U.S. Department of Housing and Urban Development | Choice Neighborhoods Initiative

Vision Russell

TRANSFORMATION PLAN

Louisville, Kentucky

Submitted by **Louisville Metro Housing Authority**
January 2017

VISION RUSSELL
A Roadmap for the Future

Prepared for:

Prepared by:

EJP Consulting Group, LLC

GOODYCLANCY
ARCHITECTURE / PLANNING / PRESERVATION

MAYOR'S MESSAGE

What you will see in the Vision Russell Transformation Plan is the culmination of two years of planning by neighborhood residents and stakeholders, city leaders and organizations, along with consultants and staff from Louisville Metro Government (LMG) and the Louisville Metro Housing Authority (LMHA)—all of whom have worked tirelessly to develop this roadmap for Russell's future.

What you will also see is **passion** and **commitment**.

Passion, because our partners—more than 600 individual residents and organizations who took part in nearly 90 community meetings and events—have shared their vision for the Russell neighborhood and their future. And those ideas and ideals are now reflected in this Transformation Plan.

Commitment, because LMG, LMHA and all the partners involved in the Choice Neighborhoods planning process are on board, several with funding in hand, and already working to realize these plans. Many of these partners have been involved in efforts to revitalize Russell for decades or even generations, having laid the foundation for what we are now building upon with our Choice Neighborhoods endeavors.

Our momentum in Russell continues to grow thanks to the Department of Urban and Housing Development's (HUD) deep investment in the neighborhood—first with $425,000 to complete this comprehensive roadmap, then with $1 million to help rebuild community confidence in Russell through highly visible "Action Activities" that will be completed during 2017, and most recently, with the award of a $29.575 million Choice Neighborhoods Implementation grant, which will fund key elements of the Transformation Plan over the next six years, including redevelopment of the Beecher Terrace housing community.

The Choice implementation grant will be leveraged with more than $200 million in additional funding to implement many of the goals and strategies outlined in the Housing, Neighborhood and People components of our grant application, which can be found on Vision Russell's website at *www.visionrussell.org*. And we will continue to aggressively seek and leverage the additional investments needed to realize the short, medium and long-term strategies found within the Vision Russell Transformation Plan.

So much has been accomplished thus far, and our commitment is unwavering.

- Over LMG's five-year commitment to the CNI Implementation project, $15 million of Community Development Block Grants will go toward demolition of existing buildings at Beecher Terrace, and to establish the infrastructure necessary to support the highest energy-efficiency standards to date of any of LMHA's redevelopment efforts, and to elevate Beecher and Russell to LEED ND certification levels.
- In the coming year alone, LMG has committed $950,000 of CDBG funds to vacant and abandoned properties, owner-occupied home rehab, rental rehab, business attraction loans, and micro business loans.
- Additionally, $1 million from Louisville CARES, a city program whose mission is to create affordable housing units throughout the city, has been allocated to incentivize site acquisition for the development of Beecher replacement housing. The Housing Authority will also offer project-based vouchers to developers in conjunction with this initiative.
- LMG also created the Office of Redevelopment Strategies in the summer of 2016 to ensure that investment in Russell is coordinated, impactful and driven by resident engagement and education.

The Transformation Plan you have before you is clearly underway, and our diverse partnership is working hard to make Russell a neighborhood that offers each and every one of its residents a safe home; nearby, fresh food sources; streets of well-maintained homes and green spaces rich in amenities, along with well-paying jobs, and options for recreation and to engage in the arts.

These are changes that will stimulate growth that will be felt for years to come in Russell and all neighborhoods in our city.

Mayor Greg Fischer

ACKNOWLEDGMENTS

The Vision Russell Transformation Plan represents an interactive partnership effort and is based on input from a range of residents, stakeholders, and planning partners. The Transformation Plan was funded by a Choice Neighborhoods Initiative Planning Grant from the U.S. Department of Housing and Urban Development, and funding from Louisville Metro Government. Community partners provided in-kind leverage and support for discrete elements of the planning effort.

Planning participants include the following:

COORDINATING COMMITTEE

A group of residents, civic leaders and partners who provided input and advice on the development of the Transformation Plan. The Coordinating Committee was co-chaired by Gretchen Milliken, Director of Advanced Planning for Louisville Metro Government (LMG), and Tim Barry, Executive Director of the Louisville Metro Housing Authority.

- Beecher Terrace Residents
- Bingham Fellows
- Cities United
- Community Ventures Corporation
- Develop Louisville (LMG)
- Fifth Third Bank
- Humana
- Jefferson County Public Schools
- Louisville Alderman (former)
- Louisville Central Community Centers
- Louisville Downtown Development Corporation
- Louisville Forward (LMG)
- Louisville Metro Housing and Community Development
- Louisville Metro Housing Authority (Board of Directors and Staff)
- Louisville Metro Public Health and Wellness
- Louisville Urban League
- Kentucky Center for African American Heritage
- New Directions Housing Corporation
- Sickles Inc. Realty
- St. Peters United Church of Christ / Molo Village Community Development Corporation
- The CT Group
- University of Louisville College of Education

HOUSING TASK FORCE

The housing task force focused principally on the development of the housing plan, and was co-chaired by Johnetta Roberts of the Louisville Urban League and Laura Grabowski of Louisville Metro Government.

- A.D. Porter & Sons Funeral Home
- Beecher Terrace Residents
- Bingham Fellows
- Blue Sky Advisors
- City Properties Group
- Civic Consultants, Inc.
- Community Ventures Corporation
- Develop Louisville (LMG)
- Habitat for Humanity of Metro Louisville
- Housing Partnership Inc.
- Local Interest Consulting
- Louisville Affordable Housing Trust Fund
- Louisville Downtown Development Corporation
- Louisville Forward (LMG)
- Louisville Metro Council Members (former and current)
- Louisville Metro Housing and Community Development
- Louisville Metro Housing Authority (Board of Directors and Staff)
- Louisville Metro Office of Sustainability
- New Directions Housing Corporation
- Poe Companies
- Telesis Corporation
- YouthBuild Louisville

NEIGHBORHOOD TASK FORCE

The neighborhood task force focused principally on the identification of strategies to improve the neighborhood and was co-chaired by Sam Watkins of Louisville Central Community Centers and Scott Love of Louisville Metro Government.

- African American Initiative
- Beecher Terrace Residents
- Center for Neighborhoods
- Choose Russell
- Church Building and Loan Fund
- Develop Louisville (LMG)
- Jefferson County Public Schools
- Louisville Central Community Centers
- Louisville Downtown Development Corporation
- Louisville Forward (LMG)
- Louisville Grows
- Louisville Metro Housing Authority (Board of Directors and Staff)
- Louisville Metro Parks and Recreation
- Louisville Metro Police Department
- Louisville Metro Safe & Healthy Neighborhoods
- Louisville Metro Solid Waste Management
- Louisville Metro Planning and Design Services
- Louisville Urban League
- Neighborhood Planning and Preservation Kentuckiana
- New Directions Housing Corporation
- New Roots
- Office Environment Company
- OneWest
- Sweet Peaches
- Transit Authority of River City

EDUCATION TASK FORCE

The education task force focused principally on the identification of strategies to improve educational outcomes, and was co-chaired by Diane Porter of Jefferson County Board of Education and Anthony Smith of Cities United.

- African American Initiative
- Beecher Terrace Residents
- Bellarmine University
- C.E. & S. Foundation
- Cities United
- Community Coordinated Childcare/4C
- Jefferson County Board of Education
- Jefferson County Public Schools
- Kentucky Science Center
- Louisville Central Community Centers
- Louisville Free Public Library
- Louisville Metro Housing Authority
- Louisville Metro Office of Community Development
- Louisville Metro Office of Neighborhood Planning and Preservation
- Metro United Way
- New Directions Housing Corporation
- New Life Celebrations Christian Center
- Roosevelt Perry Elementary School
- Simmons College
- Smoketown Family Wellness Center
- St. Peter's United Church of Christ/ Molo Village
- The Beech
- University of Louisville College of Education
- University of Louisville College of Human Development
- University of Louisville Kent School of Social Work
- Wheatley Elementary School
- YMCA of Greater Louisville
- Zion Baptist Church

PEOPLE TASK FORCE

The people task force focused principally on the identification on strategies to support families, and was co-chaired by Betty Adkins of Louisville Metro Public Health and Wellness and Reverend Jamesetta Ferguson of St. Peter's United Church of Christ and Molo Village Community Development Corporation.

- African American Initiative
- Beecher Terrace Residents
- Bridge Kids International
- Center for Health Equity (LMG)
- ElderServe Inc.
- KentuckianaWorks / KYCC
- Legal Aid Society
- Louisville Free Public Library

- Louisville Grows
- Louisville Metro Community Services
- Louisville Metro Housing Authority
- Louisville Metro Office of Neighborhood Planning and Preservation
- Louisville Metro Public Health and Wellness
- Louisville Metro Public Interest Broker
- Louisville Urban League
- Metro United Way
- Neighborhood Place
- New Directions Housing Corporation
- NIA Center
- Park Duvalle Community Health Center
- Plymouth Congregational United Church of Christ
- REimage
- Roosevelt Perry Elementary School
- University of Louisville Institute for Sustainable Health and Optimal Aging
- University of Louisville Kent School of Social Work
- University of Louisville School of Public Health and Information Sciences
- YMCA of Greater Louisville
- Zion Baptist Church

NEIGHBORHOOD OUTREACH WORKERS

A group of residents who were hired to provide project outreach, communication and liaise with the community. Neighborhood Outreach Workers helped to facilitate community conversations with their neighbors, collect data to inform the Transformation Plan, and disseminate information to the community.

- Julia Robinson
- Jackie Floyd
- Latasha Moore
- Vachel Hudson

CHURCHES

- 28th Street Baptist Church
- Asbury Chapel AME Church
- Baptist Tabernacle Baptist Church
- Baptized Pentacostal Church of Holiness
- Central Baptist Church
- Church of the Merciful Savior
- Corinthian Missionary Baptist Church
- First Samuel Baptist Church
- Greater Bethel Star Apostolic Church
- Greater Nazarene Baptist Church
- Greater Salem Baptist Church
- Guiding Star Baptist Church
- Hughlett Temple AME Zion Church
- Joshua Tabernacle Missionary Baptist Church
- Liberty Temple
- Moore Temple Church of God in Christ
- Mt. Lebanon Missionary Baptist Church
- Mt. Pilgrim Missionary Baptist Church
- Old Landmark Church of God
- Phillipean Church
- Phillips Chapel AOH
- Quinn Chapel AME Church
- Spillman Memorial Church
- St. James Baptist Church
- St. Luke Missionary Baptist Church
- West Chestnut Street Baptist Church
- Zion Baptist Church, Inc.

PLANNING COORDINATOR TEAM

- EJP Consulting Group, LLC (Lead and Planning Coordinator)
- Goody Clancy (Housing Design and Neighborhood Planning)
- New Directions Housing Corporation (Community Outreach and Resident Engagement)
- CLeaRly Stated Communications (Public Relations and Communications)
- Valbridge Property Advisers (Market Study)
- Zimmerman/Volk, Inc. (Market Segmentation)
- Carlton Brown (Housing Design)

Grocery Store

Community Recreational Facility

Clearing Alleys

More Market Rate Housing

Restore Palace Bar Boat

Lots of Old older Livings in some section but stores Downtown there's no social gathering for Children Downtown

Bring free place clean neighborhood crime free Safety place

Designated Bryce Office People Homeless Medical Facility

More Jobs Housings

More Community Resident Communication Meetings

Safe Neighborhood Families Parks

Better police Enforcement In The Community

Need Grocery Store

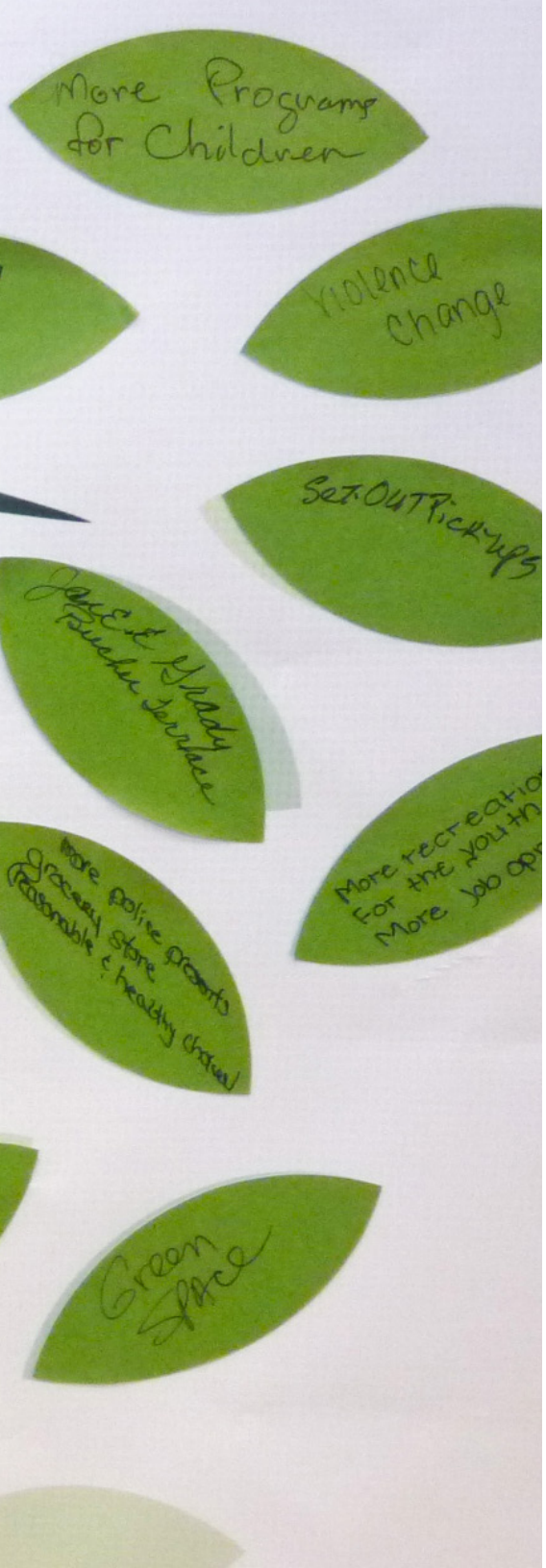
Clean Living better parks Community services to feel safe

Safe Neighborhood For The Children's

Better Housing Seniors

More restuarants in the Mall Area

Safety Amenities Rec Center



CONTENTS

Executive Summary i

Vision Statement iii

Context 1-1

Community Engagement 2-1

The Roadmap: Strategies and Priorities 3-1

- Improve educational outcomes for children 3-3
- Improve health and safety 3-10
- Create strong retail/service centers and expand economic opportunity for all 3-18
- Increase the availability of high-quality, mixed-income housing 3-27
- Improve community connectivity 3-44

Implementation Strategy 4-1

Please visit ***www.visionrussell.org*** for supplemental information referenced this document.

EXIT
EXIT

EXECUTIVE SUMMARY

Russell is on the rise again! Signs of investments are everywhere. The community has coalesced around a shared vision for the neighborhood's transformation and renewal; City leaders and stakeholders have agreed to prioritize this important gateway community to West Louisville and, there is a sense of excitement and hope for a bright future. Though its recent history has been one of disinvestment and flight spurred by devastation in 1937 and again in 1945 from flooding, as well as crippling urban renewal efforts in the 1960s, those that live, work and worship in the neighborhood have always believed in Russell. Now there is broad consensus that Russell, with its rich African-American heritage and proximity to the Downtown core, is critical to the future of all of Louisville, and every resident who calls it home.

Investments in Russell over the last several years are beginning to show positive results and the community is eagerly building upon these investments, which is reflected in Vision Russell's Transformation Plan (VRTP). In addition, the VRTP is shaped by the recently approved Neighborhood Revitalization Strategy Area Plan (NRSA) for Russell, a $1M Choice Neighborhoods Initiative (CNI) Action grant award and a $29.5M CNI Implementation grant award which are direct outgrowths of this Transformation Plan, the Dixie Highway corridor plan, and a host of other efforts either planned or currently underway.

As outlined in this roadmap for Russell's future, the Louisville Metro Government, the Louisville Metro Housing Authority, and a broad array of partners have developed strategies for achieving a comprehensive range of improvements—both for families and the neighborhood at large. While the VRTP provides details about the goals for each strategy, as well as the specific partners involved and the timeframes for implementation, the Plan is intended to be inherently flexible; acknowledging that transformation of the area will require decades of focused effort and is not the responsibility of a single entity. Rather, achieving this shared vision will require a sustained and collaborative public/private partnership that is already gaining momentum.

Transformation Plan Highlights

VISION STATEMENT

Attractive, accessible and culturally-vibrant, Russell is recognized for its diversity, multitude of economic, educational and housing opportunities, and sustainable residential and business environment—all of it rooted in Russell's unique history as the heart of Louisville's African American community.

Creativity, innovation, and sustainable investments are welcome here, making Russell an appealing place to live, work, worship and celebrate.

The Vision Russell Transformation Plan is the outcome of a collaborative and transparent planning process involving residents and community stakeholders, and informed by three surveys (one with Beecher residents, a second with neighborhood residents and a third with stakeholders and businesses). Through a comprehensive planning process that included a Coordinating Committee and four Task Forces, numerous meetings and conversations with residents and community members, along with design workshops and other special events, the community came together to "capture the past and cultivate the future" in a detailed and implementable plan for Beecher Terrace and the broader Russell neighborhood.

As found in Section 3-1 of this plan—*The Roadmap: Strategies and Priorities*—five overarching priorities emerged as organizing principles for the community-generated goals and strategies. Selected highlights for achieving Russell's transformation include:

A. Improve educational outcomes for children to help ensure their success at school, home and in future careers. This includes ensuring pre-schoolers are ready for kindergarten, supporting school-age children academically and giving them access to quality out-of-school programs, and facilitating communication between parents and teachers. Because Russell's children attend over 120 schools located across the City, the plan focuses principally on Roosevelt Perry, an elementary school located in Russell, and supporting coordinated non-school based interventions.

B. Improve the health and safety of residents by focusing on reducing actual and perceived crime, improving the neighborhood conditions that impedes healthy lifestyles, and connecting families to the resources needed to support their health. This includes increasing the number of households with a medical home, increased access to affordable and healthful food options, putting vacant/underutilized land back into productive use such as community gardens, improving recreational spaces, and creating a network of greenways to connect neighborhood parks and the waterfront.

C. Create strong retail and service centers and expand economic opportunity to help existing businesses thrive, attract new economic development activities to Russell, and to prepare and connect residents to take advantage of these emerging employment and wealth building opportunities. This strategy focuses both on the recruitment and retention of businesses as well as supporting individuals to succeed.

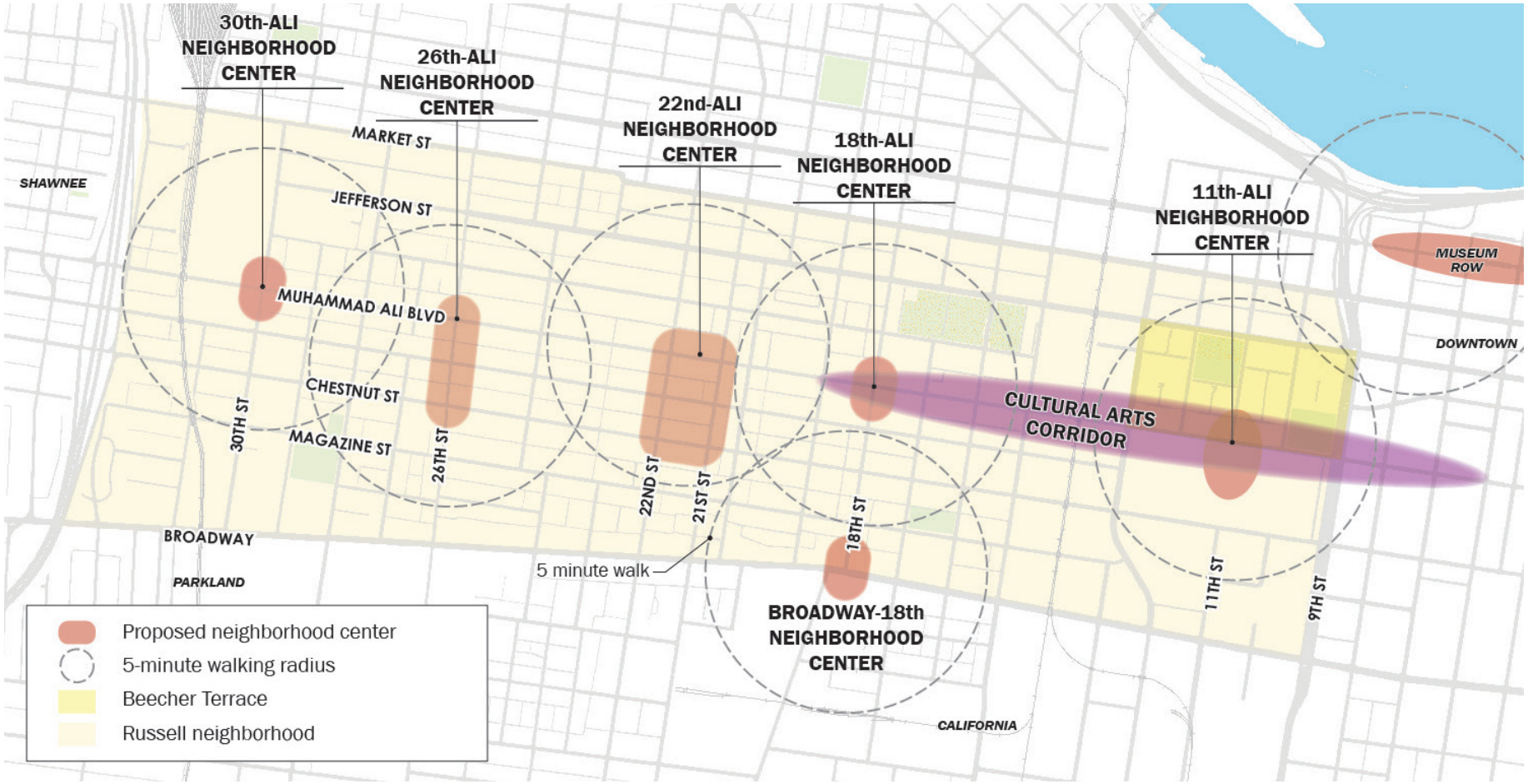
D. Increase the availability of high-quality, mixed-income housing by redeveloping Beecher Terrace into a vibrant, sustainable, mixed-income community over multiple phases, starting on Old Walnut Park (which will be relocated), thereby minimizing relocation. Developable vacant and underutilized land in Russell and other neighborhoods of choice will also be prioritized for off-site mixed-income, mixed-use development. In addition, existing neighborhood housing will be

SUMMARY OF PRIORITIES AND GOALS

	PRIORITY	GOAL
A	Improve educational outcomes for children.	**A.1** | Russell children enter kindergarten ready to learn.
		A.2 | Russell school age children are proficient in core academic subjects, and graduate high school college- or career-ready.
B	Improve health and safety.	**B.1** | Residents enjoy good health and a strong sense of well-being.
		B.2 | Russell's built environment supports health and safety.
C	Create strong retail/service centers and expand economic opportunity for all.	**C.1** | Russell residents are financially secure.
		C.2 | Existing Russell businesses are encouraged to stay and grow, and new commercial activities are drawn to the area to further stimulate growth.
D	Increase the availability of high-quality, mixed-income housing.	**D.1** | Beecher Terrace replacement housing is located in vibrant, sustainable, mixed-income communities that serves as catalysts for new investment.
		D.2 | Russell offers a variety of high-quality, affordable, and market-rate homeownership and rental housing opportunities.
E	Improve community connectivity.	**E.1** | Russell residents are engaged in their community, civic life, and connected to resources.
		E.2 | Residents have safe and convenient multi-modal transportation options to access services, amenities, and jobs.
		E.3 | Russell residents have the skills, tools, and ability to access and use modern technology and the internet.

improved through enhanced code enforcement, expanding the City's homeowner rehabilitation program, collaborating with area non-profits to support existing homeowners, increase homeownership opportunities, and developing new for-sale housing on infill lots in the neighborhood.

E. **Improve connectivity within the neighborhood** and to key assets outside Russell by connecting residents to information about resources, supports and jobs in and around the neighborhood, providing multi-modal transportation options including bus rapid transit and downtown circulator routes, bus shelters, improvements to sidewalks and crosswalks, the addition of bike lanes to roadways, and the transformation of 9th Street into a complete, green and pedestrian-focused corridor.



Neighborhood retail/service centers *should be strengthened and developed in priority locations near transit.*

Proposed conceptual site plan

Urban Design Associates

Next Steps and Early Action Activities

Implementation of the Vision Russell Transformation Plan is already underway! The VRTP was jump-started by the following:

- Receipt of a $29.575 million Choice Neighborhood Initiative Implementation grant from the US Department of Housing and Urban Development in December 2016. Louisville Metro Government and Louisville Metro Housing Authority received this award, which will be used to redevelop on and off-site replacement housing for Beecher Terrace, invest in critical community improvements, and provide supportive services to families. This grant leverages an additional $200 million in investments in Russell over the next six years.
- Receipt of a $16.9 million TIGER grant from US Department of Transportation by Louisville Metro Government to redevelop and realign Dixie Highway, a portion of which runs through Russell.
- Finalization of Molo Village CDC's $7.4 million plan for a new 30,000 square feet mixed-used office and retail development. *The Village at West Jefferson* is estimated to be completed in 2018. Nearly 90% of the funds have already been raised.
- Receipt of a $1 million CNI Action grant from the US Department of Housing and Urban Development by Louisville Metro Government and Louisville Metro Housing Authority in August 2016 to invest in highly visible projects that will create excitement and spur further investment in Russell.
- Receipt of a $1 million grant from the US Department of Health and Human Services by the Park Duvalle Community Health Center in May 2016 to expand its federally qualified health center. The Center will double the size of its offices and offer new services to address the community's most urgent needs including dental, pediatric, women's health and behavioral health services.
- Approval of Russell's Neighborhood Revitalization Strategy Area designation and Action Plan in July 2016, which includes $1 million of firmly committed Community Development Block Grant investments in Russell.
- Donation of a $235,000 private gift to the Christian Health Center West to improve the lives of adult seniors in Russell. The gift is aimed at expanding the health care center.
- Construction of 28 new market-rate homes currently underway by Community Ventures Corporation (CVC). Most of the homes will be located on Cedar Street, and price points are expected to range from $105,000 to $150,000.
- Solicitation of an improvements proposal by the Transit Authority of River City (TARC) for the section of Market Street that runs through the Russell neighborhood. The project plans suggest improvements at 24 stops in Russell with some receiving benches, shelters and/or trash receptacles. The estimated cost for these improvements is $150,000.
- Launch of the $80,000 "Gigabit Experience Center" project which is expected to open at the Louisville Central Community Centers Old Walnut Street campus in early 2017. The Experience Center will provide access to gigabit internet potential, state-of-the-art tech skill training, and support entrepreneurship and civic engagement.
- Receipt of a $50,000 Growth Accelerator Fund Competition grant from the United States Small Business Administration by CVC's Chef Space, Louisville's first kitchen incubator. This grant will be used to provide additional operational and technical support services for local food entrepreneurs.
- Completion of Produce Park, a ¼-acre public orchard and garden on the western border of Russell. This $30,000 City and philanthropy-funded project is a critical step in addressing Russell's shortage of locations to purchase fresh, affordable produce. Planning is underway for additional enhancements at the park, such as a shade canopy.
- Development of a 9-hole miniature golf course by the Urban League on a portion of their headquarter's campus and adjacent land recently purchased from the City.

- Ongoing discussions by the West Louisville Community Council on alternate proposals for the former Food Port site, one of the largest tracts of developable land in Russell.
- Launch of Choose Russell in March 2015, a new neighborhood organization. The goal of Choose Russell is to empower residents with the tools they need to govern and grow their neighborhood.
- Formation of a new City department—the Department of Redevelopment Strategies—to provide greater focus on the implementation of the Vision Russell Transformation plan. This new department is charged with aligning and coordinating City resources and supports using an integrated approach.
- Receipt of a $40,000 grant from the Pink Counties Initiative by the Louisville Metro Department of Public Health and Wellness to conduct outreach and education program on breast and cervical cancer screening.
- Selection of Louisville Metro Public Health and Wellness Department to take part in Aetna's Healthiest Cities & Counties Challenge. This initiative connects Russell and other West Louisville residents to nature, and expands the successful ECHO outreach program to Coleridge-Taylor Elementary School in Russell.
- Continued work by the multidisciplinary Pivot to Peace Collaborative to decrease violence in West Louisville. The group began coordinating services with University of Louisville's Trauma Care social workers this past quarter.
- Completion of the first Russell Neighborhood Institute in February 2016 by 22 Russell residents. The institute is a neighborhood leadership-education program that equips neighborhood leaders with the resources necessary to effect positive change within their community.

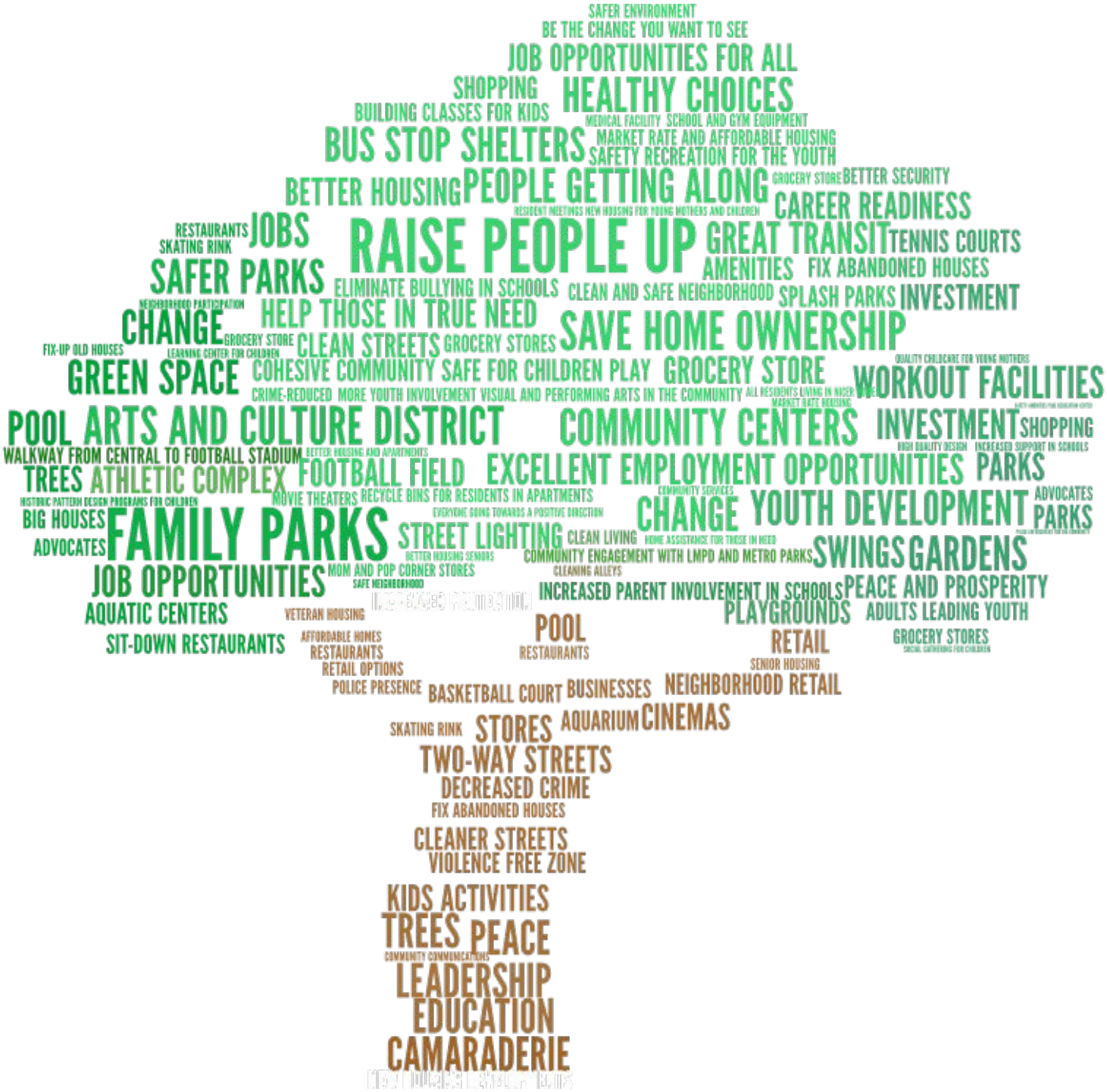
Additional short- and long-term strategies will be implemented by multiple public, non-profit and private stakeholders and partners in the coming years. It will take the commitment of many, in addition to the City and the Housing Authority, to achieve the vision and outcomes detailed in this Transformation Plan.

Contents of the Plan

The following chapters provide more detailed information about the Vision Russell Transformation Plan, how it was developed, and how it will be implemented:

- **Chapter 1. Context** describes the history of Russell and its critical role as a community and cultural center for African-Americans. It also provides a detailed description of the neighborhood's current physical, social and economic conditions including its assets and opportunities.
- **Chapter 2. Community Engagement** summarizes the extensive community engagement process undertaken during this two-year planning effort.
- **Chapter 3. The Roadmap: Strategies and Priorities** highlights the vision for Russell, priority goals, and detailed strategies to be implemented to achieve the community's collective vision.
- **Chapter 4. Implementation** describes how the plan will be implemented, current and potential partners, and the general timeframe for implementation.

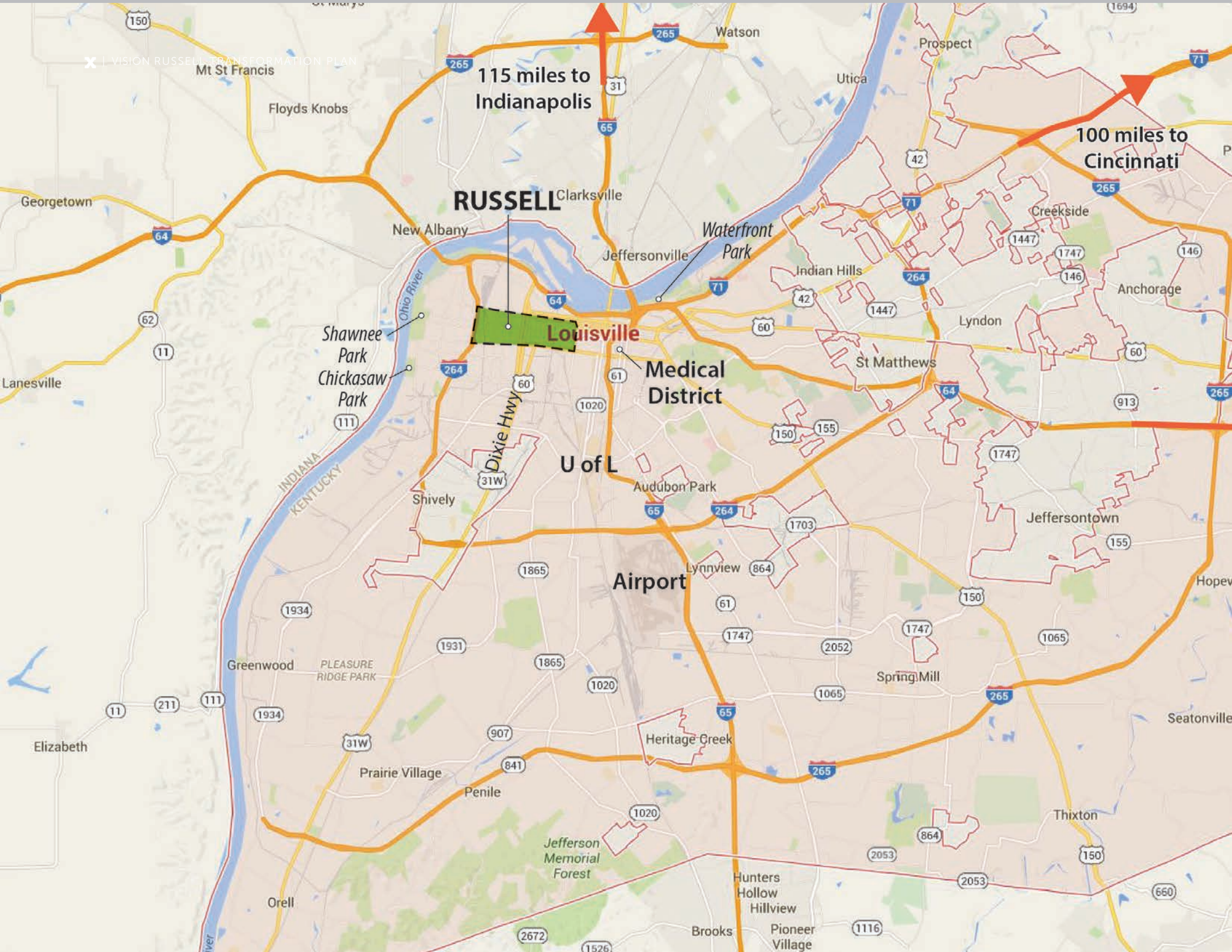
The VRTP is supported by a separate **Appendix** which includes technical information that informed the Transformation Plan including survey results, market studies, LEED-ND checklist, and data from the existing conditions analysis. Additional information can also be found on the project's website at ***www.visionrussell.org***.


SAFER ENVIRONMENT
BE THE CHANGE YOU WANT TO SEE
JOB OPPORTUNITIES FOR ALL
SHOPPING
HEALTHY CHOICES
BUILDING CLASSES FOR KIDS
MEDICAL FACILITY
SCHOOL AND GYM EQUIPMENT
BUS STOP SHELTERS
MARKET RATE AND AFFORDABLE HOUSING
SAFETY RECREATION FOR THE YOUTH
BETTER HOUSING
PEOPLE GETTING ALONG
GROCERY STORE
BETTER SECURITY
CAREER READINESS
RESIDENT MEETINGS NEW HOUSING FOR YOUNG MOTHERS AND CHILDREN
RESTAURANTS
SKATING RINK
JOBS
RAISE PEOPLE UP
GREAT TRANSIT
TENNIS COURTS
AMENITIES
FIX ABANDONED HOUSES
SAFER PARKS
ELIMINATE BULLYING IN SCHOOLS
CLEAN AND SAFE NEIGHBORHOOD
SPLASH PARKS
INVESTMENT
NEIGHBORHOOD PARTICIPATION
HELP THOSE IN TRUE NEED
CHANGE
SAVE HOME OWNERSHIP
FIX-UP OLD HOUSES
GROCERY STORE
LEARNING CENTER FOR CHILDREN
CLEAN STREETS
GROCERY STORES
QUALITY CHILDCARE FOR YOUNG MOTHERS
GREEN SPACE
COHESIVE COMMUNITY
SAFE FOR CHILDREN PLAY
GROCERY STORE
WORKOUT FACILITIES
CRIME-REDUCED
MORE YOUTH INVOLVEMENT
VISUAL AND PERFORMING ARTS IN THE COMMUNITY
ALL RESIDENTS LIVING IN NICER
MARKET RATE HOUSING
POOL
ARTS AND CULTURE DISTRICT
COMMUNITY CENTERS
INVESTMENT
SHOPPING
WALKWAY FROM CENTRAL TO FOOTBALL STADIUM
BETTER HOUSING AND APARTMENTS
HIGH QUALITY DESIGN
INCREASED SUPPORT IN SCHOOLS
TREES
ATHLETIC COMPLEX
FOOTBALL FIELD
EXCELLENT EMPLOYMENT OPPORTUNITIES
PARKS
HISTORIC PATTERN DESIGN PROGRAMS FOR CHILDREN
MOVIE THEATERS
RECYCLE BINS FOR RESIDENTS IN APARTMENTS
COMMUNITY SERVICES
ADVOCATES
BIG HOUSES
FAMILY PARKS
EVERYONE GOING TOWARDS A POSITIVE DIRECTION
CHANGE
YOUTH DEVELOPMENT
PARKS
ADVOCATES
STREET LIGHTING
CLEAN LIVING
HOME ASSISTANCE FOR THOSE IN NEED
BETTER HOUSING SENIORS
COMMUNITY ENGAGEMENT WITH LMPD AND METRO PARKS
SWINGS
GARDENS
JOB OPPORTUNITIES
MOM AND POP CORNER STORES
CLEANING ALLEYS
SAFE NEIGHBORHOOD
INCREASED PARENT INVOLVEMENT IN SCHOOLS
PEACE AND PROSPERITY
AQUATIC CENTERS
VETERAN HOUSING
PLAYGROUNDS
ADULTS LEADING YOUTH
POOL
SIT-DOWN RESTAURANTS
AFFORDABLE HOMES
RESTAURANTS
RETAIL
GROCERY STORES
RESTAURANTS
RETAIL OPTIONS
SENIOR HOUSING
SOCIAL GATHERING FOR CHILDREN
POLICE PRESENCE
BASKETBALL COURT
BUSINESSES
NEIGHBORHOOD RETAIL
SKATING RINK
STORES
AQUARIUM
CINEMAS
TWO-WAY STREETS
DECREASED CRIME
FIX ABANDONED HOUSES
CLEANER STREETS
VIOLENCE FREE ZONE
KIDS ACTIVITIES
TREES
PEACE
COMMUNITY COMMUNICATIONS
LEADERSHIP
EDUCATION
CAMARADERIE

VISION STATEMENT

Attractive, accessible and culturally-vibrant, Russell is recognized for its diversity, multitude of economic, educational and housing opportunities, and sustainable residential and business environment—all of it rooted in Russell's unique history as the heart of Louisville's African American community.

Creativity, innovation, and sustainable investments are welcome here, making Russell an appealing place to live, work, worship, and celebrate.

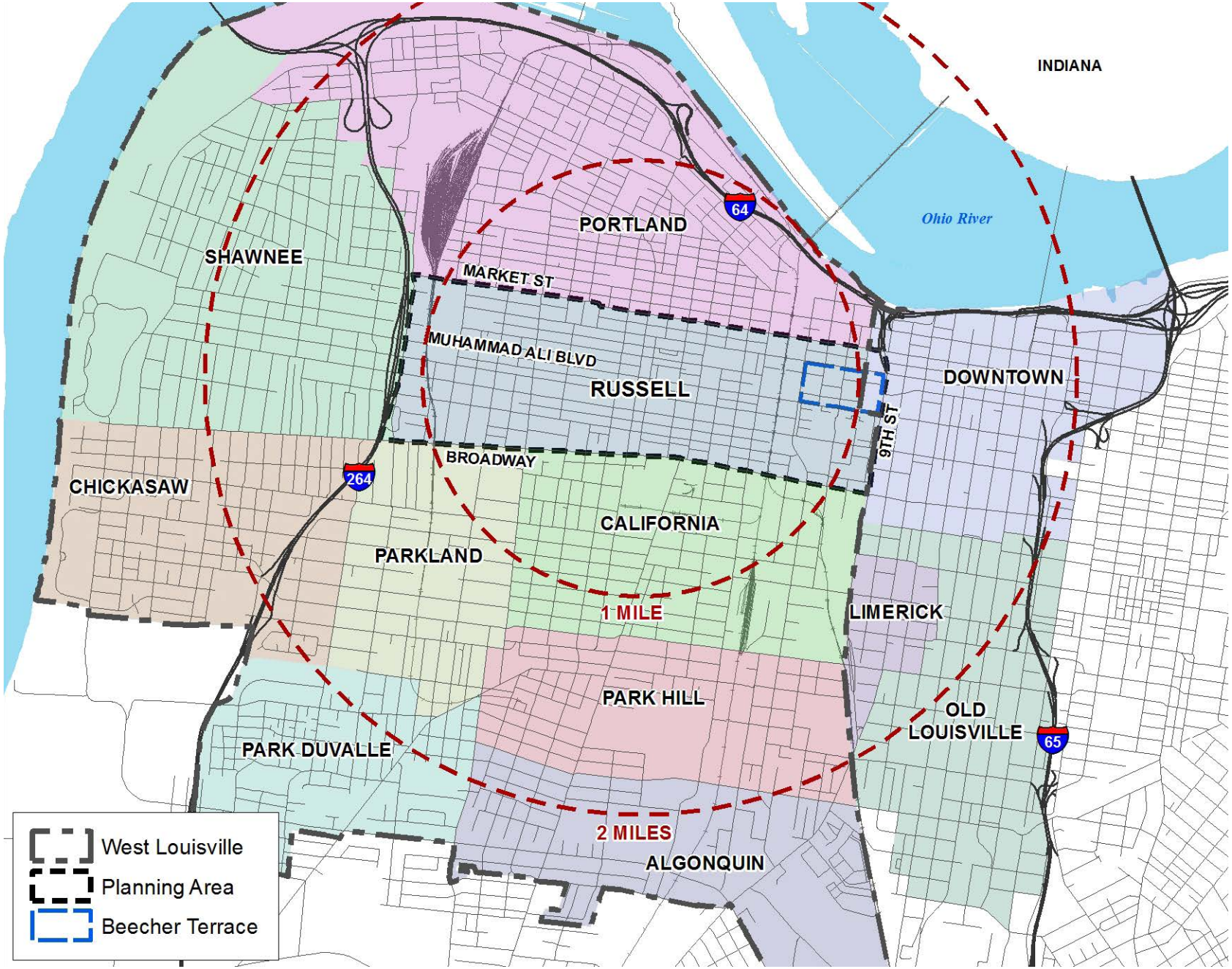

115 miles to Indianapolis
100 miles to Cincinnati
RUSSELL
Louisville
Medical District
U of L
Airport
Waterfront Park
Shawnee Park
Chickasaw Park
Ohio River
Dixie Hwy
INDIANA
KENTUCKY
Mt St Francis
Floyds Knobs
Georgetown
Lanesville
Elizabeth
New Albany
Clarksville
Jeffersonville
Watson
Utica
Prospect
Creekside
Indian Hills
Anchorage
Lyndon
St Matthews
Jeffersontown
Shively
Audubon Park
Lynnview
Spring Mill
Seatonville
Greenwood
PLEASURE RIDGE PARK
Heritage Creek
Prairie Village
Penile
Jefferson Memorial Forest
Thixton
Hunters Hollow
Hillview
Orell
Brooks
Pioneer Village

CHAPTER 1
Context

Russell, with a population of nearly 4,000 households, is one of nine neighborhoods that make up West Louisville. Once a vibrant, thriving and economically and racially diverse neighborhood, Russell today is largely an African American community with high levels of poverty and disinvestment. But signs of change are everywhere. Recognizing its importance to the health and vitality of the entire city, the Louisville Metro Government recently designated Russell as a priority focus area for concerted efforts to counter decades of disinvestment.[1] New investments, both private and public, are evident and the community and its stakeholders have come together to articulate a vision and a plan to build upon this momentum. This section highlights the context for Russell.

The Russell neighborhood is 1.4 square miles and well-situated within Louisville: it is immediately west of downtown and has easy access to I-64 and I-264 as well as multiple bus transit routes. Its location is an important asset for current residents and a strength to build from when considering strategies for neighborhood improvement.

1 "West Louisville Strategies for Success" http://louisvilleky.gov/file/westlouisvillestrategiesforsuccess2-5-14pdf



Russell context *in West Louisville, adjacent to downtown*

History

Russell was one of Louisville's earliest and most desirable neighborhoods, a racially diverse area with a range of housing types from elegant mansions to shotgun cottages. Beginning before the devastating floods of 1937 and 1945 and intensifying afterward, many white residents who had the ability to move to higher ground away from the river did so.

By the 1940's Russell was known as "Louisville's Harlem" for its strong African American business presence along Walnut Street (today Muhammad Ali Boulevard) between 6th and 13th Streets. Theaters, restaurants, grocers, professional offices, and nightclubs thrived along this stretch. Notable Russell residents include Albert E. Myzeek (1872-1963), an educator and civil rights activist who led the fight to open the first full-service library for African Americans in the country in Russell, and Lyman T. Johnson (1906-1997), who filed a successful federal lawsuit to become the first African American to gain admission to the University of Kentucky.

Neighborhood decline began after World War II and intensified during misguided urban renewal efforts in the 1960's that demolished the commercial area along Walnut Street. Beecher Terrace was built in 1941 replacing seven traditional neighborhood blocks, including four along Walnut, with large "superblock-format" public housing.

Historic view down Walnut Street (now Muhammad Ali Blvd).

The Western Branch Library, a Carnegie library, and the first full-service library for African Americans in the country.

Assets

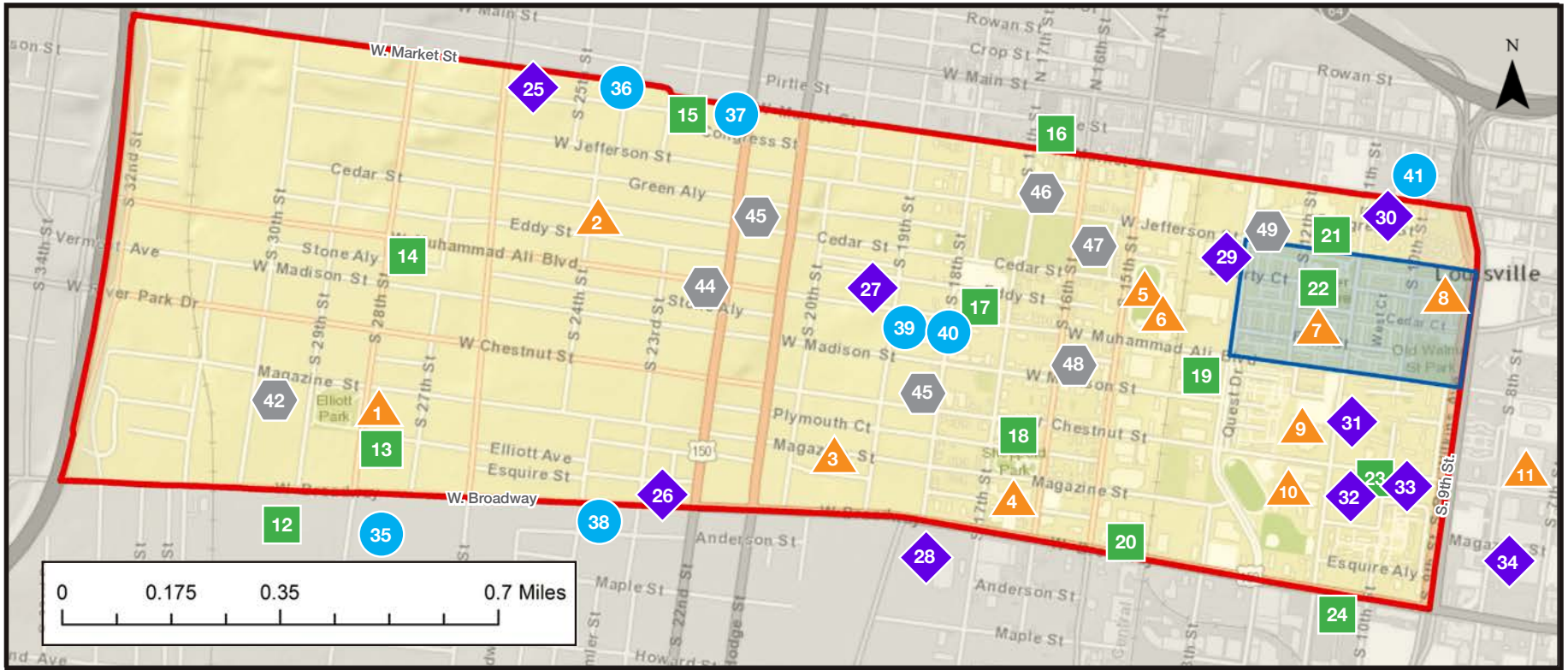
Russell today contains many important assets that serve current residents. Preserving and strengthening these assets will help improve the quality of life for the community.

- **Community Partners and Resources:** A number of neighborhood-based service providers, institutions and churches serve a variety of local needs. Among them: Louisville Central Community Center (LCCC), Chestnut Street YMCA, and Plymouth Community Renewal Center provide a variety of social services and youth programs. The Kentucky Center for African American Heritage is an important repository of local history and sponsor of cultural programs. The Park Duvalle Health Center and the Seven Counties Services' Child and Family Center on Broadway provide neighborhood-based health and wellness services. Numerous churches and faith-based institutions serve current as well as former residents and contribute to the social network. Other important assets are located near Russell, including a planned new YMCA branch south of Broadway at 18th Street that will complement the historic Chestnut Street Y.
- **Education:** One Montessori pre-K program, three elementary schools, one high school, and early learning other providers serve children and youth from Russell and other areas. Jefferson Technical Campus, part of Jefferson Community and Technical College, is one block east of 9th Street and the University of Louisville is located less than four miles south of Russell. The University's Signature Partnership operates in Russell and seeks to enhance the quality of life and economic opportunity for residents of West Louisville. The University recently opened an office for the School of Public Health in Russell. Other nearby colleges include Simmons College, a growing historically black college, and Spalding University.
- **Commercial Activity:** A wide variety of retail and services are available along Broadway and Market Street and smaller corner stores are scattered throughout the neighborhood. Light-industry jobs are primarily located between 13th and 15th Streets and along 30th Street.
- **Fresh Food Access:** While not extensive, assets like the People's Farmer Market that currently takes place outside the Park Duvalle Health Center, the Fresh Stop location on Muhammad Ali Boulevard that provides low-cost community-supported agriculture (CSA) shares, and a long-running community garden on 22nd and Cedar Streets are important sources of fresh food for residents.
- **Affordable Housing:** In addition to Beecher Terrace public housing site, which will be redeveloped into a mixed-income, mixed-use community over the next six years, there are six locations in Russell that provide more than 1,000 units of affordable housing. Residents view this supply as an asset, but it is also a challenge to changing the market perception and adding mixed-income housing.

Chestnut Street YMCA

Kentucky Center for African American Heritage

Russell Apartments, one of six subsidized housing sites



LEGEND

EDUCATION

1. Mini-Versity West Child Development Center
2. Byck Elementary School
3. Emma L. Minnis Academy
4. Roosevelt-Perry Elementary School
5. Central High School Stadium
6. Junior Achievement Headquarters
7. The Beech
8. Mini-Versity Downtown Child Development Center (LCCC)
9. Coleridge-Taylor Montessori Elementary School
10. Central High School
11. Jefferson Community & Technical College Campus

COMMUNITY RESOURCES

12. Nia Center & KentuckianaWorks
13. Oak & Acorn Intergenerational Center
14. Bougard College of Music & Art
15. Catholic Charities
16. 1619 Flux (Art Gallery/Event Space)
17. KY Center for African American Heritage
18. Plymouth Community Renewal Center
19. Old Walnut Street (LCCC)
20. Louisville Urban League
21. Louisville Fire Department Headquarters
22. Baxter Community Center
23. Public Library - Western Branch
24. Transit Authority of River City

HEALTH & WELLNESS

25. Westside Medical Center
26. Seven Counties Services - Child and Family
27. New Roots Fresh Stop (Christ Center Ministry)
28. Planned YMCA Project
29. Integrated Medical Solutions Project
30. The Healing Place Addiction Recovery Campus
31. Park Duvalle Health Center
32. Christian Health Center West
33. YMCA Chestnut Street Branch
34. Seven Counties Services - Adult

RETAIL / FOOD ACCESS

35. Kroger Supermarket
36. Southern Express Soul Food
37. KNM Food Mart (Convenience)
38. Family Dollar
39. Chef Space (Community Ventures Corp.)
40. Sweet Peaches (Restaurant)
41. Over the 9 (Restaurant)

REVITALIZATION PROJECTS

42. Elliott Park Place Senior Apartments
43. Cedar Street Development
44. Zion Manor Senior Housing
45. Housing Partnership, Inc. Multi-family Rehab
46. Ouerbacker-Clement Mansion - (Oracle Design Group)
47. Pioneer Park
48. Hampton Place Apartments
49. St. Peter's United Church of Christ

Russell Neighborhood

Beecher Terrace

Prepared by the Louisville Metro Housing Authority, 27 June 2016
Sources: City of Louisville; Louisville Metro Housing Authority; US Census Bureau; Esri; USGS; OpenStreetMap

***Existing community assets** in Russell*

Planned Investments, Opportunities, and Early Start Activities

Russell's transformation is well underway and momentum is building both in the neighborhood and nearby. In addition to current assets noted earlier, several recently completed efforts and early start projects that are in various stages of planning or implementation illustrate this fact.

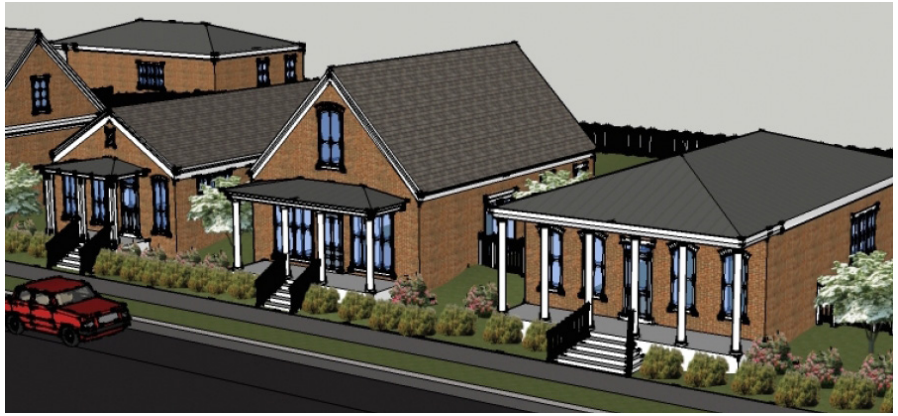
Community Ventures Corporation (CVC) and REBOUND, a non-profit housing developer associated with the Louisville Urban League are working in partnership with LMG's Office of Housing and Community Development to develop 28 mixed-income **for-sale houses.** The project will use the last of the vacant parcels nearby Cedar Street that were created by an urban renewal. CVC recently renovated the historic Jay's Cafeteria building nearby on Muhammad Ali Boulevard to create **Chef Space**. That project opened in 2015 and houses a food business incubator to support up to 50 local entrepreneurs.

Louisville Central Community Center (LCCC) has launched several initiatives at its **Old Walnut Street campus**. These include providing a new home for the University of Louisville Office of Public Health Practice (part of the Signature Partnership) and hosting the Gigabit Experience Center starting in early 2017. The Gigabit Experience Center will offer all residents a chance to interact with and utilize ultra high-speed internet, as well as host events about the impact of technology in the future. Other LCCC projects include the recent opening the Family Strengthening Conference Center, completing an eCommerce Business Incubator, and planning for a Community Theater.

LCCC was also the sponsor for an American Institute of Architects **Sustainable Design Assistance Team (SDAT)** which developed strategic recommendations for the Muhammad Ali corridor between 6th and 21st Streets. The team's recommendations emphasized specific strategies to create an environment for re-investment in Russell, re-program the African American Heritage Center to anchor a new arts and culture district, and employ various creative placemaking techniques along Muhammad Ali Blvd to define this district.[1]

The intersection of Broadway and 18th Street immediately south of Russell will be home to several new projects. The city has plans to **realign 18th Street** to better connect across Broadway and will support a new commercial node at this emerging hub. A new **YMCA** planned on

1 http://www.aia.org/about/initiatives/AIAS075426



New housing development on Cedar Street will be built on the last remaining vacant land from an earlier urban renewal effort.

LCCC has several ongoing initiatives at its Old Walnut Street campus, including launching the Gigabit Experience Center in 2017.

the southeast corner will provide childcare, healthcare, a bank, and other amenities. A vacant site west of 18th Street is a high visibility site for future redevelopment to stimulate further growth.

Louisville/Jefferson County Metro Government and three partner organizations were awarded a TIGER grant in 2015 for the **Dixie Highway corridor,** a portion of which borders Russell along Broadway and 9th Street. This corridor will be upgraded to add high-quality bus rapid transit (BRT) that will provide fast and cost-effective service/lines connecting to downtown and other job centers, install an Intelligent Transportation System (ITS) to facilitate traffic flow, and implement Complete Streets design elements to improve safety for all users.

Move Louisville, a citywide multimodal transportation study, was released in draft form in April 2016. It addresses transit, biking, and pedestrian needs throughout the city including Russell. Candidate projects in Russell include reimagining the 9th Street corridor, two-way conversion of 15th/16th Streets and Muhammad Ali to support growing commercial zones along the corridor, additional investing in Muhammad Ali Boulevard and Market Street, and installing missing curb ramps and additional bicycle infrastructure throughout the neighborhood.

Louisville Grows has converted three vacant lots along 30th Street into the **Produce Park,** a community orchard and public meeting space providing an educational, productive landscape for the neighborhood. It will increase fresh food access for local residents and offer a community gathering space to encourage interaction and build relationships.

The **Portland Green Infrastructure project** that is currently under design will create vegetated bumpouts at the intersection of Market and 17th Streets on the northern boundary of Russell. This project is intended to naturally treat greater quantities of stormwater and could provide a model for one type of streetscape improvement in Russell that would be both functional and aesthetically attractive.

The **Samuel Plato Academy of Historic Preservation Trades** enrolled its first class of 12 students in September 2015 at the Kentucky Center for African American Heritage. Students are trained in the historic preservation trades, skills that can be directly applied to historic structures in Russell to improve energy efficiency and livability in a context-sensitive way. Upon completion of the one-year program, students will have an accredited Certificate in Historic Preservation Technology from Jefferson Community and Technical College.

The proposed YMCA on Broadway at 18th Street

Proposed design for a bus rapid transit stop integrating seating, signage, and public art along the Dixie Highway and Broadway corridors.

The historic St. Peter's Church site northwest of Beecher Terrace is another potential adaptive reuse and development site. The church has partnered with the United Church of Christ's Church Building & Loan Fund (CB&LF) to create revenue-generating space for the site. A two-story, 30,000 square foot retail and office building is planned to break ground in 2017. One of the office tenants will be the church's **Molo Village** community development center which provides services related to youth, seniors, health, recovery, and empowerment.

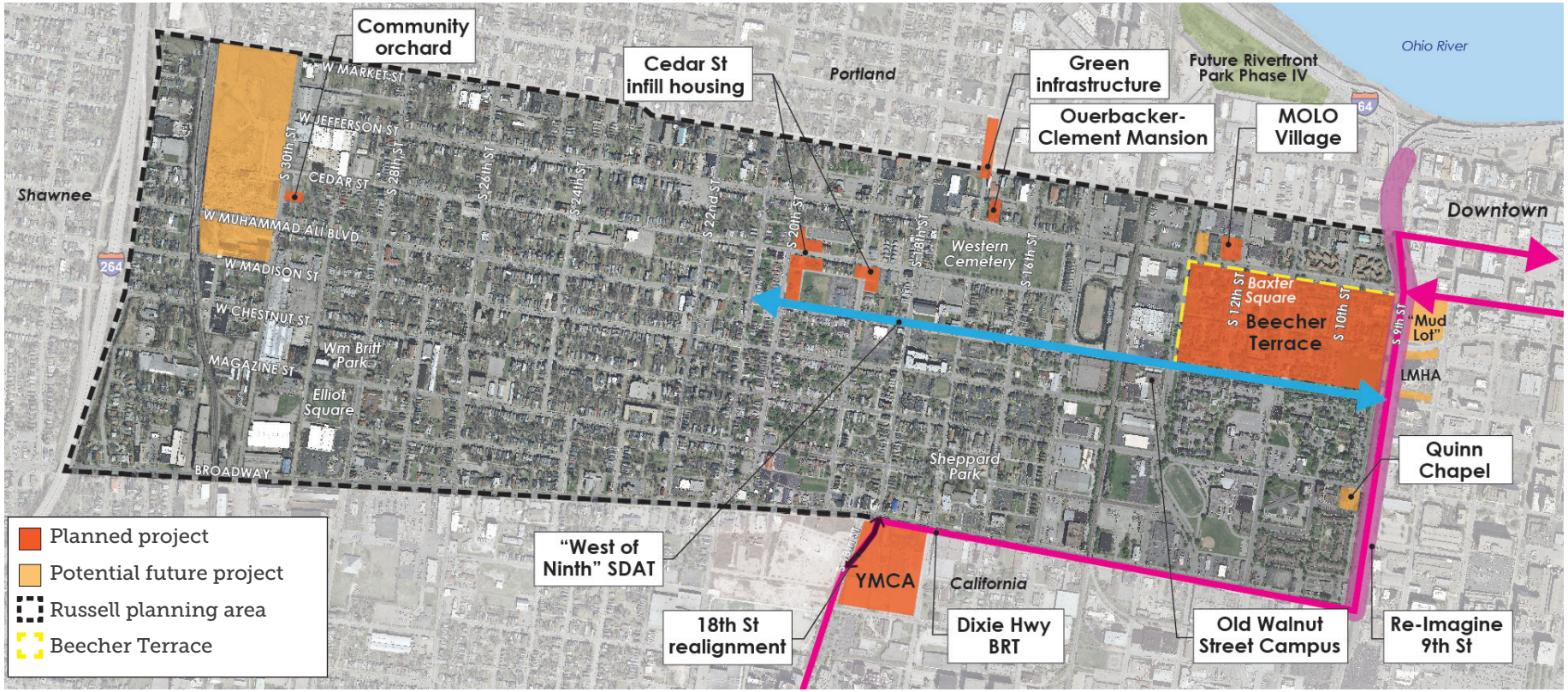
New Directions Housing Corporation and the LMG's Office of Housing and Community Development have pooled resources to launch an expanded **rehab/repair** effort to provide much needed funds to existing homeowners to expedite upgrades to their homes. This pilot initiative is being funded by CDBG and the Louisville Affordable Housing Trust Fund and leverages NDHC's existing Repair Affair program.

The City has multiple other home owner and rental rehab and repair programs available to help upgrade Russell residences. The recently garnered designation for Russell as a **Neighborhood Revitalization Strategy Area** allows for more flexibility in the application of CDBG funds.

Rehabilitation of the Ouerbacker-Clement Mansion restored a historic Russell building into affordable rental housing.

A rendering of potential commercial development on a portion of the St. Peter's site.

Re-imagine 9th Street rendering of potential improvements to change the character of this visual divide (courtesy Nelson\Nygaard)



Planned and potential future investments *in Russell*

Resident Profile

The Russell neighborhood has 9,590 residents which represents approximately 15% of the total West Louisville population. Residents are predominantly Black in a Metro area where Blacks account for less than a quarter of the population. More Russell households have children than in the City as a whole and the population tends to be younger. Russell's poverty rate among households is 3.5 times higher than the general Louisville population resulting in 60% of households participating in supplemental nutrition assistance program (SNAP) in 2015.

	RUSSELL	WEST LOUISVILLE	LOUISVILLE
# Households (HH)	3,772	23,497	246,438
# Residents	9,590	62,261	601,611
% HH with Children	41%	36%	31%
Median Age	28.5	33.3	37.0
% Children (19 and younger)	26%	33%	26%
% Seniors (65 and older)	8%	11%	13%
% Black	91%	80%	23%
% White	6%	17%	71%
% Hispanic	1%	1%	5%
% HH with 1+ Persons with a Disability	41%	43%	29%
Poverty Rate	60%	39%	17%
% HH receiving SNAP in last 12 months	60%	41%	16%

Employment and Poverty

Though modest when compared to Louisville as a whole, there are approximately 2,700 jobs in Russell. However, only around 100 of these jobs are held by Russell residents. The top three job sectors in the neighborhood are health care/social assistance, wholesale trade, and administration and support.[1] Retail jobs are primarily located along Broadway and industrial jobs tend to cluster along the railroads. Important job centers outside Russell include downtown and the medical center just east of downtown, the airport, and several logistics hubs located outside the city.

Russell residents on average have very low household incomes and are much poorer than other residents in the city. Additionally, the unemployment rate is almost twice that of Louisville overall, resulting is a median household income of $14,209 compared to nearly three times that city-wide at $44,159.

While more than one-third of households in Louisville (35%) are not in the labor force, the rate is higher in Russell (46%). This may be related to the high number of persons with disabilities across the board: 29% of households in Louisville and 41% of households in Russell have at least one person with a disability.

	RUSSELL	LOUISVILLE
Median household income	$14,209	$44,159
Households with earnings	63%	76%
Households with SSI	17%	6%
Not in Labor Force*	46%	35%
Unemployment Rate	30%	17%

* Defined as people who have no job and are not looking for one. This group includes retired individuals, people attending school, or those with family responsibilities. (www.bls.gov/cps)

Transit

1 US Census Bureau, Center for Economic Studies (2014)

Schools

There are four public schools in Russell (Byck Elementary, Coleridge-Taylor Elementary, Roosevelt Perry Elementary and Central High School) and collectively, they enroll 29% of Russell's 2,337 school-aged children. Consistent with the school district's existing policy, the remainder are bussed to 122 additional schools, some at significant distances away from the neighborhood. Among the schools with the highest enrollment of Russell children are: Ballard High School (13 miles from Russell); Eastern High School (18 miles); Crosby Middle School (16 miles); and Highland Middle (7 miles).

School Readiness According to Brigance Kindergarten Readiness Screen information from Jefferson County Public Schools (JCPS) for the school year 2014-2015, 47% of Russell children entering kindergarten are kindergarten-ready. This is compared to 48% of children system wide per the Louisville Metro Community Needs Assessment 2015.

School Performance: According to the Kentucky Department of Education's 2013/2014 School Report Cards, performance is mixed among the schools most commonly attended by Russell's children. Ballard and Eastern High Schools are classified as Distinguished ranking in the 95th and 94th percentile respectively. Eastern High School is also categorized as High Performing. The remainder of the schools are classified as both Needs Improvement and a Focus School. The performance within this category varies significantly. Central High School is in the 59th percentile and is also categorized as Progressing. Coleridge-Taylor Elementary is in the 62nd percentile and Crosby Middle and Highland Middle are both in the 64th percentile; each performs on par or slightly better than the District/State average. However, Roosevelt Perry and Byck Elementary were the first two elementary schools in the state to enter priority status in 2015. Priority schools are those that haven't met annual goals for three years and whose overall performance, as measured mostly by test scores, puts them in the bottom five percent of schools state-wide.

Student Performance: Student Performance Data compares key indicators of academic performance for Beecher Terrace and Russell students to their peers at Jefferson County Public Schools as a whole. Across the board, Russell and Beecher Terrace students are not performing as well as their JCPS peers; they are less proficient in reading and math; less college and career ready; are more likely to be absent and/or suspended and have greater need for special education.

School Enrollment and Performance

	BEECHER	RUSSELL
ELEMENTARY		
Coleridge-Taylor	25%	18%
Roosevelt Perry	17%	15%
Byck	8%	15%
Other	50%	53%
MIDDLE		
Crosby	0%	43%
Highland	74%	24%
Other	26%	33%
HIGH SCHOOL		
Ballard	57%	28%
Eastern	0%	17%
Central	8%	11%
Other	35%	43%

Source: Jefferson County Public Schools

Distinguished | Needs improvement

Roosevelt Perry Elementary School

Byck Elementary School

Coleridge Taylor Elementary School

Student Performance Data

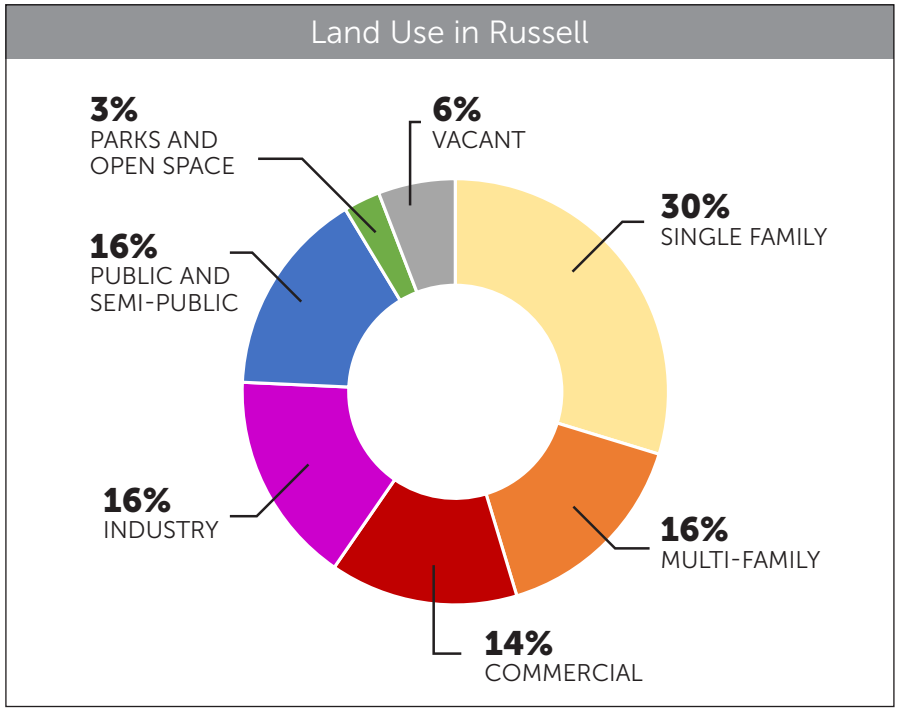
INDICATOR	BEECHER	RUSSELL	JCPS
% Proficient or Distinguished in Reading	14.1%	23.0%	47.7%
% Proficient or Distinguished in Math	13.2%	17.6%	41.4%
% College or Career Ready	28.6%	31.7%	61.3%
% Attendance	90.7%	91.6%	94.0%
% Students Suspended	21.1%	18.4%	8.8%
% Students with Disabilities	18.7%	16.7%	12.3%

Source: Jefferson County Public Schools dated July 10, 2015

Central High School

Land Use and Zoning

Housing accounts for 48 percent of the land use in Russell, indicative of its status as a mixed-use neighborhood. Single family housing is primarily located between 15th and 30th Streets and occupies small lots with an average size of 0.1 acres. Multifamily housing is primarily located east of 12th Street where the stock is primarily subsidized affordable housing, although there are smaller multifamily buildings scattered among single family throughout the neighborhood. Commercial areas are located along Broadway, parts of Market Street, and at small corner store locations throughout the single family portion of the neighborhood. Industrial uses cluster along the two railroad tracks and institutional uses like churches, schools, and community anchors are scattered throughout the neighborhood. This diverse mix of uses is part of the unique character of Russell.



Current and former industrial uses cluster around the two rail lines

Retail strip along Broadway

Vacant, Abandoned, and Underutilized Land

There are approximately 460 vacant land parcels scattered throughout the neighborhood.[1] These account for about 15 percent of all parcels in Russell and are primarily small residential lots under individual private ownership. Many are scattered between occupied houses, detracting from the character and appeal of the neighborhood. These parcels require a targeted set of strategies to begin to address the problem. LMG's recent "Lots of Opportunity" program, led by the Office of Vacant and Public Property Administration, provides a menu of over 100 possible reuses for vacant lots throughout the city, some of which may be appropriate for Russell.

1 LOJIC land use data, 2015.

***Vacant land** in Russell*

Crime and Violence

The lives of Russell residents are negatively impacted by the prevalence of crime in the neighborhood, causing sustained trauma brought on by stress, fear, and the witnessing of violent acts. Russell experienced 16 violent crimes per 1,000 residents during the three-year period from 2012 to 2014, almost three times the rate in Metro Louisville. Aggravated assault, burglary, and robbery were the top three Part I violent crimes. It is also notable that 48 percent of all crimes were drug-related during this period and another 17 percent were domestic violence-related. Of further concern, the number of homicides increased during this period from zero in 2012 to six in 2014 and two in the first four months of 2015, exacerbating resident safety concerns and the negative perception of the neighborhood by those in other parts of the city. The long-lasting impact of crime is also felt in the neighborhood: 14 percent of surveyed Russell residents identified a criminal record as a significant barrier in seeking employment.

Calls for service are a frequent occurrence at Beecher Terrace

LMPD outreach programs engage local youth

Uniform Crime Reporting (UCR)

Part I offenses: murder and non-negligent homicide, forcible rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny-theft, and arson

Part II offenses: less serious crimes including but not limited to vandalism, drug abuse offenses, weapons charges, and simple assault

Calls for service in Russell *(data from January 1, 2012–April 30, 2015)*

Housing

There are 4,802 housing units in Russell, of which 38 percent are either public housing or project-based Section 8 units. There are six HUD-assisted housing developments in Russell in addition to Beecher Terrace. City View Park, comprising over 500 units just south of Beecher Terrace, expects to begin a comprehensive refresh of exterior features and interior renovations within the next two years.

Rental housing predominates—approximately 82 percent of housing units are renter-occupied. The 18 percent homeownership rate in Russell is less than one-third the rate in Metro Louisville (62 percent).

There are also approximately 900 vacant multi- and single-family housing units that represent almost 20 percent of the housing stock.[1] These are in a range of conditions, from fairly good to severely dilapidated, and their presence throughout the neighborhood detracts from the quality and character of many streets in Russell.

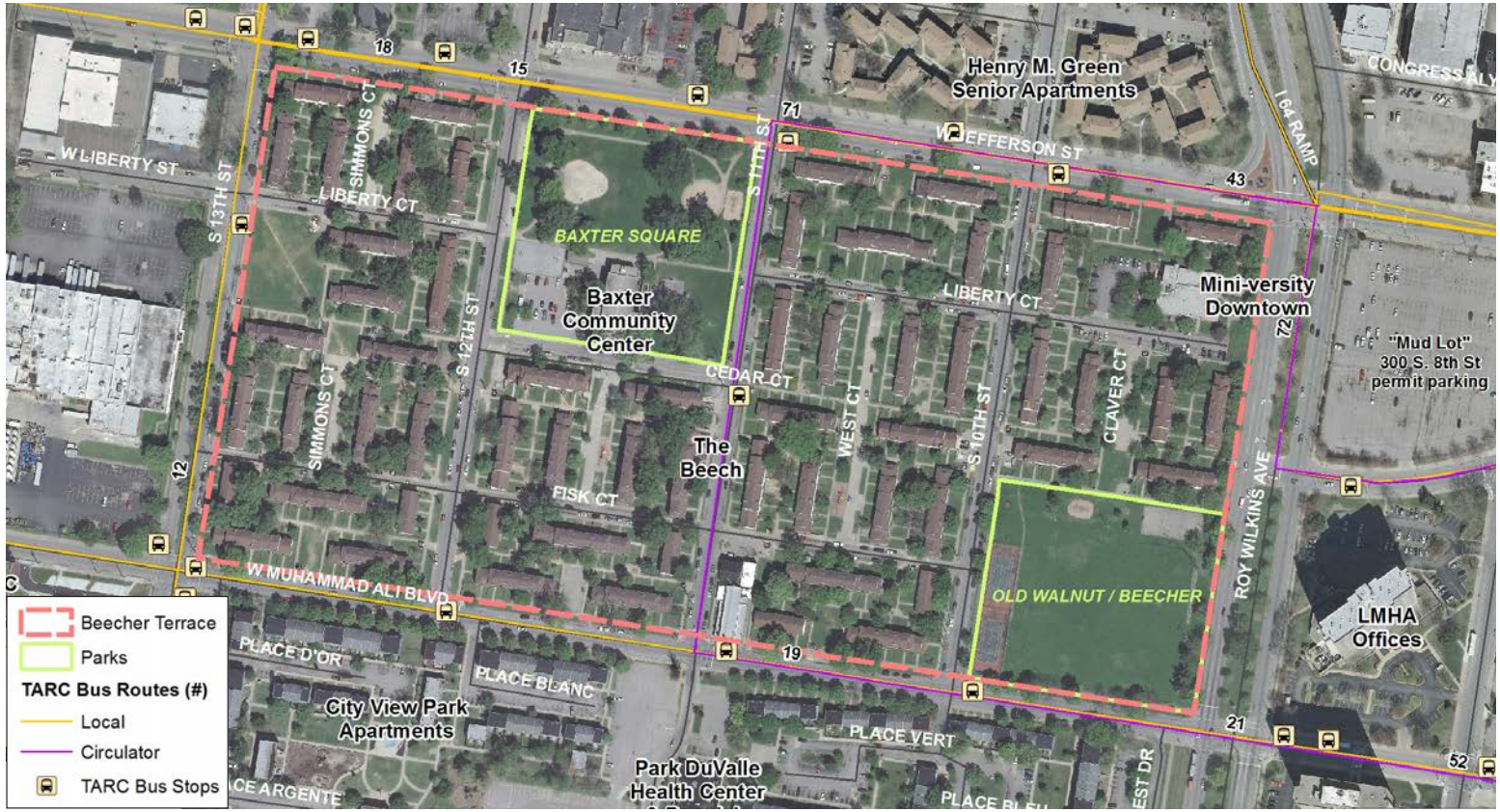
Occupied, unsubsidized housing conditions also vary throughout the neighborhood. There are many instances of well-kept houses next to poorly maintained ones. Energy efficiency and maintenance improvements are long-standing concerns.

Beecher Terrace was originally constructed in 1941 with 808 units on 31.4 acres of land just west of downtown Louisville. A later renovation reconfigured a number of units so there are 758 currently in operation, of which 47 percent are one-bedroom units, 32 percent two-bedroom, and 21 percent three-bedroom units. These units are small by modern standards and have significant deferred maintenance needs. The complex is organized in a "super-block" pattern that detracts from safety, a sense of ownership, and neighborhood vitality. Historic Baxter Square Park and the Baxter Community Center are two important assets for residents.

A mix of traditional single- and multi-family housing in Russell

Vacant housing units are dispersed throughout the neighborhood.

1 American Community Survey, 2009-2013 5-year estimates.



Beecher Terrace existing site plan

Beecher Terrace is a mix of two- and three-story buildings.

Courtyards are perceived to be unsafe due to a lack of lighting and sense of ownership

Architectural Character

Almost half of all housing units in Russell were built prior to 1939, in a variety of architecture styles which creates a rich urban fabric. There are three predominant housing styles: shotguns, Victorian, and Italianate, as well as Federalist and bungalow-style houses. Newer houses typically have a less traditional design.

- Shotgun houses are very common in Russell and tend to be the most modestly scaled. Traditionally single-story buildings that are one room wide and three rooms deep, they are located on small, narrow lots. A common addition is a partial second floor located toward the rear of the building, called a camel-back.
- The Victorian style is also very common and represented in both large and small houses. These can be brick or wood-sided with features like turrets, front and side porches, and intricate woodwork. They are often two or three floors tall.
- The Italianate style is the most frequently used of the early architectural styles. It typically features ornate details and vertical proportions.
- The Federalist style is less common but still a contributor to the character of the neighborhood.
- Bungalows are mostly in the Craftsman style of the early 20th century. These houses can be one, one-and-a-half, or two stories tall. Common features are broad front porches, deep overhangs supported by decorative brackets, and multi-paned windows.
- Late 20th century houses typically reflect a more suburban style. This can include large vinyl windows, vinyl siding or face brick, and small porches.
- Corner stores can be found throughout the neighborhood and are an important part of the character. These buildings often originally had a glass storefront on the ground floor with one or two floors of housing above. Many of these ground floors are no longer in use as retail, and the glass storefronts have been covered over or bricked in.

Shotgun houses with common "camelback" rear additions

A brick Italianate next door to a simple Victorian

Another example of brick Italianate architecture

Typical corner store building with housing above and next door

Bungalows are predominantly found in southwest Russell

Recent housing construction in Russell

Historic Designation

Russell contains three National Register historic districts:

- The largest of these, the Russell Historic District, covers most of the single-family portion of Russell between 15th and 28th Streets and from Magazine to Jefferson Streets. It contains 1,486 structures and was originally formed in 1980, then slightly expanded in 2000. The original statement of significance cites "its rich architectural heritage and its role in the history of the black community in Louisville." It is also important as "the center of black social and commercial activity, as well as the earliest local residential enclave for middle-class blacks."
- The Lower West Market Street district is located between 15th and 22nd Streets and lies half in Russell and half in the Portland neighborhood to the north. Its significance "lies in its history as a commercial hub serving the Russell neighborhood."
- The Marlow Place Bungalow District contains eight houses along Broadway just west of 31st Street, which are recognized for their pure bungalow architectural style and uniqueness within the city.

There are also twelve individual structures in Russell on the National Register of Historic Places, including the Chestnut Street YMCA, five churches, two fire stations, two libraries, one house, and a former tobacco warehouse.

St. Peter's United Church of Christ is on the National Register of Historic Places and is located across the street from Beecher Terrace

Important African American leaders like I. Willis Cole, a local civil rights leader, lived in Russell.

Historic resources

Parks and Open Space

Russell contains 13 acres of parks in five locations. The total park land equates to only 1.5 acres per 1,000 residents, significantly lower than the Metro average of 22.4 acres per 1,000 residents.

Existing parks vary in size and features. Baxter Square, located in Beecher Terrace, is an Olmsted-designed park built on a historic cemetery, however little of the Olmsted design elements remain today. Elliott Square, located in southwest Russell, is also an Olmsted-designed park and was once the home field for a professional baseball team, the Colonels, until 1892. The park's field, playground, basketball court and seating are complemented by additional seating in the smaller William Britt Park, across Magazine Street. Sheppard Park is used as a playground for students at Roosevelt Perry Elementary School located across the street, and Old Walnut Street Park, the only Russell park owned by the Louisville Metro Housing Authority, is frequently used by youth sports teams.

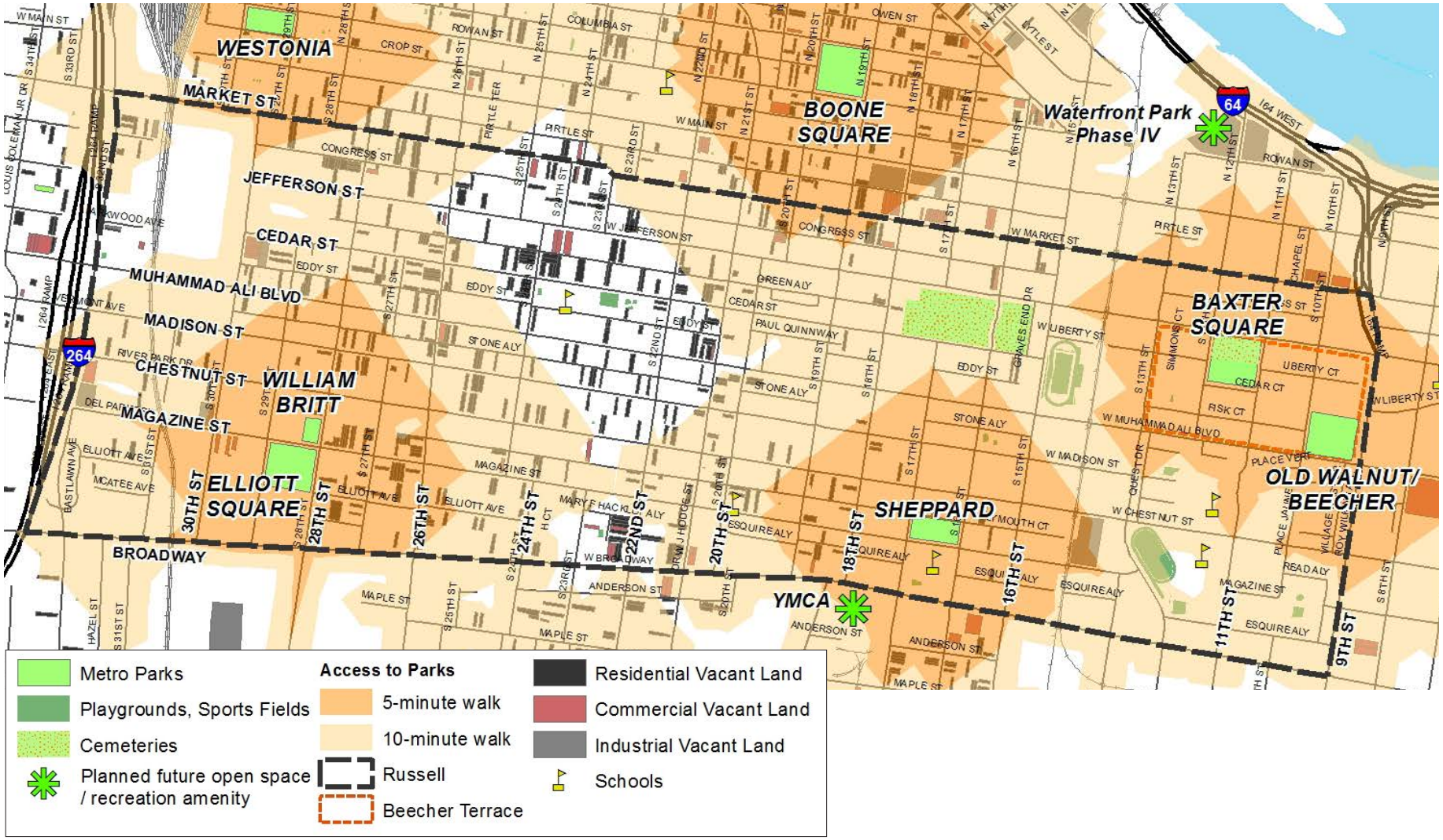
Most Russell residents are within a ten-minute walk of a park, although those living near Byck Elementary live slightly further away. While that school does have a playground and ballfield for students, it is not open to the public after hours.

Several community gardens of varying sizes offer Russell residents an opportunity to grow some of their own food. One at 22nd and Cedar Streets is currently operated by Extension Services, and others exist at 26th and Jefferson and along Madison between 24th and 25th. Produce Park recently opened at 30th and Eddy Streets. It is operated by Louisville Grows and provides access to fresh food, educational classes and a community gathering space.

Phase IV of Louisville's Waterfront Park is proposed to be built two blocks north of Russell adjacent to the river and downtown. This new section of the park will link to the riverfront trail network and provide a continuation of open space along the river. While existing pedestrian and bicycle connections are degraded by trucking operations between Russell and the park site, future land use changes should improve the quality of connections for Russell, and especially Beecher Terrace, residents.

The splash pad at Baxter Square

Sheppard Park adjacent to Roosevelt Perry Elementary School



Access to parks

Transportation and Access

Transit: Russell is well-served by public transit routes but residents speak about gaps in service (multiple transfers leading to long commutes) and poor/non-existent bus stop facilities. Russell benefits from access to 16 TARC bus routes in the neighborhood, five of which provide more than 60 trips per day. The 23 and 18 routes are high-frequency, well utilized routes and the 52 medical circulator provides important access across downtown to the medical center. The quality of bus stop amenities vary and are often just a sign with no shelter, bench, or schedule information. Forty-three percent (43%) of Russell residents surveyed use public transit as their primarily mode of transportation.

Streets and Sidewalks: The regular street grid in Russell provides convenient vehicular access to the interstates, downtown, and other neighborhoods within a relatively walkable block pattern. The three one-way pairs encourage excessively fast speeds however and their design is not neighborhood-friendly. On the eastern edge of the neighborhood, 9th Street provides immediate access to ramps to and from I-64 via two lanes of fast-moving traffic in each direction separated by a grass median. Many people talk about "the Ninth Street divide," a long-standing racial, physical, and psychological divide for many Louisville residents. The neighborhood also has a relatively intact alley network that reduces the number of driveways on most streets, but they are not as well maintained and many lack adequate lighting.

The sidewalk network is relatively intact and continuous but has gaps or very poor conditions in some areas, particularly near long-vacant houses or lots. Crosswalks are generally present but not well-marked at all intersections. Ninth Street and Broadway in particular present pedestrian challenges due to their width and traffic speeds. Russell has a Walk Score of 67 out of 100, making it the 13th most walkable neighborhood in Louisville.[1] That rating is defined as "somewhat walkable," meaning some errands can be accomplished on foot.

Bicycle: Two percent of Russell residents who responded to the neighborhood survey indicate that a bicycle is their primary transportation mode (In actuality, this number is likely higher). The bicycle network is modest but expanding in Russell, most recently with new buffered bike lanes on Muhammad Ali and Chestnut from 13th Street east to 6th Street downtown.

Chestnut Street has several stretches of tree-lined sidewalks.

A bike lane was added to Muhammad Ali Blvd in spring 2015.

1 https://www.walkscore.com/KY/Louisville-Jefferson/Russell

Transit routes

Housing: Neighborhood Infill
Single-family and 2-3 unit houses
Housing: Local Examples

CHAPTER 2

Community Engagement

The planning process engaged a diverse group of stakeholders who actively participated in the development of this Transformation Plan which is the Roadmap for Russell's future. Outreach and engagement activities took place via a formal planning structure shown in the following diagram, as well as a variety of other methods: meetings with Beecher Terrace residents and the broader community, stakeholder interviews, focus groups, resident, neighborhood and business and community surveys, kitchen conversations, design workshops, photo documentary, site visits and tours, a dedicated website, newsletters, outreach to clergy and religious institutions, and outreach workers who canvassed the neighborhood, among others. Community feedback has consistently supported the need for a comprehensive transformation of Russell that will create a neighborhood of choice and opportunity that will encourage existing families to stay, and new families to move to the neighborhood, and improve the quality of life, safety, accessibility, and economic conditions for everyone.

Planning Structure

LEADS

Louisville Metro Housing Authority + Louisville Metro Government
(with EJP, Planning Coordinator)

Coordinating Committee

CO-LEADS

Gretchen Milliken
Director for Advanced Planning, Develop Louisville

Tim Barry
Executive Director, Louisville Metro Housing Authority

Housing Task Force

CO-LEADS

Johnetta Roberts
Director, Center for Workforce Development at Louisville Urban League

Laura Grabowski
Director, Vacant and Public Property Administration, Develop Louisville

Neighborhood Task Force

CO-LEADS

Sam Watkins
President/CEO, Louisville Central Community Centers

Scott Love
Economic Development Coordinator, Louisville Forward

People Task Force

CO-LEADS

Betty Adkins
Community Resource Development Director, Louisville Metro Public Health & Wellness

Jamesetta Ferguson
Sr. Pastor, St. Peter's Church/ Molo Village CDC

Education Task Force

CO-LEADS

Diane Porter
District 1 Board Representative, Jefferson County Public Schools, Board of Education

Anthony Smith
CEO, Cities United

Engagement and Capacity Building

The planning process sought to build strong relationships with community members and stakeholders in order to develop and sustain long-term, productive partnerships committed to implementing the programs and supports presented in this Transformation Plan. Considerable effort was made to ensure that residents and community stakeholders had multiple opportunities to engage in the planning process as well as to expand their capacity for sustained engagement over time. To date, more than 600 individual Russell residents, stakeholders, and community members have participated in at least one Vision Russell activity; additionally, 544 of Beecher Terrace households completed a one-on-one resident survey and 532 neighborhood households and stakeholders completed a neighborhood survey. Meaningful engagement will continue throughout the implementation of the Transformation Plan.

Youth have also been involved throughout the planning process. In addition to participating in all engagement activities noted earlier, youth have also engaged via Kids Corners (facilitated age-appropriate sessions at all major community workshops). Louisville Central Community Centers Youth Council teens also assisted with a windshield survey and young entrepreneurs who were graduates of the Coding at Beech program were engaged to help develop the Vision Russell website (*www.visionrussell.org*).

COMMUNITY OUTREACH METHODS:

Task forces—Four theme-based working groups that provided input on strategies

Community meetings—Open for all Russell residents and the general public to learn about the process and provide input

Resident meetings—Open to Beecher Terrace residents and the general public to address pertinent topics like relocation

Neighborhood Outreach Workers—Russell residents trained to conduct surveys and attend community events to build awareness

Community conversations—Large-group meetings based on a specific theme or activity (bus/walking tour, education, crime and safety)

Kitchen conversations—Small-group meetings based on a specific theme (health, youth)

Stakeholder interviews—Targeted conversations with key neighborhood stakeholders

Coordinating Committee—Monthly meetings

Elected officials—Quarterly briefings

Faith-based community—Quarterly briefings

Partner events

Website, newsletters, fliers, media coverage

TRAINING/CAPACITY-BUILDING

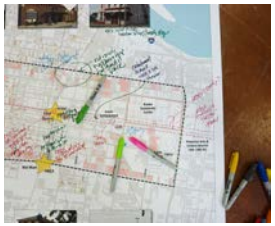
NeighborWorks Training Institute—August 2015

Neighborhood Institute (Center for Neighborhoods)—October 2015-February 2016

Community Leadership Institute (New Directions Housing Corporation)—October 2015

Neighborhood Institute (Center for Neighborhoods)—January 2016-April 2016

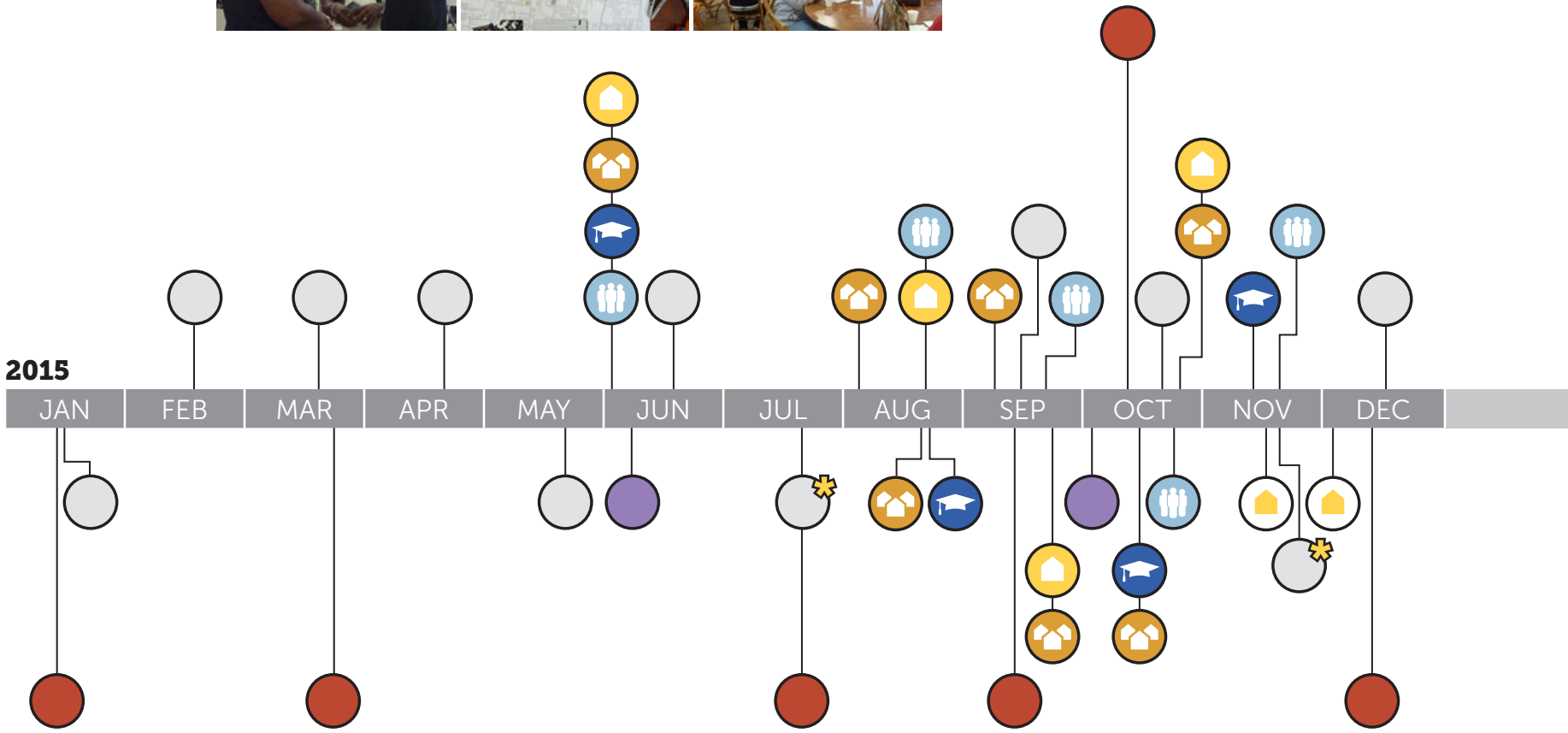
Neighborhood round-table—bi-monthly



OCTOBER 10, 2015

COMMUNITY DESIGN WORKSHOP 1

Provide input on priorities for housing design and character; open space and recreation; transportation and access; and retail, services, and amenities.



JANUARY 2015

HUD AWARD

MARCH 24-25, 2015

KICK-OFF MEETING AND SITE VISIT

Introduction of Choice Neighborhoods process and overview of Russell

JULY 21, 2015

EXISTING CONDITIONS PRESENTATION

Presentation of existing conditions findings and visioning kick-off

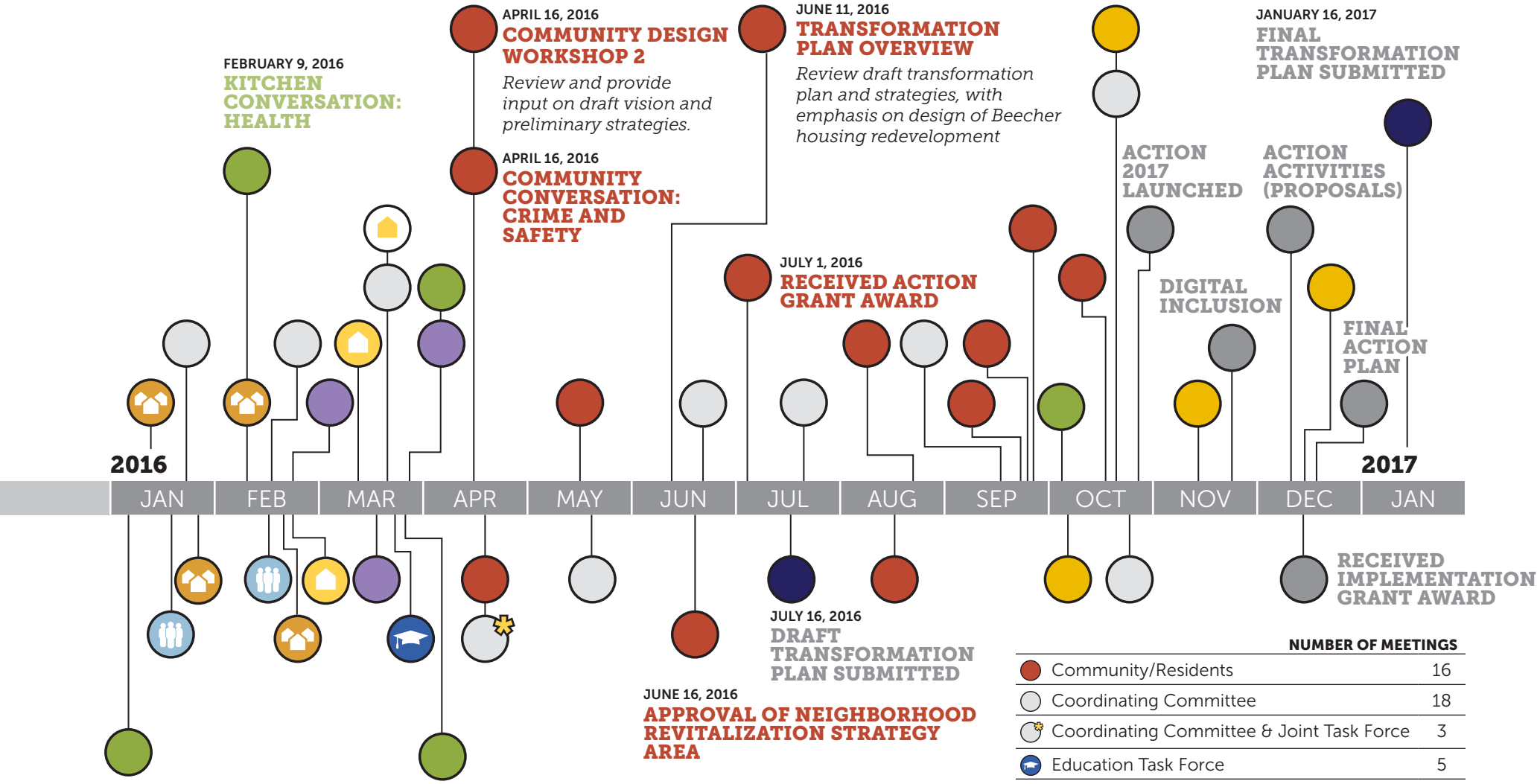
SEPTEMBER 12, 2015

BUS/WALKING TOUR WITH PHOTOVOICE

DECEMBER 12, 2015

COMMUNITY CONVERSATION: EDUCATION

Timeline of community engagement

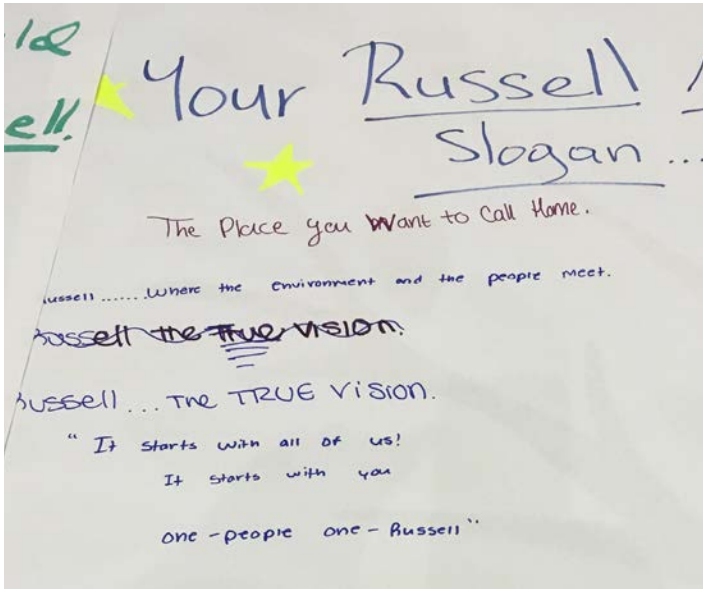


	NUMBER OF MEETINGS
Community/Residents	16
Coordinating Committee	18
Coordinating Committee & Joint Task Force	3
Education Task Force	5
Housing Task Force	6
Housing Sub-Task Force	3
Neighborhood Task Force	11
People Task Force	7
Faith-Based Meetings	5
Kitchen Conversations	5
Outreach Event	4
Total Number of Meetings	**83**

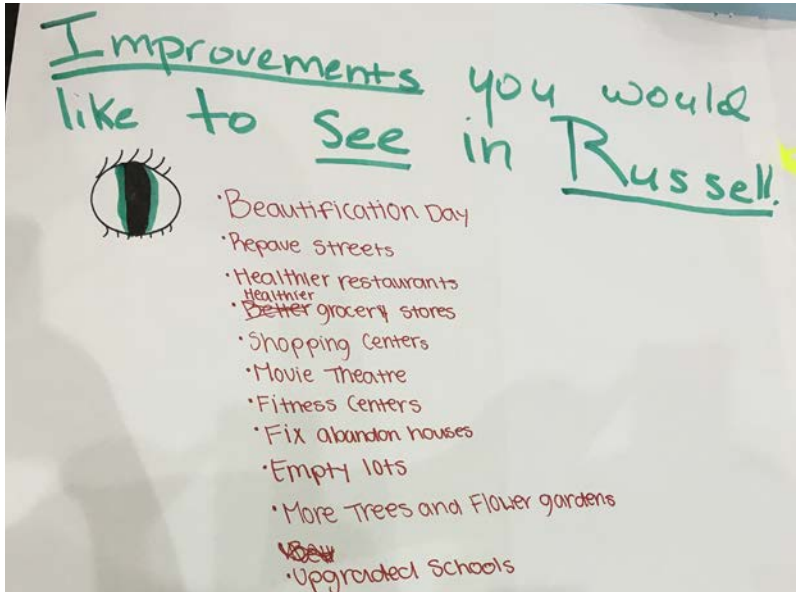
In Their Own Voices

Vision Tree exercise

Neighborhood Outreach Workers Julia Robinson, Vachel Hudson, and Jackie Floyd. (courtesy Courier-Journal)



Resident responses at a community meeting



Resident responses at a community meeting

Community Design Workshop, October 2015

Community Design Workshop, October 2015

Photos taken during a resident walking tour of Russell

Mayor Greg Fischer with youth from St. Peter's United Church of Christ during a community meeting

CHESTNUT

CHAPTER 3

The Roadmap: Strategies and Priorities

This section outlines a coordinated set of goals and strategies that emerged from four separate task forces. These strategies are aligned with projects already underway, recently completed or in the pipeline in order to build upon the momentum for positive change in Russell. These combined efforts will help to reestablish Russell as a neighborhood of choice—one that is vibrant, thriving and welcoming to all. These priorities emerged from the work of the community and task forces and they are driven by needs that have been expressed, and tempered by market reality, timeline and financial capacity.

Summary of Priorities and Goals

Below is a summary of Transformation Plan priorities and goals.

	PRIORITY	GOAL
A	Improve educational outcomes for children.	**A.1** | Russell children enter kindergarten ready to learn.
		A.2 | Russell school age children are proficient in core academic subjects, and graduate high school college- or career-ready.
B	Improve health and safety.	**B.1** | Residents enjoy good health and a strong sense of well-being.
		B.2 | Russell's built environment supports health and safety.
C	Create strong retail/ service centers and expand economic opportunity for all.	**C.1** | Russell residents are financially secure.
		C.2 | Existing Russell businesses are encouraged to stay and grow, and new commercial activities are drawn to the area to further stimulate growth.
D	Increase the availability of high-quality, mixed-income housing.	**D.1** | Beecher Terrace replacement housing is located in vibrant, sustainable, mixed-income communities that serves as catalysts for new investment.
		D.2 | Russell offers a variety of high-quality, affordable, and market-rate homeownership and rental housing opportunities.
E	Improve community connectivity.	**E.1** | Russell residents are engaged in their community, civic life, and connected to resources.
		E.2 | Residents have safe and convenient multi-modal transportation options to access services, amenities, and jobs.
		E.3 | Russell residents have the skills, tools, and ability to access and use modern technology and the internet.

PRIORITY A

Improve educational outcomes for children.

Goal A.1

Russell children enter kindergarten ready to learn.

Early education, starting from pregnancy through the first day of kindergarten, is critical to academic success in school. According to Save the Children:

- By age 3, a child's brain is already 80 percent developed; 90 percent by age 5.
- Four-year-olds from low-income families are often 18 months behind other 4-year-olds developmentally.
- More than 60 percent of low-income families have no books in their homes for children.
- Disadvantaged children who don't participate in high-quality early education programs are 50 percent more likely to be placed in special education; 25 percent more likely to drop out of school; 60 percent more likely to never attend college; 70 percent more likely to be arrested for a violent crime; and 40 percent more likely to become a teen parent.

The following **OBJECTIVES** and **ACTIONS** have been prioritized. Further details including partners and timetable are included in Chapter 4: Implementation Strategy.

EXISTING CONDITIONS

- Many children are not ready for kindergarten
  - 1,189 Russell children ages 0-5; 232 of these children live at Beecher Terrace
  - 74% of Beecher Terrace 0-5 year olds are enrolled in an early learning program
  - 206 Russell children are enrolled in JCPS pre-K program
  - 42% of Beecher Terrace and 47% of Russell children are kindergarten-ready compared to 48% system wide (Brigance Kindergarten Readiness Screen from JCPS for School year 2014-2015)
- Existing childcare slots appear to meet demand; but overall quality is low
  - 19 licensed childcare providers in Russell (Community Coordinated Child Care data)
  - Total licensed capacity: 1,321 slots
  - While all STAR levels on Kentucky's voluntary STAR rating system surpass minimum certification and licensing requirements, none of the Russell childcare providers achieved the highest Level 4 STAR Rating
    - 21% received Level 3 STAR Rating
    - 54% received Level 2 STAR Rating
    - 18% received Level 1 STAR Rating
    - 7% were not rated

OBJECTIVE

Russell children attend high-quality early childhood programs.

- **Maximize enrollment in quality early learning programs, including Kindergarten Camps.** Vision Russell partners will use a variety of mechanisms and neighborhood networks to connect neighborhood children to quality early learning opportunities. JCPS will deploy its mobile application bus to strategic locations in the neighborhood such as church festivals, neighborhoods events, Parent Cafés, etc. to promote the JCPS free public pre-K program and make it easy for Russell parents to enroll their children. Case managers, outreach workers, HANDs program staff, and others will also assist with enrollment. The YMCA has also expanded its Early Steps to School program to Roosevelt Perry elementary school.
- **Improve the quality of early childcare centers in the Russell neighborhood.** The University of Louisville, Metro United Way and 4Cs (Community Coordinated Child Care) will collaborate to provide training and certification programs for early childhood providers and centers to improve the quality of service as well as increase their rating under the state's STARS system. The University of Louisville will also explore starting a satellite Early Learning Campus in the Russell area. Partners will explore other methods to provide additional incentives to attract and retain qualified teachers and staff including salaries, professional development, housing assistance, etc. In addition, partners will support the development of LCCC Mini-versity Child Development Centers including the possible construction of a new nationally accredited center to serve children in Russell, and residents and workers in downtown Louisville.
- **Connect parents and caregivers to resources about early childhood development.** United Way has committed to funding a part-time parent navigator position for a Beecher or Russell resident to conduct outreach and engage neighborhood parents of young children.

OBJECTIVE

Parents and caregivers have the tools to foster positive physical, psychological, and emotional experiences that optimize early childhood development.

- **Ensure Russell families have a healthy start.** To help improve women's health before, during and after pregnancy and help families care for infants through their first two years so they are healthy and ready to learn, Vision Russell will promote home visiting programs. Key partners include Family and Children's Place and Louisville Metro's Department of Public Health and Wellness' Health Start Program.
- **Increase knowledge of early childhood development, and provide support and education to expectant and new parents.** Through home visits, book exchanges, parenting groups, and an emphasis on transitioning to school, the Early Steps to School Success Program at Roosevelt Perry helps children with language, social and emotional development, and equips parents and caregivers with the skills to successfully support children's growth. Vision Russell is exploring the opportunity to expand this program to reach more Russell children. In addition, Metro United Way has employed the Ages and Stages questionnaire with parents of young children to gauge developmental progress and connect children who would benefit from early intervention to First Steps, Kentucky's Early Intervention provider so they get the support they need long before school starts.
- **Maximize parental and caregiver involvement in play and other activities that foster positive childhood development.** The YMCA has a fledgling Early Learning Readiness Program at Roosevelt Perry Elementary (RPE) to enhance school readiness for children who are not in formal child care or early childhood education. Begun in Fall 2015 at the request of RPE's new principal, it is a free program that teaches caregivers to engage in their child's education through play and personal involvement. These parents and caregivers are taught the importance of development milestones and what each

child should know as they prepare to enter school. It is offered as a program that provides a stimulating environment for children to play and learn, and to develop the physical, verbal and social skills they'll need to start school ready to succeed. Children are assessed utilizing the Ages and Stages Questionnaires and EMBARK (JCPS's Brigance Assessment tool), which allows caregivers to know where children are developmentally and get access to resources to help them along if need be. In an informal setting with 13 subject specific play stations, caregivers learn more about how children develop and how they can encourage learning at home.

- **Increase access to books and encourage reading through collaborations with community organizations.** Vision Russell will promote use of the public library system and work to help families build personal libraries. The initiative will also look to support and replicate proven programs like Little Free Libraries and Metro United Way's Parent Cafés and Books in Barbershop program in the Russell neighborhood and to expand such efforts by making books available in a myriad of community-based settings such as physicians' offices, community centers, churches, and businesses.
- **Ensure Russell children's home environments are stable.** Families at risk of homelessness will be referred to LMHA by JCPS for admission preferences to facilitate rapid rehousing. They will also be referred to other resources such as JCPS's PTA Clothing Assistance Program, and LMG's Department of Community Services' LIHEAP (Low-Income Home Energy Assistance Program).
- **Design Russell's built environment to foster learning.** Louisville Metro will prioritize public Wi-Fi development in the Russell neighborhood to help bridge the digital divide. In addition, as physical improvements are made to the neighborhood such as playground, informational signage, learning trails, using buses and bus shelters, Louisville Metro and partners will look for opportunities to incorporate amenities and messages that enhance learning.

EXISTING CONDITIONS

- Russell students attend 126 schools across the city
- 2,337 school-aged Russell children attend 126 schools; 332 Beecher Terrace children attend 50 schools
- 29% of Russell and 31% of Beecher Terrace students are enrolled in one of the four neighborhood schools: Byck Elementary, Coleridge-Taylor Elementary, Roosevelt Perry Elementary and Central High School
- Many of the remainder are bussed significant distances to schools outside the neighborhood
- Significant achievement gap between Beecher Terrace/Russell students and peers
- 30% of Beecher Terrace households with school-age children have a child with a special need (primarily behavioral)
- 14% of Beecher parents are concerned that their child might drop out of school

Little Free Libraries created as part of the Early Education 40210 initiative provide easy access to books to encourage family reading

Goal A.2

Russell school age children are proficient in core academic subjects, and graduate high school college- or career-ready.

To best prepare for success in college and career, children need a continuum of high-quality education programs and services. Excellence in academic instruction is obviously critical but this continuum must also extend beyond the classroom. Quality out-of-school time programming and other supports, particularly those targeting at-risk youth, are essential to addressing disparities and ensuring the success of every child in Russell.

EXISTING CONDITIONS

- Roosevelt Perry is one of four public schools in the Russell neighborhood
- 17% of Beecher elementary school students and 15% of Russell elementary school students are enrolled at Roosevelt Perry
- Roosevelt Perry ranks in the bottom 2% of schools in the state (Kentucky Department of Education's 2014-2015 School Report Cards)

Roosevelt Perry Elementary School (courtesy JCPS)

OBJECTIVE

Roosevelt Perry students are proficient in core subjects.

- **Improve the quality and effectiveness of instruction at Roosevelt Perry.** JCPS and school leadership have adopted the "transformation model" to address Roosevelt Perry's status as a priority school. This is one of four rigorous interventions identified by the Department of Education's Title 1 School Improvement Program. In accordance with the transformation model, the district has implemented a rigorous staff evaluation and development system, instituted comprehensive instructional reform, increased learning time, and applied community-oriented school strategies. Recommended next steps include continuing to align instruction with curriculum and increase teacher training, student collaboration and differentiated instruction. In partnership with Bellarmine University, ten teachers are part of a cohort to improve reading instruction, building teacher capacity through a 90-hour Summer Reading Academy and high-quality, ongoing, cutting edge professional development.
- **Reduce non-academic barriers to academic success.** Vision Russell service providers will support students and families with services to address non-academic barriers, with a focus on peer support, health and wellness, safety and reducing risk behaviors. Where possible, these services will be located in the school as well as community-based sites. SMART ED, which enables school and out-of-school time and other service providers to share student/client data, will assure that services support student success.
- **Increase the annual attendance rate and reduce the number of chronically absent and truant students.** With funding from the CE&S Foundation, Roosevelt Perry will be part of a cohort of six elementary schools consulting with Attendance Works, a national organization

that provides technical assistance and tools to help schools, districts, and communities monitor and work together to address chronic absenteeism. Vision Russell partners will work with Roosevelt Perry's school attendance team to support parents in overcoming barriers and implementing attendance strategies. Also, through a new AmeriCorps grant, Roosevelt Perry will utilize Check & Connect—an evidence-based model that improves academic engagement, attendance, and behavior. A REACH Corps member (AmeriCorps volunteer) will mentor 23 students at Roosevelt Perry who have been identified as having 7-15 unexcused absences during the previous school year, serving as a caring adult and role model.

- **Decrease student mobility.** Research increasingly indicates that high mobility is one of the most negative predictors of student achievement. Students who change schools often, particularly mid-year, are at higher risk for dropping out of high school and tend to have lower school engagement and lower reading scores. In addition, a high number of transfers during the school year negatively disrupts learning, teaching and the overall school culture. To reduce the mid-year enrollment rate at Roosevelt Perry, JCPS has decided to redirect students coming in mid-year to other elementary schools. In addition, Vision Russell partners will look for ways to help parents feel connected with their child's school to further reduce student mobility. They will assist families in assessing school choice options and help them to identify the best fit and opportunity for a quality education.

OBJECTIVE

Russell youth benefit from out-of-school time (OST) opportunities that re-enforce and enhance in-school learning.

- **Increase participation in quality OST, co-curricular, extracurricular and community programs.** While participation is already good, case managers, outreach workers, and other Vision Russell partners will continue to work to connect more Beecher Terrace and Russell youth to local OST programs like The Beech, YMCA Black Achievers, the Louisville Urban League's youth programs (Oasis, The Street Academy and Project Ready), Louisville Metro Zones of Hope and JCPS literacy and academic intervention programs.
- **Encourage participation in mentoring programs.** Many young people lack strong and sustained relationships with caring adults, which make them more vulnerable to a host of difficulties from academic failure to involvement in serious risk behaviors. Connecting these at-risk students with mentors via programs like Big Brothers & Big Sisters and Kentucky Youth Career Center's Right Turn Program, which helps youth with minor scrapes with the justice system, could help them to stay on track.
- **Provide opportunities and means to increase the number of children, families and schools participating in cultural, educational and social opportunities across the city.** Metro Louisville's Cultural Pass Challenge attempts to stem summer learning loss and expose children and their families to arts and cultural events by making many of the city's top attractions free. The Pass, which can be picked up at any library branch, also encourages enrollment and completion of LFPL's Summer Reading Program. Additional activities include free and reduced TARC passes, issuing library cards in conjunction with school enrollment, and expanded activities at LCCC's Kids Art Academy.

- **Create intergenerational learning opportunities.** Vision Russell will assess resources and supports needed to expand "The Beech". A collaborative effort between the Louisville Metro Housing Authority and Ballard High School launched in 2005, The Beech grew from the need to provide a place for study and learning for students within Beecher Terrace and to provide a place for parents/guardians to conference with educators concerning their child's progress. The Beech hosted the Coding at Beech tech-training program and is also a great venue for intergenerational learning.

EXISTING CONDITIONS

- 79% of Beecher Terrace youth enrolled in at least one type of program
  - 34% Afterschool program
  - 29% Recreational or sports program
  - 23% Mentoring program
  - 22% Faith-based/church activities

Teens in Code Louisville worked for local companies to learn new skills building websites

OBJECTIVE

Russell youth graduate high school college- or career-ready.

- **Refer students to programs that help prepare them for the workforce.**
  - One vital program is the Mayor's Summer Works Program which has placed more than 6,500 local youth in a quality job experience since 2011.
  - For those that are interested in career and technical education options, key partners that offer such training opportunities include Jefferson County Technical College, YouthBuild, Kentuckiana Technical Center, and Code Louisville.
  - Increase awareness and enrollment in Central High School's magnet programs. Specializing in preparing students for professional careers, Central offers magnet programs in law, health services, veterinary, innovation-engineering that bring in students from throughout the Jefferson County Public School System. Vision Russell will work to increase awareness of these programs among Russell students and parents with the ultimate goal of increasing enrollment at this quality, neighborhood school.
  - Effective in 2017, implement a Montessori curriculum at Central High School to provide an environment that nurtures different learning styles and provides students with the freedom to pursue self-directed education.

- **Create a college-going culture with supports to help make college more accessible and affordable.**
  - Via partners such as Louisville Urban League's Project Ready, YMCA's Black Achievers, LCCC's Youth Leadership Team and Millionaire's Academy, Vision Russell will work to increase students' knowledge of colleges and degree programs.
  - Promote the Louisville Free Public Library's ACT prep program and increase access to ACT prep programs and financial aid "boot camps" more broadly, while exploring the use of Central High School as a hub for these activities.
  - Create a network of alumni, faculty, business leaders and community volunteers who will mentor and support Russell students through the college enrollment process and help them with "persistence to complete" a degree.
  - Promote scholarship and gift assistance programs like the Cardinal Covenant Program at University of Louisville, as well as UPS's Metropolitan College, which provides tuition, money for books, bonuses, and other benefits to participants.
  - Coordinate with and build off of the 55K College Transition Action Network initiative, with specific support for 15K Degrees.
- **Engage parents with school-aged children.**
  - Expand participation in Louisville Urban League's Parent Leadership Academy, a six-week training program to prepare parents to participate and engage in PTA, site-based decision making and educational advocacy in their child's school.

EXISTING CONDITIONS

- Nearly 1/3 of Beecher and Russell residents do not have a high school degree or GED (2.5x citywide)
- According to Louisville Metro Community Needs Assessment 2015: The unemployment rate is significantly higher for those with lower educational attainment. Median earnings for someone with less than a high school degree is only 40% of someone with a bachelor's degree

Central High School

PRIORITY B

Improve health and safety.

Goal B.1

Residents enjoy good health and a strong sense of well-being.

The Vision Russell Transformation Plan (VRTP) aligns with the comprehensive health agenda put forward in the city's public health plan "Healthy Louisville 2020". The VRTP also focuses on elements most relevant to the needs of the Russell community given the findings of the Louisville Metro Health Equity Report 2014 and the Vision Russell existing conditions assessment. While some Goal B strategies focus on healthcare and behavior, many seek, in tandem with other parts of the VRTP, to address the social determinants of health with the desired outcomes of: creating a healthier Russell neighborhood, decreasing disparities in health outcomes and achieving greater equity in all aspects of health.

EXISTING CONDITIONS

- Nearly universal health insurance, but still high rates of emergency room usage
  - 97% of adults/98% of children at Beecher Terrace have health insurance compared to 76% in Russell and 86% in Metro Louisville
  - Nonetheless, 20% of Beecher Terrace residents say they use the emergency room when they are sick or need medical advice
  - 85% of Beecher Terrace residents rate their health care services as good or excellent
- 39% of Beecher adults report fair/poor health (3x the rate of White Non-Hispanics (14.15%) and 4x the rate of Hispanics (10.69%) citywide per Health Equity report)
- High rates of chronic health conditions self-reported by adults at Beecher Terrace
  - Hypertension (43%)
  - Asthma (26%)
  - Arthritis (27%)
  - Extreme stress or anxiety (15%)
  - Depression (10%)
- 33% of children suffer from asthma

OBJECTIVE

Residents have health insurance coverage and access to high-quality preventative and primary medical care.

- **Promote continued health insurance coverage.** Through outreach and case management services, Vision Russell will work to maintain high rates of health insurance at Beecher Terrace and increase the rate among the greater Russell community. Outreach will include the use of the Metro Council newsletter and media campaigns that inform the residents of changes in the Accountable Care Act as it pertains to them and other tasks, such as reminders to keep addresses current so they will maintain enrollment and avoid unnecessary cancellation of healthcare coverage. This is especially critical as Kentucky will transition people currently insured through KYConnect, its state exchange, to the federal exchange in January 2017.

  One key way Vision Russell partners will work to connect residents to medical insurance and other health supports is via Louisville Urban League's "It Starts with Me" program. With support from Humana Foundation, community health navigators will go door-to-door in Russell and three other "Zones of Hope" neighborhoods to complete health assessments with residents and recommend community resources that can help support healthier lifestyles.

- **Increase the number of Russell households with a medical home**. Vision Russell will work with federally qualified health centers (FQHC) to conduct outreach to residents without a medical home. The Park Duvalle Community Health Center, located in the Russell neighborhood, will be a key partner in this effort. This FQHC recently received a $1 million grant that will allow it to double its space in Russell, and to offer new and expanded services to address the community's most urgent needs including pediatric, women's health and behavioral health and dental services. Additional partners for this objective include Portland Family Health Care, another nearby FQHC, Integrative Medical Solutions, the Louisville Metro Department of Public Health and Wellness, Molo Village, and the Christian Health Center West which recently received a private donation to expand its facility that is focused on improving the lives of neighborhood seniors.

The current Park Duvalle Health Center at Cityview Park

OBJECTIVE

Residents experience a strong sense of well-being and have the resources needed to support their health.

- **Provide trauma informed training opportunities for staff at schools, health providers, and other community organizations.** It is critical to address the pervasive trauma experienced by Beecher Terrace and Russell residents from exposure to the daily stressors of violence and concentrated poverty, as well as historic and structural conditions of racism, disenfranchisement, and isolation. To this end, Vision Russell will work with Bounce, a bold endeavor to improve the future health of children in Louisville by fostering the skills to bounce back from adversity with resiliency and grit. Through the collaboration of diverse community partners, the coalition is implementing a trauma-informed model for Jefferson County Public Schools (JCPS) using the Centers

for Disease Control and Prevention (CDC) best practice model *Whole School, Whole Community, Whole Child Coordinated School Health*. Vision Russell will also seek to improve the knowledge and skills of providers of out-of-school time programming to help them recognize the impact of adverse childhood experiences, ultimately equipping them to help youth develop resiliency and the ability to cope with trauma in a consistent framework while in school and out-of-school.

- **Place and retain nurse practitioners and mental health counselors in Russell schools.** In addition to training school personnel to be sensitive to trauma, Vision Russell will advocate to provide additional supports in Russell schools. School-based physical and mental health services offer the potential for prevention efforts as well as intervention strategies. They can provide easier access to diagnosis and treatment for students and families where services are scarce and can often mitigate the stigma associated with other mental health services. In addition, having programs on site allows teachers to spend more time teaching, and can reduce the number of discipline problems school-wide that can distract from class work.
- **Reduce factors that place youth and young adults at risk for perpetrating violence and promote factors that protect those at risk of violence.** In partnership with the Office for Safe and Healthy Neighborhoods, Vision Russell will work to engage young people in key violence prevention initiatives like *Zones of Hope, Pivot to Peace, Reimage, Right Turn, Be The One Mayor's Mentor Challenge, Rumble Young Man Rumble* and *Coding at the Beech*. In addition, Vision Russell will work with partners to create neighborhood campaigns, potentially via social media, to promote awareness of the impact of violence and to foster commitment to social change and other evidence-based prevention strategies.
- **Increase awareness of risks and signs of mental health issues, including addiction.** It can be difficult to detect the signs of a mental illness and addiction. Nonetheless, there are some common signs that if identified early might help individuals get the support they need to improve outcomes and increase the promise of recovery. Vision Russell partners will work to make this information more broadly available in the neighborhood.
- **Promote availability of affordable/free counseling services.** Two important resources include the *Cardinal Success Program* and *Healthy Start*. The *Cardinal Success Program* at the Nia Center is an innovative partnership between the University of Louisville's College of Education and Human Development (CEHD) and Department of Counseling and Human Development, and the west Louisville community. Individual, group and family counseling and psychological assessment services, as well as prevention and support programs are provided by graduate-level counseling psychology and clinical mental health students. These students work under the direct supervision of a licensed psychologist who is also a faculty member with the CEHD. *Healthy Start* supports at-risk mothers from pregnancy until the baby is two years of age through case management, resource linkages, depression screening, parenting classes, and providing information on early childhood development.
- **Provide programs, classes and other services that promote healthy lifestyles.** Through partner organizations like the YMCA, Vision Russell will provide and promote a variety of programs, classes, workshops and events that address nutrition, healthy cooking techniques, community gardening, stress management, chronic disease prevention and management, health screenings, and recreation/physical activity, including sports programs and athletic clubs.
- **Provide expanded supports to people in recovery and/or the formerly incarcerated.** There are a host of barriers confronting people who are sustaining their recovery, especially those with a criminal record that prevents them from obtaining basic necessities, as well as fully participating as citizens. Without access to food, shelter, healthcare, driver's licenses, employment and education, there is a much higher risk of relapse or recidivism. Vision Russell partners like Molo Village, Sober Living and The Healing Place will work to provide supports and advocacy to Russell residents battling substance abuse and/or reentering the community post incarceration.

- **Support Beecher Terrace residents to minimize relocation-related stress.** Through mobility counseling and intensive case management, LMHA will work with individual Beecher Terrace families to provide timely information and quality supportive services, including special tours and transportation assistance to view potential relocation housing and financial management and budget seminars, to mitigate the disruption and stress that often accompanies the relocation process.
- **Engage residents in outdoor recreation.** Through partner organizations like Louisville Outdoor Afro Initiative and Louisville Metro Parks West Louisville Outdoor Recreation Initiative (WLORI) Vision Russell will work to connect residents to nature. The WLORI is attempting to create access to a safe and healthy environment for all West Louisville residents that increases physical activity, reduces stress, and leads to a healthier life through outdoor recreation and environmental education and stewardship. Vision Russell partners will work to promote and engage residents in WLORI events and programs like the *Engaging Children Outdoors (ECHO)* program that helps children benefit from nature's positive impacts to their social, mental and physical development. This program was recently expanded to the 4th grade class at Russell's Coleridge-Taylor Elementary school. Community gardening sites and programs will also be promoted as an opportunity for outdoor activity.

OBJECTIVE

Russell residents have access to affordable and healthful food options.

- **Improve nutrition and food security.** Vision Russell with work with community partners (including birthing hospitals) to help promote and sign up eligible families in several important programs:
  - (1) the Women, Infants & Children (WIC) program; (2) Community Supported Agriculture (CSA) shares offered via New Roots Fresh Stops; and (3) Blessing in a Backpack which provides food for weekend meals for school-age youth.
  - In addition, Vision Russell will work with organizations like Louisville Grows and the Kentucky Cooperative Extension Service to promote small-scale food production and management via fruit orchards, like Russell's new Produce Park, as well as garden plots and classes.

OBJECTIVE

All development activities and policies result in positive impacts to health.

- **The City of Louisville has adopted a comprehensive "health-in-all policies" approach to decision making.** Therefore, the Louisville Metro Department of Public Health and Wellness is committed to conducting community health impact assessments in Russell to ensure that all the development activities and policies adopted in the Transformation Plan result in positive impacts to health.

The Fresh Stop pop-up market at Joshua Tabernacle Church in Russell (courtesy newroots.org)

GOAL B.2

Russell's built environment supports health and safety.

OBJECTIVE

Russell's physical environment is attractive, safe and promotes active living.

- **Conduct health impact assessments (HIAs) for new construction and significant rehab projects:** HIA is a tool to evaluate potential health outcomes related to specific project components. It brings health considerations into the design process at an early stage to identify potential issues or opportunities for greater positive impact. The Louisville Metro Department of Public Health and Wellness will provide staff support to conduct these evaluations to ensure the revitalized Beecher Terrace and other major projects maximize their positive impact on community health.
- **Improve Old Walnut Street Park as a central wellness amenity with increased programming and expand and upgrade the Baxter Community Center.** A renewed emphasis on health and wellness will support active lifestyles. Old Walnut Street Park is currently well-used by various groups but is located on the edge of Russell and could better serve more residents in a new location with upgraded amenities. An upgraded and expanded Baxter Community Center will provide an added draw to bring people together from the revitalized Beecher Terrace site, and elsewhere from Russell, as well as areas outside the neighborhood.

Baxter Square was Louisville's first Metro Park when it was founded in 1880. Olmsted's goal was to bring residents together for casual interactions. The park was renovated per an Olmsted design in 1892, however, few of the elements remain today.

Elliott Square was designed in 1906. Prior to that, it was known as Eclipse Park and hosted a professional baseball team until the park suffered a fire in 1892.

- **Improve and reestablish original elements into Russell's Olmsted Parks.** Partner with Olmsted Parks Conservancy to upgrade Baxter Square and Elliott Square, the two historic Olmsted-designed parks in the neighborhood.

  The Olmsted Parks Conservancy raises funds for and organizes volunteers to assist with maintenance and upkeep of these historic resources. A "Friends of the Park" group in Russell could engage local residents, business owners, as well as philanthropists and advocates throughout Louisville to preserve and enhance these two important park resources. Increased maintenance and programming will attract more users and foster greater ownership of these parks.
- **Install new and renewed public spaces for recreation and gathering.** The revitalized Beecher Terrace site will include a diverse mix of new public spaces serving the children, youth, and adults living there. Playgrounds, splash pads, attractive semi-private courtyards, and other active and passive community spaces will invite residents to play and engage with each other to build community and support civic engagement.
- **Establish Mayor's Mile walking routes throughout the neighborhood.** The Mayor's Mile program is a distance-marking system for walking routes that encourage community members to engage in physical activity. There are currently ten Mayor's Miles in the city but none in Russell. Establishing one in the neighborhood, potentially at a revitalized Beecher Terrace site to take advantage of Baxter Square Park or in combination with a heritage and culture route in the neighborhood, will provide a community building activity that resident groups or individuals can use to increase their daily physical activity.
- **Expand Complete Streets in the neighborhood** to better accommodate cyclists and pedestrians (additional bike lanes, covered bus stops with seating, street lighting, increased tree canopy, ADA compliant sidewalks, curb cuts, crosswalks—well timed, highly visible, audio crossing indicators). Focus on identified corridors and Safe Routes to School. All new streets created during the redevelopment of Beecher Terrace will be Complete Streets.

Green network connectors *in Russell will link residents to neighborhood parks, schools, and nearby amenities.*

POTENTIAL

New and renewed public spaces *at the redeveloped Beecher Terrace will offer an array of recreation and wellness amenities as well as expanded programming. The centrally located neighborhood park (illustrated above) will be an attractive, safe gathering space for residents and neighbors.*

Urban Design Associates

- **Address safety issues that deter outdoor activity and use of public transportation** through additional community policing activities, elimination of vacant and underutilized properties, lot maintenance programs, CPTED principles, etc.
- **Pursue partnerships to support maintenance and programming of community spaces,** including partnering with the YMCA to increase enrollment in its existing low-fee recreation programs.
- **Create recreational path network and expand bike network** (green network connectors) through Russell using off-street and, where necessary, on-street facilities designed to encourage use by all types of users. Integrate a green network of connections between major open space resources will support alternative transportation modes, healthy lifestyles, and greater use of recreation amenities. The proposed network forms a loop using Jefferson, 9th and/or 11th, Magazine, and 24th and/or 30th Streets to link existing and proposed new parks and recreation destinations in Russell. The network should include off-street or buffered bike lanes where possible to encourage all levels of bicyclists, but well-marked bike lanes and signage can be used where needed.

A network of community gardens will offer residents greater access to affordable fresh and healthy foods

OBJECTIVE

Russell residents have access to community garden plots and tools.

- **Establish and support the operations of additional community gardens throughout the neighborhood.** Fresh food access is an area for improvement in the neighborhood. Creating additional community gardens where training and plots are available, like Produce Park, will help address this issue and engage neighbors. Louisville Grows will be a partner in this effort to bring professional expertise.
- **Establish a loan program for garden tools to be offered at community gardens for use by members and potentially by the wider neighborhood.** This program would lower the cost to start individual gardens and could spur additional participation.

Community-generated ideas for vacant lot reuse will build a natural base of support for the use and maintenance of these spaces

PRIORITY C

Create strong retail/service centers and expand economic opportunity for all.

GOAL C.1

Russell residents are financially secure.

With renewed focus on development in Russell, it is critical to prepare residents and businesses to take advantage of emerging opportunities. This includes supporting residents with career training and financial services to grow their income and wealth. It also includes cultivating new and supporting existing businesses to meet the needs of the evolving community.

EXISTING CONDITIONS

- Very low median household income
  - Beecher Terrace: $5,885
  - Russell: $14,209
  - West Louisville: $21,699
  - Louisville: $44,159
- Many residents are not in the labor force
  - Beecher Terrace: 43%
  - West Louisville: 47%
  - Louisville: 34%
- High unemployment rate among labor force participants
  - Beecher Terrace: 52%
  - West Louisville: 23%
  - Louisville: 3.1%

OBJECTIVE

Residents possess the knowledge necessary to grow their wealth and protect their assets.

- **Increase LMHA resident enrollment in Housing Authority's Family Self-Sufficiency (FSS) and IDA programs.** FSS is a program that enables HUD-assisted families to increase their earned income and reduce their dependency on welfare assistance and rental subsidies. Individual Development Accounts (IDAs) are matched savings accounts that help people with modest means to save towards the purchase of a lifelong asset, such as a home. LMHA will continue to proactively market their FSS and IDA programs to Beecher Terrace residents to maximize participation.
- **Pursue community benefits agreements that provide economic benefits for Russell residents.** With so much development planned in Russell and West Louisville in the coming years, it is critical to ensure that residents benefit from this investment. Aggressively negotiating community ownership options, local hiring commitments, "second chance" hiring commitments and the like will be an important way to maximize these benefits.
- **Explore strategies for building renter equity.** Initially targeting affordable housing providers, Vision Russell will explore modeling a renter equity program on the *Cornerstone Corporation Shared Equity's Renter Equity* initiative. This innovative property management system includes an asset building mechanism for residents who fulfill the obligations in their lease by making timely rent payments, participating in the resident community, and helping to maintain the properties. The results suggest that by providing incentives that encourage housing stability and promote resident ownership among low-income renters, savings can be realized by the property owner through decreased turnover, vacancy and maintenance costs.
- **Provide financial literacy programs for adults and teens,** with special emphasis on the unbanked. Personal financial literacy is more than just being able to balance a checkbook, compare prices or get a job. It also includes planning for the future and having the discipline to make good money choices every day. Vision Russell will work with a myriad of program partners in and around the neighborhood to maximize enrollment in financial education programs among Russell adults and teens. Partners include Louisville Metro's Community Services' (LMCS) Financial Empowerment team at the Nia Center, Louisville Urban League's Financial Empowerment Center, Molo Village and ten other Bank On Louisville financial education sites in or near Russell (Baxter Community Center, Junior Achievement of Kentuckiana, Catholic Charities, Western Library, Oak and Acorn Intergenerational Center, Habitat for Humanity, Neighborhood House, NIA Center, Catholic Enrichment Center, and West Louisville Community Ministries) who will work to address issues of debt management, bankruptcy, and health coverage among others. Services will include "Bank On Days" where bank and credit partners gather to answer questions, run credit reports and open bank accounts for clients on site, as well as Financial Fitness Days, which celebrate Financial Literacy Month (April) by bringing financial empowerment related resources together in one place so that attendees can gather information, attend educational sessions, and meet bank and credit union representatives.

EXISTING CONDITIONS

- 41% of Beecher Terrace residents do not have a bank account; 16% use check cashing services
- According to Bank On Louisville, a wage earner using alternative financial services will pay $40,000 in transaction fees related to cash checking, money orders, etc. over the course of a working lifetime
- Budgeting, Financial Literacy and Credit Repair are the 3rd most needed services per the Beecher Terrace resident survey
- Financial literacy classes are offered at 11 locations in & around Russell via Bank On Louisville partners; Louisville Urban League recently launched Financial Empowerment Center

- **Provide programs that teach methods to build, rebuild, and repair credit.** Through partners like Bank on Louisville and Molo Village, Vision Russell will work to connect residents to workshops like *Credit as an Asset*, designed for people who want to gain new information and tools to build or rebuild a good credit history. This workshop helps participants think about their relationship with credit, why credit is so important, and plan how to make financial products work for them to help increase financial stability in the near term and financial security in the long-term.

OBJECTIVE

Residents are prepared for careers that pay a living wage, and possess the skills necessary to benefit from new jobs created in Russell.

- **Increase enrollment of Russell residents in instructional programs that prepare them for jobs in the construction sector.** With so much planned development in the Russell neighborhood, it is critical to prepare residents for construction job opportunities via Vision Russell partners such as YouthBuild Louisville, the Samuel Plato Academy and Jefferson Community and Technical College. Vision Russell will also seek to re-establish the Building and Construction Trade Council Construction Pipeline Project.
- **Maximize use of local resources for job search assistance.** Vision Russell partners such as Louisville Metro Community Services, LCCC, Louisville Urban League and KentuckianaWorks, will aggressively market employment assistance programs in and around the Russell neighborhood that provide free career and job-search resources, workshops, and resume assistance. Other key supports include, the Louisville Free Public Library's Job Shop and LMHA's Section 3 Program.
- **Increase enrollment of Russell residents in instructional programs that prepare them for jobs in the information technology sector.** By 2020, there will be one million more computer programming jobs in the U.S. than workers to fill them, and 10,400 of those jobs will be in the Louisville Metro area. Currently, the area has more than 1,700 technology job openings. Salaries start at $45,000-$60,000 with no degree necessary. So Vision Russell partners will actively market Code Louisville which covers skills such as front and back-end Web development, and development of software and applications for mobile devices, and JCTC's Computer and Technology program, which includes five tracts (Application, Information Security, Internet Technologies, Network Administration and Programming) to prepare residents for these high-paying tech jobs.
- **Increase enrollment of Russell residents in instructional programs that prepare them for jobs in the manufacturing sector.** Louisville-Jefferson County Metro Government believes advanced manufacturing is one of the job sectors in which Louisville can be nationally competitive. The Kentucky Manufacturing Career Center, a

EXISTING CONDITIONS

- 28% of Beecher Terrace residents are currently looking for work
- Self-reported barriers to work (among those looking) include
  - Affordable child care (35%)
  - Transportation (27%)
  - Lack of High School diploma or GED (12%)
  - Criminal record (5%)
- Several fields of interest identified by Beecher Terrace residents align with hot jobs and career pathways identified by KentuckianaWorks
  - Healthcare (24%)
  - Restaurant/Food service (18%)
  - Hospitality (16%)
  - Maintenance Janitorial (10%)
  - Manufacturing (9%)
- In partnership with Louisville Forward, KentuckianaWorks is developing career pathways into five identified business clusters: Advanced Manufacturing, Consumer and Business Services, Food and Beverage, Health Enterprises and Lifelong Wellness and Aging, and Logistics.

partnership between JCTC, JCPS Adult Education, JCPS Career and Technical Education, Iroquois High School Magnet Career Academy and KentuckianaWorks offers free training that leads to a Production Technician Certification which is recognized and preferred by GE and other local manufacturers with available job opportunities.

- **Expand and enhance existing programs that work with youth in the court system to help them set and meet personal and career goals.** Through city initiatives like *Right Turn, Right Turn 2.0*, and *Reimage*, VR partners will work to help Russell youth involved in the juvenile justice system get back on the right path. Program mentors and case managers will help the youth navigate the court system, connect with jobs and further their education by obtaining a GED or enrolling in college or training. They will also receive guidance and support in dealing with personal issues such as addressing their charges with employers, parenthood, and alcohol and substance abuse. These programs let young people know that it's never too late to turn your life around and that there are adults in this community who want them to be successful.
- **Expand and enhance existing programs that work with the formerly incarcerated and those in recovery to help them set and meet personal and career goals.** There are a host of barriers confronting people who are sustaining their recovery, especially those with a criminal record that prevents them from obtaining the basic necessities as well as fully participating as citizens. Without access to food, shelter, healthcare, driver's licenses, employment and education, there is a much higher risk of relapse or recidivism. Vision Russell partners like Molo Village and The Healing Place will work to provide supports and advocacy to Russell residents with a history of substance abuse and/or reentering the community post-incarceration.
- **Help remove the barriers to employment.** This includes but is not limited to working with Vision Russell partners like the Transit Authority of River City's (TARC) and Goodwill Industries' Cars to Work program to assist residents who lack reliable transportation to work and/or Dress for Success and Center for Accessible Living to provide business attire.

Goal C.2

Existing Russell businesses are encouraged to stay and grow, and new commercial activities are drawn to the area to further stimulate growth.

OBJECTIVE

Encourage existing commercial and non-profit enterprises to stay and grow.

- Establish an active **business organization** of local business owners and Metro / regional economic development professionals to coordinate strategic efforts and advocate for local businesses. A cohesive, active, broadly representative neighborhood business organization will help establish consensus, foster cooperation, and build partnerships among the multitude of businesses throughout Russell. This organization should be a positive voice advocating for necessary improvements. It could be a new nonprofit organization or a merchants' association dedicated to the specific needs of the Russell neighborhood, or possibly a sub-group within the existing West Louisville Business Association. Metro and/or regional economic development professionals should be included as advisors or partners to help better understand Russell's competitive position in the larger market.
- **Market existing programs.** Help promote programming, activities and use of existing programs and facilities like the Kentucky Center for African American Heritage and LCCC through Vision Russell outreach efforts (newsletter, NOWs, Vision Russell meetings, website, social media, etc.).

EXISTING CONDITIONS

- 'Lack of Neighborhood Amenities' was cited as one of top 5 needed improvements by Beecher residents.
- There is no traditional "Main Street" retail area in Russell. Primary retail areas are along Broadway and clusters on Market St, with small corner stores scattered throughout neighborhood.
- Russell has an oversupply of fast food establishments.

- Offer **financial incentives** to existing and new businesses, such as tax moratoriums, revolving loan funds, micro credit, use of vacant and abandoned properties (VAPs), to encourage business expansion and physical improvements to existing commercial structures. Encourage food entrepreneurs "graduating" from Chef Space's kitchen incubator to locate their operations in Russell providing micro or small business loans to eligible businesses.

OBJECTIVE

Foster new commercial and non-profit enterprises.

- Develop and promote a **business recruiting strategy** for Russell which targets services that are most desired by residents and highlights the many assets in the community. The proposed business association should procure a professional consultant to create a sound recruiting strategy that identifies the necessary steps to attract businesses that are likely to be successful in Russell. Critical elements of the recruiting strategy should include:
  - ***Promotion***—emphasize the unique characteristics, cultural traditions, and history of Russell and why it should be an attractive business location
  - ***Design***—streetscape improvements, façade rehabs, business signage, and other physical design elements that demonstrate investment and create a positive public perception of the neighborhood

Chef Space: Louisville's first kitchen incubator leverages growing interest in local food with the entrepreneurial spirit. It offers an 11,000 SF licensed commercial kitchen facility that can be rented at affordable hourly and monthly rates, as well as access to business advisors and event space. Chef Space had more than 20 businesses enrolled within the first six months of operating and has capacity for up to 50. As these businesses mature, the hope is that many will find locations in Russell or elsewhere in West Louisville to open their storefront.

"West Louisville has 62,000 residents but only 30 restaurants, mostly fast food." ("Chef Space Fuels Taste of West Louisville" *Courier-Journal*, 4/11/16)

- ***Economic restructuring***—address both attracting new businesses to diversify the local economic base, as well as strengthening existing businesses

- **Identifying appropriate spaces for targeted businesses** and possible funding sources for building improvements, space fit-outs, or business support that will help bring new life to retail and service clusters. Prioritize LCCC's Old Walnut Street development as an existing location for attracting businesses to create 150-200 new jobs in Russell. Other potential partners in business recruiting and retention include the University of Louisville Signature Partnership and the Chef Space business incubator.

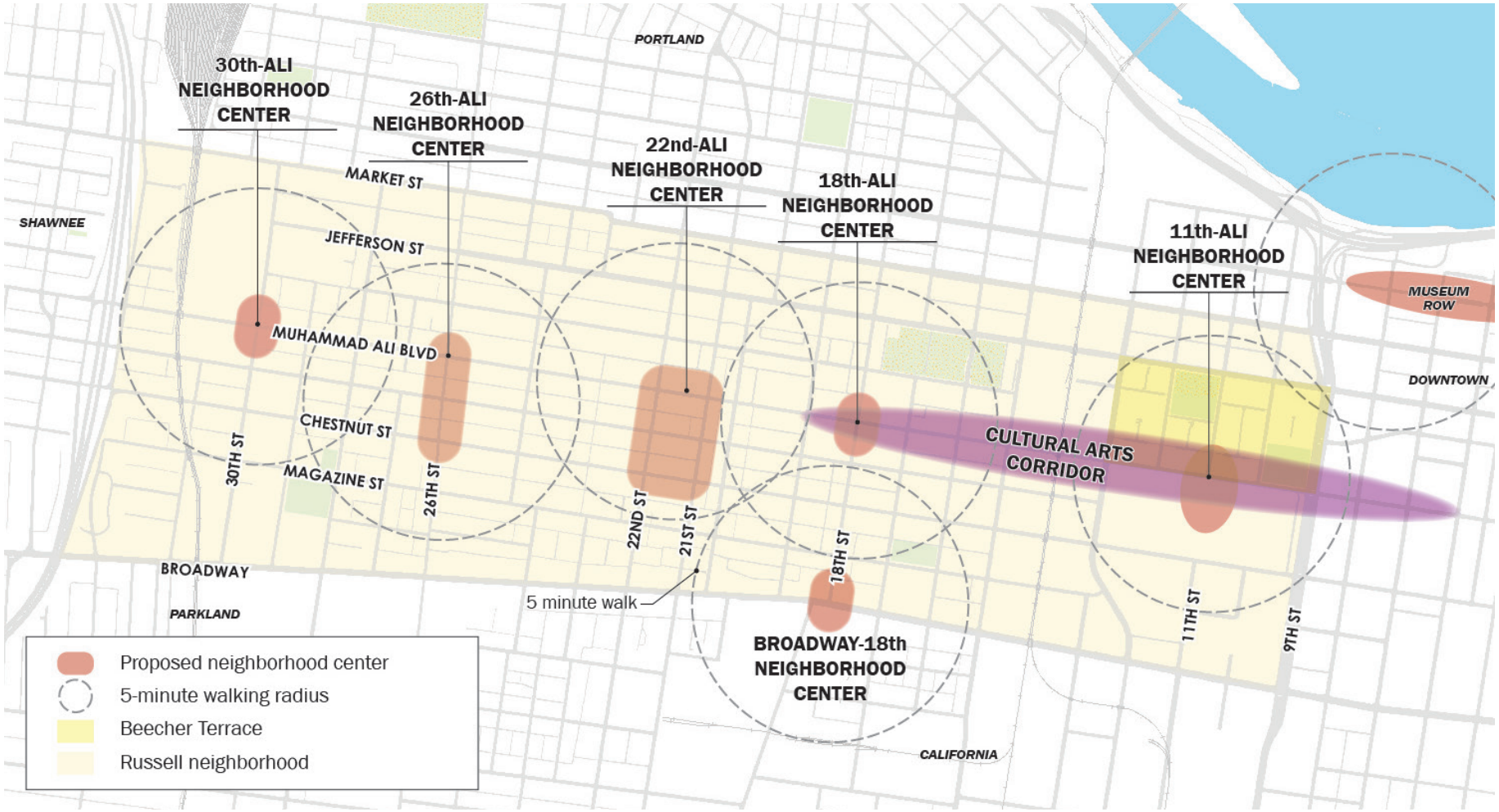
- **Integrate neighborhood-serving ground-floor use opportunities in the Beecher Terrace replacement plans for housing.** The conceptual Beecher Terrace replacement housing plans integrate ground-floor commercial space for retail or services, thereby maximizing opportunities to expand commercial development in portions of the site and elsewhere in the neighborhood. A mixed-use focus at the Beecher site will offer residents greater amenities and create a value proposition to attract new residents. Active ground floor uses encourage foot traffic and improve safety by providing more "eyes on the street." Mixed-use here should include more than just neighborhood-serving retail; social service and healthcare providers, childcare centers, and small shared office spaces for entrepreneurs are some of the other potential uses that would benefit residents while serving a wide variety of needs. The proposed Beecher Terrace site plan indicates primary areas to focus non-residential ground-floor uses. These locations have high levels of visibility to the wider community and complement other potential future active uses on sites like City View Park and Molo Village's The Village at Jefferson. One of these sites may be ideal locations to attract a traditional banking institution.

- Support the development of a **cultural arts district** on Muhammad Ali Boulevard between 6th and 18th Streets as recommended by the SDAT study. In coordination with LCCC, the Kentucky Center for African American Heritage, the University of Louisville and others, actively recruit artists and other related entertainment production vendors and businesses to occupy the ground floor spaces that will be created in the proposed Beecher Terrace site plan and other locations along the cultural arts district. These mixed-use facilities will advance economic development of the area.

- The corner store building type is common throughout Russell but many are vacant today. These can be leveraged to recreate the small **neighborhood retail/service centers** that historically served nearby residents. Many are located close to TARC bus stops which improves accessibility for shoppers and clients and reduces the need for off-street parking. Louisville Metro should facilitate the reuse of these structures by offering incentives like expedited permit review, fee waivers, and reduced parking requirements. Six walkable neighborhood centers are proposed as long-term goals in the diagram on the following page. Three near-term priority locations that leverage recent or planned development are:
  - Broadway and 18th, across from the future YMCA
  - 18th and Ali, near the KCAAH, Chef Space, and several other existing small businesses
  - 11th and Ali, as part of the revitalized Beecher Terrace site and across from City View Park

- Create a **medical services and research district** in northeast Russell (roughly bounded by 11th, 13th, Muhammad Ali, Jefferson) by attracting high-quality medical providers to complement the Park Duvalle Health Center, Integrated Medical Solutions and the University of Louisville's Department of Public Health offices within LCCC.

- Utilize low-cost **"tactical urbanism"** approaches per SDAT recommendations (food trucks, farmers' markets, flea markets, and other pop-up events) to help kick-start commercial activity and supplement existing brick-and-mortar establishments.
- **Design public spaces with infrastructure to support pop-up events like mobile fresh food markets or craft fairs.** Short-term "pop up" events are increasingly popular and provide affordable alternatives to a permanent storefront for small businesses. The plazas and other public spaces in the new housing development will incorporate power outlets and water hook-ups for these types of events, and will be able to accommodate tables, tents, or food truck-type vehicles. The intersection of Liberty and 12th Streets is a primary location for these types of events but other open spaces are also suitable.



Neighborhood retail/service centers *should be strengthened and developed in priority locations near transit.*

Ground floor neighborhood service possibilities include a pharmacy, childcare, healthy restaurant, business center, and more.

EXISTING—11TH ST & MUHAMMAD ALI BLVD

Ali and 11th is envisioned as a neighborhood services hub between the Beecher Terrace site and City View Park. It also serves as a pedestrian/bike link between Baxter Square and the riverfront north of Ali and the schools south of Ali.

POTENTIAL

EXISTING—26TH ST & MUHAMMAD ALI BLVD

POTENTIAL

Reuse of vacant corner store buildings (left, foreground) together with new infill development (right) and activation of vacant lots (left, beyond intersection) will re-establish centers of neighborhood activity and community.

EXISTING—MUHAMMAD ALI BLVD & 13TH ST

POTENTIAL

Converting Muhammad Ali Blvd to two-way traffic and creating a more pedestrian-friendly streetscape with lighting, shade trees, and signage will support its newly defined role as an arts and culture corridor.

PRIORITY D

Increase the availability of high-quality, mixed-income housing.

Goal D.1

Beecher Terrace replacement housing is located in vibrant, sustainable, mixed-income communities that serves as catalysts for new investment.

The 31.4-acre Beecher Terrace site is a catalytic opportunity for Russell, a unique chance to improve the public perception of the neighborhood, create an attractive gateway along 9th Street, and support the new vision for the Muhammad Ali corridor. Redevelopment of the Beecher Terrace site will improve the quality of life for current residents who chose to return and attract new residents who chose to move to Russell. Modern unit layouts and amenities will offer families, singles and couples, seniors, and residents with disabilities many of the day-to-day features they desire. Outside their new home, a mix of public and private open spaces of varying sizes will provide residents with new opportunities to relax, play together, and meet friends and neighbors. Overall, the site design will support a greater sense of safety and security by providing better lighting, doors, porches, and balconies on the street, and sightlines in shared spaces and along streets. A new Liberty Street extension through the site will re-establish neighborhood-scale blocks. It will be a quiet residential street lined with sidewalks and shade trees and will help naturally treat storm water to improve environmental quality. A multi-use path will provide a north-south link from the riverfront past Baxter Square Park to Central High and Coleridge-Taylor Elementary, and improved bus stops will better connect residents to opportunities outside the neighborhood. The proposed Beecher Terrace site plan also achieves the following goals:

- Meets nationally recognized green certification for building design, construction processes, as well as the ongoing operation and maintenance of buildings. All new housing will be certified according to Enterprise Green Communities 2015 standards.
- Integrates high-quality housing and amenities that meet the needs identified in surveys and market studies.
- Creates unit mixes that foster economic diversity among residents on the redeveloped site and throughout the neighborhood.
- Reduces concentration of deeply subsidized units in the neighborhood by locating some replacement units in other neighborhoods of choice. The Housing and Neighborhood task forces expressed a desire to improve the balance of subsidized and market-rate units in the neighborhood. Currently, almost 40 percent of housing units in Russell are subsidized. The current housing program for a redeveloped Beecher Terrace anticipates locating 442 units of replacement housing off-site and in neighborhoods of opportunity across Louisville Metro.

OBJECTIVE

Beecher Terrace residents who wish to, have the opportunity to return to replacement housing units.

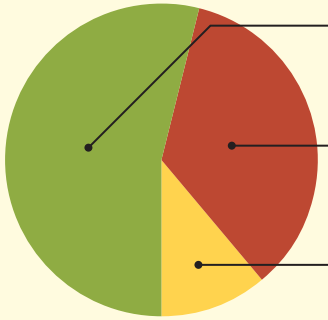
The proposed housing plan, when completed, will include approximately 1,534 dwelling units in a combination of on-site replacement units, new units in Russell and units developed in neighborhoods of opportunity elsewhere in Louisville. Beecher Terrace residents in good standing will have the first right to return to these units if they desire.

	REPLACEMENT	MARKET	LIHTC	FOR SALE	TOTAL
On-Site	316	172	132	20	640
Off-Site	442	229	223	0	894
TOTAL	**758**	**401**	**355**	**20**	**1,534**

Preliminary on- and off-site unit mix

EXISTING CONDITIONS

- Housing affordability was rated as the neighborhood's greatest asset by Beecher residents.
- Among current Beecher households, more seniors and residents with disabilities expressed initial interest in returning to the revitalized site (61%) than households with children (43%). Of the households interested in relocating, about half indicated preference for a Section 8 voucher.
- Russell has a high percentage of subsidized housing units that contribute to the concentration of poverty in the neighborhood.
- The housing market analysis recommends a range of housing unit types from one- to four-bedroom units.
- Interest in revitalized unit:



Source: Beecher Terrace Resident Survey

The proposed master site plan for Beecher Terrace creates a walkable block structure similar in scale to the rest of the neighborhood. Buildings are set near the sidewalk to provide "eyes on the street" to encourage an active pedestrian environment. Well-lit parking lots are conveniently located behind these buildings on the interior of the block. A building for seniors at the corner of Muhammad Ali Boulevard and 9th Street creates a gateway to the neighborhood from downtown. Public and private green spaces are dispersed throughout the site to ensure easy access for all residents.

Proposed conceptual site plan for Beecher Terrace

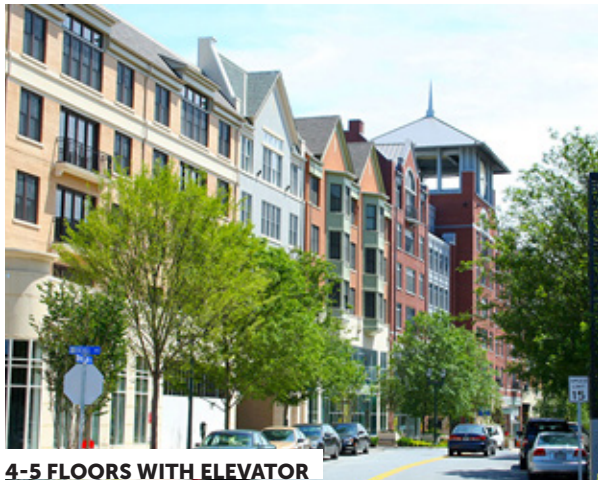
Urban Design Associates

The proposed housing plan includes several different styles of housing to meet a variety of needs. Two and three floor townhouses provide convenient living for families with features like small private yards. Three and four floor walk-ups are well-suited for singles, couples, and young families. Four and five floor buildings with elevators meet the needs of seniors and many others. Active non-residential ground floor space may be provided in taller buildings to add new uses to the site and support a walkable environment.

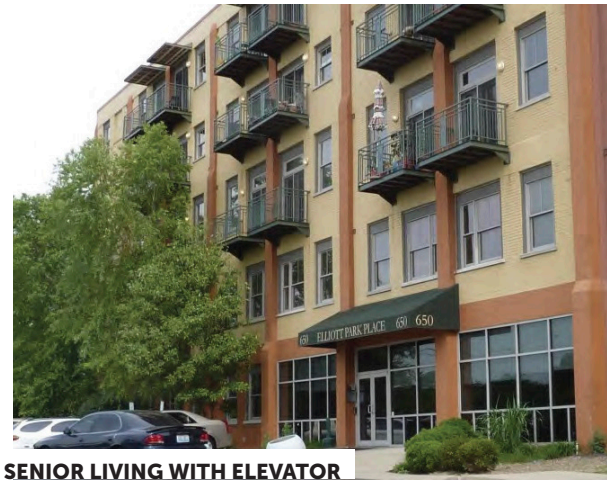
2-3 FLOOR TOWNHOUSE

3 FLOOR WALK-UPS

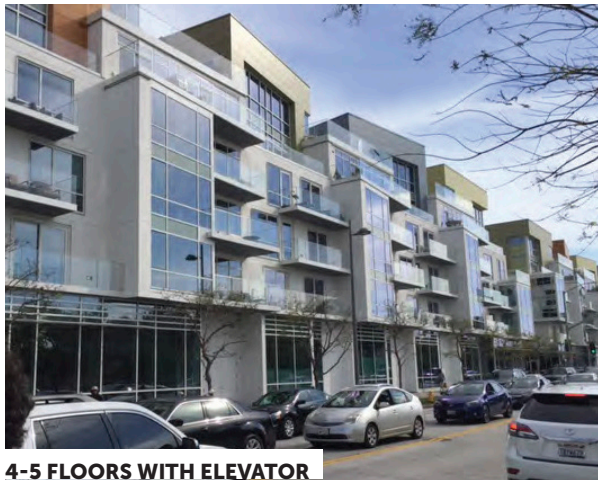
3 FLOOR WALK-UPS



4-5 FLOORS WITH ELEVATOR



SENIOR LIVING WITH ELEVATOR



4-5 FLOORS WITH ELEVATOR

Potential housing types

Important design principles include:

- Frequent ground-level entrances to individual units along the sidewalk to encourage walking. Front stoops will support a neighborly culture and positive interactions among residents.
- A range of materials, colors, and building heights to provide visual variety and a more authentic neighborhood feel.
- Vertical proportions used on long buildings to create a neighborhood-friendly scale.
- Accessible, visitable units to allow a diverse group of residents to comfortably, safely live here and age in place.

Preliminary building designs *incorporate both traditional and contemporary elements to reflect resident input. Heights intentionally step down from downtown on the east toward the rest of the Russell neighborhood to the west to maintain compatibility with the character of Russell.*

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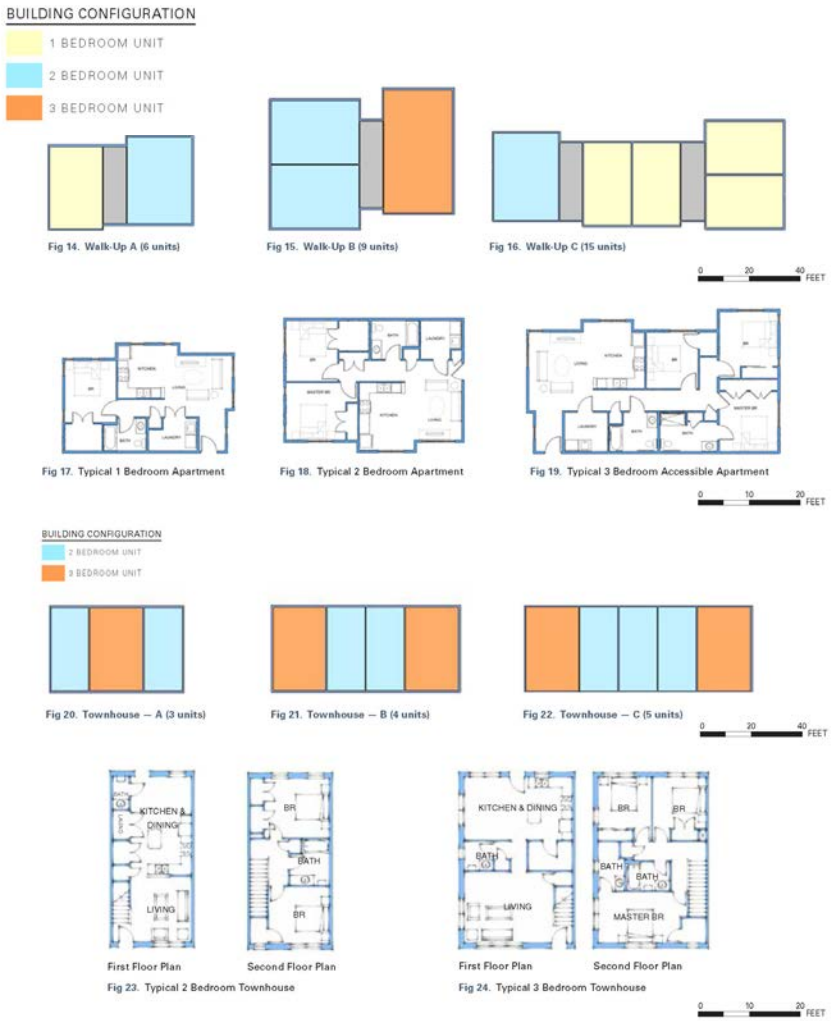

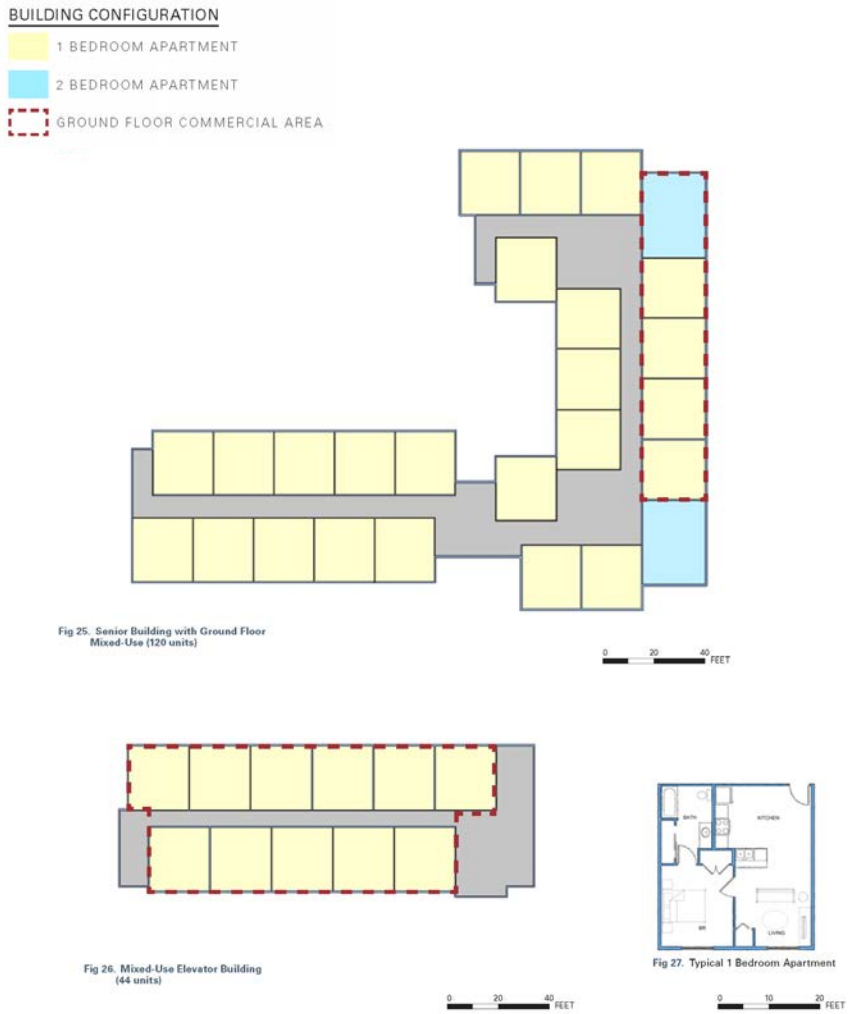

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*A **range of unit types** will appeal to a variety of households in the redeveloped Beecher Terrace site. Units for different income levels will be distributed throughout buildings and across the site to foster a stronger, more integrated community.*

The proposed site plan features a connected network of both public and private green spaces. Old Walnut Street Park is relocated on-site to 13th Street to place it closer to the rest of the neighborhood. The existing community center at Baxter Square is renovated and a new wing is added to modernize the facility and offer a wider range of services and amenities. An active neighborhood square at 11th Street and the new Liberty Street will provide an attractive community gathering space and a new sense of identity. Smaller tot lots and community gardens are integrated into individual blocks. Defensible space principles and design that ensures many "eyes on the street" will create a safe, welcoming, attractive outdoor environment for all residents.

A connected green network *provides each block with a mix of public and private open space to serve residents, and Old Walnut Street Park is repositioned and upgraded with improved features (see Goal B.2). An alternative option is to explore the relocation of this park off-site to better leverage nearby amenities. A flexible new public space at 11th and the Liberty Street extension will become a community gathering space. Semi-private courtyards with tot lots, community gardens, and shared patio space will encourage resident interaction.*

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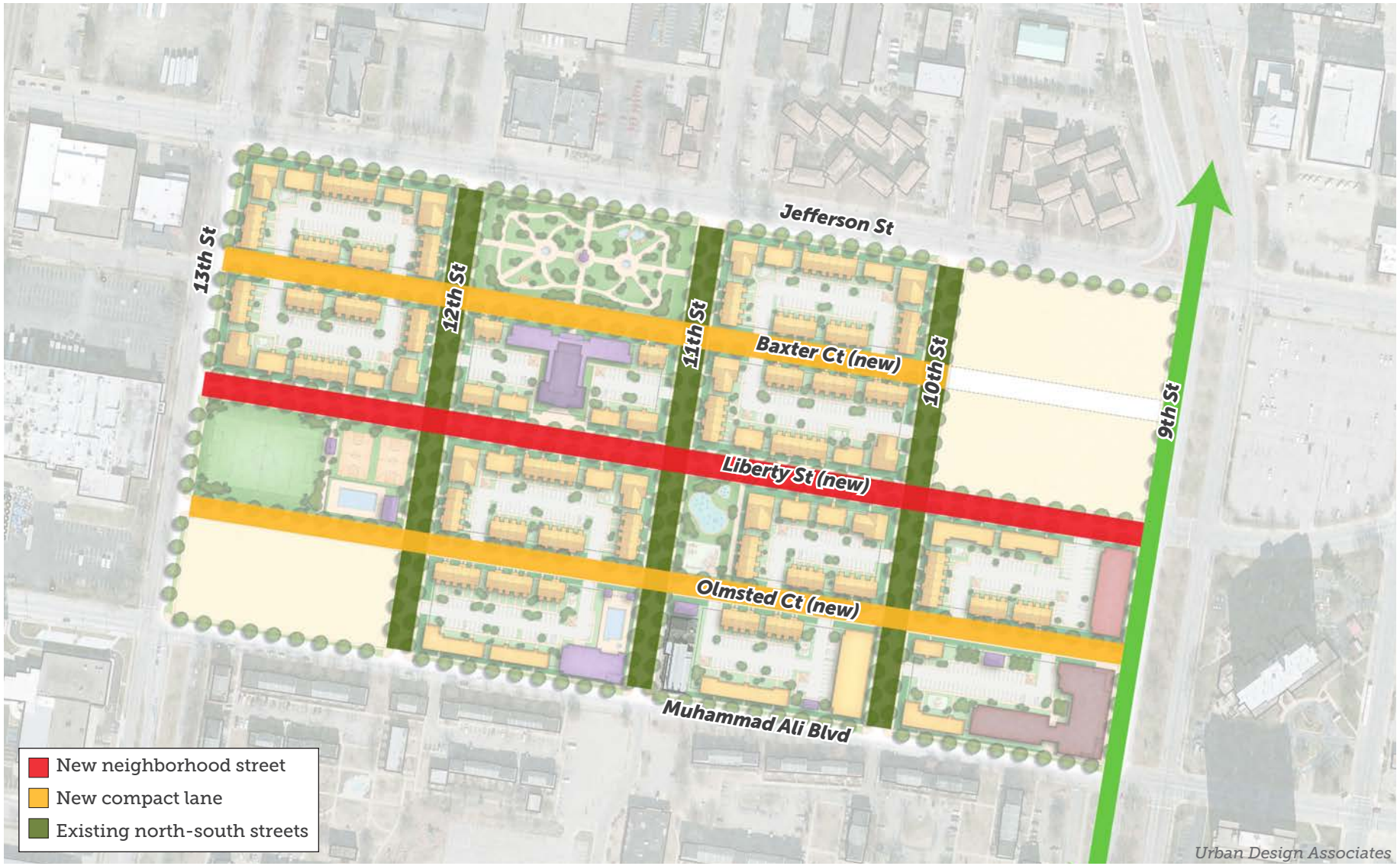
A diverse, active public space at 11th and the Liberty Street extension will anchor the community's identity. Kids can play, youth and adults can meet, and special events can be held in this signature space.

The proposed site plan introduces three new streets to create a walkable block structure that is in scale with the rest of the neighborhood. Liberty Street is a new neighborhood street providing an important connection east to downtown. Convenient on-street parking and landscaping that shades the sidewalk and absorbs rainfall will create an attractive place to walk and live along. Olmsted and Baxter Courts are compact lanes that encourage slow local traffic within the site to create a safe environment for all residents, from children to seniors.



Two new street types *in the proposed conceptual plan create more walkable blocks.*

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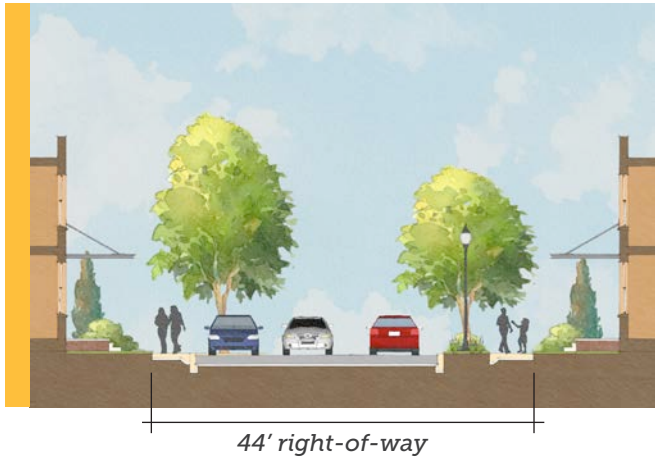

TOP: ***Potential view of Liberty Street extension,*** *the new neighborhood street*

BOTTOM LEFT: ***New neighborhood street*** *section shows green infrastructure and on-street parking.*

BOTTOM RIGHT: ***Compact lane street*** *section shows on-street parking and green stormwater infrastructure.*

ABOVE: ***A Liberty Street gateway along 9th Street*** *will create a fresh identity for Beecher Terrace. Looking across a re-imagined 9th Street with dog parks, public art, and improved crosswalks (see Goal D.2), new buildings frame entry plazas at the Liberty Street extension, highlighting its "green" character and environmental function.*

LEFT: ***Shared residential courtyards*** *will offer a range of amenities in a secure space for residents. Views will be maintained into and out of the spaces and resident parking will be carefully integrated into the landscape in an unobtrusive way.*

The site will be developed in phases to minimize the displacement of original residents. Phased housing redevelopment will start on the Old Walnut Park site thereby avoiding any relocation or demolition of existing buildings during this first phase. Phases along Muhammad Ali Blvd will support its ongoing transformation (see Goal C.2) and improve the image of the neighborhood along its major street. The later phases redevelop land around Baxter Square and along Jefferson Street and include a small homeownership phase, which includes 6 affordable units.

Initial housing phases *concentrate early development along 9th St and Muhammad Ali Blvd. Phases 4-6 rebuild around Baxter Square and along Jefferson St.*

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Goal D.2

Russell offers a variety of high-quality, affordable, and market-rate homeownership and rental housing opportunities.

Supporting existing residents can take many forms: increasing job skills to raise household incomes, improving neighborhood amenities, publicizing existing repair and rehab programs, and providing guidance to current and prospective homebuyers. Support for existing renters is important to ensure residents can stay in Russell as it continues its upward trajectory. They are especially susceptible to changing market conditions if landlords see an opportunity to raise rents or convert a rental building to condominiums. Supports for existing homeowners are also needed to help them maintain their aging and/or energy-inefficient residences. Efforts to increase the number of homeowners will also provide many stabilizing benefits to the neighborhood and start to shift the balance of renters and owners closer to the citywide average.

Metro Government successfully applied to have Russell designated as the City's third Neighborhood Revitalization Strategy Area (NRSA) in 2016. This provides Metro Government with more flexibility in the use of Community Development Block Grant funds. The plan identifies targeted housing strategies that will directly impact homeowners, renters, and the reuse of vacant lots, some of which are described in the strategies below.

OBJECTIVE

Existing renters are empowered to stay in the community and benefit from the economic revival of Russell.

- **Provide renters with opportunities to build equity.** Renters, and especially low-income renters, often struggle to accumulate savings and build wealth. This increases instability and the risk that a single unexpected expense can force an unwanted move or even homelessness. New models should be evaluated and implemented to assist them in moving upward on the ladder of opportunity by building a stable financial base:
  - ***Limited equity and shared equity co-ops*** offer an alternative housing model that helps residents build personal wealth. These programs provide a level of financial stability but have limited asset accumulation potential due to resale restrictions intended to preserve affordability for future owners.
  - ***Renter equity programs*** offer tenants an opportunity to build equity for greater financial stability and security. Renters have a stake in property managements as well, encouraging greater civic involvement.

Built-in methods that automate savings by allocating a portion of rent payments to escrow accounts or by some other method are the most effective. Matched-savings programs provide short-term rewards that encourage further participation, and easy-to-use programs have lower thresholds to entry. Once a promising model has been identified by interested developers and local leaders, the next step

EXAMPLE: RENTER EQUITY PROGRAMS

- Cornerstone Corporation for Shared Equity (CCSE) in Cincinnati, OH. Renters enter an equity contract and earn "equity credits" for defined actions over a period of five years, at which point they are fully vested and can draw on their equity. The program has led to high occupancy and low turnover. Foundation support and management and development fees fund the renter equity system. A study found both financial and social benefits to this program.
  - http://www.rentingpartnerships.org/
  - http://www.ohiohome.org/research/documents/CornerstoneEvaluation-FinalReport.pdf.
- Limited equity cooperative housing: This is a form of accessible homeownership and resident control for low and moderate income residents. Residents acquire shares in the property rather than owning the land or unit, and resale prices are restricted to maintain permanent affordability.

is to pursue initial sources of subsidy to seed the programs and to recruit qualified tenants.

- **Ensure the preservation of existing subsidized affordable housing projects.** Russell has a large number of existing subsidized housing units which is both an asset for existing residents and an impediment to new development. Over time, income restrictions will expire on many of these units which will raise the prospect of redevelopment or conversion to market-rate. A concerted effort to work with the owners to preserve the long-term viability and availability of these units is important to maintaining this source of affordable housing.
- **Publicize landlord-tenant laws to ensure fair treatment and equal opportunity.** The Louisville Urban League (LUL) and other local service providers can promote awareness of the rights and responsibilities of tenants and landlords. Empowering residents to resist unfair pressures or price increases will help prevent involuntary displacement.
- **Offer renters the opportunity to pursue homeownership if desired.** Greater promotion of existing programs can help renters who are ready to move into homeownership. The LUL provides homeowner training to prepare potential first-time homebuyers for the responsibilities of purchasing a house. HPI operates a successful lease-purchase program that transitions tenants from renters to owners with supportive classes and favorable financing. The recently-approved NRSA Homebuyer Incentive Program will offer up to $24,999 in home repair funding to households purchasing homes in Russell. The program is not income-restricted in order to promote more mixed-income neighborhoods.

EXISTING CONDITIONS

- The neighborhood has a low homeownership rate of 18 percent.
- Almost 20 percent of the housing stock is vacant and in varying conditions of disrepair.
- There are over 450 vacant lots scattered throughout the neighborhood.

OBJECTIVE

Existing homeowners contribute to the revitalization of Russell and have the ability to maintain their homes.

- **Provide incentives and training to existing homeowners and landlords:**
  - Focus on repair and upgrade existing homes—energy efficiency/weatherization retrofits, roofing replacement and façade improvements, and historic rehab. The existing Assessment Moratorium Program provides an incentive for making improvements to qualifying properties. The recently opened Samuel Plato Academy trains students in historic renovation techniques who can apply these skills to repair homes in the neighborhood in a historically sensitive way. A neighborhood tool library could offer short-term equipment rentals for basic home repairs while also supporting a greater sense of community. The recently-approved NRSA home rehab program can be layered with existing Metro programs for greater impact:
  - Resources from Office of Housing and Community Development for low to moderate income homeowners: Emergency Repair Program (for electrical, plumbing, and heating/air conditioning systems), Weatherization Program (for insulation, weather stripping, and energy systems), Exterior Code Alleviation Program (ECAP—to eliminate code violations and complete minor exterior repairs), and Lead-Safe Louisville (free inspection and risk assessment, remediation funds).
  - Provide repair assistance to existing elderly and disabled homeowners through New Direction's Repair Affair program, and link participants to other available resources. A pilot program is already underway to support existing owners repair their homes. Combine this program with information about existing property tax benefits like the Homestead and Disability Exemption to further assist elderly and disabled homeowners.
  - Establish tax moratoriums for existing and new homeowners.

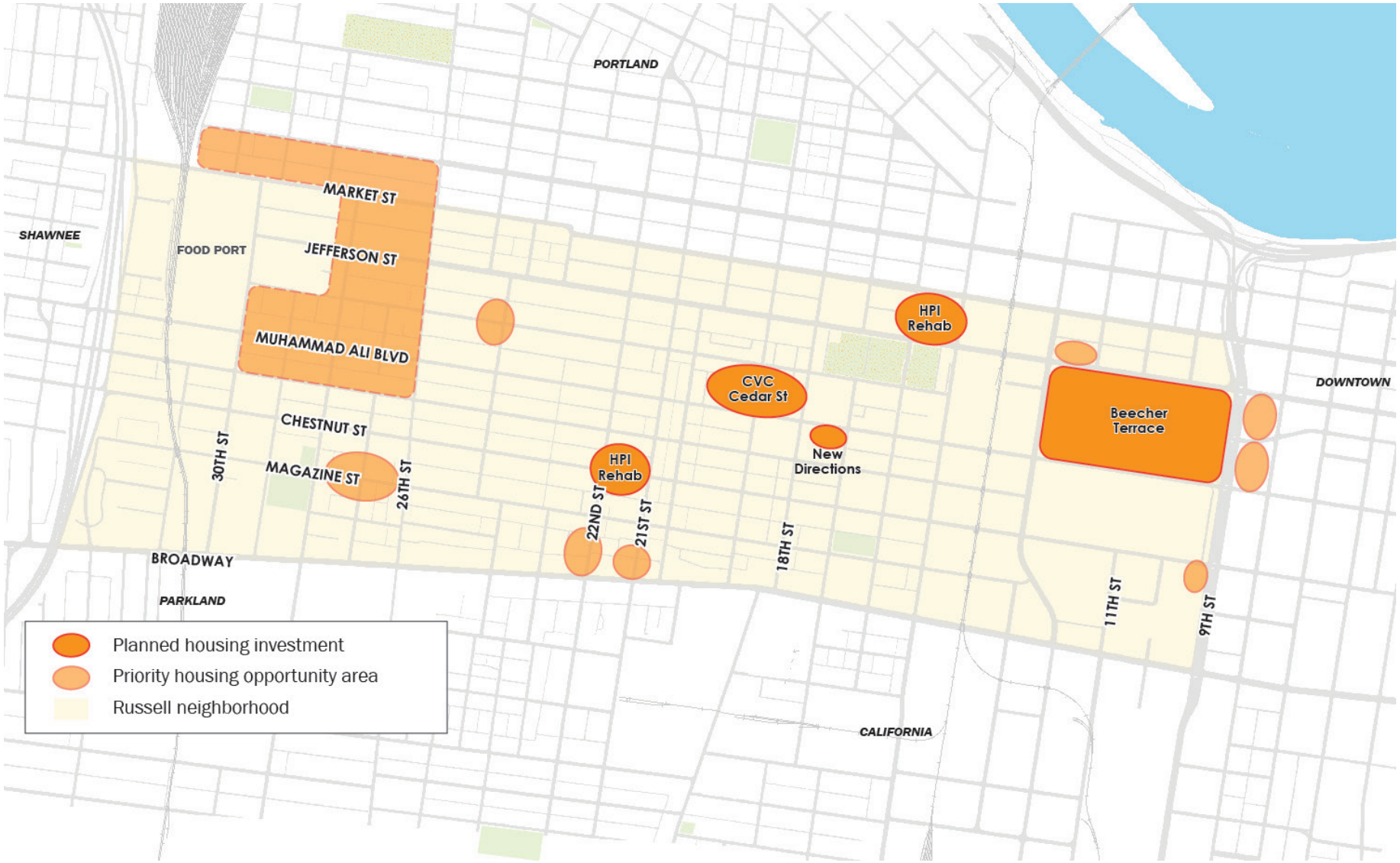
- Develop homeownership models that help build wealth and maintain affordability (such as limited and shared equity, cooperatives, duplexes, etc.).
- Promote LMHA's Housing Choice Voucher Homeownership program for Beecher Terrace and other Russell residents living in LMHA owned properties who are interested in becoming owners. This program allows individuals and families to use their voucher to pay a portion of their new mortgage for up to 15 years.

OBJECTIVE

Vacant land and abandoned buildings are repurposed into mixed-income housing and other uses that enhance quality of life and neighborhood housing values.

- **Provide incentives and technical assistance** for owners/developers/faith-based organizations to turn vacant and abandoned properties into quality newly constructed and/or rehabbed rental or ownership housing (CNI Action grants, revolving loan funds, tax abatement, assessment moratoriums, lien forgiveness, necessary zoning and form district changes, expedited planning review process, fee waivers, etc.). Metro should explore incentives such as expedited permit review, fee waivers, lower parking requirements, or increased density for projects proposed in targeted areas.
- **Pursue targeted infill development on 'opportunity sites' to transform high-visibility areas.** There are several clusters of vacant lots that could generate a transformational change on the block if turned back into housing or another active community use. The Cedar Street redevelopment is one such area and is intended for homeownership opportunities. An area between 26th and 30th Streets is also targeted for new infill housing and other active uses. Small individual lots here and elsewhere could be assembled into scattered site portfolios and sold to experienced developers, or marketed individually over time to interested purchasers. Active community uses, like the ideas generated by the Lots of Possibility competition, are also candidates for reuse that would allow these vacant lots to become positive neighborhood amenities.
- **Provide existing owners the opportunity to own the "Lot Next Door".** Another potential use for individual scattered vacant lots is facilitating acquisition by interested adjacent owners for use as side yards. Develop Louisville currently offers vacant land for prices ranging from $1 to $1,000 depending on the intended use. Associated attorney and legal fees are often much more expensive, however, creating a barrier to more widespread use in low income areas like Russell. Strategies to reduce these costs are being examined by Develop Louisville. Once this issue is resolved, the program will benefit from a targeted public awareness campaign.
- **Repurpose vacant lots throughout Russell using a process based on previously successful vacant lot initiatives.** LMG's Vacant and Public Property Administration's "Lots of Possibility" and Rsquared competitions generated 100+ ideas and proposals for redeveloping LMG owned vacant lots into productive community assets. Five successful vacant lot projects are currently in operation using funding and technical assistance that was provided through these initiatives. Vision Russell will award CNI Action Funds and provide

Vacant houses can be returned to active use and critical repairs made to improve the existing housing stock in Russell.



Targeted infill development *in Russell on opportunity sites throughout the neighborhood will transform clusters of vacant lots and houses.*

technical assistance to address approximately four vacant lots in a designated focus area within Russell during 2017. CNI Implementation grant funds, and CDBG funding have also been allocated for these purposes. Priority will be given to addressing highly visible vacant lots on primary corridors, and those near neighborhood activity centers and/or close to parks and schools.

- **Identify abandoned buildings that are in the best condition and viable for rehab.** Focus on addressing buildings in high visibility locations like Muhammad Ali Boulevard, neighborhood activity centers, and near parks and schools. Secure them to prevent further deterioration and market them to neighborhood residents and investors. Promote their architectural character and the neighborhood's proximity to transit and downtown jobs. For shotgun style houses, also promote the benefits of "living smaller" as an asset.

OBJECTIVE

Russell's housing is high quality with varied typology, styles, and price points that appeal to diverse groups of people.

- **Adopt the Vision Russell Transformation Plan** as the official Louisville Metro Government Neighborhood Plan. This will give the Transformation Plan greater force to maintain the community vision and guide future policy and strategies.
- **Leverage planned housing investments by local organizations.** CVC is building ownership housing near 18th and Muhammad Ali Boulevard. New Directions has plans to purchase several buildings along Muhammad Ali Boulevard for affordable rental housing near their Russell Apartments. LMHA also has an option for the vacant lot directly adjacent to the Russell Apartments and plans to develop the site as mixed-use and mixed-income housing, including Beecher replacement units. HPI has or is currently pursuing site control of close to 200 units in Russell with plans to renovate them before selling some and maintaining others as rental units. These projects together with Beecher Terrace on-site redevelopment can make a significant positive impact on the perception and livability of the neighborhood.
- **Launch a marketing and rebranding campaign** to encourage existing renters and homeowners to stay within Russell, and new people to move into the neighborhood. Promote the neighborhood's distinguishing assets like proximity to downtown's jobs, Medical District and other amenities, excellent public transit access, and unique architectural character. Expand outreach efforts to publicize the many available home repair and rehab programs.
- **Foster networking and partnerships** among property owners/developers to support housing development. Continue the Housing Managers Forum that was created during the Choice planning process to support knowledge-sharing, relationship-building, and cooperation among different property owners and managers.
- **Provide technical assistance** on historic guidelines and update the existing neighborhood pattern book to include design guidance for historic and contemporary housing typologies. The Samuel Plato Academy and local universities are potential partners with residents in this effort.
- **Provide down payment assistance and soft second mortgages to new homebuyers.** Target outreach for the existing Down Payment Assistance (DPA) program to encourage purchasing homes in Russell. Conduct special outreach for down payment incentives to teachers, police officers, early childhood workers, etc.

PRIORITY E

Improve community connectivity.

Goal E.1

Russell residents are engaged in their community, civic life, and connected to resources.

The vitality of the Russell neighborhood depends on an informed and involved citizenry. Increasing resident involvement is crucial to improving the quality of life in their neighborhoods and the whole community benefits by creating a positive environment of shared responsibility and collaboration.

EXISTING CONDITIONS

- Half of residents reported sometimes or often participating in a range of community engagement activities including political activity (58%) and neighborhood social events (56%)
- Respondents are well-informed about a number of local initiatives or resources; 89% have heard of the planned Wal-Mart at 18th and Broadway; 85% of the African American Heritage Center and 62% of the planned YMCA at 18th and Broadway
- Respondents most often use TV (59%) and word of mouth (59%) to learn about the Russell neighborhood
- Two out of three respondents indicated a willingness to participate in most neighborhood activities and think they can make some or a lot of difference in the Russell neighborhood
- Respondents generally feel like the neighborhood has a supportive social network and the majority (63% to 76%) indicate people are somewhat or very likely to help out with a variety of types of assistance

OBJECTIVE

Residents are aware of, have access to, and use information about resources, supports, and jobs in and around Russell.

- **Develop, market and distribute a resource guide for Russell.** The Vision Russell team created an inventory of services and programs in and around Russell as part of the existing conditions assessment. This inventory can form the basis of a comprehensive list of community resources, housing programs and public services to be packaged and shared with Beecher and Russell residents by VR partners in a variety of forums. As part of the Russell Neighborhood Revitalization Strategy Area Plan, Louisville Metro Government is committed to making the resource guide available at ten locations and twenty events over the next five years.
- **Create and maintain a Vision Russell website.** The Vision Russell website was fully launched in October 2016, and will continue to be used as an information forum about our CNI Planning, Action and Implementation grant initiatives, as well as a venue to promote resources and opportunities that are available to residents.
- **Create new venues for networking.** Vision Russell will build upon the outreach and engagement strategies employed by New Directions Housing Corporation and the Neighborhood Outreach Workers (NOWs) during the planning process via new initiatives such as block groups and Nextdoor, a free web-based platform that allows neighborhood residents to share information and create a private social network for their community.
- **Coordinate with Choose Russell, the neighborhood's newly established community-based organization (CBO), to sustain community engagement and implementation of the VRTP.** Vision Russell will build upon the Russell Neighborhood Institute and other opportunities to support capacity-building among neighborhood leaders. Recognizing that a strong and active civic infrastructure is essential to successfully implement and sustain the VRTP, several key stakeholders and residents established Choose Russell in March 2015. The CBO will serve as an ongoing platform for idea generation, collaboration, learning and action.

Neighborhood outreach workers outside Beecher Terrace.

Goal E.2

Residents have safe and convenient multi-modal transportation options to access services, amenities, and jobs.

OBJECTIVE

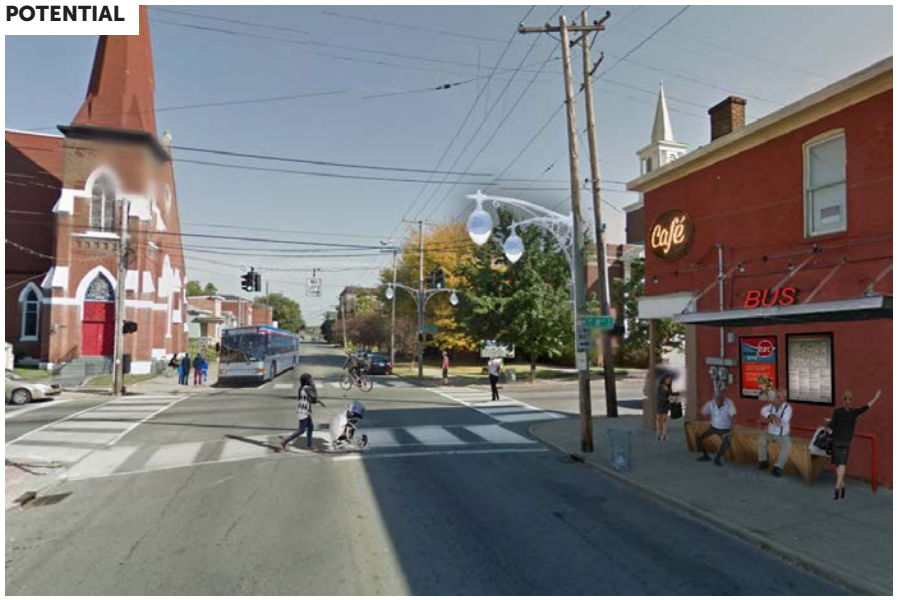
Improve built environment to enhance safety and convenience of multi-modal transportation options.

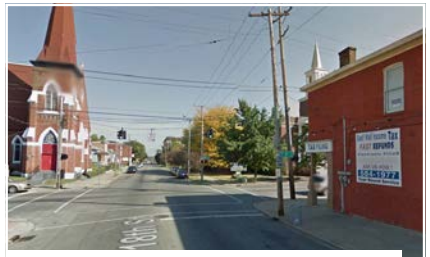
- **Master Plan is underway for the 9th St corridor from Broadway to the river including implementable pedestrian accessibility and safety improvements.** 9th Street is a major priority for Louisville Metro to improve the conditions of this physical and psychological barrier between West Louisville and Downtown. While the relocation of highway access ramps at the northern end is a long-term project which needs coordination from state and federal partners, funds have been secured to develop a new vision for 9th Street with the consideration for future study of the 9th Street ramps. Projects underway or anticipated for 9th St include:
  - 9th Street underpass project on Main St. to make artistic improvements to this gateway between Downtown and West Louisville
  - 9th St Master Plan -Re-Image 9th Street, a long-range plan for a complete, connected, green and pedestrian-focused urban boulevard to enhance connectivity, economic vitality and improve safe mobility
  - BRT corridor and new bus stops connecting Downtown to south-west Louisville (Dixie TIGER BRT project)
  - Complete Streets improvements including pedestrian improvements, lighting and connectivity
- **Create a safe and welcoming neighborhood green street along a new section of Liberty running through Beecher site.** Extending Liberty Street through a redeveloped Beecher Terrace site will restore the traditional walkable neighborhood street grid that was altered in the 1940's. This street will be a quiet, attractive and on a neighborhood scale designed for slower speeds and with extensive landscaping to provide shade and stormwater management. Its design should provide a distinct address for the new housing built there.
- Make sidewalk, crosswalk, lighting, and bike lane improvements to **increase safety for pedestrians and bicyclists**
  - Several corridors have been prioritized to include pedestrian improvements and enhancements including basic sidewalk repairs, new sidewalks where they are missing, pedestrian street lighting, and accessible curb ramps. Priority streets over the next two years include Muhammad Ali, Chestnut, and 13th (planned bicycle facility). The Broadway Master Plan will begin in FY 2016-2017 to identify additional crosswalk and intersection improvements for safe movement of pedestrians along this busy corridor.
  - Other locations to consider for sidewalk improvement are retail segments of Market Street, the 21st/22nd Street one-way pair to mitigate fast-moving traffic coming from and going to the interstate ramps north of Russell, and streets and sidewalks near schools and parks. Additional bike lanes should be considered to create connections through and beyond the neighborhood, including along Jefferson, Magazine, and 11th Street.
- Construct new and enhance existing covered **bus shelters** to include route info, seating, public art, real-time arrival information, information about community resources, and lighting at stops with high boarding volumes. Priority stop locations for improvements include two at Beecher Terrace:
  - Broadway at 10th, 15th, and 18th (future BRT as proposed in the Transforming Dixie Highway TIGER project)
  - Broadway at 28th

- Market at 10th (Beecher)
- Market at 15th
- Market at 18th
- Ali at 13th (Beecher)
- Ali at 18th

- **Convert targeted streets to two-way traffic:** *Move Louisville* recommends the conversion of one-way streets into two-way streets. Muhammad Ali Boulevard and Chestnut Street are being evaluated and prioritized. Other streets may be considered.
- **Apply Complete Streets best practices to targeted streets,** including potentially adopting "road diets" for targeted streets.
  - Jefferson Street has excess width that can accommodate improvements for all users
  - Muhammad Ali Boulevard is envisioned as a distinct arts and culture corridor and a candidate for 2-way conversion.
  - 11th Street provides an important link between the riverfront, Beecher site, and schools
  - 18th Street provides an important link between Market Street, KCAAH, the planned Broadway YMCA and the BRT line along Dixie Highway.
- Incentivize improvements to commercial and residential structures to **facilitate accessibility** for the disabled, and promote LMG's ramp and barrier removal program.

POTENTIAL





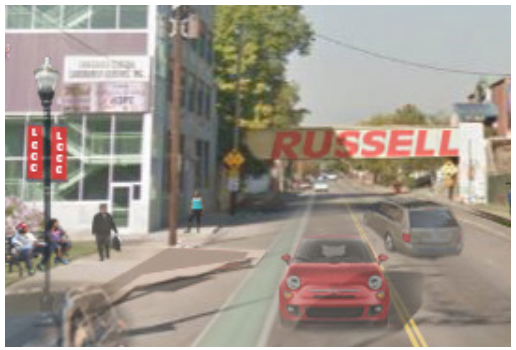
EXISTING—18TH ST & CHESTNUT ST

Potential bus stop improvements include seating, shelters lighting, and route and schedule information to make riding the bus an easier option.

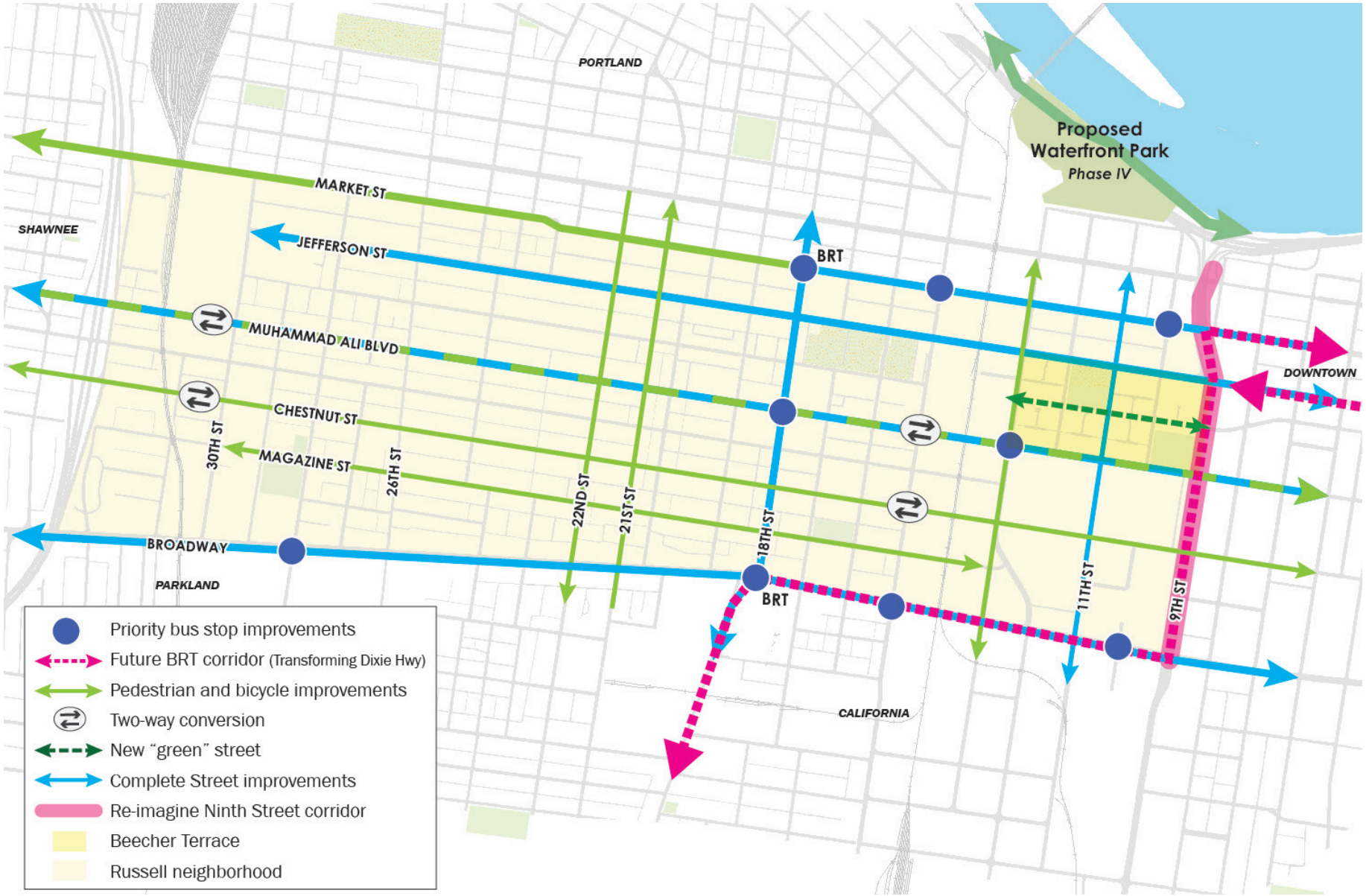
OBJECTIVE

Increase availability of multi-modal transportation options.

- Implement the ***Transforming Dixie Highway*** **TIGER** project to provide high-quality, efficient transit connections to downtown and other job/service clusters. This project has three primary elements that impact the Russell neighborhood:
  - The Broadway Master Plan will begin in 2017 to look at this critical east-west corridor as a complete street with premium transit options;
  - Complete Streets and Safety/Access Management Improvements. The project calls for low cost safety and operational improvements to be provided in high crash areas (improved stripping, signage and pavement marking improvement;
  - Intelligent Transportation System (ITS) / Signal System and Technology Upgrades. This also includes corridor improvement and intersection upgrades (transit signal priority and enhanced ITS signals from 9th to 18th streets).
- **Extend downtown circulator bus stop within Russell.** The Zero bus circulator provides convenience free access to the central business district. It currently travels as far west as 10th Street on Market. Extending this route several blocks further west is a short-term alternative to better connect more Russell residents with a major job center until the BRT corridor is operational.
- **Introduce car sharing, bike sharing, and/or other similar services and ensure their accessibility for Russell residents by reducing barriers to use**. A car sharing program in Russell would provide residents with a low-cost alternative to personal car ownership. This would expand mobility options and give residents greater access to job centers throughout Metro Louisville. Expanding Louisville Metro's bike share program into Russell would provide similar benefits within a smaller range of travel. Strategies to eliminate potential barriers to use should be explored, in particular credit card requirements that may be onerous to residents who are unbanked.



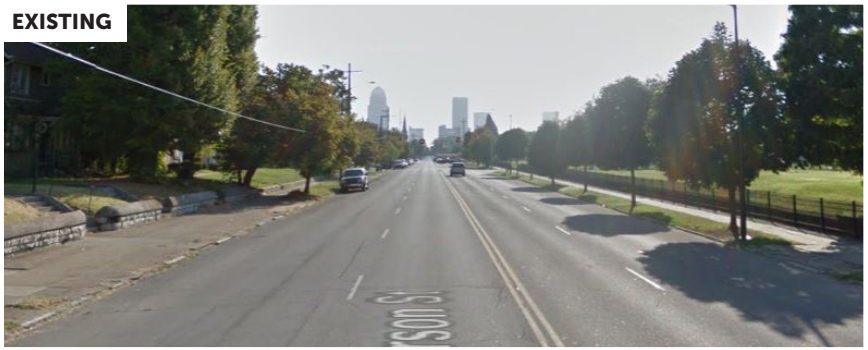
An expanded multi-modal network including the emissions-free Zero bus circulator, protected bicycle lanes, and improved pedestrian conditions will increase accessibility for residents.



A multi-modal transportation network *will provide pedestrians, bicyclists, transit riders, and drivers with improved and safer connections throughout Russell*

POTENTIAL

EXISTING



Jefferson St is unnecessarily wide and could be re-designed to better serve all users. Bike lanes, improved streetscape, and planters that absorb stormwater would create an attractive link between destinations.

Goal E.3

Russell residents have the skills, tools, and ability to access and use modern technology and the internet.

OBJECTIVE

Improve Connectivity: Expand access to the Internet and broadband infrastructure.

- Louisville's **fiber network** in conjunction with the Kentucky Wired project will help to build better connectivity infrastructure in West Louisville, including Russell, and will allow increased exploration of low-cost internet plans for in-need residents.
- All on-site and off-site Beecher Terrace replacement housing will be wired for **broadband** service. Louisville Metro Housing Authority case managers and Russell neighborhood outreach workers will assist Russell and Beecher Terrace residents with signing up for the Lifeline Program, which provides low cost, in-home broadband plans for low-income families.
- There are currently four Wi-Fi hotspots for public use in Russell, as well as **public Wi-Fi** in the Baxter Community Center. Louisville Metro Government will continue to explore ways to provide more opportunities for public Wi-Fi to Russell residents.

OBJECTIVE

Teach Digital Skills: Train residents in digital skills to increase their employability and ability to participate in modern society.

- LCCC's **Gigabit Demonstration Center** will open in early 2017 and will engage Russell and the entire Louisville community with the possibilities created by ultra-high-speed internet. The Center aims to attract entrepreneurs, investors, grants and other initiatives that support economic empowerment and job creation. The Center will provide access to ultra-high-speed internet service for entities, events and activities located at LCCC's Old Walnut Street Development.
- Louisville Free Public Library (LFPL) provides free **computer training** classes at the Western Library and all library locations. These classes include: Computer Basics; Email Basics; Internet Basics; Microsoft Word, PowerPoint, Excel, and Publisher; as well as classes on eReaders, online databases, and other online learning opportunities. In addition to computer classes at every library location, LFPL offers free Computer Learning Centers in four locations: Iroquois, Main, Shawnee and Southwest. The Computer Learning Centers offer dedicated classroom space to help patrons develop computer skills through hands-on classes.
- Code Louisville offers a series of 12-week **software development** tracks (total of 24 weeks) to adults who want to pursue a career in the software development industry at no cost to the student. The program also provides participants with resume writing and interview workshops, a community of developers to network with and mentors to help answer questions. Code Louisville works with employers to help connect participants with jobs in the industry.

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CHAPTER 4

Implementation Strategy

Russell's transformation is well underway and will continue to evolve. Key partners are already making significant investments in the neighborhood. However, the implementation of the specific priorities identified in this Transformation Plan (the 'roadmap') is likely to be realized over 12-16 years or more, depending on financing and market conditions. This implementation of this plan will also rely on a broad network of collaborative partners, some of whom are already implementing key projects in the neighborhood.

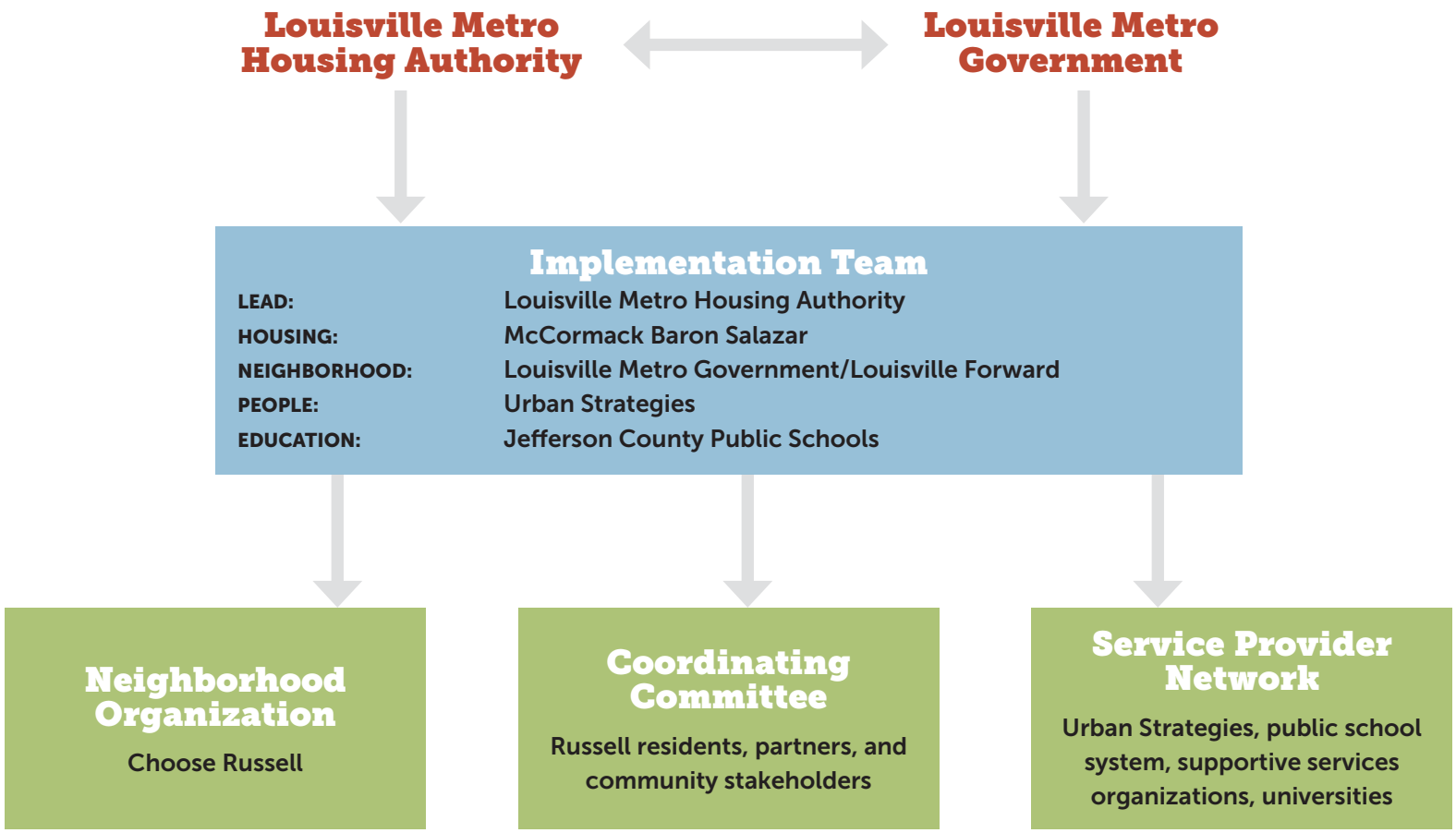
This section outlines a framework and assumptions to guide implementation of the Transformation Plan. It is followed by a preliminary schedule and partner matrix.

Implementation Structure

The decision-making body for Vision Russell Transformation Plan and the CNI Implementation Grant will build upon the structure used during the CNI planning process. LMHA will serve as the Lead Entity, LMG will serve as the Co-lead and the Neighborhood Implementation Entity, McCormack Baron Salazar (MBS) will serve as the Housing Implementation Entity, Urban Strategies will serve as the People Implementation Entity, and Jefferson County Public Schools (JCPS) will serve as the Principal Education Partner. This combined team, led by Tim Barry, LMHA Executive Director, and Gretchen Milliken, Director of Louisville Forward's Advanced Planning division, will oversee all transformation plan activities, monitor programs on strategies and outcomes, and address any obstacles encountered, making adjustments as needed and resolving disputes.

- **Key Implementation Partners**—LMHA and LMG will leverage the work of many stakeholders, many of whom are already identified in the matrix that follows. For each strategy, the implementation matrix details action steps, lead entity or entities, the timeframe for implementation (short, medium- or long-term), and potential sources of funding or in-kind contributions. ***This matrix and timeline will continue to evolve as the Plan evolves over time.***
- **Coordinating Committee**—The existing Coordinating Committee, comprised of leadership from nearly 30 community organizations, residents representing Beecher Terrace and the Russell neighborhood, and LMHA and Louisville Metro Government staff, will continue their role during the implementation period. The Coordinating Committee will meet quarterly to provide strategic guidance, review progress on VRTP activities to ensure that they address community needs and catalyze investment in a way that produces measurable beneficial outcomes to residents and the overall neighborhood.
- **Neighborhood Organization**—Choose Russell, the newly formed neighborhood association, will serve as the sustaining entity for the transformation plan. Choose Russell will have permanent and temporary committees that build cohesion around specific neighborhood objectives and goals.
- **Beecher Terrace Developer**—LMHA procured a master developer to oversee the development of the on-site Beecher housing plan in June 2016. The developer, McCormack Baron Salazar, will work closely with LMHA, LMG, residents, implementation partners, and other stakeholders to refine the overall housing plan and ensure its implementation.
- **Neighborhood Investments**—Louisville Forward will coordinate the implementation of neighborhood improvements, particularly those funded by Metro Government. Where appropriate, public/private partnerships will be established. LMG recently formed a new department—the Department of Redevelopment Strategies—to provide greater focus on the implementation of the VRTP. This new department will be charged with aligning and coordinating LMG resources and supports.
- **Service Provider Network**—The Services Providers Network will be comprised of Urban Strategies staff and representatives from our CNI supportive services and education partners. The group will work together to serve Beecher Terrace and Russell residents using the VRTP as the single unifying framework. A wide range of service providers interested in improving the quality of life in Russell actively participated on CNI planning grant Task Forces and are expected to either continue and/or expand their programming to serve more families over time as funding opportunities become available. These providers represent a variety of speciality areas from health and wellness, to early education, to workforce and economic development.

The Network will serve as an ongoing forum to receive feedback and monitor the People and Education components of our VRTP, as well as serving as a venue to coordinate training for management and direct service staff in areas such as trauma-informed care and unconscious bias. The group will meet monthly initially to launch implementation strategies and refine their roles, referral and reporting processes, and then quarterly through the CNI implementation grant period to review outcomes and identify challenges and opportunities to strengthen our VRTP implementation efforts.



Organizational structure *for the implementation of the VRTP*

Preliminary Financing Plan

A project of this scale and complexity will require a variety of funding sources to be feasible as evidenced by the preliminary budget below.

Preliminary Implementation Budget*

ACTIVITY	TOTAL	SOURCE
Action Activities	$1,375,000	CNI Action Grant, LMG
Critical Community Improvements	$12,885,750	CNI Implementation Grant, Metro Parks, LCCC, KCAAH, Molo Village, LMG/CDBG
Neighborhood Investments	$38,335,515	LMG, NDHC, CVC and 9 partners
Housing	$157,888,811	CNI Implementation Grant, LMHA, LMG, private debt, LIHTC
Supportive Services and Education	$27,802,566	CNI Implmentation Grant, LMHA, MBS, and 43 service partners
TOTAL	**$238,287,642**	

* Budget as reflected in successful CNI implementation and action grant applications, with adjustments for loss of Seed Capital's Foodport project.

The following sources will be pursued:

- **Tax Credit Equity:** LIHTC equity is expected to be a primary source of funding for all residential development phases. The housing plan assumes a combination of 9% and 4% LIHTC. Maximizing the number developments produced with 9% credits will reduce the need for other funding sources and subsidies to fully implement the master plan. The plan assumes that 4-5 rounds of credits will be necessary. The first application for 4% tax credits will be submitted in early 2017.
- **LMHA/Public Housing Funding:** LMHA has been a MTW agency since 1999 and has demonstrated success combining funding sources and using other strategies to modernize its housing stock. These tools provide the Housing Authority with greater flexibility in how it achieves the goals of diverse, mixed-income housing in neighborhoods of opportunity for the benefit of its residents. LMHA will utilize its Moving to Work flexibility to commit public housing resources to developing replacement units in the Plan, finance demolition, relocation and services. These may include Section 8 reserves and project-based vouchers, program income, 5h reserves, capital funds, etc.
- **CNI Funds:** Louisville's award of a FY2016 CNI Implementation grant on December 12, 2016 provide $29.5 million towards the implementation of select portions of the VRTP.
- **Conventional Debt:** Some residential and commercial/retail phases of the Plan will be capable of supporting debt. The plan assumes that taxable and tax-exempt debt will be an important source of financing for the rental housing developments, exclusive of public housing units.
- **Tax Increment Financing:** TIF can be an important source of financing for the Plan and should be explored, to the extent feasible.
- **Federal Home Loan Bank (FHLB) Affordable Housing Program (AHP):** Each of 12 regional Federal Home Loan Banks run an AHP program funded with 10% of their net income each year. Developer applicants must submit an application to one of the regional banks via a member financial institution. Though FHLBs focus on the region that they cover, they may provide AHP funding for projects submitted by a member institution though the project is outside their jurisdiction. The amount of funding available per project varies substantially by FHLB. Ideally, the developer will work with a FHLB member institution with which there is a well-established business relationship to submit an application.
- **New Markets Tax Credits (NMTC):** NMTC may be used for the retail developments in the Plan. The federal NMTC program provides capital markets funding (equity and/or debt at below market terms) for economic development projects in low-income communities. NMTC funding can be used for commercial projects and for rental housing (though operating income from housing in a NMTC transaction

cannot exceed 80%). NMTC cannot be combined with LIHTC, though these financing structures can be side-by-side in a development.

- **Deferred and Reinvested Developer Fee:** As developer or co-developer, LMHA may receive all or some of the developer fee for planned residential and non-residential development projects and reinvest these fees to implement future phases of the plan.
- **HOME Funding:** HOME funds can be used to provide home purchase or rehabilitation financing assistance to eligible homeowners and new homebuyers; build or rehabilitate housing for rent or ownership; or for "other reasonable and necessary expenses related to the development of non-luxury housing," including site acquisition or improvement, demolition of dilapidated housing to make way for HOME-assisted development, and payment of relocation expenses.
- **CDBG (Community Development Block Grants):** CDBG funds are for activities that benefit low- and moderate-income persons. The activities must benefit low- and moderate-income persons, prevent or eliminate slims or blight, or address community needs for which other funding is not available.

  $950,000 in FY 2016 CDBG funds have been committed towards critical community improvements described in the neighborhood component of the VRTP.

  The City obtained a Neighborhood Revitalization Strategy Area (NRSA) designation for Russell in 2016 which will provide more flexibility in the use of CDBG funds to support Russell's VRTP.
- **Other City Funds:** The City is contributing additional financing to support infrastructure and related projects. Such sources include the general fund and TIGER.

  LMG has committed $15 million in leverage toward the CNI Implementation over the next five years. The funds will be used to support site remediation and other improvements needed for housing redevelopment on the Beecher Terrace site.
- **Foundation Funding:** LMHA, LMG and its implementation partners will explore potential partnerships with local or national foundations in support of the Plan.
- **Other Funding:** Other funding sources may become available over the course of implementation of the Plan. LMHA, LMG and implementation partners will pursue all opportunities that arise. These may include federal or state grant or tax credit programs, energy conservation-related funding, private grants and state or local funding programs.

Relocation

The Beecher Terrace housing redevelopment plan will be carefully phased to best accommodate current families. Experienced LMHA staff will closely coordinate relocation services and mobility counseling with Urban Strategies case managers to help ensure a smooth transition process. LMHA worked with residents and stakeholders to developed a detailed relocation plan that fully complies to the Uniform Relocation Act while meeting the needs of Beecher Terrace households. Relocation options will be maximized to the greatest extent possible, and ample replacement housing units will be created so that all families who desire to will have the opportunity to return.

RESIDENT RIGHT TO RETURN

- Residents relocated from Beecher Terrace will be offered admission to the 758 replacement housing units before anyone else and will have an admissions preference for all 758 replacement units for life.
- Beecher Terrace residents move to the top of the list for LMHA's public housing and scattered sites and will have no wait for vacant units.
- Beecher Terrace residents move to the top of the Section 8 list and will have no wait for vouchers.

EARLY ACTION ACTIVITIES

- $29.5 million CNI Implementation grant from the US Department of Housing and Urban Development in December 2016. This grant leverages an additional $200 million in investments in Russell over the next six years.
- $16.9 million TIGER grant from US Department of Transportation by Louisville Metro Government to redevelop and realign Dixie Highway, a portion of which runs through Russell.
- Molo Village CDC's $7.4 million plan for a new 30,000 square feet mixed-used office and retail development. *The Village at West Jefferson* is estimated to be completed in 2018. Nearly 90% of the funds have already been raised.
- $1 million CNI Action grant from the US Department of Housing and Urban Development in August 2016 to invest in highly visible projects that will create excitement and spur further investment in Russell.
- $1 million grant from the US Department of Health and Human Services by the Park Duvalle Community Health Center in May 2016 to expand its federally qualified health center.
- Approval of Russell's Neighborhood Revitalization Strategy Area designation and Action Plan in July 2016, which includes $1 million of firmly committed Community Development Block Grant investments in Russell.
- Donation of a $235,000 private gift to the Christian Health Center West to improve the lives of adult seniors in Russell. The gift is aimed at expanding the health care center.
- Construction of 28 new market-rate homes currently underway by Community Ventures Corporation (CVC). Most of the homes will be located on Cedar Street, and price points are expected to range from $105,000 to $150,000.
- Proposal by the Transit Authority of River City (TARC) for the section of Market Street that runs through the Russell neighborhood. The project plans suggest improvements at 24 stops in Russell with some receiving benches, shelters and/or trash receptacles. The estimated cost for these improvements is $150,000.
- Launch of the $80,000 "Gigabit Experience Center" project which is expected to open at the Louisville Central Community Centers Old Walnut Street campus in early 2017. *The Experience Center* will provide access to gigabit internet potential, state-of-the-art tech skill training, and support entrepreneurship and civic engagement.
- $50,000 Growth Accelerator Fund Competition grant from the United States Small Business Administration by CVC's Chef Space, Louisville's first kitchen incubator. This grant will be used to provide additional operational and technical support services for local food entrepreneurs.

EARLY ACTION ACTIVITIES (CONTINUED)

- Completion of Produce Park, a ¼-acre public orchard and garden on the western border of Russell. This $30,000 City and philanthropy-funded project is a critical step in addressing Russell's shortage of locations to purchase fresh, affordable produce. Planning is underway for additional enhancements at the park, such as a shade canopy.
- Development of a 9-hole miniature golf course by the Urban League on a portion of their headquarter's campus and adjacent land recently purchased from the City.
- Ongoing discussions by the West Louisville Community Council on alternate proposals for the former Food Port site, one of the largest tracts of developable land in Russell.
- Launch of Choose Russell in March 2015, a new neighborhood organization. The goal of Choose Russell is to empower residents with the tools they need to govern and grow their neighborhood.
- $40,000 grant from the Pink Counties Initiative by the Louisville Metro Department of Public Health and Wellness to conduct outreach and education program on breast and cervical cancer screening.
- Selection of Louisville Metro Public Health and Wellness Department to take part in Aetna's Healthiest Cities & Counties Challenge. This initiative connects Russell and other West Louisville residents to nature, and expands the successful ECHO outreach program to Coleridge-Taylor Elementary School in Russell.
- Continued work by the multidisciplinary Pivot to Peace Collaborative to decrease violence in West Louisville. The group began coordinating services with University of Louisville's Trauma Care social workers this past quarter.
- Completion of the first Russell Neighborhood Institute in February 2016 by 22 Russell residents. The institute is a neighborhood leadership-education program that equips neighborhood leaders with the resources necessary to effect positive change within their community.

Preliminary Schedule

A preliminary schedule is included below. This schedule reflects the timeline in the recently awarded CNI implementation grant, and is subject to change.

TASK	START DATE MONTH	YEAR	COMPLETION DATE MONTH	YEAR
HOUSING				
Acquisition Phase of Russell Neighborhood Units)				
Initial Financial Closing	June	2017	June	2017
Lease-Up	July	2017	August	2017
Stabilization	June	2017	August	2017
Off-Site Project Based Voucher Partnership*				
Release of Request For Proposals	February	2017	February	2017
Application Review and Selection	April	2017	April	2017
Execution of Agreements & Commitment Letters	May	2017	May	2017
Construction	October	2017	November	2018
Stabilization	November	2018	April	2019

* *Schedule Repeats annually through 2021, with final units delivered by April, 2023*

TASK	START DATE MONTH	YEAR	COMPLETION DATE MONTH	YEAR
Phase I: On-Site Senior Housing				
Submission of 9% tax credit application (2017 award)	December	2016	March	2017
Initial Financial Closing and Construction Commencement	October	2017	October	2017
Construction	October	2017	February	2019
Lease-up & Stabilization	February	2019	August	2019
Phase II: On-Site Mixed-Income, Multifamily				
Submission of 4% tax credit application (2018 award)	December	2017	March	2018
Initial Financial Closing and Construction Commencement	October	2018	October	2018
Construction	October	2018	April	2020
Lease-up & Stabilization	February	2020	October	2020
Phase III: On-Site, Mixed-Income, Multifamily				
Submission of 9% tax credit application (2019 award)	December	2018	March	2019
Initial Financial Closing and Construction Commencement	August	2019	August	2019
Construction	August	2019	September	2020
Lease-up & Stabilization	July	2020	December	2020
Phase IV: On-Site, Mixed-Income, Multifamily				
Submission of 9% tax credit application (2020 award)	December	2019	March	2020
Initial Financial Closing and Construction Commencement	July	2020	July	2020
Construction	July	2020	August	2021
Stabilization	June	2021	November	2021

TASK	START DATE MONTH	START DATE YEAR	COMPLETION DATE MONTH	COMPLETION DATE YEAR
Phase V: On-Site, Mixed-Income, Multifamily				
Submission of 4% tax credit application (2021 award)	December	2020	March	2021
Initial Financial Closing and Construction Commencement	July	2021	July	2021
Construction	July	2021	December	2022
Lease-up & Stabilization	September	2022	April	2023
Phase VI: On-Site Homeownership				
Predevelopment	February	2022	September	2022
Initial Financial Closing and Construction Commencement	September	2022	September	2022
Construction	October	2022	March	2023
Sales	January	2023	June	2023
Use of CNI grant Funds for Housing	July	2017	September	2023
PEOPLE				
CNI Grant People Services Program				
Case Management Launched and hiring of staff	January	2017	September	2023
Administration and Service Coordination	January	2017	September	2023
Research, Data Analysis and Process Evaluation*	January	2017	December	2023
Workforce Development Programs*	January	2017	September	2023
Health and Wellness Programs*	January	2017	September	2023
Early Learning Programs*	January	2017	September	2023
Academic Achievements Programs*	January	2017	September	2023
Community Center Programming*	January	2017	September	2023
Use of CNI Funds for People	October	2016	September	2023

* *Strategies will be sustained beyond the Choice funding period.*

NEIGHBORHOOD				
CNI Neighborhood and Critical Community Improvements				
Baxter Community Center Expansion	January	2018	January	2019
eCommerce Business Incubator	January	2017	July	2018
Media Production Center	January	2017	July	2018
Placemaking Projects	January	2017	July	2018
Gap Financing: The Village @ West Jefferson	January	2017	July	2018
Owner-Occupied Home Rehab Program	January	2018	September	2023
Rental Unit Rehab Program	January	2018	September	2023
Targeted Redevelopment of Vacant and Abandoned Properties	January	2018	September	2023
Business Attraction Loans	January	2018	September	2023
Microbusiness Loan Program	January	2018	September	2023
Use of CNI Funds for CCI	January	2017	September	2023

Implementation Timeline

GOAL A Improve Educational Outcomes.

ST = Now thru 2017; **MT** = 2018-2023; **LT** = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
A.1: Russell children enter kindergarten ready to learn.				
Objective 1.a: Russell children attend high-quality early childhood programs.				
Maximize enrollment in early learning programs, including Kindergarten Camps. Using outreach mechanisms within the neighborhood such as JCPS's mobile application bus (locate at childcare centers, church festivals, neighborhoods, Parent Cafés, etc.), and other neighborhood networks. Enlist case managers, HANDs program staff, and others to assist with enrollment. Explore expanding the Early Steps to School Success program for children ages 0-3 to Roosevelt-Perry.	65% of BT children and 50% of all Russell neighborhood children will be enrolled in high quality early learning programs. At least 50% of Russell Kindergarten students will enter ready for school by 2020.	JCPS, LMHA	ST	Potential HeadStart funding for Kindergarten Readiness Camps in 2017. CNI Implementation Grant
Improve the quality of early childcare centers in the Russell neighborhood. Provide a training and certification program for early childhood providers and centers to improve their quality and increase their ratings under the STARS system. Explore starting a satellite Early Learning Campus in the Russell area. Provide incentives (salary increases?, professional development, scholarships, loans, work-study, housing down-payment assistance?) to attract and retain quality early childhood staff. Support the development of LCCC Mini-versity Child Development Centers including the possible construction of new nationally accredited center.	100% of Russell's current 19 early childhood providers will improve their quality ratings by one star. A total of 80 staff members at the 19 centers will receive a cumulative total of 720 hours of training and professional development per year.	University of Louisville Early Learning Campus, MUW, 4Cs	ST	CNI Implementation Grant
Connect parents and caregivers to resources about early **childhood development**. Metro United Way will fund a part-time parent navigator position for a Beecher or Russell resident to conduct outreach with parents and caregivers.		Metro United Way	ST	CNI Implementation Grant

ST = Now thru 2017; **MT** = 2018-2023; **LT** = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Objective 1.b: Parents and caregivers have the tools to foster positive biological, psychological and emotional experiences that optimize early childhood development.				
Ensure Russell families have a healthy start by promoting home visiting and wellness programs for new mothers and their infants.	Increase participation in these programs by 8% in 2017 and 12% over the long-term.	Family and Children's Place, LMPHW's Healthy Start program, Urban Strategies	ST/LT	LMPHW funding, CNI Implementation Grant
Increase knowledge of early childhood development, and provide support and education to expectant and new parents.	Increase participation in Early Steps to School Success by 25% and use of the Ages and Stages questionnaire by 25%.	HANDS Program, First Steps	LT	CNI Implementation Grant
Maximize parental and caregiver involvement in play and other activities that foster positive childhood development. Provide additional programming that is targeted to caregivers of children who are cared for at-home such as YMCA's Early Learning Readiness program at the Roosevelt-Perry Elementary school.	Increase participation in Early Learning Readiness program by 25%.	YMCA	LT	
Increase access to books and encourage reading through collaborations with community organizations including early childhood providers, the public library system, physicians' offices, community centers, churches, businesses, other community members, Little Libraries, Louisville Free Public Library's summer reading program, and efforts to build personal libraries).	Promote access to books and reading programs to 100% of Beecher families. Increase number of free book locations by 25%.	MUW Books in Barbershops Program / Little League practices / youth programming at YMCA (places where families already are), Junior League	MT	
Ensure Russell's children's' home environment are stable. Families at risk of homelessness are referred to LMHA by JCPS for admission preferences and other resources such as JCPS's PTA Clothing Assistance Program (CAP).	Continue to reduce the number of Russell families with children who become homeless by another 10%.	JCPS, LMHA, Urban Strategies	LT	

ST = Now thru 2017; **MT** = 2018-2023; **LT** = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Design Russell's built environment fosters learning (Wi-Fi, access to playgrounds, informational signage, learning trails, using buses and bus shelters to enhance learning).	Increase the number of neighborhood amenities that foster a positive learning environment by twenty.	LMHA, LMG, Metro Parks, LCCC, NDHC, TARC, MBS	MT	CNI Action Grant, LMG Leverage Contribution to CNI Action Grant and LMG general funds
A.2: Russell school age children are proficient in core academic subjects, and graduate high school college or career ready.				
Objective 2.a: Roosevelt Perry (RP) students are proficient in core subjects. Increase 4th grade students scoring proficient or above in state assessments from 9% in math to 26% and from 12% in reading to 29% by 2020.				
Improve the quality and effectiveness of instruction at RP. Implement a rigorous staff evaluation and development system, institute comprehensive instruction reform, increase learning time and apply community-oriented school strategies.	Continue to implement transformation model interventions at RP that will achieve annual measurable objective (AMO) increases of 5% in 2016-2017.	JCPS, Bellarmine University	ST	
Reduce non-academic barriers to academic success, with a focus on peer support, health and wellness, safety and reducing risk behaviors.		JCPS, MUW		
Increase the annual attendance rate and reduce the number of chronically absent and truant students, via consultation with Attendance Works and Check & Connect.	Reduce the number of chronically absent and truant student by 20%.	JCPS, Attendance Works	MT	CE&S Foundation; AmeriCorps
Decrease student mobility. Vision Russell will work to reduce disruption to learning, teaching and school culture by limiting mid-year transfer and supporting parental engagement.	Continue to reduce RP's mobility policy downward from 16% in 2014/15 to 6.6% in 2015/16 to 5.5% in 2016/17 school year.	JCPS	MT	

ST = Now thru 2017; **MT** = 2018-2023; **LT** = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Objective 2.b: Russell youth benefit from out-of-school time (OST) opportunities that re-enforce and enhance in-school learning.				
Increase participation in quality OST, co-curricular, extracurricular and community programs (YMCA Black Achievers, the Louisville Urban League's Street Academy and other LUL youth programs, Zones of Hope programs, Project Ready, Mayor's Mentors, Code Louisville and other coding classes, Russell faith-based community, LCCC's E-Learn Olympics, Teen Leadership Council, Metro Parks summer programs).	Increase participation in OST programs by 25%.	Louisville Urban League, Louisville Metro Zones of Hope, JCPS, LCCC, Code Louisville, Metro Parks, YMCA	MT	CNI Implementation Grant
Encourage participation in mentoring programs such as Big Brothers & Big Sisters, and programs at Central High School/Coleridge-Taylor Elementary, etc.	Increase participation in mentoring programs by 20%.	Big Brothers & Big Sisters, Central HS, Coleridge Taylor, Urban	MT	CNI Implementation Grant
Provide opportunities and means to increase the number of children, families and schools participating in cultural, educational and social opportunities across the city (Cultural Pass Challenge, TARC passes, issuing library cards in conjunction with school enrollment, summer reading programs, expanded activities at Kids Art Academy, etc.).	Increase use of Cultural Passes by Russell families by 20%.	LMG, Louisville Free Public Library, JCPS, Urban,	MT	LMG General Funds
Create intergenerational learning opportunities. Look at supports need to expand services and create intergenerational learning opportunities for students and parents at the "The Beech".	Increase number of students participating in the Beech's services by 100% and the number of parents/adults by 50%.	The Beech, LMHA, Urban	LT	CNI Implementation Grant

ST = Now thru 2017; **MT** = 2018-2023; **LT** = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Objective 2.c: Russell youth graduate high school college or career ready.				
Refer students to programs that help prepare them for the workforce such as the Mayor's Summer Works Program. Refer and support students interested in career and technical education options to training opportunities such as Jefferson County Technical College, YouthBuild, Kentuckiana Technical Center, Code Louisville. Increase awareness and enrollment in Central High School's magnet programs (law, health services, veterinary, innovation-engineering).Pursue Montessori credentials for Central High School.	Increase referrals by 25% and enrollments by 15%.	JCPS, LMHA, Urban	MT	CNI Implementation Grant
Create a college-going culture with supports to help make college more accessible and affordable. Increase knowledge of colleges and degree programs via LUL's Project Ready, YMCA's Black Achievers, LCCC's Youth Leadership Team and Millionaire's Academy). Promote ACT prep and financial aid "boot camps". Create a network of alumni, faculty, business leaders and community volunteers who will mentor and support students through the enrollment process and "persistence to complete" a degree. Increase access and affordability to college by promoting scholarship and gift assistance programs. Promote scholarship and gift assistance programs like Cardinal Covenant program at U of L, UPS's Metropolitan College, etc.) Coordinate with and build off of the 55K College Transition Action Network initiative, with specific support for 15K Degrees	Increase college enrollment among Russell's youth by 15%.	LUL, Library, 100 Black Men, Omega Fraternity, Central and Ballard High School, 15K Degrees, Urban	MT	
Engage parents with school-aged children. Expand participation in LUL's Parent Academy.	Increase participation in Parent Academy and other similar programs by 15%.	JCPS, Louisville Urban League, Urban	MT	

GOAL B Improve Health and Safety.

ST = Now thru 2017; **MT** = 2018-2023; **LT** = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
B.1: Residents enjoy good health and a strong sense of well-being.				
Objective B.1.a: Residents have health insurance coverage and access to high-quality preventative and primary medical care.				
Promote continued health insurance coverage through outreach efforts.	Maintain current number of insured households at Beecher Terrace (97%) and increase number of insured households in Russell (from 92% to 95%).	LMPHW Board of Health, Family Health Center, Park Duvalle Community Health Center, Louisville Urban League	ST	Humana Foundation
Increase the number of Russell households with a medical home by working with Federally Qualified Health Centers to conduct outreach.	Increase % of those with a medical home to 85%.	Park Duvalle Community Health Center, Portland Family Health Center	ST	$1 million grant from the Department of Health and Human Services
Objective B.1.b: Residents experience a strong sense of well-being and have the resources needed to support their health.				
Provide trauma informed training opportunities for staff at schools, health providers, and other community organizations.		JCPS, Bounce Coalition	ST	
Place and retain nurse practitioners and mental health counselors in Russell's schools.		JCPS/Cardinal Success	MT	

ST = Now thru 2017; **MT** = 2018-2023; **LT** = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Reduce factors that place youth and young adults at risk for perpetrating violence and promote factors that protect those at risk of violence.	Reduce overall violent crime rates by 15% Reduce overall property crime rates by 20%.	U of L's Violence Prevention Program, Pivot to Peace Program (Peace Education, KentuckyOne Health, University of Louisville Office of Public Health Practice, U of L Hospital Emergency Department and Louisville Metro Government's Office of Safe and Health Neighborhoods and Department of Public Health and Wellness.), REimage Program, Zones of Hope, LMPD	MT	
Increase awareness of risks and signs of mental health issues.		JCPS, Mental Health First Aid, Seven Counties Services and U of L Cardinal Success Program	TBD	
Promote availability of affordable/free counseling services (Cardinal Success Program, Healthy Start, Center Stone).	Increase participation in counseling programs by 10%.	U of L's Cardinal Success Programs at Nia Center, Shawnee and Roosevelt, Healthy Start, Center Stone	MT	

ST = Now thru 2017; **MT** = 2018-2023; **LT** = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Provide programs, classes and other services that promote healthy lifestyles.	Increase the number of Russell residents enrolled in programs by 20%.	YMCA/National Diabetes Program, Extension Service, Louisville Grows, LMPHW	ST	
Provide expanded supports to people in recovery and/or the formerly incarcerated.		MOLO Village, Sober Living, Healing Place	ST	
Support Beecher Terrace residents to minimize relocation-related stress via mobility counseling, case management and other supportive services.		LMHA, NIA Center	ST	
Involve residents in Louisville Metro Parks West Louisville Outdoor Recreation Initiative.	Involve 90 to 100 children from Coleridge-Taylor Elementary school in the ECHO program each year. Involve at least 140 Russell residents in at least one WL Outdoor Recreation activity per year, such as the Canoe Mobile.	Louisville Metro Parks, LMPHW, Outdoor Afro, Wilderness Inquiry (Minneapolis), Louisville Nature Center, KY Fish and Wildlife, Center for Health Equity, LMG Mayor's Office, JCPS, U.S. Forest Service, Wilderness Louisville, YouthBuild Louisville	MT	$10K Aetna Foundation Grant application (Received 8/16), and pending$1M Dept. of Labor/ Kentuckiana Works

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STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Objective B.1.c: Russell residents have access to affordable and healthful food options.				
Improve nutrition and food security utilizing community organizations (including birthing hospitals) to help promote and sign up families in the Women, Infants & Children (WIC) program, Community Supported Agriculture (CSA) shares. Work with the Food Port to accept WIC/SNAP at their future Farmers Markets.	Increase the number of WIC participants in Russell by 3%. Increase the number of people using the New Roots Fresh Stops CSAs, including WIC/SNAP participants by 15%.	LMPHW, New Roots, Kentucky One Health, Louisville Grows, Kentucky Cooperative Extension	MT	Pending Accountable Health Communities grant (Will be announced 1/17)
Objective B.1.d: All development activities and policies result in positive impacts to health.				
Conduct community health impact assessments to ensure that all development activities and policies adopted in the Vision Russell Transformation Plan result in positive impacts to health.		LMPHW	ST	
B.2: Russell's built environment supports health and safety.				
Objective B.2.a: Russell's physical environment is attractive, safe and promotes active living.				
Conduct health impact assessments for new construction and significant rehab projects.		LMPHW	ST	LMPHW funding
Improved Old Walnut Park as a central wellness amenity; expand and upgrade Baxter Community Center.	Completion of Old Walnut Park Completion of renovated and expanded Baxter Community Center	LMHA, LMG, Metro Parks, MBS	MT	CNI Implementation Grant and leveraged funds
Improve and reestablish historic elements into Russell's Olmsted Parks (Baxter Square and Elliot Square).	Completion of Baxter Square Park Completion of Baxter Square Park	Olmsted Conservancy, LMHA, LMG, Metro Parks, MBS	MT	CNI Implementation Grant and leveraged funds

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STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Install new and renewed public spaces for recreation and gathering.	Number of new public spaces recreational and gathering spaces	MBS, LMHA, Metro Parks Department, ECHO, Foundations	MT	CNI Implementation Grant, CNI Action Grant and leveraged funds
Establish Mayor's Miles walking routes throughout Russell.		LMPHW	MT	LMG Funds
Expand "Complete Streets" in the neighborhood.	Number of new blocks with Complete Streets improvements in Russell	LMG Public Works	MT	LMG Funds
Address safety issues that deter outdoor activity and use of public transportation through additional community policing activities, elimination of vacant and underutilized properties, lot maintenance programs, CPTED principles, etc.	Decrease in Part I crimes and other types of crime.	LMPD, Vacant and Public Property Administration	ST/MT	LMG Funds, CDBG Funds, CNI Action Grant Funds, Submit Byrne Grant in February 2017
Create recreational path network and expanded bike network along identified corridors.		LMG	LT	
Objective B. 2.b: Russell residents have access to community garden plots and tools.				
Establish and support the operations of community gardens throughout the neighborhood.		LMG's Rsquared/ Lots of Possibility program/Louisville Grows	ST/MT	CNI Action Grant and leveraged funds
Establish a garden tool loan program.		Churches/ Foundations	MT	

GOAL C Create strong retail / service centers and expand economic opportunity for all.

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STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
C.1: Russell residents are financially secure.				
Objective C.1.a: Residents possess the knowledge necessary to grow their wealth and protect their assets.				
Increase LMHA resident enrollment in LMHA's Family Self-Sufficiency and IDA programs.	Number of Beecher Terrace households enrolled in FSS and IDA programs Number of Russell households enrolled in FSS and IDA programs	LMHA (Lead)	ST	Committed HUD funds for FSS Program
Pursue community benefits agreements that provide economic benefits for Russell residents (community ownership options, local hiring commitments, 2nd chance hiring commitments, etc.).	Number of community benefits agreements in place	Louisville Forward (Lead)	MT	
Explore strategies for building renter equity, initially targeting affordable housing providers (Potential model: Cornerstone Corporation for Shared Equity's Renter Equity initiative).	Number of households participating in renter equity program	Louisville Forward, Affordable Housing Providers	LT	
Provide financial literacy programs for adults and teens, with special emphasis on the unbanked.	Number of residents completing financial literacy programs Number of unbanked residents completing financial literacy programs	Molo Village CDC, LHOME, Louisville Urban League, Bank On Louisville	ST	
Provide programs that teach methods to build, rebuild, and repair credit.	Number of residents completing credit-focused programs	Molo Village CDC	ST	

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STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Objective C.1.b: Russell residents are prepared for careers that pay a living wage, and possess the skills necessary to benefit from new jobs created in Russell.				
Increase enrollment of Russell residents in instructional programs that prepare them for jobs in the construction sector.	Number of residents graduating from construction skills programs Number of residents obtaining employment in the construction sector after graduation	Louisville Urban League (Re-establish Building and Construction Trade Council Construction Pipeline Project), YouthBuild, Samuel Plato Academy, JCTC	ST	
Maximize use of local resources for job search assistance.		Kentuckiana Works (Nia Center), Louisville Free Public Library (Job Shop), LMHA (Section 3 Program)"	ST	
Increase enrollment of Russell residents in instructional programs that prepare them for jobs in the information technology sector.	Number of residents graduating from information technology instructional programs Number of residents obtaining employment in the information technology sector after graduation	Code Louisville / Code Beech, KentuckianaWorks, JCTC	MT	

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STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Increase enrollment of Russell residents in instructional programs that prepare them for jobs in the manufacturing sector.	Number of residents graduating from manufacturing training programs Number of residents obtaining employment in the manufacturing sector after graduation	KentuckianaWorks, JCTC	MT	
Expand and enhance existing programs that work with youth in the court system to help them set and meet personal and career goals (Right Turn, Right Turn 2.0, REImage).	Number of youth participating in Right Turn, Right Turn 2.0, and REImage	KentuckianaWorks	MT	
Expand and enhance existing programs that work with the formerly incarcerated and those in recovery to help them set and meet personal and career goals (The Restored Village, The Healing Place).	Number of residents participating in The Restored Village and Healing Place programming	Molo Village CDC, The Healing Place	MT	Recent Molo Village CDC grant award
Help remove barriers to employment.	Number of residents employed Number of residents retaining employment	LMHA, KentuckianaWorks, Louisville Forward	LT	
Goal C.2: Existing Russell businesses are encouraged to stay and grow, and new commercial activities are drawn to the area to further stimulate growth.				
Objective C.2.a: Encourage existing commercial and non-profit enterprises to stay and grow.				
Establish an active business organization of local business owners and Metro / regional economic development professionals to coordinate strategic efforts and advocate for local business.	Number of member businesses	Louisville Forward, Louisville Downtown Partnership	ST	

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STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Market existing programs. Help promote programming, activities and use of the KY Center for African American Heritage through Vision Russell outreach efforts (newsletter, NOWs, Vision Russell meetings, website, etc.).	Number of visitors to KY Center for African American Heritage Number of events/exhibits at KCAAH	KY Center for African American Heritage	ST	
Offer financial incentives, such as tax moratoriums, revolving loan funds, use of VAPs, to encourage business expansion and physical improvements to existing commercial structures. Encourage food entrepreneurs "graduating" from Chef Space's kitchen incubator to their own premises to remain in Russell, providing micro or small business loans to eligible businesses.	Number of businesses using financial incentives Number of VAPS that are put into use for business purposes Number of businesses leaving Chef Space that remain in Russell	Louisville Forward, Community Ventures Corporation, Louisville Metro Community Services	MT/LT	$100,000 in Program Year 2017 CDBG Funds for microbusiness loans
Objective C.2.b: Foster new commercial and non-profit enterprises.				
Develop and promote a business recruitment strategy for Russell that targets services that are most desired by residents. Consider expedited review, waived fees, matching façade improvement grants, reduced parking requirements, use of VAPs, etc.	Number of new businesses opening in Russell	Louisville Forward	ST	$200,000 in Program Year 2017 CDBG Funds for small business attraction loans, CNI Implementation Grant
Identify appropriate spaces for targeted businesses; prioritize LCCC/Old Walnut Street Development as an existing location with potential to create 150-200 new jobs.	Number of new jobs created	Louisville Central Community Centers	LT	
Design public spaces with infrastructure that supports pop-up events like mobile fresh food markets or craft fairs.	Number of new spaces to host pop-up events	LMHA and/or its Developer	ST	CDBG Funds for new Beecher site infrastructure, CNI Action Grant

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STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Integrate neighborhood-serving, ground-floor use opportunities into Beecher Terrace site plan (retail, office, social service providers, co-working spaces, etc.).	Square feet occupied commercial space	LMHA and/or its Developer, Louisville Forward	MT	CNI Implementation Grant and Leverage
Support the development of a cultural arts district on Muhammad Ali Blvd. between 6th to 18th Streets.	Number of new art based amenities created on Muhammad Ali Blvd.	LCCC, KY Center for African American Arts, University of Louisville	MT/LT	CNI Action Grant, CNI Implementation Grant
Create a medical services and research district in north east Russell (roughly bounded by 11th, 13th, Muhammad Ali, Jefferson) by attracting high quality medical providers to complement Park Duvalle Health Center, Integrated Medical Solutions and the University of Louisville's Department of Public Health	Square feet occupied by medical services or researchers	AM Development Group (MOLO Village), Louisville Forward, LMHA and/or its Developer, Louisville Central Community Centers"	LT	$200,000 in Program Year 2017 CDBG Funds for small business attraction loans
Utilize low-cost "tactical urbanism" approaches per SDAT recommendations (food trucks, farmers markets, flea markets, and other pop-up events) to help kick-start commercial activity and supplement existing brick-and-mortar establishments.	Number of pop-up events Number of people attending pop-up events	Louisville Forward, LCCC	ST	

GOAL D Increase the Availability of High-Quality, Mixed-Income Housing.

ST = Now thru 2017; **MT** = 2018-2023; **LT** = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
D.1: Beecher Terrace replacement is located in vibrant, sustainable, mixed-income communities that serve as catalysts for new investment.				
Objective D.1.a: Beecher Terrace replacement units are energy-efficient and located in mixed-use, mixed-income communities with amenities that supports family members of all ages and abilities.				
Meet nationally recognized green certification for building designs, construction processes, as well as the ongoing operation and maintenance of buildings.	Achieve nationally recognized certification for new Beecher Terrace replacement units the Beecher Terrace footprint, consistent with Enterprise Green Communities 2015 standards.	LMHA, McCormack Baron Salazar	MT	CNI Implementation Grant Funds and leveraged funds
Develop high-quality housing and amenities that meet needs identified through surveys and market analysis.	Rental occupancy and home purchase rates	LMHA, McCormack Baron Salazar	MT/LT	CNI Implementation Grant Funds and leveraged funds
Create unit mixes that foster economic diversity among residents on the redeveloped sites and throughout the neighborhood.	50% of new housing plan units are unsubsidized.	LMHA, McCormack Baron Salazar	MT/LT	CNI Implementation Grant Funds and leveraged funds
Conduct an affirmative marketing and outreach campaign for BT replacement housing units.	Rental, race and ethnicity demographics	LMHA, McCormack Baron Salazar	ST/MT/LT	CNI Implementation Grant Funds and leveraged funds

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STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Objective D.1.b: Beecher Terrace residents who wish to, have the opportunity to return to replacement housing units.				
Minimize displacement by creating new replacement housing units that BT households can move into directly from their current units.	Number of Beecher Terrace residents moving directly to Beecher Terrace replacement units	LMHA, McCormack Baron Salazar, Urban	MT	CNI Implementation Grant Funds and leveraged funds
Include a first priority for BT residents in relocation plan and promote the BT replacement housing units to current residents during relocation meetings and mobility counseling sessions. Work with residents to establish utilities in their own names.	Number of Beecher Terrace residents returning to Beecher Terrace replacement units.	LMHA, McCormack Baron Salazar, Urban	MT	
Goal D.2: Russell offers a variety of high quality, affordable and market-rate homeownership and rental housing opportunities.				
Objective D.2.a: Existing owners and renters benefit from the economic revival of Russell, and new residents are attracted to the neighborhood.				
Offer renters the opportunity to build equity and pursue homeownership, if desired.	Number of renters enrolled in equity building homeownership programs	LMG, LMHA, McCormack Baron Salazar	LT	
Provide incentives and training to existing homeowners and landlords to repair and upgrade their homes—energy efficiency/weatherization retrofits, roofing replacement and façade improvements, historic rehab.	Number of existing homeowners and landlords who utilize repair and upgrade opportunities and resources	LMG, Plato Academy, Project Warm, Louisville Urban League	ST/MT	CDBG Funds
Provide repair assistance to existing elderly and disabled homeowners through NDHC's Repair Affair program, and link participants to other available resources.	Number of existing elderly and disabled homeowners who utilize NDHC's repair affair program and other provided resources	New Directions Housing Corporation, LMG, KHC	ST/MT	Repair Affair Program funds and volunteers, KHC funds, CDBG Funds
Establish tax moratoriums for existing and new homeowners.	Number of homeowners benefiting from tax moratoriums	LMG, One West	MT	LMG Staff

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STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Utilize LMHA's Section 8 Homeownership program for BT and Russell residents who are interested in becoming homeowners.	Number of BT residents using LMHA's Section 8 homeownership program to purchase homes/ condos Number of Russell resident using LMHA's Section 8 homeownership program to purchase homes/ condos	LMHA, Urban	ST/MT	LMHA Section 8 Funds
Objective D.2.b: Previously vacant and/or underutilized land have been repurposed into mixed-income housing and other uses that enhance quality of life and neighborhood housing values.				
Provide incentives and technical assistance for owners/ developers/faith based organizations to turn vacant and abandoned properties (VAPs) into quality newly constructed and/or rehabbed in-fill housing (revolving loan funds, tax abatement, assessment moratoriums, lien forgiveness, necessary zoning and form district changes, expedited planning review process, fee waivers, etc.).	Number of VAPs which are redeveloped into housing Total number of housing units created on VAPs - Assessed property values	LMG, LAHTF	MT	CDBG
Objective D.2.c: Russell's housing is high-quality with varied typology, styles and price points that appeal to diverse groups of people.				
Adopt Vision Russell Transformation Plan as official LMG Neighborhood Plan.	Plan adoption	LMG	ST	LMG Staff
Designate Russell as a HUD approved Neighborhood Revitalization Strategy Area.	Designation obtained	LMG	Complete	LMG Staff
Provide technical assistance on historic guidelines and update neighborhood pattern book to include design guidance for historic and contemporary housing typology.	Pattern book is updated. Number of property owners/developers receiving assistance	LMG	ST	LMG Staff
Foster networking and partnerships among property owners/developers to support housing development.	Number of units developed through networking	LMG, LMHA, Housing Developers	ST	LMG, LMHA, Housing Developers staff

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STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Launch a marketing and rebranding campaign to encourage existing renters and homeowners to stay within Russell, and new people to move into the neighborhood.	Stable or increased homeownership rate	LMG, LMHA, Housing Developers	MT	
Provide down payment assistance and soft 2nd mortgages to new homebuyers. Conduct special outreach for down payment incentives to teachers, police officers, early childhood workers, etc.	New homebuyers that receive down payment assistance and 2nd mortgages	LMG, Housing Developers, Louisville Urban League	ST	CDBG

GOAL E Improve Community Connectivity.

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STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
E.1: Russell residents are engaged in community and civic life, and connected to resources.				
Objective E.1.a: Residents are aware of, can access, use information about resources, supports and jobs in and around Russell.				
Develop, market, and distribute a resource guide for Russell (Increase awareness of 2-1-1 and 3-1-1.).	Available at 10 locations and twenty events over five years	Louisville Metro Community Services	ST	
Update and maintain Vision Russell website.	Number of hits on the website	LMHA	LT	
Create new venues for networking.	Number of venues created	CNI Coordinating Committee and Service Provider Network	MT	
Provide supports for Choose Russell—a new civic infrastructure and neighborhood organization that will create a venue for sustained community engagement and sustainability of the Plan.	Number of participating residents and stakeholders	LCCC, CFN, HUD Consultants	ST	HUD Technical Assistance Grant
Objective E.2.a: Improve built environment to enhance safety and convenience of multi-modal transportation options.				
Incentivize improvements to commercial and residential structures to facilitate accessibility for the disabled.	Number of buildings that become accessible	Louisville Forward, Center for Accessible Living	ST	Louisville Metro funding for Center for Accessible Living program
Repair existing sidewalks, construct new sidewalks where missing, and create accessible curb ramps to improve pedestrian safety and convenience, concentrating first on segments near bus stops, parks, senior housing, and along routes to school.	Linear feet of sidewalk constructed or repaired	Louisville Metro Public Works (Lead)	MT	

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STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Make new sidewalk, lighting and bike lane improvements to increase safety for pedestrians and bicyclists.		Louisville Metro Public Works (Lead)	MT	
Construct new / enhance existing covered bus shelters to include route info, seating, public art, real-time arrival information, information about community resources, and lighting at stops with high boarding volumes.	Number of covered bus stops constructed or improved	TARC (Lead), Louisville Forward, LMHA	MT	TIGER grant funds, CNI Action Grant Funds
Convert targeted street pairs to two-way traffic (Muhammad Ali / Chestnut; 15th/16th), and implement road diets along targeted corridors.	Number of one-way street blocks converted to two-way	Louisville Forward, Louisville Metro Public Works"	LT	LMG funds
Create safe and welcoming neighborhood green street along Liberty Street extension through Beecher Terrace site.	Completion of Liberty Street connector	LMHA, MBS, Louisville Metro Public Works	MT	CDBG funds
Apply "Complete Streets" best practices to targeted streets, including potentially adopting 'road diets' for targeted streets. Improve pedestrian and bike connectivity to planned YMCA at 18th and Broadway through re-alignment of existing intersection and Complete Streets treatment.	Number of blocks with Complete Streets improvements	Louisville Forward, Louisville Metro Public Works"	MT	LMG funds
Implement the Transforming Dixie Highway TIGER project to provide high-quality, efficient transit connections to downtown and other job/service clusters.	Completion of TIGER projects along 18th	Louisville Forward	MT	TIGER grant funds
Implement Bus Rapid Transit infrastructure for #18 bus route to provide high-quality, efficient transit connections to downtown and other job/service clusters.	Completion of BRT lines along #18	Louisville Metro Public Works	MT	TIGER grant funds
Objective E.2.b: Increase availability of multi-modal transportation options.				
Extend free downtown circulator bus within Russell.	Number of downtown circulator bus stops in Russell	TARC (Lead), Louisville Forward	MT	TARC funds

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STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Improve connection between Russell and downtown Louisville by holistically addressing 9th Street Corridor through traffic calming measures, enhanced pedestrian infrastructure, road diet, public art, creation of a linear park, or and/other means.	Completion of 9th Street Corridor plan and improvements	Louisville Forward (Lead), Louisville Metro Public Works	MT / LT	Louisville Metro 9th Street Corridor Study
Introduce car sharing, bike sharing and/or other similar services and ensure their accessibility for Russell residents by reducing barriers to use.	Usage rates for programs established	Louisville Forward (Lead), Louisville Metro Public Works	LT	
Goal E.3: Russell residents have the skills, tools, and ability to access and use modern technology and the internet.				
Objective E.2.a: Improve Connectivity: Expand access to the Internet and broadband infrastructure.				
Improve connectivity infrastructure in West Louisville.	Number of households impacted by expansion of fiber network	Louisville Metro Government	MT/LT	
Promote Lifeline Broadband Program to Beecher Terrace residents.	Number of Beecher residents who enroll in program	Louisville Metro Housing Authority, Urban Strategies	ST/MT	CNI Implementation Grant
Increase public Wi-Fi access points available to Russell residents.	Number of new public Wi-Fi access points	Louisville Metro Government, Louisville Metro Housing Authority	MT	
On-site and off-site Beecher Terrace replacement housing will be wired for broadband service.	100% of replacement housing will be wired for broadband service	Louisville Metro Housing Authority, McCormack Baron Salazar	LT	CNI Implementation Grant
Objective E.2.b: Teach Digital Skills: Train residents in digital skills to increase employability and ability to participate in modern society.				
The Gigabit Demonstration Center will engage Russell residents with the possibilities created by ultra-high-speed internet, this amenity will also invite many new visitors to the Russell neighborhood.	Number of Russell residents and number of other Louisville residents who visit the Gigabit Center	LCCC, Louisville Metro Government	ST	LMG funds

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STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Increase number of residents utilizing free computer training classes.	Number of Beecher residents who access computer training classes	Louisville Metro Government, Louisville Free Public Library, Urban Strategies	ST/MT	
Code Louisville offers a series of 12-week software development tracks to adults who want to pursue a career in the software development industry.	Number of Russell residents who enroll in the Code Louisville Program	KentuckianaWorks, Code Louisville, Louisville Metro Government, Louisville Free Public Library	ST/MT	

There's LOVE
in
Louisville
SOUP
ALL DAY
Chili
White Chili
Chicken Noodle
Seafood Gumbo
ALL DAY
Grits
Oatmeal
Bacon &
Sausage

VISION RUSSELL

A Roadmap for the Future