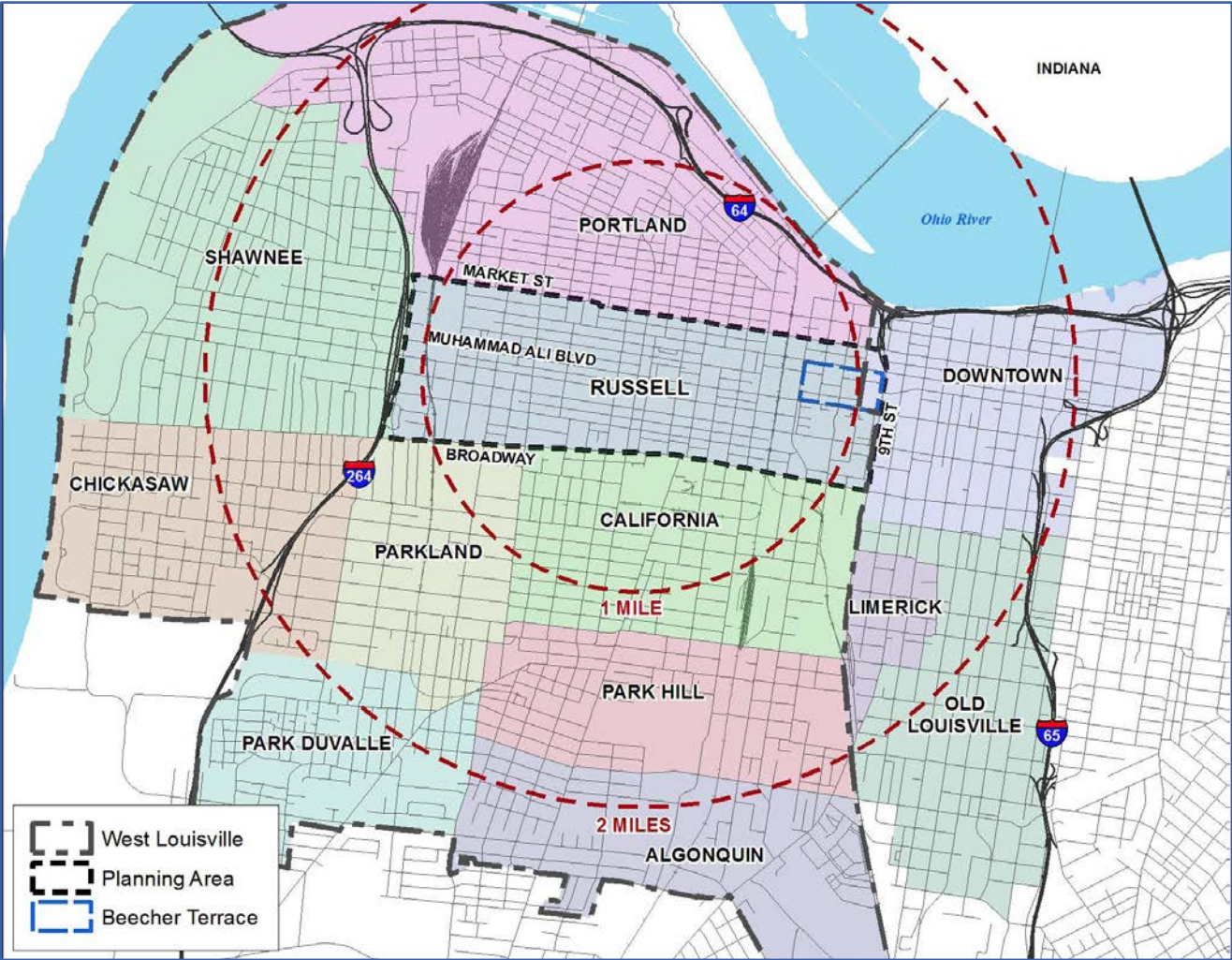


Vision Statement

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.

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 has designated Russell as a priority focus area for concerted efforts to counter decades of disinvestment. New public and private investments are evident, and the community and its stakeholders have come together to articulate a vision and a plan to build upon this momentum. 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 is a strength to build upon when considering strategies for neighborhood improvement. A new Russell neighborhood association has also been formed in partnership with the Center for Neighborhoods

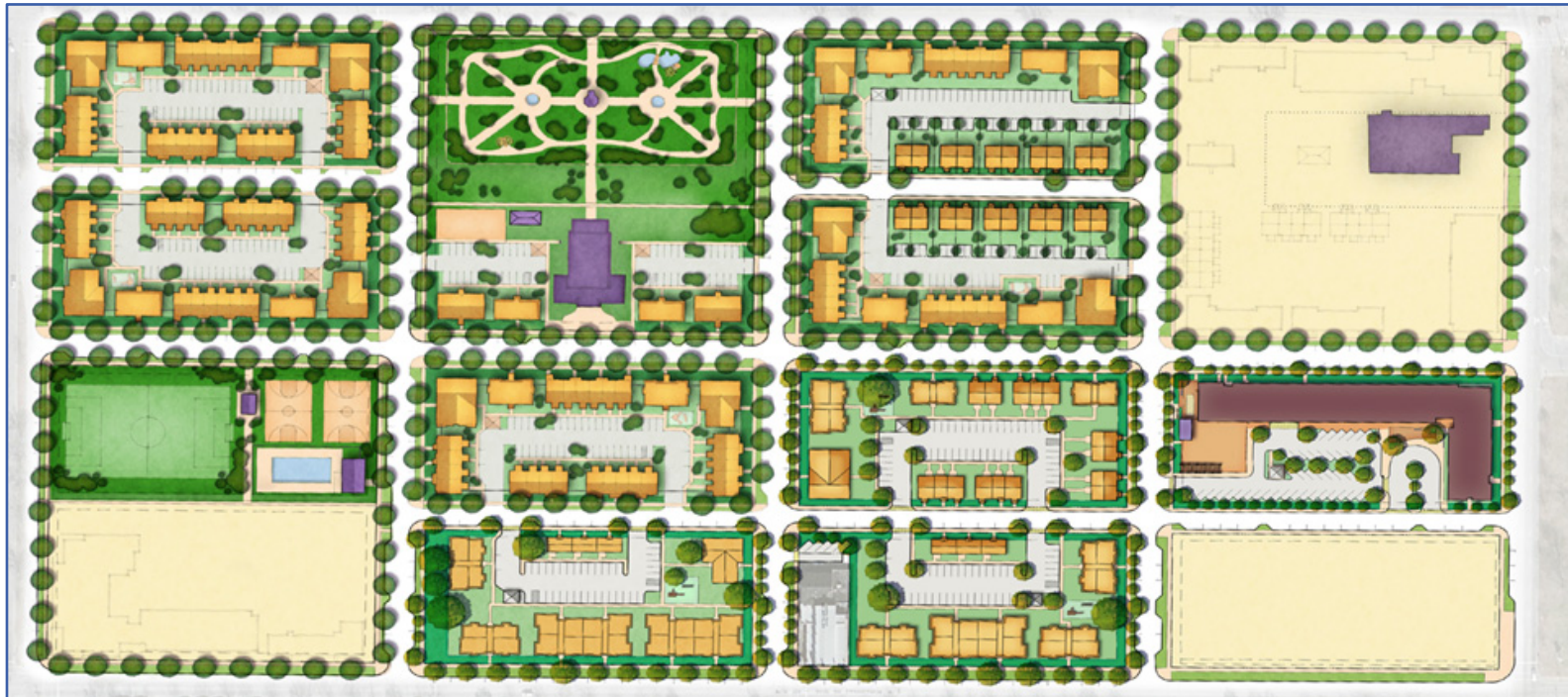


Community Engagement

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, as well as a variety of other methods including: 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. Community feedback has consistently supported the need for a comprehensive transformation of Russell to create a neighborhood of choice and opportunity that will improve the quality of life, safety, accessibility, and economic conditions for everyone, encouraging existing families to stay and new families to move to the neighborhood. Overall, more than 80 public meetings took place over the course of this two-year planning process, which began with the award of the HUD Choice Neighborhoods Planning Grant in January 2015.

Choice Neighborhoods Initiatives (CNI)

In addition to the CNI planning grant that funded the neighborhood's in-depth planning process, Russell is currently benefitting from two additional HUD grants awarded in 2016 - a \$1,000,000 CNI Action Activity grant and a \$29,575,000 CNI Implementation grant. These grants will be used to kick start projects in Russell and for the redevelopment of the Beecher Terrace public housing site. The site plan for the future Beecher Terrace Redevelopment (below) shows the finalized plan to reconnect the street grid, and the latest conceptual siting of buildings as of June 2018.



Summary of Priorities and Goals

Below is a summary of the Vision Russell 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 serve 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.

Implementation Timeline

GOAL **A** Improve Educational Outcomes.

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
A.1: Russell children enter kindergarten ready to learn.				
Objective A.1.a: Russell children attend high-quality early childhood programs.				
<p>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.</p>	<p>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.</p>	JCPS, LMHA	ST	Potential HeadStart funding for Kindergarten Readiness Camps in 2017. CNI Implementation Grant
<p>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.</p>	<p>100% of Russell’s current 19 early childhood providers will improve their quality ratings by one star.</p> <p>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.</p>	University of Louisville Early Learning Campus, MUW, 4Cs	ST	CNI Implementation Grant
<p>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.</p>		Metro United Way	ST	CNI Implementation Grant

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Objective A.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 2018; MT = 2019-2023; LT = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
<p>Design Russell’s built environment fosters learning (Wi-Fi, access to playgrounds, informational signage, learning trails, using buses and bus shelters to enhance learning).</p>	<p>Increase the number of neighborhood amenities that foster a positive learning environment by twenty.</p>	<p>LMHA, LMG, Metro Parks, LCCC, NDHC, TARC, MBS</p>	<p>MT</p>	<p>CNI Action Grant, LMG Leverage Contribution to CNI Action Grant and LMG general funds</p>
<p>A.2: Russell school age children are proficient in core academic subjects, and graduate high school college or career ready.</p>				
<p>Objective A.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.</p>				
<p>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.</p>	<p>Continue to implement transformation model interventions at RP that will achieve annual measurable objective (AMO) increases of 5% in 2016-2017.</p>	<p>JCPS, Bellarmine University</p>	<p>ST</p>	
<p>Reduce non-academic barriers to academic success, with a focus on peer support, health and wellness, safety and reducing risk behaviors.</p>		<p>JCPS, MUW</p>		
<p>Increase the annual attendance rate and reduce the number of chronically absent and truant students, via consultation with Attendance Works and Check & Connect.</p>	<p>Reduce the number of chronically absent and truant student by 20%.</p>	<p>JCPS, Attendance Works</p>	<p>MT</p>	<p>CE&S Foundation; AmeriCorps</p>
<p>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.</p>	<p>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.</p>	<p>JCPS</p>	<p>MT</p>	

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Objective A.2.b: Russell youth benefit from out-of-school time (OST) opportunities that re-enforce and enhance in-school learning.				
<p>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).</p>	<p>Increase participation in OST programs by 25%.</p>	<p>Louisville Urban League, Louisville Metro Zones of Hope, JCPS, LCCC, Code Louisville, Metro Parks, YMCA</p>	<p>MT</p>	<p>CNI Implementation Grant</p>
<p>Encourage participation in mentoring programs such as Big Brothers & Big Sisters, and programs at Central High School/Coleridge-Taylor Elementary, etc.</p>	<p>Increase participation in mentoring programs by 20%.</p>	<p>Big Brothers & Big Sisters, Central HS, Coleridge Taylor, Urban</p>	<p>MT</p>	<p>CNI Implementation Grant</p>
<p>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.).</p>	<p>Increase use of Cultural Passes by Russell families by 20%.</p>	<p>LMG, Louisville Free Public Library, JCPS, Urban,</p>	<p>MT</p>	<p>LMG General Funds</p>
<p>Create intergenerational learning opportunities. Look at supports need to expand services and create intergenerational learning opportunities for students and parents at the “The Beech.”</p>	<p>Increase number of students participating in the Beech’s services by 100% and the number of parents/adults by 50%.</p>	<p>The Beech, LMHA, Urban</p>	<p>LT</p>	<p>CNI Implementation Grant</p>

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Objective A.2.c: Russell youth graduate high school college or career ready.				
<p>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.</p>	<p>Increase referrals by 25% and enrollments by 15%.</p>	<p>JCPS, LMHA, Urban</p>	<p>MT</p>	<p>CNI Implementation Grant</p>
<p>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.</p>	<p>Increase college enrollment among Russell’s youth by 15%.</p>	<p>LUL, Library, 100 Black Men, Omega Fraternity, Central and Ballard High School, 15K Degrees, Urban</p>	<p>MT</p>	
<p>Engage parents with school-aged children. Expand participation in LUL’s Parent Academy.</p>	<p>Increase participation in Parent Academy and other similar programs by 15%.</p>	<p>JCPS, Louisville Urban League, Urban</p>	<p>MT</p>	

GOAL **B** Improve Health and Safety.

ST = Now thru 2018; MT = 2019-2023; 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 eff	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	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 2018; MT = 2019-2023; LT = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
<p>Reduce factors that place youth and young adults at risk for perpetrating violence and promote factors that protect those at risk of violence.</p>	<p>Reduce overall violent crime rates by 15%</p> <p>Reduce overall property crime rates by 20%.</p>	<p>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</p>	<p>MT</p>	
<p>Increase awareness of risks and signs of mental health issues.</p>		<p>JCPS, Mental Health First Aid, Seven Counties Services and U of L Cardinal Success Program</p>	<p>TBD</p>	
<p>Promote availability of affordable counseling services Cardinal Success Program, Healthy Start, Center Stone.</p>	<p>Increase participation in counseling programs by 10%.</p>	<p>U of L’s Cardinal Success Programs at Nia Center, Shawnee and Roosevelt, Healthy Start, Center Stone</p>	<p>MT</p>	

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
<p>Provide programs, classes and other services that promote healthy lifestyles.</p>	<p>Increase the number of Russell residents enrolled in programs by 20%.</p>	<p>YMCA/National Diabetes Program, Extension Service, Louisville Grows, LMPHW</p>	<p>ST</p>	
<p>Provide expanded supports to people in recovery and/or the formerly incarcerated.</p>		<p>MOLO Village, Sober Living, Healing Place</p>	<p>ST</p>	
<p>Support Beecher Terrace residents to minimize relocation- related stress via mobility counseling, case management and other supportive services.</p>		<p>LMHA, NIA Center</p>	<p>ST</p>	
<p>Involve residents in Louisville Metro Parks West Louisville Outdoor Recreation Initiative.</p>	<p>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.</p>	<p>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</p>	<p>MT</p>	<p>\$10K Aetna Foundation Grant application (Received 8/16), and pending \$1M Dept. of Labor/ Kentuckiana Works</p>

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Objective B.1.c: Russell residents have access to affordable and healthful food options.				
<p>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.</p>	<p>Increase the number of WIC participants in Russell by 3%.</p> <p>Increase the number of people using the New Roots Fresh Stops CSAs, including WIC/SNAP participants by 15%.</p>	<p>LMPHW, New Roots, Kentucky One Health, Louisville Grows, Kentucky Cooperative Extension</p>	<p>MT</p>	<p>Pending Accountable Health Communities grant (Will be announced 1/17)</p>
Objective B.1.d: All development activities and policies result in positive impacts to health.				
<p>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.</p>		<p>LMPHW</p>	<p>ST</p>	
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.				
<p>Conduct health impact assessments for new construction and significant rehab projects.</p>		<p>LMPHW</p>	<p>ST</p>	<p>LMPHW funding</p>
<p>Improved Old Walnut Park as a central wellness amenity; expand and upgrade Baxter Community Center.</p>	<p>Completion of Old Walnut Park</p> <p>Completion of renovated and expanded Baxter Community Center</p>	<p>LMHA, LMG, Metro Parks, MBS</p>	<p>MT</p>	<p>CNI Implementation Grant and leveraged funds</p>
<p>Improve and reestablish historic elements into Russell’s Olmsted Parks (Baxter Square and Elliot Square).</p>	<p>Completion of Baxter Square Park</p> <p>Completion of Elliot Square</p>	<p>Olmsted Conservancy, LMHA, LMG, Metro Parks, MBS</p>	<p>MT</p>	<p>CNI Implementation Grant and leveraged funds</p>

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
Install new and renewed public spaces for recreation and gathering.	Number of new public spacesrecreationaland gatheringspaces	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.

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

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.				
<p>Increase LMHA resident enrollment in LMHA’s Family Self-Sufficient and IDA programs.</p>	<p>Number of Beecher Terrace households enrolled in FSS and IDA programs</p> <p>Number of Russell households enrolled in FSS and IDA programs</p>	<p>LMHA (Lead)</p>	<p>ST</p>	<p>Committed HUD funds for FSS Program</p>
<p>Pursue community benefits agreements that provide economic benefits for Russell residents (community ownership options, local hiring commitments, 2nd chance hiring commitments, etc.).</p>	<p>Number of community benefits agreements in place</p>	<p>Louisville Forward (Lead)</p>	<p>MT</p>	
<p>Explore strategies for building renter equity, initially targeting affordable housing providers (Potential model: Cornerstone Corporation for Shared Equity’s Renter Equity initiative).</p>	<p>Number of households participating in renter equity program</p>	<p>Louisville Forward, Affordable Housing Providers</p>	<p>LT</p>	
<p>Provide financial literacy programs for adults and teens, with special emphasis on the unbanked.</p>	<p>Number of residents completing financial literacy programs</p> <p>Number of unbanked residents completing financial literacy</p>	<p>Molo Village CDC, LHOME, Louisville Urban League, Bank On Louisville</p>	<p>ST</p>	
<p>Provide programs that teach methods to build, rebuild, and repair credit.</p>	<p>Number of residents completing credit-focused programs</p>	<p>Molo Village CDC</p>	<p>ST</p>	

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

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/ CodeBeech, KentuckianaWorks, JCTC	MT	

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
<p>Increase enrollment of Russell residents in instructional programs that prepare them for jobs in the manufacturing sector.</p>	<p>Number of residents graduating from manufacturing training programs</p> <p>Number of residents obtaining employment in the manufacturing sector after graduation</p>	<p>KentuckianaWorks, JCTC</p>	<p>MT</p>	
<p>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).</p>	<p>Number of youth participating in Right Turn, Right Turn 2.0, and REImage</p>	<p>KentuckianaWorks</p>	<p>MT</p>	
<p>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).</p>	<p>Number of residents participating in The Restored Village and Healing Place programming</p>	<p>Molo Village CDC, The Healing Place</p>	<p>MT</p>	<p>Recent Molo Village CDC grant award</p>
<p>Help remove barriers to employment.</p>	<p>Number of residents employed</p> <p>Number of residents retaining employment</p>	<p>LMHA, KentuckianaWorks, Louisville Forward</p>	<p>LT</p>	
<p>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.</p>				
<p>Objective C.2.a: Encourage existing commercial and non-profit enterprises to stay and grow.</p>				
<p>Establish an active business organization of local business owners and Metro / regional economic development professionals to coordinate strategic efforts and advocate for local business.</p>	<p>Number of member businesses</p>	<p>Louisville Forward, Louisville Downtown Partnership</p>	<p>ST</p>	

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
<p>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.).</p>	<p>Number of visitors to KY Center for African American Heritage</p> <p>Number of events/exhibits at KCAAH</p>	<p>KY Center for African American Heritage</p>	<p>ST</p>	
<p>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.</p>	<p>Number of businesses using financial incentives</p> <p>Number of VAPS that are put into use for business purposes</p> <p>Number of businesses leaving Chef Space that remain in Russell</p>	<p>Louisville Forward, Community Ventures Corporation, Louisville Metro Community Services</p>	<p>MT/LT</p>	<p>\$100,000 in Program Year 2017 CDBG Funds for microbusiness loans</p>
<p>Objective C.2.b: Foster new commercial and non-profit enterprises.</p>				
<p>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.</p>	<p>Number of new businesses opening in Russell</p>	<p>Louisville Forward</p>	<p>ST</p>	<p>\$200,000 in Program Year 2017 CDBG Funds for small business attraction loans, CNI Implementation Grant</p>
<p>Identify appropriate spaces for targeted businesses; prioritize LCCC/Old Walnut Street Development as an existing location with potential to create 150-200 new jobs.</p>	<p>Number of new jobs created</p>	<p>Louisville Central Community Centers</p>	<p>LT</p>	
<p>Design public spaces with infrastructure that supports pop-up events like mobile fresh food markets or craft fairs.</p>	<p>Number of new spaces to host pop-up events</p>	<p>LMHA and/or its Developer</p>	<p>ST</p>	<p>CDBG Funds for new Beecher site infrastructure, CNI Action Grant</p>

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
<p>Integrate neighborhood-serving, ground-floor use opportunities into Beecher Terrace site plan (retail, office, social service providers, co-working spaces, etc.).</p>	<p>Square feet occupied commercial space</p>	<p>LMHA and/or its Developer, Louisville Forward</p>	<p>MT</p>	<p>CNI Implementation Grant and Leverage</p>
<p>Support the development of a cultural arts district on Muhammad Ali Blvd. between 6th to 18th Streets.</p>	<p>Number of new art based amenities created on Muhammad Ali Blvd.</p>	<p>LCCC, KY Center for African American Arts, University of Louisville</p>	<p>MT/LT</p>	<p>CNI Action Grant, CNI Implementation Grant</p>
<p>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</p>	<p>Square feet occupied by medical services or researchers</p>	<p>AIM Development Group (MOLO Village), Louisville Forward, LMHA and/or its Developer, Louisville Central Community Centers</p>	<p>LT</p>	<p>\$200,000 in Program Year 2017 CDBG Funds for small business attraction loans</p>
<p>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.</p>	<p>Number of pop-up events Number of people attending pop-up events</p>	<p>Louisville Forward, LCCC</p>	<p>ST</p>	

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

ST = Now thru 2018; MT = 2019-2023; 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 support 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	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

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

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.				
Off 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

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
<p>Utilize LMHA’s Section 8 Homeownership program for BT and Russell residents who are interested in becoming homeowners.</p>	<p>Number of BT residents using LMHA’s Section 8 homeownership program to purchase homes/condos</p> <p>Number of Russell resident using LMHA’s Section 8 homeownership program to purchase homes/condos</p>	<p>LMHA, Urban</p>	<p>ST/MT</p>	<p>LMHA Section 8 Funds</p>
<p>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.</p>				
<p>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.).</p>	<p>Number of VAPs which are redeveloped into housing</p> <p>Total number of housing units created on VAPs - Assessed property values</p>	<p>LMG, LAHTF</p>	<p>MT</p>	<p>CDBG</p>
<p>Objective D.2.c: Russell’s housing is high-quality with varied typology, styles and price points that appeal to diverse groups of people.</p>				
<p>Adopt Vision Russell Transformation Plan as official LMG Neighborhood Plan.</p>	<p>Plan adoption</p>	<p>LMG</p>	<p>ST</p>	<p>LMG Staff</p>
<p>Designate Russell as a HUD approved Neighborhood Revitalization Strategy Area.</p>	<p>Designation obtained</p>	<p>LMG</p>	<p>Complete</p>	<p>LMG Staff</p>
<p>Provide technical assistance on historic guidelines and update neighborhood pattern book to include design guidance for historic and contemporary housing typology.</p>	<p>Pattern book is updated.</p> <p>Number of property owners/developers receiving assistance</p>	<p>LMG</p>	<p>ST</p>	<p>LMG Staff</p>
<p>Foster networking and partnerships among property owners/developers to support housing development.</p>	<p>Number of units developed through networking</p>	<p>LMG, LMHA, Housing Developers</p>	<p>ST</p>	<p>LMG, LMHA, Housing Developers staff</p>

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

STRATEGIES	METRICS	LEAD AGENCY AND PARTNERS	TIMEFRAME	LEVERAGE RESOURCES
<p>Launch a marketing and rebranding campaign to encourage existing renters and homeowners to stay within Russell, and new people to move into the neighborhood.</p>	<p>Stable or increased homeownership rate</p>	<p>LMG, LMHA, Housing Developers</p>	<p>MT</p>	
<p>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.</p>	<p>New homebuyers that receive down payment assistance and 2nd mortgages</p>	<p>LMG, Housing Developers, Louisville Urban League</p>	<p>ST</p>	<p>CDBG</p>

GOAL **E** Improve Community Connectivity.

ST = Now thru 2018; MT = 2019-2023; LT = 2024+

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
<p>Increase number of residents utilizing free computer training classes.</p>	<p>Number of Beecher residents who access computer training classes</p>	<p>Louisville Metro Government, Louisville Free Public Library, Urban Strategies</p>	<p>ST/MT</p>	
<p>Code Louisville off a series of 12-week software development tracks to adults who want to pursue a career in the software development industry.</p>	<p>Number of Russell residents who enroll in the Code Louisville Program</p>	<p>KentuckianaWorks, Code Louisville, Louisville Metro Government, Louisville Free Public Library</p>	<p>ST/MT</p>	