



Lincoln Trail

Area Development District
~ established 1968 ~

2024

Comprehensive Economic Development Strategy

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Lincoln Trail ADD RESOLUTION

A RESOLUTION FOR THE 2024 UPDATE OF THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

The Lincoln Trail Area Development District (LTADD), a quasi-governmental agency, meeting in Executive Committee session on **November 20, 2024**, motion made by J/E Timothy Graves, seconded by Tommy Turner, that the following resolution be adopted:

WHEREAS, the Lincoln Trail Area Development District is one of fifteen Area Development Districts within the Commonwealth of Kentucky; and

WHEREAS, the Kentucky Area Development Districts, in coordination with the US Department of Commerce – Economic Development Administration, engaged in a Commonwealth-wide community-based, strategic planning process known as a **Comprehensive Economic Development Strategy (CEDS)**; and

WHEREAS, the Lincoln Trail Area Development District CEDS Committee completed an overall economic analysis of the region (including the development of an action plan and performance evaluation); and

WHEREAS, the CEDS is a process enabling Kentuckians to strategically plan for themselves through consensus management of all resources; and

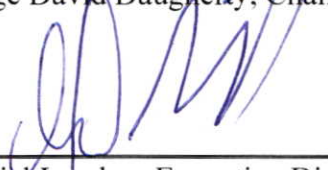
WHEREAS, the Lincoln Trail Area Development District Board of Directors recognizes the Comprehensive Economic Development Strategy as a vital component necessary for the enhancement of growth and revitalization of the region.

NOW, THEREFORE, BE IT RESOLVED, that the Lincoln Trail Area Development District Board of Directors approve and adopt the 2024 Lincoln Trail Comprehensive Economic Development Strategy.

LINCOLN TRAIL AREA DEVELOPMENT DISTRICT:



Judge David Daugherty, Chair, Board of Directors



Daniel London, Executive Director, LTADD

EXECUTIVE SUMMARY

The Collective Goal of all Area Development Districts in Kentucky is:
*“To bring those local, civic and governmental leaders together
to accomplish those objectives that could not be achieved
by the governments acting separately.”*

Kentucky’s Area Development Districts originated with the establishment of Statewide Area Development Councils in 1961. These Councils became the impetus behind Kentucky’s recommendation to place the Area Development authorization in a number of Federal acts such as the Appalachian Regional Development Act and the Public Works and Economic Development Act of 1965. The local-state-federal partnership was formalized in federal acts that recognized and made funds available for the establishment of the fifteen Kentucky Area Development Districts (ADDs) in 1968.

The Lincoln Trail Area Development District was incorporated into this system of ADDs in January 1968. It was funded as an Economic Development District under 301B of Title III, of the Public Works and Economic Development Act of 1965. The Kentucky General Assembly provided state statutory authorization for the fifteen ADDs with enactment of Kentucky Revised Statutes 147A.050 in 1972.



LTADD Background Summary



The organization and management goal of Lincoln Trail Area Development District is:

To assist local units of government in provision of optimal services to citizens by enhancing and strengthening their public management and administration capabilities.

The Lincoln Trail Area Development District (LTADD) is an eight-county region located in central Kentucky, consisting of Breckinridge, Grayson, Hardin, LaRue, Marion, Meade, Nelson, and Washington Counties.

A strategic focus on several key areas allows the Area Development District to help its local governments come together to seek solutions to complex issues. The ADD works through various Councils, Committees, and professionally staffed departments to meet needs. The primary ADD functions are carried out through the following:

- 1) Regional Transportation & Highway Safety Committee
- 2) Water Management Planning Council
- 3) Hazard Mitigation Council
- 4) Radcliff/Elizabethtown Metropolitan Planning Organization (MPO)
- 5) Workforce Development Board
- 6) Area Agency on Aging

These Councils, as well as several other committees, provide a flexible framework and local representation to deal with many issues. Key functions of the associated Councils are discussed in more detail below.



The Regional Transportation & Highway Safety Committee focuses on the development of an efficient, economical, and safe transportation system for the region as a whole. The ADD's planners strive to find and implement solutions to the problems of congestion, outdated or inadequate facilities, and unsafe transportation conditions. The Committee works with several key groups including the KY Transportation Cabinet to facilitate development of the Statewide Transportation Plan and help determine highway project priorities.

Water Management Planning Council members oversee the region's water and wastewater planning initiatives. First among these is the statewide planning effort directed by the 2000 KY Senate Bill 409. In conjunction with the Kentucky Infrastructure Authority and the KY Division of Water, the Council and the associated ADD staff seek to optimize the use and availability of the region's water resources. The Council provides a framework for review and discussion of local utility projects and priorities. LTADD maintains an infrastructure planning database with GIS

technology to assist in this regional effort, <http://wris.ky.gov/portal/SysData.aspx>.

The Hazard Mitigation Council was recently established in the spring of 2024 to further collaboration and coordination efforts among the region's emergency responders. LTADD in tandem with the Council will continue to update and maintain the required five (5) year update of the LTADD Regional Hazard Mitigation Plan. The Council will work in conjunction with city officials, county officials, Kentucky Emergency Management, and the Department of Homeland Security through the Federal Emergency Management Agency, pursuant to the Disaster Mitigation Act of 2000 and 44 CFR Parts 201 and 206, to have the plan adopted by all city and county jurisdictions and the LTADD Board of Directors.

The Radcliff/Elizabethtown Metropolitan Planning Organization (MPO) is the transportation policy-making agency for the Radcliff/Elizabethtown urbanized area. A Policy Committee that consists of local elected officials from Hardin County, Meade County, Elizabethtown, Radcliff, representatives from Fort Knox, and the

Kentucky Transportation Cabinet (KYTC), governs the MPO. The MPO also includes a Technical Advisory Committee (TAC) which provides technical support and makes recommendations. The MPO sets priorities to ensure that existing and future expenditures for transportation projects and programs are based on a comprehensive, cooperative, and continuing (3-C) planning process. A Metropolitan Transportation Plan (long-range document) and Transportation Improvement Program (TIP) are developed and maintained by the MPO.

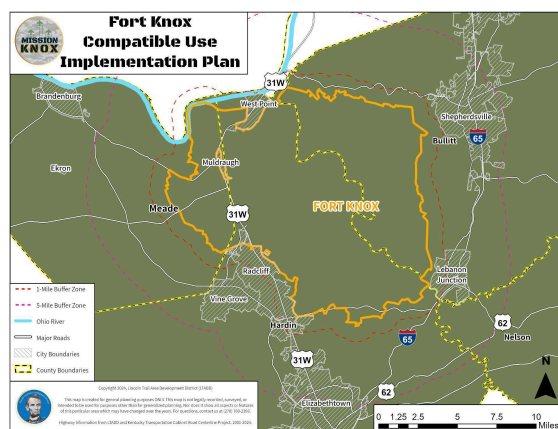
In the spring of 2024, the Radcliff/Elizabethtown MPO initiated a Public Transportation Study to evaluate a potential fixed-route public transportation system across the Radcliff/Elizabethtown urbanized area with possible connections to the BlueOvalSK development in Glendale as well as potential transit improvements in the Brandenburg/Meade County area.

The study's ultimate goal was to identify possible locations for new public transportation routes and stops, calculate potential capital and operating costs necessary for a public transportation system, and prepare funding scenarios to meet local match requirements for federal funding.

The study developed recommendations for a fixed route system running between Elizabethtown and Radcliff that would be economically feasible. It also outlined what the potential costs, barriers, and needs moving forward would be to execute upon those recommendations.

Eighteen planning and zoning commissions exist in the Lincoln Trail Region with planning and zoning regulations governing approximately 79 percent of the area. Several jurisdictions are currently updating or have recently updated, their comprehensive plans, zoning ordinances, and subdivision regulations.

Compatible Use Implementation Plan is the second phase to the completed 2022 Compatible Use Plan Study (CUP) for Fort Knox Military Reservation. This study was done to identify methods that will allow cooperative relationships between Fort Knox and its surrounding communities to the benefit and consensus of all parties. This study outlined concerns surrounding compatible land use and encroachment. Reviewing the data, gaps were identified and the results were presented as implementation recommendations.



These recommendations are currently being implemented via efforts by Fort Knox and the communities coordinated by LTADD in the development of the Fort Knox Compatible Use Implementation Plan that will be completed in January 2025.

The LTADD Revolving Loan Fund (RLF) Program was created through a grant from the Economic Development Administration to further job creation and investment in the Lincoln Trail region. The primary objective is private sector job creation and expansion in industrial, commercial, service, and tourism ventures. LTADD staff, under the guidance and oversight of from the LTADD RLF Loan Review Committee and Board of Directors, administers all facets of the program. The program offers gap financing to small businesses seeking to expand in the region and the Commonwealth. This unique RLF program supplements traditional financing by collaborating with regional bankers and lenders.

In the fall of 2023, LTADD established a new and additional RLF program with the Local Government Revolving Loan Fund utilizing the net sale proceeds from the former LTADD building property and \$350,000 from savings. Local governments continue to be in need of low-interest financing to continue or initiate operations that provide safety, protection or additional services to local citizens and economies. The innovative program has provided assistance to two counties to address the public safety needs in their communities.



The Lincoln Trail Workforce Development Board (WDB) is a 23-member board responsible for managing local workforce development projects for the eight counties of the Lincoln Trail Workforce Development Area. The board members, in partnership with local elected officials, are responsible for being strategic analysts, innovators, investors, brokers, collaborators, and conveners in the region. In addition, they host conversations within the region to better align workforce resources and understand the complexities of the regional labor markets. Many of these strategies and services are delivered through the Lincoln Trail Career Center, <http://www.ltcareercenter.org/>.

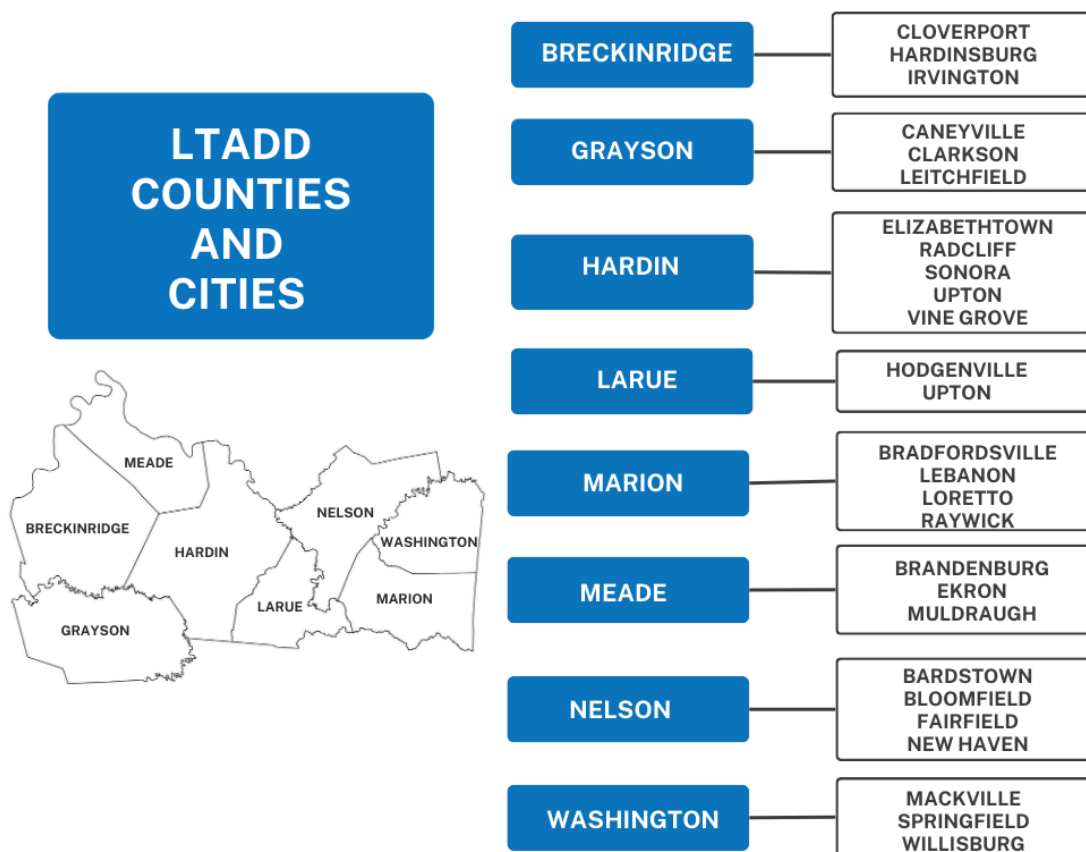
Lincoln Trail Area Agency on Aging administers federally and state funded aging programs. Local funds received provide additional support for various programs. The Lincoln Trail AAA strives to enable citizens to live a high quality of life. The Older Americans Act (OAA) was passed by Congress in 1965 as a response to policymaker concerns about the lack of services for older adults. The OAA is now viewed as the primary vehicle for the organization and delivery of social and nutritional services to seniors and caregivers.

The Act authorizes a wide array of service programs through a network of State Units on Aging, 655 Area Agencies on Aging, 244 Tribal organizations, and 2 Native Hawaiian organizations.

LTADD's Area Agency on Aging served 195,930 meals in 2023. The demand for meals continues to increase, 152,433 meals were served in 2022. Staff assisted over 1,109 seniors save more than \$468,786 through the State Health Insurance Program (SHIP) during the 2023 Medicare Open Enrollment. Further, over 401 participants received services through the Medicaid Waiver Program which allows medically, intellectually, or developmentally disabled participants to stay in their homes.

The Area Development District's Board of Directors, executive leadership and its staff work with each of these Committees and Councils and collaborate with many others in the public and private sector to carry out their functions and undertake innumerable other tasks on behalf of the region. (<http://www.ltadd.org/>).

Illustrated below is a chart of the eight counties served by LTADD and each county's corresponding cities.



Update Methodology and Process

On August 11, 2005, the “Economic Development Administration Reauthorization Act of 2004 Implementation, Regulatory Revision” was published as an interim final rule in the Federal Register, Volume 70, No. 154. As part of this published rule, various revisions were made to the development and adoption of the Comprehensive Economic Development Strategy (CEDS). A major change in the focus of the CEDS was that the emphasis for the implementation of its action plan was to be results-driven.



In December 2011, the Economic Development Administration published revised regulations (Final Rule) which included new CEDS requirements. The new Final Rule took effect in January 2015. A

summary of the Final Rule changes may be found at <http://www.eda.gov/ceds/>

LTADD’s process to update the current CEDS began by seeking input from the community. To provide guidance, the update utilizes both staff input as well as the seven committees of the LTADD Board.

Based upon data and information gathered by staff, input from local officials, the public, and advisory committees, as well as examination of previous plans, revisions to the regional goals and objectives and development strategies were made by staff in the draft document.

Copies of relevant sections of the CEDS were provided to the advisory committees to review and comment, particularly on goals and objectives. A CEDS draft document was made available for public review and comment on the ADD’s website. The CEDS information was also presented and reviewed at regional meetings of the relevant councils. The document will also be published at regular meetings of the LTADD Board of Directors.

Economic Analysis

ECONOMIC BACKGROUND

Although the regional economy struggled in 2020 as a result of the global COVID-19 pandemic, in 2021, the LTADD region experienced significant unemployment percentage decreases in all counties in the region ranging from 2.9% to 4.7%. This is a tremendous rebound from an April 2020 unemployment rate of 20.2%, which at the time was the highest unemployment rate in the state by region. In 2023, the Lincoln Trail Region's unemployment rate has plateaued as the rates range from 3.3% to 4.9%.

The addition of the US Army Cadet Command and Summer Training Program at Ft. Knox has continued to stabilize the military and economic presence in the community. The reactivation of V Corps to Ft. Knox in 2020 has also helped in that regard. Unemployment decreased in each county in the region.



Demographic Background

The region had a 2021 Census Bureau population estimate of 282,836, an increase of 0.74% over the 2020 census population. The most populous city in the region is Elizabethtown with a 2021 population of 31,931, and the most populous County is Hardin with a 2021 population of 111,607.

282,836

Regional Population as of 2020 Census



\$51,817

Median Household Income

123,711

Owner Occupied Housing

Median Rent

\$708

Unemployment Rate

4.8%

87.15%

Percent of Persons 25 or Older with a High School Diploma

Census figures below show recent estimated changes in populations for the Cities in the LTADD region. Most communities have experienced slight growth over the past decade.

| SubCounty Population Estimate | | | | | | | | | | | | | | |
|---|-----------|-------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------------|-------------------|---------|-----------|---------|
| Source: U.S. Census Bureau, Population Division | | | | | | | | | | | | | | |
| | | | | | | | | | | | Population Change | | | |
| | Census | Population Estimates (As of July 1) | | | | | | | Census | Pop. Est July 1 | 2010-2021 | | 2020-2021 | |
| Incorporated | 2010 | 2010 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | Number | Percent | Number | Percent |
| Kentucky | 4,339,367 | 4,348,181 | 4,414,349 | 4,425,976 | 4,438,182 | 4,452,268 | 4,461,153 | 4,467,673 | 4,505,836 | 4,509,394 | 170,027 | | | |
| | | | | | | | | | | | | | 3,558 | 0.08 |
| Bardstown | 11,700 | 12,578 | 12,902 | 12,970 | 13,071 | 13,089 | 13,142 | 13,253 | 13,567 | 13,621 | 1,921 | 15.17 | 54 | 0.39 |
| Bloomfield | 838 | 1,020 | 1,041 | 1,047 | 1,054 | 1,056 | 1,060 | 1,066 | 961 | 971 | 133 | 14.70 | 10 | 1.04 |
| Bradfordsville | 294 | 293 | 295 | 296 | 297 | 298 | 297 | 297 | 270 | 271 | -23 | -8.14 | 1 | 0.34 |
| Brandenburg | 2,643 | 2,702 | 2,899 | 2,814 | 2,835 | 2,832 | 2,881 | 2,877 | 2,894 | 2,913 | 270 | 9.72 | 19 | 0.65 |
| Caneyville | 608 | 610 | 612 | 613 | 608 | 611 | 607 | 607 | 529 | 526 | -82 | -14.46 | -3 | -0.57 |
| Clarkson | 875 | 875 | 879 | 881 | 880 | 883 | 883 | 886 | 933 | 939 | 64 | 7.06 | 6 | 0.64 |
| Cloverport | 1,152 | 1,151 | 1,135 | 1,139 | 1,140 | 1,143 | 1,147 | 1,152 | 1,119 | 1,128 | -24 | -2.11 | 9 | 0.80 |
| Ekron | 135 | 156 | 155 | 147 | 147 | 147 | 151 | 150 | 175 | 173 | 38 | 24.68 | -2 | -1.15 |
| Elizabethtown | 28,531 | 28,425 | 29,435 | 29,003 | 29,175 | 29,510 | 30,108 | 30,289 | 31,394 | 31,931 | 3,400 | 11.25 | 537 | 1.70 |
| Fairfield | 113 | 113 | 116 | 115 | 115 | 117 | 116 | 118 | 118 | 122 | 9 | 7.66 | 4 | 3.33 |
| Hardinsburg | 2,336 | 2,357 | 2,306 | 2,302 | 2,314 | 2,326 | 2,338 | 2 | 2,385 | 2,397 | 61 | 2.58 | 12 | 0.50 |
| Hodgenville | 3,206 | 3,230 | 3,205 | 3,204 | 3,180 | 3,214 | 3,233 | 3,249 | 3,235 | 3,338 | 132 | 4.03 | 103 | 3.13 |
| Irvington | 1,181 | 1,173 | 1,170 | 1,173 | 1,168 | 1,172 | 1,181 | 1,189 | 1,231 | 1,241 | 60 | 4.95 | 10 | 0.81 |
| Lebanon | 5,539 | 5,552 | 5,572 | 5,614 | 5,595 | 5,642 | 5,685 | 5,708 | 6,274 | 6,355 | 816 | 13.72 | 81 | 1.28 |
| Leitchfield | 6,699 | 6,663 | 6,766 | 6,770 | 6,760 | 6,821 | 6,829 | 6,858 | 6,404 | 6,409 | -290 | -4.42 | 5 | 0.08 |
| Loretto | 713 | 694 | 694 | 698 | 694 | 697 | 698 | 693 | 723 | 728 | 15 | 2.08 | 5 | 0.69 |
| Mackville | 222 | 222 | 222 | 223 | 222 | 223 | 224 | 223 | 207 | 208 | -14 | -6.51 | 1 | 0.48 |
| Muldraugh | 947 | 948 | 1,034 | 978 | 983 | 979 | 994 | 986 | 1,040 | 1,032 | 85 | 8.59 | -8 | -0.77 |
| New Haven | 855 | 856 | 875 | 879 | 885 | 884 | 887 | 894 | 798 | 804 | -51 | -6.15 | 6 | 0.75 |
| Radcliff | 21,688 | 22,604 | 22,988 | 22,365 | 22,440 | 22,569 | 22,885 | 22,914 | 23,042 | 22,942 | 1,254 | 5.62 | -100 | -0.43 |
| Raywick | 134 | 134 | 135 | 136 | 135 | 136 | 136 | 135 | 155 | 154 | 20 | 13.89 | -1 | -0.65 |
| Sonora | 513 | 520 | 512 | 501 | 503 | 507 | 518 | 520 | 565 | 566 | 53 | 9.82 | 1 | 0.18 |
| Springfield | 2,519 | 2,808 | 2,971 | 3,021 | 3,079 | 2,887 | 2,931 | 2,961 | 2,846 | 2,834 | 315 | 11.77 | -12 | -0.42 |
| Upton | 683 | 693 | 685 | 678 | 675 | 684 | 692 | 698 | 704 | 707 | 24 | 3.45 | 3 | 0.43 |
| Vine Grove | 4,520 | 5,187 | 5,774 | 5,774 | 5,893 | 6,110 | 6,316 | 6,439 | 6,559 | 6,700 | 2,180 | 38.86 | 141 | 2.13 |
| West Point | 797 | 932 | 891 | 865 | 867 | 869 | 877 | 876 | 952 | 943 | 146 | 16.78 | -9 | -0.95 |
| Willisburg | 282 | 283 | 281 | 282 | 283 | 281 | 284 | 285 | 300 | 264 | -18 | -6.59 | -36 | -12.80 |

*Data for all years except 2020 in the above charts can be found at:
<http://www.ksdc.louisville.edu/>

Manufacturing

Manufacturing production operations are significant in the region, with a particular concentration of automotive related industries. This region of the country has become, in some respects, an “auto alley” as automotive manufacturing has grown away from the Detroit area. Both U.S. and Japanese manufacturers have located several production facilities along the I-65 and I-75 corridors including in KY: Ford Motor Co. truck/SUV plant in Louisville, Toyota in Georgetown, and the Corvette Assembly Plant in Bowling Green. As a result, many suppliers and second and third-tier automotive companies have located in adjacent areas including the LTADD region.

On September 27th, 2021, Ford announced the addition of two battery manufacturing plants in Hardin County that will create 5,000 full time jobs. Recognized by Governor Beshear as “the single largest investment in the history of our state,” the BlueOvalSk (BOSK) Battery Park will produce batteries for electric vehicles. This is a \$5.8 billion investment in the LTADD region. In February 2022, the Governor announced that the conduction of the plants will include an on-site training facility that will also be a satellite campus for Elizabethtown Community and Technical College (ECTC). The facility will provide classrooms for training for the employees producing the electric batteries, and laboratories for research and development of the technology. It is anticipated that suppliers and other investments will also come into the state to support this project. In May of 2024, Governor Andy Beshear joined elected officials, along with ECTC administration and students, BOSK, and

community members for a ribbon cutting at the ECTC BOSK Training Center in Glendale.



Photo Courtesy of ECTC

Advanced Nano Products, a Korean supplier of carbon battery nanomaterials used in electric vehicle battery production, has invested nearly \$50 million in a new location in Elizabethtown, a move that will create 93 high-wage jobs to supply battery producers, including BlueOvalSk Battery Park. In March 2023, Treasury Secretary Janet Yellen joined Kentucky leaders to celebrate the city’s new clean energy plant.



Photo Courtesy of The News-Enterprise

Several new manufacturing operations have been approved for construction in Elizabethtown. Kruger Packing invested

\$114.2 million in a state-of-the-art manufacturing operation that will provide 500 new jobs to the region. LOTTE Aluminum Materials USA LLC of South Korea has invested \$238.7 million to locate an aluminum foil manufacturing operation in Elizabethtown that will provide 122 full-time jobs.

Major expansions were also announced at pipe manufacturer, WL Plastics; plastics fabrication company, Fischbach USA; and adhesive manufacturer, Soudal. In Radcliff, graphics communications company Taylor Corporation is expanding by 30,000 square feet with an investment of \$18.8 million and creating 28 new jobs. For more on Hardin County expansions, see the link below: <https://www.lanereport.com/157035/2022/07/hardin-county-epicenter-of-the-electric-vehicle-revolution/>

In Breckinridge County, Atlas Machine and Supply Inc. announced that it will be investing \$3.47 million to construct a new facility in Hardinsburg that will create 78 high-paying jobs for the community. INOAC Group North America LLC, a manufacturer of plastics, rubber, and polyurethane products for automotive and other industries announced an expansion in Washington County creating 49 high-paying jobs with an investment of \$13.7 million.

Two steel manufacturing plants, Eddie Kane Steel and Nucor Corporation have opened

in Meade County with a combined investment of close to \$2 billion. As of January 2023, Nucor rolled its first steel plate and has 400 employees. Nucor welcomed Governor Andy Beshear and local officials to celebrate the grand opening.



Photo Courtesy of The News-Enterprise

In January 2024, Governor Andy Beshear toured the newly expanded Nationwide Uniform, which makes military, emergency responders, and postal worker uniforms in Hodgenville. The Company employs over 200 workers in a new 140,000 square foot distribution and service center, the largest in the company, where 1,200,000 garments from five other locations have been relocated.



Photo Courtesy of The News-Enterprise

Processed Food and Beverage Production

Food and Beverage production is an integral part, unique to the Lincoln Trail region. There is a concentration of bourbon liquor distillation in Nelson County, in the LTADD region, and in several adjacent counties. Several large distillers have operations in the region including: Maker's Mark, Barton Brands, Heaven Hill, and Jim Beam Brands. Bourbon production is important to the region both for its direct economic impact and its indirect impact from tourism and publicity.

Kentucky and the major distillers have taken notice of the tourism popularity surrounding the industry and have capitalized on this through the "Bourbon Trail." To find out more information on the Kentucky bourbon industry see <http://kybourbontrail.com/>



The Food and Beverage industry exhibits growth and continued investments, primarily within the distilled spirits companies in the region. Log Still Distillery invested \$36 million in Nelson County, where construction is complete on a new tasting room, a bed and breakfast, and an amphitheater. An additional investment of \$60 million was announced for the distillery

that will create 146 new jobs in bottling operations, hospitality, event operations, and restaurant positions.



Washington County is encountering a surge of bourbon investments with announcements from Willett Distillery and Potter Jane Distillery. Willett Distillery's investment of nearly \$93 million includes construction of warehouses and additional production facilities, a 70,000 square-foot facility on 150 acres. The expansion will create 35 new jobs in the county. Willett Distillery is a family owned and operated distillery in neighboring Nelson County. New to the bourbon venture is Potter Jane Distilling Company, investing \$50 million encompassing 36,000 square feet spanning 153 acres with two initial warehouses. The company plans to be operational in January 2025, and will provide around 40 new jobs.

The founders of the Bardstown Bourbon Company are set to open a state-of-the-art whiskey experience as they open up the Whiskey House in Elizabethtown, Hardin County. This \$350 million investment over the next decade on a 176-acre campus will allow guests to enjoy the most technologically advanced distillery in the United States. Phase 1 was completed in July of 2024.



Photo Courtesy of The News-Enterprise, The Whiskey House in Elizabethtown

Overall, this sector also has a high positive secondary impact to local agri-business production. Tariffs continue to be a cause for concern with added uncertainty for international distribution.

This industry also benefits the area by utilizing local agricultural products in its processing, particularly locally grown corn, wheat, and barley. The area is also home to Bel/Kaukauna USA where select cheeses are made, including the notable Babybel brand, using regional dairy production. Additionally, an industrial park in Marion County has recently been recognized as certified for food processing industries. The food and beverage production industry's importance is not only from direct jobs and regional revenue. They also connect the region to the world market and provide a highly visible presence and a recognizable identity of place for the region. The addition of other supportive food industry companies such as Flex Films, USA (food product packaging) has had a significant impact as well.

Military

Fort Knox is home to more than 30 commands and organizations with a

daytime population of about 26,260 soldiers, civilian employees, and family members.¹ Having a premier military installation in the Lincoln Trail Region stimulates the region's economy. Currently, Fort Knox has an economic impact of \$5.6 billion and it continues to grow. The impact of Fort Knox on the region cannot be overstated, in sustaining the installation's current and future missions to support military readiness and national security.

Ft. Knox is home to the United States Army Human Resources Center for Excellence. The 109,000-acre military base was part of the last Department of Defense's Base Realignment and Closure plan (BRAC) that included the loss of the Armor Center and School and training personnel, but the addition of a deployable infantry brigade and other units and the Human Resources Command. This transitioned more to civilian personnel and less directly deployable soldiers from military training personnel.

While the loss of direct military personnel from the base has been substantial, the addition of the Army's Cadet Command and Training Center has been significant for the region as it brings upwards of 15,000 officer candidates into the region during each year for training. The V Corps was reactivated in

support of NATO allies. The First Theater Sustainment Command provides logistical support and operations for all forces in the Middle East.

The new addition to Fort Knox is the Digital Air-Ground Integration Range, or DAGIR. It is only the second of its kind. This range allows training for tanks, dismounted live-fire exercises, artillery, and aircraft. It also allows for simultaneous air and ground training. Construction was completed in Spring of 2024. It involved expending approximately \$52 million to convert the existing Yano Range. Fort Knox's DAGIR is only the third digital range in the world and only one east of the Mississippi. It is the largest live fire range in the US Army, as it is utilized by not only the US Military, but forces around the world.



February 2020 with Fort Knox serving as the headquarters location and the forward command post in Poznan, Poland serving on a rotational basis. The Corp deployed in

¹ www.army.mil

Analysis and Impact

These concentrations of industry in the LTADD region point to a couple of items that should be considered in planning for future economic development success. The concentrations indicate strengths in several areas. These strengths include the area's proximity and access to major markets in the East and Midwest. Industries with intrinsic ties to market proximity will continue to regard the area as a potential place for new or expanded locations.



Another item is the availability of resources and raw materials. The area has relatively low-cost power, water, and land. Additionally, lumber, steel, and agricultural products are fairly accessible within the area. A relatively low cost, manually adept workforce is also present.

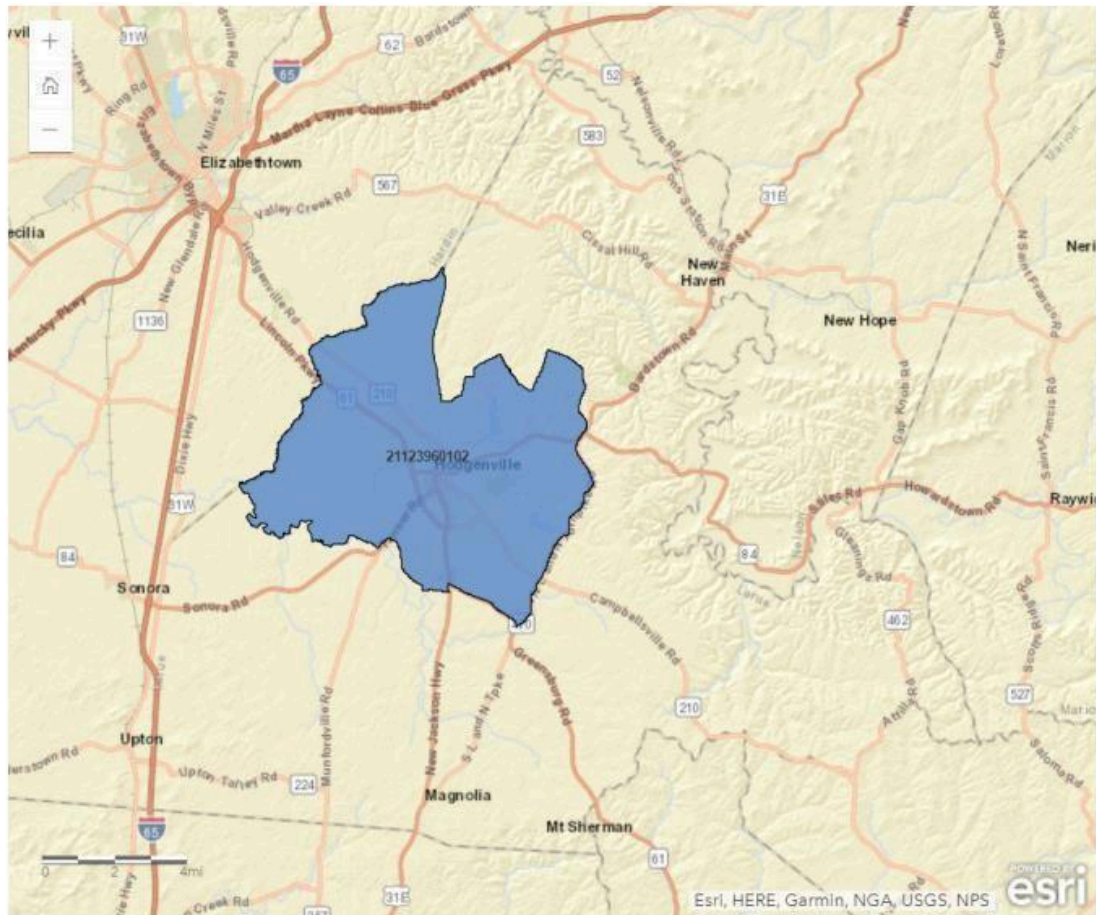
This strength is also a point of high concern as well. Outside influences can have a great impact on power and labor costs. These things are not always within the control of the local area and as such can be volatile. As has been seen in many

manufacturing sectors, increasing technology has allowed companies to follow less skilled and lower wage labor out of the area. This has negatively impacted the area in the past and will continue to be a trend in several manufacturing sectors.

Goals and objectives for economic development should contain a focus on those things that will enhance area strengths, particularly those things that can be influenced locally, and also seek to minimize and improve area weaknesses.

Opportunity Zones

Opportunity Zones, created under the 2017 Tax Cuts and Jobs Act, are a federal economic development tool focused on improving the outcomes of communities across the country, especially in areas that have suffered from disinvestment over many years. There is one opportunity zone located within the LTADD region. It is located in LaRue County, as seen below. It is adjacent to the City of Elizabethtown (the region's largest population center).



No projects have utilized the opportunity zone status yet. However, opportunity zones do provide the potential to introduce additional economic activity to the area. As such, LTADD and local governments in LaRue County will work to utilize the zone designation to meet the economic development goals articulated in this document.

WORKFORCE / EDUCATION

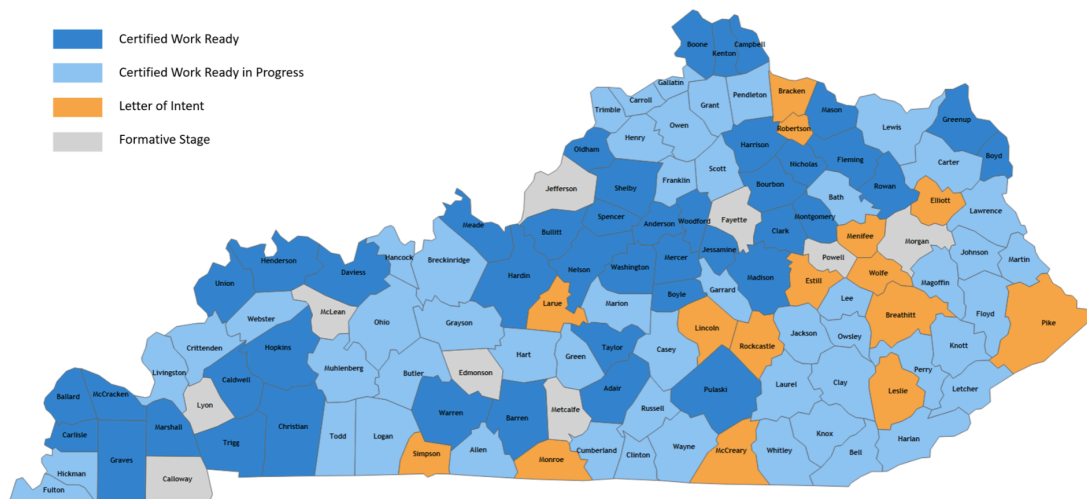


Figure 6 Kentucky Work Ready Communities as of October 2023. <https://workready.ky.gov/Pages/Certified-Counties.aspx>

The Workforce Innovation and Opportunity Act (WIOA) was signed into law July 22, 2014, replacing the previous Workforce Investment Act (WIA) of 1998. WIOA's focus is on delivering integrated and coordinated services to eligible individuals and businesses. Local workforce partners are challenged to strengthen career pathways, work-based learning, sector strategies, and business engagement. Local workforce areas must also be able to deliver effective services to all individuals, including those with barriers to employment. The law allowed local workforce development boards to realign themselves by having a more manageable membership. The Lincoln Trail Workforce Development Board was able to shift to a 23-member board that is more streamlined and workable in achieving its goals. The region continues to provide innovative funding for skills training for eligible individuals, business and industry training,

entrepreneurial projects, and has partnerships with various groups.

Workforce trends in the region show a marked decrease in the unemployment rate in all counties in the region. Four counties in the region, Hardin, Nelson, Meade and Washington, have been designated as “Work Ready” by the KY Education and Labor Cabinet. Three other counties in the region, Grayson, Breckinridge, and Marion, are on track to become Work Ready.



Figure 7 Itcareercenter.org


DRAFT 2024


The Work Ready Communities Program requires communities to meet criteria in six areas that are critical to producing a productive workforce.


Criteria includes high school graduation rates, national career readiness certificate holders, community commitment, educational attainment, soft skills, and internet availability. Workforce estimates are provided below from the Kentucky Center for Statistics. This information and even greater detail on the regional labor market is available at: <https://kcews.ky.gov/KYLM/Index/>


| Labor Force Estimates as of March 2024 | | | | | | | | |
|---|----------------------|------------|------------|------------|--------------|------------|-------------------|------------|
| Estimates for March 2023 and March 2024 (not seasonally adjusted). Select a WPR or LWA above to change the level of detail. | | | | | | | | |
| | Civilian Labor Force | | Employment | | Unemployment | | Unemployment Rate | |
| | March 2023 | March 2024 | March 2023 | March 2024 | March 2023 | March 2024 | March 2023 | March 2024 |
| Breckinridge County | 7,912 | 8,026 | 7,517 | 7,565 | 395 | 461 | 5.0% | 5.7% |
| Grayson County | 10,348 | 10,466 | 9,875 | 9,883 | 473 | 583 | 4.6% | 5.6% |
| Hardin County | 47,373 | 47,987 | 45,385 | 45,563 | 1,988 | 2,424 | 4.2% | 5.1% |
| LaRue County | 5,810 | 5,952 | 5,549 | 5,634 | 261 | 318 | 4.5% | 5.3% |
| Marion County | 9,234 | 9,712 | 8,892 | 9,324 | 342 | 388 | 3.7% | 4.0% |
| Meade County | 11,681 | 11,848 | 11,120 | 11,216 | 561 | 632 | 4.8% | 5.3% |
| Nelson County | 23,520 | 24,189 | 22,599 | 23,154 | 921 | 1,035 | 3.9% | 4.3% |
| Washington County | 6,123 | 6,474 | 5,917 | 6,228 | 206 | 246 | 3.4% | 3.8% |

March 2024 Labor Force Totals for Lincoln Trail (LWA)

 **Civilian Labor Force**
124,654

 **Employment**
118,567

 **Unemployment**
6,087

 **Unemployment Rate**
4.9%

TRAINING THE FUTURE



Figure 8 Grand Opening celebration for the Kentucky Career Center-Lincoln Trail at Fort Knox.

As the region continues to experience a tidal wave of economic growth, training, attracting, and retaining a skilled workforce is imperative. In April 2024, The Kentucky Career Center- Lincoln Trail at Fort Knox presented a certification for achievement to Fort Knox's Garrison Command. Fort Knox Soldiers, civilian employees and their families at Fort Knox can now access the full range of services offered at Kentucky Career Center as a new access point. Previously, soldiers, employees, or family members would have to travel to Elizabethtown to utilize services. The Career Center offers a variety of programs and services to veterans and their family members, including: Veterans- Owned Small Business, Military Spouses, and Employment Assistance.

small business looking to fill one position or a large company looking to hire several new

Recently, a new avenue of engagement between job seekers and employers was introduced - the virtual job fair platform. In addition to the traditional job fairs, which offer the valuable opportunity for face-to-face interactions, the virtual job fair platform provides a new convenience and a way for employers to reach a new generation of digital natives. The virtual recruitment platform Premier Virtual allows employers to access a broad candidate pool while helping job seekers explore various opportunities. Job seekers can utilize the virtual job fair platform regardless of their employment history, educational background or income. This flexibility extends to employers, accommodating a

employees. The events are at no cost to job seekers or employers. The job fairs included targeted events for advanced manufacturing, construction, transportation, business and IT services, and healthcare. The option to schedule on demand job fairs or participate in general job fairs is also available.

In a world where Electric Vehicles (EVs) are revolutionizing transportation and energy, a collaboration between the Lincoln Trail and South Central Workforce Development Boards was developed to address the growing EV workforce needs in the two regions. The Electric Vehicle Workforce Coordinator position came into inception to assist in building, training, and enhancing the growth of the highly skilled EV workforce. With a demand for more than 9,000 new jobs within the 18 counties spanning the Lincoln Trail and South Central local workforce areas, this role is instrumental. The coordinator will work cooperatively with key stakeholders, including Blue Oval SK, Envision AESC and their industry suppliers within the regions. Together, they will orchestrate recruitment activities, craft talent pipelines, and engineer a diverse and inclusive workforce for the booming EV battery production sector.



Workforce Impact

- 12,403 clients received employment services from KCC
- 330 hiring events (236 employers)
- 99 WIOA enrollments
- 48 Incumbent Worker Training participants
- 93 laid-off workers from 3 companies received Rapid Response assistance
- Approx. 3,000 CareerEDGE training enrollments (employments/soft skills)

Student Impact

- 71 high school career fairs
- 6,083 students reached



Figure 9 LTADD region WIOA Impact for July 2024 - June 2024.

TRANSPORTATION



The transportation network in the Lincoln Trail Region is one of its greatest assets. The region is bisected by Interstate 65, the Bluegrass Parkway, and the Western Kentucky Parkway. The region also has other major routes such as US 31W, US 31E, US 60, US 62, US 68, and US 150; and major state routes including KY 313, KY 361, KY 79, KY 259, KY 86, KY 245, KY 61 (Lincoln Parkway), KY 55, and KY 555.

With the recent announcements of major industries locating in the LTADD region, there will be major impacts on the transportation network. While Brandenburg has adequate roadway access for Nucor via KY 313 and KY 933 and river access along the Ohio and Hardinsburg for Atlas via US 60, the Blue Oval SK site in the Glendale area is going to require major improvements to the transportation network. In preparation for the Ford plant mega-site project, the Kentucky Transportation Cabinet (KYTC) is preparing for major infrastructure changes to

Glendale and the surrounding areas to alleviate congestion. To enhance access to the battery park and minimize impacts on the historic community of Glendale, the following projects are currently in process:

- I-65 Interchange at KY 222 Reconstruction
- KY 1136 – Reconstruction of KY 1136 from KY 1868 to US 31W
- KY 3005 – Ring Road Extension from the WK Parkway to US 31W
- KY 3005 – Ring Road Extension from US 31W to KY 61 (Lincoln Parkway)
- KY 222 Corridor Study to determine future improvements to enhance access from the battery park site to US 62 and the Western Kentucky Parkway is complete. Further conversations on implementation measures are ongoing.

Further information on proposed improvements can be found at the KY Transportation Cabinet's

STIP

2019-2022:

<https://transportation.ky.gov/ProgramManagement/Pages/2019-STIP-Book.aspx>

Other major transportation projects in the region include:

- US 150 – From the Bluegrass Parkway in Bardstown to Springfield
- Extension of the William Thomason Byway (KY 3155) in Leitchfield from KY 259 to KY 54
- KY 245 – Widen from Flaget Hospital through the county line to Happy Hollow Road in Bullitt Co.
- KY 555 – Mobility improvements from US 150 to Bluegrass Parkway
- KY 79 – Improvements from Brandenburg to Irvington
- KY 86 – Improvements from US 60 in Breckinridge County to US 62 in Hardin County
- New Bypass from KY 2154 to Bradfordsville Highway
- Bardstown Western Connector - New Route between US 62 and KY 245 west of Bardstown

Each of these projects will be major enhancements to these communities and their capabilities for future economic growth. There are many more proposed highway improvements in the Lincoln Trail region. More information on these improvements can be found in the link below to the KYTC 2022 Enacted Highway Plan. Follow the link below to the KY Transportation Cabinet's 2022 Enacted Highway Plan:

<https://transportation.ky.gov/Program-Management/Pages/2022-Enacted-Highway-Plan.aspx>

INFRASTRUCTURE



Figure 9 Leitchfield Water Treatment Plant

Local utilities continue to examine needs and look for cost effective solutions to provision of public water and wastewater treatment. LTADD has made the improvement of water and wastewater a top priority for the region. The primary needs of the region appear to be expansion, upgrades and replacement of

aging facilities, in addition to addressing the replacement of lead service lines.

In 2021, the President signed into law the Bipartisan Infrastructure Investment and Jobs Act (BIL), which includes new investments in modernizing Kentucky's outdated physical infrastructure including transportation, water and waste management, and broadband. BIL also provided dedicated funding for lead service line identification and replacement. Grayson County received \$29 million in funding for road and infrastructure projects, including system rehabilitation, repairs, and improvements. Marion County will receive \$20.3 million in funding to support major road and infrastructure projects that will replace outdated infrastructure including improving major congestion, replacing a low water structure, and extending KY-2154 Bypass.

Under the Round 1 & Round 2 Cleaner Water Program, Washington County has been awarded \$1.2M to replace a water line, upgrade/replace pump stations, and repaint water storage tanks in order to ensure access to clean drinking water. Nelson County was awarded \$4.5 million in funds to go toward improvements to supply water for the growing demands within the County. LaRue was awarded \$1.4M for tank improvements and water main upgrades. Breckinridge County was awarded \$3.9M targeting lift station rehabilitation & replacement, water line extensions, and wastewater treatment plant upgrades. Hardin County was awarded \$11.5M for line upgrades, extensions, & improvements, tank and wastewater treatment plant improvements. Including projects for the BOSK. Meade County was awarded \$3.1M for line extensions & improvements, technology upgrades, water treatment plant upgrades, and pipe replacement.

Additionally, BIL led to the creation of the Broadband Equity, Access, and Deployment (BEAD) Program, which provides \$42.45 billion to expand high-speed internet access in rural areas of all 50 states with limited or unavailable broadband access. Kentucky's share of federal BEAD funds is \$1,086,172,536.68, and these funds are managed by the Kentucky Office of Broadband Development. In order to determine how these funds would be split among Kentucky's 120 counties, the Kentucky Office of Broadband Development partnered with all 15 of Kentucky's Area Development Districts in an effort to find

which areas have limited or unavailable broadband access and could benefit from BEAD funding. In Spring 2024, LTADD met with the local government officials and internet providers in each of the eight-county region to verify the accuracy of broadband speed data from the National Telecommunications & Information Administration (NTIA) and to get an idea of which areas would best benefit from receiving BEAD funding. By Summer 2024, the findings of the Area Development Districts were reported to the Kentucky Office of Broadband Development, and the amount of money that will be allocated to each county for broadband infrastructure development is yet to be determined.



Figure 10 Local officials, internet providers, and LTADD staff discuss county broadband needs.

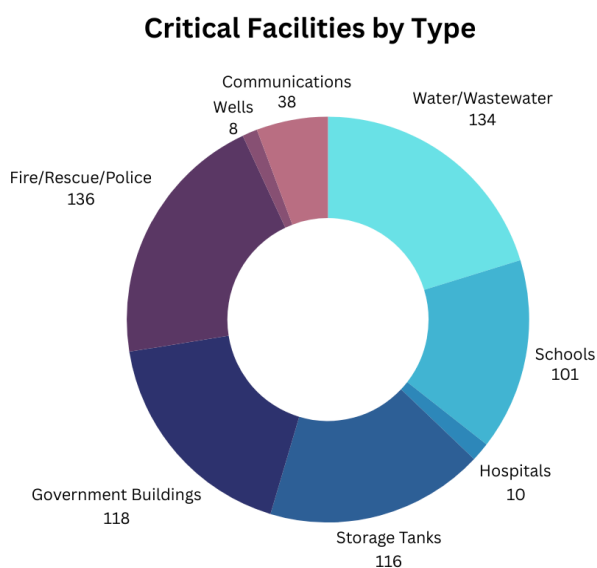
Hazard Mitigation

No significant changes have occurred in the region’s physical environment. While the Lincoln Trail Region experiences severe weather (risk primarily from tornados & flooding) periodically, there have not been any major natural disasters that have occurred in the region during the past year. However, as evident from major disasters around the country and in the Commonwealth of Kentucky (a historic long-track tornado in Western Kentucky and catastrophic flooding in Eastern Kentucky), planning and preparedness for potential disasters are significant factors in the ability of communities to recover from devastating emergencies.

The Area Development District’s Regional Hazard Mitigation Plan provides compliance with FEMA’s requirements for communities to be eligible for disaster assistance; this document was approved in April 2023 from FEMA. The plan helps to: ensure the region and its communities have examined potential hazards, identified mitigation actions to reduce effects, and outlined response policies. FEMA counts on these documents to assist communities before and after disasters. (See www.ltadd.org/services/hazards for the approved plan and added interactive maps.)

In July 2024, Kentucky Emergency Management (KYEM) announced the availability of HMGP funding as a result of DR-4804 severe storms, straight-line winds, tornadoes, landslides, and mudslides during May 21-27 severe weather storms. LTADD anticipates more projects related to these newly available funds.

In 2023, LTADD began working in coordination with the KY Energy & Environment Cabinet on the FEMA-Building Resilient Infrastructure and Communities (BRIC) program. This initiative aims to identify and analyze the region’s critical facilities with the objective to enhance energy resilience and security in the Lincoln Trail Region and across the Commonwealth. response policies.



The BRIC program was completed in September 2024. Throughout the program, detailed information was gathered from each critical facility, including ownership, contact details, energy sources, susceptibility to energy disruptions during crises, backup power generation capabilities, and overall preparedness for energy emergencies. The assessment and information gathering process encouraged collaboration among local stakeholders, emergency responders, and community members to foster a collective understanding of vulnerabilities and prioritize mitigation efforts. By engaging diverse perspectives and expertise, counties can develop tailored strategies and allocate resources effectively to secure their community assets against potential threats.

Through the CARES Act, The U.S. Department of Commerce and Economic Development Administration (EDA), received a supplemental appropriation to “prevent, prepare for, and respond to COVID-19,” which included the 15- Area Development Districts. In the spring of 2023, the Lincoln Trail Area Development District received the EDA grant funding to purchase seven (7) aerial drones for each county in the Lincoln Trail region. These counties included Breckinridge, Grayson, LaRue, Marion, Meade, Nelson, and Washington. Hardin County received equipment to update its drone: additional batteries and a P1 camera. The aerial drones will benefit county emergency management, assisting with search and rescue during disasters and mapping disaster-prone areas to determine mediation procedures allowing communities to be proactive in meeting objectives and goals highlighted in the LTADD Disaster Resiliency Plan and Regional Hazard Mitigation Plan.

The aerial drones have thermal and mapping capabilities equipping communities in multiple ways, from recovery efforts during a disaster to assisting in other government needs. The thermal imaging can assist with locating methane leaks in landfills, assist law enforcement with searches, and mapping damaged areas.



Figure 11 Aerial drone presentation in Lebanon, Marion County.

INNOVATION INDEX

The Innovation Index is an index developed by StatsAmerica that attempts to reflect the underlying business and innovation potential for a given area. It is included in this report because it provides a useful way to compare data between counties and gives a general sense of the business environment and innovation potential of the LTADD area. Used here is the Headline Index, a combination of various categories that produce one number. The five categories included are: Human Capital and Knowledge Creation Index, Business Dynamics Index, Business Profile Index, Employment and Productivity Index, and an Economic Well-Being Index. All of this information can be found at the following link:

<http://www.statsamerica.org/ii2/about.aspx>

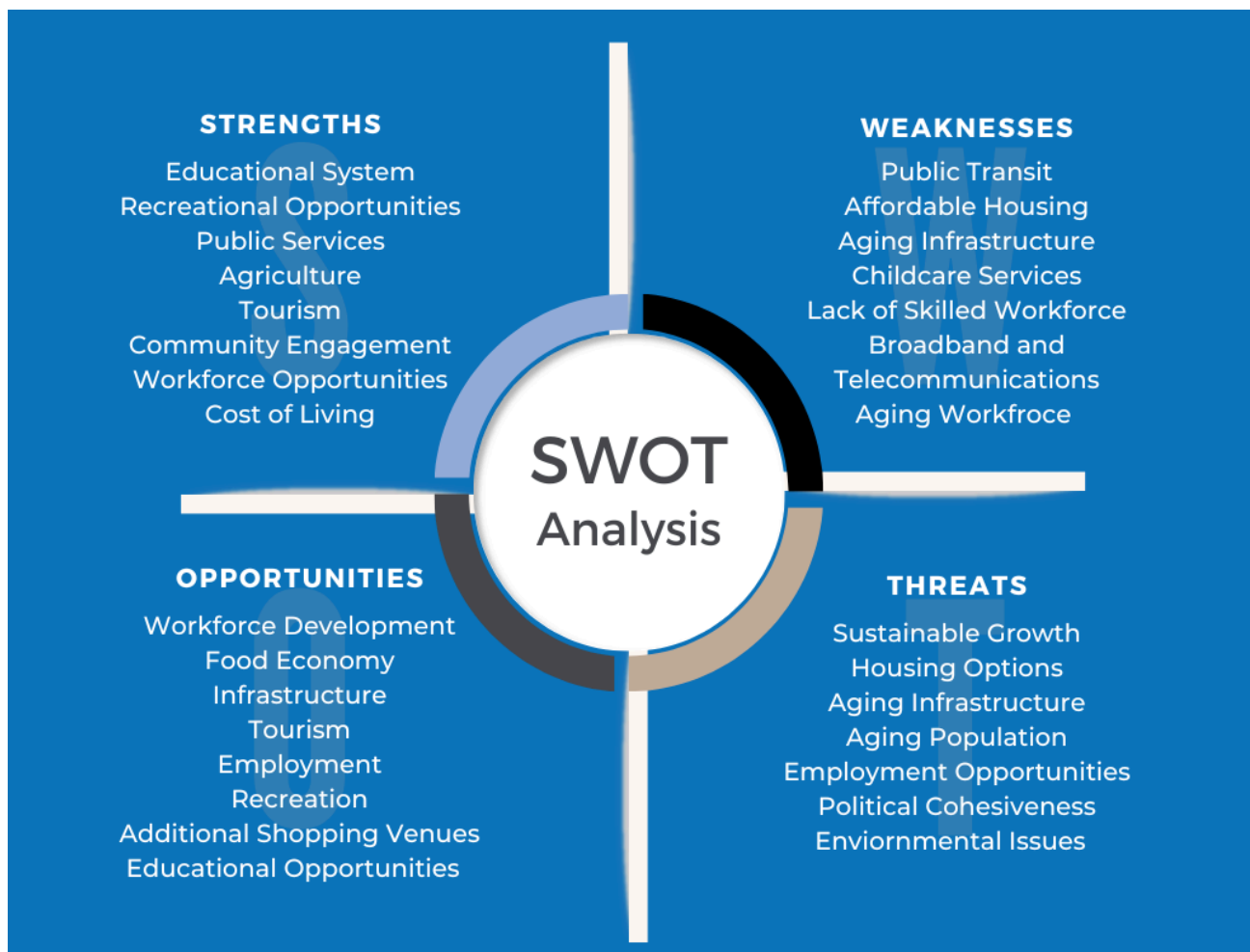
| HEADLINE INNOVATION INDEX SCORE LTADD SCORE = 95.3 (RANKED 209TH OUT OF ALL ECONOMIC DEVELOPMENT DISTRICTS) | |
|--|-------|
| BRECKINRIDGE | 74.8 |
| GRAYSON | 78.8 |
| HARDIN | 101.3 |
| LARUE | 73.5 |
| MARION | 85.4 |
| MEADE | 83.5 |
| NELSON | 87.5 |
| WASHINGTON | 81.5 |

This could be an area that the Region focuses on to improve its overall economic condition and strengthen its resiliency in dealing with economic instability.

S.W.O.T. ANALYSIS

Strengths, Weaknesses, Opportunities, and Threats to the Region

LTADD conducted an analysis of the region's strengths, weaknesses, opportunities, and threats or challenges, known as the S.W.O.T. analysis. A survey was conducted in the region to identify priority areas for each of these categories. The survey had respondents from eight counties: Breckinridge, Grayson, Hardin, LaRue, Marion, Meade, Nelson, and Washington Counties. Respondents also prioritized regional services, economic development, and capital improvements that should be considered. The findings from the LTADD CEDS survey are illustrated below.



Regional Services, Economic Development, and Capital Improvement Priorities

Respondents identified several priority areas for regional services, economic development, and capital improvements. Categorized below are the areas survey respondents felt most important for the LTADD Region.



Regional Priorities

Blue Oval SK Battery Park

As previously mentioned, the Ford Blue Oval SK Battery Park \$5.8 billion investment project will create 5,000 full time jobs for the LTADD region. The battery plants represent the largest private investment in Kentucky history. BlueOval SK is a joint venture between Ford Motor Company and SK On that will produce advanced batteries for future Ford and Lincoln vehicles. LTADD's Workforce Development team has been working with and will continue to work with Ford's Human Resources department to develop training and curriculum for future plant employees. Transportation teams have been meeting regularly to develop plans that will improve roadway geometrics in and around Glendale which will improve safety, mobility, and capacity along with creating access to the plant's entrance from the highway. The groundbreaking for the 1,500-acre site occurred in December 2022. With construction underway, the Battery Park project timeline was to complete in 2025. In October 2023, BlueOval executives announced plans to delay production at the second plant in Glendale to 2026 due to \$1.3 billion in losses in its EV start-up in the third quarter. Local officials are not alarmed by this delay and view it as an opportunity to allow additional time for needed infrastructure projects to be developed and completed. To receive up-to-date information on the Park's progress, visit the Elizabethtown Hardin County Industrial Foundation at <https://eifky.org>

Fort Knox Compatible Use Implementation Plan

Addressed in the preceding sections, Fort Knox is a true regional economic engine. It has an annual economic output of \$5.6 billion and an annual payroll of \$1.3 billion to over 22,000 workers. These factors drove the need to research and evaluate elements that could impact compatible land use and continued mission success in the Compatible Use Plan Study. The Compatible Use Plan Study was completed by LTADD in August of 2022. The Study outlined recommendations to be considered going forward to mitigate encroachment and assist in mission retention. The need for the implementation of these recommendations has prompted an additional grant from OLDCC to LTADD to promote further efforts towards this goal. Currently, LTADD is working on the implementation of these recommendations. The Plan has been divided into three (3) main goals: Land Use Policy, Conservation, and Communication, in addition to a Housing Study. Fort Knox and LTADD are working with local jurisdictions that are surrounding communities of Fort Knox to discuss implementation within their jurisdictions. The Implementation Plan will be complete in January 2025. For more information on the implementation plan please see the website at: <https://missionknox.org/>

Regional Childcare Study

In April of 2024, LTADD released a Childcare Economic Impact Report. The study was commissioned by LTADD with support of local industries and foundations. The study aimed to inform employers, key partners and elected officials about the ramifications of inadequate childcare on the regional economy's capacity to fulfill its workforce requirements. The study seeks to present the potential return-on-investment for adopting and implementing a funding model to make childcare more affordable. With the impending opening of BlueOval SK in Glendale, alongside other ancillary and emerging economic development initiatives, LTADD and its partners found it necessary to acquire this data to bolster workforce development efforts. The research explores the potential ramifications of broadening access to affordable childcare within the region, highlighting the prospective economic benefits for parents, employers, and government entities. It underscores the importance of collaborative efforts to ensure comprehensive childcare solutions, enabling all interested parties to re-enter the workforce on a full-time basis.

According to the study, the labor force participation rate in Kentucky remains below pre-pandemic levels, currently at 56.9%, down from 58.8% in December 2019, leading to a shortfall of workers regionally. This shortage hampers economic growth and results in significant revenue loss for both the state and county governments. A notable segment of the untapped workforce comprises parents unable to afford or access childcare for their young children, labeled as "work willing" throughout the analysis. By enabling these parents to rejoin the workforce full-time, estimated at 2,035 individuals in the LTADD region and Hart County, annual earnings could reach between \$99.2 million and \$126.3 million. These earnings, predominantly circulated within the region, would drive local economic activities, generating additional tax revenues for governments and boosting the Gross Regional Product (GRP) by \$164.5 to \$230.6 million, leading to further revenue gains. The study also includes a collection of recommendations for next steps, emphasizing a multi-faceted approach unique to each community, while also championing formal collaboration and coordination on goals, metrics, strategies and tactics.

The full report can be accessed by visiting ltadd.org/childcare.

Planning for the Future

The LTADD region is well positioned for major growth; however essential support and resources are necessary to be successful. As the prospect of significant regional expansion looms, the need for a shared and cohesive vision among regional leaders becomes increasingly vital. Over the past year, the LTADD Board of Directors and local government officials across the region came together to brainstorm, discuss, and prioritize the region's most important projects. The priorities encompass various critical areas.

Transportation is a core focus, recognizing the need to improve multi-modal movement and expand infrastructure to accommodate the influx of development. In response to the demands of BlueOval SK, top priorities include a mass transit study, constructing new routes to connect counties and undertaking significant road widening and highway construction projects. Notable among these is the expansion of Ring Road in Elizabethtown, the widening of U.S. 150 from the Bluegrass Parkway, and the construction of a new interchange with Interstate 65 at Gilead Church Road. These projects are not just about improved transportation but are about facilitating growth, connectivity, and opportunity.

Housing is another vital component to address regional growth. The vision is to increase the availability of affordable and quality housing, reduce waiting periods, and promote population growth. To better understand the housing needs of the region, LTADD is proposing a comprehensive housing study that will assess inventory and requirements for levels of housing affordability.

Utilities are the lifeblood of any growing region. Top priorities include expanding water and wastewater treatment capacity, upgrading water line networks, expanding natural gas transmission and improving key infrastructure; including the Elizabethtown Regional Airport. These priorities include projects to expand the Hardinsburg water treatment plant and Hardin County wastewater treatment plant, upgrade Bardstown's wastewater system, and extend the LG&E gas line to Hart and LaRue counties, among other essential initiatives.

Social and human capital development is also central to the vision for a prosperous and inclusive community. Actionable items include initiating a regional child care study (as mentioned in the previous section), renovating outdated industrial/manufacturing training facilities at Elizabethtown Community and Technical College (ECTC), and expanding ECTC's Springfield campus to include welding, industrial maintenance, and nursing. Legislative priorities include funding for Phase II renovation of ECTC's Technical Building and increased funding for the Work Ready Kentucky Scholarship program.

Ensuring access to quality healthcare and promoting safe environments are vital for a thriving region. The construction of a regional first responder facility in Glendale and new fire stations in Elizabethtown and Hodgenville are projects identified as priority.

Action Plan: Goals and Objectives

The development of the Comprehensive Economic Development Strategy helped identify the various strategies that can guide regional goals and objectives. The goals and objectives listed below include major, long-term goals as well as objectives that are achievable in shorter time frames. The Lincoln Trail Area Development District (LTADD) will continue to utilize all available resources as a means of prioritizing and accomplishing local and regional strategies. LTADD will continually evaluate and review the goals, objectives, strategies, and pertinent performance measures. Based upon monitoring feedback, any necessary changes will be implemented, especially in cases where critical needs unexpectedly arise.

Organization and Governance

Goal: To assist local governments in providing responsible governance and optimum service to citizens, particularly through strengthening public management and administration capabilities.

Objectives:

- Provide technical assistance to local units of government in financial administration and related areas.
- Inform local units of government about innovative ideas and concepts that, when implemented, improve their operating capabilities.
- Ensure a balanced urban and rural development pattern within the Lincoln Trail District through adoption and use of comprehensive planning.
- Encourage public and private development patterns around Fort Knox and surrounding communities that are compatible and sustainable.

Transportation

Goal: Ensure a balanced urban and rural development pattern within the Lincoln Trail District through adoption and use of comprehensive planning.

Objectives:

- Improve the overall safety of the LTADD regional transportation system.
- Promote greater connectivity and accessibility of a multi-modal and diverse transportation system.
- Preserve, maintain, and enhance the existing transportation system to ensure reliable, efficient and effective mobility.
- Stimulate sustainable economic growth and development by implementing sound planning techniques.

Natural Resources and Physical Environment

Goal: Encourage and promote the utilization of area natural resources in an environmentally and fiscally responsible manner, balancing current needs with future needs.

Objectives:

- Encourage adoption of sound land use principles and practices to minimize and mitigate negative impacts, both to the physical and fiscal environment.
- Encourage establishment of flood control measures for the protection or reclamation of property in flood prone or flood affected areas.
- Support programs and projects that ensure conservation of land and wildlife resources.
- Encourage the responsible preservation and restoration of historic structures, districts, sites, and resources within the Lincoln Trail Area Development District.

Human Resources

Goal: Improve the social environment of the Lincoln Trail Area Development District through the enhancement of educational, supportive and health services.

Objectives:

- Play a vital role in the continued development and improvement of a community-based system of service for older persons, that contributes to independence and quality of life.
- Assist youth and adults in the Lincoln Trail Workforce Investment Area in overcoming barriers in reaching self-sufficiency through various programs of education, technical training, support services and job placement.
- Develop a network of technical skills training and financial support in the region to ensure that all individuals have competitive skills and the region has a well-trained workforce prepared for a global economy.
- Assist in the coordination, development, and implementation of an emergency disaster plan for all situations affecting citizens of the eight-county district.

Economy

Goal: Encourage economic vitality and diversity in the region through the support of programs and projects that develop living wage employment in the region.

Objectives:

- Maintain, operate, and coordinate a regional program for continued growth, development, expansion,
- and retention of business and industrial activities.
- Develop diversified employment opportunities and a more diversified employment base through expanded efforts in business development including nonmanufacturing business development.
- Promote and encourage expansion of the tourism industry within the district to create a more diverse base of economic opportunity. Support the development, expansion, and compatibility of agriculture businesses and industries in the regions' economy.

Infrastructure

Goal: Support the development and maintenance of efficient infrastructure systems.

Objectives:

- Encourage development and maintenance of a clean, high quality water supply system and efficient, environmentally sustainable wastewater system to serve residents and businesses in the region through thoughtful project planning and prioritization in the LTADD Water Management Planning Council.
- Aid with the development of efficient solid waste disposal facilities teamed with implementation of programs designed to reduce the solid waste stream in the region.
- Support the development of telecommunication infrastructure throughout the Lincoln Trail region and foster coordination among the public and private sectors to promote new and required technology.

Important Links

Lincoln Trail Area Development District

<http://www.ltadd.org>

US Economic Development Administration

<http://www.eda.gov/>

2021 Lincoln Trail Workforce Development Board 3-Year Strategic Plan

[LTWDB_3YR_PLAN.pdf](#)

KY Transportation Cabinet Long Range Transportation Plan 2014-2035

<https://transportation.ky.gov/Planning/Documents/2014-2035%20LRSTP.pdf>

LTADD Metropolitan Transportation Plan

<http://radcliff-elizabethtown-mpo.org/wp-content/uploads/2016/08/MPOMetropolitanTransportationPlan.pdf>

Lincoln Trail Regional 2020 Hazard Mitigation Plan Draft

<https://ltadd.org/services/hazards/>

KY Economic Development Cabinet

<https://ced.ky.gov/>

KY One Stop Business Portal

<http://onestop.ky.gov/Pages/default.aspx>

LTADD Career Center

<http://ltcareercenter.org>

Kentucky Workforce Innovation Board

<https://kwib.ky.gov/Pages/index.aspx>

Economic Development Administration

<http://www.eda.gov/>

Stats America

<http://www.statsamerica.org/>

Kentucky State Data Center (official Census figures)

<http://www.ksdc.louisville.edu/>

Kentucky Department for Local Government

<http://kydlgweb.ky.gov>

Kentucky Water Resource Information System Portal

<https://kia.ky.gov/WRIS/Pages/WRIS-Portal.aspx>

KY Transportation Cabinet District 4

<https://transportation.ky.gov/DistrictFour/Pages/default.aspx>

KY Department for Aging and Independent Living

<https://chfs.ky.gov/agencies/dail/Pages/default.aspx>

National Association of Development Districts

<http://www.nado.org/>

U.S. Department of Housing & Urban Development (HUD)

<http://www.hud.gov/>

KY Food & Beverage Manufacturing Industry

https://ced.ky.gov/Existing_Industries/Food_Beverage.aspx

KY Automotive Manufacturing Industry

https://ced.ky.gov/Existing_Industries/Automotive.aspx

KY Motor Vehicle Related Manufacturing Facilities

https://ced.ky.gov/kyedc/kpdf/Motor_Vehicle_Related_Facilities.pdf

KY Center for Statistics

<https://kystats.ky.gov/KYLM/Index/>

Bureau of Economic Analysis

<https://www.bea.gov/data/income-saving/personal-income-county-metro-and-other-areas>

Source for some 2019 Census Data

<https://www.census.gov/programs-surveys/popest/data/tables.2019.html>

New Ford Plant

<https://www.courier-journal.com/story/news/politics/2021/09/27/gov-beshear-kentucky-incentivizes-ford-south-korea-battery-park/5851302001/>

Job Announcement News Releases

https://ced.ky.gov/Newsroom/News_Releases