

# VISION LOUISVILLE

CONNECTED  
CREATIVE  
COMPETITIVE  
COMPASSIONATE



Louisville Metro Department of  
Economic Growth and Innovation

Vision Louisville Phase 2 Report  
December 2013

# WE WANT TO MOVE OUR CITY FORWARD WHILE PRESERVING WHAT MAKES LOUISVILLE LOUISVILLE.

Mayor Greg Fischer

## The Summer of Big Ideas

In the summer of 2013, the citizens of Louisville embarked on a great journey to imagine a better city. We know that many great projects were completed in the last 25 years. They have had a great impact on our city. But we have a restless feeling. Louisville can do more and become a better place.

How do the citizens of Louisville continue to improve their city? Phase 2 of Vision Louisville provided a forum for citizens to tell city leaders where to focus our collective energy. We kicked off this massive outreach effort on July 1 at the Parklands of Floyds Fork. It was an exciting journey, to say the least.

In the end, we collected more than 80,000 ideas in less than two months. Ideas came from all over Louisville Metro and southern Indiana. We established seven focus teams focused on Connectivity, Creativity, Economy, Energy, Health, Identity and Living. There were over 150 citizen volunteers on these teams who helped us review and sort through the ideas.

The citizens of Louisville stepped up to the challenge. Everyone who attended a town hall, placed an idea on the web site, published their thoughts on social media and participated on a focus team helped to shape this process. We even took the input process to the future of our city, with children completing idea worksheets that show their dreams and desires for the city they live in.

The seven goals that you will read about in this document are the shared and consistent themes that we saw generated through this phase of public dialogue. They incorporate our community's values and visions, and it is clear that the future of Louisville is bright.

I thank each and everyone of you for your insights and ideas, and welcome you to join Vision Louisville on our collective path to success.

–Mayor Greg Fischer



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# THE PROCESS

In the Spring of 2013, Louisvillians embarked on a city-wide conversation bringing together private enterprise, community and governmental organizations, non-profits, cultural institutions and citizens in collaboration with a multifaceted group of architects, economists, sustainability and brand consultants from across the globe. Led by Oslo-based architecture firm Space Group, the discussion set out to define the future look, feel and flow of our city. Vision Louisville is a broad ranging, engaged and creative process inspiring big ideas for the future with roots in Louisville's unique culture. This vision initiative is a catalyst for urban transformation.

# 7 FOCUS TEAMS

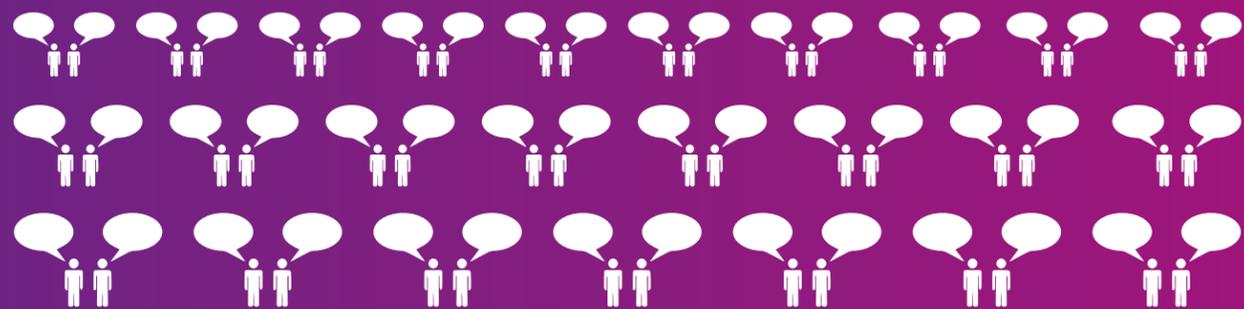


## 10 TOWN HALL MEETINGS



MORE THAN  
**80,000**  
RECORDED  
COMMENTS

## 25 FOCUS TEAM MEETINGS



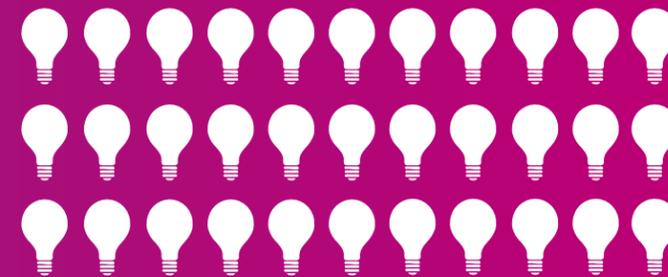
# 10 PRIMARY ASSETS



# 10 SHARED VALUES



# 33 CATALYTIC PROJECTS



# 7 GOALS



**ONE**  
LOUISVILLE

Marked by an intensive public interface at the outset, phase two makes the shift from due diligence, research and speculation to detailed investigations on specific focus areas: Economy, Creativity, Connectivity, Living, Health, Energy and Identity. Each focus team was led by a chair, multiple vice chairs, and joined by passionate community members to organize public debate around the themes of interest. A workshop conducted by the consultant team initiated the phase. An introductory brief and provocative 'wicked questions' were provided to each focus team, outlining the scope of work, objectives and difficult questions to ask during the public engagement process. This was carefully coordinated with the focus teams and the Louisville Metro team early in the phase to ensure coherence.

### Ambitions for Phase 2 include:

- Cultivating a strong relationship with the public
- Integrating feedback from the public process with the work of the consultant team
- Identifying big picture goals for Louisville's next twenty-five years
- Refining the public debate into an actionable set of goals, values and projects
- Building a platform on which to cultivate the identity of the city

The question "What is your vision for Louisville?" was posed and the response from all over Louisville was tremendous, varied, thoughtful and optimistic. Responses collected can be effectively grouped into four categories: Louisville's assets, Louisville's values and aspirations, goals for Louisville, and catalytic projects.

Assets and values paint a picture of a unique, authentic Louisville. These ideas unify Louisvillians. They are a source of shared pride and identity. Goals, by contrast, are very clear directions which Louisvillians have articulated are important for the city to cultivate in order to create the best possible future for the city. Some of these goals are idealistic, while others are measurable. Goals are unifying. And perhaps more importantly, goals can be achieved by a wide range of creative solutions, allowing consensus building and participation.

Lastly, an incredible number of big ideas were catalogued: small-, mid- and large-scale projects to better the city. While perhaps the easiest to visualize, projects are more vulnerable. If they are not contextualized within the larger framework of goals and values, their full potential may not be accessed.

Additionally, projects can polarize discussions. Support for almost any cause can be stymied by a 50/50 split in consensus, a condition that risks limiting progress. Goals, by contrast, do not force a split decision; they do not ask: yes or no? Goals set the bar.

## ASSETS

Assets are the physical attributes of the metropolitan area. A particular and authentic foundation on which to build the success of the city.

## VALUES

Values unify Louisvillians. They are shared principles around what it means to live, work and experience Louisville. Values are often ethical or moral; they span social, cultural and economic divides.

## GOALS

Goals are long-term visions for Louisville. They are solid ideas about where Louisville should stand in 25 years. Goals are big picture and holistic.

## PROJECTS

Projects are concrete proposals for how Louisville will achieve its goals.

The best visioning processes are robust: impervious to political shifts in popular opinion. A successful initiative identifies the long term goals in urban development that are only achievable through collaborative, sustained efforts and partnerships across political divides, individual administrations and specific community agendas.

At the center of any visioning process is people. A vision is about creating more opportunity, more security, more quality of life, more connections, more possibility. Vision Louisville focuses on the built environment—infrastructure, transportation, streets, architecture—but all these things are manifestations of a culture,

its values and priorities. The built environment can inspire actions, attitudes and opportunities.

Visioning demands flexible and continuous community involvement and participation. The initiative sets forth a compelling image of the future: a list of assets, goals and values to guide the process and ground the aspirations to ensure achievable results. Encouraging broad-based community participation mobilizes the collaboration and partnerships necessary to realize significant transformation.



**THE VISION LOUISVILLE INITIATIVE IS A COROLLARY TO THE GREATER LOUISVILLE PROJECT, WORKING TO BUILD A QUALITY OF PLACE CITY; SUPPORTING TWENTY-FIRST CENTURY JOBS, HEALTHY LIFESTYLES AND LIFE LONG LEARNING.**

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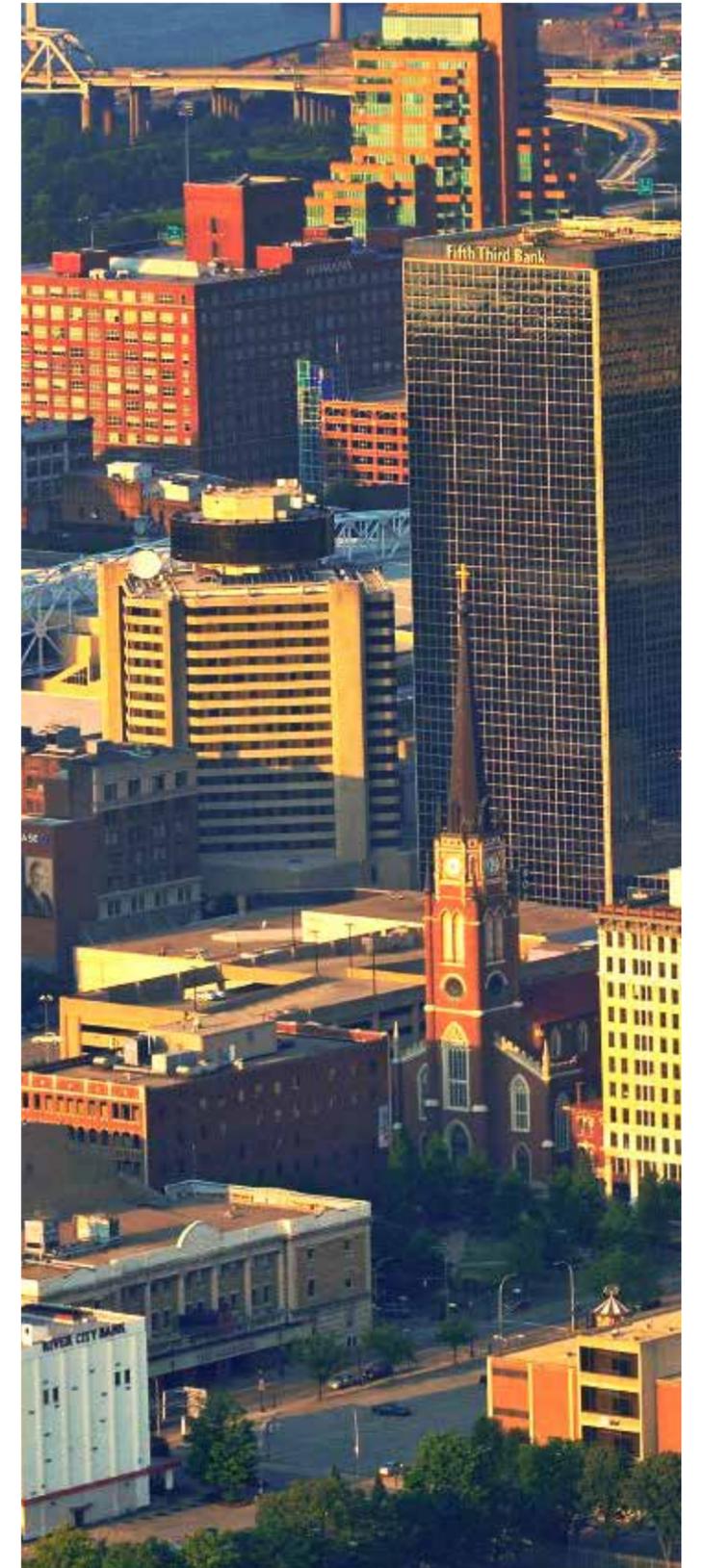
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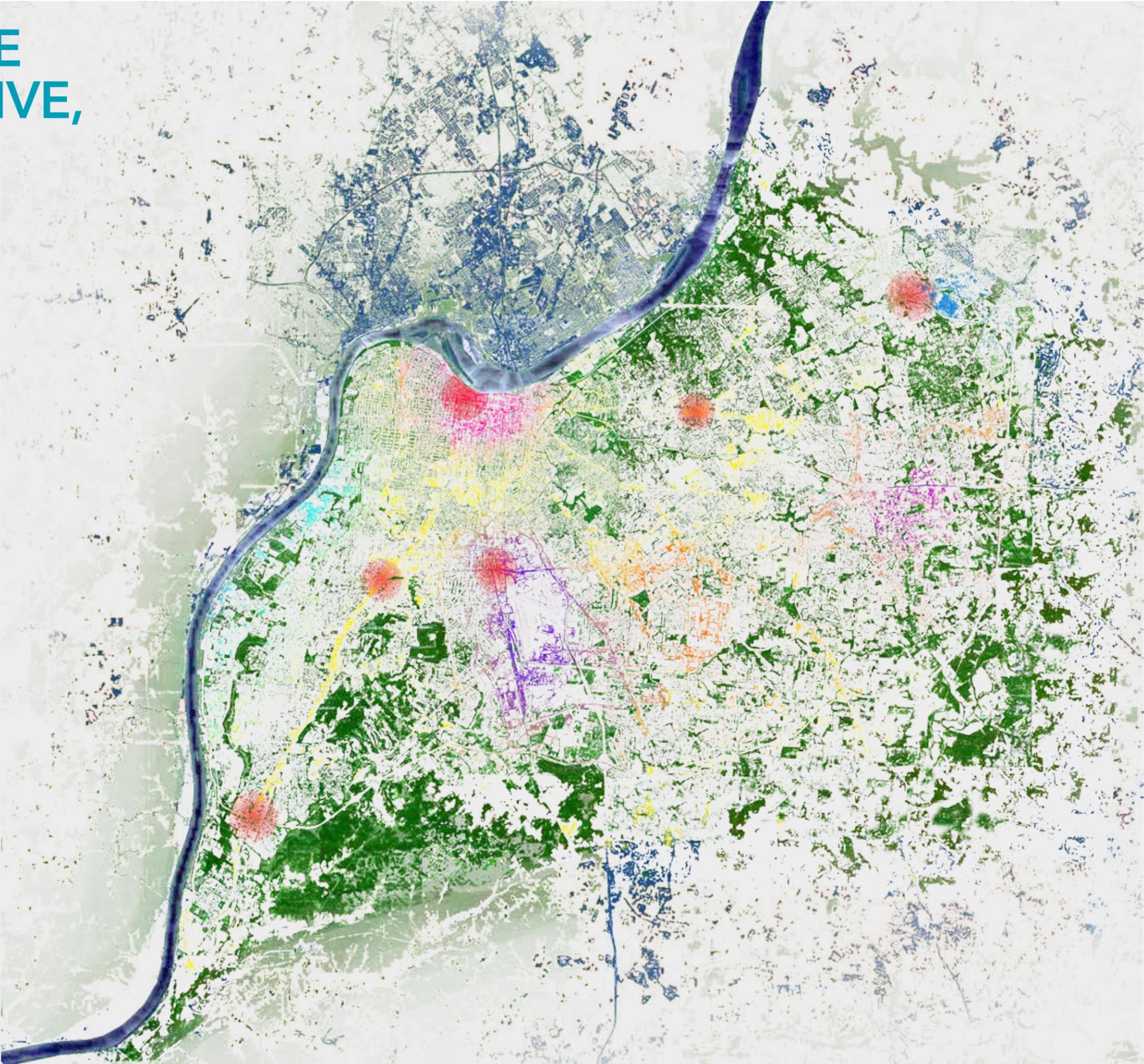


# FAST FORWARD LOUISVILLE

## WHAT WILL LIFE BE LIKE IN LOUISVILLE IN 2040?

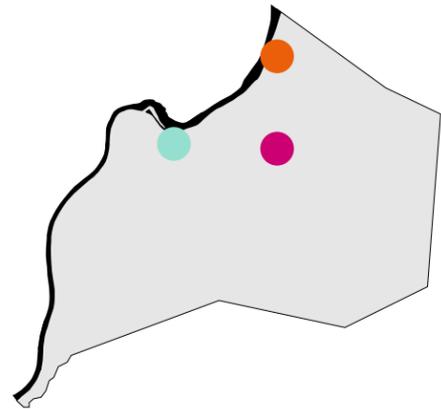
The metro area will evolve and undergo physical, political and lifestyle changes in the next twenty five years. Some of these changes will occur through the implementation of planning processes; some will be driven by outside forces. However, there are steps that can be taken today to help the city identify and prioritize collective goals for tomorrow.

# ENVISION LOUISVILLE CONNECTED, CREATIVE, COMPETITIVE AND COMPASSIONATE.



# A DAY IN THE LIFE OF LOUISVILLE 2040: FOUR CITIZENS, FOUR STORIES, FOUR FUTURES.

## A Day in the Life: Robert



Housing on the Waterfront ●



A West Louisville Food Hub ●



A New Transferia ●

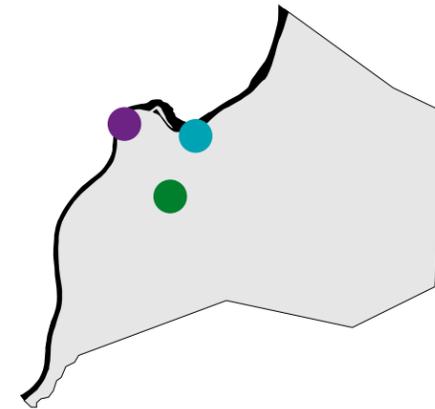
Meet Robert. He is ten years old, and lives with his grandparents in a multi-generational **community on the waterfront**.

Robert's grandparents do not own a car, so he takes public transportation every day. Before school, he meets his friends at the **Local Transferia** and uses the **city's bike share** to ride the rest of the distance to school. He and his friends participate in a variety of after school activities from sports to art events using their **cultural pass**. This Friday they will go to the ever popular and much talked about **Future Fair**. Robert's favorite hang-out is the **Idea Lab** in West Louisville. He enjoys meeting kids from other schools and

neighborhoods and sometimes even other cities and countries. Together, they participate on the Louisville Team in world-wide competitions and organizations via online access and multi-media facilities.

Robert and his grandparents shop for fresh produce and groceries at **Portland L.I.F.E (Locally Integrated Food Enterprise)**. Together as a family, they attend courses in aquaponics and cook using seasonal produce. Robert has become inspired to start his own aquaponics farm and volunteers in his school's 100 mile lunch program.

## A Day in the Life: Gabriela



Portland Swimming Lake ●



Net Zero housing near the University of Louisville ●



Downtown UofL Student Center ●

This is Gabriela. She is a 21 year old student at the University of Louisville. She lives close to campus in a new **net zero energy community**, which helps offset the cost of her college education. Residents in this community receive free heat from the **Waste to Energy Plant** in Rubbertown when they participate in the recycling program.

Gabriela participates in an **electric car share** to get around the city. The **UofL-Downtown transit corridor** is a quick and easy route to and from home, school, the new **Downtown UofL Student Center**, 4th Street Live and her part time job working as an instructor at the **Portland**

**Swimming Lake**. After work, Gabriela likes to walk down **River Road** to the flourishing Culinary District on the outskirts of the **West Louisville Food Hub**. She and fellow students enjoy discounted prices for participation in the food coop. An art major, she is always intrigued by the changing art installation on the **Festive Flood Wall** Art Project.

On weekends, Gabriela likes to walk over the **K & I Bridge** to visit her parents in New Albany, Indiana or ride her bike along the Olmsted Parkways and **Louisville Loop** to meet friends, spend time outdoors and catch up on schoolwork via **free internet access**.

## A Day in the Life: Anthony



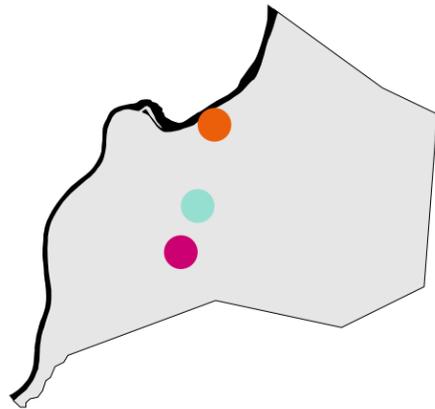
Downtown Housing



Office Headquarters in World City



Louisville International Airport Entry



This is Anthony. He is 40 years old. Anthony lives in a **high-rise downtown** with his wife who works in the New Bourbonism Industry on Main Street.

Anthony is an executive at a new **Advanced Manufacturing Plant** located in Louisville's **World City** Campus near the airport. The products in his company are manufactured in World City and shipped to world-wide destinations via UPS. Anthony brought his company to Louisville for several reasons. First, the city offered his company several **attractive incentives** for locating the manufacturing facilities within World City. More importantly, Louisville provides a **trained, educated**

**workforce** advantageous to the growth of his company.

Anthony frequently meets with clients and collaborators from all over the world. The **Louisville Airport's recent expansion**, with new direct routes and advances in air technology allows him to easily reach his primary business destinations. This weekend, he has invited several collaborators to Louisville to attend the **Idea Festival**, where his company is making a presentation revealing a breakthrough process in advanced manufacturing.

## A Day in the Life: Helen



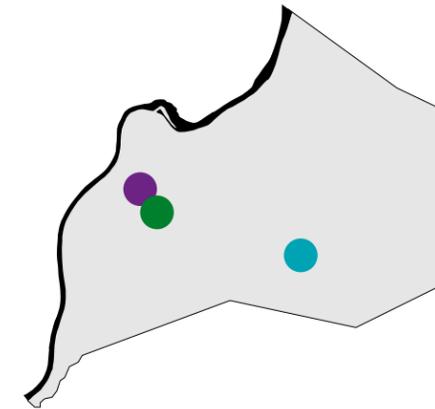
Life-Long Wellness Community



Neighborhood Activity Hub



Community Farming Initiative



This is Helen. She is 75 years old, and lives in the **Life-Long Wellness Community** near Shively.

Helen worked for 51 years in Louisville as a nurse. She continues to volunteer at the NuLu community health center which offers **alternative healthcare options** to the community, including Eastern medicine, art and music therapies, and companion animal therapy in collaboration with the Humane Society.

Helen likes to walk to her local **Activity Hub** early in the mornings via neighborhood trails for a swim. Her residency at the Life-long

Wellness Community gives her a discounted rate at the Activity Hub. In addition, Helen helps to maintain **ten acres of edible landscape** in southern Jefferson County which keeps her active and gives the community fresh foods to trade and eat.

Helen's family lives in Lexington and Nashville. She frequently rides the **high speed train** to both destinations to visit her children and grandchildren. The train allows her to travel comfortably, and stay closely connected to her relatives and friends.

# LOUISVILLE'S ASSETS

Louisville has many assets which help to define its character. From the Olmsted Parks to the Derby, to a Heritage of Bourbon and Baseball Bats, the city is rich in both physical attributes and symbolic features. These assets must be celebrated, cultivated and evolve as the city moves forward.

## Natural Resources

Louisville's quality of life is contingent on the wellbeing and quality of its ample natural assets from water to air to trees and green space. Currently, Louisville is ranked among the worst in the U.S. in air quality, 22nd in water quality, with low tree canopy coverage: its future lies in the cultivation of these fundamental resources. Cleaner, distributed energy and affordable alternatives can grow a culture of less consumption and smarter choices.

The Ohio River and its system of creeks and tributaries have always been essential to the life of Louisvillians: everyone should have safe and unencumbered access to this historic resource. The river is an important site of economic exchange, transportation and education. The physical composition of the river beds and, by extension, the chemical composition of the Ohio River's effluence is the source of two of Louisville's greatest cultural products and traditions: Bourbon and Bluegrass. The Ohio River links Louisville and Kentucky to its regional neighbors north and south: its quality and use are tied to these entities and demand new collaboration and partnership to maximize its potential.

## Current Plans, Movements or Recently Completed Initiatives:

- Waterfront Park
- The Parklands/21st Century Parks
- Downtown Master Plan 'One Waterfront'

### Louisville's Resources are:

- The gateway to the region
- An opportunity for reinvestment of commercial cargo
- A renewed site for passenger transportation
- A natural resource for recreation and education
- A catalyst for growth
- The underpinning of the city's wellbeing and a natural resource that connects us

## Historic Architecture

Louisville has a diverse urban fabric that provides its residents many lifestyle choices. The city has taken great care to preserve the historic architecture and amenities in its neighborhoods. These neighborhoods are primed for re-invention and re-investment. It will be important for Louisville to focus on reinvigorating its historic architecture to help re-create complete livable neighborhoods.

These neighborhoods are key to reversing the "brain drain" phenomenon and attracting new, younger residents as the Millennial Generation is increasingly seeking authentic living experiences. Louisville's historic urban neighborhoods provide the framework for dense, vibrant environments where entrepreneurship and innovation thrive.

## Current Plans, Movements or Recently Completed Initiatives:

- NuLu District
- Neighborhood Plans for SoBro, Old Louisville, Original Highlands, Portland, Shawnee
- Downtown Master Plan

### Historic Urban Fabric is:

- Key to retaining and attracting a 21st century workforce
- The key to revitalizing neighborhoods

## City of Neighborhoods

One of Louisville's most acclaimed assets is livability. The patchwork of neighborhoods reflects diverse socioeconomic and cultural differences. This diversity extends to Louisville's housing and architecture creating tremendous potential for Louisville's quality of place. The city's housing stock is decidedly diverse, from shotgun housing to industrial buildings primed for innovative live-work typologies. Overlaps in identity, program and resources, combined with greater connectivity, can maximize the synergy and potential of this rich fabric.

As a city of neighborhoods, Louisville's communities have distinct characteristics built on the culture of the residents, history, architecture and businesses. There is cohesion to individual communities, bound by roads and highways, commercial corridors, parks, rivers and creeks. The year-round roster of festivals celebrates the diversity of Louisvillians. Downtown is

actively transforming into a center among centers throughout the Metro region. Louisville is very much defined by this unique condition: it possesses the scale, ease and informality of a small town with the access and opportunities of a big city. This network supports a common spirit, can-do culture and a sense of unity, but can also breed exclusion and disunity when the assets and opportunities of the city are not equally distributed. Independence can quickly fall into isolation. The best city of neighborhoods is one that is transparent and collaborative rather than internally competitive, one that shares assets and creates connections across the city at large.

## Current Plans, Movements or Recently Completed Initiatives:

- Downtown Master Plan
- Various Neighborhood Plans including but not limited to: Fairdale Neighborhood Plan, Market DrillDown, Old Louisville Plan, Original Highlands Neighborhood Plan, Park Hill Corridor Strategy, Portland Plan, Rubbertown Strategy, SoBro Neighborhood Plan, Westport Road Corridor Small Area Plan, Wolf Pen Branch Neighborhood Plan
- Shawnee Park Restoration
- ULI 4th Street Corridor Study

### The City of Neighborhoods is:

- The cultural key to a diverse, authentic, unified Louisville
- A network of compact, complete communities connected across areas
- A cultural heritage of independence and easy informal living
- Historic architecture
- Diverse neighborhood and architectural typologies for diverse lifestyles
- Equitable and affordable amenities
- Active community and civic life

## Parks

Louisville is a richly endowed city of parks and recreational areas. The city boasts 122 parks containing more than 13,000 acres, including 18 parks designed by Frederick Law Olmsted. From the 1893 opening of Cherokee Park, designed by Olmsted, to the recent opening of the Parklands at Floyd's Fork, Louisville has a tradition of creating unique public parks and recreational areas. The ongoing work to complete the Louisville

Loop positions the city to become one of the most connected, green cities in the nation.

## Current Plans, Movements or Recently Completed Initiatives:

- 21st Century Parks
- Olmsted Parks Conservatory efforts
- Completing the Louisville Loop
- West Waterfront Park
- Shawnee and Chickasaw Park Restoration
- Downtown Bike Path

### Louisville parks and parkways system are:

- A cultural heritage
- Central to the active lifestyle initiatives critical to the wellbeing of Louisville's citizens
- A natural resource for transportation, recreation and education
- A catalyst for growth, rejuvenation and quality of life in the city

## Proximity

Louisville is centrally located in the United States, on the border of the Midwest region. The furthest western city in the Eastern Time zone, Louisville is within a 5 hours driving distance from 13 state and national recreational areas, a one day's drive from 90% of the United States and 2-hour drive from three major metropolitan areas. Louisville is the gateway between the Midwest and Southeast economic regions. Located along the Ohio River with three major interstates and an existing North-South rail corridor, Louisville is a prime logistical hub. The United Parcel Service's creation of UPS Worldport, adjacent to the airport and close to the historic urban center is testament to this. Mid-sized cities in the United States are flexible, accessible, unique, dynamic, and full of opportunity which is arguably why they currently drive the American economy. In collaboration with other cities, both larger and smaller, Louisville is set to gain a market advantage, catalyzing growth and change. Its location is ideal for logistics and livability.

### Louisville's geographic location is:

- A gateway between the economic regions American South and Midwest
- Poised for a range of regional collaborations

## Agri-Industrial Heritage

Louisville's unique history as both a manufacturing and agricultural center puts it in an optimal place to participate in the contemporary economy where entrepreneurship, advanced manufacturing, creativity and lifestyle play equal parts. Though divergent in their trajectories, the tobacco and bourbon industries have set the stage for more progressive agri-industry enterprises, namely the local food initiatives. Artisanal processes like Bourbon distillery have fueled the economy for over a century and continue to engender new opportunities. Manufacturing industries are actively being innovated for twenty-first century applications. Additionally, Louisville's many universities are important constituents in the economy providing an incubator environment and learning at many levels to stimulate thinking and productivity.

### Current Plans, Movements or Recently Completed Initiatives:

- Greater Louisville Project
- Nucleus Innovation Park
- Local Food Economy
- Bourbon Trail

### The agri-industrial heritage endows Louisville with:

- Diverse mix of skills from logistics to manufacturing to a wide range of creative occupations
- Heritage industries ripe for re-imagining
- Reclaimed open space developed for creative use (urban farming, experiments in energy generation, diverse educational and recreational opportunities)
- Robust and attractive industrial architecture ready for adaptive reuse
- Access to high quality food
- The regional traditions of Bourbon and local food

## Culture of Hospitality

Louisville is hospitable. When people visit, it's the city's affability that leaves an impression. It's what gets people to move to the city, stay in the city and return. Louisville's long-standing tradition of festivals rooted in its culture of parish picnics, extending from the Kentucky Derby to creative hotspots like Forecastle Music Festival and 21C speaks to this unique asset. This combination of collective expression and community

pride is at the heart of Louisville's creative economy and a significant driver of the downtown renaissance. The creative economy generates sudden population swells—small periods of time when Louisville hosts up to 1 million or more visitors—that stimulate the economy, raise the city's visibility and attract resources and talent. Creativity comes in many forms in Louisville, spanning diverse cultural expressions from art to sport. With such diverse stock of traditions, skills, people and interests, Louisville has the potential to develop a more complete experience economy based in its heritage and culture.

### A culture of hospitality promotes Louisville's success by:

- Supporting the lifelong education and wellbeing of Louisville's citizens
- Inspiring children to imagine new futures
- Building our downtown center to create a dense, vibrant, cultural hub
- Cultivating a sense of internal purpose and external identity

## Logistics

Louisville is a logistical hub in the center of the country. Its connectivity is not just physical but the means to bring people together for work and leisure. In today's economy, logistics needs to be easily and efficiently adapted to serve rapidly evolving industries. Strategies to adapt and transform infrastructure and transportation need to be flexible, tiered, and scalable. A new Louisville reimagined through the lens of diverse, smooth and intuitive connectivity can set a model for mid-size American cities looking for re-cooperation and reinvention. On a community level, physical proximity and mobility helps to level disparities, as well as psychological and physical divides.

### The future of Louisville's logistical network is:

- Scalable and multi-modal
- Incremental, a process of iterative, organic growth
- Inevitably tied to adaptive reuse
- Equitable, accessible, public
- Central to the city's energy and environmental future
- Central to its economic viability in the business community

## Engaged Citizenry

Louisvillians are entrepreneurial, engaged, self-motivated and compassionate — qualities that are central to new urban economies. Louisville possesses a unique culture of industrious, independent Midwestern values and Southern spirit of charity and hospitality amenable to new conditions. Its citizenry are doers and joiners with deeply held passions and interests. They are generous in spirit and eager to share their intelligence, experience and success. In a time when the complexity of urban issues surpasses government's infrastructural resources, a community with these qualities is a tremendous asset. Louisvillians know how to rally around a cause and get things done. This culture also breeds high urban livability. Where, once an educated workforce moved to cities for high quality jobs, now technology and changes in attitudes around productivity and work environment have radically changed the paradigm. Corporations now locate their headquarters in cities rich in amenities and attractive lifestyle in order to attract the highest quality talent. Young professionals age into young families who value the flexibility and healthy living, sustainable urban environments rich in parks and outdoor amenities, cultural offerings, safety, and quality education.

### Current Plans, Movements or Recently Completed Initiatives:

- Louisville Public Art Master Plan with Creative Time
- Fund for the Arts
- Actors Theatre
- Vision Louisville Phase II

### Our culture of engagement uniquely positions us to:

- Work together to realize significant urban change that partnerships can drive forward
- Attract new talent and retain our educated workforce and young people
- Transform the city, protecting authenticity and cultivating its quality of place

## Healthcare

Louisville has the largest concentration of aging care businesses in the U.S. In the next 25 years, approximately 50% of the population in Louisville will be retirement-age. As a world leader in aging care, Louisville is uniquely poised at the center of a global demographic

shift. Given its density of high quality, elder care organizations, Louisville should lead the country in innovative forms of housing, community development and programming for elder communities. Natural resources and the participation of health-based organizations provide excellent resources to pioneer ground-breaking education for healthy living in the Louisville K-12 school system and universities such as Bellarmine and Spalding Universities and University of Louisville.

### We regard our world-class healthcare industries as:

- A valuable asset in accommodating the burgeoning aging population locally, regionally and nationally
- An asset in laying the foundations for the Affordable Healthcare Act
- An important local resource to inform and foster healthy living initiatives for the city of Louisville
- An incubator for new models of elder care and assisted living nationally and globally

Louisville Waterfront 1970's



Louisville Waterfront Today

## How Did We Get Here?

Louisville historically a shipping hub on the Ohio River. Positioned at the **Falls of the Ohio**, Louisville was a critical port for the movement of goods from the eastern United States to the western territories. Since it was founded in 1778, several events have dramatically affected the form and function of Louisville's built environment.

The urban fabric that began around the shipping industry was enhanced in 1891 with the **Olmsted Park System**. The Olmsted Park System consists of three major parks, fifteen neighborhood parks and six parkways connecting the major park areas. Olmsted's plan was the first serious attempt to shape the future of Louisville, responding to the recently doubled population and urban expansion that created Old Louisville. More than a system of parks, the plan was a **50-year vision** for a modern city.

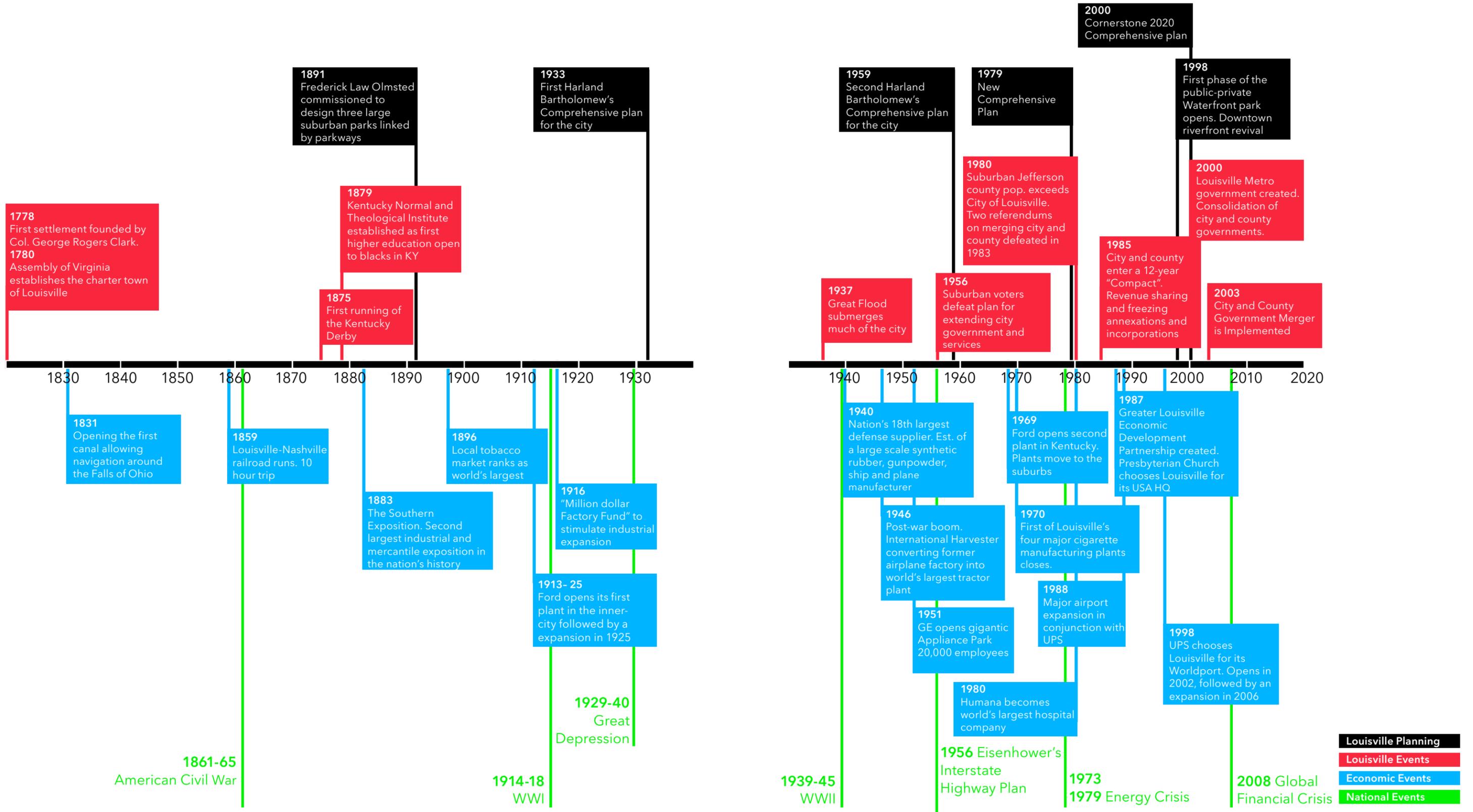
In 1937, the **Great Flood** of the Ohio River caused major shifts in the population. Many of Louisville's wealthier and predominantly white residents fled the western side of the city to the higher ground in the east. This shift created a segregated city almost overnight. West Louisville still suffers from this legacy of segregation with poorer education levels and higher crime rates than the rest of the city. Compounding this shift was the rise in automobile traffic.

The **Interstate Highway system** brought about further changes to the city in the 1950s and 1960s. New housing and commercial developments appeared around the new interstate highways. Suburban communities grew dramatically, from twenty-seven thousand acres in 1956 to fifty-two thousand in 1960, while the overall population grew only 17%. Furthermore, the development of the highway system cut through the city creating physical divisions and reinforcing the existing patterns of segregation.

Louisville spent the next thirty years addressing sprawl through various land use regulations and initiatives. In the 1990s, the city embarked on several programs to **revitalize the urban core**. Key elements of these initiatives were to bring housing and new entertainment venues downtown along with retail shops and restaurants.

Louisville also began to reclaim its former industrial waterfront. Eighty-five acres just east of downtown has been transformed into **Waterfront Park**, opened to the public in 1999, reconnecting the city and its citizens with what was once Louisville's greatest asset, the Ohio River.

# A History of Change



- Louisville Planning
- Louisville Events
- Economic Events
- National Events

\* Source: "Louisville, Kentucky: A restoring prosperity case study," Edward Bennett and Carolyn Gatz. Brookings Institution, September 2008

# What Louisville is Doing Well

(Exerpts taken from various publications)

## Completing the Louisville Loop

The Louisville Loop is a system of recreational pathways meant to span the whole of Jefferson County.

The Louisville Loop is an estimated 100-mile trail system that will encircle the city and link existing and new parks and neighborhoods to civic attractions, transportation alternatives and recreational opportunities.

The Louisville Loop travels through five physiographic regions: the Ohio River Valley, the Knobs, the Shale Lowland, Floyd's Fork watershed and the Limestone Belt. Each one tells a different story of why Jefferson County looks the way it does today. The Loop also connects with Olmsted Parkways.

—louisvilleloop.org



## Louisville's Idea Festival:

The Idea Festival is a two week idea conference for idea sharing on all subjects.

Founded in 2000, Idea Festival is a celebration for the intellectually curious. It's an eclectic network of global thinkers and one-of-a-kind innovators bound together by an intense curiosity about what is impacting and shaping the future of the arts, business, technology, design, science, philosophy and education.

The content of Idea Festival is as diverse as the network itself— presentations range from discussions about life before life to the existence of parallel universes; from global politics to the philosophy of randomness; from disruptive innovation to living to be 250 and beyond. In the words of one participant, "At Idea Festival, seemingly unrelated topics offer surprising relationships and insights."

—www.ideafestival.com

## Toshiba + UPS = Logistical/ Technical Hub

Toshiba and UPS formed a partnership in order to reduce the amount of time it takes to ship a computer for necessary repairs: UPS repairs the units in the computer at the World Port in Louisville and ships it back to the sender.

What can Brown do for you? How about fix your laptop? Japanese electronics company Toshiba and delivery and logistics giant United Parcel Service created a partnership where UPS employees repair and service Toshiba-built notebook computers.

As part of the deal, UPS handles not only shipping and handling of Toshiba-made laptops for service, but also the repair and service itself. Owners of Toshiba notebooks drop the machines off at UPS retail shipping locations, from which they are shipped to a UPS facility in Louisville, KY. UPS employees who have been certified by Toshiba perform the service and repairs as needed... Outsourcing repair work to UPS should cut that time to four days.

—www.forbes.com



## Connecting Louisville Business to Louisville Food

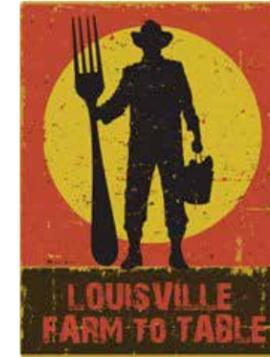
The Louisville Farm to Table Program brokers relationships between farmers and food buyers to break down barriers and increase demand for local food.

Kentucky has more family farms than nearly any other state in the U.S., and as its farmers transition from growing tobacco to growing other crops, especially food crops, one of their biggest challenges is identifying markets for those

products. The Louisville Farm to Table Program helps farmers understand how to grow food that can be sold to large-volume buyers like Jefferson County Public Schools and the University of Louisville, while helping those institutions understand the challenges of using local food.

Since the program was created in 2009, Louisville Farm to Table has helped JCPS purchase products from Kentucky farmers, bringing fresh, healthy food to school children across Louisville. The program also supports the Univeristy of Louisville's goal to make 20% of its dining service purchases local.

—www.louisvilleky.gov



## University of Louisville's Earn-A-Bike

The University of Louisville started a program to reduce vehicles on campus and promote healthy lifestyles.

Earn-A-Bike was launched in the fall of 2012 by the University of Louisville. It provides a \$400 voucher toward the purchase of a bicycle and related equipment. But recipients of the voucher forgo purchase of their university parking permit for two years.

As a result, hundreds of students, faculty and staff at the University of Louisville have a unique opportunity to bike to class or work. The University estimates 40 percent of the program's participants were parking permit holders.

The University also installed new bicycle racks and repair stations as part of the program. As a result, cycling has increased on campus and vehicle trips have decreased.

—University of Louisville



## NuLu East Market District

Nulu is a successful example of neighborhood rejuvenation in Louisville.

The East Market District, also referred to as NuLu, is now best known for its art galleries, specialty stores, antique shops and a growing number of local, upscale restaurants.

The term "NuLu" is a portmanteau meaning "New Louisville". As home to the greenest commercial building in Kentucky, many historic restoration projects, as well as several restaurants offering organic and locally sourced ingredients, NuLu has emerged with a culture of sustainability. The NuLu district east of downtown continues to grow with new boutiques, restaurants and cafes.



—nulueastmarket.com

## Urban Bourbon Trail

The Urban Bourbon Trail is a bourbon tasting experience in downtown Louisville. Participants are guided through the history of Louisville's bourbon heritage.

A great way to experience the bourbon experience and culture is through the Urban Bourbon Trail. The trail, now in its fourth year, provides a cheat sheet of the best of the best. In any other city, having 10 or 20 bourbons on your menu would qualify you as a bourbon bar, but not in Louisville where the standard was set at 50.

The establishments on the Urban Bourbon Trail vary from historic hotel properties that once served Kentucky Whiskey to the likes of Al Capone and F. Scott Fitzgerald to cosmopolitan "scenes". Five are in downtown hotels, four have been internationally recognized and all are serving up bourbon-inspired dining. And why not a little bourbon for breakfast? Dish on Market is offering a tribute to a former president who liked whiskey with the first meal of the day.

—www.louisville2013.com

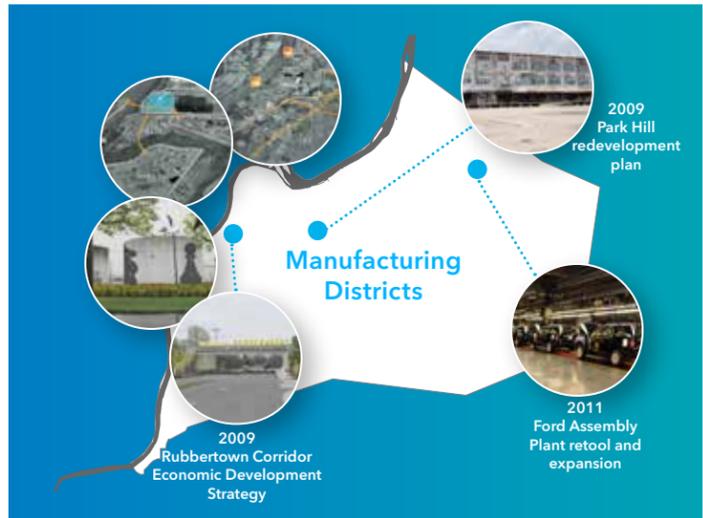
Plans are currently in place that will:



**Establish quality of place in NEIGHBORHOODS**



**Strengthen connection to SOUTHERN INDIANA**



**Reinvigorate a heritage of MANUFACTURING**



**Enhance RECREATION**



**Reinforce a VIBRANT DOWNTOWN**



**Reconnect with the WATERFRONT**

# LOUISVILLE TOMORROW

Louisville is well positioned to become a strong regional center, but its growth has been stagnant. The current population of the core city (excluding the expansion into Jefferson County), is barely larger than it was in 1900. At its height, in the 1960s, the population was barely 50% larger. This has occurred as other cities have grown significantly. In 1900, Louisville was the 18th largest city in the nation, while cities such as Atlanta, Columbus and Memphis were 43rd, 27th and 37th respectively. Today Louisville has dropped to 43rd.

Nevertheless, the city is well positioned to change this trend in the coming years. The economy is reasonably strong, it has weathered the recent recession better than many other cities and it has a robust, diverse employment base. There is room for expansion, both in the outer areas of the metropolitan region and with redevelopment within the urban core. The region has proved to be attractive to new employers through economic incentives such as tax concessions and a relatively low cost workforce, and through other factors such as an attractive setting, efficient transit routes, and pleasant year round weather. Louisville has a low cost of living with a high quality of life.

The city also has been successful in developing new cultural offerings, ranging from the Kentucky Bourbon Trail to arts, entertainment and food. These create a strong sense of vitality, particularly in the urban core, and attract a young adult population, a critical element of any urban revitalization. The city is home to the University of Louisville, an institution that has committed to becoming a preeminent metropolitan research university, which will support the development of the educated workforce of the future.

While the city has strong possibilities and opportunities, there are challenges to be addressed. Perhaps the most significant is the limited range of tools available to catalyze change and growth. Louisville, like many US cities, has a structural budget deficit. Unlike most, however, it has limited capacity to generate new revenue without State legislative approval. This means that it has little ability to spend ahead of growth. As a result, investments must be very carefully designed to achieve the maximum impact.

Furthermore, the infrastructure is aging and particularly on the outskirts, inadequate to support large scale growth. If the growth is not directed towards existing infrastructure capacity, it is likely that congestion and degradation of services will diminish the quality of life both for new and existing residents.

Another significant challenge is that many cities are competing for growth. A review of urban vision plans shows that the vast majority are seeking to become the most business friendly, the most attractive, the new Silicon Valley, or the new Research Triangle. Competition is at the core of most vision plans, and typically that is competition within a zero-sum setting, recognizing the limited overall US growth available for distribution.

**While Louisville has many strengths, it may not be strong enough or have sufficient critical mass to compete in such an environment. Addressing this challenge may require targeting regional cooperation, focusing on strengths such as local food, arts, entertainment and livability.**

## GLOBAL SHIFTS DRIVE HOW WE APPROACH THE DESIGN OF OUR CITIES.

## Global Drivers of Change



### Capital

An increased concentration of capital markets focuses energy and creates competition. A changing economy makes it difficult to assess value and risk.



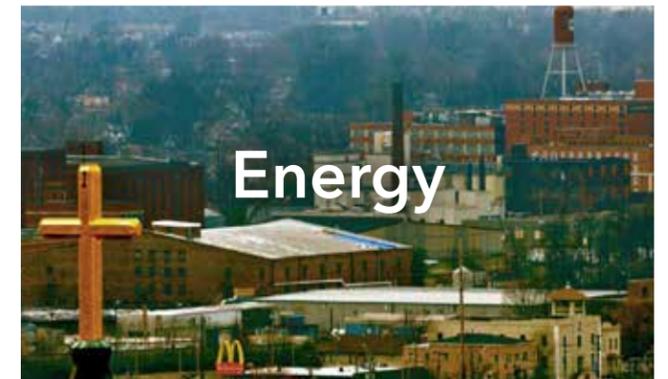
### Climate Change

Rising temperatures, severe weather, and rising seas will put increasing strains on infrastructure.



### Water

Fresh water sources are increasingly vulnerable and dwindling. Pollution run-off spreads unpredictably and beyond political borders.



### Energy

The need to reduce emissions creates a new market. Peak Oil changes transportation. Relying on imported energy is not an option.



### Infrastructure

Deferred maintenance can lead to catastrophic failures. Communication networks create new opportunities and operational challenges. Urban sprawl creates unsustainable patterns.



### Demographics

The population is growing, aging, diversifying, and increasingly transient and urban. Household sizes are shrinking.

## Business as Usual Scenario:

The following projections are based on a 'Business as Usual' scenario: What will likely occur if we continue to allow growth and transformation to progress along its current trajectory.

### Population

The Kentucky State Data Center of the University of Louisville has prepared population projections that indicate a population growth of around 115,000 for Louisville Metro, and around 230,000 in the Metropolitan Statistical Area (MSA) over the next twenty five years. This would be an increase of 0.6% per annum for the county and 0.9% per annum for the MSA. Any projection over such a period relies heavily on assumptions and has a high degree of uncertainty. For reference, the fastest growing metropolitan areas over the past twenty years (Charlotte NC, Raleigh-Durham NC, Provo UT, and Austin TX) have experienced sustained growth rates in the range of 1.5% to 2.5% per annum. Were Louisville able to replicate such a growth rate, the population growth would be in the range of 400,000 to 800,000 for the city. While this is unlikely, it does represent the possible upper bound of growth. While contraction in population is possible, it is similarly unlikely that Louisville would experience sustained contraction over the next twenty five years, even if the city were to lose one of its key employers.

The bulk of the growth under this scenario is in the retirement age population, with over half of the growth falling in this cohort. This cohort is likely to be the most consistent in any growth scenario, since it is likely to come primarily from aging of the existing population. This means that if growth falls short of the KSDC projections, the shortfall is likely to come disproportionately from the school age and working age populations. Similarly, should growth exceed the KSDC projections, the added growth is likely to occur more in those cohorts.

### Households

Based on the KSDC projections, household growth is projected at an additional 60,000 households, with a slight drop in household density from 2.35 to 2.28, supporting the increasing trend toward smaller households. If the dominant development pattern remains at current patterns, with development mainly in the R4 subdivisions where minimum lot sizes are .25 acres, the added 60,000 households will demand in the range of 12,000 acres of new development or roughly eighteen square miles. This would be significantly less if development focuses on higher density development in the existing urban areas.

If the population growth tends towards that range without a change in the existing pattern of growth, land demand could be as high as 30 square miles for the county.

### Employment

Based on KSDC projections, the working age population growth is projected at around 31,000, with a reasonable range of 20,000 to 60,000. At 150 square feet per worker, the added work space demand is in the range of 2 to 6 million square feet, with a likely median of 3 million square feet. Assuming a continuing employment profile, the mix is likely to be around 1.5 million square feet of low rise office/light industrial/commercial development in the south and east, and 1 million square feet of commercial and retail in the urban core. For calibration, a large urban office building contains around 200,000 to 400,000 square feet. A new high rise contains up to 1 million square feet. The urban growth therefore is in the range of two to four new or renovated office buildings over the coming 25 years. In order to support this employment growth, it will be necessary to capture two to four new major employers in addition to growing small local enterprises.

**MORE THAN HALF OF THE EXPECTED POPULATION GROWTH IS IN THE RETIREMENT AGE POPULATION.**

### Infrastructure to Support Growth

While many of these improvements will be funded by private development or by fee-for-service entities such as utility companies, there will be significant local and state government expenses required for schools, libraries, parks, transit, etc. In the case of natural systems, the cost is more related to reducing the overall impact of the population than to provide the needed services. These costs include improving air quality, reduction of storm water surges, added flood management, etc. A brief analysis, based on the KSDC growth projections, indicated the likely demand for added infrastructure.

### Schools

Added population will require around 2.2 million square feet of K-12 schools. Added investment required is in the range of \$450 million.

### Healthcare

Kentucky (Louisville specific data not immediately available) has 3.3 hospital beds per 1,000 people. The national average is 2.6. On that basis, there should be adequate total bed count. Kentucky has higher total admissions, longer stays and more emergency room visits than the national averages. Louisville emergency room visits are significantly above the national average, most likely due to a high uninsured patient demand. If this is the case, reducing the current bed demand to the national average may be challenging.

Louisville's aging population will increase the demand for healthcare services. The population over the age of 80 is expected to grow by 50% in the next 25 years, increasing the need for elder care, sheltered facilities and skilled nursing. These services offer economic opportunity for new employment and investment.

### Transportation

KIPDA has a regional transit plan, recognizing an anticipated growth in commercial traffic of 223%, and an increase in car traffic of around 180%. Projects have been identified that will address the capacity issue, but funding has not been secured for all of these projects.

**THE 'BUSINESS AS USUAL' SCENARIO IS NOT GOOD ENOUGH FOR LOUISVILLE. WE NEED TO ESTABLISH NEW, ASPIRATIONAL BENCHMARKS.**

The expectation is that current funding sources will not be adequate to address growth in traffic requirements without changes in Kentucky statutes to permit road tolls and/or public private partnership funding mechanisms.

Transportation infrastructure is likely to experience decreased performance due to lag in funding and development, particularly due to unbalanced housing growth. Current transportation plans do not envision light rail or other mass transit systems: current residential growth patterns do not readily support the cluster requirements of mass transit.

### Water

According to KIDPA data, three of the four Louisville Metro wastewater systems are overloaded by roughly 10%. Many outer areas are currently not served by wastewater systems. This is a significant area of concern and site for opportunity and innovation.

### Air Quality

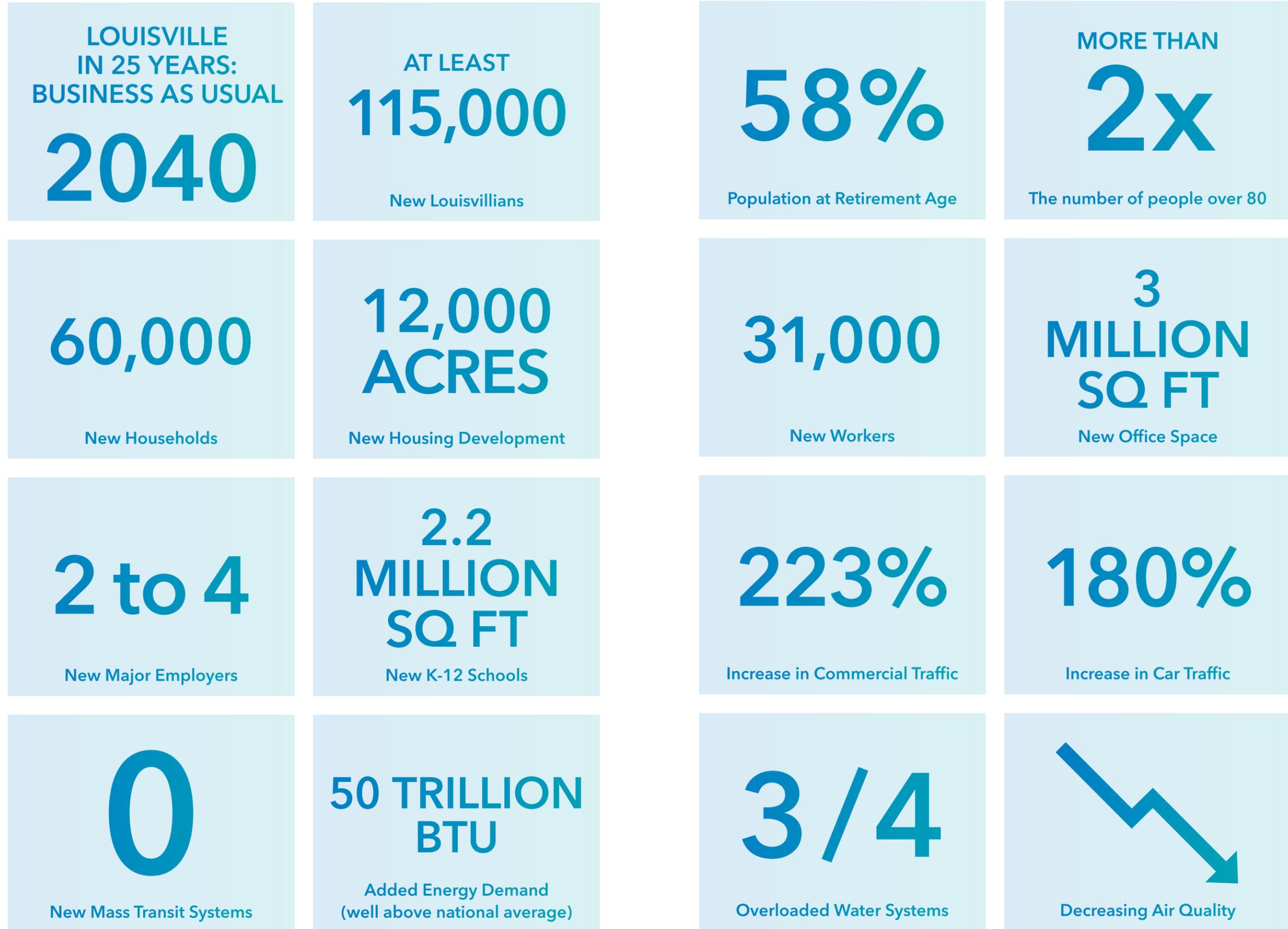
Louisville currently is out of compliance (non-attainment) for both Ozone and PM 2.5. The overall air quality ranks among the more polluted in the country. Much of the pollution comes from out of the area, but much can be attributed to energy use in the community. Increasing traffic and congestion will increase both ozone and PM 2.5.

### Energy Consumption

Kentucky uses on average 435 Million Btu per capita. This is above the national average of 308 Million Btu, and over twice New York, the most efficient state at 195 Million Btu.

If energy intensity does not change, the added energy demand from the added population is 50 Trillion Btu. Approximately two-thirds of this is consumed in buildings, equivalent to around 2000 Mw of generating capacity. If energy intensity is reduced to the national average, no added energy will be required.

# IF WE DO NOTHING:



Data compiled by AECOM based on current local and national trends, projected 25 years into the future.

# IF WE TAKE ACTION:

OUR VISION  
FOR LOUISVILLE  
IN 25 YEARS  
**2040**

**COMPACT  
CITY**  
Density, Infill and Mixed Use

**12**  
New Lifelong Wellness  
Communities

**#1**  
National Leader in  
Longterm Wellness Care

**100,000**  
New Households

**100%**  
High School Graduation Rate

**50,000**  
New Jobs

**NEW  
MODELS**  
for Education and Business

**10**  
New Major Employers

Source  
**30%**  
of our food economy from  
the state of Kentucky

**10 NEW DIRECT  
CONNECTIONS**  
via Rapid Regional Transit to  
surrounding metro areas

**70% / 30%**  
Split: Car to Alternative  
Transportation

**6**  
New Inter-Modal Transport Hubs

**ALL**  
new buildings able to  
produce their own energy

**15 miles**  
Continuous Public Waterfront

  
Improve Louisville's resources:  
air, water, energy, waste & food

Goals based on  
Public Feedback  
and Focus Team  
Expertise during  
Vision Louisville  
Phase 2.

# A VISION FOR LOUISVILLE

CONNECTIVITY,  
CREATIVITY, ECONOMY,  
ENERGY, HEALTH, LIVING  
AND IDENTITY

Seven focus teams based in these essential urban concepts engaged Louisvillians through multiple and varied public forums all over the city in order to identify concerns, desires and visionary ideas for Louisville's future.

IN A PERIOD OF SIX WEEKS, THOUSANDS OF LOUISVILLIANS ENGAGED IN A CONVERSATION ABOUT THE FUTURE OF THE CITY AND MORE THAN 80,000 IDEAS WERE GENERATED FOR HOW TO IMPLEMENT A VISION FOR A **CONNECTED, CREATIVE, COMPETITIVE, COMPASSIONATE LOUISVILLE.**

Connectivity



Creativity



Economy



Energy



Health



Living



Identity



# CONNECTIVITY

The Connectivity Focus Team identified six areas of concentration to improve connection in the city:

The "6 R's"

- Roads (multi-modal transportation)
- Rail
- River
- Routers (digital connection)
- Runways
- Real Estate (parks, public space)

The Team was committed to the idea that innovation of these physical assets will greatly improve Louisville's opportunities and development and lead to a significant step-change for the city. Community outreach was central to the

committee's mission: broad-based community support is the outcome of input and ownership.

There was a widespread belief that multifaceted connectivity is a concrete route to social change. Support for an integrated transportation system where transit, walking and bicycle routes provide a diverse modes of access was striking. A vast majority of the public participants supported the idea. Furthermore, multi-modal transportation offers diverse tangible model projects to brand the Vision Louisville effort over time. These projects can be designed and implemented in a phased fashion that are inclusive, unify Louisville and help to brand the community's image as active, progressive and smart.



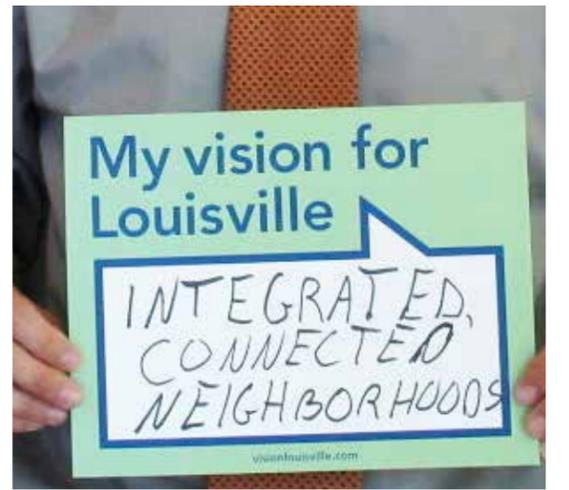
## KEY IDEAS

Connect to and collaborate with Southern Indiana	Connect Louisville to regional centers
Connect to an integrative waterfront	Transit routes should pass through/by parks
Build a better bike and pedestrian infrastructure	Implement better, more reliable public transit
Create inter-modal hubs and public transportation corridors	Complete the Louisville Loop
Connect Louisville's neighborhoods and centers	Offer city wide high speed digital connectivity

I wish I could run my daily errands without getting into my car. That would really change my life.



Getting to work gets harder every day. It's time for real public transportation.



# 80,000 IDEAS: CONNECTIVITY

Completion of Phase 1 of light rail system, Expand TARC program through effective PR campaign. Design opportunities for urban green infrastructure. Complete parkways and create a connection of greenways throughout the city and region. Increase mass transit system to reduce car usage. Build an urban ecology to reduce the effects of climate change, retrofit

suburbia. Heavy rail connecting here to major cities, Detroit, NYC, Miami, etc. Trolleys from downtown to UofL. Interconnected downtown to Churchill Downs and in between light rail system. Improved bike/ped facilities for all neighborhoods. More walkable communities to reduce emissions and promote more healthy living. Start planning light rail connections to each of the creative and unique neighborhoods around the city. Improve technology and UofL presence to educate the workforce. Attract the brightest folks to Louisville. Add more sidewalks and bike lanes in our suburban areas to help connect people to work, businesses, and entertainment. Have a connected mass transportation system. Recognition that to improve transportation there must be a reliable and sustainable source of funding through user fees. Louisville implements a "startline" LRT system, an effective public transportation system throughout the metro area. Light rail or other transit options. Establish mass transportation that is sustainable. I want to be able to bike anywhere I need to go and feel safe and secure. Build Bridges with all haste. Convert 25% of surface parking and/or garages to other uses; rework TWLTs to boulevards; convert one way streets to two way; 25 new Bus Rapid Transit routes, hubs, spokes, radials, cross river, and long distance. Focus bus routes to arterials instead of neighborhood routes, concentrated pick ups, change public's perception of using mass transit. Dedicated bike paths—separate from vehicular corridors, rental bikes, bike lock-ups at centralized bus stops so cyclists do not have to take bikes on bus or to work. Constructed light-rail system along greatest bus usage and connecting major activity centers in the city. Build grand central station and train tracks halfway to Cincy, Indy, Nashville and St Louis to make Louisville hub of the Midwest. Sidewalks everywhere. Transit oriented development on 4th and Broadway Bike share program. Public transportation that connects all of Louisville. Move Highways. Light rail. Create a new airport. Water taxi from Oldham County and areas south of the city. Light rail to make public transportation more accessible for more people—this would improve the quality of life by improving their family's economy. More highway rapid transportation. Finish bridge. Have bike lanes along the railroad tracks. Allow easement by the railroad track. Bike paths/lanes. Extend River Road to Northwestern Parkway. Local options sales tax. Light rail, fewer cars, more alternative ways to travel in the city, major artery free bus transportation, high rise buildings, revamp areas that are depressed. Bus transit hub stations on outskirts of Jefferson County to pick up commuters working in Jefferson County. Could also be used for Southern IN commuters with a hub in the Southern IN counties. Urban transit infrastructure to spur redevelopment of West Louisville. Bike lane along Billtown Road from J-Town to the Turkey Run Parklands Park. Change design of public transportation/road/vehicles. People should not accept highway deaths and injuries as fact. Designs of autos and highways can creatively change. Use rail lines for light rail. Concentrated efforts for revitalization in West Louisville. Larger easements from businesses to roads. Many main vehicular corridors are cluttered with signage & vast views of parking. Focus on the creeks. Ohio River connection to Carrollton, Cincinnati, etc. Leave Shippingport Island natural. Could Louisville become HSR hub: NYC to Houston, Cincy to Atlanta. To be a leader in developing an ecologically connected community. SW Greenways; design w natural green corridors can be multiple uses (transportation for humans and native species), set progressive guidelines in place for regenerative design, work with state to get out of date laws and regulations changed (grey water use in development), restore Lost Woods (great ecologically rich wetlands unique to the area), design Urban Growth Boundary to work with

rich natural resources. Get rid of Swift Packing Plant in Butchertown, create a hub at that location to anchor East Main/Market and Baxter/Bardstown and Frankfort Ave. Deeper relationships with our waterways. Free and abundant public transportation. Bicycle friendly arteries between all likely centers of economic activity—this means motorized vehicle free. Community centers with insured delivery of basic utilities, strategically located in most vulnerable areas. Re-institute 8664 plan for joining East of 9th St with West of 9th St. Stop our crumbling infrastructure—the Sherman Minton was a disaster! Build the bridges with all haste! Subway system that circles Louisville. Completion of the Looped Park System. Connect ALL of Louisville, no east/west...just Louisville. Build infrastructure to connect people and ease reliance on cars. More public transit options and NBA team. Reduce linear retail sprawl. Identify 5 to 10 key hubs, then plan and densify these. High tech and medical research zone; Have addition to airport, national airline hub; better rapid transit system across the metropolitan area. More entertainment/food/shopping development along the riverfront. We need more river bridges to improve connectivity. More and safer connectivity for cyclists. Light rail to connect all of Louisville's unique neighborhoods. Encourage and help fund public transportation, increase parking costs and limit parking in high density areas. Change permitting requirements to not require new development to provide a certain amount of parking spaces for cars. This is one of the many reasons why our high density areas are so great and so hard to replicate. Connectivity via train, high speed rail, anything—can improve attitude toward public transit—within the city and to other cities, especially within KY to promote internal economy. Expansion of waterfront park system/transportation connectivity. Work with UPS to take better advantage of our unique opportunities the HUB provides. More bridges, light rail system, more happening "modernized" city. Commuter trains to connect to other major cities. Exciting, pedestrian-oriented streets and activity centers. Farsighted. Prioritize transportation and land use expenditures towards walking, biking, and transit. More walking paths in south end. No tolls on bridge. The traffic is not good. Reduce vehicular traffic, encourage biking/walking, exercise programs for school-aged children, light rail, less parking lots/incentives for owners to use the lots for something other than parking. Do more with Waterfront Park and the River Road area, similar to Chicago Navy Pier District. Light rail. Renovate or re-imagine and rebuild to make the city more usable. Make truck routes for easy access to enhance traffic flow between the inner city and the interstate system. We need I-65 divided between local access on the old route and a new route for interstate only traffic. Solar powered light rail. Metro zoning must be reimagined to make the zoning more useful for today's needs. Twitter account for every department in Louisville Metro Government. More frequent TARC trips to the airport. I-world metrics and feedback and serve as inspiration for the next tech innovation. On-line and off- teaching opportunities and methods: workshops, mini-classes, digital and print articles, kids' versions/events. Be sure the tech we develop achieves the widest impact possible, devise and SUPPORT. West end bridge to Indiana. Synchronize all major roadway red lights. More bike lanes. The best public transit system in America. Bring back the streetcars! How about eliminating some 'left turn arrows' at some intersections. Do you realize how much time and gas is wasted on idling at a left turn when there is no oncoming traffic? At least give us a blinking red arrow so traffic may proceed after a stop. Complete the Louisville Loop, and create walkable and bikable rings inside of the loop that connect all neighborhoods, parks, and farmers' markets. Bring back the local town hall. More events like the Vision Louisville town halls that occur in every neighborhood. Complete the Louisville Loop. Create a phone app noting all the events in every neighborhood. Create a Boston-style "Beacon Hill" model for seniors to live in their homes with transportation service and etc. Full-scale subway network around the whole city and in Southern Indiana. Include a bike lane on every new road, or upgrade of current roads. Start light rail soon: Downtown to UofL to Central Ave. to airport, Connect bike and transit with hubs—a complete bike, street, and transit networks. Directory of cross-culture and cross-community activities and opportunities to make diversity easy and accessible. Connect wonderful Parklands system to existing parks (i.e. connect it to Long Run Park by pathway). Bike path next to railroad tracks...

# CREATIVITY

The Creativity Focus Team's discussions centered on transforming Louisville into a learning platform and engaging its citizens to become more creative.

The Team built a future Louisville around a future Robert (see pg 22). He inspired many great visions for how the city might transform from a festival city to a truly educated, creative, cultural city.

Team members focused their attention on improving cultural opportunities for young citizens, developing the idea of a pass, where children would have free access to art, science, cultural events and venues throughout the city. The pass would lead to life-long education and creativity.

Public input supported and enhanced the ideas of the group. In particular, ideas relating to the improvement of education for all Louisvillians and the reduction of "brain-drain," expressed by the 55,000 Degrees initiative, were important topics for the public. Public support also focused

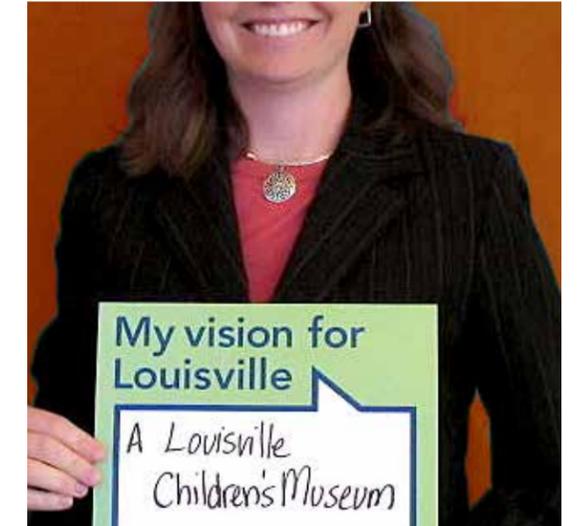


We need to make public art accessible to all, not just people in the downtown.



## KEY IDEAS

Expand visual and performing arts	Offer more neighborhood art initiatives
Provide spaces for people to practice diverse skills	Accessible educational facilities
Create a public art endowment	Create an open source education platform
Unlimited public access to technology	Provide life-long learning and mentorship
Citywide festivals	Create a cultural pass for children



I wish we could transform the 4th Street Corridor into an art and culture mecca!



# 80,000 IDEAS: CREATIVITY

Design a Louisville museum outlining the cultural history, river connection and Civil War involvement. Belvedere type structure over 9th Street—festival location, greenspace, urban garden. Waterfront entertainment district. Children's Museum on western waterfront. Develop canals like Santa Fe and Indy. Expand Riverport events to next county and incorporate EMS into Public Health Model. Connect all active locations.

Close Bardstown Rd to cars on a monthly basis (CycLouvia), Barret Ave/Castlewood Road, safe, dedicated and interconnected bike lanes. Open up K&I Bridge. Re-engineer and restore Beargrass Creek (South Fork) from Butchertown to Germantown and create an Austin, TX like riverwalk in the Broadway area. Funding for street art, make art everywhere, make walking around more fun. A network of neighborhood theatre/community spaces to help foster community spirit and increase the art scene in Louisville. Long term, restaurant/entertainment development along the waterfront. Pro basketball team to help keep the YUM! Center occupied and thriving. The best basketball town in the world. Professional sports teams. A daily farmer's market, like the old Haymarket. Weird, locally-owned shops and restaurants. I would like a speedway back like the Kentucky Motor Speedway. Summertime programs, educational things for kids. Gymnastics. Professional soccer team. Amusement park. A beach. After-school/summer programs for youth to get them more involved, have them learn, and get them out of violent streets. Have a creativity group for the Belvedere—additional events that can take place at this venue. Proactively enhance a community long term effort to maximize recycling of all potential materials with proceeds to go to a dedicated "Fund for Children". Have the Louisville Orchestra resume commissioning and recording the works of living composers. Have someone in authority invite Mr. Donald Trump to have either the Miss USA or Miss Universe pageant in Louisville. What Louisville needs: a biblical/creationist Lego Land. Erect an arch over the downtown bridges to showcase Louisville as "The Gateway to the South" similar to the St. Louis Arch. For Louisville to get a professional team. Change the pricing range on LG&E. Make everything Yum Center. Parts of Louisville red like the Yum Center and do something about this parks. Louisville needs a monument downtown to make the skyline look better. It needs to have an observatory on the top. I do not want to copy them but an example would be the Seattle needle or the St. Louis Arch. Community-wide arts project to make public art and designs executed by various neighborhoods and their residents over a set period of time. Encourage high school internship programs at all local creative firms. We need a home for creative development. Co-work KY! Create partnership with USA Soccer to remove West End blight, and build a community soccer stadium through USA Soccer grant. Partner with Mockingbird, Muhammed Ali Center, and YMCA. Create a "Life is Beautiful in Louisville Festival" that's like the Belle Chere in Asheville, NC. Vocational training and apprenticeship starting in middle and high school. Create an annual city-wide drum festival. Better library for Northwest Jefferson County. Award show for critically acclaimed and local pieces of film, theatre, musical acts, etc. GED support at JCPS schools in evenings for adults. Expand the high school curriculum to include entrepreneurship, business development, etc. Tax or economic incentive for Louisville natives who return to town (after having left for college) and start up small businesses. More community-led public art projects particularly in West Louisville. Provide children with an opportunity to grow with creative and entrepreneurial development. A new kind of classroom. Build a school for inspiring and encouraging creative growth. Let's offer more creative after-school and summer activities for area children. What if we modeled a recycling program modeled after the ones in California and Seattle, WA where area artists are encouraged to create art from usable trash. Make Louisville a "KIVA" city as they did in New Orleans. Free early childhood education. Urge the Jefferson County Board of Education to return responsible art education and music education in public schools. Eliminate traditional,

magnet, and private schools. All public schools should have music, arts, and drama as part of their ongoing education either provided by teachers or members of the arts community. Create a home for industrial design growth and training that's open to the public on nights and weekends, and provides certifications. Free tuition to UofL or JCTC to any student that goes to a JCPS high school and maintains a 3.0 GPA. Invite Sister City artists to Louisville. Keep schools open all year with learning labs for all ages available. Host a monthly pitch competition for entrepreneurs and investors. Make sure our libraries are the flagship for the state; keep them vital and funded. Teach students how to be patrons of the arts. Teach music in every middle school to all students. Host a midnight graffiti art night where artists paint their work on large boards that become billboards for art promotion. Create an official city song. Louisville should have a creative center for kids, and places that promote new ideas. Create an online hub that catalogs Louisville's cultural scene (art, theatre, film, music) as comprehensively as possible. Create art projects on sound barriers; paint the walls. Fully fund the Louisville Free Public Library's Strategic Plan. "Burning Man" on the river. Free concert in Shawnee and Chickasaw Parks. My idea is focused on entrepreneurship and creativity for the city of Louisville such as supporting local inventors whose ideas can and may bring jobs to the city of Louisville as well as the state of Kentucky. I have designed and patented or created a new design for a car wheel rim. I am looking for a manufacturer so why not here in Louisville. The cross-sector infrastructure exists to constantly improve outcomes for students through continuous improvement of the education system. More public art—street art, graffiti art on buildings. Build on Louisville's progressive art/design and open a world-class design school to rival RISD, Savannah College of Art or Central St. Martins. Adult education classes in West Louisville. Make life skills classes mandatory—cooking, nutrition, driving, citizenship, etc. Bring free services, products by way of a single source platform. Provide places for artists to teach (and get paid for) free classes to young and old. We must promote art and art appreciation. As a lifelong Louisvillian I recall the fountain and wish it was back. Bring back the Ohio River fountain. It seems like the best teachers are concentrated in the same public schools although that could just be my perception. Spread the better teachers around. Ratemyteachers.com can give you a general rating of teachers. Strengthen industries (music, art) and their networks in order to create more events and projects. Project selected artist's work on the side of tall buildings rotating weekly or month or hourly. Focus on becoming the Hollywood of children's educational programming. There has been a lot of research in the past few decades on brain function re: age. For example, it is well known that preschoolers learn languages as easily as they learn manners; ditto music. Small children should be exposed to several languages before age 6 or 7, when their ability to learn drops dramatically and math takes over. My mother spoke 6 languages fluently and never went to school. All kids learn to code. Create regular venues for children to express their dreams and visions for their schools and communities. Children often have their finger on the pulse of something deeper. Have a building or place for professional artists of all fields to come together and exchange ideas for working with young and old people. Create a centralized "hub" downtown for the sharing of ideas and forming connections within the community. Make personal finance/economics a mandatory class in high school. Create trade schools for historic construction redevelopment to employ locals with needed skills. Reduce the cost to operate the LMPD air unit. Local supplier at Clark County Airport can increase reliability, reduce costs and provide more backup resources than current program. Make higher education free (with LIFT). There should be more community centers involved with expanding the creative experiences of kids on a higher level (ie. murals are fine but how about sculptural works for the neighborhood). Bring our kids to a higher form of visuals, themes that speak to their neighborhoods. Promote annual cycling competition better. Introduce creative thinking early through JCPS and expand Idea Fest to impact less privileged communities. Promote groups to help focus entrepreneurs. Most students drop out of school within the first two years of college. This is usually with general education courses. Louisville should partner with KCTCS and have month long courses similar to summer terms. A student can complete their gen eds in 1 year.

# ECONOMY

The Economy Focus Team looked at making Louisville a more fertile city for business expansion and new businesses.

The Team asserted that global and regional connections are central to the improvement of the city's economic growth. Cooperation with state legislature and the surrounding metropolitan areas also is beneficial. Young professionals on the team focused on finding more opportunities to connect entrepreneurs with local investors, communicating a desire for more density and better entertainment options in the city.

The Economy Focus Team set goals for economic prosperity in 2040 including: Partnership between state and local government and private companies; leadership in the healthcare industry; advanced manufacturing hub in the United States and; a focus on logistics, transportation and distribution.

The Team's discussions were supported enthusiastically by the public's input. Many of the public's ideas focused on job creation, growing Louisville's entrepreneurial spirit and expanding connections (globally, regionally, locally and digitally).



## KEY IDEAS

Connect investors to entrepreneurs

Transform Woldport to World City

Connect micro-economies

Focus on job creation

Educate our workforce

Develop urban conditions that attract young professionals

Lead in advanced manufacturing

Promote progressive business practices and foster fertile ground for economic growth

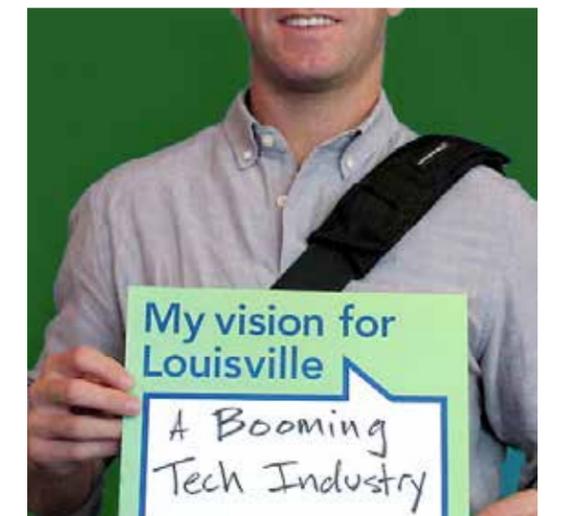
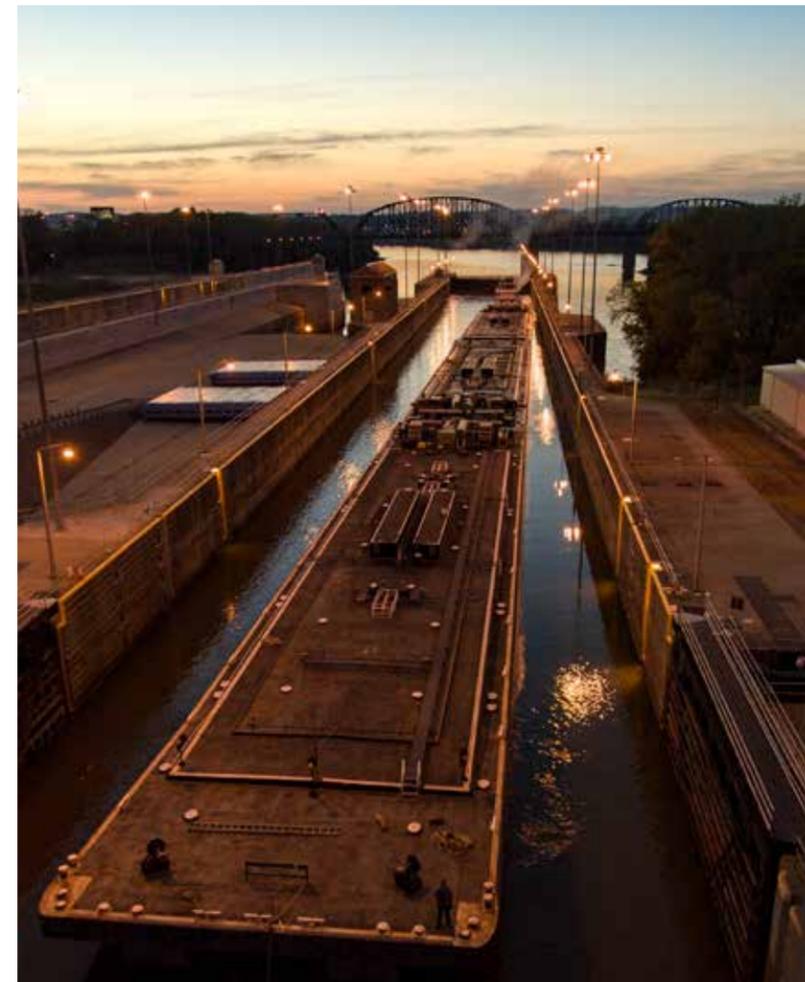
Intevest in health industries

Offer healthcare and insurance packages to incentivize new business

We should strive to become the national leader in STEM Education and Jobs.



We should teach money management in our public schools to secure a bright future.



# 80,000 IDEAS: ECONOMY

More sustainable businesses, more parks and bike lanes, fresh produce, green practices. More sustainable practices, jobs, recreational facilities, green infrastructure. Four to five funded initiatives with community partners, with continued focus on Derby as an international gateway opportunity. Green Streets Program. Expand urban agriculture programs to reduce food deserts and provide related job opportunities to underserved areas.

Strong economy, attract more people into the city, better transportation system. Use a financing vehicle to make retrofits and projects happen on a large scale. Property Assessed Clean Energy or Utility Bill financing. Push for more stringent building codes. Incentivize economically, development of brown fields to renewable energy. Metro council and the state legislature should enact legislation that implements a more reasonable system of user fees, tolls, gas tax, VMT-based fees. Get UPS to work closer with UofL and provide funding for new engineering building and programs like Fed Ex has done with the University of Memphis. Encourage the development of charging stations for electric cars. Promote electric car manufacturing to the region to complement. We need to bring more data centers to central U.S. so we can lead in Cloud Computing Systems Management similar to the e-commerce build-out that happened with Zappos, Amazon, & UPS. Stop allowing our best and brightest to retire so young. Even the post office has a minimum retirement age of 55. Make retirement age 62. Initiate an urban heat mitigation strategy. Cyclovia should become an annual event on more than Bardstown Rd. Envision a way to fund universal early childhood education, and to reform public education K-12. Initiate a "cool roof" campaign. Incentivise job creation and job growth for west Louisville. Attract a sit down restaurant to Shawnee. Institute jail/prison education program. Mandatory GED/post secondary courses as part of sentence for non-violent criminals (would help us reach 55k degrees). Build the west end. Attract an airport hub so we can have more direct flights. Attract an NFL team. Attract more retail. Reclaim industrial areas for shopping especially in West Louisville. Increase medical tourism by bringing in more people from outside Louisville to our medical facilities. How do we compete with Vanderbilt? Food/Park System. More small projects, less big ideas "arenas". More focus on neighborhoods. Incentives and emphasis on mixed use development at neighborhood centers include senior living, job creators. This reduces need for transportation. Rethink where we put jobs, attract all types of jobs. Make ordinances tax conducive to mixed use. Complete I-265 through Southern IN and southwest Jefferson County. Grow businesses enough to build 2 new skyscrapers downtown. Change tax structure to attract more corporate headquarters. 0.01 cent raise in sales tax. Encourage strong conversion projects of existing property. Franchise ideas and inventions for special needs. Discussion about obstacles to innovative ideas & efforts. The Mammoth needs the city's help as we have been shut down and risk failing. Find state and local incentives to urge Ford and other automotive manufacturers to transform vehicles to use natural gas/electric hybrids. Cities can be a primer for getting incentives started. Accountability of Council and Mayoral discretionary development and funding to community/citizen value which is defined by formats made accessible and built into community function as education of families/social interest groups. Improvements to the following: incentives to artists to move into neighborhoods and contribute to area and businesses, allowing to help turn areas around; a more open, navigable, and user-friendly regulations process, more comprehensive and constructive rather than a gate keeping process. Funding and grants to innovation and innovative projects that make a richer place. Decentralization of Fund for the Arts which siphons money out of the Arts directly. More alternative art spaces. Less stringent, difficult processes for creating and contributing public art. Art back into all JCPS schools. Indy Media Centers throughout the city with access to the public. Percent to art with all construction. Recognition that improving public services requires revenue. Thriving downtown shopping, entertainment, housing, restaurants and culture to

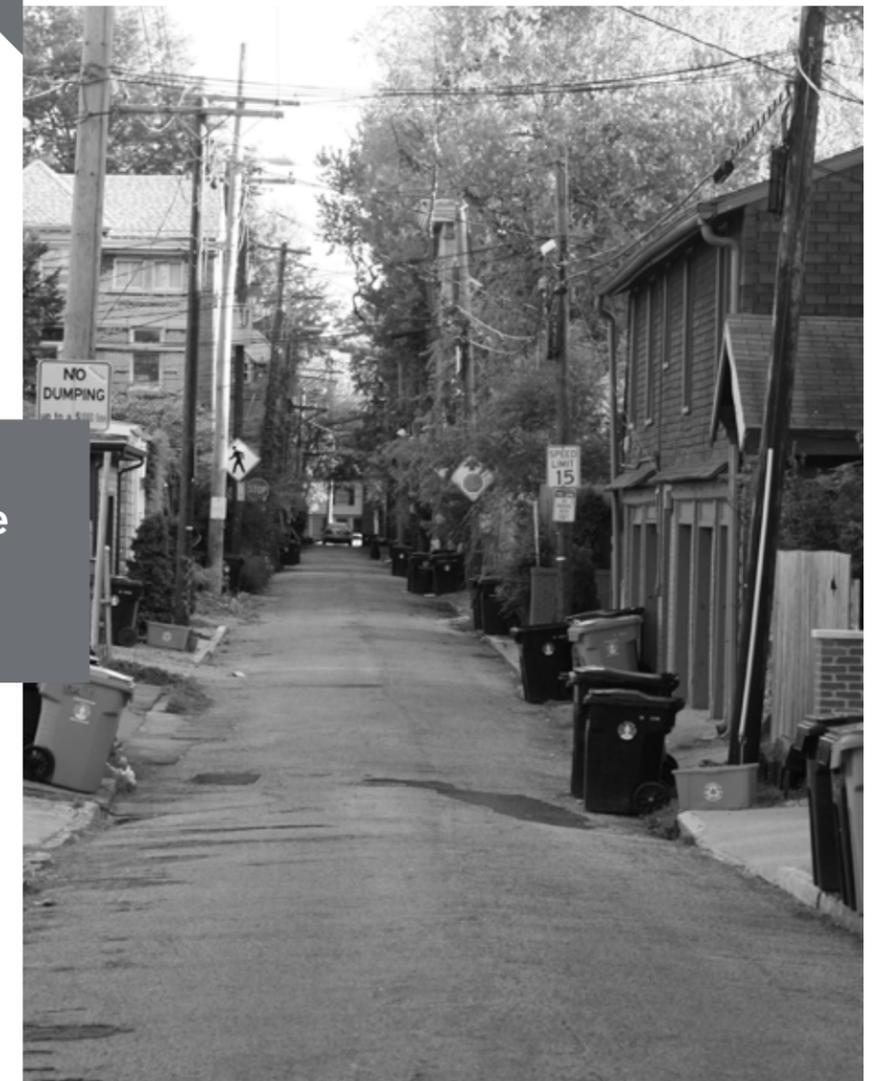
appeal to all regional residents. Mix of local and national establishments. Interconnected system of parks, green spaces, bicycle infrastructure, to promote healthy living and sustainability. A more concise business development model. Make it more advantageous and easier for new development to come into our area. The overall planning process is too cumbersome—it needs to involve the public as it does, but be less bureaucratic to get through. Utilize local or in-state firms. Create charter schools, use local and state engineer instead of going out of state and out of country. Local subsidies and incentives to get natural gas pumps at gas stations. Easing of zoning rules to help remove barriers for small business start ups in residential and commercial areas. Free the urban core from building height/FAR/density requirements in the LDC to help prevent the sprawl that continues to happen in Louisville. Bolster economic health and job growth—elimination of local taxes on business. See more things in south end—Kohl's, bookstores, some small shops near houses. In my host family, the closest shop is like 15 minutes by car. Work opportunities for homeless people. The government can build houses for the homeless and put the homeless to build it and pay them. Once the house is over they can live in it and they would even have some money to start other works. Meet with and develop working agreements with Clark and Floyd counties and Clarksville, Jeffersonville and New Albany, and other cities within the county boundaries so that it is easier for businesses to work between Louisville and those neighboring communities who share in our MSA. Idea: A Tech Horse Race, a demonstration project that will end the hand wringing about whether we can sustainably support tech startups. Call for details. Fiber to the door, venue meeting place. Provide education to investor class, tie various support groups together. Align entrepreneurial companies with corporations for providing solutions to challenges, creating strong spinoffs. To be sure the tech we develop achieves the widest impact possible, devise regular public exposure to the emerging technology via dissemination. Address issues that are preventing businesses from coming to Louisville and revamping or establishing new enterprises (i.e., KY Kingdom deal was a mess). Create entrepreneurial training program in the West End for unemployed youth. Less retail/fast food jobs; more tech/green jobs. Convince national and regional companies that are located in Louisville to move more operations to Louisville. Retail! Retail! Retail! Downtown! Have more bourbon attractions. Pop-up businesses in abandoned houses that are reclaimed by the city. Locate a mega-passenger airport in a place that gives us non-stop passenger air service. Create manufacturing internships and vocational internships. Improve microloan programs for the poor, who want to be entrepreneurs. Stronger public transportation will lead to job creation and accessibility. Jobs for the jobless. Increase Biotech research in the area. Have strong international relations (i.e. Sister Cities). Target more people who are willing to relocate so they will bring business to Louisville. Use the collective impact model to build centers of excellence with regional partners. Attract non-outsourcable jobs to Louisville. Bring 3-D printing and manufacturing to Louisville. We need better training for high wage jobs the city is trying to attract. Start a river taxi service. Bulldoze the State Fairgrounds for airport development and relocate it in Southwest Jefferson County. Connect the Office of Globalization with the amazing businesses run by immigrants in Louisville. More partnerships between Louisville, Cincinnati, and Lexington. We need more groups developing ideas and solutions for community issues. More high wage jobs. More companies headquartered in Louisville to nurture job growth and more community support for nonprofits. Get Google gigabyte fiber in Louisville. Wifi attached to street lights. Must have jobs with livable wages (minimum wage is still poverty). Attract more logistics companies. Sell the name of the airport, and rename it UPS International Airport—excellent for marketing. Develop national railroad switching yard. Economic gardening: grow local entrepreneurs to create and keep businesses here. Improve transportation to other mid-size and large cities to increase job and business networking. Offer tuition reimbursement to college graduates in Math, Economics, Finance and Public Relations if students agree to living in Louisville for a certain number of years. Improve bikeability in the city for their safety due to growing car traffic. Train inmates in entrepreneurial skills (refer to the start-up in Seattle). Build an iHub that encourages large companies to meet with start-ups . Create more street

# ENERGY

The Energy Focus Team studied available assets: using more of what Louisville already has such as sunlight, recyclables and existing buildings.

Energy Focus Team members were thoughtful and passionate about improving the community, asking good questions designed to provoke public response as well as contributing their own solutions. Volunteers gave many hours to the process, talking with the public in and out of the Town Hall events, helping to draw out themes from open public debate.

The ideas generated by the Team were bolstered by the public input received at the Town Hall events and digital efforts. Accessible recycling city-wide throughout the community to help extend the life of landfills, keep streets clean and reduce and generate energy was a consistently popular idea.



## KEY IDEAS

- Capture waste
- Cradle to grave recycling
- Combat Louisville's heat island effect with green practices
- Capitalize on the Ohio River as an energy source
- Create a sustainable building standard
- Diversify energy resources and distribution
- Implement a 'Use Less Policy'
- Invest in locally grown foods

# 80,000 IDEAS: ENERGY

Sustainable community with more exports than imports. Solar, wind, and other energy sources. Create programs to encourage energy efficiency and renewable energy. Use a few examples of commercial, residential, and industrial building owners who have already done this to show it is possible. More green, more energy awareness, start plans for future elements. Help launch a residential solar panels program via "lease"

business model. Citizens have LG&E/partner business install panels on home and continue paying rates just like current model, but sign long term rate plans with a small premium above current grid rates. More LEED Certified buildings retrofitted downtown and continue the modern rustic look in many new businesses in NULU area. Focus on geothermal at building level. Energy storage techniques, shared energy agreements, community scale district development. Become a leader in natural gas production. Convert the Ohio River to an energy source. Rain water/Solar energy. Energy decision-making initiative for alternative energy use—cars, homes, industry. Sustainable energy use/production. No carbon emissions. Require green infrastructure and affordable solar-based energy solutions and development for the public good. Passive solar heating, lighting & ventilation usually is much more cost effective than photovoltaics in our region (not withstanding PV breakthroughs ahead.) Incorporate passive solar, as a matter of course, in adaptive redevelopment projects. New policies (and enforcement) that will establish incentives for more sustainable development and choices. We don't need more money to achieve sustainability, we just need good policy. Municipal compost for residences and businesses. There will be no more fossil fuels! We need to store our own water at home and make the water utility solar-powered so that we can treat and deliver water after petroleum and coal are no longer viable. The city will be quiet because we will be riding bikes and walking and people will move in buses and trains, not cars. The city will be hot and unpredictable. Everyone will (does) wish they'd planted trees 20 years ago. Food is expensive to buy so you'd better grow and save your own. A lot of renewable energy especially solar and geothermal. Solar power for homes, businesses, and cars, geothermal for heat and cooling. Purchase and installation of solar panels on government buildings. Push for a nuclear power plant/s to serve the region—no carbon foot print, reduces coal dependence. Solar panels because there is a lot of sun in Louisville. Retrofit homes and buildings with energy saving products. Garden roofs, water recovery wells and ponds for rain runoff which is wasted over taxes and sewer system and treatment plants. Super trains. Reopen the Southern Parkway bridal path from Churchill Downs to Iroquois Park and open the lookouts in Iroquois Park to vehicles and horse carriage rides from Churchill Downs to Iroquois Park and its lookouts. Colonial Gardens made into a store and restaurant court. Construct and utilize an Energy-from-Waste plant here in Louisville Focus on cutting consumption. Advocate for banks, locally, to invest in clean energy projects. LG&E should provide solar collectors to home/ business and charge a monthly charge to lower costs. Use the Ohio River to create water-generated energy. Convert all waste cooking oil to biodiesel (cents vs. dollars). Solar panels in place of LIHEAP. All Louisville Metro buildings should be required to be LEED certified. Create local tax incentives for transformation to green buildings. Village Style Development Trees! Tree the west Louisville neighborhoods. Create energy efficient communities not houses i.e. abandoned houses/less developed/ projects built with all energy saving appliances including solar panels. Create program to enhance street trees. Less concrete, more trees. Green Roof Gardens. Green the inner city. Why aren't we building more houses and commercial buildings like My Green Kentucky Home? I toured it twice. Fabulous and affordable. Create a "Green Bank" to allow residents to borrow money to make green improvements to property. Create a comprehensive renewable energy plan with "teeth" for Louisville. City-owned power plant that burns trash for energy. Algae. Public energy stations for electric cars. River Taxis. What if we could

use horse manure for energy. More LEED buildings, commercial and residential, incentives to be greener and resourceful. Place solar farms on 8 and 12 mile islands. Synchronize traffic signals to keep traffic moving. JCPS concern re: green energy/schools? Focus should be on unnecessary miles transporting children across the city to school. Recyclable waste containers should be placed throughout the city, at parks, in buildings, etc. Lobby state to start bottle/can deposit program. What if there were tax credits for recycling, renewing items that accumulate in garbage? Louisville needs a tree canopy ordinance. Incentives for companies and schools to go green. Water Turbine Energy: Ohio River-Beargrass Creek and Floyds Fork. Plant more living roofs and green parking zones. Waste Less: advertise the fact that you can discontinue junk mail. Most people don't want it, and we could reduce the paper and energy used in its creation. Require new construction to have electric generation building code. Whiten roofs in heavy density areas to reflect heat. Take away the Landmark Committee's power to say that energy efficient technology is not "historical"—what's wrong with double-paned windows in old Louisville? Create a recycling hub. Create more incentives or penalties for home builders and remodelers to create more energy efficient and green homes. Convert vehicles to biodiesel—buses, emergency vehicles, etc. Timers and activity motion sensors on recreation lights—tennis courts, etc. The city's parking lots (urban and suburban) are often just paved areas. Can we require a certain ratio of trees to parking spaces? Release stats on recycled materials. Create goals to increase that number. Inform residents of recyclable materials. I recently asked a neighbor in Clifton Heights with full solar collectors (professionally engineered and installed 2 years ago) "What are your results?" He said that LG&E seems hostile to working with him. He pays heavily for a "backward meter" to draw power from him. Why can't LG&E promote this? Provide free insulation and energy efficiency to old West Louisville homes. Auto Tax Base on carbon dioxide output: Lower output=Lower Tax. Use less to begin with. Reuse existing buildings. Develop where infrastructure exists presently. Difficult with strong presence of coal in Kentucky economy. Maybe do a cap and trade program with another state with better access to cleaner energy. Ambitious and kind of ridiculous, but interesting. How much more hydroelectric power can we generate from the Ohio River? Place pollution tax on businesses/residents equal to effect of externality. Place more trees (and cool this city down)! City-financed residential solar panel installation. City should provide financing for residential solar installation. More green schools. Local or state tax credit for homeowners who participate in sustainable living educational programs. Kinetic stairways: Install in public buildings to generate building electricity. Let Project Warm and/or Sarah Lynn Cunningham make recommendations for JCPS schools. At minimum, weather stripping under doors, printing double-sided, and make schools use recycling bins, not trash. New forms of biomass—Kenaf. Offer free recycling in all areas of city. I live in 40272 and I have to pay for recycling. As a result, none of my neighbors do. Promote/ encourage Louisville homeowners to undergo LG&E Residential Energy Audit. Creating a public/ private partnership to develop a district heating and cooling system in the downtown corridor. The model would be based on myriad renewable and energy efficient technologies. Build more services into communities/zoning to reduce transit needs. Solar shade at Papa John's parking. Fund and promote use of public transit to reduce carbon footprint. Add to canopy of City that has been devastated by drought and wind in last 10 years. Put all utility lines underground. Solar road surface for Shelbyville Road. Recycling bins on public sidewalks. Wind Farms. Retrofit homes for solar and super-insulation. Portland Wharf Park. Amnesty "Dump" Day: every other place in Louisville dumps trash in Portland/West End. Metro can help dispose of this mess. Electric car sharing and make it easier for companies to offer electric car charging stations. Expand recycling to large multi-unit housing for entire county. Require recycling: 1979—garbage at Long Beach, CA was not picked up if not separated into "paper", "glass", "plastic", and trash cans. Thirty-five years later, Louisvillians still cannot do this. Capture the rising heat off downtown buildings—Arizona State University. Cars with lower gas mileage. Stop needless urban renewal: Demolition is not green. Stop sprawl—require development of abandoned/empty lots before destruction of green spaces. Use existing infrastructure. Larger recycling bins. Build "Solar Farms"

# HEALTH

The Health Focus Team was comprised of a variety of health and public health industry professionals including doctors, hospital and health clinic administrators, public health officials, city planners, and health and wellness advocates. Early efforts focused on the key indicators that measure the community's overall health.

At the core of this discussion were the types of projects, programs, and policies that could be pursued to reduce poor health outcomes in the community. The guiding question in public debate was: "What city initiatives will help Louisville become one of the healthiest cities in the country?"

The team surveyed the community desires to create a "culture of health" through improved access to elements that facilitate healthier lifestyles. Each geographic segment from the meetings presented site-specific ideas to support

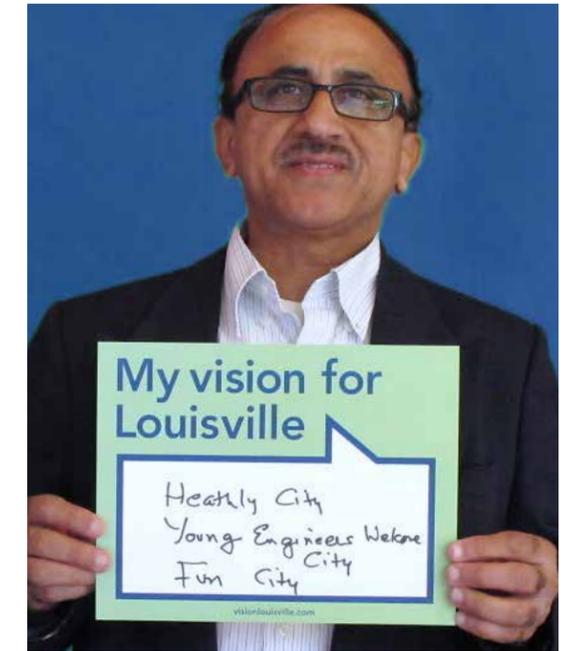
this outcome. Some common values and specific areas of focus to build a healthier Louisville did emerge. Some examples are: the need to reduce chronic and diet-related diseases and risk factors; improved access to community and health services, local fresh and healthy food, physical activity facilities such as parks, bike and pedestrian paths, swimming pools, and natural areas; mental wellness services; tobacco-free environments; drug and alcohol abuse treatment; and life-long wellness projects and programs.

Concurrently with the Vision Louisville project, several members of the team provided valuable input to the development of the Greater Louisville Project special report "Building a Healthier Louisville." This report identified Louisville's most challenging factors affecting health including low educational attainment, unemployment, high rates of smoking and obesity, moderate access to primary care and poor air quality. The input that both processes emphasizes is the need for health to be an integral part of Louisville's overall strategy to be a competitive, educated, healthy and thriving city.



## KEY IDEAS

- Nurture physical and mental well-being
- Equal access to quality healthcare, food and education
- Minimize density of fast food chains
- Provide alternative healthcare services
- Make Louisville an Age-Friendly City
- Provide state-of-the-art hospitals and health facilities
- Invest in fitness facilities in public parks
- Make Louisville tobacco-free
- Improve air quality
- Improve and expand mental health and substance abuse facilities



We need a place to work out in West Louisville.



Let's create a community garden in every school and offer gardening classes.



# 80,000 IDEAS: HEALTH

Improved local foods, grass fed beef, sustainable vegetables. More and better Kentucky Proud Products, better access to local produce. Retraining the exercise and eating habits in West Louisville. More parks. 40% of food supply from Jefferson County. More parks within 10 minute walk of homes. Clean up LG&E powerplant emissions in southwest Jefferson County. More bike lanes. Educate people on how to eat

properly, more focus on being active. Once called River City but many watersheds in Jefferson Co.—look at Floyds Fork Creek, Beargrass Creek, Harrods Creek, & Goose Creek, etc. Need a focus on water. History—Lou is 5th & we should capitalize on this! Although we can be healthier, we won't be able to shake the toxic sites—even Blackleaf site currently being looked at by EPA, etc. Metro Parks should work cooperatively and efficiently with partners to maintain and improve our city parks. People know their neighbors because they share rides, food, gardens, caretaking, tools and stuff. The landfill is full. We're composting organics at home and nearby people who live way out in the suburbs are wishing they lived close to services and retail because transportation in cars is not viable. There are more mosquitos and more infectious disease. Healthcare had better be accessible to all or else our poorest are going to be most vulnerable. Carbon neutral government and university buildings as well as the major employers. More diverse and robust tree canopy. Fully planned and implemented urban open space plan. More small parks to enjoy on a local level. Louisville needs to develop a para/medicine protocol to cover non urgent 911 calls. Urban organic retail farm stores (look up hometownfarms.com). Creatively incentivize tobacco cessation. Update city regulations to permit more shade structures; will reduce heat island effect. Implement a fat tax—tax on junk food. Pedestrian pathways under powerline easements. Open-air markets that are open every day of the week. Capitalize on existing amenities at our area parks, and offer organized activities in order to have a Louisville Parks and Activities Hub. Convert old golf courses to Louisville jungles with habitats and plants. What if we created dorm/apartments for the homeless to live, work, get them off streets and programs to help them have more fulfilled lives. Provide tax incentives for greener living. Adequate funding for mental health. Help develop app "Local Motion" that incentivizes physical activity in Louisville's myriad parks via discounts on local food items at local restaurants. More mental health services (see violence prevention workgroup). Limit the number of fast food restaurants in Louisville. Provide affordable and accessible tennis programs at all parks so every child has an opportunity to participate in a healthy sport. Greenscaping: Good air quality, aesthetics, edible landscaping, native species, attracting pollinators, green walls, etc. Communities that support all ages—young and old. What if Louisville formed its own health insurance affordable to those without coverage. More trees and more sidewalks=more walking. What if we created free monthly clinics to give screenings, referrals, and medical information to those without health insurance. Provide sustainable farming education for high school students. Build bike and footbridges over busy intersections, and encourage secondary forms of transportation more often. More public health boards; localize them so they can be relevant to their respective population. The Parklands is the best thing that's happened to Louisville! Encourage its continued expansion through private wealth and public partnerships. We need more secure bike parking. Develop a 596Acres.org program for Louisville. Convert rails to trails using obsolete railroad tracks. Complete the Louisville Loop!! Make everyone aware of how overweight Louisville is to its peer cities, and promote outlets for cheap exercise. Create co-housing developments. Free classes in low-income neighborhoods for low-budget gardening in limited spaces. Regional centers that combine opportunities for exercise, nutrition counseling, primary health care, and after school programs. Make sure we have the best implementation of Obamacare among our peer cities. What if we modeled a program after New York, NY where area restaurants donate their leftover food each day to a specific center

to share with the homeless and others in need. Free cooking classes all around the city to help curb obesity and lower dependence on fast food. Create bikeways connecting Downtown and adjacent neighborhoods (i.e. Highlands, Portland, Old Louisville, Russell, Clifton, etc...). We should have more rooftop gardens and community garden co-ops. Promote the UofL Medical School and Medical Center. Encourage people to walk, bike, and ride with others to work. Lets create a community garden in every school and train school employees to offer a gardening class. City-wide standards for companies producing chemicals or other hazardous materials; protective of workers and residents of companies' neighborhoods (ie. Rubbertown). Expand community garden opportunities. Nutrition. Smoking cessation, greasy foods. GMO Free, farming focus. Educators and behavior disorders. Small farmer subsidies for healthy food rather than just subsidize corn, soy, wheat. Double SNAP/WIC for fresh vegetables. Central food hub—farmers market, nutrition/cooking classes. Plant fruit trees in public areas like Liberty Green. Tax breaks for downtown fruit stands. Have UofL Hospital refer folks to Department of Health for wellness coaching. Target diseases that will be costly if untreated (diabetes, obesity). Exercise. Creative new races like the stampede series. Support physical activities in schools. WHO Age friendly community designations. There is a need for an indoor recreational area for children. Not necessarily the YMCA. Some place where parents can supervise for "free" play time. The need is the greatest in West Louisville where diabetes in kids is the greatest. In my experience, there are areas of the city where unhealthiness is concentrated—more obesity, more diabetes, etc. Concentrate on these places. Promote sports activities for all ages, sizes, and abilities. Intramural activities. Make health insurance for everyone. Healthcare access. Advertise affordable health care act benefits that are already available. Access to affordable healthcare (young adults/underemployed/part-time workers). Health insurance for everyone. Offer a Louisville group healthcare account that citizens can buy into. Then take steps to incentivize healthy behavior. Multi-employer-based clinics for employees and their families. Improve streetscapes and new developments that encourage walking—better/complete sidewalks, more engaged streetscape. More trees lining highways to filter pollution. Also along other busy roads like Dixie Highway. Find funding for the Southwest Greenways Plan. Invest in infrastructure improvements to support access for all users to healthy active lifestyle. Partnerships with UofL and community. Tax incentives for merchants to serve Louisville's food deserts. Subsidize healthy foods, tax unhealthy foods. Teach mindfulness techniques throughout Louisville. Community-sourced greenspaces would allow low income or temporary housing residents space to plant and cultivate healthy, local food. Paint cast-iron handrails a light color so they are not too hot for us balance challenged people to hold onto. Promote cooking at home. Health equity is a tremendous problem. Dr. Troutman worked hard on this but there's much more to be done. Perhaps UofL medical students could pay some of their tuition with time donated towards this issue. Create community garden in the 9th Street median. Invest in recovery programs instead of jails for drug/alcohol offenders. Put 100 community gardens along Louisville Loop. Promote big time turn off your engine at stoplights/trains/etc. Guys say this practice does not really hurt or shorten life of car starter. Find a way to end police car idling. Aging care, dual tract caregivers, english, tech schools, hospital. Higher cigarette tax. Bring community soccer and sports leagues down to the river with activities every night. This way, when people come to Louisville they see citizens being active. Also those families would patronize downtown businesses. Need recognition that weekday farmer's markets are pointless—we work! I have to go to Indiana for everything! Community Paramedicine—Help people at home—not in ED. Minnesota, Texas & Pennsylvania are doing it successfully. Health Access. The Family Health Centers have affordable quality care to low-income residents. More primary care physicians are needed. The Family Health Center would be an excellent place to train medical physicians, students and educate residents on primary health care. Fund the Southwest Greenways Plan. 100% PreNatal Care—Health Care from Womb to Tomb. Sidewalk from 39th to Shawnee Park on Northwestern Pkwy (We really need this!). Better food choices—less fats and oils. Stop hiding behind southern cooking! Try and recruit an

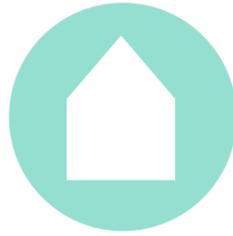
# LIVING

The Living Focus Team met to identify and discuss ideas to improve Louisville's future livability, sometimes collaborating with the Energy Focus Team.

A noteworthy engagement strategy created by the team was the Children's Worksheet. The team recognized that the participation of our community's next generation of leaders is essential to the long-term aspirations of the Vision Louisville initiative. The children who participated shared their ideas and vision for their community; and, despite their youth and inexperience, identified some important needs at large. The majority focused on more safe places to live and play. Many requested community pools, parks and environments that would support recreation experiences. In reflection, it is important to share that big bold ideas are more available and possible when residents' basic needs are met.

Overall, the Living Focus Team focused on: maximizing existing neighborhood assets; enhancing interaction and communication between neighborhoods; and identifying ways to further improve the quality of life for our community's residents.

Public input identified further desires. In particular, the request for reevaluation, revision and modernization of existing land codes that hinder private neighborhood investment was a compelling suggestion to help increase density in communities. The Living Focus Team encouraged community leaders to review and revise regulations to facilitate development of innovative housing within the Urban Services District. Resulting density would have a positive impact of public transit and alternative transportation and facilitate broader impact initiatives within the urban core.



## KEY IDEAS

Build complete streets

Design safe neighborhoods

Improve cross-neighborhood mobility

Transform vacant properties into neighborhood assets

Enhance and grow Louisville's green spaces

Explore alternative density forms

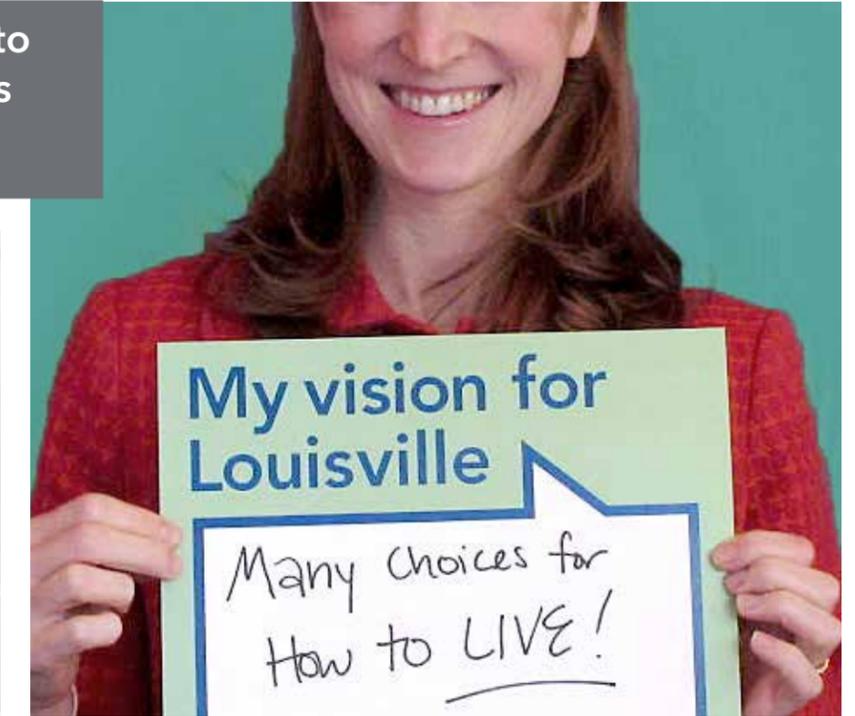
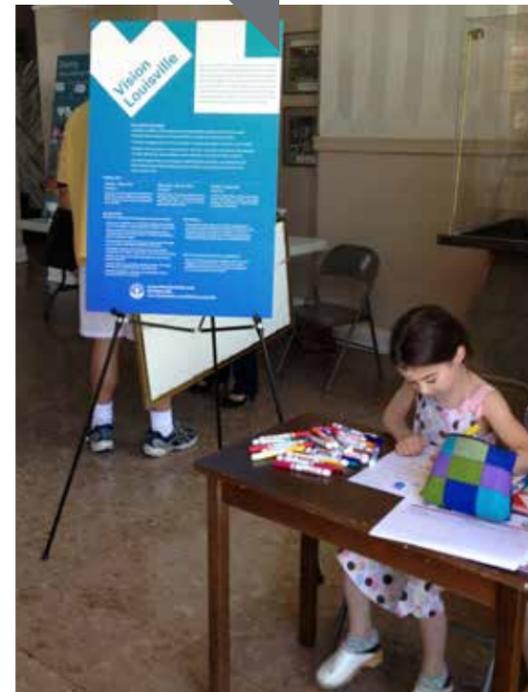
Create scalable strategies for public investment in neighborhoods

Incentivize adaptive re-use

Implement beautification strategies around gateways, corridors and infrastructure

Support quality of life via recreation and cultural initiatives

I want my future Louisville to have more swimming pools and events for children.



Let's get these power lines underground! It would make our city more beautiful and decrease outages.



# 80,000 IDEAS: LIVING

A highly diverse community with downtown urban living opportunities, outdoor recreation opportunities throughout metro, world class events to spark international interest beyond the Derby, keep the derby as an "Eyes of the World" event. Include surrounding communities in this process. Limiting sprawl will not be possible without buy-in from the surrounding counties. Improve living standard of the community, modern

city. Improved student life for UofL district for student to go out around campus, incentive to live on campus. Neighborhood schools, more inexpensive local restaurants, better signal coordination. Need some limited high-rise housing at Waterfront Park. Do everything policy-wise to support residential development 9th street to Shawnee. Do not convert one-way streets, this will culdesac the downtown. City folks need mobility. One way streets move people safely especially bikes/peds without left turn conflicts. Promenades—be in a position to buy land for public promenades (like squares in Europe) on Frankfort and Bardstown Road corridors. East U.S.'s "greenest" city; Downtown (west of 9th street) living centers with shopping and amenities. Incorporate safer alternatives for students walking and biking downtown. Incorporate more green infrastructure alternatives versus traditional stormwater facilities. Focus bikeways on secondary roads versus primary roadways. Lower the number of violent crimes. Make Jefferson county more attractive by allowing kids to attend local school. Create an environment where affordable and connected residences are available close to downtown. Urban open space master plan; rewrite Land Development Code to encourage density, transit, and open space; establish framework for implementation of a bus rapid transit system; implement West Market St. streetscape/infrastructure plan. Implementation of urban open space master plan. 40% tree canopy. Neighborhoods are celebrated for their diversity and no longer singled out for disparities. Socio-economic barriers between neighborhoods have been eliminated. Reduce heat island, improve air quality and plant trees. West End housing stock—concentrate on utilizing "Highlands on the River"—10,000 dwellings per square mile. Develop local healthy food. Implement complete streets. Improve access to existing parks and trails. Develop robust program for community gardens. Plant more trees in urban core. Plant and reduce heat island. Have every resident within a quarter mile of a park, greenway, or trail; every resident within a half mile of full-service grocery or healthy food source. Senior housing on waterfront with easily accessible grocery for aging in place. Create a downtown park that connects with the West End. Utilize utility easements for hiking/biking trails. Make "Norton Commons" style living affordable for all. Neighborhood remediation program for the West End designed to attract young people. Require zoning that encourages transit/mixed use in diverse areas of town. Create urban alternatives for retirees. Strong, dense neighborhoods with centers that support residents needs. Restructure tax structure to compete with other cities for jobs. Job training programs. Urban form infrastructure. Growth boundary with Oldham and Bullitt counties. Create "sister neighborhoods" like "sister city" idea to feed off of other's success and to foster relationships. Stop MSD floods in neighborhoods. Rebuild west end. Improvement of public schools. More trade schools. More multi density housing. High rises near public transportation. Need affordable health care and housing for elderly. Help old people. Public swimming facilities/public open water swimming areas other than Ohio River, lakes, etc. Innovate special needs living and sporting activities. Hire experienced, certified arborist and begin immediately urban tree plantings especially along main arteries. Karst ordinance and protection. Protect water quality and air quality, no trading - get rid of pollution. Off grid housing permitted. Parking lot ordinance requiring parking lot drainage to go through vegetative buffer by flowing with streams. Pervious concrete use recycled plastic and raised sidewalks, not regular concrete and asphalt. Revitalize urban Louisville. Inter-urban light rail and monorail. Separation of stormwater runoff and sewage. Increase urban tree canopy. Smaller parks closer to population. City

arborist and city geologist for Karst inspection. Mixed use & green space at Showcase Cinemas site on Bardstown Rd. Marksby Farm in Garrard County has local food, local fuel, local clothing. Bring this hub to Louisville. Housing in suburban areas reaching obsolescence. What/when/how do we address? How do we address not for profit real property growth that continues to erode tax base? Can our businesses offer education/participation to encourage adult interaction in schools and parent time in schools? Love the West Louisville ideas and we have more. Embed appreciation/awareness of the importance of, relevance of Planning & Design through the Louisville population. No more impervious surfaces! If you want to pave something, you have to tear up something paved elsewhere. Urban Growth Boundary, no more paved surfaces and buildings at the fringes. Increase residential density by utilizing side streets, alleys, rear of lots to construct residential efficient housing combined with parking (optional), use LEED rating to encourage high quality innovative small living quarters as rentals or owner occupied. These could be used in West Louisville as many houses are demolished. There could be tax benefit for high quality construction design. Mix urban gardens and orchards within urban park land. Neighborhood orchard projects. An Urban Growth Boundary to limit sprawl and focus our resources. This is the only hope for revitalizing our urban core. Dismantle the "9th St. Wall" that divides our city by race and class. Develop "Artists as Urban Pioneers" program along the lines of the Paducah Model to revitalize and restore Portland, Russell, Shawnee etc. Integrate models of sustainable living into these developments. Utilize the preexisting infrastructure of the Thomas Merton "community" and consciousness as material for the development of interracial, interfaith, and intercultural bridgebuilding. When you buy a home/condo/apt you can know what public school your children will attend! A green quality of life from the household level to the neighborhood level and up. 1,000,000 new trees. Make the thousands of vacant homes available to 1000s of homeless families. More engagement of minority voices. Affordable housing everywhere, in every neighborhood. Genuine sustainability requires structural change: shifting from a strong mayor model to democratic neighborhood assemblies that vote according to precinct boundaries and manage neighborhoods, urban budget and planning, not patronage-driven neighborhood associations. More corporate recycling and expanded metro recycling opportunities for residences. Take crime off the streets. Let judges that set bail for career criminals charged with murder at \$2500 feel the pain of their actions rather than turning them loose to make the West End less safe. "Fix" the public school system. Get serious about providing decent amenities for the West End. Make the city safe in all neighborhoods. Improve student life and use electric buses. Better utilize the city's waterfront. Build up the West End. Add more security and more neighborhood identity. Increase education opportunities to keep people here. East end bridge built. More activities for children. Business friendly, broad range of living options (downtown condos to multi-acre mini-farms), outdoor focused recreation for all. Keep Derby the best event in racing! To have legislative adopted plans for neighborhoods that take precedence over general land use regulations, and for property owners and developers to have a clear vision for future development of those neighborhoods. A vibrant downtown with many amenities for both residents and visitors. Investing in all historic neighborhoods—integrate existing historic buildings into master planning. Trees! We have to address the urban heat island problem. Vertical farm housing for homeless, jobless, and students to provide local food supply and help offset cost of living worker/resident. Look for partnerships with UPS and UofL for work and education opportunities. Convert surface parking lots and garages to better usages. Urban farming, classrooms, solar generation, etc. to promote mode usage other than SUVs, and promote transit. Safer, inner city communities, better neighborhood police presence. Groceries, shops, restaurants in West End...more retailers such as Wal-Mart. Sporting activities. Great place/safe place for kids/teens to get together. Better maintenance of parks. Laptops for performance in schools. Recycling and compost bins in homes and public places. Charging for plastic bags in order to promote the use of reusable bags in grocery stores. Gum recycling centers or bins. Pre-teaching classes for high school students to get them ready for college. Promote its...

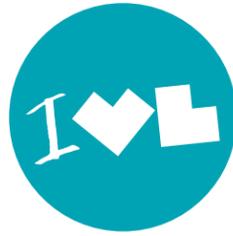
# IDENTITY

The Identity Focus Team was comprised of a diverse mix of native and transplanted Louisvillians – all of whom shared a passion for our city and deep expertise in branding and communications. One of the paradoxes of branding is that an identity is not about what we say we are but what others say about us.

The consensus of the Identity Focus Team was not to equate 'identity' with a potentially saccharine tag line, but to use collective communication

skills to really help the Vision Louisville initiative maximize its outreach efforts and help gather information on what the city could be famous for.

The Identity Focus Team members were well represented at all Town Hall and supplementary outreach events where a number of citizens helped create a tapestry of 'identity' ideas. The public focused on many of the city's unique assets such as the Kentucky Derby, the Ohio River, its many festivals and the bourbon and restaurant scene. All of this input along with the Identity Focus Team's work point to projects and ideas to maintain an authentic Louisville.



## KEY IDEAS

Celebrate Louisville's success stories

Encourage progressive business practices

Build on Louisville's food and beverage traditions

Create a Derby Walk of Fame

Profile many festivals as unified identity

Cultivate small but visible projects

Enhance the possibilities of Louisville's waterfront

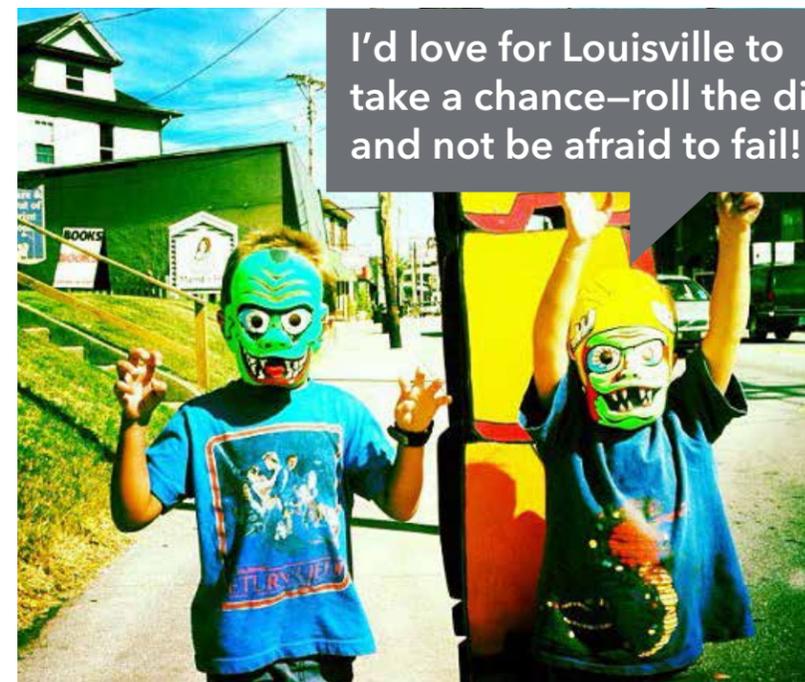
Emphasize Louisville's mix of Southern hospitality & Midwestern sensibilities

Complete the 11-Mile Waterfront Loop

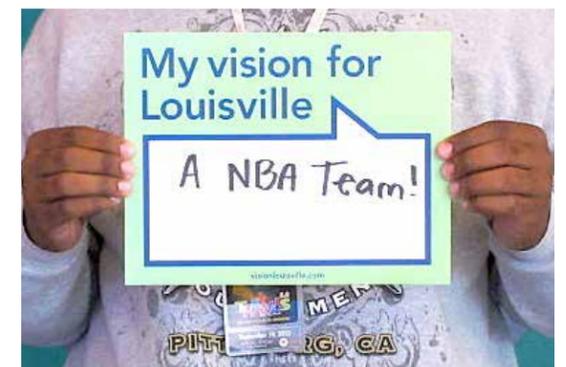
Promote Louisville's music and entertainment



Louisville is its own best kept secret.



I'd love for Louisville to take a chance—roll the dice and not be afraid to fail!



# 80,000 IDEAS: IDENTITY

A community with a common vision for the future. A community with a comprehensive roadmap for implementing our collective vision. A city known for the richness and diversity of its neighborhoods and their unique cultures and heritage rather than socio-economic disparity. Take pride in our heritage, go forward but incorporate our heritage in the new identity. Make the city and state more unified. Greener city. Become a green, clean city.

Making Louisville the hub for special needs development. I think there needs to be a small focus on boomerang Louisvillians & those that have left. Why did they leave & what would bring them back? Also, inclusion of young professionals is key as they'll be the leaders in 25 years. Possibility City Equitable City. Please remember our international community, which do not all fall in middle & upper professional classes. Our immigrant & refugee communities are drivers & contribute to making this city unique & great. Also, if this is a river city, it should be for all - more river access in south and west end. Knock down the physical dividers. Mass transit for all. Reuse our historic buildings, don't destroy. Just as we need a network of parks, we should improve our network of waterways. A truly compassionate city where we base our food choices on animal welfare, human health, and environmental impact (i.e. go vegan). Louisville commits to leading KY as a financial center, emulating Norway! That future development and vision takes into account the rich natural features of Louisville to protect and restore these areas for future use by the public. An inexpensive, friendly city that families will want to live in with emphasis on neighborhoods and neighborhood good schools. 8664 is a must. The city needs to be known for its waterfront and light rail systems that bring neighborhoods together easily and safely. Become a role model for surrounding communities and cities, even expand/reach out to the rest of the state. KY is so centric on the city of Louisville, it would be great for the rest of the state to be more well known and Louisville could serve as a great role model for that. To be recognized as a center of opportunity and pride for the entire state. Stronger and healthier communities. Is for all of Louisville to look like one city, not two cities. The West End needs and deserves development. No gangs. Choose expansive action theme for Louisville/County wide. More diversity and compassion. Continue increasing Louisville's Pride. Continue to strongly support Fairness in Louisville. Start a "return to workforce" program for those laid-off from work. Get rid of the term "Possibility City". More public relations for the city and city-based initiatives that are a big part of its identity (i.e. churches, picnics, etc...). High quality early childhood education. Brand Louisville as a city for foodies and quality water. Include suburbs in overall identity of Louisville. Host yearly design and development conferences throughout the city. Harness the synergy of our non-profit organizations; create network to pool resources and streamline efforts. Have local artists create identities for all neighborhoods and use those identities city-wide. Maintain our historic beauty and share with guided and walking tours. Incentives for homes and businesses to make improvements. Encourage neighborhoods to develop identities around what they love; special attention to neighborhoods in the West End (it's not one neighborhood). Implement accountability measures for a compassionate city. Create a stronger library system as a tool for attracting families and businesses. Local artists working with communities to brand Louisville's boroughs. Allow the zoo and animal shelters to sponsor pet adoptions in parks and allow kids to play with the animals. Develop a Louisville Timebank, and every hour you volunteer, you can withdraw from it. Promote a lifestyle for entrepreneurs more than tech start-ups. Foster community volunteers and generate mentorships to integrate immigrants and refugees into the Louisville identity. More bourbon, horses, music, and gambling. Support and fund social innovation and smaller nonprofits. Lead with an equity agenda. Create an annual, local award show for critically acclaimed local theater, film, musical acts, etc. Run a "Define Louisville" campaign in which local artists and designers illustrate how they see our city, and display across town on billboards, street

signs, etc. Continue to promote Louisville as a compassionate city (i.e. Give a Day, Crusade for Children). More healthy events like the Mayor's Hike and Bike to reverse the city's reputation for being overweight and unhealthy. Belle of Louisville should be major tourist attraction. Establish an office that will market Louisville in cities like New York, Tokyo, Berlin, etc. City of Parks. Host a monthly show-and-tell for Louisville natives. We have a great culture, but so many citizens don't realize it. Make "Compassionate City" designation REAL. Include region (i.e. Ft. Knox=gold, Bardstown=bourbon, Shelby Co.=Horses). Reverse the brain-drain by highlighting Louisville's competitive cost of living/vibrant social scene. "Rivers of Compassion"—all paths run to the river—different neighborhoods, one source. Our parks are better than yours. Let's not spend millions of dollars protecting "historical" buildings if they aren't bringing in millions of dollars in tourist revenues. We need to focus on making it desirable for young folks to stay and work here. We need to focus on quality of life. We have great "liveability". "Small town feel, big city life." Kind of? Compassion can be a great beginning for Louisville. Communities, communities, communities! High quality of life regardless of lifestyle. A welcoming community with all segments of the community engaged- An all inclusive city. We need to support more programs that include family activities such as the programs on our Riverfront. "Greek Festival, Abbey Road, etc..." Quality of life. Affordable, comfortable living! Create more community development corporations and programs to promote local neighborhood identity throughout Louisville's traditional neighborhoods. Bourbon, Bats (Slugger), Horse Racing, Foodies, Restaurants. Capitalize on tourism! Rediscover and revive the memory of President Zachary Taylor and his military comrades at Z. Taylor Nat'l Cemetery. Promote it as a community resource for schools, the public, tourism and military visitors. Bourbon, bourbon, and more bourbon! This is a key signature that no one else can claim! Have a small list of publicized "Louisville values" i.e. "Compassion", "Equality" and "Efficiency". Focus on and foster growth for people who break away from the established traditions and ideas in the art and music scenes - variety of vision is incredible here! More of a focus on modern aspects of Louisville; our historic aspects are already apparent. Less focus on horses. It conveys a sense of old times that won't attract new businesses or young people. Build upon and develop the art and music scenes in Louisville more. We are an art town and this will bring people to Louisville. Continue to promote that we are a historic "River City." Free WiFi everywhere! Lower income students are suffering. I noticed that in Louisville's "Relocation Guide," there is no mention of our Library System. Libraries should be right up there with museums and schools. We need greater access to convenient public mass transit and walkable neighborhoods to attract more young professionals and urbanites. Create youth / young adult / young family focus groups in all our neighborhoods to offer guidance and input. A more "Compassionate Louisville" should be a major identifier and impetus for community transformation. What sector within Louisville has the highest location quotient? Make that your brand, maybe? A more compassionate Louisville! Make that our mission! Advocacy and respect should be paramount. LGBTQ communities, students and lower-income groups need representation too. Leverage the river as our reason for being and bring this to life through a serious investment in world class fountain installations. We could be a "fountain city." There could be a walk (along lines of San Antonio's Riverwalk)—modern, traditional and/or artistic design. Louisville, especially Old Louisville, has one of the most diverse populations in America or even the world. Let's build on that! We could have a Language Center or a spin off of World-Fest to operate on a smaller, year-round basis. Let's get our older, foreign-born citizens involved in cultural transformations for Louisville. Louisville should foster and promote projects and activities that bring citizens from various neighborhoods together for common causes to transform the city. We need a more cohesive identity! Less "East End" and "West End" and more solidarity and acceptance. Example: Art students and homeless folks painting a mural in Baloney Alley (By 4th St. Live!); students from opposite ends of town coming together for peace making workshops, etc. Identity matters! Clean up the mess and all the debris on the site at 18th & Main already! It's been four years and counting. Welcome to Portland! The mayor has gotten international recognition for our. Compassionate City initiative...

# Lessons from our Children

The Living Focus Team developed a short worksheet that asks children what they like about their neighborhood, what they would like to have in their neighborhood and where they ultimately want to live. For the full catalogue of Children's worksheets, see Appendix 2

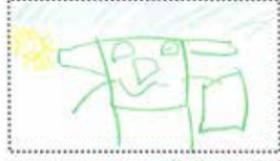
In the future, I want the place I live to have slides, bean stalks, trees and parks.

First Name: Thompson Age: 4  
 My favorite thing to do in my neighborhood is: Go outside  
 I wish my neighborhood had: A water/slide court  
 In the future, I want the place I live to have: A water/slide court  
 Draw your idea of your future home or neighborhood:



My favorite flavor of ice cream is: chocolate

First Name: Egusika Age: 5  
 My favorite thing to do in my neighborhood is: park  
 I wish my neighborhood had: gun  
 In the future, I want the place I live to have: A water/slide court  
 Draw your idea of your future home or neighborhood:



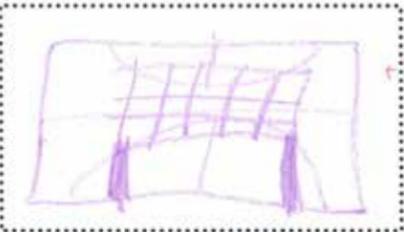
My favorite flavor of ice cream is: chocolate

First Name: Ella Age: 4  
 My favorite thing to do in my neighborhood is: paint  
 I wish my neighborhood had: fairs  
 In the future, I want the place I live to have: slides, bean stalks, trees, & parks  
 Draw your idea of your future home or neighborhood:



My favorite flavor of ice cream is: raspberry chocolate chip

First Name: Alyssa Age: 11  
 My favorite thing to do in my neighborhood is: Talk to my friend  
 I wish my neighborhood had: A volleyball court, a gym, a park  
 In the future, I want the place I live to have: A volleyball court  
 Draw your idea of your future home or neighborhood:



My favorite flavor of ice cream is: strawberry cheesecake

First Name: Adia E. Age: 9 1/2  
 My favorite thing to do in my neighborhood is: riding my bike  
 I wish my neighborhood had: swimming pool  
 In the future, I want the place I live to have: a mansion  
 Draw your idea of your future home or neighborhood:



My favorite flavor of ice cream is: mocha coffee with chocolate chips

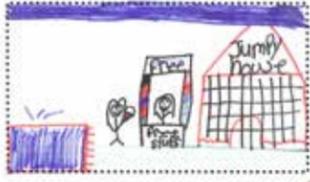
I wish my neighborhood had a swimming pool.

First Name: Marciona Age: 7  
 My favorite thing to do in my neighborhood is: play  
 I wish my neighborhood had: swing  
 In the future, I want the place I live to have: more events  
 Draw your idea of your future home or neighborhood:



My favorite flavor of ice cream is: vanilla

First Name: Talitha Age: 9  
 My favorite thing to do in my neighborhood is: play  
 I wish my neighborhood had: free stuff, a playhouse, Judy house, ice cream, pool  
 In the future, I want the place I live to have: free stuff and a playhouse  
 Draw your idea of your future home or neighborhood:



My favorite flavor of ice cream is: chocolate

First Name: Wyatt Age: 4  
 My favorite thing to do in my neighborhood is: play on playground  
 I wish my neighborhood had: basketball court  
 In the future, I want the place I live to have: house with a wide basketball court  
 Draw your idea of your future home or neighborhood:



My favorite flavor of ice cream is: chocolate

First Name: ... Age: ...  
 My favorite thing to do in my neighborhood is: ...  
 I wish my neighborhood had: ...  
 In the future, I want the place I live to have: ...  
 Draw your idea of your future home or neighborhood:



My favorite flavor of ice cream is: ...

I wish my neighborhood had free stuff.

My favorite thing to do in my neighborhood is playing on the playground.

**THE PUBLIC PROCESS  
REVEALED THAT A  
FEW CORE VALUES TIE  
LOUISVILLIANS TOGETHER.  
LOUISVILLE IS: CONNECTED,  
INTEGRATIVE, AUTHENTIC,  
ENTREPRENEURIAL, SAFE,  
TRANSPARENT, HEALTHY,  
EDUCATED, SUSTAINABLE,  
AND COMPASSIONATE.**

# A PLAN FOR ACTION

PROJECTS AND POLICY  
INSPIRE CHANGE AND  
CREATE ACTIONABLE  
STRATEGIES TO ACHIEVE  
GOALS.

# A NUMBER OF PROJECT PROPOSALS DIRECTLY SUPPORT THE VALUES AND GOALS IDENTIFIED DURING PHASE 2.



GOAL #1:  
**CITY WIDE  
CONNECTIVITY**



# CONNECTED LOUISVILLE



## Louisville will be a connected city, as a community, to the region, to the world.

Louisville is a city of neighborhoods, a patchwork of unique identities, developed as disparate entities before the city and county governments merged in 2003. Now, as one Metro area, it is important to look for ways to connect populations without reducing these unique characters to a generic form. Neighborhoods will need to be connected by new and improved physical pathways (including but not limited to parkway

systems, recreational options, and public transportation), unique but equitable amenities, and communication and information sharing between communities. Currently, Louisville is connected to the world through a vast logistical network in connection with the UPS Worldport. Louisville will continue to develop its position as the logistical center of the country. It will expand this to include individual connection, mobility and access. Global connectivity can be achieved in three ways: increased information access, new external partnerships and passenger transport options.

In addition to being physically connected, Louisville will be integrative. An integrative city makes itself whole and complete from its disparate parts. It closes gaps in access and opportunity. As an integrative city, Louisville will be equitable and inclusive. In order to achieve this, Louisville will first need to break down the physical and psychological barriers in the city including the infrastructural divides the east from the west and the city from the waterfront. Strategic locations that need physical transformation and city-mending will be identified and implemented. The waterfront will become a

continuous amenity for all Louisvillians, offering educational, recreational, transportation and commercial opportunities. Life-long learning facilities will be integrated into communities where education and new work skills have been difficult to attain due to transportation and economic constraints. High-quality, low-cost, local food products (both fresh foods and restaurant options) will be available in all communities. All of Louisville's children should have equal and free access to the city's educational and cultural institutions.

## PRINCIPLES OF CONNECTIVITY

### Connect Intellectually

Sponsor an environment for intelligence sharing in small- and mid-scale business development

### Connect Generations

Create life-long learning and mentorship programs

### Connect Socially

Cultivate the heritage of festivals as a tool to showcase neighborhoods

### Connect Regionally

Connect Louisville to nearby regional centers

### Connect Neighborhoods

Improve cross-neighborhood mobility

### Connect Physically

Create inter-modal hubs and prioritize public transportation corridors

### Connect Digitally

Outline a digital roadmap for Louisville

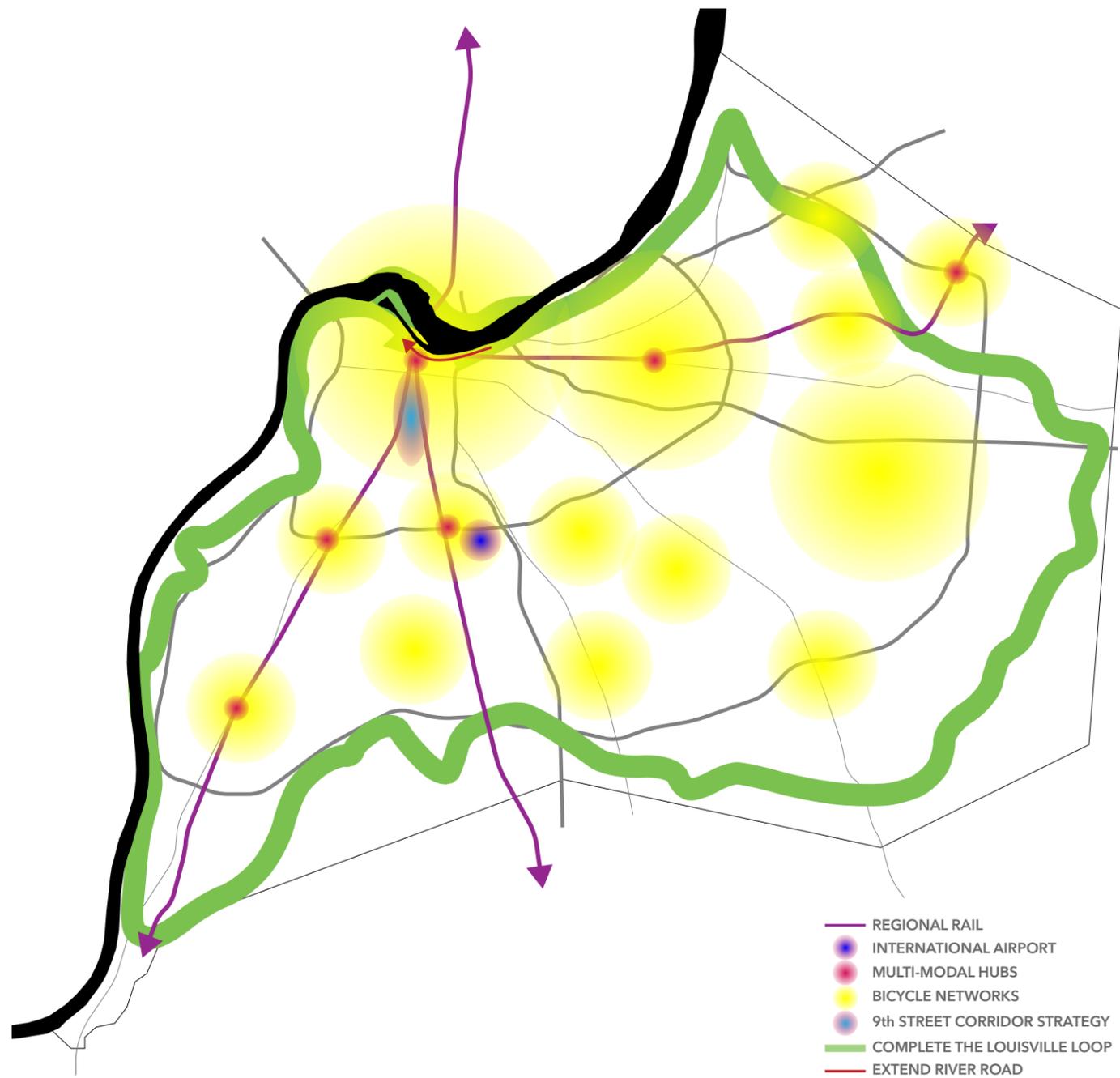
### Connect Economically

Connect micro-economies of Louisville



03 Plan for Action

# Connected Louisville Projects



## Multi-Modal Hub Strategy

Improved and expanded public transportation coupled with multi-modal hubs provide passenger connections to both local destinations and nearby urban centers, connecting the city internally and regionally.



## Light Rail

Light rail has the potential to increase public transportation use, decrease vehicular emissions in urban areas, and provide identity for cities which other public transportation methods (like buses) are unable to provide.



## Regional Rail System

Implementing a regional passenger rail network decreases the perceived distances between regional centers, increasing the opportunity and likelihood for collaboration.



## International Airport

Expanding the Passenger Airport network and designing a state-of-the-art terminal will better connect Louisville to the world as well as attract new and help retain major employers in Louisville.



## Bicycle Networks

Implementing local bikable networks around hubs and existing urban centers throughout Louisville Metro is the first step in creating a bikable city.



## Completing the Louisville Loop

Completing the Louisville Loop demonstrates our commitment to beautify Louisville's major gateways and corridors.



## Ninth Street Corridor Strategy

A transformed Ninth Street corridor in West Louisville promotes east-west connectivity and sets the stage for intelligence sharing in mid- and small-scale businesses.



## River Road Extension into West Louisville

The extension of River Road into the west is a step toward improving cross-neighborhood mobility.



## Digital Connectivity

Fiber Hoods and Neighborhood Wireless Networking are first steps in becoming a top internet city.



# Can the Modal Split in Louisville Evolve?

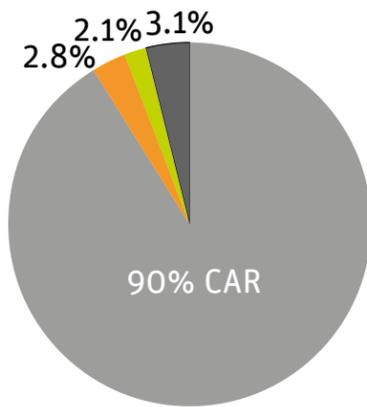
Passenger exchange terminals are vital organs in urban centers. They relieve traffic congestion, inspire personal interaction, stimulate economic growth, and reduce pollution in city centers. Six inter-modal exchange hubs are proposed by the Connectivity Focus Team.

The most innovative public transportation systems are flexible and allow for a variety of solutions. Mass transportation needs to be reliable, multi-faceted and pervasive to support the necessary scale and expanse of the Louisville Metro area. The agenda: Put people first; pedestrians, cycling and mass transit before cars. This vision can start small and grow into a new paradigm for the city. With a progressive, scalable strategy, change is incremental, change happens almost imperceptibly until it becomes the norm.

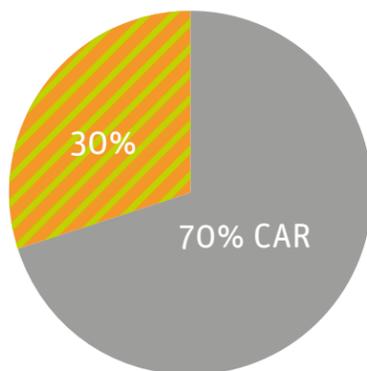
Louisville's new multi-modal hubs can rely on a mixture of public transportation options on a regional and local scale. Modal exchanges in the form of "Park and Rides" have been successfully integrated in urban centers all over the country. The public is able to drive a short distance from suburban homes to these terminals and choose between a variety of public transportation options. In Louisville, existing rail lines can be converted or double-used as passenger rail connections to the nearby urban centers of Lexington, Frankfort, Cincinnati, St. Louis, Chicago, Nashville and beyond, to support the city as a regionally connected urban center. City "quick connect" bus routes (or an eventual light rail system) can shuttle people from one district to another via modal exchanges. Local "Bike Share" programs then allow people to move very quickly within Louisville's many centers. These transportation methods are integrated at modal exchange centers.

Multiple options exist for implementation. High capacity transportation system (BRT Bus Rapid Transit) is built with minimal infrastructure in a short period of time. The system consists of dedicated corridors for articulated buses; the stations are connected to a new bicycle network.

PERCENTAGE TRAFFIC SPLITS



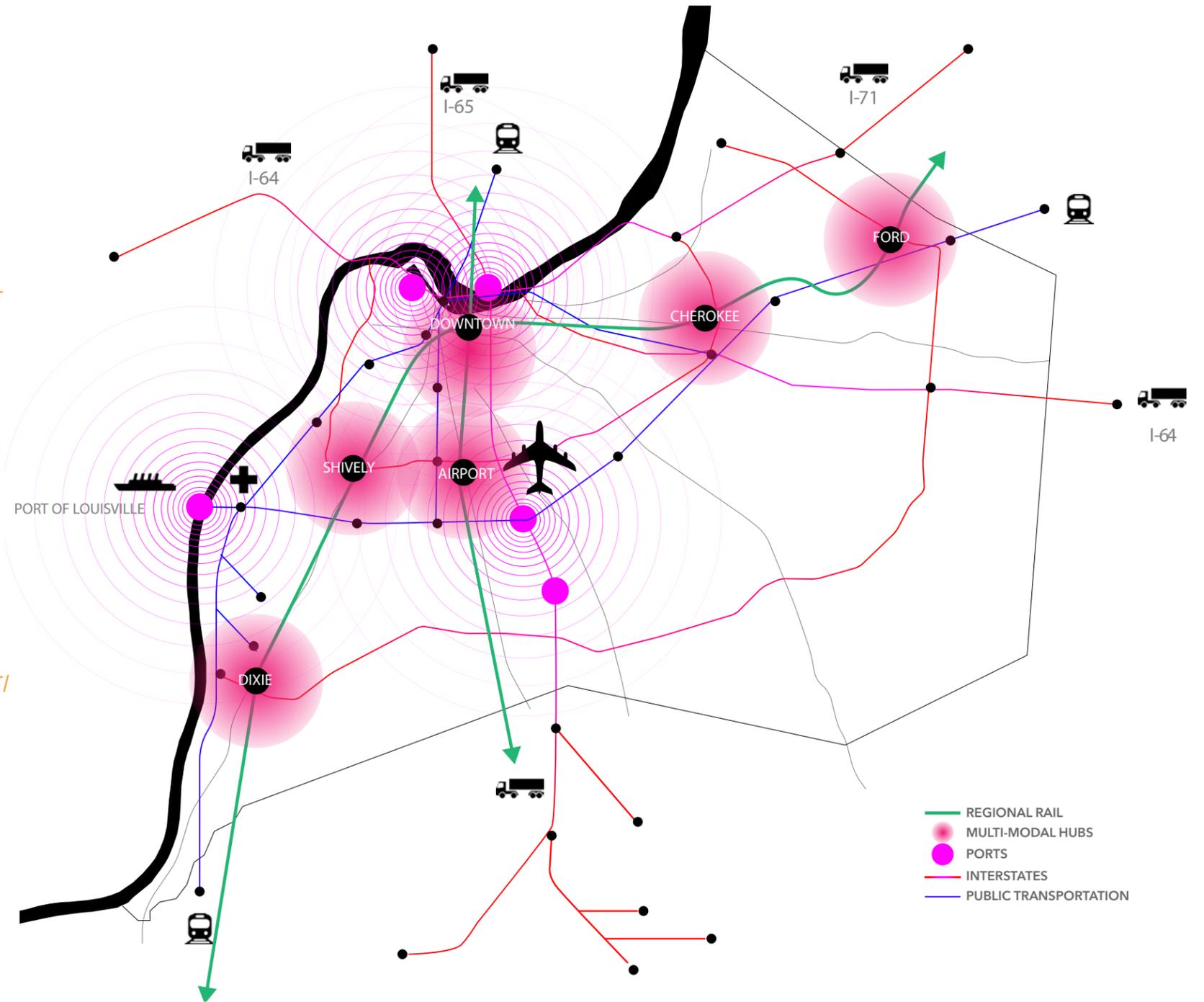
2010



2040

PUBLIC TRANSPORT  
BICYCLE, WALKING  
WORK FROM HOME

PUBLIC TRANSPORT/  
BICYCLE, WALKING



GOAL #2

# CREATIVITY OUT OF DIVERSITY



03 Plan for Action

# CREATIVE LOUISVILLE



## A creative city is an educated city.

Education has been a core topic throughout the public engagement phase of the Vision Louisville initiative. Education is key to breaking down physical and psychological barriers in the city; it is essential to any creative environment and a central tool in creating a healthier, more sustainable city. With multiple universities and educational facilities, Louisville has the capacity to better educate its citizenry. This is possible through three initiatives: investment in the future workforce, creation of open source education for life-long learning and alternative higher education, and focus on ever-transforming trade-based educations. Louisville must raise the bar of education and create an environment for testing its upper limits simultaneously.

Furthermore, the physical and psychological barriers that separate and isolate diverse constituencies need to be eliminated. Life-long learning facilities will be integrated into communities where education and new work skills have been difficult to attain due to transportation and economic constraints. All of Louisville's children should have equal and free access to the city's educational and cultural institutions.

**To become truly creative, Louisville will need to be integrative, not merely integrated, meaning it will reach its potential when it acts and decides from the whole, when it offers equal access to amenities and closes gaps in opportunity. As the integrative city, Louisville must be equitable and inclusive.**

## PRINCIPLES OF CREATIVITY

### Creative Opportunity

Offer equitable education opportunities across neighborhoods

### Creative Education

Create open source education

### Creative and Educated Workforce

Attract and educate a diverse and international population

### Creative Relationships

Create life-long learning and mentorship programs

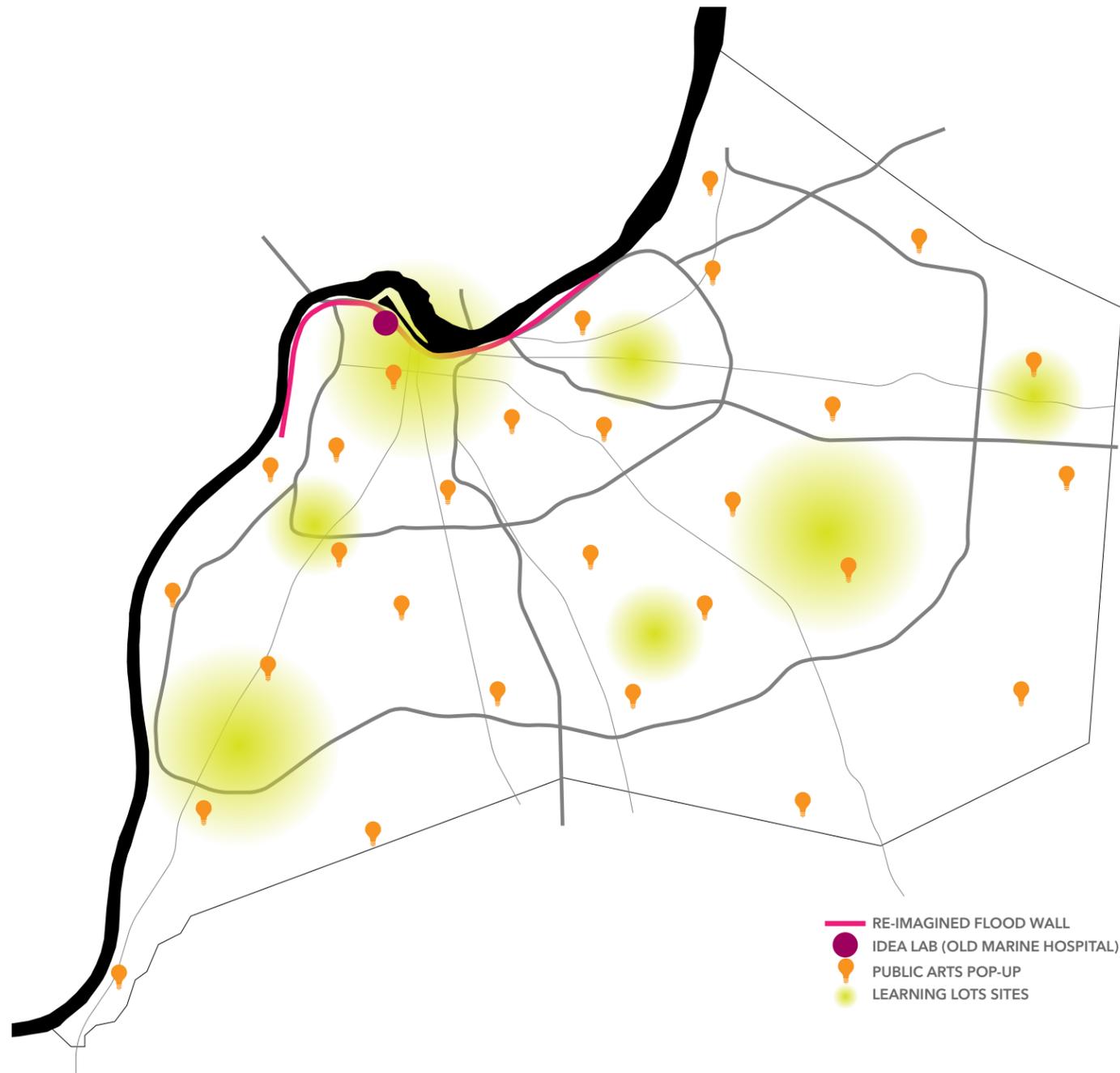
### Creative Future

Transform businesses into the classrooms of tomorrow

### Creative Arts

Cultivate new public arts programs across the city





**Re-Imagined Flood Wall**  
 Transform Louisville's flood wall into a source of public pride and a cultural destination.



**Learning Lots**  
 Transform surface parking lots into public programs, public arts sites and educational installations.



**Cultural Pass for Children**  
 A free cultural pass for children sets the stage for life-long learning.



**Public Arts Pop-Ups**  
 Public art should be accessible to all communities. Creating pop-up public art installations in various sites in the Metro area can increase awareness and participation.



**Idea Lab**  
 A new Idea Lab in West Louisville will cultivate substantive programs for life-long learning, professional development and mentorship.



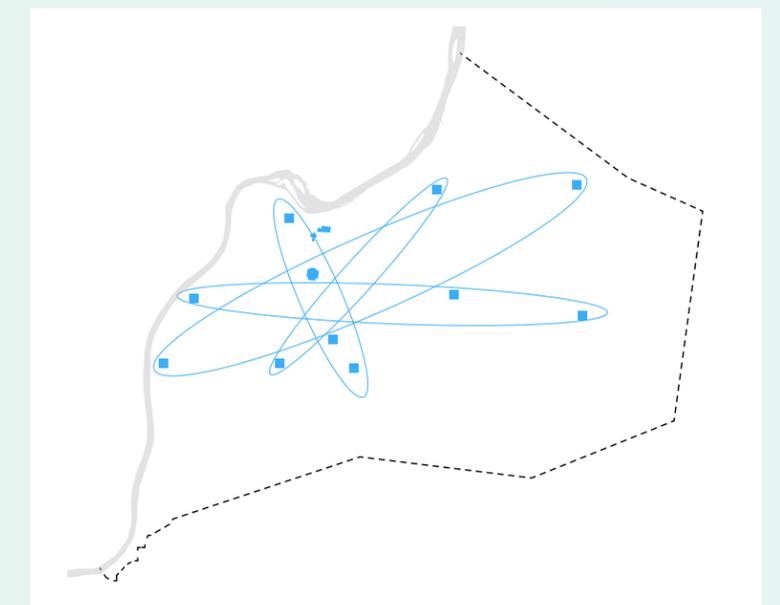
## Creating an Idea Lab in West Louisville

Creating an Idea Lab – a center for life-long learning, community involvement and artistic installations – would support a number of Louisville’s long-term goals. Transforming a site in West Louisville such as the Marine Hospital

would make a statement about the city’s commitment to improved and distributed education centers, help mitigate the divide between east and west, and promote adaptive re-use initiatives city-wide.



Marine Hospital site today



Future of education: Distributed and integrated city-wide networks

**GOAL #3:**  
**SUSTAINABLE ENERGY**  
**PRACTICES**



03 Plan for Action

# SUSTAINABLE LOUISVILLE



## Sustainability is more than energy and air quality; it's a frame of mind.

Often, the term 'sustainable' is short hand for energy conservation and pollution control. Sustainability can be interpreted more broadly and literally as strategies that promote efficient, flexible, evolutionary change: adaptive re-use, iterative organic growth, and program stacking. With adaptive re-use, value is recognized in what already exists, which builds on the authenticity and integrity of Louisville's physical attributes. Organic growth allows for

just-in-time-management — make the moves you need to make, when you need to make them. A truly sustainable city is able to iterate, learn and evolve: a living lab. Cities are great testing grounds for trial and error as well as for feedback. Recording the interaction between the community and the built environment can generate data that, if translated correctly, can help the city optimize and export knowledge for future projects. Program stacking entails the grouping or optimization of existing resources to exponentially increase their capacity, usefulness or efficiency.

Louisville will focus on a few first steps toward becoming a sustainable community. One such initiative will be to map adaptive re-use possibilities in the city, catalog their attributes, and create a framework for matching architectural and infrastructural stock to existing programs in need of space or new programs that offer a mutually beneficial relationship to the local community, the city and the individuals who operate said programs. Similarly, it's important to identify opportunities to implement distributed energy sources throughout the city, thereby reducing waste and redundancy. In addition,

the city will continue to encourage and support innovation in the fields of energy and waste management. Finally, new ways to use existing attributes or infrastructure (such as the conversion of conventional highways into automated highways, thereby doubling their capacity without increasing area, materials or maintenance) should be explored.

## PRINCIPLES OF SUSTAINABILITY

### Sustainable Energy

Diversify and distribute energy resources

### Sustainable Planning

Make adaptive re-use an active tool in city planning

### Sustainable Resources

Improve air and water quality

### Sustainable Food Source

Create a local food network: the Louisville 100 Mile Meal Program

### Sustainable Policy

Create a green public policy to increase tree canopy and reduce heat island effect

### Sustainable Buildings

Create a better Louisville building standard including policies for green and white roofs

### Sustainable Density

Encourage compact growth and develop alternative density forms

### Sustainable Practice

Support and expand the 'Start Composting' recycling programs. Support new 'green' policies

### Sustainable Behavior

Incentivize actions that promote sustainable lifestyles

### Sustainable Business

Attract and promote green business models



# Sustainable Louisville Projects



## Waste to Energy Plant

Building a 21st Century Waste to Energy plant will help distribute energy resources within Louisville and provide a center to investigate and strategies for negotiating environmental change.



## Light Rail

Light rail has the potential to increase public transportation use, decrease vehicular emissions in urban areas, and provide identity for cities which other public transportation methods (like buses) are unable to provide.



## Net-Zero Communities

If Louisville begins to implement energy neutral developments, it can jump-start a better Louisville building standard and a more sustainable, healthy city now.



## Pocket Lots

Transform surface parking and vacant lots into permeable, green pocket parks as a step toward a new green public policy.



## 500,000 Trees

To combat Louisville's heat island effect and improve air quality, Louisville can strive to plant half a million trees by 2040.



## West Louisville Food Hub

A food hub located on the west side of Louisville will offer local farmers a place to distribute their goods.



## Adaptive Re-Use Initiative

Finding sites where adaptive re-use is possible helps retain the city's historical character while reducing urban sprawl and environmental impact.



# Can Louisville Identify Sites Primed for Industrial Transformation into Diverse Energy Resources?

## Rubbertown

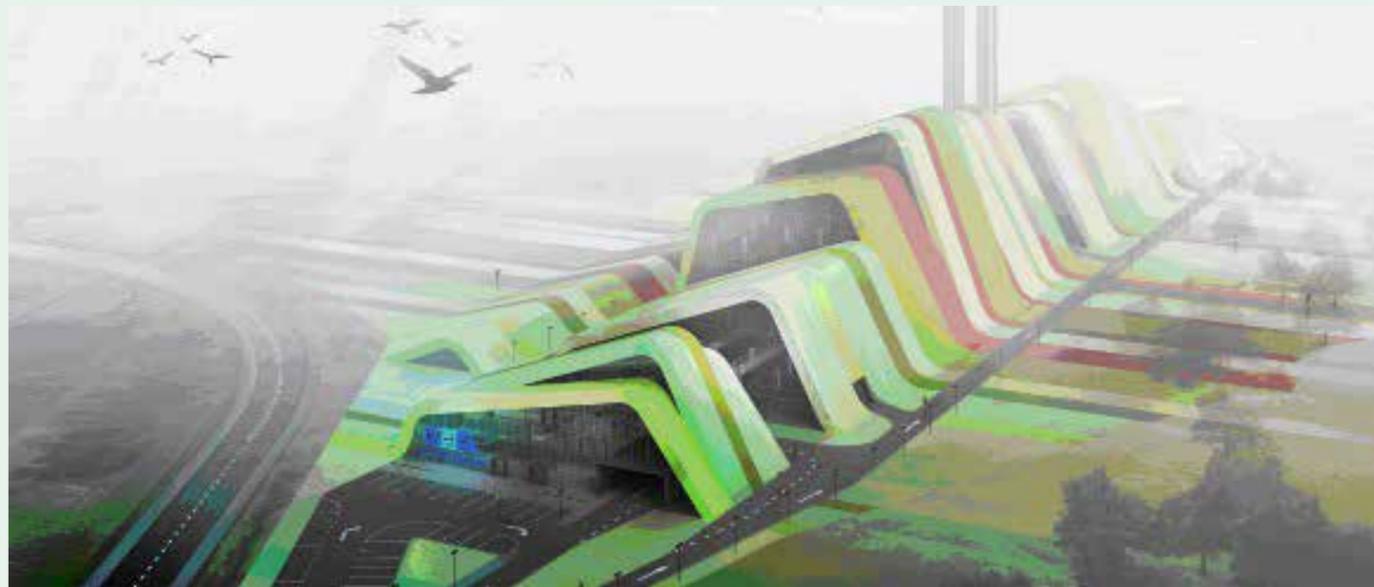
According to Louisville Metro Air Pollution Control District's Strategic Toxic Air Reduction Program (STAR), Rubbertown suffers from poor air quality and deficient infrastructure. Development-ready land is scarce due to contamination levels in the soil and insufficient sewer and road infrastructures. However, there is a demand for warehouse area and Louisville is eager to promote domestic manufacturing and distribution which could be ideal programs for the large site while environmental remediation occurs.

—Rubbertown Corridor Economic Development Strategy

One possible remediation strategy and catalytic project for Rubbertown would be converting the LG&E Paddy's Run site into a Waste to Energy Plant. Such a project would provide not only a cleaner energy resource for the metropolitan area, it also would generate jobs and new intelligence in the fields of energy and brownfields remediation.



LG&E Paddy's Run  
Built in 1930, closed in 1982



Vision for a new Waste to Energy Plant in Rubbertown  
(Doosan Boiler System for Waste to Energy Plant in Poland)

## Kentucky Expo Center

The Kentucky Exposition Center is the largest climatized building in the State and one of the largest of its kind in the U.S. (1.3 million square feet). Transforming this facility into an energy efficient beacon for the city would send a strong message about Louisville's commitment to sustainable practices.



Solar collectors

Green roofs

Storm water retention and purification

Permeable paving

GOAL #4:

# LEADER IN HEALTHY AND ACTIVE LIVING



# HEALTHY LOUISVILLE



## Louisville will be a healthy twenty-first century city.

The city will cultivate multiple initiatives to achieve and support active lifestyles, healthy education, improved air/water/resources quality, elderly care, and wide-spread healthcare options for all. Louisville will focus on supplying more and better transportation and recreational facilities, including dedicated bike lanes, bike share programs, green recreational corridors between recreational centers and improved public transportation. The city will support initiatives to plant edible, educational landscapes, and offer healthy cooking and eating courses to all ages.

Furthermore, Louisville is committed to developing new standards (and encouraging technological advancements) in buildings of all kinds in order to reduce energy consumption and pollution. It is important to plan for the 'silver wave'—our aging population—by building new elder communities with greater options for continued active lifestyles. It is important to balance the current shift in healthcare by offering local alternative care facilities in communities. To become a healthy city, Louisville will understand the complicated context of today and transform behaviors and standards to those of tomorrow.

## PRINCIPLES OF HEALTH

### Healthy Movement

Create a city that is 'Healthy By Design'

### Healthy Activities

Create equitable access to recreational/cultural/identity initiatives and activity centers

### Healthy Resources

Improve air and water quality

### Healthy Food

Support the 100 Mile Meal Program

### Healthy Policy

Include health in all policies with impact assessment studies in order to create active design guidelines

### Healthy Living

Support life-long healthy living initiatives

### Healthy Programs

Create inter-modal hubs and prioritize public transportation corridors

### Healthy Practice

Create equitable access to healthcare





### Completing the Louisville Loop

Completing the Louisville Loop and increasing its accessibility demonstrates commitment to increase healthy lifestyle options for all.



### Neighborhood Activity Hubs

Activity centers lead to safe neighborhoods, life-long learning and active lifestyles.



### 100 Years Active

With an aging population, Louisville must provide long-term healthy lifestyle options and living facilities including a 'Healthy by Design' initiative.



### 100 Mile Meal / 100 Edible Acres

Roll out a green carpet for the Louisville 100-Mile Meal challenge and plant 100 edible acres, promoting locally-grown produce and reducing distribution waste.



### Waterfront Recreational Corridor

Louisville's waterfront links quality of life and culture. It enhances the city's livability and economy vitality.



# Can Louisville Create a Continuous and Integrative Recreational System including a Variety of Activity Hubs?

## Louisville Loop

Louisville has the most inspiring park system in the United States, with 21st Century Parks as the next generation of the Olmsted legacy. Parks are a basic amenity that should be available everywhere, serving as a network of connected spaces and programs throughout the city. Plans are being made to connect the Louisville Loop, a 130 mile pathway system. A more complete network of parks and pathways will more fully serve Louisville's neighborhoods.

## The Waterfront

The Ohio River is an under-exploited recreational resource. While it defined the history of Louisville industrially and culturally, it is now a largely inaccessible attribute. Waterfront Park is the first step in reclaiming this vital space to share. The Downtown Master Plan makes One Waterfront a priority in the downtown's future development. Can we stretch this idea the length of Louisville's boundaries and beyond? Louisville has the opportunity to re-connect to the waterfront through many different programmatic functions.

## Activity Hubs

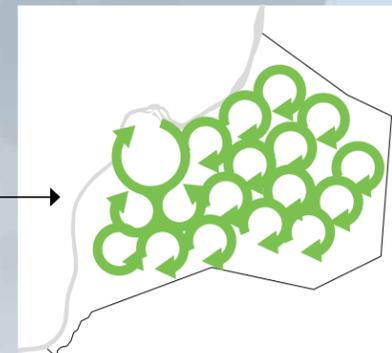
In addition to a continuous and accessible recreational system, many communities are in need of activity hubs. These new hubs will provide exercise facilities, local bike share stations, specialized recreational activities and community gathering spaces. Additionally, they will have the ability to create identity in neighborhoods.

West Louisville is in greatest need as it suffers from some of the poorest health conditions, higher crime rates, lower incomes and lower education rates. A new activity hub can provide a venue for residents to improve their education and combat negative health conditions as well as become an alternative out-of-school gathering place for young people.

From a Louisville Loop



To the Louisville Loops



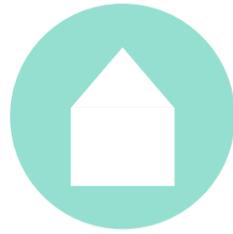
Vision for a West Louisville Activity Hub



GOAL #5:  
**COMPLETE  
NEIGHBORHOODS**



# LIVABLE LOUISVILLE



## A safe city is a livable city.

To create safe neighborhoods, lighting will be improved where it is lacking today and a more serviceable network will be developed to remove waste, maintain conditions and transform blight. More 'out of school time' programs will be offered to engage and expose children to a variety of interests. To ensure the preservation of the city's physical attributes, Louisville will develop sustainable and forward-looking strategies for protecting the city against natural disasters such as flooding. The flood wall will be re-evaluated, both in its practicality and its visual presence throughout the city. To create an economically stable environment, Louisville will develop adult education programs that offer education to both the under-educated as well as the trade workforce as industries and job requirements transform.

As a city straddling the American heartland and the south, Louisville possesses both qualities of generosity and hospitality. Its inhabitants care about one another and are forthcoming and gracious with visitors. Louisville welcomes newcomers and visitors by offering them a taste of the good life in the form of home cooking, locally distilled bourbon, and local culture and entertainment. Internally, the many faiths are engaged in communities, providing both spiritual and physical sustenance to our diverse population. Louisville's corporations, too, are committed to giving back to the community and fostering new prosperous conditions in the Metro area. There is a culture of philanthropy, funded by both private and corporate entities which fosters a generous environment in the city. These initiatives will be supported and enlarged in order to create a safer, more livable Louisville.

## PRINCIPLES OF LIVABILITY

**Living Together**  
Improve cross-neighborhood mobility

**Living Actively**  
Support quality of life via recreational and cultural initiatives and activity centers

**Living Cleanly**  
Improve water and air quality and support recycling in neighborhoods

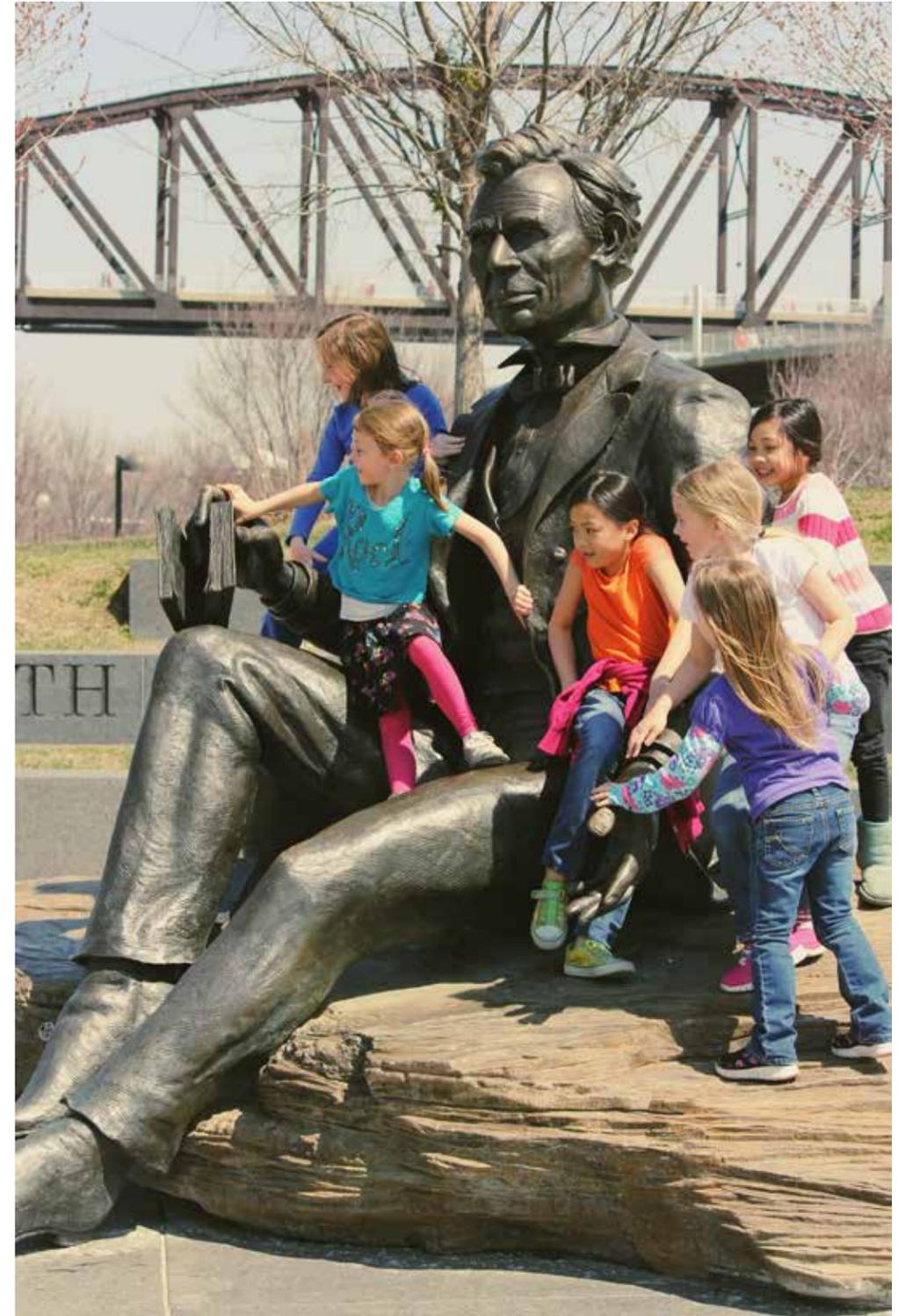
**Living Safely**  
Create safe neighborhoods

**Living in Beauty**  
Improve tree canopy and identify empty lots that can be transformed into green pocket parks

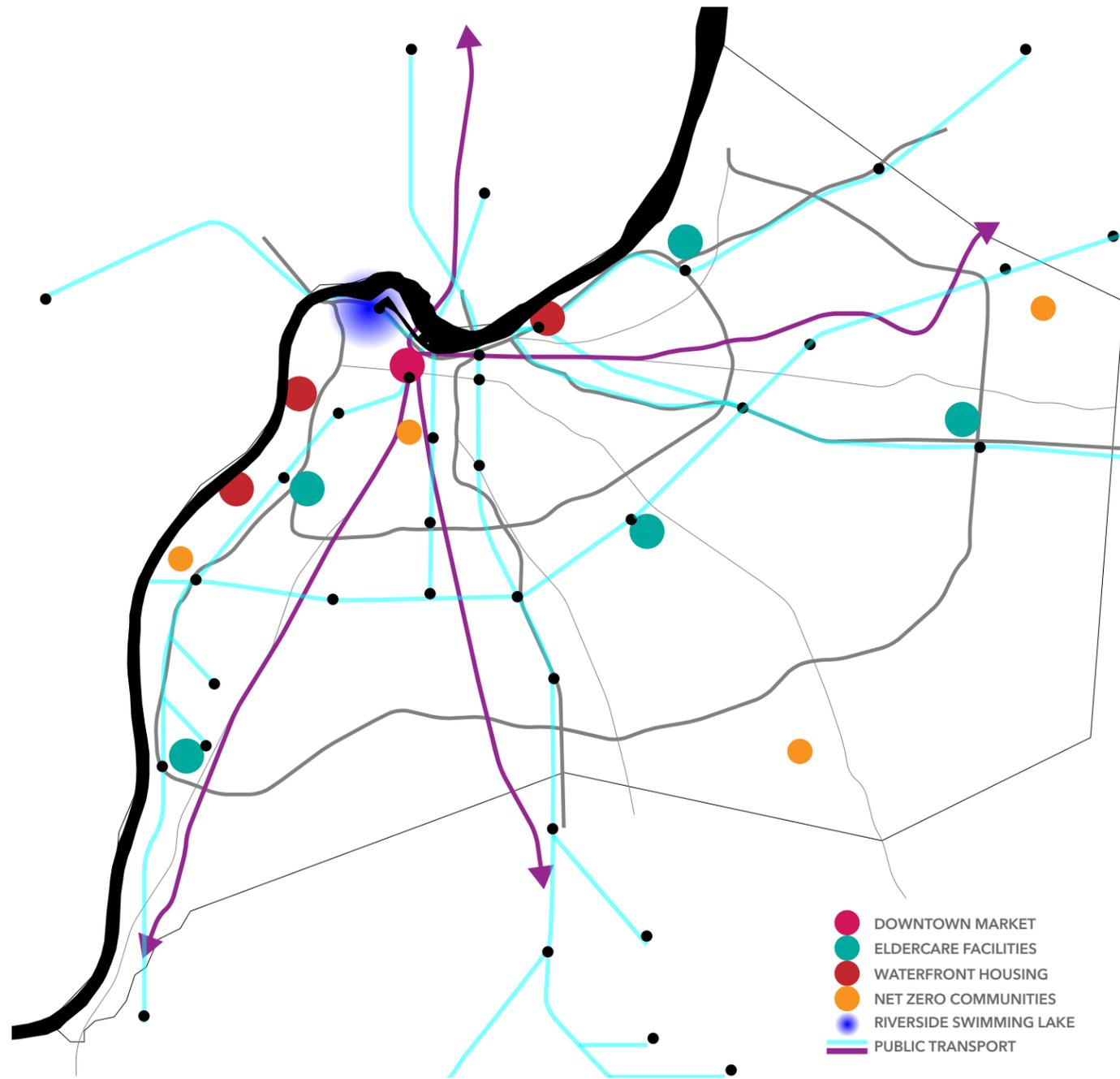
**Living and Education**  
Create life-long learning and mentorship programs

**Living Together**  
Create inter-modal hubs and prioritize public transportation corridors

**Living Long**  
Provide aging care and alternative healthcare facilities on the neighborhood scale



# Livable Louisville Projects



## Public Transportation

An accessible and comprehensive public transportation system will increase connectivity between neighborhood centers and ease the increasing transportation demands on Louisville's infrastructure systems.



## 100,000 New Households

In planning innovative housing for 100,000 new units, alternative density forms will be explored to activate neighborhoods and prevent sprawl.



## Waterfront Housing

Waterfront housing is a great opportunity to explore adaptive re-use as an active sustainable planning tool for the future.



## Life-Long Wellness Communities

With an aging population, Louisville must consider alternative living options and healthcare facilities on the neighborhood scale.



## Downtown Market

A downtown market will create a forum for the development of new culinary arts, the exchange of ideas, alternative energy resources and the products of urban farming.



## Net Zero Communities

If Louisville begins to implement energy neutral developments and communities, it can jump-start a better Louisville building standard and a more sustainable, healthy city now.



## Portland Swimming Lake

A large man-made swimming lake near Portland can offer both the surrounding communities a recreational attraction and combat Louisville's stormwater problem.



## Reinvigorate and Restore Neighborhoods

Foster sustainability, increase economic opportunity and stabilize property values by investing in neighborhoods to support existing residents and attract new ones.



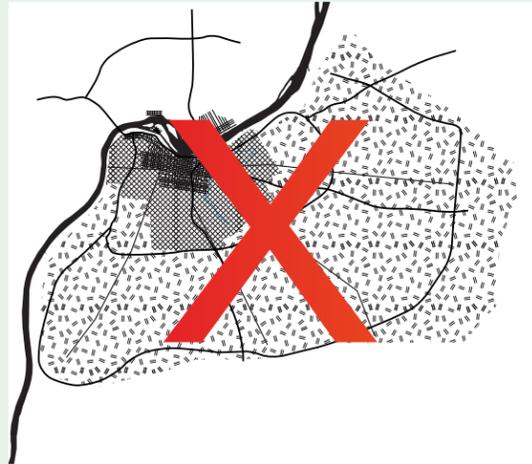
# Can Louisville Develop New Typologies for Living?

Louisville is not defined by its center or periphery but by its patchwork nature. If the current growth projection holds, Louisville will need to build 60,000 new housing units in twenty-five years. To ensure quality growth, Louisville can best make use of its already extended resources by looking to new typologies of housing and reuse.

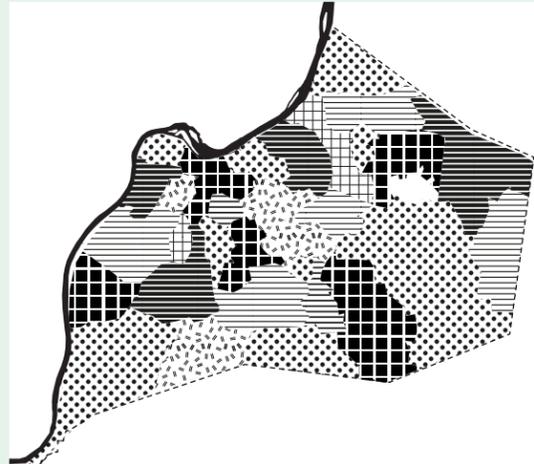
Based on the KSDC projections, household growth projected at an additional 60,000 households, with a slight drop in household density from 2.35 to 2.28, supports the increasing trend

to smaller households. If the dominant development pattern remains at current patterns, with development mainly in the R4 subdivisions where minimum lot sizes are .25 acres, the added 60,000 households will demand in the range of 12,000 acres of new development or roughly eighteen square miles. This would be significantly less if development focuses on higher density in the existing urban areas.

If the population growth tends towards that range without a change in the existing pattern of growth, land demand could be as high as thirty square miles.



Center-periphery



Louisville patchwork



Urban high rise



Urban and sub-urban densification strategies



Waterfront development



Industrial transformation/renovation

GOAL #6:

# CULTIVATE AN ECONOMIC GARDEN



03 Plan for Action

# PROGRESSIVE LOUISVILLE



## Louisville has entrepreneurial spirit.

With a high quality of life, low cost of living, mid-sized population and prime connection to the logistical heart of the country, the city is an ideal place to test new business ventures. Louisville also has the beginnings of a fertile economic garden— an environment primed for ‘growing from within’. Economic gardening focuses

on developing strategic growth challenges (Reference: Edward Lowe Foundation).

To activate Louisville’s economic garden, the city will encourage more open communication between the government, the public, and Louisville’s private institutions (major corporations, hospitals, universities). It will identify opportunities for pairing investors to entrepreneurs.

## PRINCIPLES OF PROGRESSIVITY

### Progressive Business

Sponsor an environment for intelligence sharing in business development.

### Progressive Position

Transform WorldPort into WorldCity, promoting our entrepreneurial spirit

### Progressive Workforce

Embrace diversity as a valuable asset in creating a progressive workforce and attracting new advanced manufacturing businesses

### Progressive City

Build a city with a quality of place

### Progressive Future

Become a top internet city in America

### Progressive Attitude

Attract 10 new employers and create 50,000 new jobs

### Progressive Partnerships

Connect micro-economies of Louisville

### Progressive Education

Create open source education and promote life-long learning



# Progressive Louisville Projects



### WorldPort to WorldCity

Branding the UPS worldport as an economic opportunity zone will send a strong message that Louisville is committed to doing all it takes to attract 21st century jobs, employers and talent.



### International Airport

Expanding the Passenger Airport network and designing a state-of-the-art terminal will attract new, and help retain, major employers in Louisville.



### Waste to Energy Plant

Building a 21st Century Waste to Energy Plant will create new jobs both within the plant and in related infrastructural industries needed to distribute energy resources within Louisville.



### Super Incubator

An economic and educational super-incubator can more efficiently connect entrepreneurs, investors, and experienced professionals with students to create a more seamless strategy for supporting start-ups in Louisville as well as attract an energetic and inspired workforce.



### Incentive Packages

Incentive packages combining reduced healthcare rates and insurance coverage are a great incentive for attracting 21st century jobs.



### Regional Rail System

Implementing a regional passenger rail network decreases the psychological distances between regional centers, increasing the opportunity and likelihood for collaboration.



### West Louisville Food Hub

A food hub located on the west side of Louisville will offer local farmers a place to distribute their goods.



### Digital Connectivity

Fiber Hoods and Neighborhood Wireless Networking are effective tools to become a top internet city and attract a young, digitally savvy workforce.



# Can Louisville Capitalize on Regional Collaboration Opportunities?

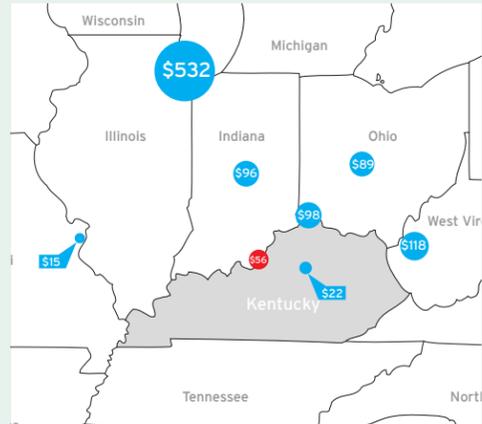
Based on the U.S. Department of Commerce statistics for Louisville's annual Gross Domestic Product, Louisville produces more GDP per person than competing regional cities. Furthermore, 44% of Kentucky's GDP is produced within in the Bluegrass Economic Advancement Movement zone. The Bluegrass Economic Advancement Movement (BEAM) is a partnership seeking to connect the metro economies of Lexington and Louisville.

Taking advantage of regional business, the initiative focuses on the development of an advanced manufacturing super region. The Toyota plant in Georgetown near Lexington, the two Ford manufacturing plants in Louisville, GE in Louisville, and Raytheon and Lexmark in both Lexington and Louisville are the generators for the plan. BEAM supports the growth of high-quality jobs in advanced manufacturing.

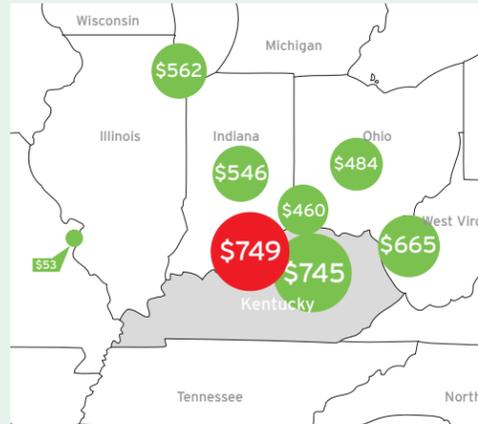
The mayors of Lexington and Louisville have secured support from the Brookings Institute to substantiate the task. What are the potentials of this relationship?



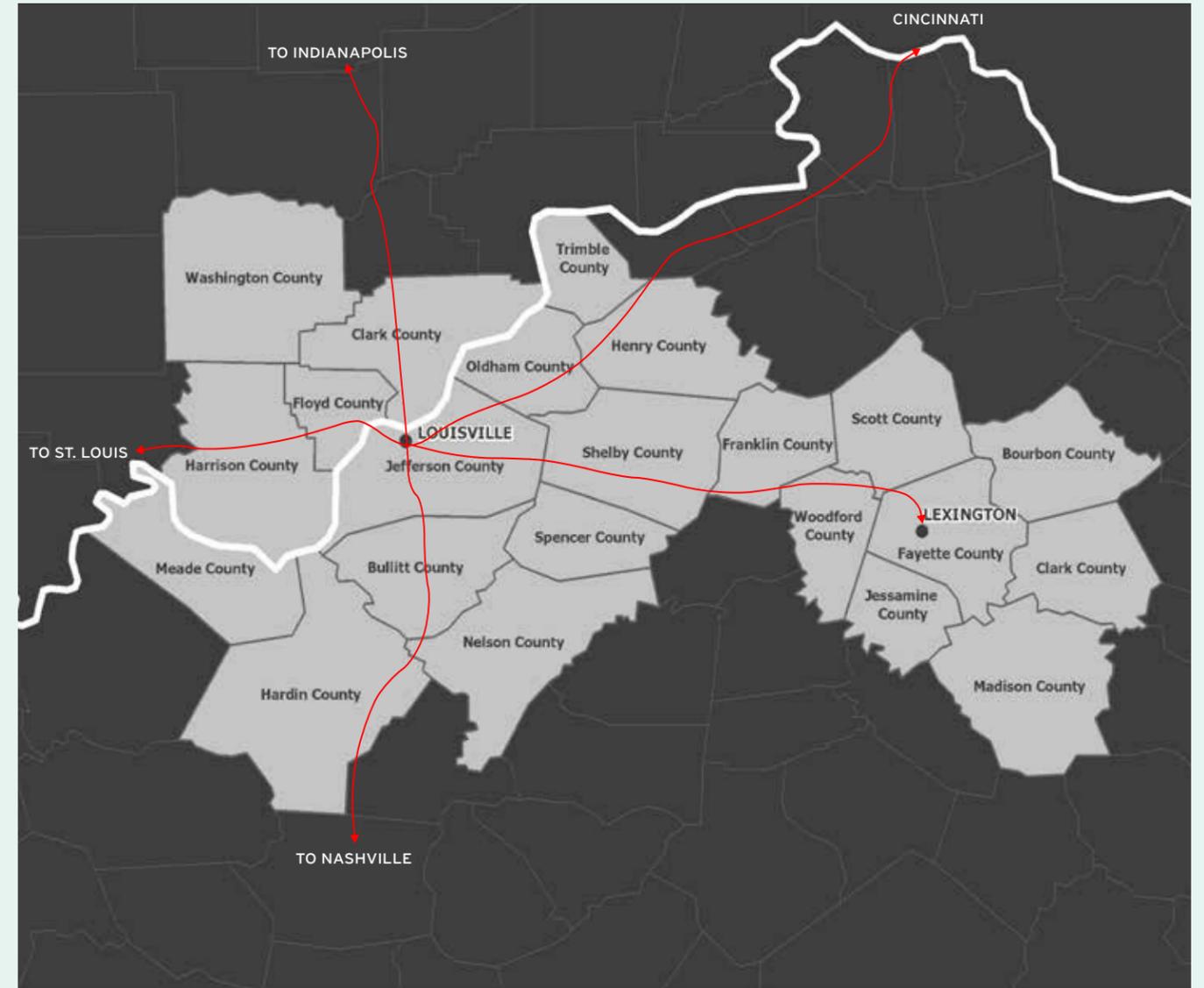
Midwest Region Economic Zone



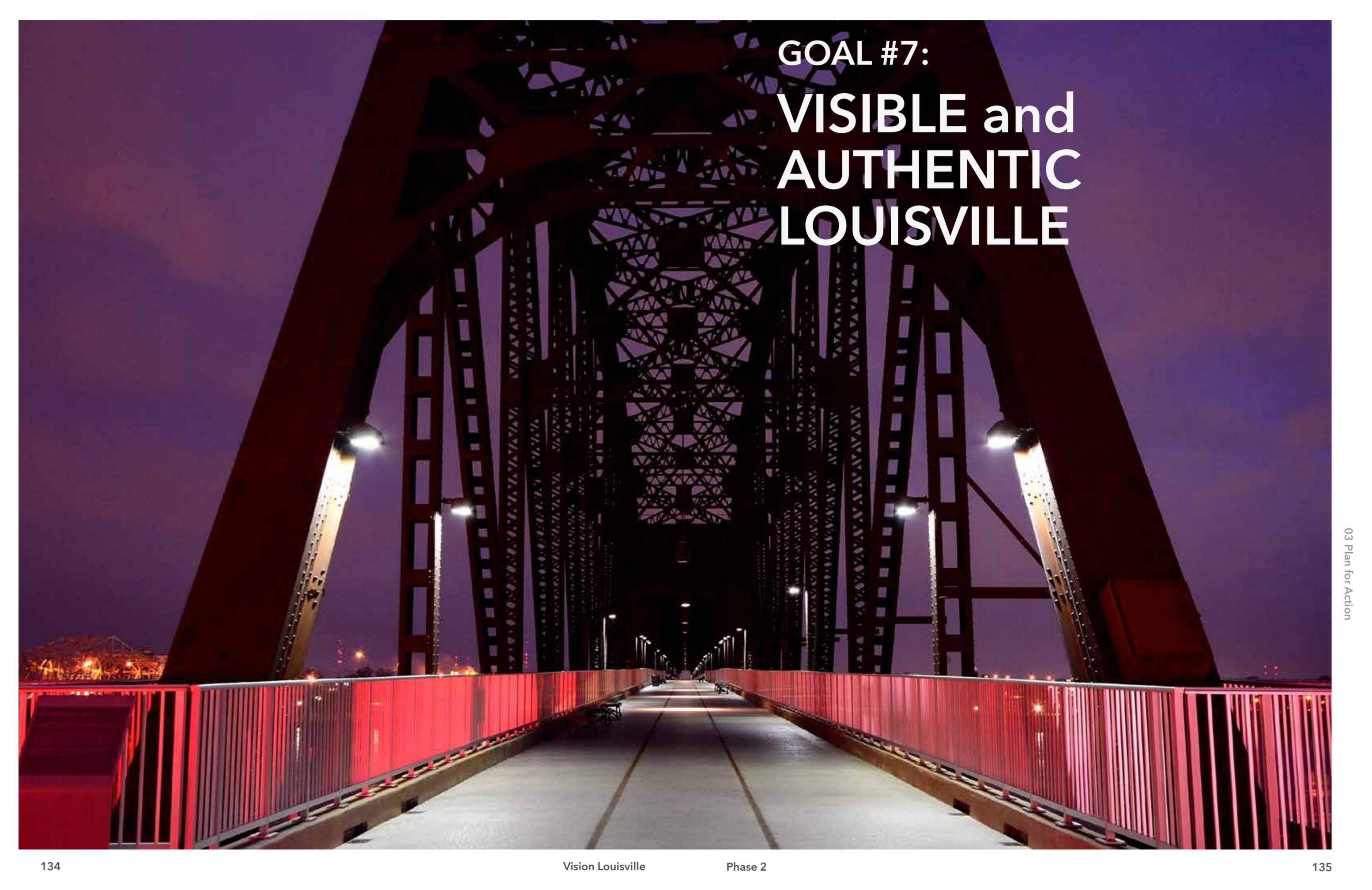
Gross Domestic Product by city



GDP per person



Bluegrass Economic Advanced Manufacturing Region



**GOAL #7:**  
**VISIBLE and**  
**AUTHENTIC**  
**LOUISVILLE**

# AUTHENTIC LOUISVILLE



Throughout the public engagement phase, an interesting idea was repeated in multiple variations: Louisville is its own best kept secret.

The city has a vibrant creative culture ranging from folk festivals to idea conferences to contemporary art. It is home to multiple universities and a burgeoning health industry. It has southern culture and a mid-western economy. And on top of all of this, it's Louisville's people who make it a great place to live and work. Everyone can find their place because Louisville is a collection of diverse communities, a patchwork of unique identities. It is perhaps this

precious collection of separate identities that has hindered Louisville's ability to market itself to the country or the world. Louisville's multiple visionary initiatives must be united under one umbrella. On one hand, Louisville has pleasant weather, a trending cultural scene, an active and connected logistical network and a rapidly developing health industry—fertile territory for growth and change. On the other hand, Louisville possesses a front porch, parish picnic tradition, easy living, and slow-food philosophy. It is the tension between these two seeming opposites—the best of both worlds—that shapes a striking and forward thinking identity for Louisville.

## PRINCIPLES OF AUTHENTICITY

### Authentic Identity

Package and sell Louisville's identity

### Authentic Education

Connect students to entrepreneurs and creative firms

### Authentic Experience

Promote the festivals which celebrate Louisville's unique character including food, bourbon and music

### Authentic Aesthetic

Beautify major gateways and corridors and capitalize on Louisville's natural resources

### Authentic Food

Create the Louisville 100 Mile Meal Program to Promote the Local Food Economy

### Authentic Opportunity

Connect investors to entrepreneurs



# Authentic Louisville Projects



## Louisville Identity

Louisville is a city with an incredible locavore movement and bourbon heritage, a competitive logistical network and burgeoning new industries.

Get the word out that Louisville is a connected, creative, competitive and compassionate city, ready to meet the twenty-first century.



# Can Louisville's Future Identity Find a Balance Between Authentic Heritage and New Aspirations?

**Louisville is where independents, entrepreneurs and visionaries past and present craft their future. Heritage forever looks back, but authenticity builds a foundation anew.**

Louisville has a rich heritage and history to draw from, a culture of independence, a tradition of civic pride and motivated parties who are committed to fostering its growth. This diverse heritage means that Louisville stands for many things, but not one key idea, creating a blank slate for others' perceptions.

Recent branding campaigns have exemplified the identity crisis of the American regional city: big city or town, knowledge or heritage economy. Without a clear identity and common goals, the perception and guiding principles of Louisville's present cannot be translated into the future.

Vision Louisville is a catalyst to imagine Louisville's future. Transforming the built

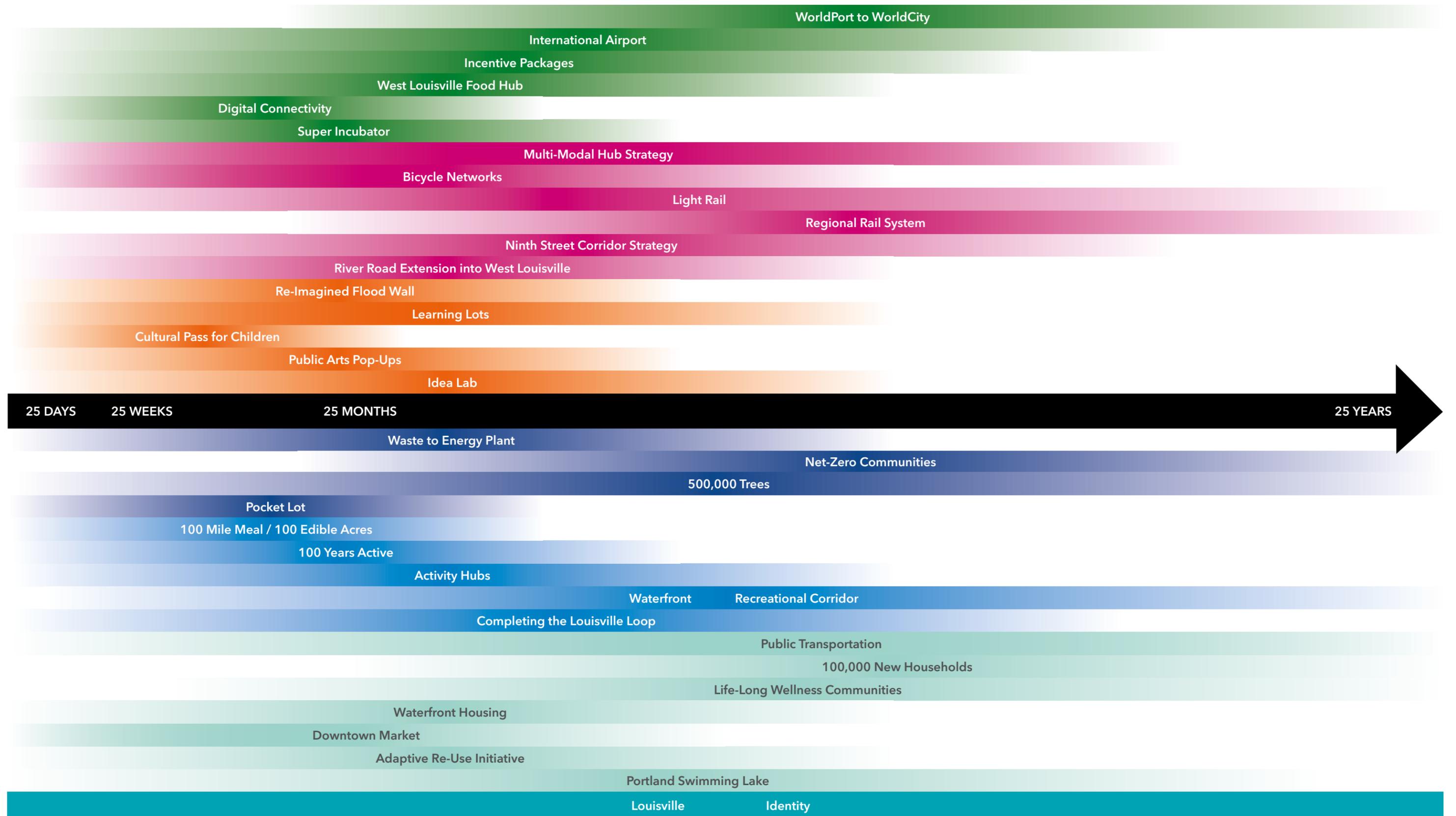
environment can be the ladder to change in many sectors to help clarify Louisville's values and ambitions. This sense of craft and intimacy, a connection to the land, makes Louisville authentic at its core, and is why its bourbon, horses, and baseball bats are known worldwide. Louisville now helps produce many things—from the world's most sophisticated distribution network, a thriving local food scene, emerging cultural institutions, to innovative research.

Louisville now has the opportunity to take this idea of craft and thoughtfulness and apply it, from fostering a vibrant culture of creativity, ideas, and entrepreneurship to its spaces, parks, ways of movement and connection. By sowing the seeds of transformation, Louisville can prepare its youth to shape the future in powerful, new ways that reflect the best of Louisville's values: independence, entrepreneurship, innovation and ideas.

Tradition		+	New Louisville		
Kentucky Derby	Muhammad Ali		Solar Fields & Free Energy in West Louisville	New Idea Lab	Local Food Economy
The Bourbon Experience	Music		Multi-Modal Innovative Mass Transport	Super Regional Manufacturing Hub	Green Public Policy
Louisville Slugger	Arts Culture		Extended Waterfront	Transformative Housing	Extensive Interconnected Park System

**IN PHASE 3, PROJECTS  
WILL BE INVESTIGATED  
IN GREATER DETAIL TO  
DETERMINE FEASIBILITY,  
PHASING STRATEGIES,  
FINANCING OPTIONS,  
PUBLIC CONSENSUS  
AND ARCHITECTURAL  
IMPLICATIONS.**

# CATALYTIC PROJECT TIMELINE



03 Plan for Action

**THE WORK IS NOT DONE.** VISION LOUISVILLE MOVES INTO THE NEXT PHASE. HOW DO WE TRANSFORM THESE IDEAS TO REALITY? IN THE FINAL PHASE, THIS QUESTION WILL BE ANSWERED BY EXPLORING PROJECTS IN MORE DETAIL AND DEVELOPING STEPS FOR IMPLEMENTATION. **TO ACHIEVE A CONNECTED, CREATIVE, COMPETITIVE AND COMPASSIONATE CITY, LOUISVILLE MUST PRIORITIZE ITS GOALS, PLAN HOW TO BEST ACHIEVE THEM, AND PROCEED WITH PROJECT IMPLEMENTATION.** PHASE 3 WILL TAKE LOUISVILLE ONE STEP CLOSER TO REALIZING **THE VISION FOR 2040.**

[www.visionlouisville.com](http://www.visionlouisville.com)



Vision  
Louisville

SPACEGROUP