Preface
Declining population, lack of traditional employment opportunities, crumbling infrastructure and sluggish economies are cry out for new approaches to revitalization. This paper proposes a new approach to change management that adopts street level economic planning, integrating human capital and economic development activities through planning districts in areas served by community ministries.

Revitalization Strategies and Recommendations are People Investments

Introduction
In Louisville for the year 1968, the minimum wage served to keep 86% of workers and their families above the poverty line for a family of four. Today that percentage has dropped to 64%, in effect leaving 36% of wage earners living at or below the poverty line.

According to the Brookings Institute, over a ten-year span, the country saw the poor population grow by 12.3 million, driving the total number of Americans in poverty to a historic high of 46.2 million. By the end of the decade, over 15 percent of the nation’s population lived below the federal poverty line—$22,314 for a family of four in 2010—though these increases did not occur evenly throughout the country.

Contributing Circumstances
- Population losses
- Lack of traditional employment opportunities
- Upkeep of existing infrastructure,
- Effectiveness of traditional revitalization strategies
- Flow of federal funds from programs that allocate dollars based on population.
- Sluggish markets and falling populations undermine the economic vitality and strain the municipal resources of older communities.
- Some cities including Louisville face difficulties with brownfields and vacant properties, aging infrastructure, housing, commercial and industrial activity, and declining tax bases.
Purchasing power has been decimated. Ten years ago, the transformational powers of a merged city were praised. It is time those capabilities be used to remedy and restore hope.

Renewal and change will not be an overnight project. It will require commitment to a shared vision, to work together, that people matter and the character and economic health of a once vibrant community can be restored.

**Conclusions**

Focus areas where poverty and disinvestment are prevalent

Integrate economic and human capital (HC) activities

Establish planning districts to coordinate HC activities through ministries coverage districts.

Ministries routinely cover basic human need resources.

Under the Connected Corridors strategy target areas where opportunity and need intersect

The Connected Corridors Strategy introduces a broad range of tools, including community partnerships and investments. This strategy focuses on a system of corridors that provide nearby residents with convenient local access to a variety of businesses, housing, parks, schools and community services and provides a gateway to those entering the City. Connected Corridors are strategically located across the city to maximize local, equitable access to services. They reflect the distinct character and history of the neighborhoods where they are located

Serve as a vehicle to accelerate lead agency integration and collaboration among city agencies

Be clear about what will be measured

Have an exit strategy
The Essential Human Capital -

Plan elements
- Affordable Housing
- Workforce and Human Capital Development
- Business Development
- Quality School
- Transportation/Mobility
- Public Safety, Health, Environment
- Emergency Assistance

Recommended strategy

There are too many plans gathering dust. The Connected Corridors Strategy introduces a broad range of tools, including community partnerships and investments

The New Cut-Taylor Corridor – a Work in Progress
The pilot strategy focuses on a system of corridors of which New Cut–Taylor is a part that provides nearby residents with convenient local access to a variety of businesses, housing, parks, schools and community services and provides a gateway to those entering the City. Connected
Corridors are strategically located across the city whose goal is to maximize local, equitable access to services. They reflect the distinct character and history of the neighborhoods where they are located.

**Objective**
Create greater opportunities for small business/entrepreneurial activities through creation of themed destination points for local and regional visitors of nationally recognized assets.

**Centers of Activity**
Develop anchor points at Snyder interchange
Define, develop and promote theme based development clusters supporting recreational, arts and horse racing activities

**Creating a Firm Foundation**
Present preliminary concept to local government leadership
Seek buy-in from local neighborhood and business associations
Build Community Support through public transportation tools such as trolley hops.

**A Phased Approach**
Identify Areas for Development
Develop Consistency in Program Theme

**Outcomes - Deliverables in Detail**
Show areas of concern and interest along the route (anchor points, clusters of recreation, areas that need economic development),
Show supporting amenities are just outside of this corridor that will reinforce the proposal and new development.
Provide examples of possible solutions or at least how similar conditions were addressed elsewhere.
Provide list of potential obstacles and how they could be addressed.
Explain how the residential property along the route and just off the route would be affected.
Give estimate of potential costs and list sources of potential funding.
Give estimate of overall financial improvement expected.
Provide outline of sequence, from the consensus process through final implementation.
Provide an estimated time frame in both best and worst case terms.
Address the roles that public and private funds would (or should) play in this development.
Explain how public school safety along this route would be affected.
Explain how traffic along the corridor route would be affected.

**Recommended Target Area**
Geographic approach

**Implementation – when to revitalize**
Develop need indicators
Does the indicator address the carrying capacity of the area’s social capital -- the connections between people in the neighborhood, the relationships of friends, families, neighborhoods, social
groups, businesses, governments and their ability to cooperate, work together and interact in positive, meaningful ways?
Does the indicator address the carrying capacity of the area’s built capital -- the human-made materials (buildings, parks, playgrounds, infrastructure, and information) that are needed for quality of life and the community's ability to maintain and enhance those materials with existing resources?

Target area selection

Develop performance indicators to measure effectiveness of revitalization efforts.

<table>
<thead>
<tr>
<th>Areas of Opportunity Criteria</th>
<th>Areas of Need Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>-Community Target</td>
<td>Education attainment</td>
</tr>
<tr>
<td>-Economic Development</td>
<td>Disinvestment population/employment loss</td>
</tr>
<tr>
<td>-Growth Area</td>
<td>Poverty projection</td>
</tr>
<tr>
<td>-Change Area</td>
<td>Risk crime</td>
</tr>
</tbody>
</table>