

# GREG ON THE ISSUES





### My Fellow Citizens,

This mayoral election is about the issues that matter now: creating jobs, fixing our schools, investing in our neighborhoods, and having an open, honest government. For more than a year now, I have worked with hundreds of business, government, and community leaders, from all across Jefferson County to create a broad, deep policy platform from the grass-roots up. We came up with both low-cost initiatives and breakthrough ideas to improve and transform Louisville in such a way that our resulting culture is one of a proactive, can-do, world-class city.

A heartfelt thank you to everyone who contributed their time and energy to help me come up with this bold, ambitious, comprehensive vision for our hometown. I look forward to working with you in the future.

Greg Fischer

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# MERGER 2.0

## CONTINUOUSLY IMPROVING METRO GOVERNMENT

Seven years ago, we merged city and county governments with the promise of a new government to represent all the people of Jefferson County. Today, that promise remains a work in progress. Louisville Metro is the business and cultural capital of a metropolitan community of more than a million and a quarter people. All citizens throughout Louisville Metro deserve quality, affordable services and amenities. No part of our community should feel left out or ignored.

### To improve upon merger, bring people together, and create a connected community of diverse and thriving neighborhoods and small cities, I support the following initiatives:

- Convene a team of Metro Council members, Jefferson County legislative delegation members, small city leaders, fire district representatives, Metro employees, citizens, and business and labor representatives and charge them with the job of studying merger as we approach its ten-year anniversary to make improvement recommendations to the Kentucky General Assembly, the Metro Council, and the new Administration.
- Enact a Louisville Metro Citizen's Bill of Rights to guarantee all citizens the right to: Convenient Access, Truthful Answers and Explanations, Quality Customer Service, Timely Notice, Inclusive and Transparent Process, and Focus on Results from their government.
- Empower the nearly 7,500 employees of Louisville Metro Government to participate in the leadership, teamwork, and improvement of daily operations and the development of new programs and initiatives.
- Commission a master plan for waste management and recycling for all of Louisville Metro for the next 50 years.
 

*The Waste Management Outer Loop Landfill opened in 1979 with an original life expectancy of 50 years (2029).*
- Improve coordination between fire and emergency medical services (EMS) to allow for more effective delivery of services, training, and emergency first response.

*As mayor, I will run a public education campaign to build awareness about the problems and solutions facing fire and EMS. Public education enhances transparency and*

*accountability, which builds trust and cooperation. We must build lasting partnerships to efficiently and consistently meet our community's fire and EMS needs in the future.*

- Solve drainage and sewer capacity issues by advocating for thoughtful growth in and around water quality sensitive areas

*MSD's Project WIN, the Floyds Fork Greenway Project, and other planning tools give us the resources we need to protect and restore our watersheds and to build a community based on ecological health and sustainability.*

- Explore staffing Jefferson County Public School libraries and making them available to the public while driving increased support to implement the Libraries Master Plan.

**Let's rethink community schools. Schools are accessible and safe environments for our students and families after the school day ends.**

- Support the use of development tools traditionally reserved for downtown, such as tax increment financing (TIF) and property tax abatement, to build infrastructure and catalyze investment in underserved areas across Jefferson County.

**As mayor, I will work with local economic development officials and state legislators to recreate a leaner, more effective Enterprise Zone program to bring new or renewed development to specific economically distressed areas. The Enterprise Zone was an important factor in the growth and development of jobs and investment at Jefferson Riverport International and in Southwest Jefferson County.**

- Streamline Planning and Design by adopting national best practices and focusing on the process and outcomes.

*As we thoughtfully develop our urban edge, let's also incentivize infill development.*

- Ensure all citizens of Louisville Metro including the elderly, disabled, and international communities are prepared in case of a widespread emergency.

*This can be accomplished through a variety of no-cost or low-cost measures. For example, as mayor I will establish and train a multilingual volunteer corps to assist Metro officials in communicating life-saving information to our international community in the case of a disaster.*

- Improve the streetscape, infrastructure, and community partnerships in West Louisville to create a beautiful, stimulating environment for businesses and cultural institutions to thrive and grow
- Grow awareness in the community for our existing Points of Pride in all our neighborhoods and small cities to foster a sense of ownership and excitement among Louisville Metro residents

**Here in Louisville Metro, the premier new basketball venue in the country, a cutting edge arts scene, and world class restaurants are located just twenty minutes from the nation's largest municipal urban forest and one of the most ambitious new parks system in the world. In between lays a fabric of historic neighborhoods, culture, sport, and spectacle just waiting to be discovered anew.**

# JOBS AND ECONOMIC DEVELOPMENT

## BLUE, WHITE, AND GREEN-COLLAR JOB GROWTH



Unemployment in Louisville Metro continues to hover around 10%. Almost 5,000 homes were foreclosed on in Jefferson County in 2009. Amidst these very challenging times, we need to do everything possible to identify opportunities to move us forward. There is a new generation of jobs to be won: blue, white, and green-collar jobs. As a nationally-recognized entrepreneur and businessman, I know what it takes to help businesses grow. I've launched, built, or invested in more than 15 area firms and helped to create more than 1,000 local jobs. Metro Government depends on revenue from job creation to operate on a daily basis and to fund new programs and initiatives.

**Here are some of the actions I will take to spur economic development, jumpstart new businesses, help existing businesses grow, and attract jobs from across the nation and overseas:**

- Champion a solutions-oriented culture within Metro Government for existing and future business growth.

*Healthy businesses are critical to Louisville Metro's budget. Occupational taxes account for 54.1% of total revenue.*

- Leverage my national award-winning reputation to aggressively court entrepreneurs, investors, corporate executives, and leading business thinkers to locate in Louisville Metro.

*As mayor, I will create an **Office of Innovation** to nurture ideas that have the potential to create significant numbers of jobs in new areas and transform our community's ability to let imaginations thrive and opportunities come alive.*

- Make Louisville Metro a premier destination for entrepreneurs and start-up companies.

*As mayor, I will create a task force on capital formation to work with our community's institutional investors to create additional pools of investment capital.*

*I will also investigate the lease of temporarily vacant office and warehouse spaces at discounted rates to early stage start-ups who can't qualify for longer-term leases.*

*Louisville International Airport and Bowman Field comprise the largest employment center in Metro Louisville. In 2008, businesses associated with our airports accounted for more than **55,600 jobs**.*

- Convene the top executives of our locally-based major employers to identify opportunities for their industry partners and suppliers to locate new operations or expand existing operations in Louisville Metro.

- Proactively develop relationships with key decision makers of multinational corporations located in the Louisville region to move other divisions to our community.
- Get thousands of area construction workers back to work by building the East End Bridge now.
- Champion infrastructure improvements connecting Louisville International Airport to areas south and west to create access for future expansion and economic development around UPS and our growing logistics industry.
- Vigorously pursue state and federal tax incentives for the remediation and restoration of West Louisville's brownfields to reclaim this area's historical role as a thriving business center.

**The strategic location of West Louisville with its close access to existing rail lines, expressways, the airport, downtown, and the University of Louisville is an overlooked resource with incredible potential for job growth, especially for those residents in the immediate area.**

- Grow our existing job centers at Riverport in southwest Jefferson County and Bluegrass Commerce Park in eastern Jefferson County.
- Capitalize on the expansion of Fort Knox and the estimated addition of 5,000 new civilian jobs resulting from the massive U.S Army Base Realignment and Closure (BRAC) of 2005.
- Embrace the efforts of leading manufacturers like Ford and GE to further establish their positions as global leaders in green manufacturing by providing an environment that encourages investment and job creation in clean energy initiatives.

*As mayor, I will pursue incentives that drive private sector investments into a green economy while also pursuing direct public sector investment in activities that create green jobs.*

- Create a clearinghouse of information and opportunities for homeowners, business owners, and citizens seeking technical assistance and support for energy efficiency, renewable energy, green building, and green space projects.

- Encourage the development of new, green industries through bold initiatives such as growing the local food economy and establishing Louisville Metro as a national leader in food-related jobs.
- Use the 21st Century Parks plan as a tool to aggressively recruit leading urban planners, designers, and engineers to build the finest urban edge in America and establish Louisville Metro as a hotbed for green infrastructure firms and solutions.

*This is an example of the type of initiative that will benefit from the support of the Office of Innovation.*

- Leverage the significant presence of our nationally recognized locally based businesses operating in the areas of senior housing, long term care, and home health services to expand our niche in senior health care, attract new companies, and add jobs in the fields of pharmacy, technology, and rehabilitation and behavioral services.
- Buy local at the government level.

**Our unique, locally owned businesses enhance our community's character. As mayor, I will do everything possible to help our businesses grow. Local companies will receive the first look for all Metro Government-funded or incented projects.**



## CRIME AND CRIMINAL JUSTICE

### MAKING LOUISVILLE METRO A SAFE PLACE TO LIVE, WORK, AND RAISE A FAMILY

Providing for the safety and security of our citizens is the most important responsibility a mayor has. I believe the citizens of Louisville Metro have the right to live, work, and play in a community that is safe. I will be a visible and strong supporter of police, prosecutors, courts, corrections, and our criminal justice personnel. Despite tough economic times, I'll ensure our criminal justice agencies have the resources they need to effectively prevent and respond to crime. The vitality of our neighborhoods and positive economic development depend on a reputation and culture of safety. Louisville Metro must be a safe place if we expect businesses to invest and grow jobs here.

### I support the following initiatives to keep crime and drugs out of our community while empowering citizens to protect themselves and their families:

- Fully commit to the principle of community policing to develop effective partnerships with citizens and law enforcement agencies

*Crime is reduced when citizens feel ownership in their neighborhoods and help take responsibility for safety. As mayor, I will lead efforts to bring citizen groups and Metro Government together by building trust through a shared campaign to open dialogue, clean up neighborhoods, and create personal connections with law enforcement.*

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***Nearly 3,000 violent crimes were committed involving the use of guns in Louisville Metro in 2008 and 2009.***

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- Focus on auditable, data driven criminal justice initiatives that strengthen partnerships, ensure accountability and responsibility, and allow citizen involvement in developing appropriate responses to crime in our community

*As mayor, I will align criminal justice agencies around the principles of an interdependent process of accurate and timely intelligence, rapid deployment, effective tactics, and relentless follow up. Good data allows us to place resources where crime is occurring – and to remove it.*

*We must also realize that the perception of where crime occurs may be at odds with the data. Nevertheless, resources and healthy relationships are required to address these perceptions.*



- Invest in the continuous improvement of the force

*I will support adequate funding to promote effective policing training so that our officers have the skills and tools to do their job.*

*I will strive to develop a police force that represents the many faces of Louisville Metro through participation in minority job fairs and other recruitment strategies.*

- Renew the focus of the Metro Criminal Justice Commission on addressing recurring problems by coordinating the efforts of criminal justice agencies and victim service providers to identify and address potential gaps in service and develop corresponding policy and structural changes

*Regular information sharing and policy development between Louisville Metro Police, other law enforcement agencies, the courts, prosecutors, corrections, and drug and mental health service providers can lead to breakthroughs in combating recidivism, violent offenders, drug distribution networks, meth labs, and gang crimes.*

- Employ suppression, intervention, and prevention services to help combat youth and gang violence

*My strategy is to get tough both on crime itself and on the root causes of crime. I will work with children and youth advocates to help change conditions that allow gangs to flourish by establishing safe, clearly identified places where at-risk youth and their families can receive support, services, and counseling.*

*It is equally important to provide young people healthy alternatives that will steer them away from the attraction of gangs. Jobs, internships and recreation centers are examples of productive outlets that provide youth with options to be valued.*

- Identify and prosecute career offenders who use guns to commit violent crimes and work with state and federal law enforcement agencies to ensure enhanced penalties to reduce the threat of criminals continuing to offend against our community.

- Strengthen families by further developing efforts that focus on domestic violence, including violence within families with cultural differences, and crimes against seniors. Solutions range from increased availability of services to assignment of advocates and special prosecutors.

**Families where English is not the primary language sometime require special advocacy to overcome fear of the criminal justice system to address family violence issues.**

*Domestic violence affects approximately 25% of all women and 8% of all men at some time in their lives.*

**Too often our seniors are susceptible to fraud and victimization by criminals that prey on their trust and fears to cheat them of their money and dignity.**

- Partner with Jefferson County Public Schools to educate students about crime prevention and the importance of reporting crime in their neighborhoods and homes.

*I will also support programs that address at-risk children within our schools to reduce the chances of future crimes. This effort would include programs that address drug use, violence, and bullying, as well as after-school programs and other activities to stimulate productive use of educational time among our youth.*

- Provide financial counseling, access to lending institutions, and work release programs for offenders to increase the likelihood offenders' families will get the financial support they deserve.

*Reducing recidivism requires removing barriers to successful transition for offender re-entry.*

- Advocate preventing and addressing crime through simple design measures such as clean neighborhoods, improved street lighting, removal of graffiti, and the installation of monitoring devices where appropriate to reinforce a sense of order and deter criminal behavior.

## EDUCATION AND WORKFORCE DEVELOPMENT

A NATIONAL CENTER OF JOY IN LEARNING  
FROM CHILDHOOD TO ADULTHOOD

Education is the single most powerful weapon against poverty and joblessness. To compete for the professional and technical jobs of the 21st Century and attract knowledge workers and the “creative class,” we must act now to drive higher educational attainment in Louisville Metro. We must start by increasing our high school graduation rate—one quarter of all 9th graders fails to earn their diplomas in four years. Only twenty-eight percent of adults 25 and older have a college degree. Louisville must move from average in national educational attainment to being a recognized center of academic achievement and lifelong learning.



**Here are some of the steps I will take to create a more knowledgeable citizenry, better-trained workforce, and a brighter future for our children:**

- Expand safe, quality afterschool, summer and preschool opportunities

*Too many of our school children go home to an empty house on a regular basis. Research indicates that youth who regularly attend high-quality afterschool programs have better grades and conduct in school, score higher on achievement tests, and are more likely to graduate.*

- Support the many positive school improvement efforts already underway, such as raising standards for learning and aligning them with college and 21st Century workplace needs, ensuring the quality of teaching, and reducing the achievement gap while exposing our children to diverse and positive learning environments

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**Currently, there are only 16 nurses for the more than 98,000 students in JCPS' 155 Schools and Learning Centers.**

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- Champion a private sector initiative to assist Jefferson County Public Schools in the initial funding of a program to place a nurse in every school
- Increase health and wellness to improve education outcomes by encouraging the introduction of fresh, healthy, local foods in our school cafeterias.
- Call on the University of Louisville, Jefferson Community and Technical College, Bellarmine, Sullivan, Spalding, IUS, other colleges and universities, JCPS, and representatives from business and labor to jointly develop green-collar and vocational job training programs to educate and train workers for our 21st Century economy.



**Successful short-term green-collar jobs programs can help build a broader constituency for more ambitious clean energy initiatives in the future.**

- Partner with area colleges and universities to nurture innovation, engage in civic improvement and, most importantly, ensure more students enroll in and complete post-secondary degrees

*As mayor, I will be a steadfast partner with the University of Louisville in its mission to become a premier, nationally recognized metropolitan research university.*

- Enlist the business community to keep school improvement and college completion at the top of the community's agenda

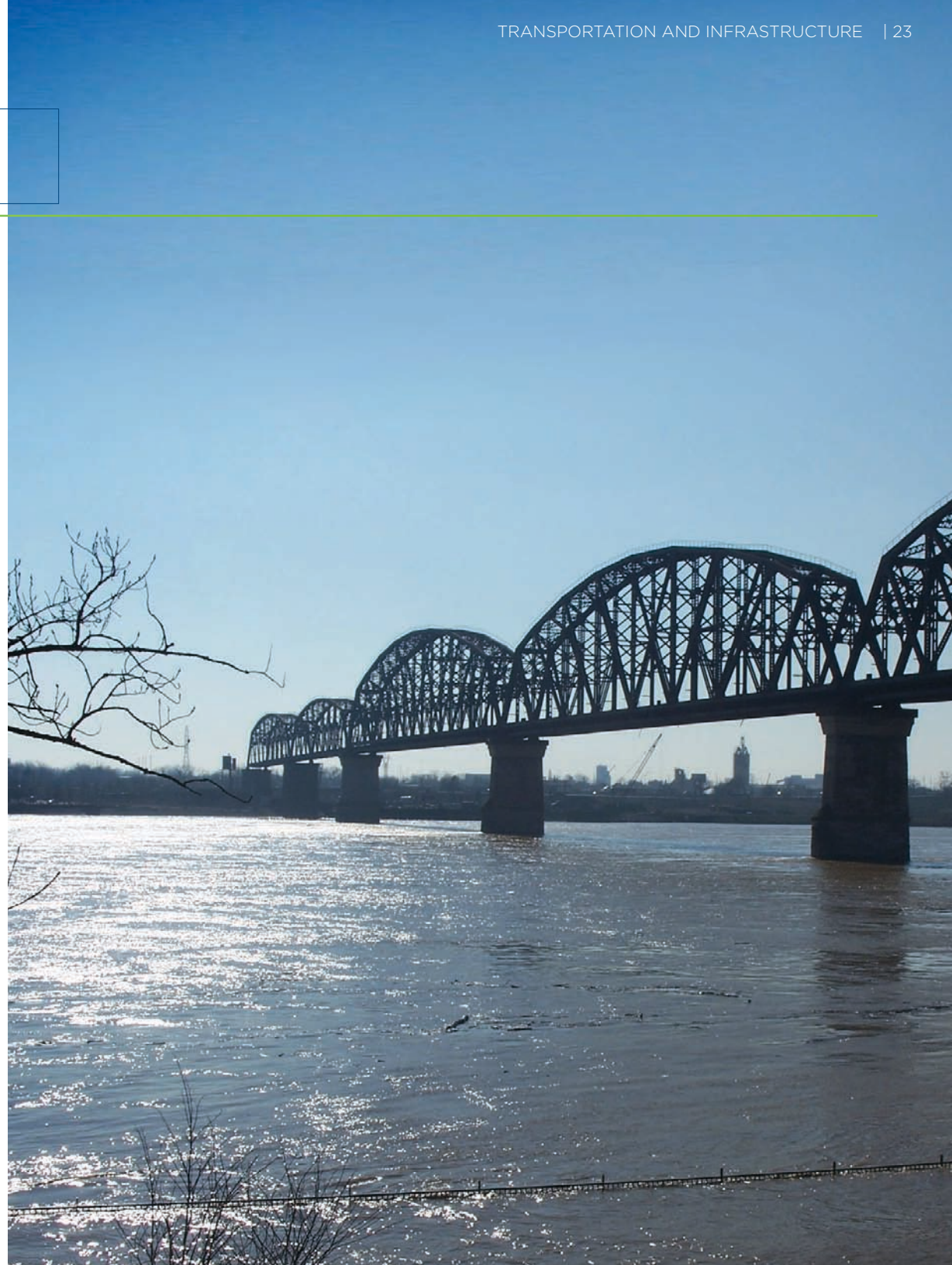
**Employers can provide volunteers to help struggling students and offer valuable work experiences and internships to shape career goals and increase the relevance of education. Moreover, employers can be a powerful force to help their employees further their educations.**

- Recognize and embrace the challenges and opportunities presented by our growing international population on our educational outcomes.

# TRANSPORTATION AND INFRASTRUCTURE

CONNECTING OUR COMMUNITY  
AND BUILDING FOR THE FUTURE

Transportation and logistics have long been the lifeblood of our local economy. Today, Louisville Metro is a critical link in the global transportation network. To secure our place in the world economy and continue to create jobs based on the movement of goods and growth of related services, we must invest now in our transportation and infrastructure. Changes in the way we live also demand new solutions for moving people about and around our community. It is essential that we improve public transportation and traffic flow on our major roads and highways.



**Here are some of the vital initiatives I support to improve our traffic and transportation problems, keep our economy running strong, and make Louisville Metro cleaner and greener:**

- Connect, correct, and improve cross-river mobility

*As mayor, I will insist on timely transparency with the Ohio River Bridges Project and sensible progress of the Bi-State Bridges Authority.*

*Assuming an adequate funding plan is in place, we must start with the East End Bridge, fix Spaghetti Junction to eliminate congestion and serious safety hazards in conjunction with the new downtown bridge, and reduce the impacts of the renovations to Interstate 64 to preserve connectivity to adjacent neighborhoods and the beauty and function of Waterfront Park.*

- Work with Metro Council members and state transportation officials to relieve congestion on major roads such as Dixie Highway, Third Street Road, Preston Highway, Bardstown Road, Taylorsville Road, Shelbyville Road, and Brownsboro Road/US 42

*It is vital we start now on long-range rapid transit projects to **implement practical and tangible improvements.** These improvements will lay the groundwork and prepare for transportation projects when the economy begins to improve.*

- Work with TARC to modernize operations for greater efficiency and improved passenger service by cooperating with partners in the community to provide attractive park-and-ride and passenger facilities, enhancing retail activity around transit centers, providing real-time traveler information via text messaging and on-site screens, streamlining fare payment for added convenience and faster travel times, and adding Wi-Fi service to buses.
- Encourage public-private partnerships to allow for greater private sector participation in the development of transportation improvements

- Make biking safer and more attractive by building more bike lanes and educating drivers and bikers alike to improve safety on our roads and in our neighborhoods
- Design walkable neighborhoods through good sidewalk planning and appropriate safety features and other basic amenities to make walking feasible and enjoyable for everyone
- Work for better regional coordination of land use and transportation planning to ensure that communities are built to provide the mobility and livability that all of our citizens deserve and is required to build a prosperous community
- Ensure Louisville Metro's inclusion in planning for the National High-Speed Rail Network
- Recognize the Ohio River as an underutilized economic development asset for the cheap, green movement of goods

## ENERGY AND THE ENVIRONMENT

### CREATING A CULTURE OF SUSTAINABILITY THROUGH INNOVATION AND METRO GOVERNMENT LEADERSHIP

Climate change is a global problem that requires local solutions. In our own community, we have experienced drought, flooding, an ice storm, and a *hurricane* in just the past two years. Major changes in temperature, rainfall, snow, and wind patterns are creating unprecedented challenges that affect society at all levels. Louisville Metro has the fourth highest per capita greenhouse gas emissions among the 100 largest metropolitan areas in the United States. We must reduce carbon emissions and improve the quality of our air and water to care for the environment and enhance our quality of life. By encouraging sustainable thinking and behavior by all citizens—beginning with Metro Government—we can protect the environment, support energy conservation, and save money.

**Sustainability is both environmentally and economically sound. Here are some of the steps I will take to build a Greener Louisville Metro that is dedicated to sustainability:**

- On day one of my administration, sign on to the U.S. Mayors Conference Climate Protection Agreement

*As mayor, I will increase energy efficiency in buildings and facilities, encourage public-private partnerships in the development of land use planning, invest in green infrastructure, improve public transportation, and preserve and protect our forest and green spaces to reduce vehicle emissions.*

**My goal is to lead Louisville Metro from the fourth highest per capita greenhouse emissions out of the top 25, or better.**

- Create an Office of Sustainability to oversee all Metro Government sustainability initiatives, combine the existing green programs under one leadership umbrella, and continuously identify new ways to be greener and more efficient

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**Keeping energy rates low for customers is key to Louisville Metro's economic growth.**

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*The Office of Sustainability will develop, implement, manage, and track internal Metro Government policies, programs, and results, as well as partner with businesses, non-profits, and citizens to advance and promote community sustainability initiatives.*

*As mayor, I will assemble a team to identify the best corporate sustainability practices from our major employers and have Metro Government adopt them.*

- Emphasize clean air and water through continued effective implementation of the Strategic Toxic Air Reduction (STAR) Program and increased protection of the Ohio River and our inland waterways to enhance their many important benefits and uses.

*I will partner with federal agencies to enforce the Clean Air Act as vigorously as I will work to enforce the Clean Water Act and protect our river.*

- Organize a design workshop to discuss green infrastructure strategies that MSD, Metro Government, and our neighboring communities can adopt to address storm water issues and the requirements of the consent decree
- Explore new energy alternatives ranging from low-impact hydroelectric power from the Ohio River, to the expanded use of methane from the Waste Management-Outer Loop Landfill as a fuel source
- Perform energy efficiency retrofits for Metro Government properties and publicly-subsidized buildings and incent private

*The greenest building is the one that is already built. It takes 65 years for a new energy efficient building to save the energy lost when demolishing an existing building.*

building owners to make efficiency upgrades such as low flush toilets, low flow shower heads, rain barrels, ENERGY STAR appliances, green roofs, and solar panels.

*As mayor, I will streamline the permit process and zoning approvals for all projects, with special incentives for green construction and rehabilitation projects.*

- Incentivize suppliers and contractors to Metro Government to incorporate green practices into their operations and dealings with the public.
- Develop a comprehensive plan to expand and enhance Louisville Metro’s recycling programs, including: improved residential recycling within the Urban Services District, new residential

recycling within the small cities and unincorporated areas of Jefferson County, new business recycling communitywide, composting of food waste, new recycling bins in commercial corridors and parks, and required recycling at all public events

- Fully endorse and support the City of Parks initiative, including the 100-mile Louisville Loop, which will allow Louisville Metro to be recognized on a global level for excellence in green infrastructure and land preservation

**Our urban forest and parks system is our most valuable environmental asset. Jefferson Memorial Forest alone absorbs 37,308 tons of carbon dioxide and puts out 24,872 tons of oxygen. This is enough to meet the annual needs of 111,924 Louisvillians.**

**Our green space is a green-collar job engine, as well. As mayor, I will work to establish Louisville Metro as a hotbed for green infrastructure firms and solutions.**

- Make Louisville Metro a national leader in the local food movement

*Healthy, mature trees add an average of 10 percent to a property’s value and help clean the air.*

- Collaborate with community-based and non-profit groups, corporations and small businesses, real estate professionals, and private-property owners to strategically plant 10,000 trees in my first term to further green the community, from west to south to east

*The planting of trees means improved water quality, resulting in less runoff into storm sewers.*

## PARKS AND PUBLIC SPACES

### A VISION FOR A DECADE OF DYNAMIC PROGRESS

Louisville has experienced a decade of outstanding progress with our parks and public spaces, rivaled only by the groundbreaking work of Frederick Law Olmsted a century prior. We must build upon our rich legacy and employ a vision that engages and inspires the entire community to recognize and enjoy the vast opportunities created by our parks, waterways, public spaces and the Ohio River. Our green spaces and abundant natural resources define and enhance our region's quality of life, wellness, and attractiveness to families and businesses.





**As mayor, I will be a champion for our public spaces and take the following steps to support Louisville Metro’s environmental stewardship now and for future generations:**

- Fully support and implement the City of Parks initiative to improve existing parks, expand Jefferson Memorial Forest, complete Riverview Park, back the Floyds Fork Greenway Project, and build the 105-mile Louisville Loop

*Studies have revealed increases in property values for locations near a safe, clean park or open space.*

**Our parks system is a crown jewel of our community. As mayor, I will implement strategies that will allow Louisville Metro to be recognized on a global level for excellence in parks.**

**Along with 21st Century Parks, we have a once in a century opportunity to redefine how an urban edge looks and functions. The Fork, Jefferson Forest, and the Loop will shape our community for generations to come. A key piece of my strategy will include ways to engage our citizens to take action and be stewards for our natural environment.**

- Commission a Recreational Waterways Master Plan to study opportunities for already publicly owned Ohio River Islands, Beargrass Creek, and adjacent shore lands

*Kentucky has more miles of inland waterways than any other state in the contiguous U.S. We have tremendous potential to further develop our paddle sport offerings, expand and promote the development of waterway links to the Ohio River, and return to our river heritage.*

- Carry forward the Mayor’s Healthy Hometown Hike & Bike and expand it to include a Hike, Bike & Paddle!
- Develop a network of multi-use trails using natural corridors where available and roadways as spokes for the Loop, building stronger recognition and participatory opportunities among all of Louisville Metro’s neighborhoods

*This system of pedestrian and bicycle trails will connect the Loop with schools, historic sites, cultural centers and commercial hubs.*

*We must expand our program to add bike lanes and bike safety signage to our major thoroughfares and intersections. Louisvillians need to be able to roll out of their driveways on two wheels with multiple opportunities to enjoy the new Loop.*

- Support the completion of the Big Four Pedestrian & Bicycle Bridge project and be a willing partner to convert the K & I Bridge into a ped/bike crossing, as well.

*If both sides of the Ohio River are connected, a corridor of trails and green spaces over 100 miles long would create an alternative regional transportation network. Louisville residents will have new connections to our Ohio River heritage; and our Southern Indiana neighbors can more easily visit Louisville for shopping, dining, and other pursuits.*

- Explore new uses for underutilized or abandoned public or private open spaces, such as community gardens to support local food networks

**My goal is to establish Louisville Metro as a national leader in urban agriculture. One of my initiatives is to create an Urban Farmer Relocation Program, modeled on Paducah, Kentucky’s successful Artist Relocation Program, to attract people from across the country to live and farm in our community.**

- Identify opportunities for sharing resources in land maintenance and stewardship among departments to achieve efficiency and cost savings

*The Louisville Metro Snow Team—a partnership among Metro Parks, Public Works, Solid Waste, and MSD—is a good example of how departments can work together.*

- Work with Metro Police and Metro Parks to establish a park ranger program modeled on the successful school resource officer (SRO) program to increase the sense of security, lessen vandalism, and increase the education and passive recreation uses of our parks
- Hold an outdoor education summit to coordinate all Metro Government departments offering an outdoor education component and to create a strategic vision for our youth and citizens



**All citizens need to understand the connection between the natural environment and human health and vitality. In addition, they need to know the incredible resources available to them in this city. Our parks should be an oasis for all citizens – an opportunity to rest and reflect, a place to exercise or join a sports team. An annual summit and more regular “open park” events will highlight all we have to offer and give citizens a sense of ownership in our parks.**

- Expand and support youth stewardship training and education programs ensuring that all our parks are cared for, used to their fullest, and protected for future generations

*As mayor, I will partner with Jefferson County Public Schools, area colleges and universities, and community-based groups to establish a Metro Parks Youth Council.*

- Promote a greater awareness of land stewardship opportunities with a new focus on volunteerism and career development for green jobs

*This initiative is part of my larger green jobs program. I plan to drive private sector investments into a green economy while also pursuing direct public sector investment in activities that create green jobs.*

- Continue to build on volunteer Parks programs like the Adopt-a-Park program so all of our parks have corporate or neighborhood partners.
- Increase the marketing of our parks and waterways as a destination for tourists and families in our metropolitan community extending outward to surrounding counties and across the Ohio River.

**As mayor, I will encourage Metro Parks, the Convention and Visitors Bureau, and the Public Health and Wellness Department to work together to identify opportunities to market our parks, facilities, and waterways as a way to build healthy lives no matter where you live in the community.**

## THE ARTS

### HARNESSING LOCAL TALENT AND CREATIVE ENERGY TO POWER OUR ECONOMY

Louisville Metro's vibrant arts organizations and artists are a national treasure that can be utilized much more smartly for our community. Our local performing and visual artists and institutions make a priceless contribution to our cultural identity, heritage, and the beauty of our daily lives in this city. The arts also represent a sizable economic sector with large economic impact. Jefferson County has nearly 8,000 people working in arts and creative jobs. The arts in Louisville Metro have a total annual economic impact of nearly \$260 million.

**As mayor, I will pursue several initiatives to increase community support for the arts, harness creativity to drive tourism and economic growth, and integrate the arts into our neighborhoods, classrooms, and everyday life:**

- Define Louisville as a "professional arts town" in a marketing and promotion strategy to expand audiences for both performing and visual arts groups and individuals and to raise Louisville's profile on the national scene

*Louisville is one of only eleven (11) U.S. cities to house the five major cultural institutions: the Louisville Ballet, Actors Theatre, Kentucky Opera, Louisville Orchestra, and the Speed Art Museum. My goal is for Louisville Metro to be broadly recognized as one of America's top arts destinations and for local artists to be supported across the entire community.*

**Louisville Metro has historically enjoyed national and international esteem for our core arts groups, specifically in the arena of international premiers by renowned composers and playwrights. How can Louisville reclaim and sustain this mantle? How can city government support and enhance the goals of each organization and make their performances and shows more accessible to taxpayers? Government can have a catalytic impact on our arts organizations; we should also be promoting them and offering more opportunities for citizens to share in the artistic experience.**

- Support and promote artists in our community in emerging fields, such as glasswork, jazz, film, comedy, spoken word, and street performance

*As mayor, I will push to create live/work zoning, which allows unused industrial spaces to be used as workspaces and home offices for artists and entrepreneurs. Louisville should replicate Paducah, Kentucky's successful Artist Relocation Program, which offers incentives to artists to relocate to its historical downtown and surrounding neighborhoods.*

- Bring the arts into our neighborhoods by partnering with schools, churches, businesses, cultural organizations, and artists to build STAGES (Shared Theater, Art Gallery, and Exhibition Spaces)

*There is a real need in our community for neighborhood venues where working families can go for entertainment and arts education. The STAGES program seeks to accomplish this by better utilizing resources that already exist.*

- Implement a Heritage Pass program to make visiting our local treasures more affordable and convenient.

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***U.S. adults earning income between \$20,000 and \$30,000 attended an art museum only one third as often as adults earning \$150,000 and over in 2008.***

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*Our cultural heritage should be accessible to all citizens. With a Heritage Pass, families and individuals will be able to visit many of Louisville's most beloved cultural attractions, including sites such as Locust Grove, Farnsley-Moremen, and Thomas Edison House, as well as museums and performance art venues, for a flat, discounted price.*

- Develop a more coordinated, comprehensive system of after-school, weekend, and summer programs with a heavy focus on arts education

*The contribution of arts education to overall learning cannot be overstated. The arts bring students' joy in learning alive; I have seen it happen many times!*

*According to a 2009 New York Times article, a report released by the nonprofit Center for Arts Education found that high school graduation rates are closely linked with access to arts education.*

- Implement the Louisville Public Art Master Plan to develop new artwork in public spaces across Louisville – and add a performance art component to the plan

*As mayor, I will start a program called Feed Your Soul to provide downtown and regional business park workers free performances by actors, musicians, and other entertainers during their lunch hour and open our public spaces to artists during weekends and evenings for Louisville residents and visitors alike to enjoy and connect with each other and their community.*

- Paint the town—literally!

*As mayor, I will add color to our community by promoting the creation and/or redesign by local artists of benches, streetlamps, bus stops, and other street furniture to go along with our award-winning bike racks.*

*I will also seek to create a public mural initiative based on Philadelphia's Mural Arts Program—the largest public art program in the United States.*

- Establish a Louisville Music Commission made up of performers, fans, and music business and community leaders to improve education and job opportunities for musicians, support live music, and grow Louisville's music industry

*Members of the Louisville music community already support one another more than almost anywhere else in the country.*

*Seattle's City of Music initiative, a public-private partnership to leverage Seattle's culture of music, provides a model for Louisville to create jobs, generate sales and earnings for artists, and bring new revenue to our community.*



- Elevate the culinary arts scene to new levels by branding Louisville Metro as a “foodie” destination, presenting new community culinary events, and supporting culinary arts groups

*Dining and restaurants are a vital part of the overall experience of attending artistic and cultural events in our community. Bon Appetit has taken notice and listed Louisville as one of the nation’s foodiest towns. As mayor, I will ensure culinary professionals, from chefs and mixologists to food stylists and photographers, have increased opportunities to star alongside the likes of musicians and dancers in our city’s cultural scene.*

- Use all of the available resources of Metro Government to drive higher education in the arts and back new building blocks of Louisville Metro’s creative economy

**From the University of Louisville’s Hite Art Institute to Sullivan University’s National Center for Hospitality Studies, to the new Kentucky School of Art, Louisville is increasingly becoming a destination for art students from all over the country. My goal is to attract and retain the most brilliant art minds from all over the world.**

# LOCAL FOOD ECONOMY

## LEAD THE NATION IN THE LOCAL FOOD MOVEMENT

Fresh food is more than just an important part of a healthy diet. Food is a social, environmental, and economic issue that affects us all. Louisville Metro has the natural and cultural resources to build a sustainable food economy that delivers fresh, healthy, local food to every neighborhood and creates hundreds of food-related jobs. My vision is for Louisville Metro to be a national leader in local food.

### **Here are some of the steps I will take to eradicate food deserts, nourish our people, reclaim underused land, revitalize blighted areas, and grow local jobs:**

- Create Local Food Enterprise Zones (LIFE Zones) that give various incentives, including tax breaks, to food-related businesses that locate in the zones

*This is another example of an initiative that will benefit from the support of the Office of Innovation.*

- Create an Urban Farmer Relocation Program, modeled on Paducah, Kentucky's successful Artist Relocation Program, to attract people from across the country to live and farm in newly-created LIFE Zones and establish Louisville Metro as a national leader in urban agriculture.
- Promote the expansion and coordination of community gardening and farmers' markets programs, including support to accept Supplemental Nutrition Assistance Program (SNAP) and food stamps at all market locations.
- Foster the development of a regional distribution and processing infrastructure to increase efficiency and reduce the costs of moving local foods from farm to market.
- Stimulate the market for local food by encouraging schools and other public institutions to buy local.
- Encourage the expansion of school and neighborhood gardens.

## ANIMAL WELFARE AND CONTROL

A COMPASSIONATE, HUMANE AND COST EFFECTIVE APPROACH TO ANIMAL CARE AND WELFARE

The recession and foreclosure crisis has affected many families across our community and, with it, many families' pets. Families under financial strains often feel they have no alternative except to leave their pets at area shelters or, even worse, abandon them to the streets. The costs of failing to control abandoned or feral animals are staggering. The public safety implications are even more so. This has led to increased costs for Louisville Metro Animal Services and further strained its resources.



**Clearly, Louisville Metro Government can benefit from an animal services plan that reflects our community's compassion and call for the humane treatment of animals while maximizing our current animal services resources. By re-focusing Louisville Metro Animal Services' approximately \$3.5 million dollar current budget, our community can decrease our homeless pet population, increase our adopted pet population, and improve the lives of animals under the temporary care of Metro Government.**

**Following are steps I will take to re-focus our current animal services policies from the more expensive and less humane 'collect, house, euthanize and dispose of animals' to the more cost-efficient and compassionate 'protect, adopt, and proactively prevent overpopulation' standard.**

*Only approximately 20% of people adding a pet to their households adopt from a shelter. For Louisville Metro to become a community in which no adoptable pet is euthanized, increasing adoptions is an essential element.*

**expensive and less humane 'collect, house, euthanize and dispose of animals' to the more cost-efficient and compassionate 'protect, adopt, and proactively prevent overpopulation' standard.**

- Select a permanent Animal Services Director, with the advice of the animal welfare community, who shares our new vision, will be fiscally responsible and transparent in operations, and will be accountable for each animal at the shelter.

*Leadership is critical to support our renewed mission. The Director must have a passion for running a department that genuinely cares for each animal that crosses through the doors of the shelter.*

- Expand the role of the Board of Directors to include oversight of operations and development of best practices to make Louisville Metro a significantly improved animal welfare community

*The Board of Directors should share a passion for our mission of making Louisville Metro a community where no adoptable animal is euthanized.*

- Prosecute animal abuse to the fullest extent of the law, as animal abuse is often a gateway to and indicator of other abusive behaviors.
- Promote and increase pet adoptions by: improving the customer

experience at the shelter through convenient hours and a more comfortable atmosphere; maximizing the visibility of adoptable animals online, through traditional media, and at community events; and working with breed and community rescue groups to move as many animals as possible to safe homes.

- Develop partnerships with local animal groups and veterinarians to mount an intensive and effective spay and neuter campaign and increase public education to remove the barriers of cost, transportation, availability of services, and myths about spaying and neutering pets.

*The purely monetary cost to pick up, house, euthanize and dispose of an animal is estimated at \$125; the cost to spay or neuter an animal is about \$45. Louisville Metro will realize long term cost savings through support for spay/neuter clinics.*

- Expand volunteer programs to provide financial assistance for pet medical care, pet food or temporary pet foster care so that families in need have options other than surrendering their pets to shelters.
- Keep pets out of the shelter by supporting microchip and license programs that reunite pets with their families in a prompt manner, saving shelter costs for extended stays.
- Address the feral cat population by studying flagship 'trap-neuter-return' programs and implementing best practices.

**It is estimated that Jefferson County has over 200,000 un-owned cats. It is estimated that 87% of all cats born come from this un-owned population. Seventy-two percent of all cats that enter a shelter never leave, and that number is nearly 100% for feral cats. Collecting, housing, euthanizing and disposing of these animals is more expensive than 'trap-neuter-return' programs.**

- Make stopgap improvements at the current Metro Animal Services shelter, such as adding a dishwasher to sanitize feeding dishes; changing space planning to improve quarantine of ill animals; and recruiting volunteers to help with animal enrichment, while working to raise private and public funds for a new, more cost-efficient, state-of-the-art facility.



## GREG FISCHER'S CITIZEN'S BILL OF RIGHTS

The purpose of this Bill of Rights is to empower the citizens of Jefferson County to join as equal partners in Metro Government. Together, we have the ability to improve the quality of life for all citizens in every corner of our community. I commit to being your steadfast partner in pursuit of this noble goal.

Metro government was created to serve the people of Jefferson County, not our elected officials. As mayor, I will ensure all citizens receive fair, ethical, and equal treatment and guarantee the following rights:

### I. CONVENIENT ACCESS

Every citizen has the right to prompt, efficient service from Metro Government. As mayor, I will work to expand the services available at county government centers and on the internet to meet the demands of the people of Louisville Metro. It should be easy to do business with Metro Government.

### II. TRUTHFUL ANSWERS AND EXPLANATIONS

Every citizen has the right to straightforward and honest information in connection with any significant decision made by the mayor. I will publish and make available the reasons behind my decisions on all significant public matters.

### III. QUALITY CUSTOMER SERVICE

Every citizen has the right to be treated like a valued customer, with dignity and respect. As taxpayers, citizens are customers of Metro Government and are entitled to courteous, professional service from employees who are intent on solving their problems.

### IV. TIMELY NOTICE

Every citizen has the right to advance notice of projects and proposals affecting his or her home, business, or neighborhood. As mayor, I will provide citizens with the knowledge necessary to participate in local affairs.

### V. INCLUSIVE AND TRANSPARENT PROCESS

Every citizen has the right to be involved in government and have his or her voice heard at Louisville Metro Hall. As mayor, I will create a culture of inclusiveness and maintain open communications with the community. To understand diverse viewpoints, answer questions, and promote dialogue, I will keep regular open office hours and hold countywide community forums to meet with citizens and business owners and listen to their concerns.

### VI. FOCUS ON RESULTS

Every citizen has the right to a team of Metro employees that strives to be the best in the world in job performance. As mayor, my leadership team will model and set a standard for diversity, joy in work, and the pursuit of continuous and breakthrough improvement.

## GREG FISCHER'S PLAN FOR 21st CENTURY JOBS

**Greg Fischer will put Louisville back to work and lead the way in making the city competitive nationally and globally by:**

- 1. Making Louisville the Long-Term/Aging Care Capital of the World.** There are more aging care companies – such as Kindred, Almost Family and Signature Healthcare -- headquartered in Louisville than in any other city. Boston is #2. With the aging of America, this sector has huge growth potential – much like Louisville's embrace of the logistics sector. In the early 1980s, UPS had fewer than 200 employees in Louisville. Today, because of the city's logistics strategy, logistics, UPS employs more than 20,000. Greg will ensure the city's workforce development and economic policies align with the needs of this industry.
- 2. Reclaiming Louisville's historic manufacturing economy through new 21st Century clean-energy jobs.** Louisville should be known as the world's leader in manufacturing energy-efficient appliances at GE and fuel-efficient cars at Ford. Greg will work hand-in-hand with the top executives of GE and Ford and other companies to bring more manufacturing jobs to Louisville. As a co-founder of an international manufacturing company, Greg has the experience needed to attract, retain, and grow this sector.
- 3. Slashing government red tape** that hampers local businesses by reducing the time for permitting construction and other projects. Greg will make Louisville an easy place to do business by implementing a "Make It Happen!" policy in city government – closely monitoring and continuously improving the time it takes businesses, contractors, and residents to receive city approvals. Greg will make Louisville an easy place for entrepreneurs to start and grow businesses.
- 4. Making Louisville a leader in GREEN -- green construction, green buildings, green jobs.** Greg will put incentives in place to encourage the construction of green buildings, homes, and offices.
- Greg will also place a renewed emphasis on the revitalization of brownfields, such as the Park Hill corridor, and he'll use the 100-mile Louisville Loop and the city's renowned arts, parks and neighborhoods to attract companies and people to Louisville.
- 5. Building a 21<sup>st</sup> Century business park in the Renaissance Zone.** The Louisville Regional Airport Authority has hundreds of acres of land south of the airport available for redevelopment. Known as the Renaissance Zone, the area could be Louisville's next major commerce center, similar to Riverport. Greg will help lead this effort by convening the city and airport leaders with local developers, MSD and state and federal officials to build the necessary infrastructure (roads, sewers, etc) that will attract development and industry.
- 6. Developing the next generation of logistics in Louisville.** One of Louisville's biggest competitive advantages is our logistics sector and the city's location in the center of North American commerce. Greg will identify the next generation of logistics. Instead of just shipping products, for example, Louisville should become a leader in adding value for companies. For example, UPS Third Party Logistics center not only ships computers, it repairs them in Louisville.
- 7. Building the bridges and Museum Plaza for immediate and long-term jobs.** Greg will build two new bridges, starting with the East End bridge immediately as planned in the Record of Decision, which will create tens of thousands of construction and other jobs. He will also do everything possible to start construction of Museum Plaza and the new VA Hospital, which also will create thousands of construction and permanent jobs.

- 8. Growing the local food economy to create jobs and help Louisville feed itself.** Create the Urban Farmer Relocation Program to attract people from across the country to live and raise food in urban areas and on vacant lots. Greg will also help develop food processing plants so local growers can process their goods for the market and utilize UPS to ship fresh Louisville produce and products globally.
- 9. Linking Louisville and Fort Knox and making Southwest Jefferson County a hub for the military/defense sector.** Greg will lead an effort to position Louisville-Fort Knox as a civilian military jobs hub by attracting security and defense manufacturing jobs, and transforming Southwest Jefferson County into a thriving business and recreational center between Fort Knox and downtown Louisville. This will be part of a larger military jobs hub that is developing from Indianapolis to Ft. Campbell and includes military defense contractors and military posts.
- 10. Making Louisville a business-friendly, entrepreneurial “can do” city.** Greg will create the Office of Innovation to build on the exclusive strengths of Louisville’s economy, from aging care to logistics to the 100-mile Louisville Loop. The office will focus on the business sectors and industries that make Louisville unique and set it apart from other cities—and determine how to grow those sectors. On top of this strategy will be a relentless entrepreneurial focus by Greg, who will infuse city operations with a “can do” attitude where we use our size as a competitive advantage to be quicker and better than the cities we compete against.



## GREG FISCHER'S PLAN FOR 21st CENTURY GOVERNMENT

### Greg Fischer's four-point plan for open, honest government:

- 1. Creating Louisville Statistics, or LouieStat – a program that will publicize statistics online** so citizens can see exactly how tax dollars are being spent and when services are coming to their neighborhood. Citizens could log onto LouieStat to know when their street is scheduled for repaving; when the grass will be cut in their neighborhood park; or when sidewalks and street lights will be repaired. They can also access information about response times and spending on a range of city services, including pothole repair, remediation of vacant housing, permitting, and trash collection.
- 2. Putting more city services online and creating iPhone and smart phone apps** so the public can have access to government information, including a feature in which people can snap pictures of neighborhood problems then e-mail them, with geocoding, to the city. A citizen, for example, could snap a picture of a broken sidewalk or a pothole and send that information in for repair. And, on LouieStat, you could track the progress of your request.
- 3. Providing flexible hours for city government, including nights and weekends.** Citizens should not have to come to City Hall during the day to do most city business.
- 4. Holding budget hearings in neighborhoods.** Currently, there is little to no citizen input when the mayor builds the budget—that will change as Greg asks citizens for their input on what should be funded. And, once the budget is presented to the Metro Council, Greg will encourage the council to hold hearings in neighborhoods, not just downtown at City Hall, as currently happens.



## GREG FISCHER'S PLAN FOR 21st CENTURY NEIGHBORHOODS

Louisville has hundreds of unique and historic neighborhoods and small cities. Neighbors in Louisville care for one another. Strong, active neighborhood associations make a difference in our community. The city can do more to invest in our neighborhoods and the people who make them great.

These are bold ideas that will require investment by our city government, the private sector and the business community. It won't require new tax—but it requires city government to be more efficient and to spend its resources more wisely. It also requires the active participation of citizens.

**Greg Fischer will bring a fresh perspective to the way we improve our neighborhoods and small cities. He will be a mayor for all parts of the city, investing in every neighborhood from Valley Station to Portland, Chickasaw to Prospect.**

1. **Creating Neighborhood Action Teams** comprised of representatives from police, fire, city code inspectors and others who go directly into neighborhoods to identify problems and solve them immediately. These teams, which will meet with neighbors at their homes, coffee shops and houses of worship, will tackle everything from vacant houses to broken sidewalks to dangerous intersections.

*Benefit to you: Neighborhood problems solved quickly and efficiently.*

1. **Selling vacant and abandoned homes for \$1** and providing no-interest loans for rehab. The city, under Greg's leadership, will be more aggressive in gaining control of vacant, dilapidated and abandoned properties, then selling those homes to families, non-profit organizations and churches. Greg will hold a yearly news conference to highlight the 10 most deadbeat property owners to shame them into action. The city will also provide no-interest loans to help rehab the homes.

*Benefit to you: Creating new housing for families while also protecting the architectural fabric of our community and revitalizing neighborhoods.*

1. **Giving major thoroughfares** such as Dixie and Preston highways and Shelbyville Road **Extreme Road Makeovers**, including synchronized stoplights and, where possible, trees and sidewalks and bus stops. These investments will also encourage business investments and growth.

*Benefit to you: Reduced traffic congestion, especially during rush hours; better roads attract more businesses.*

2. **Creating the Bull's Eye program to target historical commercial centers** such as Parkland in Western Louisville and the Okolona Center on Preston Highway with targeted incentives to attract new restaurants and retail. The city will offer no-interest and forgivable loans to business and property owners to encourage investments. Local businesses, rather than out-of-town companies, will get first priority for the loans.

*Benefit to you: More restaurants, stores and shops in your neighborhood, near your home.*

3. **Building the Southwest Library** on Dixie Highway in Valley Station. Also begin working planning the two other regional libraries -- near Jefferson Mall in Okolona and in the Lyndon area by the Northeast YMCA. These libraries will be heavy with technology.

*Benefit to you: With these three projects, 90 percent of Louisville residents will be within five miles of a major library.*

4. **Building Spokes, a system of multi-use paved trails that will connect neighborhoods** to schools, parks, churches, shopping centers, and the 100-mile Louisville Loop. Parents will be able to push their strollers out their front door and onto the spokes. Children and teenagers will have places to bike and hike off busy roads. Where possible, these spokes will connect to schools to provide safe walking routes.

*Benefit to you: Places for children to play and walk without worrying about traffic; places for families to exercise.*

5. **Developing vibrant neighborhood after-school programs**, in partnership with Jefferson County Public Schools, private and Catholics schools, businesses, arts groups, non-profits, faith-based groups, community centers and the city's library system. These programs will be world-class, offering everything from tutoring to field trips to healthy meals and snacks.

*Benefit to you: Children get increased education/tutoring time and keeps children of the streets and out of trouble.*

6. **Increase the presence of police in our neighborhoods**, by requiring officers to regularly walk their beat through the **Walk-A-Mile** program. Police officers will also be encouraged to join neighborhood and business associations and to become integral parts of the neighborhoods they serve.

*Benefit to you: Better relations between police and neighborhoods.*

7. **Green neighborhoods by planting 10,000 Trees** during his first term; weatherizing homes to make them energy-efficient; encouraging rain barrels to water lawns and gardens. The city will work closely with neighborhood associations, condominium and apartment groups and subdivision residents to determine the areas most in need of new trees, identify homes that need weatherizing and teaching people how to use rain barrels to keep stormwater out of the combined sewer.

*Benefit to you: Reduce heating and cooling bills; improves neighborhood appearance.*

8. **Lead the effort to restore and protect Louisville's historic neighborhoods and homes.** Louisville has a large collection of historic properties that make our neighborhoods unique, and our citizens need the tax incentives and credits to help with renovation and preservation. Currently, state tax credits are capped at \$5 million annually for all of Kentucky. Greg will work with the state legislature to increase or remove that cap so more people can take advantage of credits.

*Benefit to you: Preserves the best architecture of our neighborhoods and gives homeowners incentives to invest in their property.*

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