Science, Technology, Engineering, Art and Math
KDFWR	Kentucky Department of Fish and Wildlife Resources	TAG	Treatment Advisory Group
KIPDA	Kentuckiana Regional Planning & Development Agency	TARC	Transit Authority of River City
IPCC	Intergovernmental Panel on Climate Change	TRC	Trauma Resilient Community
LABC	Louisville Asset Building Coalition	USACE	United States Army Corps of Engineers
LCCC	Louisville Central Community Center	UTC	Urban Tree Canopy
LCFEN	Louisville Community Financial Empowerment Network	VPWG	Violence Prevention Work Group
LFEN	Louisville Financial Empowerment Provider Network	VMT	Vehicle Miles Traveled
LMG	Louisville Metro Government	WLCC	West Louisville Community Council
LMHA	Louisville Metro Housing Authority	WLORI	West Louisville Outdoor Recreation Initiative
LMPD	Louisville Metro Police Department	YIT	Youth Implementation Team
LMPHW	Louisville Metro Department of Public Health & Wellness	YPQI	Youth Program Quality Intervention
LOGIC	Louisville/Jefferson County Information Consortium		

Sustainable Development Goals

1 NO POVERTY — End poverty in all of its forms.

2 ZERO HUNGER — End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

3 GOOD HEALTH AND WELL-BEING — Ensure healthy lives and promote well-being for all at all ages.

4 QUALITY EDUCATION — Ensure inclusive and equitable education and promote lifelong learning opportunities for all.

5 GENDER EQUALITY — Achieve gender equality and empower all women and girls.

6 CLEAN WATER AND SANITATION — Ensure availability and sustainable management of water and sanitation for all.

7 AFFORDABLE AND CLEAN ENERGY — Ensure access to affordable, reliable, sustainable and modern energy for all.

8 DECENT WORK AND ECONOMIC GROWTH — Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE — Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

10 REDUCED INEQUALITIES — Reduce inequality within and among countries.

11 SUSTAINABLE CITIES AND COMMUNITIES — Make cities and human settlements inclusive, safe, resilient and sustainable.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION — Ensure sustainable consumption and production patterns.

13 CLIMATE ACTION — Take urgent action to combat climate change and its impacts.

14 LIFE BELOW WATER — Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

15 LIFE ON LAND — Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reserve land degradation and halt biodiversity loss.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS — Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective accountable and inclusive institutions at all levels.

17 PARTNERSHIPS FOR THE GOALS — Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Resilient Louisville Actions List

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Plans and Programs Overview

	RESILIENT LOUISVILLE VISIONS			
	01	02	03	04
Affordable Housing Development Program. A program that offers housing choices to a range of homebuyers and renters by creating "quality of place" neighborhoods with a diverse blend of affordable housing types, supported by public facilities and other amenities.		●		
Bank of Louisville. An engine to collaboratively strengthen the community's economic well-being through improved access to mainstream financial education and services, with an emphasis on the low-to-moderate income population of the city.			●	
Bounce. An initiative to build resilient families and children by fostering the skills necessary to bounce back from adversity.		●		
Chef Space. Louisville's first kitchen incubator that offers multiple food preparation and processing stations, access to capital, storage space and training opportunities for its members.			●	
Climate Action Plan (Forthcoming). A plan that proposes data-driven actions and strategies to achieve Louisville's greenhouse gas reduction target.		●		
Climate Adaptation Plan (Forthcoming). A plan that outlines the intended alterations to Louisville's systems in response to actual or anticipated climate change.		●		

	RESILIENT LOUISVILLE VISIONS			
	01	02	03	04
CODE Louisville. A public-private partnership program with the aim of fostering software developers to bolster technological innovation in Louisville.				●
Community Shield. A collective impact project that addresses the complex issue of children who are exposed to violence in Louisville and develops a comprehensive, multi-system plan to effectively interrupt the cycle of violence.		●		
Compassionate City Index. A comprehensive study from the University of Louisville's Institute for Sustainable Health & Optimal Aging that is designed to evaluate and measure the prevalence of compassion in cities, within the context of individual communities.				●
Compassionate Schools Project. The most comprehensive study ever undertaken of a 21st-century health and wellness curriculum in an elementary or secondary school setting.	●			
Complete Streets Manual. A guide for Louisville Metro residents, interest groups, policy-makers, developers, designers, and agency staff to improve the design, function and character of Louisville's roads and roadway corridors.		●		

Plans and Programs Overview (cont'd)

	RESILIENT LOUISVILLE VISIONS			
	01	02	03	04
Critical Repair and Reinvestment Plan. Metropolitan Sewer District's extensive analysis of Louisville's wastewater, stormwater and flood protection systems and a plan to address the challenges posed by aging infrastructure.		●		
Cure Violence. Metropolitan Sewer District's extensive analysis of Louisville's wastewater, stormwater and flood protection systems and a plan to address the challenges posed by aging infrastructure.		●		
Complete Streets Manual. A guide for Louisville Metro residents, interest groups, policy-makers, developers, designers, and agency staff to improve the design, function and character of Louisville's roads and roadway corridors.			●	
Complete Streets Manual. Metropolitan Sewer District's extensive analysis of Louisville's wastewater, stormwater and flood protection systems and a plan to address the challenges posed by aging infrastructure.		●		
Critical Repair and Reinvestment. Metropolitan Sewer District's extensive analysis of Louisville's wastewater, stormwater and flood protection systems and a plan to address the challenges posed by aging infrastructure.		●		
Cure Violence. An evidence-based approach that treats violence like a preventable disease-- helps anticipate where violence may occur, reduces the risk of violence by intervening before it erupts, and changes community norms.		●		

	RESILIENT LOUISVILLE VISIONS			
	01	02	03	04
Engaging Children in the Outdoors (ECHO). A grant-funded outdoor education and recreation initiative managed by Jefferson Memorial Forest and the Natural Areas Division of Louisville Parks & Recreation that is focused on improving equitable access to the outdoors for Louisville youth and families.			●	
Equal Employment Opportunity . A personnel policy in which Louisville Metro Government strives to provide equal employment opportunity based on merit and without unlawful discrimination in terms of race, color, religion, national origin, sex, age 40 and older, disability, pregnancy, gender identity, sexual orientation and smoker or nonsmoker status.			●	
Evolve 502: Louisville's Promise Cradle to Career. A commitment to help Jefferson County Public School graduates pursue the dream of a college education by ensuring that every child in Louisville is prepared for college, career and a successful, productive life.	●			
Forestry Management Plan (forthcoming). A plan to increase Louisville's tree canopy to 45% coverage.		●		
Global Louisville Action Plan. A framework that outlines key strategies to attract, retain and grow the city's foreign-born population and workforce by providing an overview of the region's foreign-born population and a set of action steps to increase the number of immigrants and their capacity to thrive.			●	

Plans and Programs Overview (cont'd)

	RESILIENT LOUISVILLE VISIONS			
	01	02	03	04
Green Dot Kentuckiana. A comprehensive violence prevention strategy that depends on the power of bystanders to prevent violence and shift social and cultural norms.		●		
Green Heart Louisville. A scientific study that assesses the impact of green space on air quality and health in urban communities.		●		
Green House Inventory. A community-wide count of the emissions released in Louisville or as a result of the activities occurring in Louisville.		●		
Hazard Mitigation Plan. A systematic evaluation of the nature and extent of the vulnerability posed by the effects of hazard events, and a five-year action plan to minimize future vulnerability.		●		
Hazards Identification (forthcoming). A report of both the current and future hazards that are faced within the Louisville boundary.		●		
Health Equity Report. A report that provides a thorough review of 21 health outcomes and 11 root causes of those outcomes, with the goal of ameliorating health equity opportunities in Louisville.		●		

	RESILIENT LOUISVILLE VISIONS			
	01	02	03	04
Imagine Greater Louisville 2020. A community-based plan that provides a blueprint for the ways arts and culture can help transform our region for the future.			●	
Lean Into Louisville. An initiative designed to confront the legacy of discrimination and inequality in the city.				●
LEED for Cities and Communities (STAR). The leading global rating system and certification program to evaluate the sustainability and standard of living in a city or community.		●		
LiveinLou. A talent attraction, retention and development website			●	
LMPD Real Time Crime Center. A public safety initiative to help the Louisville Metro Police Department respond to crimes more quickly by tracking crimes in real time and assisting officers in investigations.		●		

Plans and Programs Overview (cont'd)

	RESILIENT LOUISVILLE VISIONS 01	02	03	04
LouieStat. A program administered by the Louisville Metro Office of Performance and Improvement to identify, track, and analyze the most important metrics for each department.				●
Louisville Loop. An estimated 100-mile trail system that will eventually encircle the city and link existing and new parks and neighborhoods to civic attractions, transportation alternative and recreation opportunities.		●		
Louisville Urban Heat Management Study. An assessment of Louisville's urban heat island and its implications on public health.		●		
Louisville's Digital Inclusion Plan. A plan to eliminate the digital divide in Louisville so that all citizens can have the digital skills necessary to obtain jobs, earn degrees, and participate in society.			●	
Mayor's Cultural Pass. Supports and encourages lifelong learning by providing free access to 50 Greater Louisville's arts and cultural institutions for children and young adults to age 21.			●	
Mayor's SummerWorks Program. A program designed to help young people in the Greater Louisville region land high-quality, paid summer jobs.	●			

	RESILIENT LOUISVILLE VISIONS 01	02	03	04
MOVE Louisville. Louisville's 20-year multi-modal plan that takes a holistic approach to the city's transportation system, which is a $5 billion asset that includes roadways, sidewalks, bike networks and trails.		●		
One Love Louisville. A strategy and campaign managed by Mayor Fischer's Office for Safe and Health Neighborhoods that encourages civic engagement, promotes collaboration and facilitates community-led action plans.		●		
Plan 2040. A comprehensive plan for Louisville Metro that includes five guiding principles: Connected, Healthy, Authentic, Sustainable, and Equitable.			●	
Plan to Prevent and End Young Adult Homelessness. The Coalition for Homeless' plan to end chronic, young adult homelessness in Louisville.		●		
Redlining Louisville. A citywide effort to address the denial of services or the refusal to grant loans or insurance to certain neighborhoods based on racial and socioeconomic discrimination in Louisville.		●		

Plans and Programs Overview (cont'd)

	RESILIENT LOUISVILLE VISIONS 01	02	03	04
Russell: A Place of Promise. An initiative co-created with and accountable to Russell residents and stakeholders, that is designed to be a national model for equitable community development in African-American communities.			●	
SAMSHA Grant: Creating a Trauma Resilient Community Initiative. A city-wide program that seeks to promote resilience and equity for Louisville's youth and families disproportionately affected by trauma, systemic inequities, violence and civil unrest. to address the challenges posed by aging infrastructure.		●		
Sustain Louisville. The city's comprehensive sustainability plan that serves as a foundational framework to shape citywide progress towards a vibrant, prosperous and healthy community.		●		
Unite Us. A shared technology platform being implemented by the Louisville community to address the social determinants of health by linking education, health and social services in one interconnected system.				●
Violent Crime Reduction Strategy. XXXX Missing description		●		

	RESILIENT LOUISVILLE VISIONS 01	02	03	04
Vision Louisville. A 25-year long-term vision for Louisville Metro that produced ideas and projects for improving the community and its built environment.		●		
Vision Russell. A comprehensive, community-endorsed plan to redevelop the Beecher Terrace public housing complex and transform the area into a sustainable, mixed-income, mixed-use, multi-generational neighborhood with high-quality services and schools, as well as transportation and job opportunities.		●		
Vulnerability Assessment (forthcoming). A qualitative or quantitative assessment of the degree to which Louisville is susceptible to, or unable to cope with, adverse effects of climate change, including climate variability and extremes.		●		
West Louisville Outdoor Recreation Initiative. An initiative to create opportunities in west Louisville here every resident in Louisville has access to a safe and healthy environment that increases physical activity, reduces stress, and leads to healthier lives through outdoor recreation and environmental education and stewardship.			●	

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