# ENVISION ELIZABETHTOWN 2040 COMPREHENSIVE PLAN

AMENDED: JUNE 28, 2022









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JEFFERT H. GREGORI, MA

To the Citizens of Elizabethtown

This document Envision Elizabethtown 2040 is the plan for your future. It was developed based on the comments you provided during an 18-month process and it will shape the decisions to be made for our city in the future. Through your input and comments at various workshops, forums, on-line surveys, discussion groups and public meetings the vision for our city's future was developed.

The vision statement for the plan "A vibrant and diverse community building upon a strong legacy that supports sustainable growth, healthy lifestyles and active commerce" is the culmination of the comments and ideas that you, our citizens, provided.

This plan will lead our decisions as we build an even better community for our current residences and for future generations. The action plan elements will allow each of us to see the path our community is taking and help in the efforts to complete our goals.

We are appreciative of all who were involved in the development of this document. I hope you share in my excitement of the ideas and thoughts presented in this plan and I encourage all of us to be involved in the actions that will make the community values come to achievement.

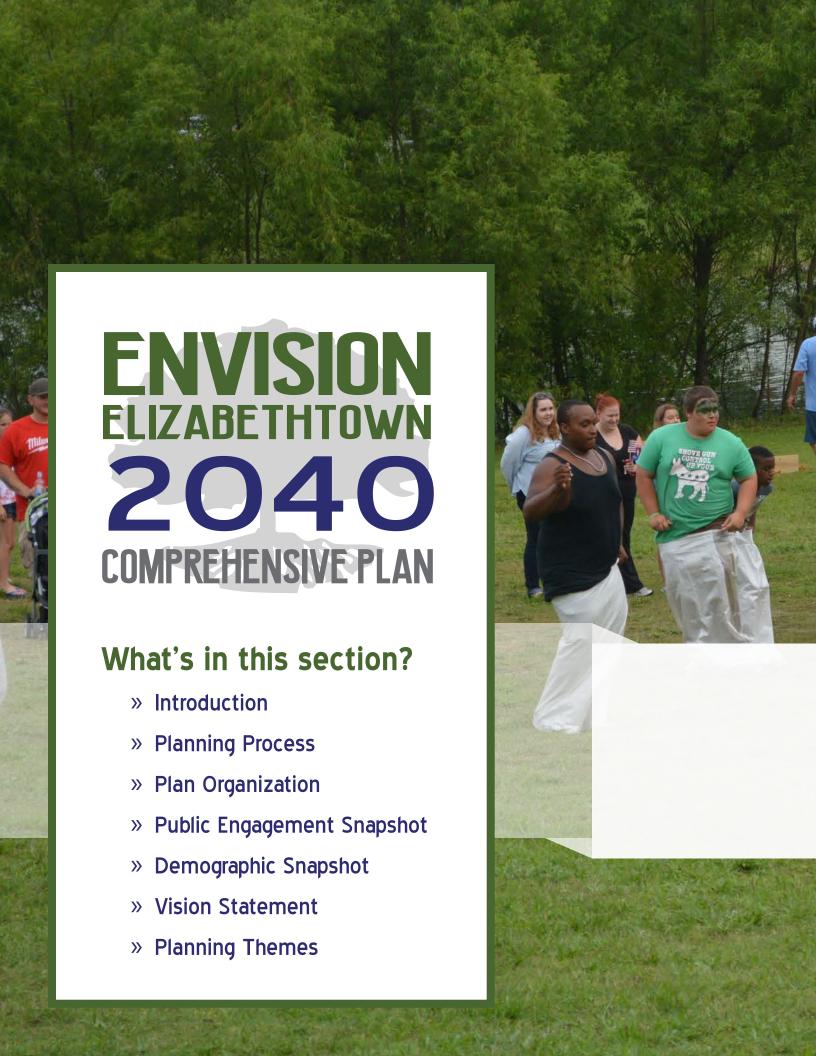
Jeffrey H. Gregory

Mayor



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# SECTION 1: ELIZABETHTOWN IN 2020



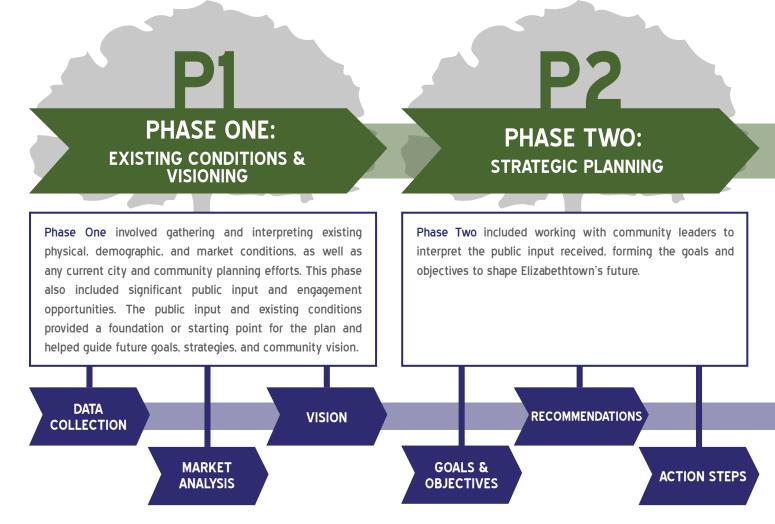
#### Introduction

Envision Elizabethtown 2040 is a comprehensive planning document that will guide growth and development over the next two decades. This plan will not only be used in determining policies, programs, and projects regarding future development, but it also outlines the goals and objectives that will work to strengthen transportation and utility infrastructure, economic development, tourism, quality of life, and other aspects of life within the city. In addition to these goals and land use policies, the plan includes a snapshot of Elizabethtown's current demographics and provides an overview of the city's economic development, transportation, community facilities, utilities, infrastructure, parks & recreation, and other current conditions of the city.

#### **Planning Process**

Beginning in May of 2019. Envision Elizabethtown 2040 was developed over the course of 14 months with three distinct phases that answered four key questions:

- 1. Where is Elizabethtown today?
- 2. Where is the community heading?
- 3. Where does the community want to go?
- 4. How do we get there?



#### Plan Organization

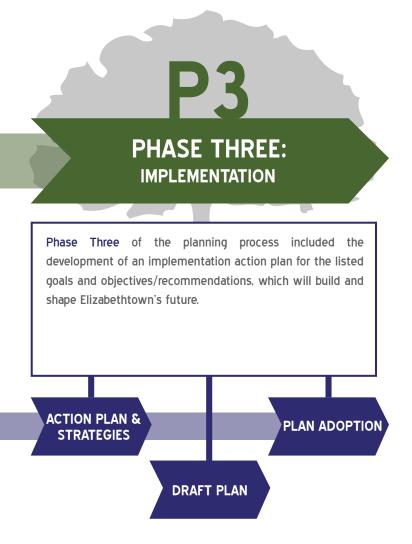
This plan is organized into three distinct sections; Elizabethtown in 2020, Elizabethtown in 2040, and Elizabethtown's Action Plan.

Section One: Elizabethtown in 2020 - This describes Elizabethtown's existing conditions including demographics, community facilities, utilities and infrastructure, and the local economy.

Section Two: Elizabethtown in 2040 - This outlines the major ideas, goals, and strategies that were developed through public input and working with community leaders.

Section Three: Elizabethtown's Action Plan - The final section outlines the action steps needed to achieve the goals and objectives identified in the plan. All three of these sections work together to guide Elizabethtown's decision makers to realize the community's vision for the city.

- » Vision: An overarching and forward-looking perspective.
- » Plan Theme: An extension of the Vision Statement focusing on larger ideas.
- » Goal: A broad and lofty statement that defines a direction for one particular topic and is intentionally flexible to allow changes to occur.
- » Objective/Recommendation: An extension of the related goal that identifies an ending point or sense of accomplishment.
- » Action Step: An identified task for completion of the associated objective.



#### Public Engagement Snapshot

The basis of the planning process is gathering input from residents, businesses, partner organizations, and visitors. There were multiple ways the public was engaged during the process, and their input shaped the goals, objectives and priorities of this plan. A full summary of public engagement can be found in Appendix A (page 252), and a highlight of engagement is illustrated below.

- Two public workshops
- Two online surveys
- Five steering committee meetings
- Six focus group meetings
- Two joint Planning Commission and City Council meetings

- Two adoption hearings
- Interactive mobile display at multiple locations
- Youth engagement through school assignment
- Engagement through online media
- Printed educational materials

616

**Total Participants** 

578

**Unique Comments** 







#### **PUBLIC ENGAGEMENT**













#### Demographic Snapshot

The beginning of any planning effort lies in understanding a community's existing conditions and where the community is headed. The following spread provides a brief snapshot of Elizabethtown's current demographic and economic conditions, including population growth, diversity, household incomes, and tourism. The full analysis can be found in Appendix B (page 262). These existing conditions, when combined with public input and engagement, are what helped create a foundation and starting point for this plan.

#### Population Growth

Elizabethtown's population was approximately 30,157 people as of July 2018. The city has seen an increase in population of about 1,626 people (5.7%) between 2010 and 2018 and approximately 7,615 people (33.8%) between 2000 and 2018. Elizabethtown's population is projected to grow by an additional 6,594 people (21.8%) between 2018 and 2040.





34% 27%

0-24 years old

5% 14

45-64 years old

65+ years old

25-44 years old

#### Population Age Breakdown

The median age in Elizabethtown is 36.3 years old, indicating a more balanced population that is spread among all age groups. Elizabethtown has a slightly younger population when compared to most peer communities and both Kentucky and the United States.

#### Race and Ethnicity

Although Elizabethtown's diversity is less than the national average, it is higher than some of its peer communities and more diverse than Hardin County and Kentucky. Elizabethtown's Hispanic population is also higher than surrounding communities and the state.



White - 77.9%

African American - 10.8%

Two or More Races - 5.2%

Asian - 4.1%

Other - 2.0%

Hispanic or Latino Origin - 5.8%



\$45,936

Household Median Income



15.4%

Population Below Poverty Level

#### Income and Poverty

Elizabethtown's household median income is lower than Hardin County and Kentucky but higher than most of its peer communities. Although incomes are comparatively higher, 15.4% of Elizabethtown's population lives below the poverty level.

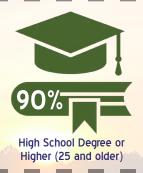
#### **DEMOGRAPHIC SNAPSHOT**

#### **Unemployment Rate**

The 2018 unemployment rate for Elizabethtown (3.9%) is low when compared to the county (4.1%), state (4.3%), and nation (7.7%). A low unemployment rate indicates a healthy economy but can also show the ability for the market to absorb more employment opportunities without workforce shortages.



3.9%
Unemployment Rate



38%

Associate Degree or higher

29%

Bachelor's or higher

#### **Educational Attainment**

Elizabethtown has a higher High School Degree attainment rate than most peer communities, the state, and the nation. However, it is behind the nation in percentage with a Bachelor's Degree or higher.

#### Median Home Value

There are a total of 13,605 housing units in Elizabethtown with a median home value of \$168,700. In total, 81.6% of homes are valued over \$100,000.

\$168,700
Median Home Value





53.3%

Renter Occupied

#### **Renter Occupied**

Elizabethtown has a higher level of renters than its peer communities with 46.7% of housing units in Elizabethtown as owner-occupied and 53.3% as renter-occupied with a median rent of \$748 per month.

#### **Tourism**

The impact of tourism on Hardin County for 2018 was just over \$282 million, a 4.1% increase from the previous year. The county maintains approximately 2,633 tourism-related jobs spread between Elizabethtown, Radcliff, Fort Knox, and other communities within the county. Elizabethtown's Tourism & Convention Bureau found that there has been an increase in the number of visits to the Sports Park and a rise in the local hospitality industry.



Number of Tourism-Related Jobs



\*Statistics for Elizabethtown and the peer communities were taken from the 2017 American Community Survey (ACS) 2012-2017 5-Year Estimates. 2018 ACS 2013-2018 5-Year Estimates. 2018 Bureau of Labor Statistics. and 2018 Tourism Economics.

#### **Vision Statement**

A vision statement should reflect the ideals and values the community holds, and it should capture the desired long-term direction for the community. The vision statement is a broad, lofty, and future-oriented statement that begins to set the stage for the goals and objectives outlined in this plan. It should guide the overall plan and influence the major themes that emerged during the process. Elizabethtown's vision statement can be seen below.



#### **Planning Themes**

During the planning process, four major themes emerged that encompassed the community's ideas for the city's future. These themes are broken down into major goals, each with their own set of objectives and action steps. Elizabethtown should use these as a guide for future planning, development, and growth.

# E N V I S I O N SUSTAINABLE GROWTH

- Land Use & Redevelopment
- Community Facilities
- Transportation
- Annexation
- Environment & Resiliency

## E N V I S I O N A STRONG LEGACY

- Preservation & History
- Tourism. Arts & Culture

# E N V I S I O N HEALTHY LIFESTYLES

- Housing
- Downtown
- Parks & Recreation
- Health & Wellness

# ENVISION ACTIVE COMMERCE

- Workforce Attraction
- Business Development
- Workforce Development





# SECTION 2: ELIZABETHTOWN IN 2040



#### Goals & Objectives

The following pages list each goal and the corresponding objectives. Details on each objective and the action steps needed for implementation can be found starting on page 128.

#### Land Use & Redevelopment

Goal 1: Elizabethtown will promote appropriate land use and redevelopment with high quality design.

#### Objectives:

- A. Follow the Recommended Land Use Plan, as identified in the comprehensive plan, for all land use decisions to promote compatible, efficient, and planned growth.
- B. Address declining commercial areas prime for mixeduse redevelopment, such as the Towne Mall and Southside.
- C. Work with the Industrial Foundation to identify and acquire sufficient land for future industrial development.
- Identify vacant and abandoned properties and incentives to encourage redevelopment.
- E. Improve the aesthetics of new development through design guidelines that reinforce the character of each sub area.
- F. Plan for an adequate supply of developable land to allow for housing growth.

#### **Community Facilities**

Goal 2: Elizabethtown will responsibly expand and improve infrastructure to create a solid foundation for growth and development.

- A. Maintain existing water and wastewater infrastructure, as necessary, to continually provide high levels of service to all residents and businesses.
- B. Coordinate expansion of new infrastructure with the Recommended Land Use Plan to support redevelopment and new development opportunities.
- C. Address adequate stormwater management and drainage facilities that function efficiently for all development at a regional watershed level.
- D. Improve the convenience of recycling in Elizabethtown.
- E. Provide high quality police, fire and emergency response services to existing and future development.
- F. Support new or upgraded community facilities (schools, libraries, hospitals) needed to meet the demands of existing and future residents through coordination with the Land Use Plan, city policies and financing, if appropriate.
- G. Minimize impacts of utility and facility expansion through adequate easements, property acquisition, and right-of-way as new development occurs.

#### **Transportation**

Goal 3: Elizabethtown will advance connectivity in the city and region through multiple transportation types.

#### Objectives:

- A. Improve highway system connectivity by working with KYTC with priorities on: upgrading the I-65 / U.S. 62 interchange, completing the Ring Road extension, and studying the feasibility of a new I-65 interchange north of U.S. 62.
- B. Improve traffic flow throughout the city with a focus on: optimizing signals on key corridors, spacing new through collector streets that can be used for short local trips, requiring access management for all development projects, and optimizing school area traffic flow.
- C. Improve safety by focusing on upgrades to the highest-priority intersections or corridors as identified by KYTC's safety screening process including: U.S. 31W from Cardinal Drive to Pear Orchard Road NW, U.S. 62 from I-65 interchange to French Street, U.S. 31W intersections with KY 21O and KY 61, and U.S. 31W bypass at St. John Road, in addition to Ring Road from North Miles to Mulberry Street.
- D. Improve the sidewalk network with a priority on highuse pedestrian areas that includes filling in sidewalk gaps, upgrading segments in disrepair, and connecting high-density residential areas to destinations (such as grocery stores, schools, employment areas, and parks).
- E. Improve the recreational trail network by creating a connected system that links parks and recreation areas throughout the city.
- F. Explore and expand partnerships with other public, private and non-profit agencies to improve public transportation services through a mobile platform and on-demand zones, where services can be provided cost effectively and in real-time.
- G. Coordinate all new development with the Recommended Land Use Plan to provide efficient movement of traffic, interconnected developments, and adequate rightof-way for future roadways, sidewalks, and trails or upgrades to existing infrastructure.
- H. Provide aesthetic enhancements along Elizabethtown's major corridors, gateways, and downtown that reinforce the city's character.

#### **Annexation**

Goal 4: Elizabethtown will plan for growth by expanding beyond the existing city limits.

#### Objectives:

- A. Pursue annexation, as fiscally appropriate, in key areas for utility expansion and future growth.
- B. Partner with Hardin County to develop criteria for annexation of new land.
- C. Evaluate voluntary annexations to ensure they are fiscally responsible.

#### **Environment & Resiliency**

Goal 5: Elizabethtown will protect the community and environment through planning, regulation, green infrastructure, and hazard mitigation.

- A. Work with Hardin County on hazard mitigation.
- Encourage green infrastructure measures in new developments to help with stormwater and energy conservation.
- C. Protect environmentally sensitive areas (floodplains, karst areas, unstable soils, steep slopes, surface/ subsurface water source/wellhead protection areas, and odor/light/noise) through land use planning and regulations to minimize or mitigate impacts and property loss.

#### Preservation & History

Goal 6: Elizabethtown will protect its unique character through the preservation of historic sites, structures and buildings.

#### Objectives:

- A. Identify and provide incentives to preserve important historic buildings that reinforce Elizabethtown's character and culture and minimize indirect impacts to historic buildings and/or sites.
- B. Partner with Elizabethtown Tourism & Convention Bureau to promote the historic assets of Elizabethtown.

#### Tourism, Arts & Culture

Goal 7: Elizabethtown will continue to grow tourism through the development of community assets, parks, trails, and programs.

#### Objectives:

- A. Implement enhanced gateway treatments and a wayfinding system throughout the city.
- B. Support arts initiatives that elevate the quality of place and enrich the culture in Elizabethtown.
- C. Partner with Elizabethtown Tourism & Convention Bureau to create more opportunities for tourism and entertainment in Elizabethtown through new or improved facilities and programming.
- Implement a shuttle service or trolley for special events and/or high-traffic weekends.

#### Housing

Goal 8: Elizabethtown will promote high quality and diverse housing options for all residents.

#### Objectives:

- A. Support an adequate supply of multiple housing types that aligns with forecasted demand and household incomes in Elizabethtown.
- B. Improve the variety of housing options available to very low-income residents and shelter availability for the homeless.
- Incentivize dense, compact, and infill residential development that is compatible with surrounding uses.
- Facilitate efforts to support a balanced regional housing approach between Elizabethtown, Radcliff, Vine Grove, and Hardin County.

#### **Downtown**

Goal 9: Elizabethtown will invest in downtown by continuing to develop it as a destination.

- A. Continue to incentivize the expansion of mixed-use developments, retail, and entertainment uses in downtown.
- B. Facilitate the creation of a new facade grant program than extends beyond downtown to include areas such as the Southside and North Dixie.
- C. Increase residential opportunities, density and rehabilitation of housing in downtown and adjacent neighborhoods.
- D. Develop additional green space in downtown for residents and visitors.
- E. Create a comprehensive parking strategy to support downtown businesses, residents, and events.

#### Parks & Recreation

Goal 10: Elizabethtown will provide diverse recreational opportunities, such as high quality parks, amenities, and activities.

#### Objectives:

- A. Develop smaller parks within walking distance of underserved areas and prioritize sidewalk connections to parks.
- Increase affordable and/or free recreational events and programming for families, teens, and seniors.
- C. Create a regional park that is a catalyst for attracting large events, provides a destination playground for families, accommodates local youth sports, and allows for active and passive recreation.

#### Health & Wellness

Goal 11: Elizabethtown will promote the health and well-being of all residents.

#### Objectives:

- A. Support efforts to prevent, treat, and rehabilitate residents who are struggling with substance abuse.
- B. Work to attract healthcare professionals and facilities focused on mental health.
- C. Reduce poverty and homelessness through collaboration and expansion of services to support those in need.

#### **Workforce Attraction**

Goal 12: Elizabethtown will actively promote the city as a great place to live and work to attract diverse employers and talent.

#### Objectives:

- A. Identify target business types and offer incentives to promote the relocation of future businesses and the expansion of existing businesses in Elizabethtown.
- B. Support and maintain a diverse economic industry mix that will expand the existing economic base, provide high quality job opportunities, and enhance the quality of life for residents.
- C. Encourage and educate residents on the benefits of supporting local businesses and the impacts to the local economy.

#### **Business Development**

Goal 13: Elizabethtown will provide the resources and incentives necessary to support existing and future businesses.

- Encourage the retention and expansion of existing industries and businesses, while supporting opportunities for new industries.
- B. Partner with the Chamber of Commerce, Tourism & Convention Bureau, and Industrial Foundation to promote and actively support new business investments.
- C. Support small business development through consolidating information on permitting, development processes, business licenses, funding sources, and capital improvement programs.
- D. Encourage and allow commercial and industrial developments in designated areas that include multiple land uses not traditionally allowed in single-zoned areas.
- E. Prioritize revitalization and reinvestment in traditional business corridors that have outdated or aging structures.
- F. Work with regional economic development organizations and Fort Knox to capitalize on attracting businesses that are supported by the local military base.

#### **Workforce Development**

Goal 14: Elizabethtown will increase educational attainment and workforce training opportunities to support local business needs.

- A. Maintain and enhance a skilled, local workforce to ensure an adequate supply of trained employees that can support and fulfill current and future jobs.
- B. Encourage the growth of local educational institutions by establishing programs to develop and support a skilled and competitive workforce.
- C. Establish frequent coordination among economic development organizations, school districts, and colleges for training organizations and employment opportunities.

#### **GOALS AND OBJECTIVES**

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# Recommended Land Use Plan



#### Introduction

The Recommended Land Use Plan is most often used to assess future development and help provide direction for the Planning Commission, elected officials, and city staff when making land use-based decisions. The land uses and densities identified in the Recommended Land Use Plan do not reflect current zoning classifications but are rather intended to provide direction for future zoning changes or development reviews. The plan intentionally leaves flexibility in its implementation in order to respond to unforeseen future needs as development occurs.

The Recommended Land Use Plan includes the following maps and accompanying narrative. The Recommended Land Use Map is intended to give guidance relating to the range of uses recommended as well as the recommended densities and intensities of those uses. Community-wide development policies accompany this to provide overall guidance for policies that should be applied across the city.

The city is also divided into 13 sub areas that provide more detailed guidance for that specific geographic area. The narrative for each sub area outlines the criteria and guidelines for development in the form of Planning Criteria & Guidelines as well as Targeted Planning Area Guidelines. If a proposed land use is consistent with the identified criteria and guidelines, approval is more easily attained.

# Using The Recommended Land Use Plan

The process for determining whether a proposal is in compliance with this land use plan element involves five steps. All steps should be followed in order to completely assess compliance.

#### Step 1: Compliance with the Community-Wide Development Policies

The first step in the evaluation process is to determine the proposal's compliance with the community-wide development policies. These policies are to be used as the initial test or threshold in determining whether a property is ready for development.

#### Step 2: Compliance with the Recommended Land Use Plan

#### Step 2A: Identify Transition Areas

The next step in the evaluation of a proposal is to locate the relevant property on the Recommended Land Use Map and the Sub Area Map to determine:

- Recommended Land Use: This will identify the recommended land use category assigned to the property as a result of the comprehensive planning process. The recommended land use category is important because particular categories are assigned a range of permissible land uses and densities/intensities that must be generally complied with for development or redevelopment.
- 2. Sub Area: This will identify the sub area in which the parcel is located, providing more specific development and/or performance criteria. The Planning Criteria & Guidelines as well as Targeted Planning Area Guidelines are intended to further refine the general community-wide provisions for each recommended land use category based on that specific geographic area.

#### Step 2B: Identify Recommended Land Use Categories

After determining the applicable recommended land use category assigned to the property, this step involves evaluating the proposal for compliance with the recommendations of each individual land use category, with a focus on the recommended uses and the appropriate densities/intensities. If the proposal is generally in compliance with the uses and densities/intensities identified for the recommended land use category, the proposal will then move forward and be reviewed for compliance under Step 3.

#### Step 3: Compliance with the Community-Wide Guidelines

This third step builds off the community-wide development policies and ensures new development stands up to more detailed guidelines laid out for the entire city. These are in place for both new and infill development.

#### Step 4: Compliance with the Sub Area Guidelines

This step, one of the most detailed in the evaluation process, involves determining the proposal's compliance with the more specific criteria and guidelines as contained in the narrative for the relevant sub area in which the property is located. If a proposal is found to be reasonably in compliance with the more specific guidance provided for the sub area, then the proposal should be evaluated under Step 5.

#### Step 5: Compliance with Targeted Planning Area Guidelines

The fifth step is only completed if the parcel is located within or adjacent to a targeted planning area, as identified by the sub area maps. Once it is determined if the parcel is part of or associated with a targeted planning area, one of the following occur:

- If it is not part of or associated with a targeted planning area, then the analysis is complete. If the proposal is in compliance with the requirements in Steps 1 - 4 above, it can be found to be in compliance with the recommended land use element of the comprehensive plan.
- 2. If the subject area is in or adjacent to a targeted planning area, the guidelines for the targeted planning area must be complied with as well. If the proposal is in compliance with the Targeted Planning Area Guidelines, then the proposal can be found to be in compliance with the recommended land use element of the comprehensive plan.



# Step 1: Compliance with the Community-Wide Development Policies

The following policies are applicable to all development, both new construction and infill development/ redevelopment. They are not necessarily specific to the type of development, land use, or the geographic area in which the development or redevelopment is proposed. Rather they are intended to determine if a site is ready for development and the proposed use is appropriate in a broader perspective. The Community-Wide Policies listed below do not replace any requirements from the Elizabethtown Zoning Ordinance but are intended to provide broad guidance when evaluating compliance with the Recommended Land Use Plan.

#### **Community-Wide Development Policies:**

Emphasis is placed on reuse and redevelopment of existing parcels and structures versus development of vacant (undeveloped) or unplatted parcels.
The size and scale of all development and redevelopment should reflect the character and style of surrounding uses, regardless of the nature and desirability of the particular project.
Developers should incorporate the protection of natural resources, including floodplain, into the development to create unique additions to the community while protecting the natural environment.
Access points to all public roadways should be defined and minimized.
Developments should be interconnected in order to minimize traffic conflicts and to provide alternative access points and routes for traffic flow.
New development should only occur in areas where water and sewer services are available from public agencies and can meet additional demand.
New development should only occur where there is an adequate water supply and pressure for fire protection services.
Extensions of utility service are the responsibility of developers with public agency participation possible where upsizing and/or further extensions are desired to serve larger areas and allow for appropriate future expansion of the utility.
New development within city limits, particularly residential, should be encouraged to minimize extension of infrastructure, maximize public resources, and reduce long-term maintenance of public facilities. However, appropriate transitions in scale and/or land use is required to ensure the higher-density development is compatible with adjacent parcels.

# Step 2: Compliance with the Recommended Land Use Plan

In order to determine compliance with the comprehensive plan, properties subject to development proposals should be located on the Recommended Land Use Map (page 31) to identify:

- A. If the parcel is considered to be in a Transition Area; and
- B. The Recommended Land Use for that parcel(s).

#### Step 2A: Identify Transition Areas

An attempt was made to draw the boundaries of sub areas and land use classifications along natural or manmade features such as creeks and roads in order to identify their relative locations. However, the boundaries are not intended to be exact. If a parcel is located near the border of a sub area or land use classification, the Planning Commission must interpret how the guidelines and criteria of the plan should be applied. The natural or man-made features, existing or changing development patterns, or other characteristics of the general area should be used to determine the sub area guidelines or land use classification most appropriate for the property under consideration. The Planning Commission may deem it suitable to use one sub area or land use classification in its analysis or to split the property between two or more.

Guidelines for determining the appropriate recommended land use in a transition area are outlined below.

<u>Transition Areas Between Sub Areas:</u> On the Recommended Land Use Map (page 31) the Elizabethtown community is divided into sub areas that are described in Step 4 and used for analyzing areas with cohesive character and a unique identity. Where recommended uses and densities create inherent conflicts, development proposals should be analyzed to address these conflicts. Techniques that can be used to address such conflicts include step-downs in density and intensity of uses, screening or buffering, increased setbacks, and/or landscaping.

<u>Transition Areas Between Classifications:</u> Within sub areas, land is assigned a recommended land use classification. These land use classifications are adjacent to each other and, in some cases, recommended land use densities and intensities may appear to be contradictory or create land use conflicts. Where recommended uses and densities create conflicts, the development proposals should be analyzed to address the conflicts. Techniques that can be used to address such conflicts include step-downs in density and intensity of uses, screening or buffering, increased setbacks, and/or landscaping.

<u>Transition Areas Between Elizabethtown and Adjacent Communities:</u> Some sub areas include portions of the community that are not, as of the adoption of this plan, located within the city limits of Elizabethtown. Land use guidance is provided for these, as they are natural areas for possible growth of the city. Additional land use guidance is provided to allow the city to address and assess the impact of development proposals adjacent to its boundary, even though the areas are not within the city.

#### Step 2B: Identify Recommended Land Use Categories

The following are the recommended land use categories assigned to the Recommended Land Use Map (page 31) indicating recommended land use patterns for the City of Elizabethtown and surrounding area. For each land use category there is a generalized listing of recommended land use types and the densities/intensities for those uses. The type and number of these categories were determined using input from the public, identifying desirable historical development patterns in the community, and considering uses and densities deemed desirable for the future. All properties in the City of Elizabethtown (as well as areas outside the city limits seen as key to the future growth of the city) are assigned a category. Additionally, each property is located in one of several sub areas, which have particular and, sometimes, location-specific guidelines and criteria that are applicable. The sub area criteria and guidelines could provide more detailed or specific guidance than the general criteria included for each land use category in this step. It is intended that the more specific criteria will control the analysis of development proposals.

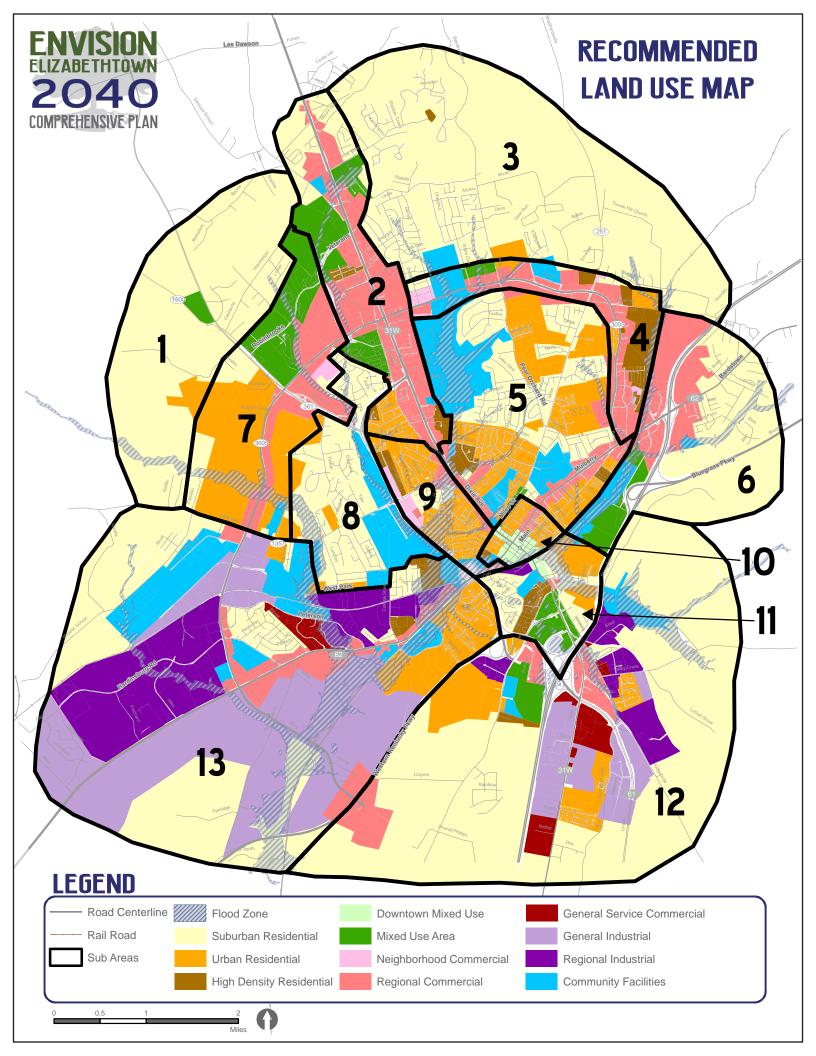
All proposals should comply with the following land use guidance, but these guidelines do not replace any requirements from the Elizabethtown Zoning Ordinance.

#### Residential Land Use Categories

To support the anticipated growth within and around Elizabethtown over the next 20 years, the city should encourage and allow higher-density residential development within the city limits with certain parameters. Proposed residential developments that are located within the current city limits and can be adequately served by utilities and public infrastructure should be permitted higher densities if quality-of-life amenities and higher-quality aesthetic features are provided by the developer. Transitions in density, scale, and land use between these higher densities and adjacent development must also be adequately addressed through appropriate measures.

- Quality-of-life amenities should include features such as dedicated open space and parks (active
  or passive recreation) that adequately serve the number of residents within the development in
  terms of size and features (based on reliable industry standards such as current NRPA performance
  benchmarks); additional common area plantings; additional tree canopy coverage; and/or multiuse trail that connects to a current or future regional network.
- Higher-quality aesthetic features should include items such as upgraded building and site materials (brick, pavers, etc.), building and site features that are pedestrian-scaled (building heights, setbacks, and "traditional neighborhood development" principals); public-facing outdoor spaces (porches, stoops, etc.), incorporation of public art, and/or similar features that create memorable places.

<u>Suburban Residential</u>: Suburban Residential uses should be primarily developed for single-family residential uses in a variety of development patterns. This classification is usually applied in areas away from the city center, traditionally considered as suburban or rural rather than urban. A minimum net density of two (2) units per acre is recommended for this category, with a maximum recommended density of six (6) units per acre.



Areas recommended for Suburban Residential can exceed a density of six (6) units per acre if the development provides the desired thresholds for quality-of-life amenities, higher-quality aesthetic features, and appropriate transitions to adjacent sites. However, specific attention should be placed on how the land use, density, building mass, and scale transitions to all adjacent sites, even if they are undeveloped, because of the potential for a conflict between urban, suburban, and rural areas.

<u>Urban Residential</u>: Urban Residential uses should be encouraged in areas closer to the city core, accessible to suitable infrastructure and adjacent to existing development patterns that support and are compatible with medium to moderate density residential development. Specific uses within this category primarily include single-family residential uses but could also include duplex and multi-family residential uses. Single-family residential development could be detached or attached and arranged in historical or innovative development patterns. The minimum net density recommended for areas classified under this category is five (5) units per acre, with a maximum net density of twelve (12) units per acre.

Areas recommended for Urban Residential can exceed a density of twelve (12) units per acre if the development provides the desired thresholds for quality-of-life amenities, higher-quality aesthetic features, and appropriate transitions to adjacent sites. However, specific attention should be placed on how the land use, density, building mass, and scale transitions to all adjacent sites, even if they are undeveloped, because of the potential for a conflict between urban, suburban, and rural areas.

<u>High-Density Residential</u>: High-Density Residential uses could include high-density, single-family attached dwellings, multi-family apartment buildings, and institutional residential uses. This classification is usually applied to areas with adequate utility and roadway infrastructure that is compatible with adjacent uses and densities. High-Density Residential can also serve as a transition from lower-density residential uses to more intense non-residential uses. A minimum net density of ten (10) units per acre is recommended, with a maximum density of twenty (20) dwelling units per acre.

Areas recommended for High-Density Residential can exceed a density of twenty (20) units per acre, without a maximum density, if the development provides the desired thresholds for quality-of-life amenities, higher-quality aesthetic features, and appropriate transitions to adjacent sites. However, specific attention should be placed on how the land use, density, building mass, and scale transitions to all adjacent sites, even if they are undeveloped, because of the potential for a conflict between urban, suburban, and rural areas.

#### Commercial Land Use Categories

Neighborhood Commercial: Neighborhood Commercial uses include retail, service, and office uses that serve local demands including businesses supplying convenience items, professional offices, and uses that have lower traffic demands and low impacts on adjacent uses. Structures should not exceed 15,000 square feet in size and should be constructed in a character that blends with adjacent areas or parcels. For parcels adjacent to densely developed residential areas or what is considered a typical neighborhood, the recommended maximum building size is 5,000 square feet. This classification is applied to areas where such defined consumer demand and services are seen as needed or desirable. Additionally, this classification is applied to areas where transitional uses are seen as desirable, transitioning between more intense, larger scale commercial development or other incompatible development types and residential land uses.

**Regional Commercial:** Commercial uses serving the larger community or regional needs for goods and services are encouraged in this land use category. This classification is applied to areas with high traffic capacities and high visibility that are conducive to commerce, as well as being applied to areas where the existing infrastructure necessary to accommodate this type and scale of commercial use is in place.

<u>General Service Commercial</u>: General Service Commercial includes uses that generate traffic and other perceived nuisances, such as extensive outside storage, noise, dust, and odors. This could include heavy equipment repair, light warehousing, and distribution. This classification is applied to areas with adequate infrastructure but less visibility, thus not adversely affecting community appearance and quality of life. This classification is also applied, in some areas, as a transitional use between higher intensity industrial uses and lower intensity commercial uses.

#### Industrial Land Use Categories

<u>General Industrial</u>: General Industrial uses are intended to include manufacturing and related activities that generate few, if any, off-site impacts and are the primary uses encouraged for areas assigned this classification. This classification is applied to areas with higher levels of infrastructure or the possibility for such levels of infrastructure. This classification is also applied to areas that lend themselves to be self-sufficient rather than interrelated industrial uses.

**Regional Industrial:** It is anticipated that manufacturing and related activities with potential off-site impacts (such as noise, traffic, dust, and odors) due to processes or simple scale of the use will be located in areas assigned this classification. This classification is assigned to areas with the very highest level of infrastructure available or where such levels of infrastructure can be provided. This classification is also applied to areas of sufficient size, recognizing that such uses are often interrelated to one another and interdependent. Such areas often develop as industrial parks.

#### Special Land Use Categories

<u>Community Facilities:</u> This classification is provided to allow for the location of essential public services, serving the community as a whole. This classification is applied to areas where existing uses, falling within the criteria, are currently located or where they will be located, with a reasonable level of certainty, in the future.

<u>Downtown Mixed-Use:</u> This classification is applied solely to the downtown area in recognition of the unique circumstances, status, and needs of this district. The range of permissible uses and areas for application, within the downtown, are discussed as part of the Downtown Sub Area in Steps 4 and 5.

<u>Mixed-Use Area:</u> This classification applies to areas where a combination of uses, not necessarily a single use, is appropriate. Appropriate land uses and mixes are described within the relevant Sub Area Guidelines and Targeted Planning Area Guidelines in Steps 4 and 5.

#### Step 3: Compliance with the Community-Wide Guidelines

Step 1 in this process outlined community-wide development policies that should be considered as a general measure for determining if a project should move forward in the development process. The following community-wide guidelines build upon Step 1 to provide more detailed direction for all development, both new construction and infill development/redevelopment, throughout Elizabethtown. The following guidelines are not necessarily specific to the type of development proposed or the geographic area in which the development or redevelopment is occurring. Those specific guidelines are defined within each Sub Area (Step 4) and/or Targeted Planning Area (Step 5). Additionally, these guidelines do not replace any requirements from the Elizabethtown Zoning Ordinance but are intended to provide broad guidance when evaluating compliance with the Recommended Land Use Plan.

All proposals should comply with the following guidelines:

A.		<b>evelopment Emphasis:</b> Emphasis should be placed on reuse and redevelopment of existing parcels structures versus vacant (undeveloped) or unplatted parcels.
		evelopment of existing sites and structures not only improves sites that typically lack investment, but it places less burden on extending utilities, public services, and other city services.
		The reuse and/or redevelopment of parcels with existing development or structures should be encouraged over development of undeveloped/greenfield sites when possible.
		Consideration should be given to long-term maintenance of retail sites (in particular big box stores) to prevent property maintenance issues if the building(s) or site is vacant.
В.	to a	e and Density: The size and scale of all development and redevelopment should reflect or transition similar character and style of surrounding uses regardless of the nature and desirability of the proposed oct or development. Higher-density residential should also be encouraged within the current city limits appropriate transitions to adjacent parcels.
	is im	e the Elizabethtown Zoning Ordinance specifies development standards for each zoning district, it sportant to also consider if a new development is compatible with existing, adjacent development in s of size and scale. A new development that is more intensive in land use, density, or scale should be idered if it provides an appropriate transition to adjacent parcels.
		When surrounding parcels are currently developed, new development should consider the size, scale, and density of surrounding uses. Higher densities should be permitted if appropriate transitions to adjacent sites can be provided.
		The current zoning should be considered if surrounding parcels are vacant or undeveloped, but development should not be limited because these areas are undeveloped.

C.		sition Between Land Uses: Development should provide appropriate transitions between conflicting uses and densities/intensities.	
		e this plan identifies areas for specific recommended land uses, it is important to consider how lopment transitions between land uses and densities to avoid conflicts.	
		Transitions and buffers between conflicting land uses or densities/intensities should be considered where existing land uses in the surrounding area differ from the proposed land use. For example, if a commercial use is developed adjacent to a residential use, the transition between these uses should be appropriately considered through setbacks, screening, or other techniques. Alternatively, if multifamily residential is proposed adjacent to a suburban residential neighborhood, a transition in height setbacks, and density (such as townhomes) should be considered.	
		Developments with High-Density Residential (such as apartments) could incorporate limited. Neighborhood Commercial uses that are intended to serve that residential development. Examples of this could include a coffee shop, dry cleaner, or small café-type restaurant. Traffic, access, and transition from all other uses must be considered if this type of commercial is incorporated since it will also be used by people who do not live in the immediate area.	
D.	Access Management & Vehicular Connectivity: All development should use access management techniques and encourage connectivity to adjacent development to minimize traffic conflicts and provide alternative access points and routes for traffic flow.  Traffic congestion and safety should be considered on all development through access management measures. Cross development connectivity is important in preserving the level of service on adjacent thoroughfares by providing routes for traffic to access adjacent developments without using a higher classification road that is not intended for individual site access. This encourages fewer curb cuts, or access points, into a development and, therefore, allows traffic to flow and improves safety on the adjacent roadway.		
		Access points to all public roadways should be defined and minimized.	
		All development should only include the minimum required number of curb cuts as needed for proper site access.	
		Shared driveways should be encouraged when feasible, and agreements must be in place between property owners for access and maintenance of the shared driveway.	
		All development (excluding individual single-family residential lots) should provide vehicular access to adjacent properties (including parcels along the road frontage and to the rear of the development).	
		All development should mitigate direct impacts to the roadway network when possible. This could include installation of acceleration/deceleration lanes, turning lanes, or other improvements that mitigate the impact directly created by the proposal.	
		When adjacent properties are undeveloped or vacant, stub roads (or similar) should be provided to allow access to a future development.	

E.		<u>Pedestrian Connectivity:</u> New pedestrian facilities should be encouraged and connected to adjacent development.		
	for peo	ng pedestrian connections can be just as important as vehicular connections. Providing ways ople to walk between adjacent developments and from surrounding residential areas provides an ative mode of transportation and encourages healthy lifestyles.		
	□ N	lew development should provide pedestrian connections from parking areas to building entrances.		
	th si	lew commercial and high-density residential development should provide pedestrian connections to the roadway and adjacent properties. When adjacent properties are undeveloped or vacant, connections hould be provided in a logical location (such as adjacent to a stub road) to allow access to a future evelopment.		
F.	Enviro	nment: Protection of natural resources should be incorporated into new development.		
		ting the city and region's natural resources is important not only as an environmental quality but also sechanism to manage stormwater and limit property damage due to flooding.		
		evelopers should incorporate the protection of natural resources, including floodplains, into all evelopments to create unique community elements, while protecting the natural environment.		
	0	r function of the site.		
G.	<u>Utiliti</u>	es: New development should be served by adequate water and sewer services.		
		and sewer services are a critical element for new development to occur, but those agencies also o have the capacity to meet the additional demand placed on the system.		
		lew development should only occur in areas where water and sewer services are available from public gencies who can meet the additional demand.		
		lew development should only occur where there is an adequate water supply and pressure for fire rotection services.		

## Step 4: Compliance with the Sub Area Guidelines

Elizabethtown is a complex and unique community with many geographically distinct characteristics. To accommodate the unique qualities of these various areas, 13 sub areas were defined to address issues and provide special guidelines specific to the location and character of the sub area.

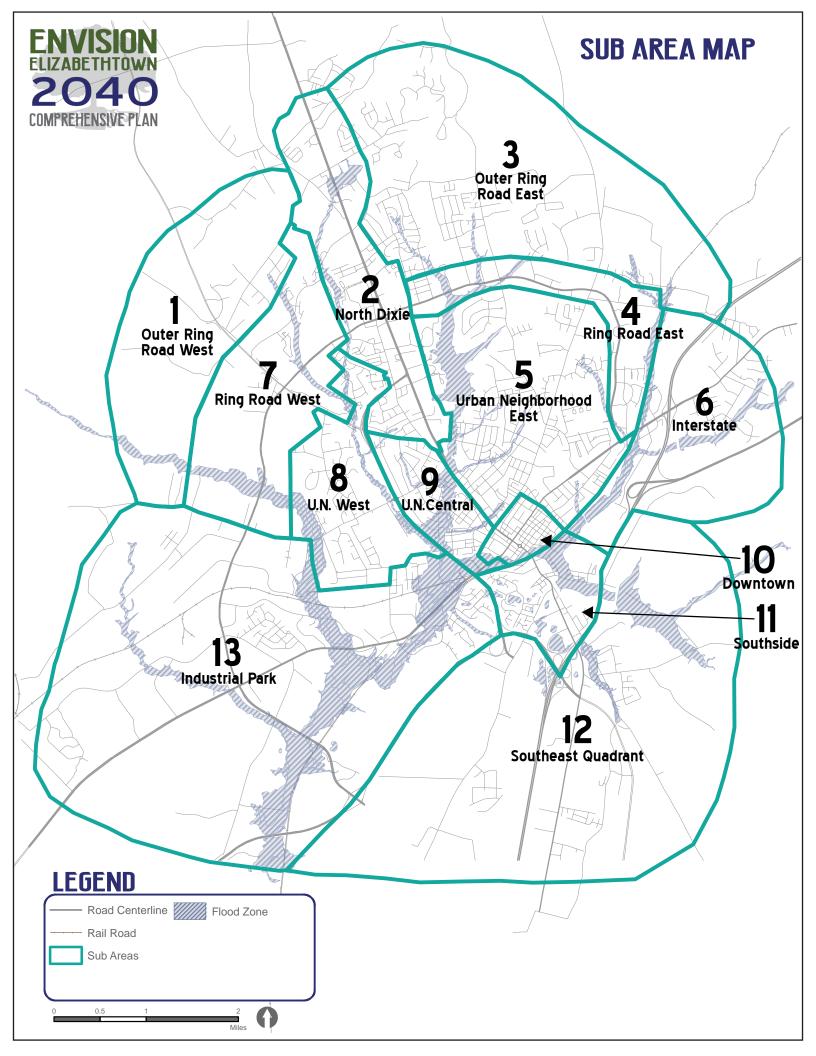
This plan uses 13 sub areas to provide more detailed and specific guidance relating to land use patterns and development guidelines. The Sub Area Map (Page 38) shows the entire community and the boundaries for the 13 sub areas. Specific guidelines for each sub area are outlined starting on page 40.

Geographical features, both natural and man-made, generally define the sub areas. Each sub area is further defined and delineated by features and characteristics that differentiate it from adjacent areas. By dividing the community into sub areas with common character and development issues, more detailed land use analysis and guidance is possible.

## Step 5: Compliance with Targeted Planning Area Guidelines

In addition to the guidelines specific to each sub area, special attention was given to the identification of targeted planning areas. These are identified on the Targeted Planning Area Maps for each sub area starting on page 38. The targeted planning areas need more intensive analysis and guidance because of their importance or potential to influence the character of the sub area or community as a whole.

Typically, these areas are significant or strategically located undeveloped or underdeveloped areas in the community whose development or redevelopment is seen as key to the community's future character. Additionally, they can encompass areas or portions of corridors where disinvestment is occurring and impacting the ability for adjacent properties to attract investment.



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## Sub Area 1: Outer Ring Road West

#### Existing Land Use & Character

This sub area includes parcels outside the city limits and is largely Suburban Residential with limited areas of mixeduse. It also includes large amounts of undeveloped land. The majority of this sub area, within the city limits, is currently zoned as Planned Neighborhood Residential and Future Development Holding.

A large portion of this land is developmentally constrained due to steep slopes or floodplains, limiting the amount and type of new development it is able to support. The area is also lacking infrastructure, as sanitary sewers do not extend into the vast majority of undeveloped land in the sub area.

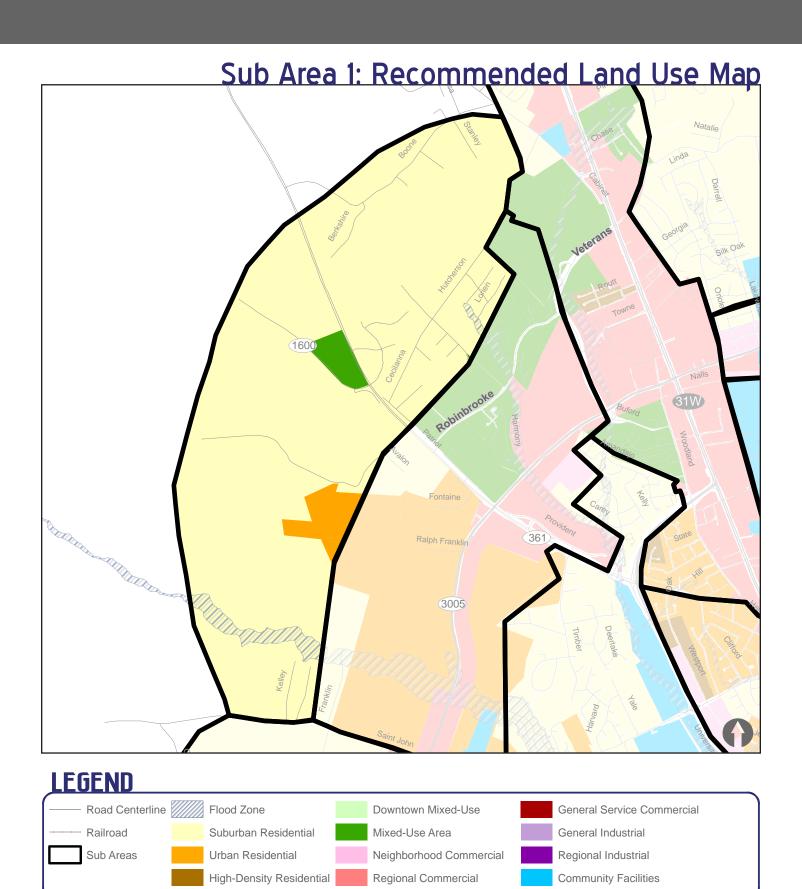
### Planning Issues & Opportunities

The community identified the following planning issues and opportunities for Sub Area 1:

- There is need for appropriate utility expansions along KY 361.
- Residential development should incorporate a variety of housing types and styles.
- Residential development should include open space or parks and sidewalk connections.
- All development should have adequate access to community facilities
- Traffic could become a potential issue without an adequate roadway network and access management.

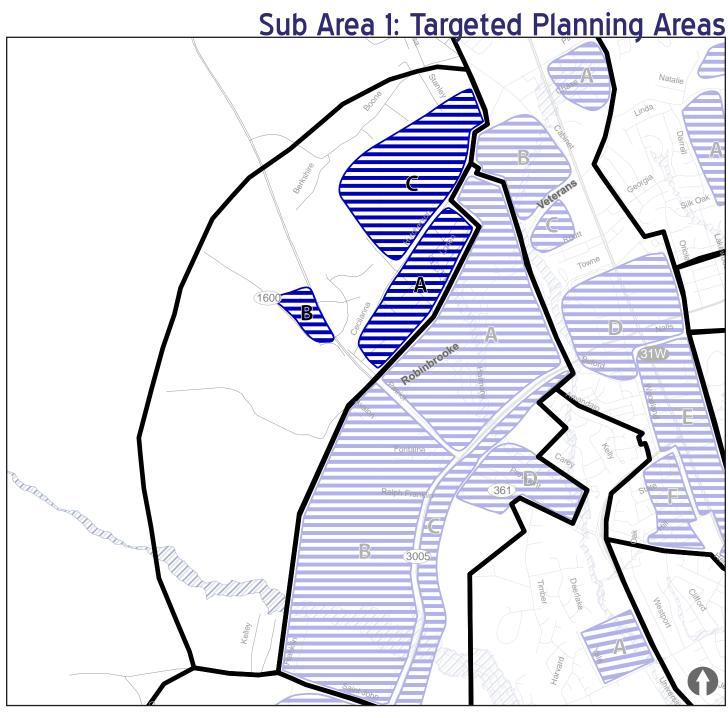
#### Recommended Land Use Patterns

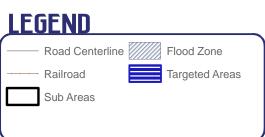
The recommended land use pattern for this sub area is primarily Suburban Residential. Mixed-Use has also been identified as a possibility to accommodate the commercial needs of those living in this area. Community facilities and utility substations should also be addressed in this sub area, especially if future development is to occur.



## Sub Area 1 Additional Planning Criteria & Guidelines

1.		ess Management & Vehicular Connectivity: Access and connectivity should be considered for all lential developments.
		Large subdivisions should include multiple entry points at controlled intersections when possible and should allow future connectivity to adjacent development.
2.	<u>Ann</u>	exation: Areas outside of city limits should be considered for annexation before services are extended.
		Before city services or utilities are extended beyond the current city limits, annexation should be evaluated and required, if fiscally practical.
3.		<b>npatible Uses:</b> Some circumstances could justify other compatible uses to serve daily needs of lents or to accommodate agricultural businesses.
		Neighborhood commercial or neighborhood services may be appropriate at major intersections or along major arterials and collectors to serve the surrounding homes as long as the businesses provide an adequate transition between uses.
		Where conditions are suitable, agribusiness is an appropriate use in areas shown as Suburban Residential as long as the use provides an adequate transition from surrounding residential.
4.	Ope	n Space: Open and recreational spaces should be considered with residential subdivisions.
		Medium and large residential subdivisions should consider dedicated open space or a pocket park that is owned and maintained by the property owner(s) or a homeowners association.
5.	Des	ign Guidelines: Commercial property should be screened from less intense uses, such as residential.
		Additional landscaping or fencing should be used when commercial is located adjacent to residential uses.
		All fencing should be low-maintenance and include durable materials that are aesthetically pleasing.
		Lighting should not negatively impact adjacent uses.





The following criteria are intended to provide guidance for specific areas within Sub Area 1 that would benefit from site-level considerations. These guidelines, like the Sub Area Additional Planning Criteria & Guidelines, are intended to supplement other policies in the Recommended Land Use Plan and are not intended to supersede the Elizabethtown Zoning Ordinance.

In addition to the Sub Area 1 guidelines, all proposals within the identified targeted planning areas should also comply with the following policies:

comply	comply with the following policies:			
areas. V availabii	Planning Area A: This area is combination of single-family residential and large undeveloped With large residential development occurring adjacent to this targeted planning area as well as utility ity, it is prime for development. Suburban Residential is identified for this targeted planning area, and sitions between these residential land uses and adjacent residential and commercial uses to the south ortant.			
	Development in this targeted planning area should transition from a higher intensity and scale to development that would be compatible with single-family residential. While this area is identified as Suburban Residential on the Recommended Land Use Map, development could incorporate neighborhood commercial and/or townhomes near Patriot Parkway and transition to single-family residential.			
Targeto develop	ed Planning Area B: This area is identified for Mixed-Use and is adjacent to a large residential ment.			
	This area could serve as a commercial and/or residential node for this sub area. Neighborhood Commercial, Regional Commercial, Urban Residential and/or High-Density Residential are appropriate. Low-density residential development is discouraged in this area.			
	The primary access for large developments should be consolidated and gained from Patriot Parkway with proper access management techniques. When possible, access points to this area should align with existing or planned roadways on the eastern side of Patriot Parkway.			
Targeted Planning Area C: This area is currently agricultural or undeveloped properties wit the north, west (Magnolia Farms), and south. Current access is limited but additional vehicula potentially be provided onto Patriot Parkway if it complies with access management regulation				
	Suburban Residential is recommended for this area due to surrounding uses and limited vehicular access. However, agtrouism land uses could be appropriate if they provide adequate access, on-site parking, and transition to the existing residential areas.			
	Improved vehicular access should be considered based on the density of new development so that the capacity Hutcherson Lane is not exceeded.			
	If access is allowed from Patriot Parkway, it should be consolidated or shared with existing development when possible.			

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## Sub Area 2: North Dixie

#### Existing Land Use & Character

The North Dixie Sub Area (Sub Area 2) primarily consists of commercial land uses that serve both the region and local markets. Geographically, this sub area is centered along North Dixie Avenue/U.S. 31W, which is a primary arterial in the community. The largest scale commercial development in the community is located in this area in addition to the greatest traffic volumes and congestion. Many commercial sites in this area are underutilized, vacant, and/or not maintained properly. Baptist Health Hardin is also located in this area.

This sub area's current zoning differs greatly from the Recommended Land Use Plan. As new development and redevelopment occur, the land uses within this sub area should strive to align with the Recommended Land Use Map.

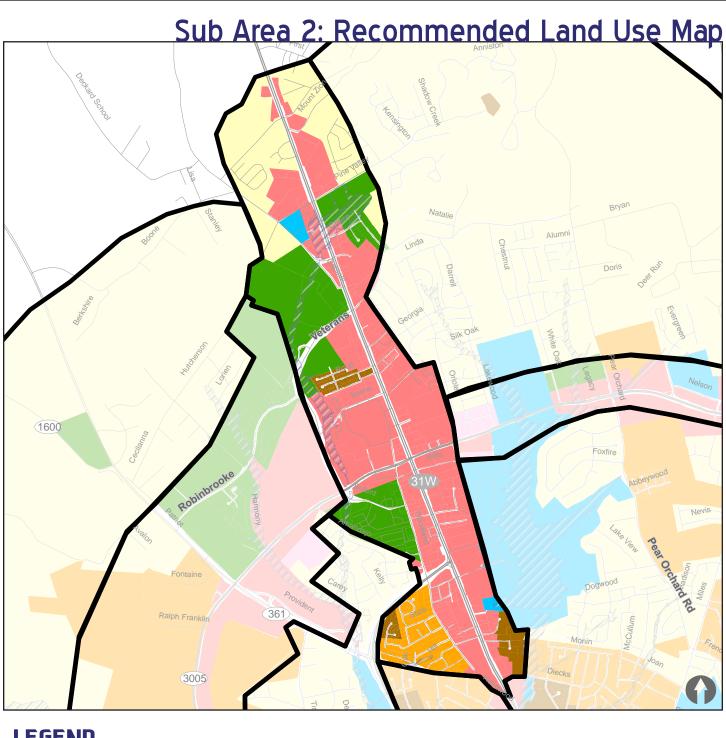
## Planning Issues & Opportunities

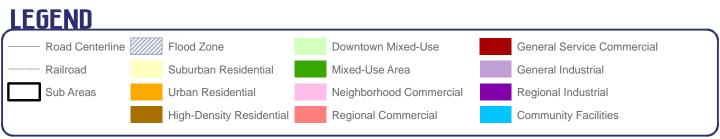
The community identified the following planning issues and opportunities for Sub Area 2:

- Traffic is more congested in this area than other areas in the community. Additional roadway connections that provide alternative routes for traffic are needed as development occurs.
- Traffic signals are not completely synchronized.
- Access management practices should be considered to reduce congestion and improve safety.
- Vacant and/or underdeveloped or underutilized properties have a blighting effect on the area. These properties are also usually not well maintained.
- Reinvestment in older commercial developments is needed.
- Commercial properties in the area could be more attractive and better screened from adjacent, less intense uses.
- Commercial development should be prevented from encroaching on less intense uses and Freeman Lake Park.
- · Higher-density residential uses may be appropriate in this area.
- Baptist Health Hardin and associated uses could expand within the area in the future.

#### Recommended Land Use Patterns

The recommended land use pattern for Sub Area 2 should primarily include commercial land uses. Due to the current regional function of both North Dixie Avenue and Ring Road, the majority of uses should be Regional Commercial. As more development in this sub area and adjacent areas continues, the trend of Regional Commercial is anticipated along the major thoroughfares. Focused areas that are not adjacent to North Dixie Avenue and/or Ring Road are suitable for Regional Service Commercial (northern and southern portions of this sub area) or Mixed-Use as identified on the Recommended Land Use Map. Areas of residential development are also identified within Sub Area 2 at the northern and southern portions and could also be integrated into Mixed Use areas. . Higher-density residential could also be appropriate in areas identified for commercial if incorporated into a wellplanned, mixed-use development or as a transition between commercial and lower-density residential uses. Associated medical uses and/or expansion of the hospital would also be appropriate near Baptist Health Hardin.

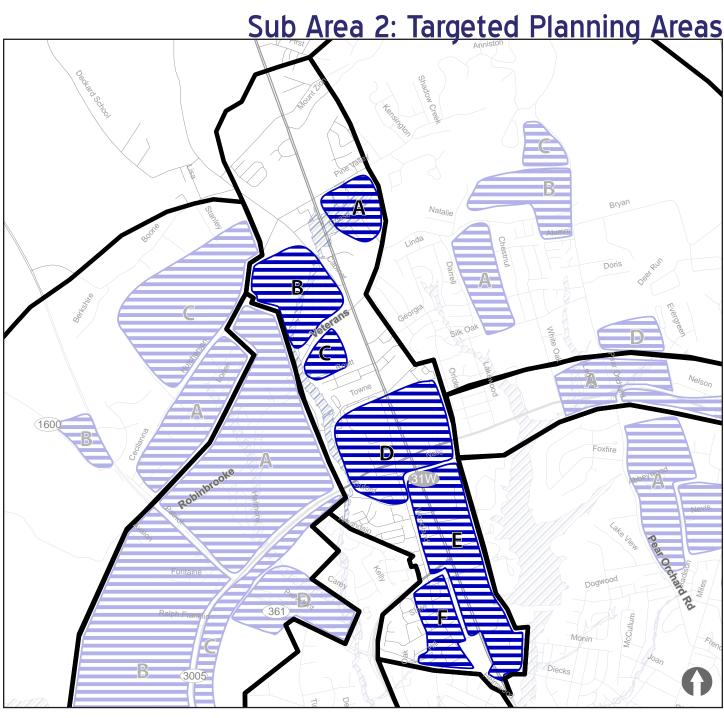




## Sub Area 2 Additional Planning Criteria & Guidelines

1.	ess Management & Vehicular Connectivity: Traffic congestion and safety should be considered in sub area through access management.
	If feasible, right-in/right-out driveways should be considered for development along North Dixie Avenue and Ring Road to preserve the Level of Service, reduce congestion, and increase safety.
2.	<b>npatible Uses:</b> The expansion of the hospital and associated uses should be supported and compatible surrounding development.
	Any expansion of the hospital and/or associated medical support uses in the immediate area should be supported.
	Adequate transitions between the medical uses and surrounding residential areas to the west should be considered.
	Access to the hospital and surrounding medical uses should be considered for all development to provide easy access for emergency vehicles, safe connections to North Dixie Avenue, and limit additional congestion.
3.	<u>Layout Guidelines:</u> The layout of a development site should provide visual appeal and enhance the munity through sound design practices.
	Buildings could be located closer to the right-of-way with parking in the rear, where appropriate.
	Commercial out lots/outparcel developments are appropriate in this sub area.
	New development should consider the environmental impact on Freeman Lake Park, including runoff, light pollution, and other factors.
	Commercial developments should be screened from less intense uses, such as residential. This could include aesthetically pleasing fencing, landscaping or other techniques that provide a continuous visual barrier.
	Higher-density residential uses may be appropriate in this area, if integrated into the site properly.

4.	<b>gn Guidelines:</b> A variety of durable exterior building and site materials (including landscaping, signage, ighting) should be utilized to create an aesthetically pleasing development.
	Façade materials should be varied in a thoughtful manner to enhance the aesthetic quality of the development, but the variation of materials should not detract from the overall design.
	Landscaping should be provided for all development in this sub area with more stringent requirements for commercial and high-density residential. Landscaping should be designed in a manner that allows minimal maintenance and should be maintained year-round. For highly visible developments along North Dixie Avenue and/or Ring Road, landscape requirements should create visual interest that provides a screen between the roadway and development to buffer areas from adjacent roadways. Additionally, large parking lots should include planting areas/landscaped islands.
	Aesthetically pleasing signage should be provided that reflects the building materials used for the development. All materials should be durable to reduce maintenance issues in the future.
	Site lighting should be provided for all development (except single-family, detached residential) to increase safety and visibility. All lighting fixtures should be constructed of durable materials and aesthetically pleasing. LED fixtures should be encouraged. Light fixtures should be shielded downward to minimize light pollution and light trespass to adjacent properties should be limited.
5.	evelopment of Underutilized Properties: Redevelopment of underutilized properties should ider appropriate redevelopment uses and site longevity.
	An underutilized property is one that experiences chronic vacancies or is used by second generation commercial that does not generate the demand or utilization that the property once experienced. These properties impact the character of the community, pose potential safety issues if abandoned, and reduce the property tax that could be generated.
	As redevelopment of older commercial sites occurs, some flexibility on one or more uses could be considered that complement or are compatible with regional commercial uses. For example, an older commercial development could allow for a use that is regional commercial or retail use that also has an appropriately-designed, smaller warehousing component that is accessed from the rear of the building to support online sales. Additionally, high-density residential could be incorporated into a site with commercial to provide a variety of uses and/or a transition to adjacent lower-intensity uses.
	If an existing commercial development (such as "big box retail") is proposed to relocate within or into Sub Area 2, the developer should:
	<ul> <li>Provide documentation on how the reuse of their current site is no longer viable;</li> <li>Provide assurances that the property to be vacated will be actively and productively used over the long-term; and</li> <li>Provide assurances that the development will be maintained continually, even if the development is vacant.</li> </ul>
	If a new commercial development (such as "big box retail") is proposed within Sub Area 2, the developer should provide assurances that the development will be maintained continually, even if vacant.





The following criteria are intended to provide guidance for specific areas within Sub Area 2 that would benefit from site-level considerations. These guidelines, like the Sub Area Additional Planning Criteria & Guidelines, are intended to supplement other policies in the Recommended Land Use Plan and are not intended to supersede the Elizabethtown Zoning Ordinance.

In addition to the Sub Area 2 guidelines, all proposals within the identified targeted planning areas should also comply with the following policies:

<b>Targeted Planning Area A:</b> This area is currently undeveloped or underutilized but has great potential for development. Its location along North Dixie Avenue (U.S. 31W) is unique because of the higher level of access and visibility this site holds, but it is also adjacent to an established single-family residential area (Pine Valley) to the east.		
	Development in this targeted planning area must transition from a higher intensity and scale along North Dixie Avenue to development that would be compatible with single-family residential. While this area is identified as Mixed-Use on the Recommended Land Use Map. development could incorporate commercial and/or multi-family housing closer to North Dixie Avenue and transition to townhomes and/or single-family residential towards the eastern portion of the target area.	
	Any development should include north/south roadway connections that allow vehicular traffic to avoid North Dixie Avenue if needed. Pedestrian connections should also be considered within this area to provide safe routes for nearby residential areas to access the commercial development and/or North Dixie Avenue.	
along also e reside	tted Planning Area B: This targeted planning area is a transition between regional commercial uses the majority of North Dixie Avenue to undeveloped land to the west. Limited areas of light industrial exist and do not impact current or future development. Potential areas for future urban or high-density ential development as well as potential mixed-use development exist to the south of this area and existing ensity or Suburban Residential is currently located north of this area.	
	Transitions from the existing and future residential, commercial, and/or mixed uses south of Veterans Parkway and the existing commercial/light industrial (Mouser Cabinet) should be considered and compatible with surrounding uses as new commercial development occurs south of the creek.	
	As new development occurs north of the creek, the transition from existing and/or new commercial development south of the creek should be considered. The area north of the creek should serve as a transition to existing or anticipated lower-density development that will occur north of this targeted planning area. Appropriate uses within this area could include high-density or urban residential and/or neighborhood or regional commercial uses.	
	Veterans Way provides additional access for future development, and any new development in this targeted planning area should provide additional north-south roadway connections to allow alternative routes for traffic.	
	Pedestrian connections should also be considered within this area to provide safe routes for nearby residential areas to access the commercial development.	
	All development should be serviced by public water and sewer before development occurs.	

<u>Targeted Planning Area C:</u> This area is largely undeveloped or urban/high-density residential currently. It is adjacent to regional commercial uses to the east along North Dixie Avenue and south near Towne Mall, as well as future regional commercial and/or moderate to high-density residential uses to the north.		
	A specific focus on access and connectivity should be considered for development in this targeted planning area.	
	Development within this targeted planning area should consist of high-density or urban residential that can transition from the adjacent commercial uses to suburban residential further west. Multi-family residential could also be appropriate adjacent to the existing commercial uses, but it is anticipated that commercial will likely be located along the frontage of Veterans Parkway. The density of residential within this area can transition, if needed, from higher-density towards the east/south to lower-density to the west.	
	Veterans Way provides access to this area and is a limited access roadway. The intention of this roadway was to relieve congestion from North Dixie Avenue, not to create additional traffic demand with new destinations. Access management principles should be adhered to when considering curb cuts and driveways along Veterans Way with consolidated entry points for future development.	
	Pedestrian connections should also be considered within this area to provide safe routes for residential areas to access commercial development to the east and south.	
Targeted Planning Area D: Commercial and retail development are currently in a dynamic shift from perspective. Many retailers are shifting towards newer development or non-brick and mortar store older commercial sites underutilized, vacant, and not maintained. This targeted planning area is suburban commercial uses, primarily Towne Mall, Walmart, Lowe's, Home Depot, Sam's Club, Targeted Lobby, and many outparcel developments that cater to dining or convenience goods. This area is domivehicular traffic and congestion.		
	While regional commercial and mixed-uses are targeted for this area, this will primarily focus on redevelopment of older commercial developments as stores move or retail demand continues to change. Market demand and consumer preferences for many of the existing "big box" retail establishments could shift in the future as online shopping continues to expand. The uncertainty for traditional retail should be considered through adaptive, creative, and appropriate reuse of parcels within this targeted planning area. If traditional retail demand declines, the focus of this area could shift to entertainment, high-density housing, or other uses that could appropriately be incorporated into a larger master plan development.	
	The intersection of North Dixie Avenue and Ring Road has the highest levels of traffic within the city. Without proper planning at the site level, congestion and traffic could easily increase in this targeted planning area. All development should be required to connect to adjacent developments to allow vehicular access without using the public roadways. Additionally, curb cuts should be minimized and only provided as site access warrants. Shared driveways should be encouraged.	
	Pedestrian connections should also be considered within this area to provide safe routes between commercial developments and adjacent uses.	
	All development in this area should be held to higher standards for landscaping, signage, and building materials.	

	Landscaping should be used along the roadways and internal site to provide visual interest and appeal. Landscaping should have a diversity of heights, colors, and types of planting material rather than provide a monotonous and repetitive design. All landscaping should be designed with long-term maintenance as a priority.
	All materials should be durable and varied in a thoughtful manner to enhance the aesthetic quality of the development, but the variation of materials should not detract from the overall design.
	Signage should be limited, minimal in size, and be visually consistent with the building materials used throughout the development.
	Parking should be encouraged to be located to the rear of buildings when appropriate.
4ve	geted Planning Area E: This area encompasses the retail and vacant development along North Dixie nue between Cardinal Drive and Layman Lane. It mainly consists of older traditional commercial elopment that is disconnected and aging.
	Redevelopment is the primary focus along this corridor. Similar to Targeted Planning Area D, market demands and consumer preferences are shifting as more retail sales are occurring online. It is likely that adaptive, creative, and appropriate reuse of parcels within this targeted planning area will be needed. This area should focus on regional commercial. Medium or high-density residential could also occur in appropriate locations and should be encouraged in areas abutting Freeman Lake Park.
	All development should provide a vehicular connection to adjacent developments and allow vehicular access without using the public roadways. Additionally, curb cuts should be minimized and only provided as site access warrants. Shared driveways should be encouraged.
	Pedestrian connections should also be considered within this area to provide safe routes between commercial developments and adjacent uses.
	All development in this area should be held to higher standards for landscaping, signage, and building materials.
	Landscaping should provide visual interest and appeal from North Dixie Avenue. Landscaping should have a diversity of heights, colors, and types of planting material rather than provide a monotonous and repetitive design. All landscaping should be designed with long-term maintenance as a priority.
	All materials should be durable and varied in a thoughtful manner to enhance the aesthetic quality of the development, but the variation of materials should not detract from the overall design. Materials such as brick, stone, masonry, fiber cement siding (such as Hardie Board), or other similar durable materials are preferred. Signage materials should be compatible with the building materials.
	New development (except single-family residential) that abuts or is visible from Freeman Lake Park should adhere to higher design standards to enhance experience and views from the park. All parcels that abut the park should include architectural features on the rear and side facades, including durable materials. Additional landscaping should also be required along the rear to provide a buffer between the development and park.
	All development should be sensitive to Freeman Lake and should occur in a way that enhances the community's use, access, and enjoyment of this asset.

<b>Targeted Planning Area F:</b> This area along Woodland Drive is adjacent to Baptist Health Hardin and other			
	intensive or dense medical-related uses. It is currently a mix of medical and office uses interspersed single-family residential. The area to the west is an established Urban Residential area. Woodland Drive		
provides adequate access for these uses and some structures could benefit from reinvestment. Sidewalks also exist on both sides of Woodland Drive with non-signalized crosswalks.			
	This is an area for potential expansion of Baptist Health Hardin and/or other medical-related uses.		
	Medical-related uses and offices are appropriate adjacent to Woodland Drive, if they provide adequate transitions and buffers to the neighboring residential.		
	Development should consider the scale and style of the existing residential neighborhood in order to provide a better transition between uses, especially if medical facilities expand further west into the residential neighborhood.		
	All development should provide a vehicular connection to adjacent developments to allow vehicular access without using the public roadways. Additionally, curb cuts should be minimized and only provided as site access warrants. Shared driveways should be encouraged.		
	Pedestrian connections should also be considered within this area to provide safe routes between various medical uses, nearby commercial, and residential areas.		
	Parking should be provided on-site to accommodate patients and/or customers.		

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# Sub Area 3: Outer Ring Road East

#### Existing Land Use & Character

This sub area includes parcels outside the city limits and is largely Suburban Residential with limited areas of denser Urban Residential. A large portion of the land in this sub area is undeveloped but is likely to develop as residential in the future. This location, as well as the sub areas to the south, have been some of the faster growing areas in Elizabethtown, and this is expected to continue.

The zoning in this sub area is primarily Suburban Residential with commercial in the adjacent sub areas along North Dixie Avenue and Ring Road. The Elizabethtown Nature Park is also partially located in this sub area with connections to Freeman Lake.

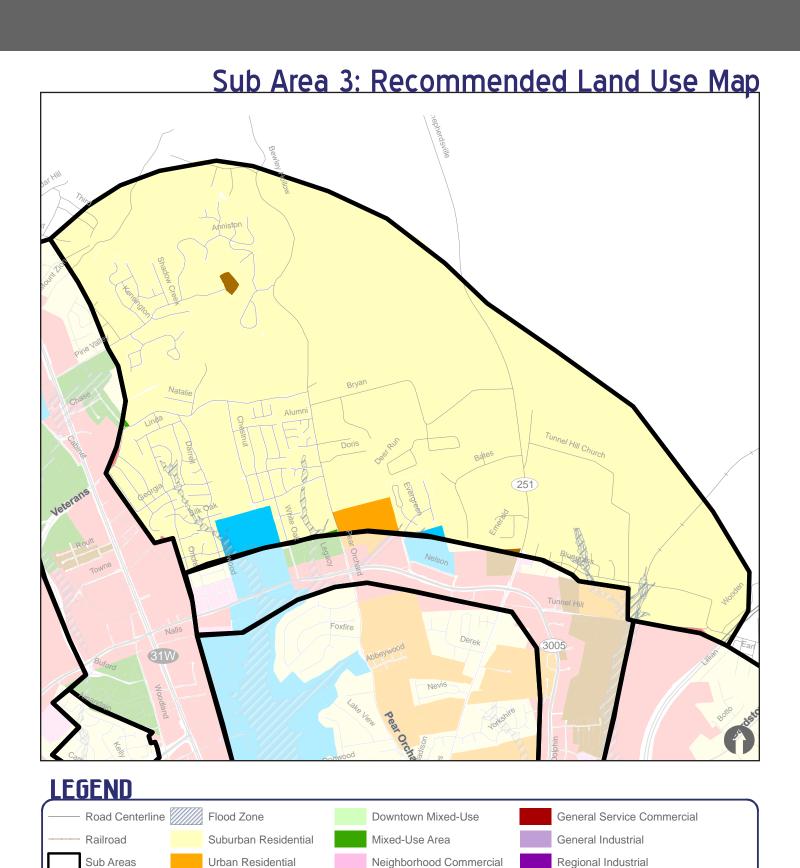
### Planning Issues & Opportunities

The community identified the following planning issues and opportunities for Sub Area 3:

- Major roads (such as North Dixie Avenue and Ring Road) that are adjacent the sub area may present traffic congestion issues.
- Potential for recreational development exists around the Nature Park.
- Conflicts between commercial and residential development should be considered.
- Development could cause environmental stress on surrounding environmentally sensitive areas.

#### Recommended Land Use Patterns

The recommended land use pattern for this sub area includes Suburban Residential with one small area of Urban Residential. Commercial development is not recommended in this sub area because of limited access that should remain focused on Ring Road and North Dixie Avenue. Additionally, the Nature Park is a key area and should be protected from encroaching development to preserve its natural state. Ensuring proper utilities, such as water and sewer, are extended as development occurs can support new growth.



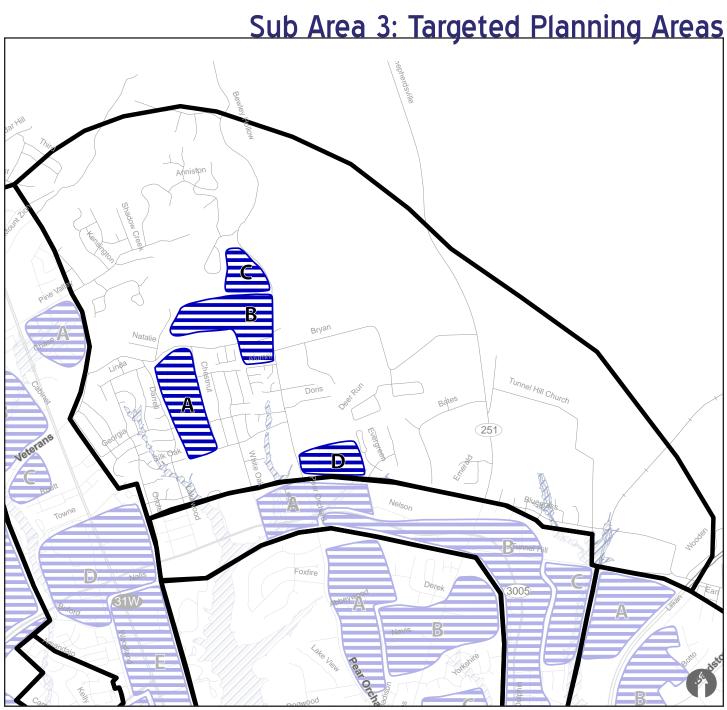
Regional Commercial

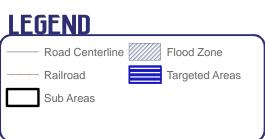
High-Density Residential

Community Facilities

## Sub Area 3 Additional Planning Criteria & Guidelines

1.		ess Management & Vehicular Connectivity: Access and connectivity should be considered for all developments.
		Large subdivisions should include multiple entry points when possible and should allow future connectivity to adjacent development.
2.	Ann	exation: Areas outside of city limits should be considered for annexation before services are extended.
		Before city services or utilities are extended beyond the current city limits, annexation should be evaluated and required, if fiscally practical.
3.		<b>npatible Uses:</b> Some circumstances could justify other compatible uses to serve daily needs of dents or to accommodate agricultural businesses.
		Neighborhood commercial or neighborhood services may be appropriate at major intersections or along major arterials and collectors to serve the surrounding homes as long as the businesses provide an adequate transition between uses.
		Where conditions are suitable, agribusiness is an appropriate use in areas shown as Suburban Residential as long as the use provides an adequate transition from surrounding residential.
4.	Ope	n Space: Open and recreational spaces should be considered with residential subdivisions.
		Medium and large residential subdivisions should consider dedicated open space or a pocket park that is owned and maintained by the property owner(s) or a homeowners association.
<b>5</b> .	Des	ign Guidelines: Commercial property should be screened from less intense uses, such as residential.
		Additional landscaping or fencing should be used when commercial is located adjacent to residential uses.
		All fencing should be low-maintenance and include durable materials that are aesthetically pleasing.
		Lighting should not negatively impact adjacent uses.





The following criteria are intended to provide guidance for specific areas within Sub Area 3 that would benefit from site-level considerations. These guidelines, like the Sub Area Additional Planning Criteria & Guidelines, are intended to supplement other policies in the Recommended Land Use Plan and are not intended to supersede the Elizabethtown Zoning Ordinance.

In addition to the Sub Area 3 guidelines, all proposals within the identified targeted planning areas should also comply with the following policies:

Subur	eted Planning Area A: This area is currently undeveloped but surrounded on three sides by established than Residential neighborhoods. The southern border of this targeted planning area abuts the Elizabethtown
Natur	e Park. Access to collector roads is limited to Pear Orchard Road NW.
	This area should develop as Suburban Residential.
	Primary vehicular access should be from Pear Orchard Road NW and vehicular connections should be established to the adjacent existing neighborhoods to the east and west. No vehicular connection should be made to the Nature Park.
	Pedestrian connectivity should be established between the neighborhoods to the east and west, as well as to the Nature Park to the south.
	Any development in this targeted planning area should be respectful of the Nature Park to the south, and new development should consider the environmental impact on the Nature Park, including runoff, light pollution, and other factors.
roads	eted Planning Area B: This area is currently undeveloped but located at the intersection of two collector, Pear Orchard Road/Bewley Hollow Road and Pear Orchard Road NW. This area of the city is currently iencing growth and this will likely continue to develop in a residential nature.
	Portions of this targeted planning area are currently outside city limits, and annexation should be evaluated prior to extending city services and utilities.
	The targeted planning area should be developed as Suburban Residential to compliment the surrounding land uses. The existing roadway network likely cannot accommodate commercial development.
	If a larger residential subdivision is developed in this area, access points to both collector roads should be considered. Future vehicular connections (dedicated right-of-way or stub roads) should be considered to provide connectivity to Targeted Planning Area C.
	Higher-density residential could be appropriate at the intersection if proper access and connectivity is provided.

Targe	<b>eted Planning Area C:</b> This area is similar to Target Area B but lacks access to two collector roads. The
,	ry access is located off of Bewley Hollow Road. There is one residential area to the east of this targeted ing area and potential for residential development to the south in Targeted Planning Area B.
	This area is not currently within the city limits, and annexation should be evaluated prior to extending city services and utilities.
	Suburban Residential should be developed in this area due to the existing and recommended land uses that are adjacent to this targeted planning area. Commercial development should not be considered due to the lack of access and connectivity.
	The primary access point should be from Bewley Hollow Road with additional future connections to the south (Targeted Planning Area B).
Targe	eted Planning Area D: This area is currently undeveloped with access to Pear Orchard Road and Ring
north,	(See Sub Area 4). A mix of Urban Residential and Suburban Residential uses are located to the west, and east with undeveloped areas interspersed. Undeveloped areas along Ring Road are located to the and Heartland Elementary School is also located southeast of this Targeted Planning Area.
	Urban Residential is recommended for this area because of the proximity to Ring Road and to serve as a transition to Suburban Residential in adjacent areas. Limited areas of High-Density Residential could be considered as a transition from future commercial development along Ring Road and Urban Residential development.
	Vehicular access should be gained from Pear Orchard Road and Ring Road if developed in conjunction with the land along Ring Road.
	Transitions between this area and adjacent residential areas should be considered.
	Pedestrian connectivity should be established through this area and with existing and future development surrounding it.

# Sub Area 4: Ring Road East

#### Existing Land Use & Character

The Ring Road East sub area has experienced a large amount of development that is likely to continue as the community grows. The area is home to multiple new commercial and residential developments, and it benefits from the proximity to I-65, North Mulberry Street, and North Dixie Avenue. It is a heavily traveled corridor, linking the interstate to the city's northern commercial core along Dixie Avenue. Regional Commercial, High-Density Residential, and Suburban Residential are the most common land uses. Large tracts of land are still undeveloped along this corridor. Ring Road provides connections to multiple regional destinations, such as Freeman Lake, the Nature Park, and shopping areas, as well as many residential subdivisions.

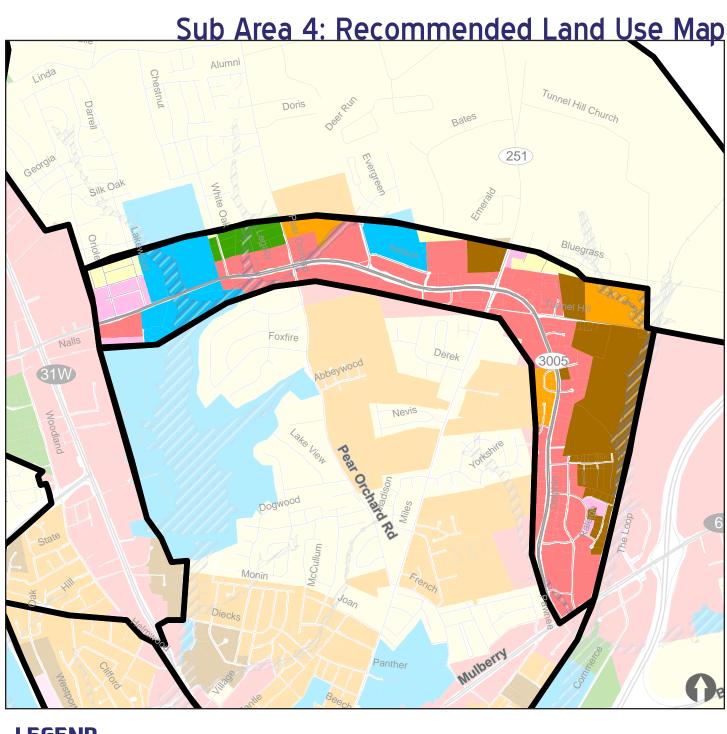
### Planning Issues & Opportunities

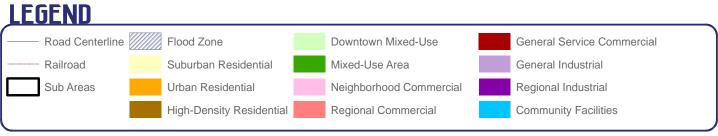
The community identified the following planning issues and opportunities for Sub Area 4:

- Development should respect natural lands surrounding Freeman Lake and the Nature Park.
- Access management for Ring Road is needed to maintain and improve traffic flow and safety.
- Conflicts between commercial areas and adjacent residential developments should be considered.
- Cross development connections should be included whenever feasible to maintain traffic flow on Ring Road.

#### Recommended Land Use Patterns

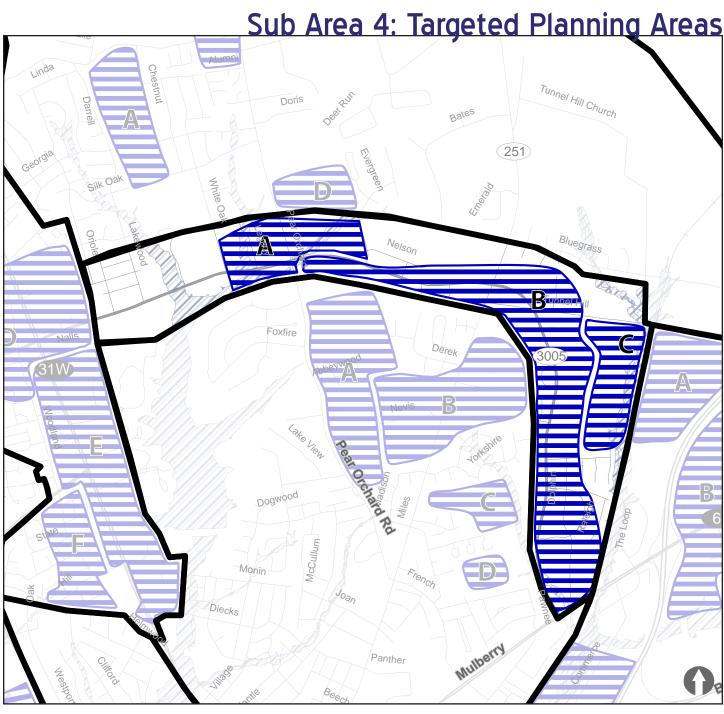
Regional Commercial should be the primary land use in this sub area, as this corridor acts as an important connection between the interstate and North Dixie Avenue and provides regional access. Residential uses should be minimized and located further away from Ring Road to prevent conflicts. Two areas of Suburban Residential and two areas of High-Density Residential are identified within this Sub Area. A larger area of High-Density Residential is identified between Ring Road and the railroad corridor to the east as well as north of Tunnel Hill Road. Mixed-Use development, some limited areas of Neighborhood Commercial, and targeted Urban Residential land uses are also identified in this sub area.





## Sub Area 4 Additional Planning Criteria & Guidelines

1.		ess Management & Vehicular Connectivity: Traffic congestion and safety should be considered in sub area through access management.
		If feasible, developments should be limited to right-in/right-out driveways along Ring Road to preserve the Level of Service, reduce congestion, and increase safety.
2.	Des	ign Guidelines: Commercial property should be screened from less intense uses, such as residential.
		Additional landscaping or fencing should be used when commercial is located adjacent to residential uses.
		All fencing should be low-maintenance and include durable materials that are aesthetically pleasing.
		Lighting should not negatively impact adjacent uses.
		Landscaping, signage, and lighting should be aesthetically pleasing.
3.	Envi	ironment: Development should consider the environmental impact on natural areas.
		Environmental design considerations should be used to limit impact on Lake Freeman and the Nature Park, including runoff, light pollution, and other factors.





The following criteria are intended to provide guidance for specific areas within Sub Area 4 that would benefit from site-level considerations. These guidelines, like the Sub Area Additional Planning Criteria & Guidelines, are intended to supplement other policies in the Recommended Land Use Plan and are not intended to supersede the Elizabethtown Zoning Ordinance.

In addition to the Sub Area 4 guidelines, all proposals within the identified targeted planning areas should also comply with the following policies:

Targeted Planning Area A: Large portions of this area are currently undeveloped with access to Ring Road and Pear Orchard Road. An established residential neighborhood is located to the south with Freeman Lake and the Nature Park to the west. The northern portion of the targeted planning area is a mix of Suburban Residential, attached residential units, medical offices, and undeveloped areas. This area has access to Ring Road as well as Pear Orchard Road. This area is highly visible from Ring Road and can impact the community's character through development. This area should develop as Regional Commercial along Ring Road and transition to Mixed-Use on the northern portion of the target area. Limited areas of High-Density Residential would be appropriate. An area of Neighborhood Commercial could be considered if it was limited and appropriately considered within the Mixed-Use area as a transition. Access points should preferably be located on Pear Orchard Road to allow vehicles use of the existing signalized intersection at Ring Road. If access points are allowed along Ring Road, they should be limited to right-in/right-out access. Vehicular connections should be included to the residential area to the north. Pedestrian connections should be considered to adjacent development as well as pedestrian connections to Freeman Lake and the Nature Park.  $\square$  All development in this area that is visible from Ring Road should be held to higher standards for landscaping, signage, and building materials. Landscaping should provide visual interest and appeal from Ring Road. Landscaping should have a diversity of heights, colors, and types of planting material rather than provide a monotonous and repetitive design. All landscaping should be designed with long-term maintenance as a priority. All materials should be durable and varied in a thoughtful manner to enhance the aesthetic quality of the development, but the variation of materials should not detract from the overall design. ☐ Signage should be limited, minimal in size, and visually consistent with the building materials used throughout the development. All development should be sensitive to Freeman Lake and the Nature Park and should occur in a way that

Parking should be encouraged to be located to the rear of buildings or otherwise creatively designed.

enhances the community's use, access, and enjoyment of this asset.

<u>Targeted Planning Area B:</u> This targeted planning area encompasses the Ring Road frontage. The existing land uses include a variety of commercial establishments, institutional (Heartland Elementary School & churches), dense residential areas, and apartments.			
	This area should develop primarily as Regional Commercial and limited areas of Urban Residential or High-Density Residential should only be considered if the development meets all other criteria.		
	Urban Residential is recommended north of the future commercial development at Ring Road and Pear Orchard Road as a transition to adjacent Suburban Residential uses. Limited areas of High-Density Residential could be considered in this location as a transition from future commercial development along Ring Road and Urban Residential development.		
	Access points should be well defined and shared driveways should be utilized if possible. Access points along Ring Road should be limited to right-in/right-out access to the extent possible.		
	All development in this area that is visible from Ring Road should be held to higher standards for landscaping, signage, and building materials.		
	Landscaping should provide visual interest and appeal from Ring Road. Landscaping should have a diversity of heights, colors, and types of planting material rather than provide a monotonous and repetitive design. All landscaping should be designed with long-term maintenance as a priority.		
	All materials should be durable and varied in a thoughtful manner to enhance the aesthetic quality of the development, but the variation of materials should not detract from the overall design.		
	Signage should be limited, minimal in size, and be visually consistent with the building materials used throughout the development.		
	Parking should be encouraged to be located to the rear of buildings or otherwise creatively designed.		
Targeted Planning Area C: This area is currently undeveloped and bordered by apartments to the south, a CSX rail line to the west, commercial/institutional uses to the east, and undeveloped land to the north. The railroad limits connectivity to the east and poses a barrier for development. This targeted planning area does not have direct access to Ring Road and is accessed by local or frontage roads or Tunnel Hill Road.			
	This area should be developed as High-Density Residential because of the proximity to Ring Road, U.S. 62 East (North Mulberry Street), and I-65. Commercial uses or lower-density residential should not be located in this area unless integrated into a Mixed-Use development.		
	Transitions from the existing commercial uses should be considered.		
	Access should be provided along Tunnel Hill Road with additional connections to the commercial developments on the west and apartments on the south. Any new development in this targeted planning area should provide additional north-south roadway connections to allow alternative routes for traffic.		
	Pedestrian connections should also be considered to adjacent properties as well as properties located to the rear of the development to encourage housing to be connected to the corridor.		

# Sub Area 5: Urban Neighborhood East

#### Existing Land Use & Character

This sub area encompasses the majority of land inside of Ring Road between the CSX rail line and North Dixie Avenue. This area is primarily residential in character with some areas of mixed commercial and institutional uses located along major roadways. Multiple institutional uses or community facilities exist including Freeman Lake, Elizabethtown High School, T. K. Stone Middle School, and other facilities such as churches. The Urban Neighborhood East sub area is located close to the community's core and was, at one time, the Suburban Residential growth area for the community. The community has since continued to grow outward, leaving a mature residential area that is relatively stable with high quality structures and character. However, these residential areas do have small pockets of declining structures that need reinvestment. The current zoning in this sub area is a mix of Regional Commercial, Suburban Residential, and Urban Residential.

## Planning Issues & Opportunities

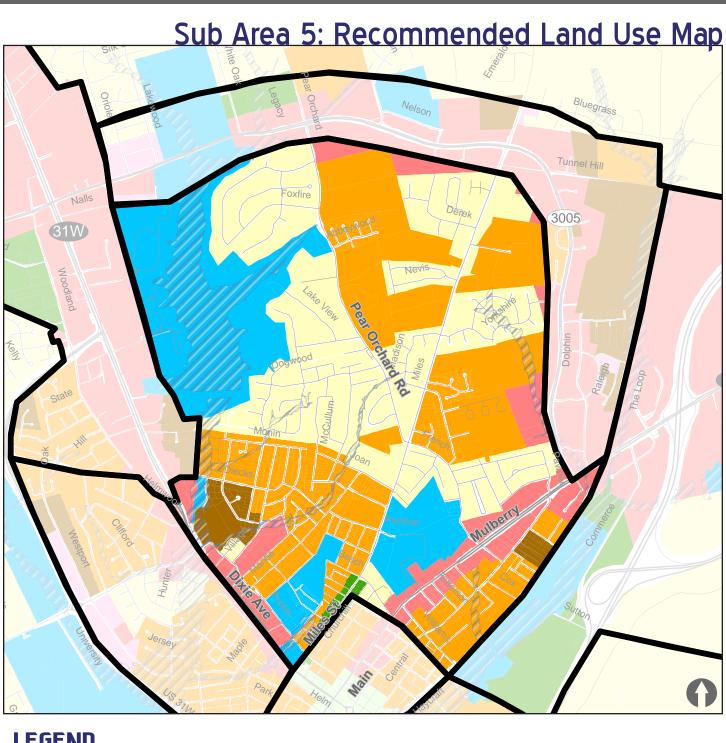
The community identified the following planning issues and opportunities for Sub Area 5:

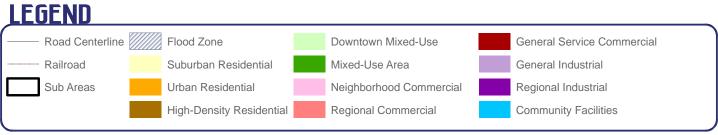
- Portions of this sub area are subject to flooding and poor drainage.
- The arterials act as major transportation corridors for the city and there are transitional areas where uses are mixed and land use conflicts exist.
- The housing stock in some portions of this sub area is aging, and demand has not yet led to reinvestment in new housing or the rehabilitation of older housing stock.
- Higher-density residential should be encouraged in undeveloped areas and areas in need of redevelopment that are identified for residential.
- Commercial structures in this sub area, particularly along U.S. 62/North Mulberry Street, North Miles Street, and U.S. 31W/ North Dixie Avenue are, in some cases, underutilized and in need of renovation or replacement.
- Portions of this sub area have historically included commercial and residential uses that are adjacent to each other without conflicts.

#### Recommended Land Use Patterns

The recommended land use pattern for this sub area is primarily Urban Residential and existing Suburban Residential with targeted locations of Regional Commercial, High-Density Residential, and Institutional. Commercial land uses, mostly Regional Commercial, are located along North Mulberry Street, North Dixie Avenue, and the small portion of Ring Road located in this sub area. A more traditional street grid network exists closer to downtown with pockets of undeveloped land in the northern portion of this area.

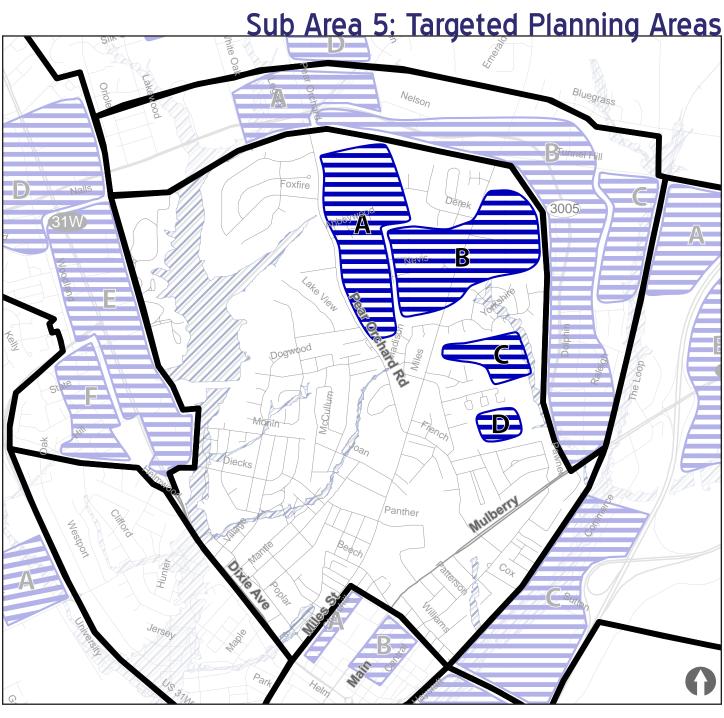
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## Sub Area 5 Additional Planning Criteria & Guidelines

1.	Envi	ronment: Development should consider the environmental impact on natural areas.
		Environmental design considerations should be used to limit impacts on Freeman Lake and Freeman Creek, including runoff, light pollution, and other factors.
2.	Com	patible Uses: Some circumstances could justify higher-density residential or other compatible uses
	to se	erve daily needs of residents.
		New residential development should encourage higher densities and a variety of home types and lower-density residential should be discouraged.
		High-Density Residential can be used as a transition between commercial and lower-density residential uses.
		Neighborhood Commercial or neighborhood services may be appropriate in this area to serve the surrounding homes.
		Developed portions of this sub area have historically included a mix of retail/commercial and single-family residential uses, including both smaller shopping centers and houses converted to businesses. This organic development pattern should be allowed as long as the commercial development does not negatively impact the adjacent residential uses.
		Due to the more urban nature of this sub area, senior housing and assisted living facilities could be compatible within areas identified for commercial, residential, or community facilities if properly integrated into the site so that it does not impact surrounding uses.
3.		<b>ign Guidelines:</b> Development should be visually appealing and positively contribute to the community's acter and image.
		Commercial property should be screened from less intense uses, such as residential. Additionally, higher-density residential uses should be screened from lower-density residential.
		Additional landscaping or fencing should be used when commercial is located adjacent to residential uses or when high-density residential is located adjacent to lower-density residential.
		All fencing should be low-maintenance and include durable materials that are aesthetically pleasing.
		Lighting should not negatively impact adjacent uses.
		Landscaping, signage, and lighting should be aesthetically pleasing
		Parking should be concentrated and shared, if possible.





The following criteria are intended to provide guidance for specific areas within Sub Area 5 that would benefit from site-level considerations. These guidelines, like the Sub Area Additional Planning Criteria & Guidelines, are intended to supplement other policies in the Recommended Land Use Plan and are not intended to supersede the Elizabethtown Zoning Ordinance.

In addition to the Sub Area 5 guidelines, all proposals within the identified targeted planning areas should also comply with the following policies:

Targeted Planning Area A: This area is mostly undeveloped with one area of Urban Residential and Grace Heartland Church located in the middle of the targeted planning area along Pear Orchard Road. Suburban Residential uses surround the area with the potential for future Regional Commercial to the north along Ring Road. This area has direct access to Pear Orchard Road and opportunities to connect to adjacent residential neighborhoods. ☐ Urban Residential should be developed in this area with the possibility of High-Density Residential at the center of this area or adjacent to existing or future commercial development. ☐ The density of residential development should adequately transition to any existing Suburban Residential areas. Additionally, transitions from the existing or future commercial uses should be considered. Access management principles should be adhered to when considering curb cuts and driveways along Pear Orchard Road with consolidated entry points for future development. Any development should include north/south roadway connections that allow alternative routes for vehicular traffic. Pedestrian connections should also be considered within this area to provide safe routes for nearby residential areas to access the commercial development along Ring Road. Targeted Planning Area B: This area is largely undeveloped and divided by North Miles Street. Existing uses within the targeted planning area include scattered individual residential lots east of North Miles Street and existing Suburban Residential development west of North Miles Street. Existing low-density residential areas currently surround the majority of this area. First Christian Church is also located north of the targeted planning area and Urban Residential is to the east and adjacent to Ring Road. Undeveloped land is located west of this area in Targeted Planning Area A, and it is recommended that area develop as Urban Residential. North Miles Street provides adequate access to this targeted planning area for future development. ☐ Urban Residential should be developed in this area with the possibility of High-Density Residential adjacent to existing or future commercial development to the east or within the center of a residential development that provides an adequate transition in density. ☐ The density of residential development should adequately transition to the surrounding (existing) Suburban Residential areas. Additionally, transitions from the existing or future commercial uses should be considered.

	Curb cuts and driveways along North Miles Street should be minimized with consolidated entry points for future development. Neighborhood entries should be aligned at intersections if they are in close proximity.
	Pedestrian connections should also be considered within this area to provide safe routes for nearby residential areas to access the commercial development along Ring Road.
to the	eted Planning Area C: This area is undeveloped and is between Suburban Residential development e north and west, High-Density Residential to the south and commercial to the east. North Miles Street des adequate access to this area as well as opportunities to connect to adjacent residential developments.
	Urban Residential is recommended for this target area to transition between the surrounding High- Density and Suburban Residential uses, but High-Density Residential could also be appropriate with adequate transitions to existing development.
	Transitions from the surrounding residential and commercial uses are important in this area due to the change in density and should be considered through the density and/or setbacks of new development.
	Any development should include roadway connections to adjacent development that allow alternative routes for vehicular traffic.
	Pedestrian connections should also be considered within this area to provide safe routes for nearby residential areas to access the commercial development along Ring Road, where possible.
(Mett	eted Planning Area D: This area is located between High-Density Residential to the north and west s Court) and an established single-family neighborhood to the south (Indian Hills). It is also adjacent to be commercial to the east. Access to this site is limited.
	Urban Residential is recommended for this target area to transition between the surrounding High- Density and Suburban Residential uses, but High-Density Residential could also be appropriate with adequate transitions to existing development.
	Transitions from the surrounding residential and commercial uses are important in this area due to the change in density and should be considered through the density and/or setbacks of new development.
	Because access is limited in this area, any development should include roadway connections to adjacent residential areas and Ring Road.
	Pedestrian connections should also be considered within this area to provide safe routes for nearby residential areas to access the commercial development along Ring Road, where possible.

# Sub Area 6: Interstate

#### Existing Land Use & Character

The Interstate sub area is largely defined by commercial uses that are dependent on accessibility and proximity to I-65 and U.S. 62. Rapid commercial growth has been occurring near the I-65 interchange that includes hotels, restaurants, and convenience uses associated with interstate travelers. Suburban Residential uses are also prevalent in the eastern portion of this sub area but are largely outside of the current city limits. Undeveloped areas exist on the southern portion of this sub area (west of I-65) and east of the current city limits.

Traffic congestion and safety issues exist around the I-65 and U.S. 62 area. Existing sidewalks and marked crosswalks are currently minimal. However, this area does have higher pedestrian traffic due to the commercial development and hotels. Many pedestrians currently walk along U.S. 62 on the shoulder and cross this wide road at various points that are not marked or signalized. Efforts are underway to provide safe and connected facilities and crosswalks with the Buffalo Lake Trail that would connect Buffalo Creek Drive to Downtown Elizabethtown. This sub area has, perhaps, the highest level of accessibility in the community due to its location at the intersection of an interstate class highway and a major route through the community. As a result, this sub area has the greatest potential for providing land for development that is hospitality-oriented and demands accessibility. This area has also been identified as a major gateway into the community.

Two stormwater basins are in this sub area including Buffalo Lake and another east of I-65. These basins, as well as Buffalo Creek, are natural areas used for recreation by runners, bicyclists, and local fishermen. Greenspace, Inc., a non-profit dedicated to preserving areas for passive recreation, maintains soft-surface trails throughout the wooded area adjacent to Buffalo Creek. In addition to the future Buffalo Creek Trail the vacant area west of Buffalo Lake has been identified for a potential public gathering space and amphitheater.

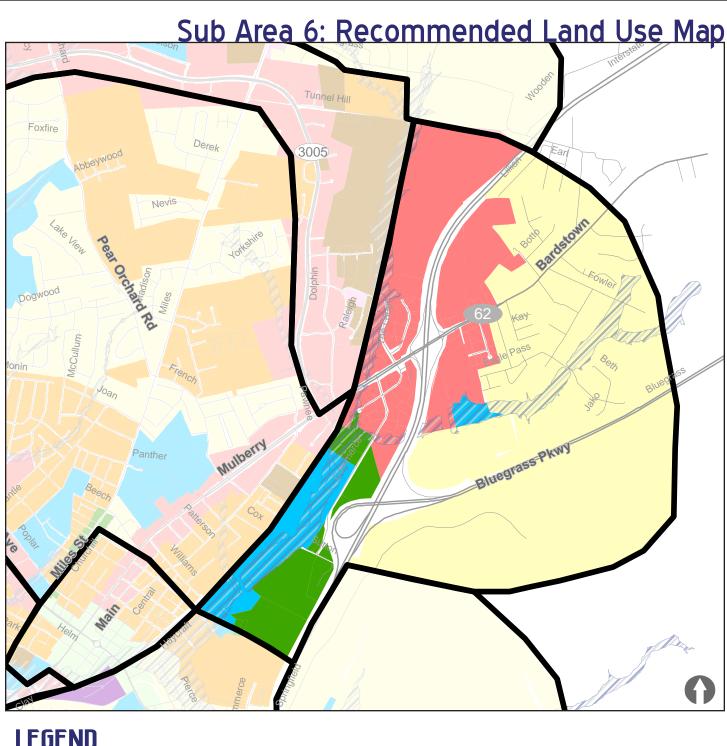
#### Planning Issues & Opportunities

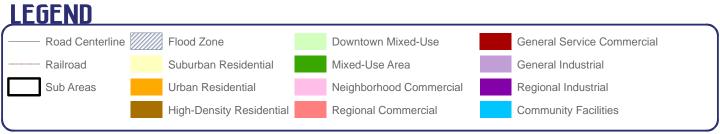
The community identified the following planning issues and opportunities for Sub Area 6:

- Pedestrian facilities in this sub area are inadequate considering the amount of traffic and location of hotels and restaurants.
- As a major gateway into the community, development should be more attractive. Upgraded requirements for landscaping and signage are needed.
- The railroad overpass appearance at North Mulberry Street should be improved to function as a gateway into the city.
- Development trends will further complicate traffic congestion in this area. Vehicular and pedestrian movement must be addressed in all new development.
- The interchange area should be redesigned to improve safety.
- The interchange should also serve as a gateway to the city with enhanced streetscape design that could include the Buffalo Lake Trail, plantings, decorative lighting, wayfinding signage, and entry signage that reflects Elizabethtown's character.
- Additional connections of roadways east and west (i.e. Buffalo Creek Drive to Tunnel Hill Road) will ease traffic congestion.
- This sub area provides a prime location for a convention center/hotel complex and/or other public gathering areas, as well as regional retail opportunities (i.e. Outlet store complex).

#### Recommended Land Use Patterns

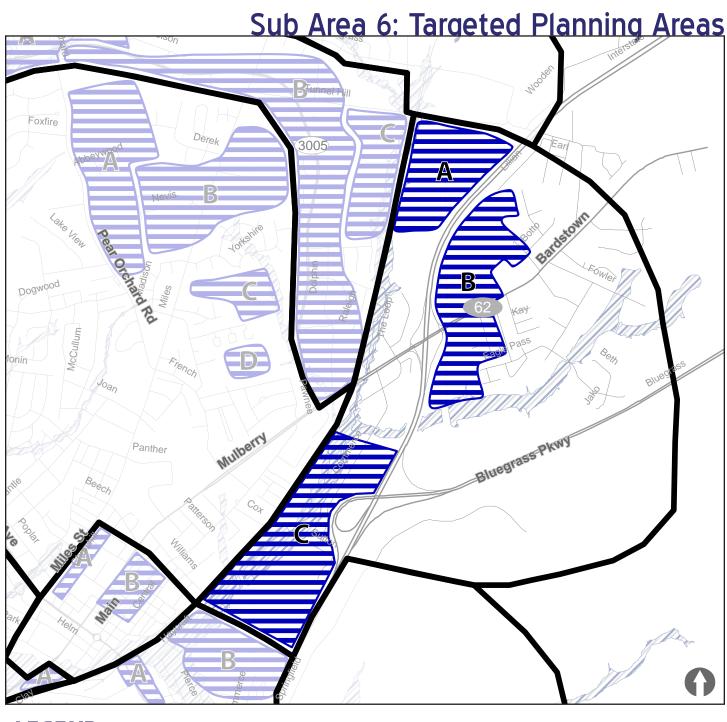
The recommended land use pattern of this sub area is dominated by Regional Commercial land uses in the area around the interchange. This development will benefit from easy highway access being located immediately adjacent to the interchange of I-65 and U.S. 62/North Mulberry Street. Commercial growth is also recommended for areas north of the interchange with appropriate roadway connections. Urban Residential is identified for the southern portion of this area that is between Buffalo Lake and I-65, but a public gathering space and supporting small-scale commercial could be appropriate as well. The remainder of the area is recommended for Suburban Residential uses.





## Sub Area 6 Additional Planning Criteria & Guidelines

1.		ess Management & Vehicular Connectivity: Traffic congestion and safety should be considered in sub area through access management.
		Curb cuts onto U.S. 62 should be limited and well defined. If possible, individual developments should utilize local roads that connect with U.S. 62 at signalized intersections.
		Shared driveways should be used when possible.
2.	Ann	exation: Areas outside of city limits should be considered for annexation before services are extended.
		Before city services or utilities are extended beyond the current city limits, annexation should be evaluated and required, if fiscally practical.
3.		<b>npatible Uses:</b> Transitions between land uses and compatible land uses in the undeveloped areas ald be considered.
		Where conditions are suitable, agribusiness is an appropriate use in areas shown as Suburban Residential as long as the use provides an adequate transition from surrounding residential.
		As new commercial development occurs east of I-65, the transition to adjacent residential development should be considered, due to the close proximity of these uses.
		If a public gathering space is built near Buffalo Lake, small-scale commercial uses as well as appropriate mixed-use developments that support the amphitheater could be appropriate as well as residential uses, including apartments, townhomes, higher-density single-family residential, that provide a transition in density.
4.		ign Guidelines: Commercial development should be aesthetically pleasing and screened from less uses, such as residential.
		As a gateway, durable exterior building materials should include a variety of materials and should be aesthetically pleasing.
		Additional landscaping or fencing should be used when commercial is located adjacent to residential uses.
		All fencing should be low-maintenance and include durable materials that are aesthetically pleasing.
		Lighting should not negatively impact adjacent uses.
		Landscaping, signage, and lighting should be aesthetically pleasing.





The following criteria are intended to provide guidance for specific areas within Sub Area 6 that would benefit from site-level considerations. These guidelines, like the Sub Area Additional Planning Criteria & Guidelines, are intended to supplement other policies in the Recommended Land Use Plan and are not intended to supersede the Elizabethtown Zoning Ordinance.

In addition to the Sub Area 6 guidelines, all proposals within the identified targeted planning areas should also comply with the following policies:

comply with the following policies: Targeted Planning Area A: This area is currently undeveloped and north of the existing rapid commercial growth. Buffalo Creek Drive serves the existing commercial development to the south and provides access to U.S. 62 and I-65. This area is constrained by the CSX rail line to the west and I-65 to the east but has high visibility from I-65. Portions of this targeted planning area are not within the current city limits. Utilities are not currently on-site but could possibility be extended if contiguous growth occurs from the south. This area should develop with Regional Commercial as the primary use. Community facilities, such as a convention center or meeting facility, could also be appropriate in this area with proper infrastructure improvements. Due to the visibility of this area from I-65, all development should include high levels of design standards to provide a positive community image. This area can serve as a gateway to Elizabethtown and should aid in welcoming and attracting people to the community. Prior to development, utilities (specifically sewer) would need to be extended into this area.  $\square$  Annexation should be considered prior to extending any city services or utilities. ☐ Buffalo Creek Drive would need to be extended north to provide access and/or improvements would be needed along Tunnel Hill Road. A potential new interchange has been discussed in this comprehensive plan that could provide additional access to this area. Pedestrian connectivity should be provided to all new development and should connect to the existing commercial areas to the south. Targeted Planning Area B: This area currently has various commercial uses along U.S. 62 that cater to travelers along I-65, but the majority of this targeted planning area is undeveloped. Some Suburban Residential also exists on the eastern portion of this area. It is bordered by I-65 to the west and north, undeveloped property to the south, and existing development to the east. U.S. 62 intersects this target area. A stormwater basin is also located south of this area. Similar to Targeted Planning Area A, this area is highly visible and accessible with its proximity to I-65. Utilities are not currently available in the entire targeted planning area but could possibly be extended if contiguous growth occurs.  $\square$  This area should develop with Regional Commercial as the primary use. Due to the visibility of this area from I-65, all development should include high levels of design standards to provide a positive community image. This area can serve as a gateway to Elizabethtown and should aid in welcoming and attracting people to the community.

	Prior to development, utilities (specifically sewer) would need to be extended into this area.
	Access to this site should be from U.S. 62 with proper access management considerations so it does not create additional traffic congestion and safety issues. Access to this site should be consolidated into the minimum number of curb cuts possible. The area south of U.S. 62 has poor vehicular access which must be addressed as development occurs.
	Pedestrian connectivity should be provided to all new development and should connect to the existing commercial areas and U.S. 62 to the south.
	Any development in this targeted planning area should be respectful of the stormwater basin to the south and new development should consider the environmental impact on this asset, including runoff, light pollution, and other factors. Development should not encroach on this basin.
encou portic public Buffal as Do	eted Planning Area C: This area is currently undeveloped but many significant changes that could urage development. A new public gathering space and amphitheater is being planned on the northern on of this targeted planning area as well as the extension of Commerce Drive to Springfield Road. These investments can spur new development in this area. The amphitheater will be located along the planned to Lake Trail that will connect this public gathering space to the hotels and restaurants near U.S. 62 as well owntown Elizabethtown. While this area is not highly visible today, the number of residents and visitors this area will likely drastically increase in the future.
	Public amenities should be the focus of this area with other uses that complement this use; this could include Urban Residential or limited High-Density Residential as well as limited commercial that serves the amphitheater and adjacent neighborhoods.
	Any commercial uses should be compatible with the amphitheater and Buffalo Lake (such as one to two stories in height) and consider transitions from the existing commercial/hospitality uses to the north and existing or future Urban Residential uses to the south.
	Mixed-Use is identified for most of this Targeted Planning Area and this development should support the future public gathering space and trail development as well as the hospitality and tourism industry in Elizabethtown.
	Transitions between development in this area and adjacent, established residential areas (such as Haycraft and Sunrise) should be considered.
	Any development in this targeted planning area should consider the environmental impact to Buffalo Lake and impacts to this asset should be limited, including runoff, light pollution, and other factors.
	If new development is visible from I-65, it should include high levels of design standards to provide a positive community image.
	New development should not impede the extension of Commerce Drive.
	Pedestrian connectivity should be provided to all new development.

# Sub Area 7: Ring Road West

#### Existing Land Use & Character

This sub area is largely undeveloped but has significant potential for future development due to the road network and infrastructure. Some parcels in this sub area are outside the current city limits. This area includes pockets of Suburban Residential that are mostly concentrated towards North Dixie Avenue and the Elizabethtown Bypass (U.S. 31W Bypass). Public or institutional uses that are along Ring Road include the Hardin County Government Center, Hardin County EMS, and GC Burkhead Elementary School. Addington Field - Elizabethtown Regional Airport is south of this sub area as well as the Elizabethtown Sports Park. Scattered commercial uses are also located along Ring Road with new, larger-scale commercial development mainly occurring closer to US 31W.

Although this location has land uses similar to surrounding sub areas, this area is unique due to the commercial potential along Ring Road. This road, as an important corridor for traffic in the community, is one of the most traveled roadways and links the high-traffic commercial areas of Elizabethtown to its industrial areas.

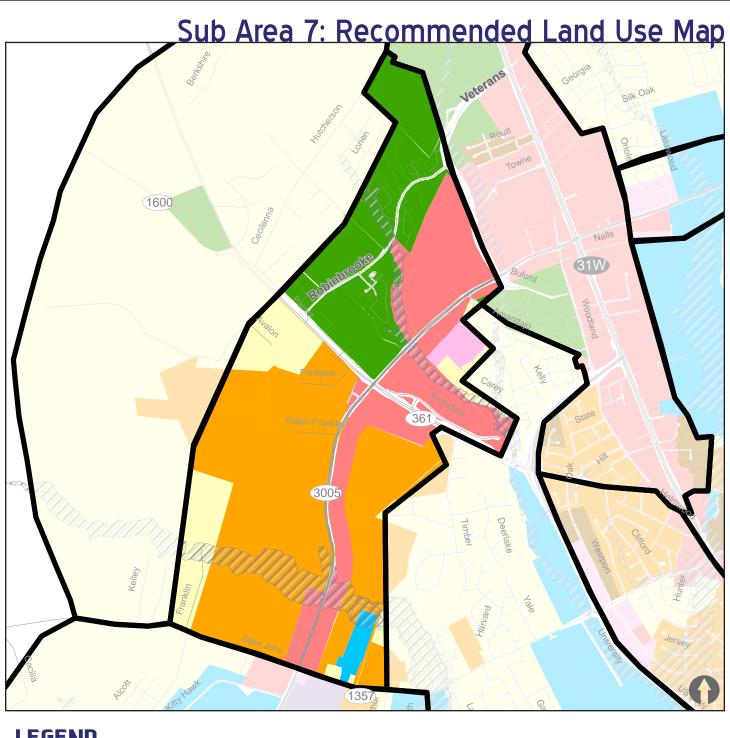
#### Planning Issues & Opportunities

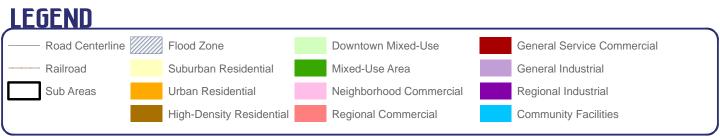
The community identified the following planning issues and opportunities for Sub Area 7:

- The aesthetics of commercial buildings along the corridor should follow guidelines to ensure high-quality development.
- Traffic congestion along Ring Road is a concern.
- Access management could become an issue.
- High-density or moderate-density residential development can be used as a transition between commercial and low-density residential.
- Open space should be included in new commercial and residential developments.
- Low-density development along Ring Road should be discouraged.

#### Recommended Land Use Patterns

The recommended land use pattern for this sub area includes a combination of commercial and residential uses. The northern portion of this area is primarily targeted for more dense development of Regional Commercial and Mixed-Use between Veterans Way and Patriot Parkway with some limited areas of Neighborhood Commercial. Additional Regional Commercial is recommended along the eastern side of Ring Road south of Patriot Parkway as well as at major intersections. Urban Residential uses comprise the remaining areas with limited Suburban Residential.

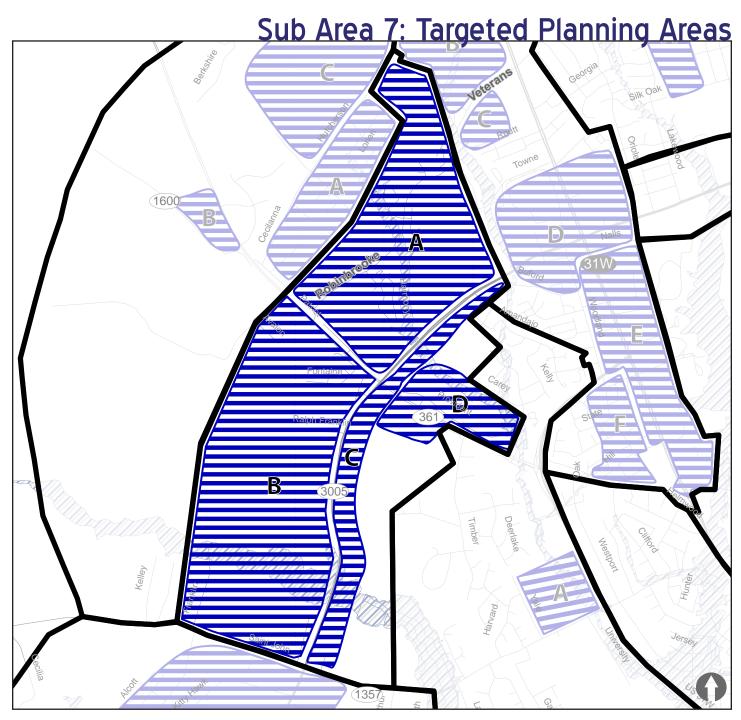




# Sub Area 7 Additional Planning Criteria & Guidelines

1.		sub area through access management.
		Access management should be practiced on all development with an emphasis on cross-development connectivity.
		If feasible, right-in/right-out driveways should be considered for development along Ring Road to preserve the Level of Service, reduce congestion, and increase safety.
		Large subdivisions should include multiple entry points, when possible, and should allow future connectivity to adjacent development.
2.	Ann	exation: Areas outside of city limits should be considered for annexation before services are extended.
		Before city services or utilities are extended beyond the current city limits, annexation should be evaluated and required, if fiscally practical.
3.		<u>Layout Guidelines:</u> The layout of a development site should provide visual appeal and enhance the munity through sound design practices.
		Buildings should be located closer to the right-of-way with parking in the rear where appropriate.
		Commercial development along major roads is appropriate in this sub area with opportunities for higher-density residential to be incorporated as a transition in intensity.
4.		ign Guidelines: Commercial development should be aesthetically pleasing and screened from less uses, such as residential.
		Screening from less intense uses could include aesthetically pleasing fencing, landscaping, or other techniques that provide a continuous visual barrier.
		Façade materials should be varied in a thoughtful manner to enhance the aesthetic quality of the development, but the variation of materials should not detract from the overall design.
		Landscaping should be provided for all development in this sub area with more stringent requirements for commercial and high-density residential. Landscaping should be designed in a manner that allows minimal maintenance and should be maintained year-round. For highly visible developments along Ring Road, landscape requirements should create visual interest that provides a screen between the roadway and development.

Aesthetically pleasing signage should be provided that reflects the building materials used for the
development. All materials should be durable to reduce maintenance issues in the future.
Site lighting should be provided for all development (except individual single-family, detached residential
lots) to increase safety and visibility. All lighting fixtures should be constructed of durable materials and
aesthetically pleasing. LED fixtures should be encouraged. Light fixtures should be shielded downward
to minimize light pollution and light trespass to adjacent properties should be limited.
Landscaping, signage, and lighting should be aesthetically pleasing.





The following criteria are intended to provide guidance for specific areas within Sub Area 7 that would benefit from site-level considerations. These guidelines, like the Sub Area Additional Planning Criteria & Guidelines, are intended to supplement other policies in the Recommended Land Use Plan and are not intended to supersede the Elizabethtown Zoning Ordinance.

In addition to the Sub Area 7 guidelines, all proposals within the identified targeted planning areas should also comply with the following policies:

<u>Targeted Planning Area A:</u> This targeted planning area corresponds to Targeted Planning Areas in Sub Areas 1 and 2. It is currently mostly undeveloped with some areas of existing residential and commercial as well as St.

Jame:	s School and Severns Valley Baptist Church. The area is prime for development with recent construction
	ty (such as Menards), convenient access to Ring Road, and utility availability. Some of the region's largest developments are adjacent to this area at Ring Road and North Dixie Avenue, and residential development
	curring to the north and west. Regional Commercial, Mixed-Use and Urban Residential are identified within argeted planning area. The transitions between these land uses and intensities are critical.
tilis to	algeted planning area. The transitions between these land uses and intensities are critical.
	Development in this targeted planning area should transition from a higher intensity and scale to development that would be compatible with Urban Residential. This area is identified as Mixed-Use, Urban Residential, and Regional Commercial on the Recommended Land Use Map. Commercial development should typically be located along Ring Road and Veterans Way but could incorporate neighborhood commercial and/or townhomes within the Mixed-Use area and transition to urban residential towards the northern portion of the target area.
	Development within the Mixed-Use area could consist of Neighborhood Commercial, Regional Commercial, Urban Residential, and/or High-Density Residential. Due to the location, access, and existing utilities, higher-density residential should be located in this area and low-density residential development is discouraged. Additionally, commercial uses are typically desired directly adjacent to Ring Road and Veterans Parkway to capitalize on the area's access to these high-volume roads.
	Access should be provided from Patriot Parkway, Ring Road, and Veterans Way with proper access management techniques and safety improvements.
	Any development should include north/south and east/west roadway connections that allow vehicular traffic to avoid Ring Road, if needed.
	The development should include internal pedestrian connections between uses as well as external pedestrian connections to commercial development and/or Ring Road from nearby residential areas.

<u>Targeted Planning Area B:</u> This area includes the properties west of Ring Road between Patriot Parkway and St. John Road. The majority of this area is currently undeveloped with some areas of low-density residential or agricultural uses. Because this area has direct access to Ring Road, flexibility could be needed for larger developments that incorporate transitions in use and density but low-density development should be

Areas of Regional Commercial are identified near the intersection of Patriot Parkway and St. John Road.

Commercial could be appropriate along other areas that have frontage along Ring Road, but options for

discouraged. Flood-prone areas also exist along Billy Creek that should be considered.

higher-density residential along Ring Road are more desirable.

	The majority of this targeted planning area is identified as Urban Residential to provide needed areas for residential growth that also have road access that can serve anticipated traffic.
	Neighborhood Commercial that serves the immediate area, as well as High-Density Residential, could also be appropriate if transitions are provided.
	Access points should preferably be located to allow vehicles to use existing signalized intersections, if possible. If access points are allowed along Ring Road at locations other than signalized intersections, they should be limited to right-in/right-out access.
	Vehicular connections should be included to adjacent residential areas.
	Pedestrian connections should be considered to adjacent development as well as development located behind the property.
	Landscaping should provide visual interest and appeal from Ring Road. Landscaping should have a diversity of heights, colors, and types of planting material rather than provide a monotonous and repetitive design. All landscaping should be designed with long-term maintenance as a priority.
	All materials should be durable and varied in a thoughtful manner to enhance the aesthetic quality of the development, but the variation of materials should not detract from the overall design.
	Signage should be limited, minimal in size, and be visually consistent with the building materials used throughout the development.
	Parking should be encouraged to be located to the rear of buildings or otherwise creatively designed.
	All development should be sensitive to floodplain and should be used for active or passive recreation and/or drainage retention. Drainage issues should also be considered for all development.
of this	eted Planning Area C: This area includes the properties along the east side of Ring Road. The majority is area is currently undeveloped but scattered commercial does exist. Access to Ring Road presents a large stial for future development. Floodplains, steep slopes, and drainage problems exist in this area.
	This area should develop as Regional Commercial along the east side of Ring Road. Limited areas of High-Density Residential could be appropriate as a transition from commercial to Urban Residential to the east.
	Access points should preferably be located to allow vehicles to use existing signalized intersections, if possible. If access points are allowed along Ring Road at locations other than signalized intersections, they should be limited to right-in/right-out access.
	Vehicular connections should be included to adjacent residential areas.
	Pedestrian connections should be considered to adjacent development as well as development located behind the property.
	All development in this area that is visible from Ring Road should be held to higher standards for landscaping, signage, and building materials.
	Landscaping should provide visual interest and appeal from Ring Road. Landscaping should have a diversity of heights, colors, and types of planting material rather than provide a monotonous and repetitive design. All landscaping should be designed with long-term maintenance as a priority.

		All materials should be durable and varied in a thoughtful manner to enhance the aesthetic quality of the development, but the variation of materials should not detract from the overall design.
		Signage should be limited, minimal in size, and be visually consistent with the building materials used throughout the development.
		Parking should be encouraged to be located to the rear of buildings or otherwise creatively designed.
		All development should be sensitive to floodplain and should be used for active or passive recreation and/or drainage retention. Drainage issues should also be considered for all development.
Par and	kw 1 u	eted Planning Area D: This area is centered around the Hardin County Government Center on Patriot way and is highly visible at the intersection of two primary corridors. It is surrounded by residential indeveloped land that will likely become Regional Commercial along Ring Road or Urban Residential / Iban Residential.
		This area should develop as Regional Commercial due to the nature of existing uses as well as high visibility and access from Patriot Parkway. High-Density Residential or Mixed-Use could also be appropriate in this area.
		Access points should be located to allow vehicles to use existing signalized intersections, if possible. If access points are allowed along Patriot Parkway, they should be limited to right-in/right-out access when possible.
		Vehicular connections should be included to adjacent residential areas.
		Pedestrian connections should be considered to adjacent development as well as development located behind the property.
		All development in this area that is visible from Patriot Parkway should be held to higher standards for landscaping, signage, and building materials.
		Landscaping should provide visual interest and appeal from Ring Road. Landscaping should have a diversity of heights, colors, and types of planting material rather than provide a monotonous and repetitive design. All landscaping should be designed with long-term maintenance as a priority.
		All materials should be durable and varied in a thoughtful manner to enhance the aesthetic quality of the development, but the variation of materials should not detract from the overall design.
		Signage should be limited, minimal in size, and be visually consistent with the building materials used throughout the development.
		Parking should be encouraged to be located to the rear of buildings or otherwise creatively designed.
		All development should be sensitive to floodplain and should be used for open space, recreation and/or drainage retention. Drainage issues should also be considered for all development.

# Sub Area 8: Urban Neighborhood West

#### Existing Land Use & Character

The Urban Neighborhood West sub area is located between the urban downtown core and the Ring Road commercial corridor. Regional Industrial developments also exist to the south. This area is primarily Suburban Residential, but it has Community Facilities that include Elizabethtown Community and Technical College, Western Kentucky University-Elizabethtown, the Early College and Career Center, the Central Kentucky Community Foundation, and the Hardin County Public Library. The Elizabethtown Sports Park is also located adjacent to this sub area. A small area of Regional Commercial is also located at the north end of the sub area along Patriot Parkway. Development on the eastern border of this area along Shaw Creek is limited due to the floodplain.

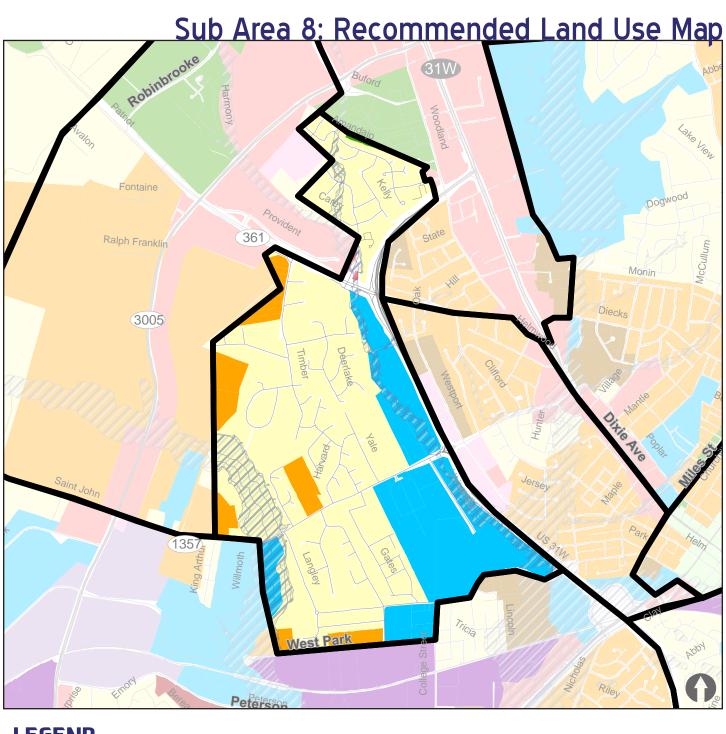
#### Planning Issues & Opportunities

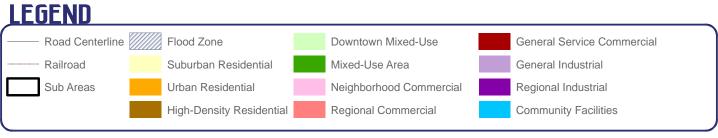
The community identified the following planning issues and opportunities for Sub Area 8:

- Waterways and the floodplains create an issue for new development along Shaw Creek and Billy Creek.
- This sub area includes Banam Shaw Trailhead, which can be capitalized on in the future.
- The current land uses, access, and floodplain limit the feasibility for commercial land uses.
- A concentration of public uses is located in this area that can be capitalized upon for future development.
- · This area should be connected and walkable.

#### Recommended Land Use Patterns

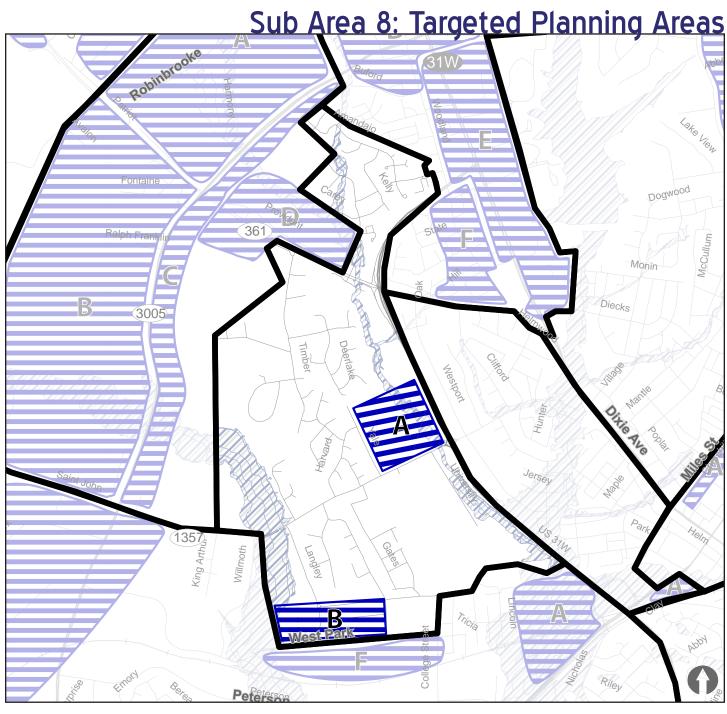
The recommended land use pattern for this sub area should include Institutional uses that focus on education, existing Suburban Residential, and infill of Urban Residential. A limited area of Regional Commercial along Patriot Parkway should also extend the development occurring around the Hardin County Government Center. Expansion of the college (or associated uses) could occur in the future that would further reinforce this area as an educational node.





## Sub Area 8 Additional Planning Criteria & Guidelines

l.		npatible Uses: Some circumstances could justify other compatible uses to serve daily needs of lents or to accommodate agricultural businesses.
		Neighborhood commercial or neighborhood services may be appropriate at major intersections or along major arterials and collectors to serve the surrounding homes as long as the businesses provide an adequate transition between uses.
		New residential development should encourage higher densities and a variety of home types and new, lower-density residential should be discouraged.
2.	Des	ign Guidelines: Commercial property should be screened from less intense uses, such as residential.
		Additional landscaping or fencing should be used when commercial is located adjacent to residential uses.
		All fencing should be low-maintenance and include durable materials that are aesthetically pleasing.
		Lighting should not negatively impact adjacent uses.
		Landscaping, signage, and lighting should be aesthetically pleasing.





The following criteria are intended to provide guidance for specific areas within Sub Area 8 that would benefit from site-level considerations. These guidelines, like the Sub Area Additional Planning Criteria & Guidelines, are intended to supplement other policies in the Recommended Land Use Plan and are not intended to supersede the Elizabethtown Zoning Ordinance.

In addition to the Sub Area 8 guidelines, all proposals within the identified targeted planning areas should also comply with the following policies:

	,				
he	<b>Targeted Planning Area A:</b> This area is currently undeveloped but surrounded by Suburban Residential to the west and north, natural areas (Shaw Creek) to the east, and educational uses to the south. This area has adequate access for low- to moderate density residential development.				
		Suburban Residential is recommended for this area mainly due to potential environmental and site development constraints as well as the need to transition to existing residential densities. However, the desired development pattern of this area should reflect Urban Residential with the acknowledgement that the overall site density might be lower.			
		The western and northern sections should transition to a suburban density in order to better align with the existing residential development.			
١		The eastern portion of this area is largely within the floodplain and will have constraints. This will likely result in the overall site density being Suburban Residential and could therefore justify higher-density residential to compensate for this factor.			
		Vehicular connections should be included to adjacent residential areas to the north and west.			
		Pedestrian connections should be considered to adjacent development, particularly the educational and public uses to the east.			
١		All development should be sensitive to floodplain and should be used for open space, recreation and/or drainage retention. Drainage issues should also be considered for all development.			

Targe	<b>eted Planning Area B:</b> This area is currently Suburban Residential that continues to the north with some			
undeveloped areas along West Park Road. College View Campus is also located to the east, existing industric				
development is located south, and the Elizabethtown Sports Park is located to the west of this Targe				
Plann	ning Area.			
	Urban Residential is recommended for parcels that are not currently developed in this area. However limited High-Density Residential or Mixed-Use could be appropriate if it serves as a transition between residential and industrial land uses.			
	The undeveloped land along West Park Road should provide a transition between the existing residential neighborhood to the north and the existing industrial development to the south.			
	Vehicular access onto West Park Road should be consolidated, when possible, to minimize congestion and conflict points since this road serves as an access route to the Elizabethtown Sports Park.			
	Pedestrian connections should be considered to the Elizabethtown Sports Park where possible.			
	All development should be sensitive to the floodplain, which should be used for open space, recreation and/or drainage retention. Drainage issues should also be considered for all development.			

# Sub Area 9: Urban Neighborhood Central

#### Existing Land Use & Character

This sub area is primarily residential with a variety of densities. It has two arterials (St. John Road and Cardinal Drive) that intersect the area, but the boundary of the Urban Neighborhood Central sub area is defined by major arterials, North Dixie Avenue/Woodland Drive on the east and the U.S. 31W Bypass on the west. This area, similar to the Urban Neighborhoods East sub area, was once an area for residential growth that has now developed into a mature residential area. Commercial development exists along the Elizabethtown Bypass (U.S. 31W Bypass).

Areas with undeveloped land are constrained due to floodplains/Freeman Creek and are currently not available for intense development. Freeman Creek intersects the southern portion of the sub area and floodplains should be considered as development or redevelopment occurs. Pritchard Community Center and limited Regional Commercial are also located in this sub area near the U.S. 31W bypass interchange. This sub area is largely developed.

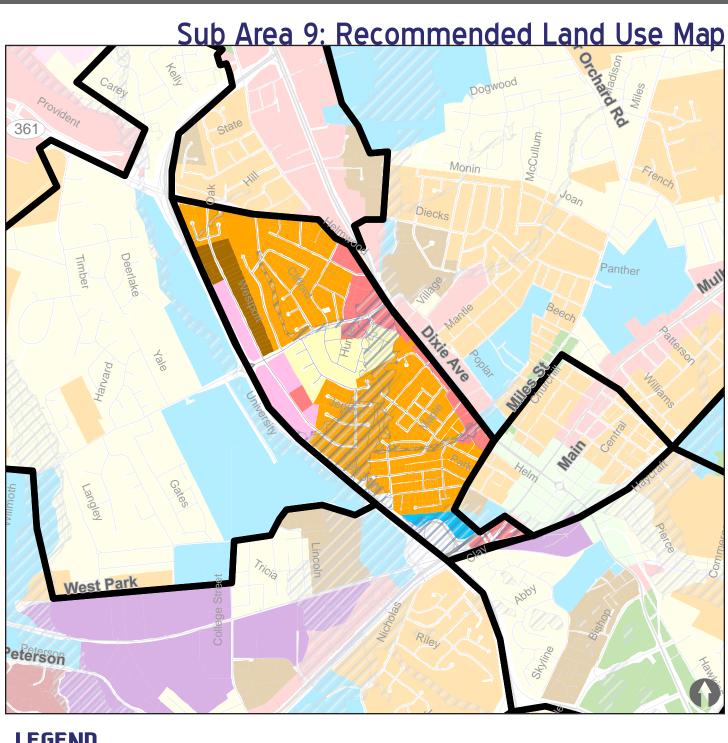
#### Planning Issues & Opportunities

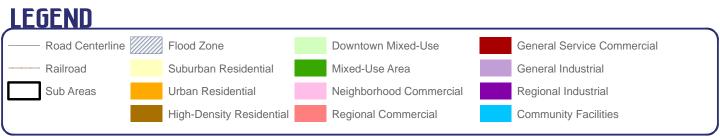
The community identified the following planning issues and opportunities for Sub Area 9:

- A significant portion of the undeveloped land in this sub area is constrained by floodway.
- Portions of this sub area experience stormwater drainage problems.
- Existing pedestrian facilities need to be improved or new pedestrian facilities need to be constructed, particularly in the area of community facilities.
- Some older housing stock is in need of rehabilitation.
- The sub area has a residential core with transitional land uses on the fringes of the sub area where more intense uses, typically commercial uses, are located.
- Commercial uses along U.S. 31W are in a state of transition with older structures being replaced or renovated.

#### Recommended Land Use Patterns

The recommended land use pattern for this sub area is primarily Urban Residential with Regional Commercial and High-Density Residential located along the major corridors or edges of the sub area. The core or center of this sub area is mostly existing Urban Residential and it is recommended to be continue.

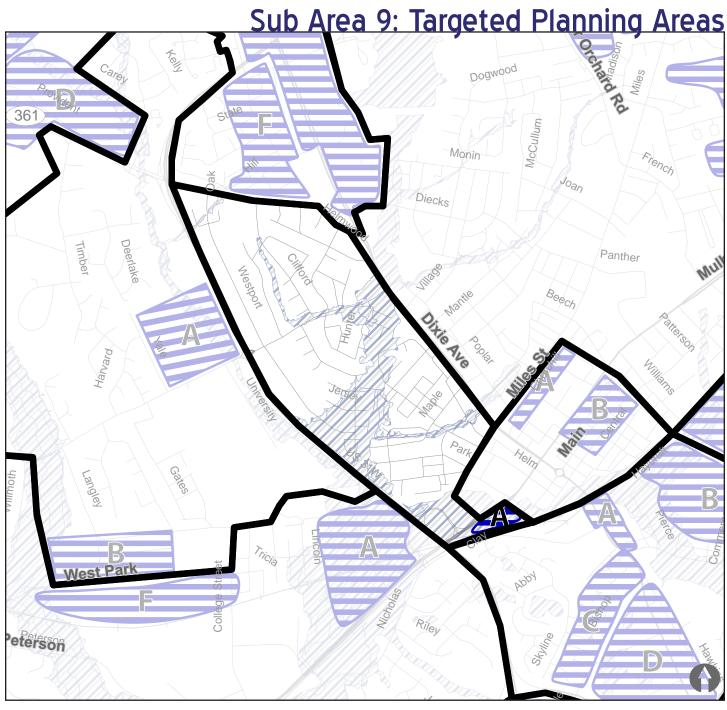




## Sub Area 9 Additional Planning Criteria & Guidelines

•		ents and future growth.
		New residential development should encourage higher densities and a variety of home types.
		Neighborhood commercial or neighborhood services may be appropriate in this area to serve the surrounding homes.
		Office or multi-family could be appropriate in transition areas between more intensive and less intensive uses.
		Appropriate transitions, including setbacks, landscaping, buffers, and/or decreases in densities, between non-compatible uses should be required with a specific focus on commercial areas towards the edges of this sub area and institutional uses.
2.		evestment & Redevelopment: The housing stock should be improved with a focus on those areas are experiencing deterioration or disinvestment.
		Reinvestment and rehabilitation of housing that is deteriorated should be a focus of both public and private entities.
		Improvements to infrastructure (such as roads, sidewalks, and utilities) can be made to encourage private investment. Other public funding sources, such as grants, revolving loans, or tax breaks, could also be used to encourage private investment.
		Creative solutions for infill should be considered if compatible with surrounding uses.
3.	Envi	ronment: Development should consider the floodplain and/or drainage constraints in this area.
		Since this sub area is more dense and part of the older development of the city, areas that are constrained by the floodplain or drainage problems should be allowed to build on the unconstrained portions of the property more intensely if the restricted areas are permanently set aside as open space, public recreation, or drainage retention.
		Drainage issues are required to be fully addressed prior to approval of a development.

4.	<u>Design Guidelines:</u> Development should be visually appealing and positively contribute to the community's		
character and image.			
		Commercial property should be screened from less intense uses, such as residential.	
		Façade materials should be varied in a thoughtful manner to enhance the aesthetic quality of the development, but the variation of materials should not detract from the overall design.	
		Landscaping should be provided for all development in this sub area with more stringent requirements for commercial and high-density residential. Landscaping should be designed in a manner that allows minimal maintenance and should be maintained year-round. For highly visible developments along North Dixie Avenue, landscape requirements should create visual interest that provides a screen between the roadway and development.	
		Aesthetically pleasing signage should be provided that reflects the building materials used for the development. All materials should be durable to reduce maintenance issues in the future.	
		Site lighting should be provided for all development (except single-family, detached residential) to increase safety and visibility. All lighting fixtures should be constructed of durable materials and aesthetically pleasing. LED fixtures should be encouraged. Light fixtures should be shielded downward to minimize light pollution and light trespass to adjacent properties should be limited.	
		Landscaping, signage, and lighting should be aesthetically pleasing.	
		Parking should be concentrated and shared, if possible, along Dixie Avenue.	





term maintenance as a priority.

The following criteria are intended to provide guidance for specific areas within Sub Area 9 that would benefit from site-level considerations. These guidelines, like the Sub Area Additional Planning Criteria & Guidelines, are intended to supplement other policies in the Recommended Land Use Plan and are not intended to supersede the Elizabethtown Zoning Ordinance.

In addition to the Sub Area 9 guidelines, all proposals within the identified targeted planning areas should also comply with the following policies:

Targeted Planning Area A: This area is adjacent to the Elizabethtown Police Station and Pritchard Community

Center. It is landlocked between U.S. 62 and the CSX rail line. Some properties have limited lot depth and currently consist of retail and fast food restaurants. Development of the new police station across the street set the direction for high quality development and this should be continued in this targeted planning area. Development will serve as a southern gateway into the downtown area and should not only serve visitors but residents on the southside as well. ☐ This area is identified for Regional Commercial that could serve residents, daily commuters, and visitors to the Sports Park. Limited High-Density Residential could also be appropriate, if incorporated into nearby development. ☐ The interchange serving U.S. 31W acts as a southern gateway into Elizabethtown for visitors and daily commuters. Without proper planning at the site level, congestion and traffic could easily increase along U.S. 62. All development should be required to connect to adjacent developments to allow vehicular access without using the public roadways. Additionally, curb cuts should be minimized and only provided as site access warrants. Shared driveways should be encouraged. ☐ Pedestrian connections should also be required within this area to provide safe routes between commercial developments and adjacent uses. Connections to the public uses north of U.S. 62 should also be considered, when possible. All development in this area should be held to higher standards for landscaping, signage, and building materials. Landscaping should be used along the roadways and internal site to provide visual interest and

• All materials should be durable and varied in a thoughtful manner to enhance the aesthetic quality of the development, but the variation of materials should not detract from the overall design.

appeal. Landscaping should have a diversity of heights, colors, and types of planting material rather than provide a monotonous and repetitive design. All landscaping should be designed with long-

- Signage should be limited, minimal in size, and be visually consistent with the building materials used throughout the development.
- Parking should be encouraged to be located to the rear of buildings or otherwise creatively designed.

# Sub Area 10: Downtown

#### Existing Land Use & Character

This area, geographically defined as a multi-block area around the center of downtown Elizabethtown (intersection of U.S. 31W and U.S. 62), has a unique mixture of commercial, office, institutional, and residential land uses occurring in the densest pattern in the community. Buildings are located close to roadways, and structures, parking lots, or other impervious surfaces cover a large portion of individual lots. Parking is frequently accommodated along the public rights-of-way or within on-site/off-site parking areas that are heavily used and sometimes shared. Most areas are connected with sidewalks in varying conditions. The greatest concentration of the community's historically significant structures is located in this sub area.

Historically, this area was the commercial center of the community. Local and state government offices are located in this sub area with more recent development trends that also include office, second-floor residential, and institutional uses. Reinvestment in downtown, both in capital investments and programming, are occurring and expected to continue.

#### Planning Issues & Opportunities

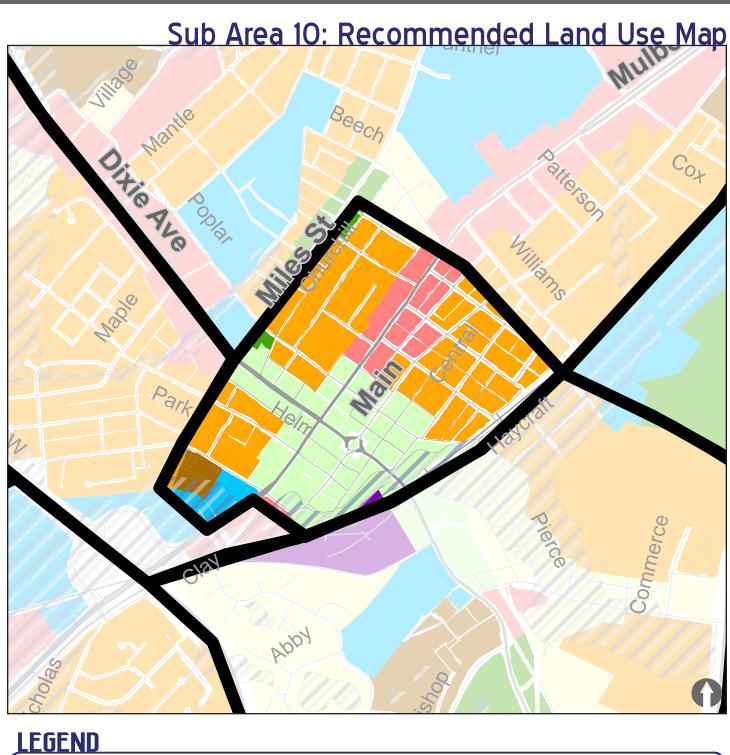
The community identified the following planning issues and opportunities for Sub Area 10:

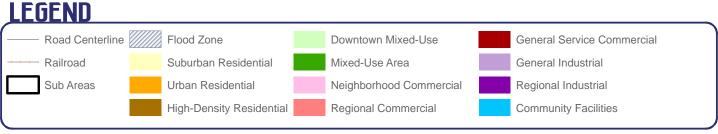
- The downtown area is growing and succeeding but needs time to see the benefits of recent efforts by the city and private investors to improve the area.
- Commercial uses are critical to the success of downtown and should be a focus. Uses such as restaurants, coffee shops, retail, and other traffic-generating uses are needed for downtown to thrive.
- Residents are also needed in downtown for daily support of these uses. Additional lofts and other high-density apartments and/or condos should be considered, where appropriate, to create downtown as a destination for living, working, and entertainment.

- Parking is needed in shared, centrally-located lots. Better directional signage and/or identification signage is needed to direct people to public parking.
- Truck traffic through downtown detracts from the downtown experience and should be rerouted around downtown, when possible, unless for deliveries.
- Some buildings need to be better maintained.
- Buildings should be built or renovated to reflect the historic character of downtown.
- Green space should be incorporated throughout this area.
- Several key downtown buildings (i.e. the Masonic Lodge building) could be rehabilitated to create businesses that enhance the downtown area as a destination.

#### Recommended Land Use Patterns

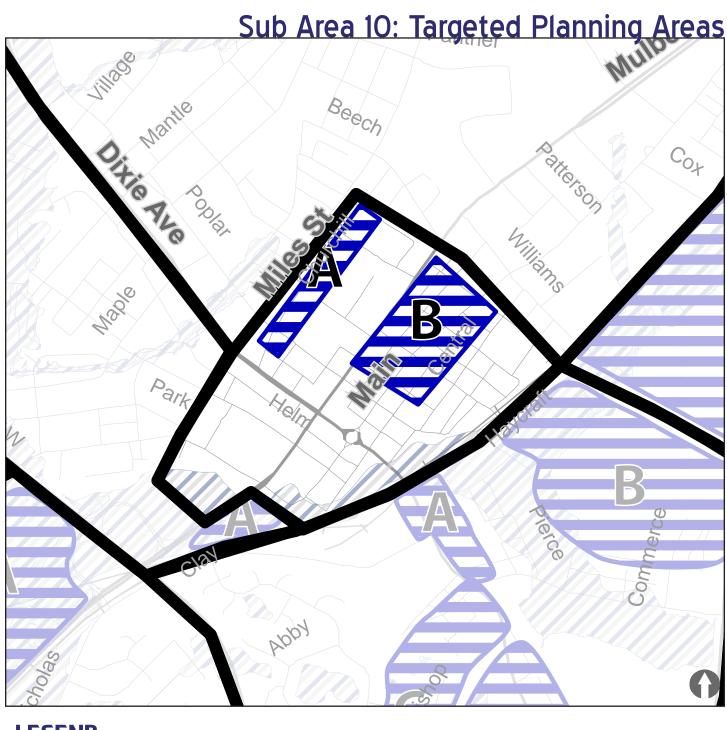
The recommended land use pattern for the downtown sub area is most notably and appropriately centered on Downtown Mixed-Uses. Urban Residential uses (or appropriately incorporated High-Density Residential) should be developed around the periphery of the sub area with Regional Commercial along portions of North Mulberry Street. Community Facilities, Public uses, and Institutional uses reflecting primarily governmental facilities should also be distributed throughout this sub area.





## Sub Area 10 Additional Planning Criteria & Guidelines

1.	Con	npatible Uses: Development should include a mix of uses.
		Retail uses should be emphasized on the first floor with office and residential uses located on upper floors.
		Development in the fringe areas of the downtown should incorporate residential uses at the highest densities in the community. High-Density Residential could also be located in areas identified for Urban Residential if the site layout, building massing, and transitions to adjacent sites are appropriately incorporated.
		A mix of uses, such as residential, retail, and office, should be encouraged to promote an active downtown.
2.	Des	ign Guidelines: The historic character of downtown should be maintained.
		Buildings should be built or renovated so as to preserve and maintain the historic character of the surrounding structures and neighborhood. Development adjacent to historic properties or structures should be carefully designed to complement the historic character.
		Buildings should be placed close to the sidewalk and/or roadway to create and maintain the character of downtown.
		All buildings should have a connection and/or relationship to the sidewalk. No buildings should be oriented towards the rear or side of a parcel.
		All development/redevelopment should incorporate landscaping and streetscape improvements, including lighting, signage, and benches. Streetscape elements should provide a unified character for the entire sub area.
		Greenspace should also be appropriately incorporated into this sub area.
		Parking should be concentrated, shared, and located behind buildings. Parking lots should not be located adjacent to the street in the downtown core.
		Stormwater detention and control is important because the vast majority of this sub area is impervious and densely developed. Opportunities for shared detention should be identified and required.





The following criteria are intended to provide guidance for specific areas within Sub Area 10 that would benefit from site-level considerations. These guidelines, like the Sub Area Additional Planning Criteria & Guidelines, are intended to supplement other policies in the Recommended Land Use Plan and are not intended to supersede the Elizabethtown Zoning Ordinance.

In addition to the Sub Area 10 guidelines, all proposals within the identified targeted planning areas should also comply with the following policies:

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comn and a family	eted Planning Area A: North Miles Street is the focus of this area and is currently Urban Residential and nercial uses. The existing commercial uses have larger setbacks, parking in the front or side of the building, suburban character. These uses do not have the same level of character as many of the existing single-romes in this area. As the edge of this sub area, the corridor is important in establishing the character without. The majority of this area is recommended for Urban Residential with two areas of Mixed-Use.
	The character of this area supports the identity of downtown. Commercial development should reflect an urban character with smaller setbacks, rear parking, and a street presence. All development should be oriented towards the street.
	Mixed-Use areas could consist of Regional or Neighborhood Commercial uses as well as Urban Residential. High-Density Residential could be integrated into this area if the density is compatible with adjacent uses.
	Transitions between any commercial uses and adjacent residential should be addressed through design elements, fencing, and/or landscaping.
	Traffic and parking issues should be addressed on-site or through shared parking within walking distance. All parking should be in the rear of the building.
area i Dowr as Re	eted Planning Area B: This area is located along North Mulberry Street and North Main Street. This is an entry into downtown and is critical for continued redevelopment efforts. While it is outside of the atown Mixed-Use area, the character and density should still support downtown. This area is recommended gional Commercial and Urban Residential; High-Density Residential could also be appropriate if designed within the context of the area.
	The character of this area supports the identity of downtown. New development or redevelopment should support the historic character with smaller setbacks, rear parking, and similar elements.
	Some developments could accommodate mixed-uses if designed properly and they do not impact adjacent uses.
	Traffic and parking issues should be addressed on-site or through shared parking within walking distance. All parking should be in the rear of the building.

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# Sub Area 11: Southside

#### Existing Land Use & Character

This sub area is located just south of downtown and north of the I-65/Western Kentucky Parkway interchange. It contains a wide mix of land uses but is primarily residential and commercial with limited industry along the north end. The Elizabethtown Cemetery is also located in this sub area. Many parcels along East Dixie Avenue have the potential for redevelopment as well as underdeveloped land on the north eastern portion of the sub area. The Southside sub area has been identified as a priority district for redevelopment due to its proximity to downtown and its ability to serve as a southern gateway to Elizabethtown. The current zoning in this area is split between commercial, industrial, and residential, with the highest portion being Urban Residential.

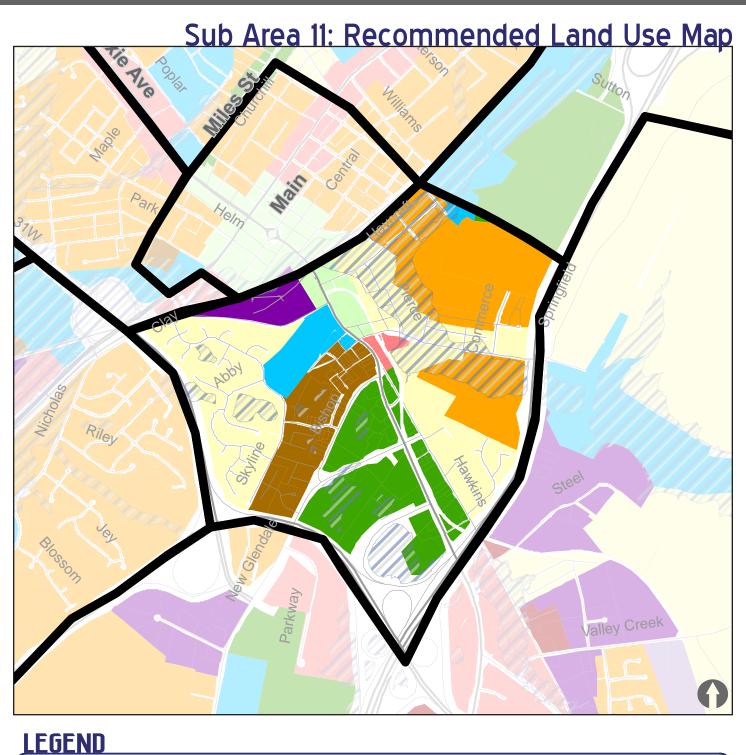
#### Planning Issues & Opportunities

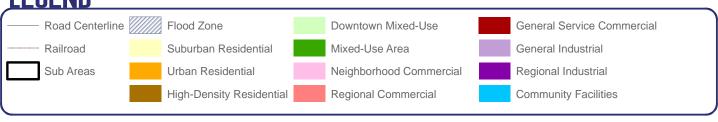
The community identified the following planning issues and opportunities for Sub Area 11:

- The area has experienced limited investment and development in past years outside of the Haycraft neighborhood.
- Federal housing funds (CDBG) have been used to focus on the Haycraft neighborhood with infrastructure improvements. This has resulted in notable redevelopment activities.
- Railways and interstates isolate the sub area from other locations in the city.
- The existing commercial serves a regional market and is not focused on surrounding residents.
- There is a need for a grocery store in this area that could serve local residents and commuters.
- There is a potential for the area near the interchange to cater to visitors of the Sports Park with hotels, dining, and other services.
- · New higher-density housing could be beneficial in this area.

#### Recommended Land Use Patterns

This sub area is diverse and the recommended land uses reflect that. This district extends south of Buffalo Creek along East Dixie Avenue and redevelopment should occur at a higher-density similar to downtown. Mixed-Use identified near the interchange could not only serve the local residents and commuters but also visitors for the Elizabethtown Sports Park. Urban Residential should be located on the eastern portion of this sub area with areas of Suburban Residential around existing neighborhoods. High-Density Residential is also identified adjacent to the Mixed-Use area to allow for apartments and other compact options. Regional Industrial is also identified in one specific area.

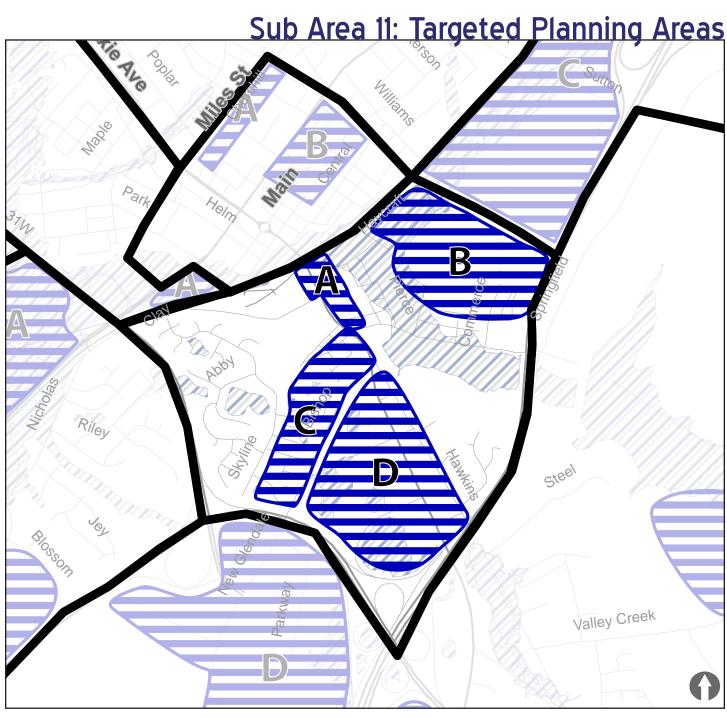




## Sub Area 11 Additional Planning Criteria & Guidelines

l.	Com	<b><u>opatible Uses:</u></b> Some circumstances could justify other compatible uses to serve daily needs of	
	resid	ents or encourage reinvestment.	
		High-density residential uses should be encouraged.	
		Mixed-uses that include residential uses and service/office uses should be encouraged to serve the	
		surrounding residents.	
		Commercial development should be targeted for the area.	
		Along major streets, conversion of existing homes to commercial use may be appropriate.	
		Because a variety of uses are anticipated in this area, transitions between uses should be closely analyzed to determine the appropriate manner to transition. This can be done through density/intensity, screening, buffering, and/or other appropriate land uses.	
		Neighborhood commercial or neighborhood services may be appropriate in limited areas to serve the surrounding homes as long as the businesses provide an adequate transition between uses.	
2.	Red	evelopment of Underutilized Properties: Reinvestment in underutilized or vacant properties should	
serve as the priority for this area.			
		Homes that are deteriorating should be reinvested in as a priority. This should be a focus of both public and private entities.	
		Infrastructure (such as roads, sidewalks, and utilities) should be improved to encourage private investment. Other public funding sources, such as grants, revolving loans, or tax breaks, could also be used to encourage private investment.	
		Creative redevelopment strategies and infill should be considered if the development is compatible with and does not negatively impact surrounding uses.	
3.	Envi	ronment: Development should consider the floodplain and/or drainage constraints in this area.	
		Because this sub area is targeted for dense development, areas that are constrained by the floodplain or drainage problems should be allowed to build on the unconstrained portions of the property more intensely if the restricted areas are permanently set aside as open space, public recreation, or drainage retention.	
		Drainage issues are required to be fully addressed prior to approval of a development.	

4.	<b>ign Guidelines:</b> A variety of durable exterior building and site materials (including landscaping, signage, lighting) should be utilized to create an aesthetically pleasing development.
	Commercial and industrial uses should be screened from less intense uses, such as residential.
	Façade materials should be varied in a thoughtful manner to enhance the aesthetic quality of the development, but the variation of materials should not detract from the overall design.
	Landscaping should be provided for all development in this sub area with more stringent requirements for commercial and high-density residential. Landscaping should be designed in a manner that allows minimal maintenance and should be maintained year-round. For highly visible developments, landscape requirements should create visual interest that provides a screen between the roadway and development.
	Aesthetically pleasing signage should be provided that reflects the building materials used for the development. All materials should be durable to reduce maintenance issues in the future.
	Site lighting should be provided for all development (except individual single-family, detached residential lots) to increase safety and visibility. All lighting fixtures should be constructed of durable materials and aesthetically pleasing. LED fixtures should be encouraged. Light fixtures should be shielded downward to minimize light pollution and light trespass to adjacent properties should be limited.
	Landscaping, signage and lighting should be aesthetically pleasing.





### Targeted Planning Area Guidelines

The following criteria are intended to provide guidance for specific areas within Sub Area 11 that would benefit from site-level considerations. These guidelines, like the Sub Area Additional Planning Criteria & Guidelines, are intended to supplement other policies in the Recommended Land Use Plan and are not intended to supersede the Elizabethtown Zoning Ordinance.

In addition to the Sub Area 11 guidelines, all proposals within the identified targeted planning areas should also comply with the following policies:

Targ	<b>eted Planning Area A:</b> This area is in need of redevelopment. It currently consists of a variety o
omi	mercial uses and has infrastructure improvements that are needed, such as sidewalks. The area has ar
	e CSX rail line that acts as a barrier to the north and safe pedestrian improvements should be considered
	re the railroad crosses East Dixie Avenue. This targeted planning area also serves as an important connection
o th	e Haycraft Neighborhood and future residential areas to the east.
	The character of this area supports the identity of downtown. Development should reflect the downtown form and scale with minimum setbacks, rear parking, and multiple stories. All development should be oriented towards the street.
	Mixed-Use areas could consist of retail, dining, and/or entertainment with High-Density Residential.
	Transitions between any commercial uses and adjacent residential should be addressed through design elements, fencing, and/or landscaping.
	Traffic and parking issues should be addressed on-site or through shared parking within walking distance All parking should be in the rear of the building.
unde Hayc with	eted Planning Area B: This area includes the Haycraft Neighborhood as well as a large amount of eveloped land. Major infrastructure improvements have been completed by the city in recent years in the traft Neighborhood that have resulted in reinvestment. The CSX rail line presents a barrier to the north large areas of floodplain to the east (Buffalo Lake). A multi-use path, Buffalo Creek Trail, is planned for the nern portion of this area. A proposed collector roadway extension of Commerce Drive from U.S. 62 to U.S would provide additional access and connectivity to this area.
	Urban residential is recommended for this area, but areas of High-Density Residential could be appropriate with adequate access and transition to less intensive uses.
	Investment in infrastructure in the Haycraft Neighborhood should be continued and reinvestment in housing should be encouraged.
	North/south vehicular connections should be provided within this area as well as connections to existing and future residential.
	Low-density residential should be discouraged in this area due to the proximity to downtown and the urban core.
	Drainage and flooding should be analyzed due to the proximity to floodplains and Buffalo Lake. New development should consider the environmental impact on Buffalo Lake, including runoff, light pollution

Subur	<b>eted Planning Area C:</b> This area is currently a combination of apartments, Urban Residential, and the residential housing as well as limited commercial and institutional. East Dixie Avenue provides uate access and visibility for future development.
	This area is targeted for High-Density Residential due to the proximity to downtown and access to East Dixie Avenue.
	Vehicular and pedestrian connectivity to East Dixie Avenue should be considered in order to provide options to access downtown. North/south access should also be considered.
	The character of development should be aesthetically pleasing and support the positive image of the community
Targeted Planning Area D: This area is highly visible from the Western Kentucky Parkwa current uses consist of commercial and service-oriented businesses as well as institution district office is located along this corridor as well as the Lincoln Trail District Health Department of undeveloped land exist to the west of these offices but have limited access.	
	This area is recommended as mixed-use that should serve local residents, commuters and visitors using the Elizabethtown Sports Park; these uses could include hotels, dining, grocery, and other similar uses.
	Vehicular access is needed to some of the undeveloped areas in order for development to occur.
	Shared parking should be encouraged between uses to support higher-density development, when possible.
	Access to East Dixie Avenue should be consolidated with shared driveways to reduce congestion and increase safety.
	Design guidelines should be strongly considered since this area serves as a gateway to the community.

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### Sub Area 12: Southeast Quadrant

### Existing Land Use & Character

This sub area was historically one of the most accessible areas of the community, and a large amount of this sub area is outside city limits. It was also, at one point, an important commercial hub for the community. However, the reconstruction of I-65 and related work to entrance/exit ramps has left much of this sub area comparatively isolated. Several parcels located along I-65, Lincoln Parkway, and U.S. 31W still have high levels of visibility but lack accessibility. The Southeast Quadrant sub area has a variety of commercial uses, many of which are General Service Commercial, as well as industrial. A large amount of undeveloped land and scattered residential are also located in this sub area. A large stormwater basin, Fisherman's Lake, is located along Valley Creek on the northern portion of this area.

The Kentucky State Police Post 4 recently relocated to New Glendale Road and the East Hardin Middle School was recently built along this corridor as well. With access from I-65, Western Kentucky Parkway. U.S. 31W and New Glendale Road, this sub area is a key gateway into Elizabethtown. BlueOval SK Battery Park will also influence not only new development in this sub area but additional road improvements as well. Development should be aesthetically pleasing and serve as a gateway into the city.

### Planning Issues & Opportunities

The community identified the following planning issues and opportunities for Sub Area 12:

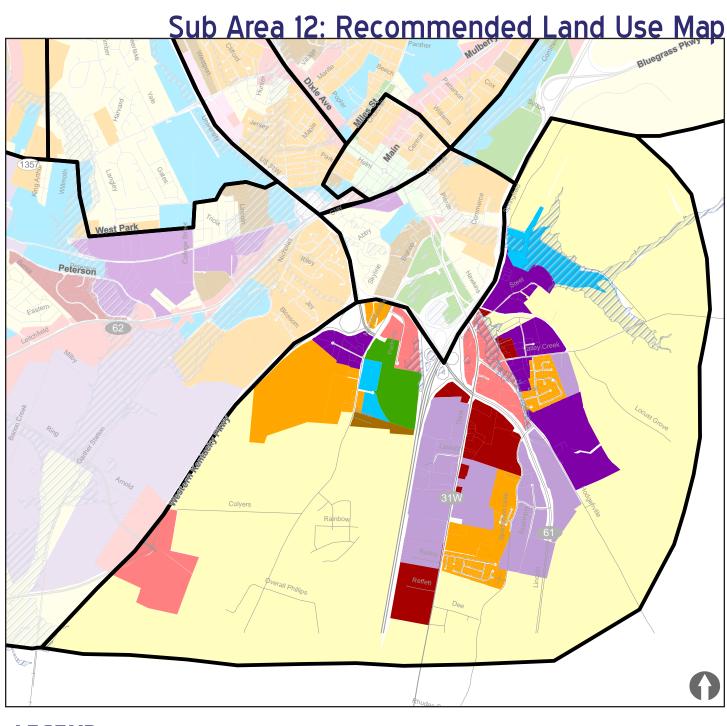
- This sub area is relatively isolated yet is highly visible to passing traffic. However, the BlueOval SK Battery Park and East Hardin Middle School have increased its attractiveness for development.
- Potential road improvements, including the extension of Ring Road and upgrades to New Glendale Road, will influence development patterns and should be considered if these projects are completed.
- Several of the commercial properties in this sub area are under-utilized and, in some cases, not adequately maintained or abandoned.

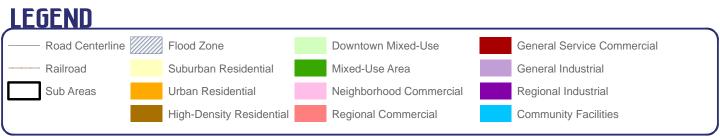
- There are utility and natural constraints in this area. Some areas are wet and poorly drained. Sewer facility upgrades could be needed if significant development occurs in portions of this sub area.
- The Lincoln Parkway Industrial Park has opportunities for expansion.
- The area between I-65 and Lincoln Parkway is currently in transition and does not have a defined character due to the mix of industrial, more intense commercial, the Hardin County Detention Center, and residential uses.
- This sub area is a secondary gateway into the community as a whole and a primary gateway into the southern portion of the community. As such, the area should be upgraded to reflect this.
- Improved wayfinding signage in this sub area would be beneficial.
- Portions of this sub area contain wellhead protection areas that should be considered.
- Historic properties, such as the Fannie Harrison Farm, should be considered for protective measures.

### Recommended Land Use Patterns

The area between the Western Kentucky Parkway and I-65 is identified for a variety of uses. The recent construction of East Hardin County Middle School and anticipated improvements to New Glendale Road have the potential to shift land use patterns. Additionally, if Ring Road is extended from the Western Kentucky Parkway to U.S. 31W and possibly Lincoln Parkway, the recommended land uses in this area should be reconsidered.

The area east of I-65 is recommended for General Service Commercial and General Industrial with some areas of Urban Residential that transition to Suburban Residential outside the city limits. Heavy Industrial and Regional Commercial are also identified east of Lincoln Parkway. Many of these uses are currently present in the general area and these more intensive land uses should be primarily concentrated east of the interstate. The remaining areas that are currently outside of Elizabethtown's city limits are also identified for Suburban Residential to accommodate future growth.



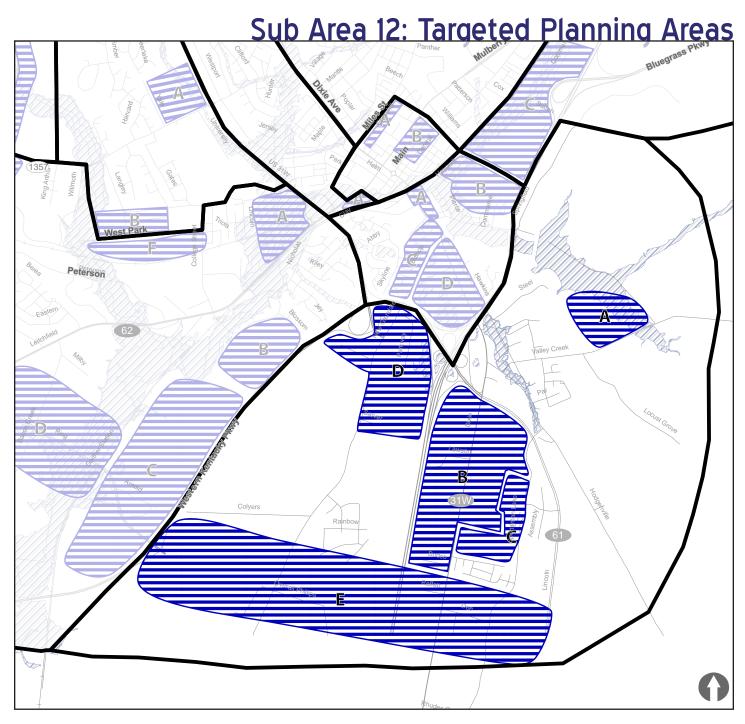


### Sub Area 12 Additional Planning Criteria & Guidelines

The following criteria are intended to supplement the Community-Wide Policies (Step 1) to provide additional direction specific to this sub area, with the more specific guidelines directing development proposals. The Community-Wide Policies provide criteria that should be met but, in many instances, additional considerations are needed based on the geographic influences. The guidelines below are not intended to supersede the Elizabethtown Zoning Ordinance, and all regulations within the Zoning Ordinance still apply.

<ol> <li>Access Management &amp; Vehicular Connectivity: Traffic congestion and safety should be consthis sub area through access management.</li> </ol>		
		If feasible, right-in/right-out driveways should be considered for development along major corridors to preserve the Level of Service, reduce congestion, and increase safety.
		A future roadway project that would connect Ring Road to I-65, U.S. 31W, and possibly Lincoln Parkway is being considered. If this occurs, access management is important and should be evaluated if the road is constructed. Any development occurring within this potential corridor should consider this future roadway.
		Road improvements to New Glendale Road are being considered by KYTC to accommodate traffic to/from the BlueOval SK Battery Park. These improvements could justify higher-density development. The right-of-way impacts should be considered with any development adjacent to this road.
2.	Ann	exation: Areas outside of city limits should be considered for annexation before services are extended.
		Before city services or utilities are extended beyond the current city limits, annexation should be evaluated and required, if fiscally practical.
3.		npatible Uses: Some circumstances could justify other compatible uses to serve daily needs of lents or to accommodate agricultural businesses.
		Commercial development should be targeted, where appropriate, in areas that have demand and also provide a transition between industrial and other uses.
		Additional industrial development in this area may be more appropriate for distribution and warehousing if access to the interstate is available.
		Where conditions are suitable, agribusiness is an appropriate use in areas shown as Suburban Residential as long as the use provides an adequate transition from surrounding residential.
		Transition between uses, such as a transition in density and intensity of uses, should be encouraged.
		Homes that are deteriorating should be reinvested in as a priority.
		Conflicts between existing and new land use patterns should be carefully considered as the area transitions in use and density. This includes existing industrial or heavy commercial uses that are now located within close proximity to public or residential uses.

4.	<u>Envi</u>	<b>ronment:</b> Development should consider the environmental impact on natural areas.
		Development should consider impacts to the Wellhead Protection Area.
		Development constrained by floodplains, sinkholes or drainage problems should use methods to mitigate or minimize those issues.
		Environmental design considerations should be used to limit impact on Fisherman's Lake, including runoff, flooding, and other factors.
5.		<b>ign Guidelines:</b> A variety of durable exterior building and site materials (including landscaping, signage, lighting) should be utilized to create an aesthetically pleasing development.
		Industrial and commercial uses should be screened from less intense uses, such as residential.
		Landscaping, signage, and lighting should be aesthetically pleasing.
		Façade materials should be varied in a thoughtful manner to enhance the aesthetic quality of the development, but the variation of materials should not detract from the overall design.
		Landscaping should be provided for all development in this sub area with more stringent requirements for commercial and high-density residential. Landscaping should be designed in a manner that allows minimal maintenance and should be maintained year-round. For highly visible developments, landscape requirements should create visual interest that provides a screen between the roadway and development.
		Aesthetically pleasing signage should be provided that reflects the building materials used for the development. All materials should be durable to reduce maintenance issues in the future.
		Site lighting should be provided for all development (except single-family, detached residential) to increase safety and visibility. All lighting fixtures should be constructed of durable materials and aesthetically pleasing. LED fixtures should be encouraged. Light fixtures should be shielded downward to minimize light pollution and light trespass to adjacent properties should be limited.





### Targeted Planning Area Guidelines

The following criteria are intended to provide guidance for specific areas within Sub Area 12 that would benefit from site-level considerations. These guidelines, like the Sub Area Additional Planning Criteria & Guidelines, are intended to supplement other policies in the Recommended Land Use Plan and are not intended to supersede the Elizabethtown Zoning Ordinance.

In addition to the Sub Area 12 guidelines, all proposals within the identified targeted planning areas should also comply with the following policies:

Targeted Planning Area A: This area is currently undeveloped and is an abandoned landfill which posome development potential. This land has a rolling topography and would be somewhat difficult to deve t is adjacent to Fisherman's Lake.			
m	appropriate access and adequate infrastructure were developed, General Service Commercial or a noderate-density residential would be appropriate in this area. However, with the previous use being a andfill, development is unlikely.		
	he character of Fisherman's Lake should be maintained and not negatively impacted by development this area.		
	ny development in this targeted planning area should consider the environmental impact on Fisherman's ake, including runoff, water quality, and other factors.		
Targeted Planning Area B: This area is an important gateway into the southern portion of the community and is located at the terminus of the Western Kentucky Parkway at U.S. 31W. This area currently consists of salvage yard on the western portion and undeveloped land in addition to a mobile home park on the easter portion. The Hardin County Detention Center and a waste transfer station are located on the southside with industrial to the north and east. I-65 creates a barrier to the west but provides high visibility. Man por the properties in this area are not well-maintained, underutilized, or abandoned, but the area has greated edevelopment potential due to visibility and infrastructure availability.			
la m G is	eneral Industrial and General Service Commercial are recommended for this area based on the adjacent and use patterns and high visibility from I-65. This area is in transition and has a variety of uses, which nakes it difficult to anticipate development patterns. The areas recommended for General Industrial and seneral Service Commercial could be appropriate for other uses as well if compatible. Because this area is somewhat isolated, these more intense uses are appropriate. Regional Commercial and High-Density residential could also be appropriate in some areas.		
	new development is visible from I-65, it should include high levels of design standards to provide a ositive community image.		
	Ring Road is extended to U.S. 31W and/or Lincoln Parkway, the land uses in this area should be econsidered; however, any future land use should be more intensive rather than low density residential.		
☐ If	the mobile home park remains, it should be upgraded.		

Ц	Any development would need to screen and buffer the Hardin County Detention Center and a waste transfer station.
	The northern edge of this area along Highway 61 should be developed as commercial, but any development along this edge should meet the highest standards in terms of appearance and site amenities so that the area and its uses will serve as a gateway and appropriate landmark.
Targe	eted Planning Area C: This area is currently largely undeveloped but lies between existing industrial
	to the west, north, and east, and new Urban Residential to the south. Suburban Residential exists further as well. This area has adequate access and utilities.
	Urban Residential is recommended in this area to transition from industrial uses to less dense residential uses to the south.
	High-Density Residential would also be appropriate, on a limited scale, to transition the intensity of uses.
	Transitions and buffers should be closely considered to limit land use conflicts and impacts from the industrial areas.
has h	eted Planning Area D: This area is currently underutilized but holds potential for development. The area igh visibility between interchanges on the Western Kentucky Parkway with both U.S. 31W and I-65. The acky State Police Post 4 and East Hardin Middle School were also recently located within this area.
has h Kentu	igh visibility between interchanges on the Western Kentucky Parkway with both U.S. 31W and I-65. The
has h	igh visibility between interchanges on the Western Kentucky Parkway with both U.S. 31W and I-65. The acky State Police Post 4 and East Hardin Middle School were also recently located within this area.  With the introduction of public uses and the expansion of New Glendale Road, this area is in transition from a previously industrial and general commercial base. Regional Commercial is appropriate in some areas adjacent to the Western Kentucky Parkway but the remainder of the area should transition from these more intensive uses to residential. Uses in the Mixed-Use area should provide this transition in use and intensity and higher-density residential should be located adjacent and south of the middle school.
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**Targeted Planning Area E:** This area is identified for the future Ring Road extension to I-65, U.S. 31W, and possibly Lincoln Parkway. It is currently mostly undeveloped with Suburban Residential to the north.

- If Ring Road is extended and utilities and other infrastructure are provided, more intense development could be appropriate adjacent to the new road and at the intersections of New Glendale Road, I-65, U.S. 31W, and Lincoln Parkway. If Ring Road is extended, land uses in this area should be studied in more detail prior to allow more intense development to occur with the following considerations:
  - The area along Ring Road between Overall Phillips Road and U.S. 31W should be Regional Commercial to serve the interstate users. High-Density Residential and/or Urban Residential can serve as a transition from these uses to less intense uses in this sub area.
  - The area between U.S. 31 W and Lincoln Parkway, if the road is extended this far east, should likely consist of General Industrial, General Service Commercial, Regional Commercial, and/or Urban Residential depending upon development patterns and future land use needs.
  - The intersection with New Glendale Road should include higher-density uses, such as Regional Commercial with higher-density residential behind frontage development.
  - General Industrial or higher-density residential should be considered for areas adjacent to Ring Road depending upon the growth needs of the community.
  - Due to the high visibility of these parcels after Ring Road is extended, building design and site
    amenities should be a priority and be required at the highest levels as outlined in other sub areas
    along Ring Road.
  - Due to the visibility of this area from I-65 after Ring Road is extended, all development should include high levels of design standards and durable exterior building materials to provide a positive community image. This area can serve as a gateway to Elizabethtown and should aid in welcoming and attracting people to the community.
  - Landscaping, signage, and lighting should be aesthetically pleasing.
  - Primarily Suburban Residential is currently recommended, but any development should consider
    the future route of Ring Road to prevent right-of-way acquisition issues and to limit low-density
    residential adjacent to this new road.
  - Historic properties, such as the Fannie Harrison Farm, should be considered.

### Sub Area 13: Industrial Park

### Existing Land Use & Character

This sub area is one of the largest and is characterized by industrial uses and the T.J. Patterson Industrial Park. The industrial park has access to multiple regional roads, rail, and major utilities, including electric, natural gas, sewer, and water. Other land uses in this sub area include Addington Field – Elizabethtown Regional Airport, the Elizabethtown Sports Park, and commercial uses concentrated along Ring Road and U.S. 62.

It should be noted that some of the undeveloped land is located within the industrial park and dedicated for future expansion. This area is highly accessible to Ring Road and U.S. 62 West, which are the primary routes located within the area, as well as U.S. 31W Bypass to the east and the Western Kentucky Parkway to the south. Infrastructure levels of service in this sub area are also among the highest in the community. Water and sewer service facilities are more than adequate to serve existing and projected demand in most of the sub area. Sewer upgrades and extensions are planned to improve and expand service.

A large amount of this sub area is outside the city limits and consists of scattered residential, agricultural, and undeveloped land.

### Planning Issues & Opportunities

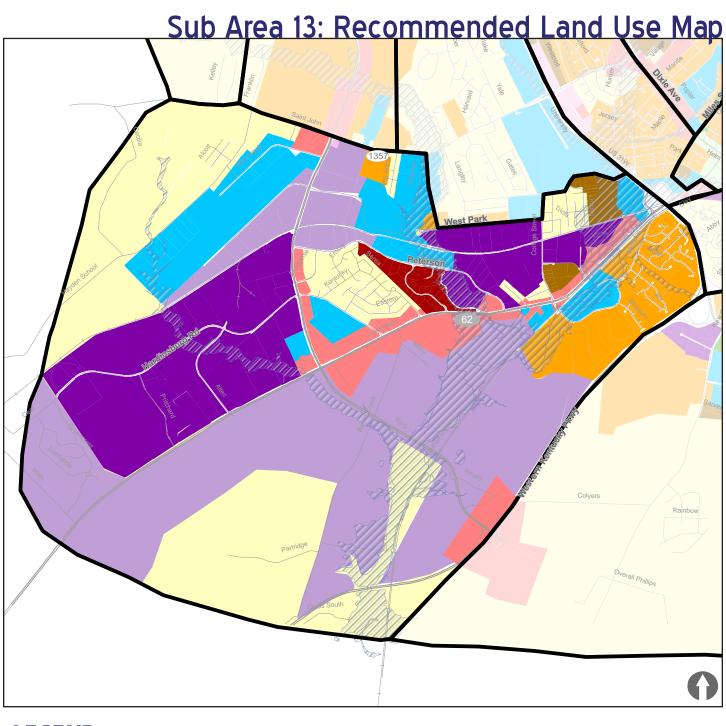
The community identified the following planning issues and opportunities for Sub Area 13:

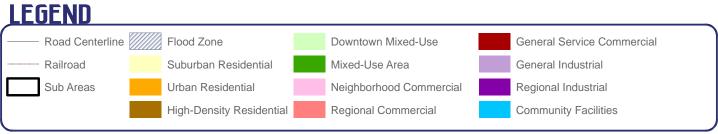
- The community should ensure that utilities and other infrastructure are adequate to serve future expansion of existing and future industrial areas.
- Adequately sized parcels are needed and should be ready for industrial development in order to aid industrial development efforts.
- Community facilities and amenities are needed to serve industries, such as walking paths and parks.
- An identity with unique character and signage is needed for this area.

- · The airport could be enlarged to provide commuter service.
- Public areas in and around the industrial areas could have improved appearance and character.
- Commercial uses serving employees and the surrounding area (such as daycares, banks, and restaurants) should be encouraged in appropriate locations.
- Other opportunities for appropriate mixed-uses with a campus setting should be explored.

### Recommended Land Use Patterns

The recommended land use pattern for the Industrial Park sub area should first focus on allowing for adequate future growth of the T.J. Patterson Industrial Park. The areas recommended for industrial are located adjacent to existing industrial areas, along the railroad line running through the area, and adjacent to the Western Kentucky Parkway. The other dominant land use recommended is residential. Urban Residential is recommended for areas south of U.S. 62 West/Leitchfield Road closest to U.S. 31W and Suburban Residential is recommended at the periphery of the sub area. There are areas of commercial, either General Service Commercial or Regional Commercial, recommended along U.S. 62 West as well as portions of Ring Road. Many parcels along U.S. 62 are currently smaller, single-family homes and future redevelopment will likely be smaller-scale due to the need to assemble land. Additionally, commercial uses that are focused on serving the employees of the Industrial Park and Elizabethtown Sports Park are encouraged at appropriate locations or as part of a campus-like setting. Community Facilities and Institutional uses are also recommended at key locations that support existing assets.



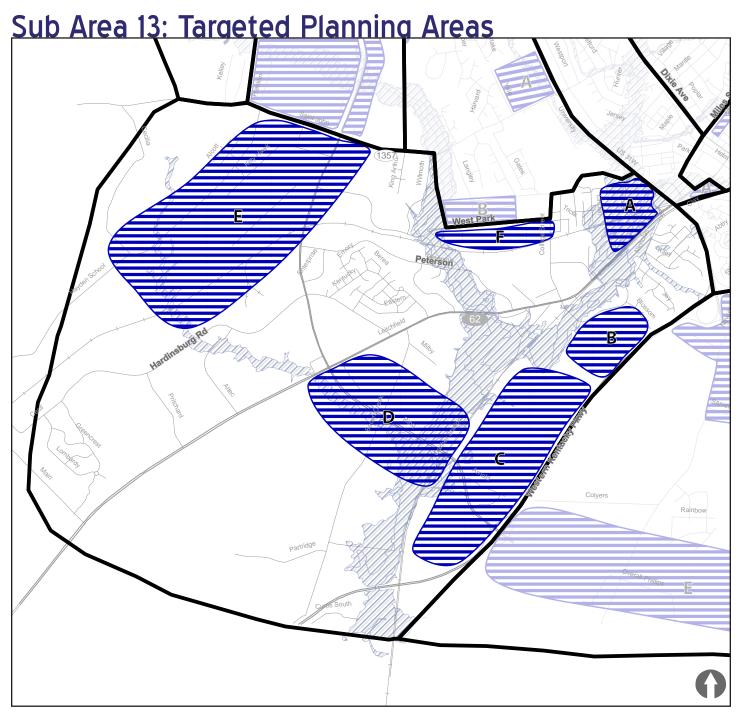


### Sub Area 13 Additional Planning Criteria & Guidelines

The following criteria are intended to supplement the Community-Wide Policies (Step 1) to provide additional direction specific to this sub area, with the more specific guidelines directing development proposals. The Community-Wide Policies provide criteria that should be met but, in many instances, additional considerations are needed based on the geographic influences. The guidelines below are not intended to supersede the Elizabethtown Zoning Ordinance, and all regulations within the Zoning Ordinance still apply.

1.	Ann	exation: Areas outside of city limits should be considered for annexation before services are extended.
		Before city services or utilities are extended beyond the current city limits, annexation should be evaluated and required, if fiscally practical.
2.		<b>npatible Uses:</b> Some circumstances could justify other compatible uses to serve daily needs of loyees, visitors, or residents or to accommodate agricultural businesses.
		Higher-density residential development may be appropriate for this sub area.
		Service and commercial areas that support surrounding uses should be encouraged along collectors and arterials.
		Transition between uses, such as a change in density and intensity of uses, should be encouraged.
		Homes that are deteriorating should be reinvested in as a priority.
		Where conditions are suitable, agribusiness is an appropriate use in areas shown as Suburban Residential and General Industrial as long as the use provides an adequate transition from surrounding uses.
3.	Envi	ronment: Development should consider the environmental impact on natural areas.
		Development should consider impacts on the Wellhead Protection Area.
4.		<b>Layout Guidelines:</b> The layout of a development site should provide visual appeal and enhance the munity through sound design practices.
		Industrial and commercial buildings should be located closer to the right-of-way with parking in the rear, where appropriate.
		Industrial and commercial areas should be screened from less intense uses, such as residential.
		Transition between uses, such as a change in density and intensity of uses, should be encouraged. Preferred transitions include increased setbacks with landscaping and buffering.
		Community facilities/amenities to serve industries (such as walking paths and parks) should be provided.
		Campus-style industrial development, with a focus on green areas and less intrusive site development standards, should be encouraged.

5.		ign Guidelines: Design of industrial buildings should take surrounding uses into consideration and
	snou	ıld be aesthetically pleasing.
		Industrial development should have a variety of materials as well as varying building facades and rooflines.
		Façade materials should be varied in a thoughtful manner to enhance the aesthetic quality of the development, but the variation of materials should not detract from the overall design.
		Landscaping should be provided for all development in this sub area with more stringent requirements for industrial and commercial uses. Landscaping should be designed in a manner that allows minimal maintenance and should be maintained year-round. For highly visible developments, landscape requirements should create visual interest that provides a screen between the roadway and development.
		Aesthetically pleasing signage should be provided that reflects the building materials used for the development. All materials should be durable to reduce maintenance issues in the future.
		Site lighting for commercial and industrial should be provided for all development to increase safety and visibility. All lighting fixtures should be of durable materials and aesthetically pleasing. LED fixtures should be encouraged. Light fixtures should be shielded downward to minimize light pollution and light trespass to adjacent properties should be limited.





### Targeted Planning Area Guidelines

The following criteria are intended to provide guidance for specific areas within Sub Area 13 that would benefit from site-level considerations. These guidelines, like the Sub Area Additional Planning Criteria & Guidelines, are intended to supplement other policies in the Recommended Land Use Plan and are not intended to supersede the Elizabethtown Zoning Ordinance.

In addition to the Sub Area 13 guidelines, all proposals within the identified targeted planning areas should also comply with the following policies:

Developme Elizabethto	Planning Area A: This area has some High-Density Residential, Institutional (Lincoln Trail Area ent District & College Heights Church), and undeveloped land. Western Kentucky Universityown is located to the north with Regional Commercial to the south and Suburban Residential to the	
☐ With	31W is a barrier to the east. n adequate infrastructure, this area is recommended for High-Density Residential as well as itutional.	
☐ Curr	rent drainage issues should be resolved before development occurs.	
	area contains or is adjacent to some environmentally sensitive areas to the east that should be sidered.	
☐ Tran	sitions from higher-density residential to lower-density should be considered.	
Targeted Planning Area B: This area has started to develop with Urban Residential and the Nicholas Street Soccer Fields and a water treatment facility are located north of this area. Development is constrained by the CSX rail line to the west/north and the Western Kentucky Parkway to the east/south. Environmentally sensitive areas exist within this targeted planning area and portions are heavily wooded.   With adequate roads and utilities, this area is recommended for Urban Residential.		
Targeted this area a of this area developme	Planning Area C: This area is largely undeveloped with scattered residential. Large portions of are not within the current city limits. Ring Road has been extended through the southern portion a. Access is limited in some areas due to the CSX rail line and the Western Kentucky Parkway, but ent sites are highly visible and do have access to rail and interstate. Environmentally sensitive areas in this targeted planning area and portions are heavily wooded.	
	area is recommended for General Industrial development with some Regional Commercial due to rail line, interstate access, and visibility.	
of w	ited areas of service-oriented commercial could be appropriate in this area to serve the daily needs vorkers and visitors. This could include restaurants, day care facilities, banks, dry cleaners, and similar s. These uses should be subordinate to industrial development.	

<b>Targeted Planning Area D:</b> This area includes the portion of Ring Road that was extended from U.S. 62 to the Western Kentucky Parkway. This area has started to develop with industrial uses, but there are some residential areas located towards the western portion of this area. Development is well served by roads, utilities, and rail. This area serves as a gateway into the industrial park.			
	This area is recommended for General Industrial due to the location and access with Regional Commercial located along U.S. 62 (north of Ring Road).		
	Limited areas of service-oriented commercial could be appropriate in this area to serve the daily needs of workers and visitors. This could include restaurants, day care facilities, banks, dry cleaners, and similar uses. These uses should be subordinate to industrial development.		
	Access points to Ring Road should be limited but should gain access from Ring Road due to anticipated truck traffic that is generated from many industrial uses.		
	Transitions between existing residential and new industrial development should be closely considered through techniques such as greater setbacks with additional landscaping, berms, and/or fencing.		
<u>Targeted Planning Area E:</u> This area includes the Addington Field-Elizabethtown Regional Airp surrounding area. The airport is a vital resource for the community as a whole and especially for the in uses. The role of the airport is anticipated to increase in the future. General Industrial uses are located southeastern side of the airport and residential exists on the northwestern border. The Sports Park is just of this area and therefore the intersection of St. John Road and Ring Road acts as a gateway.			
	To protect the airport and its ability to expand in the future, development in this area should align with the airport's long-range plans.		
	Any use locating in this area should be tolerant of airport-associated noise.		
	The area at the intersection of St. John Road and Ring Road should act as a gateway and allow for Neighborhood Commercial that would support daily workers and visitors. However, development near this intersection should meet the highest standards in terms of appearance and site amenities so that the area and its uses will serve as a gateway and appropriate landmark.		

<u>Targeted Planning Area F:</u> This area is currently developed as General Industrial with the only undeveloped			
land consisting of the floodplain on the western portion of the Targeted Area. The Elizabethtown Sports Park			
is located to the west, additional industrial development is located to the south, and established residential i			
located to the west and north of this Targeted Planning Area. This area has direct access to rail.			
	General Industrial is recommended for this area based on the existing land use pattern and current access to rail.		
	All new development or redevelopment should consider appropriate transitions between the industrial land use and the residential neighborhoods that include scale and use.		
	Buffers, screening, and aesthetically pleasing design should also be considered, including landscaping and façade materials.		
	All site lighting should be shielded downward to minimize light pollution and light trespass to adjacent properties.		
	Vehicular access onto West Park Road should be consolidated, when possible, to minimize congestion and conflict points since this road serves as an access route to the Elizabethtown Sports Park.		

# Envision Sustainable Growth





### Land Use & Redevelopment

Goal 1: Elizabethtown will promote appropriate land use and redevelopment with high quality design.

### Objectives/Recommendations

- A. Follow the Recommended Land Use Plan, as identified in the comprehensive plan, for all land use decisions to promote compatible, efficient, and planned growth.
- B. Address declining commercial areas prime for mixed-use redevelopment, such as the Towne Mall and Southside.
- C. Work with the Industrial Foundation to identify and acquire sufficient land for future industrial development.
- D. Identify vacant and abandoned properties and incentives to encourage redevelopment.
- E. Improve the aesthetics of new development through design guidelines that reinforce the character of each sub area (subdivisions, apartments, office/commercial, mixed-use, and industrial).
- F. Plan for an adequate supply of developable land to allow for housing growth.

### LAND USE & REDEVELOPMENT

# A. Follow the Recommended Land Use Plan, as identified in the comprehensive plan, for all land use decisions to promote compatible, efficient, and planned growth.

The Recommended Land Use Plan serves as a guide for re-zonings or map amendments, subdivisions, special exceptions, variances, and other land use decisions. This plan includes a five-step process that has been carried forward and updated from the previously adopted comprehensive plan. The city should continue to reference the Recommended Land Use Plan, utilizing the five-step process to determine the location, quantity and quality of future growth.

- 1. Reference the Recommended Land Use Plan for land use related decisions.
- 2. Review the Recommended Land Use Plan and Recommended Land Use Map at least every five years and update as necessary.
- 3. Review and update zoning and subdivision regulations to encourage infill development and high-density housing when appropriate.

# B. Address declining commercial areas prime for mixed-use redevelopment, such as the Towne Mall and Southside.

A nationwide trend affecting cities and towns is the decline of commercial properties, most prominently seen in the decline of malls, retail strip mall developments, and big box stores that once dominated commercial centers in many communities. An example of this in Elizabethtown can be seen at the Towne Mall and in the Southside area. Both the Towne Mall and Southside were identified by the community as high priorities and focus areas for new investment.

### Towne Mall:

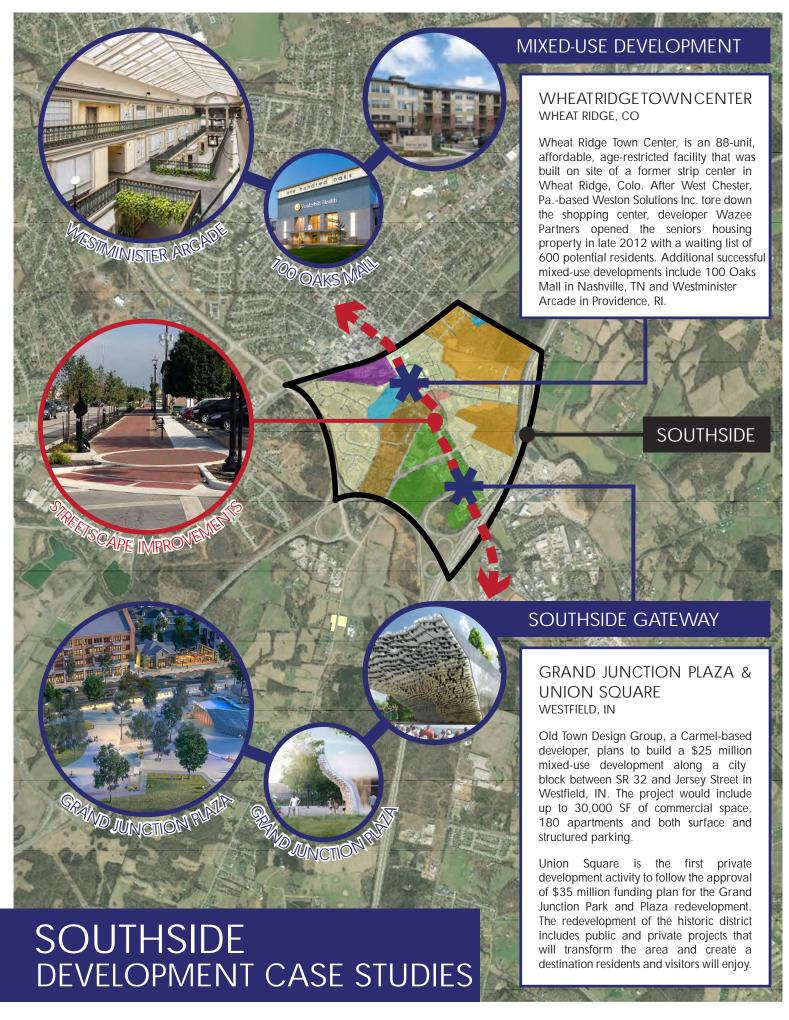
Redeveloping Towne Mall and the surrounding commercial properties could become a catalyst for new projects by building upon existing commercial development and capitalizing on the proximity to Freeman Lake and the existing road network. Redevelopment of the Towne Mall should consider the long-term visibility of traditional retail by considering mixed-use alternatives that bring together shopping, entertainment, dining, office, and/or housing. Successful examples can be found across the United States that have incorporated new uses into traditional malls through retrofitting and/or redevelopment. Rethinking the mall needs to be rooted in market demand. Integrating other community anchors, entertainment options, offices, and/or co-working or maker spaces into the overall site design can attract more people to support retail. Successful mall redevelopments have also incorporated open-air structures, higher-density housing, technology hubs, and even warehousing. Public investments, such as streetscape improvements, sidewalks, and trails, can also help improve access and appeal of the site.

The city should work with the property owner(s) to determine their interest in redevelopment of the site. Preferably, the city can work with the property owner(s) to rethink the existing mall in terms of site layout, land uses, and appeal through assisting with the development plan review process and potentially providing tax incentives. If this is not feasible, the city could purchase the property to form a public-private partnership or work with a developer for redevelopment. The case studies on page 134 provide examples of retrofitting shopping malls and catalyzing new investment.

### Southside:

The Southside also holds potential for new investment, serving currently as a major gateway into the city for those commuting to Elizabethtown. It has the potential for new development that would address the needs of those visiting the Elizabethtown Sports Park with inclusion of hotels and restaurants. The Southside has not seen the same economic investment when compared to other locations in the city, but this area stands prime for new development to occur. Due to the high volume of commuter traffic passing through the area and close proximity to the Sports Park, the Southside has potential to capture both local and regional dollars through commercial and recreational activities. Hotel developments, restaurants, and a grocery store are all needed for residents and visitors and were identified as highly desired during the planning process. Additionally, current demand for higher-density, single-family housing for young adults and seniors, as well as multi-family housing, could be met in this area. The image to the right shows possible development strategies that could be implemented in the Southside.

- 1. Identify priority parcels in Southside in need of redevelopment or reinvestment that may require city assistance.
- 2. Work with property owners in Southside and Towne Mall to determine the best course of action for redevelopment, including public right-of-way, redevelopment incentives, or property purchase.
- 3. Review and update existing ordinances and allowable uses in redevelopment areas to allow flexibility.
- 4. Review and update economic development incentive packages to incentivize redevelopment.



### Case Study: Wheat Ridge Town Center - Wheat Ridge, Colorado

Built on the site of a former strip center in Wheat Ridge, Colorado, Wheat Ridge Town Center is an affordable, age-restrictive facility that provides housing for seniors. Shortly after the strip center was torn down and the 88-unit building was developed in late 2012, it was opened with a waiting list of over 600 potential residents.

The property is so successful that it is now also attracting interest from retailers in a way that it was not as a standalone shopping center. The Weston/Wazee team plans to build another 92-unit age-restricted building next door, with 15,000 sq. ft. of attached senior service retail and an additional retail pad.



Source: https://www.wheatridgeseniorliving.com/town-center/gallery/

### Case Study: Westminister Arcade - Providence, Rhode Island

The Westminster Arcade in downtown Providence is considered the nation's oldest indoor shopping mall and features a historic Greek revival architecture style. The Arcade experienced a decline beginning in the late 20th century but in 2013 was transformed into a mix of living spaces and local businesses. Today, it includes micro-lofts, boutiques and coffee shops and has become a community gathering place and home to local events.





### LAND USE & REDEVELOPMENT

# C. Work with the Industrial Foundation to identify and acquire sufficient land for future industrial development.

Elizabethtown has a strong manufacturing presence which makes up 15.4% of the city's industrial base. New manufacturing or industrial related employment opportunities could be used in workforce attraction for the city. The majority of industrial properties are located along South Dixie Avenue (south and east of I-65) and U.S. Highway 62 (south and west of U.S. 31W). Both of these areas have limited land available for new industrial development and expansion of existing facilities. The city should continue to work with the Elizabethtown-Hardin County Industrial Foundation to identify and acquire possible locations where it is most appropriate for new industrial development to occur. The Recommended Land Use Plan (page 24) should be considered when identifying these areas as well as the ability to serve new development with the required infrastructure and utilities.

### **Action Steps:**

- 1. Identify and acquire appropriate property for future industrial development in phases.
- 2. Coordinate needed infrastructure expansion (including roads, rail, water, and sewer) to facilitate industrial development.

### D. Identify vacant and abandoned properties and incentives to encourage redevelopment.

Vacant properties negatively impact surrounding land values and can damage the overall perception of safety in a neighborhood. Reinvestment and giving new purposes to vacant and dilapidated properties are long-term goals of the city. The city should complete a detailed inventory of all properties considered vacant or abandoned and prioritize properties with the highest potential for redevelopment. The inventory should include the condition of the property, current ownership, and recommended course of action (preserve or demolish). Once a course of action has been identified, the city can take additional steps such as providing existing property owners with information about rehabilitation resources (technical assistance or grants), identifying legal routes to deem structures as unsafe, or working with partners to purchase or land bank property for redevelopment. Using the inventory for prioritizing properties allows Elizabethtown to budget demolitions or create direct incentives and funds for redevelopment.

Elizabethtown should identify the incentives the city can offer for redevelopment of key parcels with a focus on infill, including tax abatement, a local grant program, and/or land banking/land assembly. If the city wants to have a more active role in managing vacant and abandoned properties, it could create a land bank program. This program would allow the city to acquire ownership of properties, which could then be cleared, assembled, or redeveloped at the city's discretion.

- Use GIS to identify and inventory vacant and dilapidated residential and commercial property.
- Prioritize properties that have the most redevelopment potential and largest impact on the surrounding area.
- 3. Align Community Development Block Grant funding and projects with priority redevelopment areas and/or properties.
- Identify and establish partnerships that could improve the potential for redevelopment.
- 5. Consider the feasibility of creating a land bank program.

# E. Improve the aesthetics of new development through design guidelines that reinforce the character of each sub area.

As new development occurs in Elizabethtown, development standards for neighborhoods, apartments, commercial/office, and mixed-use could include details such as building materials, landscaping, site design, and other criteria. Building materials should be durable or sustainable over time, aesthetically pleasing, and complement or fit within the surrounding character of nearby development. These development standards will be especially important along major transportation corridors and gateways of the community, as they contribute to a positive perception of the city. Design guidelines can be addressed in the zoning ordinance through creation of an overlay district and/or expressed by the sub area guidelines in the Recommended Land Use Plan.

### **Action Steps:**

Consider adopting an overlay zoning district(s) along major corridors and gateways to implement design guidelines.

### F. Plan for an adequate supply of developable land to allow for housing growth.

The population for Elizabethtown is projected to grow over the next 20 years, which will increase the demand for housing. If the supply of land for new housing development or available units for rent/purchase do not meet that demand, the price of homes will increase. As new census data becomes available, the city, in partnership with the county, should utilize this information to determine population growth as well as the trends and preferences for housing. For example, housing preferences could shift towards renting or low-maintenance options, which do not require as much acreage as some single-family developments. The city may also be constrained by available greenfield land within the city boundaries that is appropriately priced in addition to extension of infrastructure service boundaries. In response to these constraints, infill development and high-density housing may also be important to consider as part of this strategy.

### **Action Steps:**

Analyze data available to determine the demand for housing types and prices.

## LAND USE & REDEVELOPMENT

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### **Community Facilities**

Goal 2: Elizabethtown will responsibly expand and improve infrastructure to create a solid foundation for growth and development.

### Objectives/Recommendations

- A. Maintain existing water and wastewater infrastructure, as necessary, to continually provide high levels of service to all residents and businesses.
- B. Coordinate expansion of new infrastructure with the Recommended Land Use Plan to support redevelopment and new development opportunities.
- C. Address adequate stormwater management and drainage facilities that function efficiently for all development at a regional watershed level.
- D. Improve the convenience of recycling in Elizabethtown.
- E. Provide high quality police, fire, and emergency response services to existing and future development.
- F. Support new or upgraded community facilities (schools, libraries, hospitals) needed to meet the demands of existing and future residents through coordination with the Land Use Plan, city policies and financing, if appropriate.
- G. Minimize impacts of utility and facility expansion through adequate easements, property acquisition, and right-of-way as new development occurs.

# A. Maintain existing water and wastewater infrastructure, as necessary, to continually provide high levels of service to all residents and businesses.

Efficiently managing water and wastewater infrastructure is key in promoting new development and maintaining high quality of life. Not only does this ensure residents and businesses are receiving high quality utilities whose rates and services are competitive with other communities, but it also allows for increased development and easier expansion of existing utility infrastructure to serve new development. This is currently an on-going process for the city and its importance has been stressed by the steering committee and city staff. The city can use GIS as a tool to identify priority areas for improvement based on need, cost, and length of the project. This will allow for better planning and could become the base for a city-wide wastewater capital improvement plan (CIP), which would combine all capital expenditures and detail timelines, costs, and responsible parties for their completion. The city should also begin considering impact fees or other similar fees that could help fund or lessen the costs of expansion and maintenance of utilities due to new development.

### **Action Steps:**

- 1. Develop a GIS wastewater planning database and layers to populate the database that emphasizes older infrastructure in need of replacement and identifies areas where new infrastructure is needed.
- 2. Partner with the Hardin County Water District No. 2, who is the provider of water in Elizabethtown, in order to fully assess infrastructure needs in the community through a CIP specifically for water and the potential of impact fees.

# B. Coordinate expansion of new infrastructure with the Recommended Land Use Plan to support redevelopment and new development opportunities.

Utility infrastructure can be costly to expand and maintain over time, thus infrastructure expansion should be met with increased revenue that will offset those costs. As the city prioritizes utility infrastructure improvements, these improvements should take into consideration areas the city would like to see developed or redeveloped with increased density or capacity. This will reduce the cost of redevelopment, incentivizing new investment in the area. The timing of these improvements should also be a factor in determining prioritization of utility infrastructure improvements. For example, infrastructure extension should only occur if development is likely or guaranteed to occur in the extension area if completed. This will reduce the risk of expanding utility infrastructure without new connections.

- Utilize the GIS system identified in Goal 2, Objective A to incentivize development and redevelopment in areas
  where infrastructure already exists.
- 2. Update zoning and subdivision regulations to encourage redevelopment of existing sites by allowing for density bonuses, reduced parking, and other similar incentives for specific redevelopment areas.
- 3. Tie new development to adequate public facilities or existing infrastructure to help limit initial hard costs of development.

# C. Address adequate stormwater management and drainage facilities that function efficiently for all development at a regional watershed level.

Elizabethtown has multiple lakes and streams that serve as hubs for recreation, development, and preservation. It is critical that there are adequate plans in place that address overall watershed health and stormwater management that protect these natural resources. Any expansions of infrastructure or new buildings should not only coincide with the Recommended Land Use Plan, but they need to take into account how they impact current factors such as topography, soil type, land cover, existing wildlife, and other natural features. While managing development, stormwater, and drainage at a regional watershed level can require its own individual plan, Elizabethtown should, at a minimum, begin setting development guidelines to help manage water run-off and protect environmentally sensitive areas.

Creating a list of best practices, with accompanying measurable outcomes, should be the place to start this guideline development process. These guidelines could also be applied to locations outside Elizabethtown limits in areas where future annexation may occur, as a proactive approach to water management can save future resources. A watershed contains all common streams and rivers that drain into a single, large body of water and can vary from the size of a small town to an entire state. Due to their large sizes, adequately managing stormwater of an entire watershed would be nearly impossible for a single community. This strategy requires partnerships between multiple governments and private organizations including Hardin County, Elizabethtown's Stormwater Department, Wastewater, Public Works, and others.

### **Action Steps:**

1. Explore partnerships with regional partners to create a Regional Stormwater Working Group to address this issue on a regional basis.

### D. Improve the convenience of recycling in Elizabethtown.

Elizabethtown currently has one location to drop off recycling, located on the site of the Hardin County Farmers Market (200 Peterson Drive). Improving the level of service for city recycling, either through an increased number of drop-off points or curbside service, was identified through the public workshops and online surveys. It would be best implemented in collaboration with Elizabethtown and Hardin County. First efforts for this objective should include conversations with Hardin County to determine the feasibility of upgrading existing drop-off service and how it would impact the budget. An effort should be made to accurately assess the type of recycling service that is desired and feasible within Elizabethtown. While curbside service may be desired by some residents, increasing the number of drop-off points could be a feasible and affordable alternative.

- 1. Determine the ideal locations for additional drop-off locations for recycling, if needed.
- 2. As the demand for recycling increases, consider the feasibility of curbside recycling services.

# E. Provide high quality police, fire, and emergency response services to existing and future development.

It is important that police, fire, and emergency services coverage areas are expanded as new development occurs. The city currently provides excellent response times and coverage for these services. It was identified by residents and city officials that the expansion of personnel and facilities should be considered as the city continues to grow. There are current plans to expand emergency service facilities, but the city should continue to determine the current level of service (in relation to state/national standards) and project the future demand so these services are in place prior to development. As new facilities will be needed to support future development, Elizabethtown should identify suitable sites for facility expansion. These new locations should be based off the Recommended Land Use Plan as well as potential areas of growth and/ or annexation. Additionally, the city should work to update existing service coverage maps for future planning and public information.

### **Action Steps:**

 Continue to coordinate new development with police, fire, and EMS to maintain adequate coverage and response times.

# F. Support new or upgraded community facilities (schools, libraries, hospitals) needed to meet the demands of existing and future residents through coordination with the Land Use Plan, city policies and financing, if appropriate.

Creating, upgrading, and maintaining community facilities are important for improving quality of life for a community's residents. Elizabethtown and other community partners continuously work to upgrade community facilities such as schools, libraries, and hospitals, providing spaces that cater to the needs of residents. Moving forward, the city should continue this process with an increased focus on future demands that are the result of changing and adapting to new technologies. Part of this effort could include assisting non-profit and private organizations who are willing to improve facilities by providing data/information, streamlining development review processes, and/or coordinating communication with city departments.

The city can also assist these partners in identifying locations that lack public facilities (such as the Southside and areas of new development) and determine the types of amenities those locations are either missing or demanding.

- 1. Coordinate new development with schools and other partners to ensure adequate capacity.
- 2. Consider financial support for upgraded facilities that benefit city programs, when appropriate.

# G. Minimize impacts of utility and facility expansion through adequate easements, property acquisition, and right-of-way as new development occurs.

Community facilities, as well as utility and transportation infrastructure, should be evaluated annually for expansion and improvements as the city continues to grow and development occurs. Increased use of facilities, or transportation and utility infrastructure, reduce the overall capacity, which may indicate a need for additional community facilities or improvements to infrastructure. For example, increased development occurring along U.S. Highway 62 near I-65 has increased traffic as well as the use of water and wastewater infrastructure. In response to this growth, safety improvements that reduce traffic collisions and allow safe pedestrian crossings should be considered for improvement. If this type of assessment is completed annually, the city can be financially prepared and more proactive in addressing any needed infrastructure improvements.

- Create a multi-disciplined infrastructure working group, made up of city staff representing planning, engineering, public works, stormwater, utility operators (public and private), KYTC, and others, that would meet periodically to examine the issues related to increased use and demand for new or expanded infrastructure.
- 2. Coordinate placement of potential infrastructure with development plans and allow development to be directed towards areas with adequate infrastructure that are better equipped to absorb new development

# **COMMUNITY FACILITIES**

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# **Transportation**

Goal 3: Elizabethtown will advance connectivity in the city and region through multiple transportation types.

### Objectives/Recommendations

- A. Improve highway system connectivity by working with KYTC with priorities on: upgrading the I-65 / U.S. 62 interchange, completing the Ring Road extension, and studying the feasibility of a new I-65 interchange north of U.S. 62.
- B. Improve traffic flow throughout the city with a focus on: optimizing signals on key corridors, spacing new through collector streets that can be used for short local trips, requiring access management for all development projects, and optimizing school area traffic flow.
- C. Improve safety by focusing on upgrades to the highest-priority intersections or corridors as identified by KYTC's safety screening process including: U.S. 31W from Cardinal Drive to Pear Orchard Road NW, U.S. 62 from I-65 interchange to French Street, U.S. 31W intersections with KY 210 and KY 61, and U.S. 31W bypass at St. John Road, in addition to Ring Road from North Miles to Mulberry Street.
- D. Improve the sidewalk network with a priority on high-use pedestrian areas that includes filling in sidewalk gaps, upgrading segments in disrepair, and connecting high-density residential areas to destinations (such as grocery stores, schools, employment areas, and parks).
- E. Improve the recreational trail network by creating a connected system that links parks and recreation areas throughout the city.
- F. Explore and expand partnerships with other public, private and non-profit agencies to improve public transportation services through a mobile platform and on-demand zones, where services can be provided cost effectively and in real-time.
- G. Coordinate all new development with the Recommended Land Use Plan to provide efficient movement of traffic, interconnected developments, and adequate right-of-way for future roadways, sidewalks, and trails or upgrades to existing infrastructure.
- H. Provide aesthetic enhancements along Elizabethtown's major corridors, gateways, and downtown that reinforce the city's character.

### A. Improve highway system connectivity by working with KYTC with priorities on:

- Upgrading the I-65 / U.S. 62 interchange
- Completing the Ring Road extension
- Studying the feasibility of a new I-65 interchange north of U.S. 62

The highway system is the economic lifeblood of the community. Being able to travel is at the heart of commerce and economic development, and it greatly contributes to the attractiveness and quality of life of any community. Through the planning process, I-65 was identified as critical to the transportation network in the community. Having a safe, efficient, and well-functioning interstate system is paramount.

Annually, KYTC develops the KYTC Six-Year Highway Plan (6YP) with the state legislature to prioritize and fund roadway projects. This is the document that will provide funding for all other U.S. and Kentucky routes in Elizabethtown that KYTC has jurisdiction over. KYTC is also involved in the East Elizabethtown Connectivity Study, a planning study to examine the safety, operations, and other improvements along and east of US 31 W in Hardin County, Kentucky. Leaders and citizens from the community should actively engage in both the East Elizabethtown Connectivity Study and the process for developing the Highway Plan. Any needed improvements on I-65, as a result of the study, will need to be included in the Highway Plan to fund the design and construction. This is also the document that will fund other U.S. and Kentucky routes awarded by KYTC. Being engaged on both fronts will allow citizens, governing bodies, elected officials, businesses and others to make their thoughts and ideas known with regard to the transportation system. The Highway Plan process typically starts early in the calendar year and is finalized and delivered within the first six months of the same year.

Additionally, the city should continue supporting the efforts and projects of The Radcliff - Elizabethtown Metropolitan Planning Organization (MPO) and adjacent Local Public Agencies (LPA) who have transportation related projects. The MPO's main functions are the development and maintenance of a Long-Range Transportation Plan (LRTP) and a Transportation Improvement Program. The MPO also deals with issues such as air quality, freight movement, public participation, environmental justice, safety, and environmental concerns. Local Public Agencies also play a major part in assisting with transportation related projects, using federal funds to complete local projects governments may not be able to fully complete. The MPO is also currently completing a transportation study that will consider many of these transportation issues.

- 1. Actively participate in the East Elizabethtown Connectivity Study.
- 2. Lobby for transportation improvements through the KYTC Six Year Highway Plan development process with the legislative session annually.
- 3. Work with the MPO to integrate future projects into the Long-Range Transportation Plan (LRTP).

### B. Improve traffic flow throughout the city with a focus on:

- Optimizing signals on key corridors
- Spacing new through collector streets that can be used for short local trips
- Requiring access management for all development projects
- Optimizing school area traffic flow.

Traffic flow that facilitates safe and efficient travel is essential to maintaining the economy and contributing to high quality of life of any place. Key corridors keep people moving and the economy strong. Some congestion is typically good for a roadway or area, as it means that a corridor and area is popular and people want to be there, but too much can hinder access and mobility. To stay ahead of congestion, the city should undertake steps to examine current or emerging hot spots, identify where signals are needed, determine any missing links in the local roadway network, and consider policies that mitigate these challenges like access management. The city could conduct a Small Urban Area (SUA) Study under the KYTC Division of Planning to examine the needs and possible solutions with regard to transportation/traffic operations, safety, and access. The city could partner with KYTC District 4, KYTC Central Office, and the LTADD to program the needed funds to conduct the SUA. Alternatively, it could conduct a study examining many of these same issues through a Major Thoroughfare or similar study.

### **Action Steps:**

 Partner with KYTC District 4 and Central Office to execute a Small Urban Area (SUA) Study for the City of Elizabethtown focusing on multi-modal operations and safety needs.

- C. Improve safety by focusing on upgrades to the highest-priority intersections or corridors as identified by KYTC's safety screening process including:
  - U.S. 31W from Cardinal Drive to Pear Orchard Road NW
  - U.S. 62 from I-65 interchange to French Street
  - U.S. 31W intersections with KY 210 and KY 61
  - U.S. 31W bypass at St. John Road
  - Ring Road from North Miles to Mulberry Street

Safety is a key aspect of a transportation system or network. Crashes result in personal injuries and/or fatalities, property damage, secondary congestion, and degradation in quality of life for those involved. It is important to understand crash occurrence patterns and to identify critical locations, examine types of crashes at these locations, and determine improvements that can be completed to increase safety. The city should request federally allocated safety funds to conduct an Elizabethtown Safety Plan that would collect crash locations and severity data to objectively develop safety projects aimed at specific issues. Stakeholder input showed there are existing issues around the Courthouse Square. That location could be a priority and part of the larger study to understand specific issues and develop targeted projects to make conditions safer. Such a study could be used by the city and KYTC for prioritization of transportation funds, especially those related to safety.

### **Action Steps:**

- 1. Conduct an Elizabethtown Safety Plan that would be used by the city and KYTC for prioritization of funds.
- D. Improve the sidewalk network with a priority on high-use pedestrian areas that includes filling in sidewalk gaps, upgrading segments in disrepair, and connecting high-density residential areas to destinations (such as grocery stores, schools, employment areas, and parks).

Sidewalks provide internal and external connectivity within and between developments from residential to commercial areas, from parking to shopping areas, and between neighborhoods. Sidewalks contribute to an improved sense of place and help define and connect urban spaces, often adding value to developments that are connected by them. They provide space for walkers, joggers, and cyclists. An emphasis on sidewalk improvements along Dixie Avenue, U.S. 62, Ring Road, and Pear Orchard Road should be considered and prioritized.

- 1. Identify and prioritize new or improved sidewalks.
- 2. Construct sidewalks along Dixie Avenue, U.S. 62, Ring Road, and Pear Orchard Road NW.

# E. Improve the recreational trail network by creating a connected system that links parks and recreation areas throughout the city.

Just as an efficient highway network is vital to the economy and high quality of life, transportation choices and options for walking and cycling are also important. Key to that network are trails that connect parks and recreation areas to neighborhoods and activity nodes. Trails provide off-road connections, allowing users to ride away from traffic in a more ideal setting for recreation and other purposes. Locating trails that connect recreation areas, parks and other destinations in a logical network is key for success. As a first segment, the city should design and construct the planned Buffalo Lake Trail from Commerce Drive into the downtown core. This would provide an important link in an emerging trail system of the city.

The city should also comprehensively identify a trail network that connects parks and recreation areas with neighborhoods and activity nodes. Downtown could act as a hub for this trail network that would serve residents and visitors. The trail network should also coordinate and tie into the existing and future sidewalk network.

### **Action Steps:**

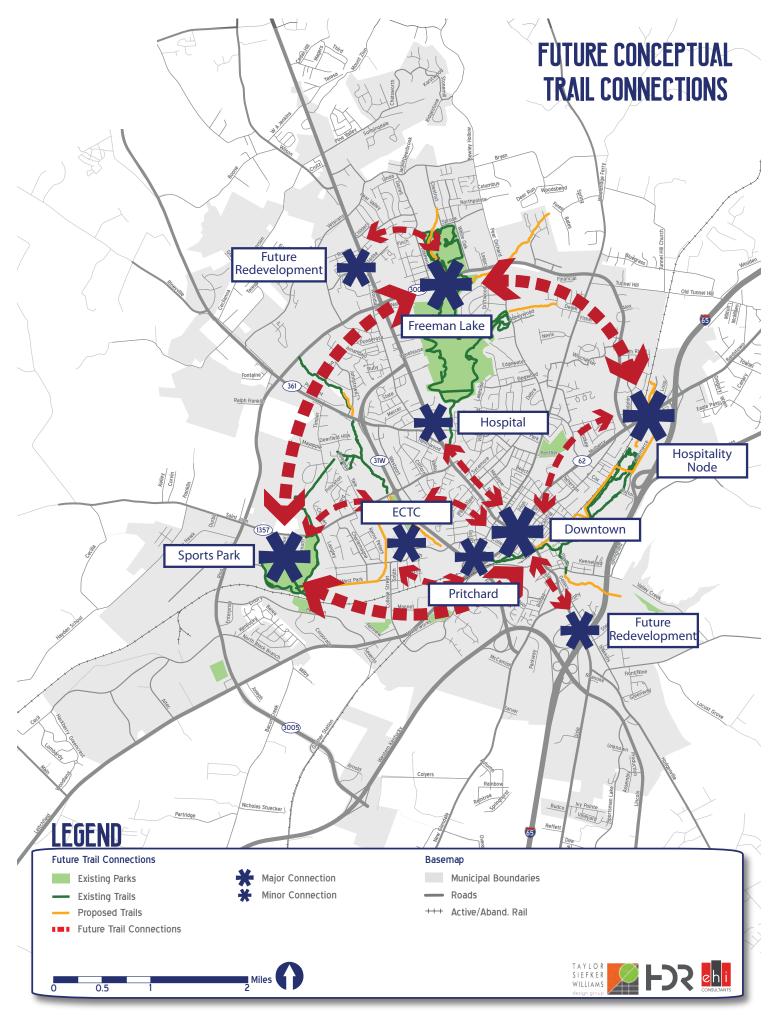
- 1. Design and construct the planned Buffalo Lake Trail from Commerce Drive into the downtown core.
- 2. Create a city-wide trails plan that connects destinations and aligns with the sidewalk network.

# F. Explore and expand partnerships with other public, private and non-profit agencies to improve public transportation services through a mobile platform and on-demand zones, where services can be provided cost effectively and in real-time.

Transportation alternatives are becoming increasingly important to individuals who do not own or use a private automobile, or those who want choices that are more affordable, environmentally friendly, and sustainable. Transit services, especially the use of on-demand, micro-transit and other options, are emerging in mid-size and smaller communities. These services can be scaled to fit the needs of the community and, when done in conjunction with other providers, offer access to other destinations in a larger regional context. This is often accomplished with the use of technology on a mobile platform or app, adopting the Mobility as a Service or MaaS model that integrates trip planning, trip making, and payment across one integrated platform. The city should explore partnerships with the Transit Authority of Central Kentucky (TACK) in the immediate area and the Transit Authority of River City (TARC) in Louisville to potentially become part of their growing MaaS platform and enable more seamless transit trip-making in the region.

### **Action Steps:**

1. Explore partnerships with other public, private, and non-profit agencies to improve public transportation services through a mobile platform and on-demand zones where service can be provided cost effectively and in real-time.



G. Coordinate all new development with the Recommended Land Use Plan to provide efficient movement of traffic, interconnected developments, and adequate right-of-way for future roadways, sidewalks, and trails or upgrades to existing infrastructure.

New developments provide needed housing, services, public and private amenities, and other businesses necessary to sustain and grow an area. However, without proper planning for the movement of people to and from these places by vehicles, as well as non-motorized means, the location of these developments and their connections to the transportation system can sometimes have unintended consequences, particularly with regard to ingress and egress. Access management policies can prevent traffic congestion, preserve the level of service of a roadway, and result in a safer network. While KYTC has access management policies, these can be adopted at a local level as well to further promote best practices.

### **Action Steps:**

1. Adopt access management policies in accordance with KYTC that focus on reducing congestion on local roads.

# H. Provide aesthetic enhancements along Elizabethtown's major corridors, gateways, and downtown that reinforce the city's character.

Design elements enhance the experience in the corridor, reinforce the character of a community, and relay a sense of place. This is especially critical at the entrances to a community and along corridors that have visitor destinations or attractions.

The visual cues that tell visitors a corridor is a destination are critical in establishing a character. Design elements should be within the public right-of-way and consistently appear along corridors. They could include street lighting, paving details, plantings/street trees, banners, wayfinding signs (See Goal 7, Objective A), art installations, or other decorative elements. Signs and markers should not obstruct the view of drivers, but be noticeable from a distance and simply designed to make them recognizable and easy to understand for passing vehicles.

- 1. Incorporate aesthetic enhancements into federal, state, and locally-funded public improvements as projects develop from planning through construction.
- 2. Identify top priority corridors/gateways and complete aesthetic enhancements as a pilot project (see also Goal 7.A).



Potential improvements for U.S. 62 gateway

# **Annexation**

Goal 4: Elizabethtown will plan for growth by expanding beyond the existing city limits.

### Objectives/Recommendations

- A. Pursue annexation, as fiscally appropriate, in key areas for utility expansion and future growth.
- B. Partner with Hardin County to develop criteria for annexation of new land.
- C. Evaluate voluntary annexations to ensure they are fiscally responsible.

# A. Pursue annexation, as fiscally appropriate, in key areas for utility expansion and future growth.

A city typically annexes land in order to provide utilities and services to people living in the surrounding area or due to population growth. Before annexation occurs, the costs to provide additional infrastructure and city services should be analyzed to ensure it is fiscally viable.

Perhaps the most important factor for this objective is educating the public on annexation. Most residents are not likely to understand the benefits of annexation and how the process actually works. Informational resources can be created for residents to learn about the process, benefits, and drawbacks of annexation.

### **Action Steps:**

- Encourage compact growth and infill development within and adjacent to established city limits.
- 2. Discourage outward leapfrog development and limit the extension of newly developed urban services beyond the city limits.
- 3. Require development outside city limits to pay the costs of service extensions and related improvements.

### B. Partner with Hardin County to develop criteria for annexation of new land.

For annexation to occur successfully there should be collaboration between Elizabethtown and Hardin County. This includes evaluating locations that are best suited, services to be extended, the city and county's new roles, criteria needed for an annexation to take place, and other joint decisions. Both Elizabethtown and Hardin County should begin working together to identify areas around the city that have high, medium, and low priority. This identification should also factor in future costs, roles, and overall benefits to the city. If annexation is likely to occur, Hardin County and Elizabethtown should coordinate on recommended land uses for that direct area. The steering committee, planning commission, and city council have expressed that annexation has been an on-going process between city and county governments, and should continue in alignment with this plan.

- 1. Work with Hardin County to develop and implement criteria and procedures for the annexation of land contiguous to Elizabethtown's corporate boundaries, including development review requirements.
- Adopt policies that require the annexation of contiguous properties when development occurs and requires an annexation agreement for noncontiguous properties that states the parcels will be annexed into Elizabethtown when eligible.

### C. Evaluate voluntary annexations to ensure they are fiscally responsible.

When surrounding areas request for voluntary annexation, there should be a process that helps determine the feasibility of a possible annexation. While these areas offer a chance for Elizabethtown to grow and expand, the actual benefit to the city after annexation should be assessed. Factors to be calculated are those such as road maintenance costs, utility revenue, city services, and up-front expansion costs. Areas that are suited for infill or new development within city limits should be the focus before expanding outward. The city is currently considering the fiscal impacts of annexation and should continue to do so for future annexations.

- 1. Prioritize and invest in infrastructure maintenance and improvements within the existing city limits before investing in new infrastructure to serve outward growth areas.
- 2. Explore options for a phased approach, tiered service costs, land development regulation waivers, and/or coordinated public improvements with annexation.

# **ANNEXATION**

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# **Environment & Resiliency**

Goal 5: Elizabethtown will protect the community and environment through planning, regulation, green infrastructure, and hazard mitigation.

### Objectives/Recommendations

- A. Work with Hardin County on hazard mitigation.
- B. Encourage green infrastructure measures in new developments to help with stormwater and energy conservation.
- C. Protect environmentally sensitive areas (floodplains, karst areas, unstable soils, steep slopes, surface/subsurface water source/wellhead protection areas, and odor/light/noise) through land use planning and regulations to minimize or mitigate impacts and property loss.

# **ENVIRONMENT & RESILIENCY**

### A. Work with Hardin County on hazard mitigation.

Creating a resilient community relies on forming a sound plan and actions that help mitigate and recover from severe weather and hazardous conditions to protect residents, property, and the local environment. Although hazard mitigation planning is most often found at state and county levels, Elizabethtown should work with Hardin County as they periodically update the existing plan.

### **Action Steps:**

1. Continue to participate in the updates to the Hardin County Hazard Mitigation Plan.

# B. Encourage green infrastructure measures in new developments to help with stormwater and energy conservation.

While new development can benefit a community, it is important that sites are being developed with a focus on high quality stormwater management and energy generation/reduction practices. Due to Elizabethtown's multiple environmentally sensitive areas, it is important that future developments have as little impact on them as possible. Encouraging developers to use better design practices can be done through policies, zoning, and incentives. These could include measures that require a specific percentage of permeable surfaces on a property, LEED certifications, or creating and protecting natural habitat on the property, including existing trees. Finding a combination of these, without deterring developers from entering the area, is needed for ensuring future sustainable development in Elizabethtown.

- 1. Establish policies to incentivize Low Impact Development (LID), potentially including financial incentives.
- 2. Host a LID Symposium detailing why LID is needed, how it can work, and what incentives can be offered for using LID concepts.

### Case Study: LID - Rain Gardens

Rain gardens are shallow depressions that use a conditioned planting bed and landscaping to filter stormwater. Rain gardens are typically designed to capture runoff from a 1-inch storm event and infiltrate the rainwater within 24 to 48 hours. Rain gardens can be planted with trees, shrubs, grasses, and/or flowers. When choosing vegetation for a rain garden, it is important to use native vegetation. Native vegetation is acclimated to the local climate and does not require excessive maintenance to survive. Because rain gardens undergo periods of drought and inundation, it is also important to choose plants that can withstand these conditions.



Source: https://vaswcd.org/rain-garden

### Case Study: LID - Green Roofs

A green roof is a rooftop made up of soil and plants, rather than shingles, panels or other materials. These systems can be rather simple, consisting of groundcover plants such native plants and grasses or more complex, mimicking a park-like setting. A simpler green roof design is called an extensive system while the more complex ones are called an intensive system. Rainwater that falls on green roofs stays on the roof in the plants and undergoes evapotranspiration, which reduces runoff volumes and peak flows. Evapotranspiration combined with shading from the plants helps cool the roofs. Studies show that temperatures on green roofs are cooler than the surrounding air temperature.



Source: https://liveroof.com

# **ENVIRONMENT & RESILIENCY**

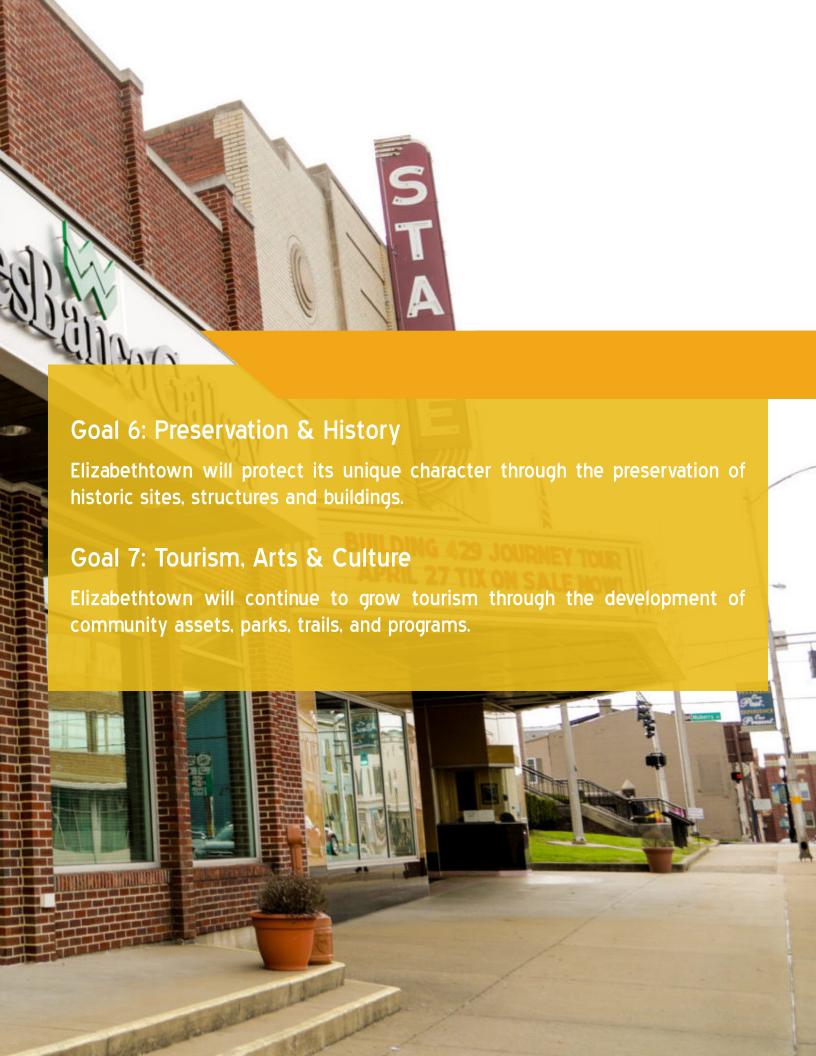
C. Protect environmentally sensitive areas (floodplains, karst areas, unstable soils, steep slopes, surface/subsurface water source/wellhead protection areas, and odor/light/noise) through land use planning and regulations to minimize or mitigate impacts and property loss.

Elizabethtown has several lakes, streams, wetlands, and parks that are used for passive and active recreation, and also include protected wildlife areas and locations used for stormwater infrastructure. Due to the sensitivity of these areas, it is important to preserve their integrity and natural state for both future use and wildlife protection. This strategy should influence many of this plan's other goals and objectives and could likely contain new regulations and guidelines for development through revised zoning and subdivision control ordinances. An example of this could include conservation subdivisions, which allow increased density if a portion of the subdivision is preserved or protected as green space or open space. This could also include guidance through state, federal, and local permitting processes for development that deals with environmentally sensitive areas.

- Evaluate and revise existing zoning and subdivision control ordinances, as needed, to protect environmentally sensitive areas.
- 2. Provide technical assistance for applicants who must undergo state, federal, and/or local permitting processes in environmentally sensitive areas.

# Envision A Strong Legacy





# **Preservation & History**

Goal 6: Elizabethtown will protect its unique character through the preservation of historic sites, structures and buildings.

### Objectives/Recommendations

- A. Identify and provide incentives to preserve important historic buildings that reinforce Elizabethtown's character and culture and minimize indirect impacts to historic buildings and/or sites.
- B. Partner with Elizabethtown Tourism & Convention Bureau to promote the historic assets of Elizabethtown.

# PRESERVATION & HISTORY

# A. Identify and provide incentives to preserve important historic buildings that reinforce Elizabethtown's character and culture and minimize indirect impacts to historic buildings and/or sites.

Elizabethtown has a number of historic buildings, both downtown and in residential neighborhoods, that are important pieces of the past and help showcase the city's culture. Preserving these buildings can lead to enhanced residential neighborhoods, promotion of place-based economic development, and reduction of resources expended by the local governmental body.

There are existing grants and programs in place at state and federal levels that can be used by property owners to redevelop or improve historic properties, but these may not all be widely known to property owners. Education and information regarding these programs could be a first step in preserving and restoring Elizabethtown's historic sites.

These possible state and federal programs could also be bolstered by local incentives such as tax abatements and grants. The city's Downtown Property Improvement Grant Program provides reimbursement for a portion of exterior improvements that comply with the Historic Preservation Commission's standards (see Goal 9, Objective B). While an application and approval process have been created for this program, specific guidelines and review criteria should be developed.

The city can minimize the impacts to historic buildings and sites through policies. Elizabethtown currently has a National Resistor Historic District Over Zone. The boundaries of this district should be reviewed to consider including historic or locally significant properties that are outside the National Register District as well as properties that are not contiguous to the existing district. Through this review, the city should identify criteria that deems a property historic or culturally significant, which may differ from state and federal standards.

The National Register Historic District Over Zone includes design guidelines to preserve the integrity of this area. However, these guidelines do not include all development downtown. Less restrictive design guidelines should be considered for the mixed-use areas outside of the over zone to maintain the scale and character of downtown.

- Evaluate current and/or additional tax incentives to preserve significant historic structures.
- Develop criteria for determining locally historic buildings and expand the National Register Historic District Over Zone as necessary.
- 3. Consider adopting design guidelines for mixed-use areas that are outside of the over zone.

### Case Study: Granby Street, Norfolk, Virginia

Formerly a partially roofless commercial space with an incompatible façade design, 427 Granby Street in Norfolk, Virginia, has been rehabilitated using the Federal Rehabilitation Tax Credit in the Downtown Norfolk Historic District. The building was originally constructed in 1917 as a show home for a local advertising agency. The renovation included the repair and replacement of cornices, a new mezzanine with office space, and a green roof on an existing rear building addition.



Source: https://www.nps.gov/tps/ tax-incentives/case-studies.htm#427granby



Source: https://www.nps.gov/tps/ tax-incentives/case-studies.htm#427-

### Case Study: Cider Building, Kansas

Originally built in two phases between 1883 and 1905, the Kansas Fruit Vinegar Company Building was rehabilitated into an office and art gallery space by using the Federal Rehabilitation Tax Credit Program. The \$1 million rehabilitation exposed the building's limestone and masonry walls and retained the historic floors, timber posts, and open structure. The rehabilitation design took into account the placement of new features and office space so that the building's original amenities and floorplan could be celebrated.



Source: https://www.nps.gov/tps/tax-incentives/case-studies.htm#cider-building

# PRESERVATION & HISTORY

# B. Partner with Elizabethtown Tourism & Convention Bureau to promote the historic assets of Elizabethtown.

Elizabethtown is home to numerous historic assets that can be leveraged to enhance tourism in the community. These assets are not only beneficial for the city's tourism, but also help grow the local economy and create a cultural identity for the community. This preservation and promotion can also be identified as heritage tourism, or tourism based around the unique history and past culture of a community. This type of tourism does not need to just focus on historic buildings, but can include historic sites and natural resources as well. Identifying and promoting these other historic assets can have positive economic and social impacts on a community, as well as helping renew the tourism culture in that area. This can be done by partnering with Elizabethtown Tourism and Convention Bureau and other organizations to advertise historic sites and properties to visitors and residents.

### **Action Steps:**

1. Continue to offer regular programming and promotion of local historic destinations for residents and visitors.

## Tourism, Arts & Culture

Goal 7: Elizabethtown will continue to grow tourism through the development of community assets, parks, trails, and programs.

### Objectives/Recommendations

- A. Implement enhanced gateway treatments and a wayfinding system throughout the city.
- B. Support arts initiatives that elevate the quality of place and enrich the culture in Elizabethtown.
- C. Partner with Elizabethtown Tourism & Convention Bureau to create more opportunities for tourism and entertainment in Elizabethtown through new or improved facilities and programming.
- D. Implement a shuttle service or trolley for special events and/or high-traffic weekends.

# TOURISM, ARTS & CULTURE

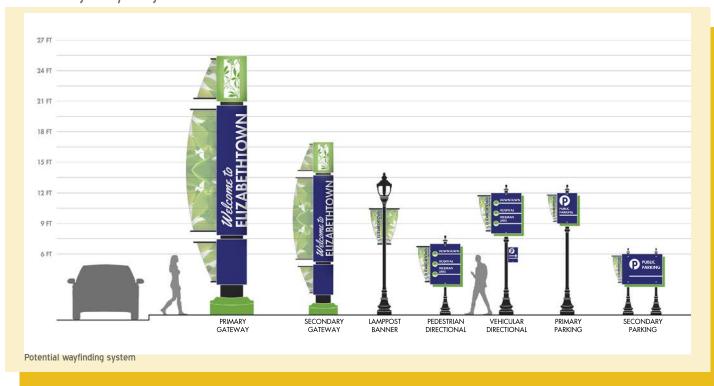
### A. Implement enhanced gateway treatments and a wayfinding system throughout the city.

Visual cues influence a person's perception of a community, including inviting gateways and an easy to understand wayfinding system. Strong gateways create positive first impressions and set expectations for a visitor's experience within the community. Additionally, Elizabethtown has several regional destinations, and creating gateways that are clearly marked and well-maintained help facilitate a positive visitor experience.

The design of all gateway treatments (such as lighting, landscaping, and signs) should have a consistent treatment that reinforces the city's brand and coordinates with the wayfinding signs that should be installed along major corridors and key destinations. The gateways at U.S. Highway 62 and East/South Dixie Avenue from I-65 should be a priority for the city to develop as primary gateways.

In addition, wayfinding signs and accent plantings should be used to identify the gateways and can be placed along major corridors, uniting them with common patterns, elements, and themes. Where possible, native plants should be used to reinforce the local character. Native plants are uniquely suited to thrive in the local climate and will provide the best durability once established. Plantings can also be selected to further environmental goals already established, help control runoff, provide habitat and forage areas for insects and other species, and add visual interest. Examples of signage can be seen below.

- 1. Identify and prioritize primary and secondary gateways.
- 2. Develop a gateway design that can be scaled as needed that includes signage, landscaping, lighting and banners. This should also include keeping a consistent design in materials, character, and color (see also Goal 3.H).
- 3. Incrementally phase gateway improvements based on priority.
- 4. Develop a wayfinding sign design and implement a comprehensive system that has a style consistent with the gateway design.



# B. Support arts initiatives that elevate the quality of place and enrich the culture in Elizabethtown.

Public art can be expressed in many forms and can create engagement opportunities for visitors and residents that add to a community's sense of place. Public art in Elizabethtown can include sculptures, murals, painted crosswalks, or functional items such as utility boxes or bike racks. The city could develop a public art program and hire local artists for specific installations or new capital improvement projects. The city could facilitate the creation of maker spaces downtown where artists can collaboratively work on projects. Elizabethtown can also support programming, such as art classes for various age groups, that provide experiences residents might not have access to otherwise. Local non-profit organizations and private businesses could be beneficial when finding local or regional artists and identifying new locations where public art would be best utilized. Examples of these can be seen in the case studies below.

### **Action Steps:**

- Identify public spaces and public projects where art can be incorporated with a focus on downtown, parks, and trails.
- 2. Facilitate the creation of a maker space (collaborative work space) and ensure zoning regulations allow for this use.
- 3. Work with schools, parks department, non-profits and private organizations to provide arts programming for all ages.

### Case Study: Crosswalks - Durham, North Carolina

The Durham SmART plan focuses on transforming the North/South Corridor of Blackwell/Corcoran/Foster Streets through creative place-making. The ground plane art is the third major project of the Durham SmART Vision Plan, connecting the cultural hubs/districts in downtown Durham through creative place-making. The designs were professionally applied with a specialized colored resin including non-skid aggregate in eight bright colors.



Source: https://www.smartdurham.org/pedestrian-crosswalk-art

### Case Study: Bicycle Racks - Columbus, Indiana

The Columbus Art Commission (CAC) has partnered with the Columbus Recreation and Parks Department, Department of Public Utilities and the Greater Columbus Arts Council (GCAC) to install new public art bike racks at select locations across the city. A total of nine bike racks, one per facility, will be fabricated and installed. The designs were solicited in a call for proposals issued last year to professional artists living or working in Columbus. The proposals were reviewed for artistic merit by an artist selection panel seated by the CAC.



Source: https://www.columbus.gov/planning/publicart/bikeracks/

# TOURISM, ARTS & CULTURE

# C. Partner with Elizabethtown Tourism & Convention Bureau to create more opportunities for tourism and entertainment in Elizabethtown through new or improved facilities and programming.

Elizabethtown has a number of amenities including parks, sports facilities, and historic sites that continue to draw visitors to the city. These tourism opportunities contribute to and support local businesses in the area and should be expanded and diversified to compete with other similar destinations. This should include capital improvements such as a connected trail system, expanded or improved event areas downtown, seasonal events and other similar projects, trolley services, as well as program development and marketing. Partnering with the Tourism & Convention Bureau, as well as other organizations that help manage local destinations, should include promotion of not only the facilities, but also the programs and activities offered.

### **Action Steps:**

- 1. Evaluate current and identify new programming that would attract visitors and promote high quality of life.
- 2. Determine facility upgrades and/or new facilities needed to support and expand tourism activities.

### D. Implement a shuttle service or trolley for special events and/or high-traffic weekends.

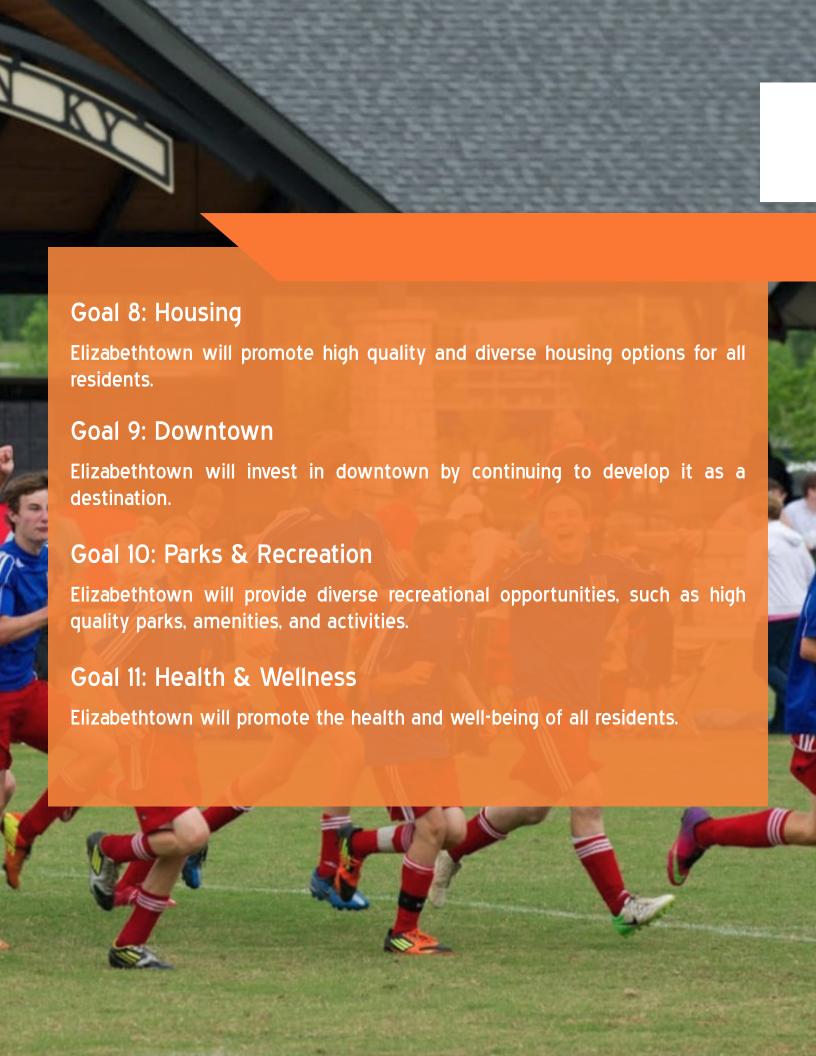
Public transportation not only serves as a means for people to access employment, community resources, and day-to-day necessities, but it can be used to provide access to special events and allow visitors to forgo the need of using their personal vehicle while exploring the town. The implementation of a full-service public transportation service can be hard to support if demand does not exist, however creating a shuttle or trolley service for weekend events could serve as a first step. An on-demand trolley service has been implemented in many small to mid-sized U.S. communities, serving a variety of needs that are usually geared towards event-based services. Elizabethtown, through partnerships with local business and tourism, could support an on-demand trolley for visitors and residents to high-traffic locations in the city. Partnerships could also be made with local hotels to provide shuttle services for special events and bring hotel visitors to destinations, such as the sports park or downtown.

### **Action Steps:**

1. Determine peak times or special events where a trolley service would be feasible, such as large festivals/events and large tournaments at the Sports Park and pursue if determined feasible.

# Envision Healthy Lifestyles





# Housing

Goal 8: Elizabethtown will promote high quality and diverse housing options for all residents.

### Objectives/Recommendations

- A. Support an adequate supply of multiple housing types that aligns with forecasted demand and household incomes in Elizabethtown.
- B. Improve the variety of housing options available to very low-income residents and shelter availability for the homeless.
- C. Incentivize dense, compact, and infill residential development that is compatible with surrounding uses.
- D. Facilitate efforts to support a balanced regional housing approach between Elizabethtown, Radcliff, Vine Grove, and Hardin County.

# A. Support an adequate supply of multiple housing types that aligns with forecasted demand and household incomes in Elizabethtown.

Elizabethtown offers an attractive mix of historic charm and modern developments with amenities. However, during the planning process many residents highlighted the need for affordable housing options as well as diverse housing types. Elizabethtown has a number of single-family neighborhoods surrounding downtown and outlying areas, but the city's housing demand has seen a shift in recent years with an increase in renters (increase from 47% to 53% of households renting between 2012 and 2017). Single-family, detached housing remains the dominant option in most neighborhoods in Elizabethtown, but future demands show housing development should begin focusing on increased multi-family units, rental units, and moderate-priced (\$150k-\$250k) single-family housing for first time home buyers. These will not only support young professionals and young families, but could also be intended for senior living, supporting the two growing segments of Elizabethtown's population. Elizabethtown will need to ensure that future neighborhoods are designed to include a range of housing types to meet the needs of its diversifying population demands.

- 1. Create definitions and targeted strategies for a variety of household types.
- 2. Encourage the development of housing that aligns with the needs of each targeted group in terms of price, size, type, and location.
- 3. Encourage new neighborhoods that contain a mix of housing types, such as various sizes of single-family detached, attached, townhomes, apartments, lofts, and housing for special populations, such as elderly or disabled residents.
- 4. Support a mix of lot sizes, densities, and housing prices and styles.
- 5. Ensure there is an adequate supply of land that is planned or zoned for housing at higher-density or for multi-family housing.

### Case Study: KGH Neighborhood Revitalization, Worcester, Massachusetts

This housing component included new infill construction on scattered sites, as well as the rehabilitation of existing neighborhood housing. The project included single family attached row houses, detached, and semi-detached two-family buildings and three-family structures. A majority of the residences were designed for rental occupancy, but twenty units were designed for homeownership. In total, the project provided 58 units in new construction and 34 in rehabilitated buildings.



https://www.dhkinc.com/project/kgh-neighborhood-revitalization/



https://www.dhkinc.com/project/kgh-neighborhood-revitalization/

# B. Improve the variety of housing options available to very low-income residents and shelter availability for the homeless.

Homelessness is an issue seen by most cities across the country, with numerous programs in place to help address this complex issue. The most common issue communities face with homelessness is providing adequate housing and social services to help the very low income and chronically homeless. This requires not only partnerships to provide facilities and programs, but also proper zoning and policies to prevent unsafe halfway homes or transitional housing from occurring. The city should take measures to ensure all housing has safe living conditions and meets all required state and local codes. The support of faith-based institutions and non-profit organizations that lead efforts related to homelessness is an effective way to house and provide services for those in need and should be continued and expanded as needed. Increasing the number of affordable rental units for singles and families, rehabilitating the existing housing stock in older neighborhoods, and reducing barriers to homeownership could also be beneficial in mitigating homelessness.

- Develop a comprehensive housing strategy that identifies high quality and affordable housing options for very low income and homeless.
- 2. Disperse the location of special needs services such as residential care facilities, shelters, and group homes throughout Elizabethtown.
- 3. Develop a strategic plan to address specific housing needs for each target housing group such as low-income, homeless/transitional, workforce, and identify potential funding sources and programs that can be implemented.
- 4. Explore feasibility of housing strategies that include inclusionary zoning, establishment of a land bank program, and development incentives.
- 5. Encourage homeowners' associations and similar organizations to make neighborhood improvements, assist residents unable to make improvements on their own, and enhance neighborhood pride.

# C. Incentivize dense, compact, and infill residential development that is compatible with surrounding uses.

As Elizabethtown continues to grow, the housing market must match demand in order to meet the needs of the population. While the City of Elizabethtown is not directly responsible for the development of housing, it can create an environment to provide guidance for decision-makers and developers when considering changes to the city's housing stock. Elizabethtown will need to support infill and redevelopment practices, including those with higher densities that incentivize redevelopment of its underutilized housing stock of vacant lots.

- 1. Support residential development within the city limits in areas that maximizes available infrastructure and community amenities.
- 2. Support compatible infill development and targeted redevelopment in existing neighborhoods and historic districts to take advantage of existing infrastructure.
- Develop a toolkit of incentives to encourage infill development and housing redevelopment that could include fee reductions, financial assistance, capital improvements assistance, density bonuses, streamlined review processes, tax abatement, and/or tax increment financing.
- 4. Encourage and facilitate the creation of greenways, serving as a connected network of open, green, and natural spaces to residential neighborhoods throughout Elizabethtown and Hardin County.
- 5. Focus high-density and multi-family housing near collector and arterial streets, transit, shopping, and services, especially if designed for a specific population.

# D. Facilitate efforts to support a balanced regional housing approach between Elizabethtown, Radcliff, Vine Grove, and Hardin County.

Looking forward, Elizabethtown's population is expected to increase from approximately 30,000 people in 2019 to roughly 37,000 by 2040. Factors such as household sizes, vacancy rates, and housing and employment opportunities will influence exactly how much population growth will occur.

Additionally. Elizabethtown is the major employment hub for Hardin County and is home to many of the County's significant industrial employers. As with residential growth, many factors will determine job and employment growth, including market demand, land supply, development densities, infrastructure needs, availability of services, and other development constraints. Joint planning and management of these resources between Elizabethtown and Hardin County will be needed in order to accommodate sustainable growth.

- 1. Develop a Regional Housing Needs Assessment for Elizabethtown and Hardin County, and promote collaborative planning efforts to address regional housing needs and issues.
- 2. Analyze and revise zoning and subdivision ordinances, as needed, based on the regional housing needs assessment.
- 3. Strategically locate new development as to not interrupt a potential greenway or unnecessarily use prime agricultural land/resources.
- 4. Continue to coordinate with Hardin County on development proposals within close proximity to Elizabethtown.

### Case Study: The Villages at Park DuValle, Louisville, Kentucky

The Park DuValle Revitalization in Louisville can be recreated for the appropriate scale to best suit the future housing trends of Elizabethtown. The goal was to create a mixed-income community of more than 1,000 new homes, townhomes, and apartments. Components of the Park DuValle Revitalization include increased homeownership opportunities for families of all income levels and New Urbanism design principles that establish a comprehensive, pedestrian-friendly neighborhood.

The plan was to increase the number of affordable housing units, continue to serve public housing eligible families while decreasing the concentration of families at the lowest levels of income, and create a new mixed-income rental and homeownership community which will economically, physically, and socially integrate the new Park DuValle.



# **HOUSING**

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# **Downtown**

Goal 9: Elizabethtown will invest in downtown by continuing to develop it as a destination.

## Objectives/Recommendations

- A. Continue to incentivize the expansion of mixed-use developments, retail, and entertainment uses in downtown.
- B. Facilitate the creation of a new facade grant program than extends beyond downtown to include areas such as the Southside and North Dixie.
- C. Increase residential opportunities, density and rehabilitation of housing in downtown and adjacent neighborhoods.
- D. Develop additional green space in downtown for residents and visitors.
- E. Create a comprehensive parking strategy to support downtown businesses, residents, and events.

# A. Continue to incentivize the expansion of mixed-use developments, retail, and entertainment uses in downtown.

Elizabethtown has made great progress in the past years creating an atmosphere of reinvestment and new development in downtown. The preservation of existing historic character and introduction of new businesses has transformed the downtown area into a destination. New local restaurants and taverns, coffee shops, boutiques, and specialty item shops have been opened that not only add to the attraction but are also sources of local employment and tax revenue. To keep these trends of reinvestment occurring, Elizabethtown should continue to support current development incentives and explore additional programs that spur redevelopment, start-up businesses, and business development. These programs and improvements can include streetscape improvements or other public investment that supports new development, streamlines the development review and the permitting process, reviews ordinances to identify potential barriers to mixed-use development in the downtown, and provides more flexibility in the standards.

## **Action Steps:**

1. Evaluate local incentives and programs including tax abatement, grants, and/or technical assistance to encourage retail and entertainment.

# B. Facilitate the creation of a new facade grant program than extends beyond downtown to include areas such as the Southside and North Dixie.

Façade improvement programs can be highly effective in their ability to transform the appearance of an area and attract new investment. Historic storefronts, in addition to aging retail structures, often have higher costs associated with their renovation and upkeep, which may dissuade business owners from making the initial investment. This can create issues because building facades directly contribute to the character of a place. Façade improvement programs are typically used for comprehensive restoration or substantial beautification projects that return the exterior building close to its original character or bring them to the aesthetic level of surrounding buildings.

Elizabethtown has recently ended its façade program (Downtown Property Improvement Grant Program) that provided matching funds for properties within the C-5 zoning district. This was a reimbursement grant for a portion of exterior improvements that comply with the Historic Preservation Commission's standards. A new facade grant program should be developed that not only includes the C-5 zoning district but extends the program into other highly visible areas such as the Southside and North Dixie Highway.

The goal of this new program should be to not only preserve the city's historic character but also incentivize investments in areas with under-investment to leverage private dollars. Once created, this program should be periodically evaluated to monitor impacts. While the application and approval process could be similar to the previous program, specific guidelines and review criteria should be developed in order to better assess properties located outside of the downtown.

## **Action Steps:**

1. Develop and promote a new facade grant program to incentivize private investment in downtown and other highly visible areas that need reinvestment, such as the Southside and North Dixie Avenue.

# C. Increase residential opportunities, density and rehabilitation of housing in downtown and adjacent neighborhoods.

As brick-and-mortar retail and the square footage needed for retail reduces, the number of nearby residents will need to support existing and future businesses in downtown. An increased density of residents near downtown is one way to accommodate for the long-term changes that will occur in the retail industry. New housing in downtown will also provide attractive living options for young professionals, students, and seniors. New housing could be accommodated through mixed-use developments that also provide multiple residential living units or through infill development of single-family homes, apartment complexes, or condo-style development within walking distance of the downtown core. This may require some flexibility in the current zoning ordinance to allow higher-density residential development to occur in the downtown mixed-use zoning district or adjacent zones.

## **Action Steps:**

 Evaluate zoning incentives and regulations such as a density bonuses to promote high-density housing and infill development.

## D. Develop additional green space in downtown for residents and visitors.

Elizabethtown has several high quality parks and green spaces that provide recreational opportunities to residents and visitors of both the city and county. Many of these parks are within walking distance of the city's different neighborhoods and commercial districts but are typically larger and serve as a regional attraction. Due to this, there is a need for smaller parks that serve downtown and the adjacent neighborhoods. A downtown park could be constructed to not only provide recreational amenities to nearby residents but also to visitors and residents city-wide. The idea of a small park works alongside the city's goal of increasing pedestrian traffic and investment in the downtown, increasing infill, and supporting new business development. Additionally, it could be used for events and programming needs for downtown that provide different uses throughout the year.

#### **Action Steps:**

1. Identify a potential location and partnerships to design/construct a small pocket-park and/or green space in downtown.

## Case Study: Friendship Hill, Wabash, Indiana

Wabash's Inclusive Playground is a Community Development Block Grant project. located in downtown Wabash. The project repurposes the site of an old factory and is close to the YMCA, the Honeywell Center, and other downtown businesses. The project area is just under 2 acres, and the specific playground area is 36,900 Sq Ft or 0.84 acres.



Source: https://www.facebook.com/morethanaplayground/

## Case Study: Colts Canal PlaySpace, Indianapolis, Indiana

Colts Canal PlaySpace, located on the north-end of the Downtown Canal, was designed to be accessible and engage all age groups and backgrounds with a particular focus on interactivity and engagement for young children and families. The one-acre playground includes a swirling climbing tower, ladders, slides, swings and play features for multiple age groups. The site for the playspace was selected due to its accessibility to the adjacent Canal and its close proximity to the innovative Glick Peace Walk along the Cultural Trail.



Source: https://indyschild.com/colts-canal-playspace/

# E. Create a comprehensive parking strategy to support downtown businesses, residents, and events.

As new investments occur in downtown and the number of visitors increases, the perception of parking availability may become a barrier to potential customers, especially those whose physical limitations may require parking to be in close proximity to their destination. A current challenge for parking includes the awareness of existing public lots, which could be solved with an interim solution of parking signs that alert and direct visitors to public parking areas. Signs should be consistent with the overall wayfinding system identified in Goal 7, Objective A. A second interim solution for parking could include aesthetic and functional enhancements that make existing parking lots more inviting and easy to navigate. As a long-term strategy, the city should analyze the current and projected parking demand to determine appropriate long-term strategies that address parking needs. This may include additional parking or an assessment of how current trends and social preferences may change the need for parking. For example, as ride sharing or on-demand transportation expands in the future, parking and/or roadway infrastructure best practices may adapt to these new trends.

- 1. Install parking signs to alert and direct visitors to public parking areas.
- 2. Develop aesthetic and functional enhancements to existing parking lots, specifically the Cherry Street parking lot.
- 3. Identify long-term parking needs such as drop-off areas, additional parking, and other strategies.

# DOWNTOWN

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# Parks & Recreation

Goal 10: Elizabethtown will provide diverse recreational opportunities, such as high quality parks, amenities, and activities.

## Objectives/Recommendations

- A. Develop smaller parks within walking distance of underserved areas and prioritize sidewalk connections to parks.
- B. Increase affordable and/or free recreational events and programming for families, teens, and seniors.
- C. Create a regional park that is a catalyst for attracting large events, provides a destination playground for families, accommodates local youth sports, and allows for active and passive recreation.

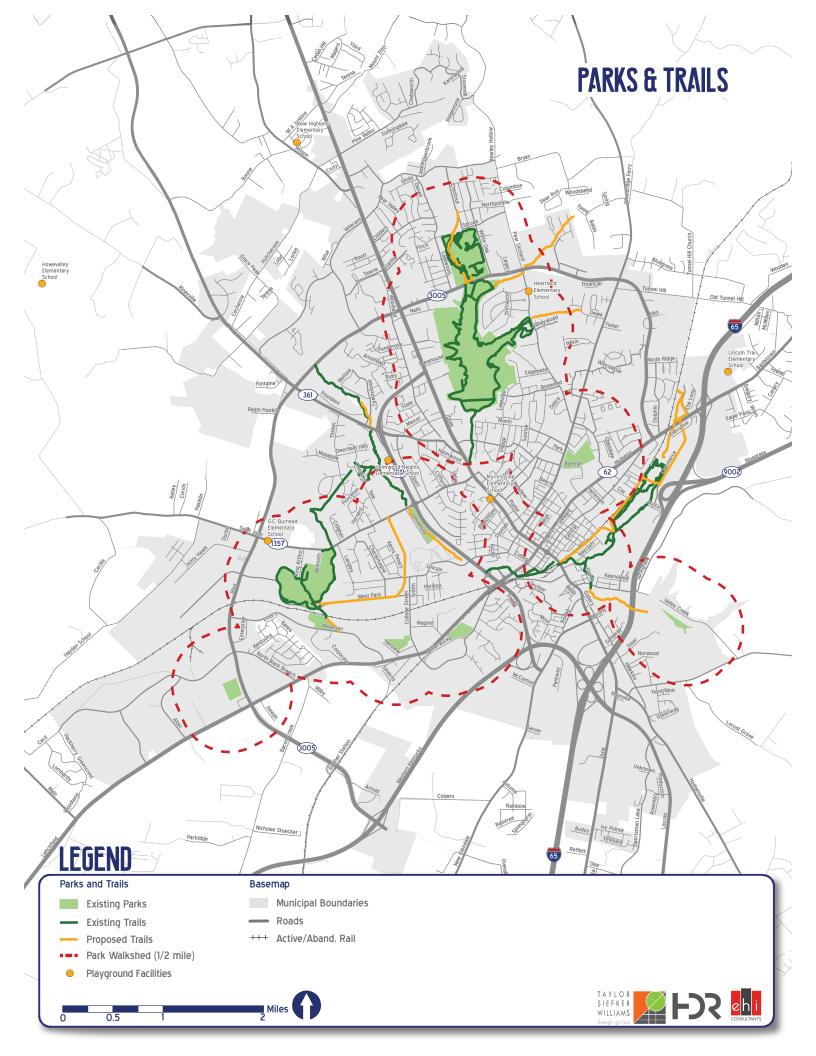
# PARKS & RECREATION

# A. Develop smaller parks within walking distance of underserved areas and prioritize sidewalk connections to parks.

In addition to creating new greenspace within the downtown (see Goal 9, Objective D), there should also be an effort to provide new pocket parks in underserved locations. The goal is that every resident should have a park within walking distance of their home. The city has a number of existing parks, such as the Sports Park, Nature Park, Freeman Lake, and American Legion Water Park, that work well in providing recreational opportunities to residents at a city-wide or regional level. However, creation of smaller neighborhood-level parks would help serve Elizabethtown residents who can't easily access the larger community parks and could serve as focal points for new investment and spaces for neighborhood events.

Implementing new parks can be done in two ways. The first strategy should include prioritizing areas that are underserved (see map on page 188) and then identifying locations for new parks. Design and construction of these parks would be led by the city. A second strategy is to require parks and open space as part of major residential subdivisions. Collaboration with neighborhood residents can be a valuable resource for finding prime locations for new parks, as well as gaining a better understanding of the facility needs for that particular neighborhood.

- 1. Update the subdivision regulations to require neighborhood or pocket parks in new residential subdivisions.
- 2. Identify locations for future parks in areas that do not have a park within walking distance.
- 3. Coordinate sidewalk improvements to prioritize connections between neighborhoods and parks (see Goal 3, Objective B).



# B. Increase affordable and/or free recreational events and programming for families, teens, and seniors.

Developing new parks and open space is beneficial for any community; parks provide environmental, aesthetic, recreational, and economic benefits. However, these spaces may often fall short because they are built without considering needed programming, relying on residents to shape them to their needs. While this may work in some cases, successful spaces are often defined by the events and activities that are planned within them. As part of the effort to create new public spaces for residents and visitors to enjoy in Elizabethtown, there should also be a focus on creating unique events and programming for those spaces. Existing parks could expand program opportunities such as an urban gardening project or nature walk at Freeman Lake. Combined efforts between groups such as Elizabethtown Parks and Recreation Board, Tourism and Convention Bureau, Parks and Recreation Department, Greenspace, and other related partners can help determine and implement new programing that would benefit the community and visitors.

Future events and programing should not be limited to entirely independent ideas but should build upon or support existing programs such as Art in the Park, Youth Summer Camps, Craft Classes, Adult Night at the Waterpark, and others. Additional programs could not only build off those already existing but should also offer affordable options for individuals and families. Strengthening and diversifying programing can help fulfill the recreational and affordable entertainment needs of all residents while providing new tourism opportunities.

#### **Action Steps:**

- 1. Evaluate current programs to determine new or missing programs and/or events and identify partners for implementation.
- 2. Evaluate staffing needs to support the implementation of existing and new recreational programs.

# C. Create a regional park that is a catalyst for attracting large events, provides a destination playground for families, accommodates local youth sports, and allows for active and passive recreation.

Regional parks, such as the Elizabethtown Sports Park and Freeman Lake, create destinations for residents and visitors of a city, offering activities and events that may not be available elsewhere. These parks provide both recreational opportunities for residents and visitors as well as increased economic benefits for both the city and private businesses in the area. They can range from sport facilities to public pools and playgrounds to nature preserves and lakes, all which cater to the different interests and needs of residents and visitors.

Elizabethtown has multiple parks that currently serve as regional attractions and could expand its recreational tourism portfolio by creating a regional park that provides a destination playground and/or large theatrical venue. This new regional park would attract visitors by serving those interested in large musical events and other types of performances that require a large venue.

#### **Action Steps:**

1. Identify a location, programming, and design of a regional park to provide a destination playground, large performance events, and flexible recreation, such as youth sports practice fields.

## Case Study: Smothers Park, Owensboro, Kentucky

Situated on the southern bank of the Ohio River, Smothers Park (6 acres), was originally established in 1816 as Owensboro's first park and served as a catalyst for the city's riverfront redevelopment vision. During the redevelopment visioning process, the City of Owensboro identified their desire to create a regional destination along the riverfront. Knowing that the riverfront itself could not be the only attraction, the park master plan incorporated a diverse set of uses and amenities to attract individuals and families.

The park, which spans a five-block area, was renovated and expanded as part of a multi-million-dollar riverfront

upgrade. The park's focus, Lazy Dayz Playground, is a custom and fully accessible playground. Since its reopening in 2012, it has consistently been ranked as one of the top playgrounds in the United States. In addition to the Lazy Dayz Playground, the park has several beautiful water features, swing sets, picnic areas, and a small amphitheater, all of which make this park a great destination for the entire family.

The city's commitment to redevelopment and the focus on the riverfront has led to more than \$1 billion in new development, including hospitals and hotels.



# **PARKS & RECREATION**

## Case Study: Guthrie Green, Tulsa, Oklahoma

Guthrie Green (2.2 acres) opened in September 2012. Located in the heart of the Tulsa Arts District in Tulsa, OK, this industrial square block was transformed from an old freight yard to an inviting green space. Guthrie Green is a community town square that celebrates the performing arts. The park features a stage, pavilion, paths, shade structures, water features, and a large open lawn.

A key element of Guthrie Green's success is its programming that focuses on intensive planning to attract people to Guthrie Green every day. Programming

Since opening in 2012, the site has been a catalyst for the redevelopment and adaptive reuse of the industrial and traditional commercial buildings within the Historic District. To date, it has attracted thousands of people to

includes concerts, movies, fitness classes, food trucks,

markets, festivals, and concerts. All events at Guthrie

Green are free and open to the public.

the neighborhood.



Source: https://www.planning.org/greatplaces/spaces/2016/guthriegreen/



Source: https://www.planning.org/greatplaces/spaces/2016/guthriegreen/

# Health & Wellness

Goal 11: Elizabethtown will promote the health and well-being of all residents.

# Objectives/Recommendations

- A. Support efforts to prevent, treat, and rehabilitate residents who are struggling with substance abuse.
- B. Work to attract healthcare professionals and facilities focused on mental health.
- C. Reduce poverty and homelessness through collaboration and expansion of services to support those in need.

# A. Support efforts to prevent, treat, and rehabilitate residents who are struggling with substance abuse.

An underlying concern that many communities are working to address is the social and community impacts of substance abuse. Substance abuse is not just a problem that affects users and their families, but it can also pose challenges to the community as a whole. To address substance abuse in Elizabethtown, the community should develop a three-pronged approach that includes the prevention, treatment, and rehabilitation of residents. It is imperative that all community partners work together to spread information on the dangers of substance abuse but also ensure there are adequate facilities for housing and treatment, including mental health. Early prevention strategies can reduce potential future substance abuse from occurring as well as the need for treatment and rehabilitation in the future. However, treatment and rehabilitation are also important to help individuals struggling with addiction find a pathway to recovery and a future without substance abuse. While the city itself cannot take on this challenge, the city can be a supporting partner or resource for leading faith-based organizations, school programs, health-related facilities and programs, and others in implementing solutions.

#### **Action Steps:**

- 1. Identify partners, treatment options, and facilities for substance abuse and mental health that are needed within Elizabethtown to better serve those in need.
- 2. Disperse home-based care facilities.

## B. Work to attract healthcare professionals and facilities focused on mental health.

A significant asset in Elizabethtown is the strong healthcare facilities network, including Baptist Health Hardin. Since the city serves as the hub for healthcare in the county, professionals who specialize in fields not commonly found in the region should be encouraged to relocate in Elizabethtown. The addition of new healthcare professionals should also include those who specialize in mental health treatment. Mental health is an often over-looked aspect of a community's overall wellbeing and providing increased access to facilities dedicated to mental health can greatly benefit those living in and around Elizabethtown. Creating new facilities could serve the surrounding counties, as rural communities are typically the most underserved and rely on regional hospitals for treatment and support. These facilities should also include temporary housing for traveling nurses and doctors and could house spaces for educational purposes and additional healthcare providers.

- 1. Recruit young professionals to the region by promoting Elizabethtown as a great place to live and work.
- 2. Provide technical support for permitting and zoning approvals for healthcare facilities and mental health services.

# C. Reduce poverty and homelessness through collaboration and expansion of services to support those in need.

There are various policies across the state that work to reduce poverty and homelessness in Kentucky communities, including programs such as street outreach, rapid re-housing, and food banks at local and state levels. Reducing poverty levels in a community helps strengthen the working class, decrease health risks, and save money at state and federal levels. While Elizabethtown has applied funding towards programs and projects that benefit those in need, collaboration with local organizations will be the key to successfully reaching the underserved. Churches and other non-profits are often already leading initiatives to help combat homelessness and poverty and would benefit greatly from outside partnerships, allowing them to reach more people. These organizations can be supported through financial assistance, additional staffing, and physical spaces to perform their outreach.

- 1. Continue to work with local partners to align needs with services and facilities in appropriate locations.
- 2. Determine appropriate locations and enforce safe living conditions for transitional housing such, as group homes and homeless shelters.

# **HEALTH & WELLNESS**

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# Envision Active Commerce





# Workforce Attraction

Goal 12: Elizabethtown will actively promote the city as a great place to live and work to attract diverse employers and talent.

# Objectives/Recommendations

- A. Identify target business types and offer incentives to promote the relocation of future businesses and the expansion of existing businesses in Elizabethtown.
- B. Support and maintain a diverse economic industry mix that will expand the existing economic base, provide high quality job opportunities, and enhance the quality of life for residents.
- C. Encourage and educate residents on the benefits of supporting local businesses and the impacts to the local economy.

# WORKFORCE ATTRACTION

# A. Identify target business types and offer incentives to promote the relocation of future businesses and the expansion of existing businesses in Elizabethtown.

Elizabethtown has a developing industrial and commercial economy where a variety of products are manufactured. The proximity to Fort Knox provides a positive impact to the local economy as it spurs economic activity associated with defense-related industries. It is estimated to provide an annual economic impact of \$2.6 billion, with high potential for expansion. The Fort Knox Military campus is a major part of the region's economy as the city's major employment sectors of healthcare, education, construction, food services, manufacturing, social services, and government correspond with it. Elizabethtown should continue to support strategic planning and investments in infrastructure in order to grow a strong local and regional economy that attracts and creates new employment opportunities as well as enables existing and future residents and businesses to thrive.

Workforce attraction efforts should target industry segments that best match the city's strengths and advantages, and that focus on creating higher-wage jobs. Local and regional economies are best organized around industries that are mutually supportive, regionally competitive, attract capital investment, and encourage entrepreneurship. A targeted sector approach would enable Elizabethtown to focus limited resources and staff time on the business clusters most likely to create new employment based on their fit within the city's competitive advantage.

- Work with local/regional partners to provide programs, space and infrastructure necessary to support an expanding workforce.
- 2. Prioritize workforce recruitment through efforts that promote Elizabethtown as a great place to live and locate a business.
- Promote and support efforts to recruit businesses and growth industries not currently widespread in Elizabethtown.
- 4. Work with partners to increase opportunities in targeted industries.
- 5. Develop criteria for incentives offered to new or expanding businesses, including the potential impacts on existing businesses.

# B. Support and maintain a diverse economic industry mix that will expand the existing economic base, provide high quality job opportunities, and enhance the quality of life for residents.

Elizabethtown is fortunate to be the home of a variety of large, diverse employers representing the manufacturing sector. However, a high concentration in non-manufacturing is important for the economic stability of the city. The recession in 2008-2009 resulted in 305 job losses in manufacturing. The current industries represent key strengths for the overall Hardin County economy, particularly those specializing in service producing sectors that are forecasted to continue growing at significant rate.

A more diverse economic base is needed to foster economic activity and support Elizabethtown's economic vision and development goals. A comprehensive, strategic approach to investing in public amenities and infrastructure will help maximize existing assets that take advantage of market opportunities. To accomplish this, Elizabethtown should pursue development of existing and new tools to spur economic growth and provide public services and amenities, while ensuring that private development is an equal partner in paying for the costs of growth. For example, Elizabethtown can work with private landowners to clean up blighted or contaminated sites that threaten public health and welfare and, ultimately, create strategies to redevelop these sites into productive uses. Similarly, Elizabethtown can look to expand on downtown employment opportunities through various planning initiatives with the Chamber of Commerce. These planning efforts can find that supporting greater levels of urban amenities such as retail, entertainment, and restaurants can increase the attractiveness of the area for businesses and employees. Capital investments in the area, such as bicycle and pedestrian infrastructure, can help spur private investment in both business and residential development.

- Evaluate the impacts of new business on existing companies before public funds or incentives are provided.
- 2. Support agencies geared towards creating specific economic development initiatives and improving the local business climate.
- 3. Highlight existing and future unique amenities that make Elizabethtown a desirable place to live and work.

# **WORKFORCE ATTRACTION**

## Case Study: Fairfield Economic Development Association, Fairfield, Iowa

Fairfield, Iowa is home to a consortium of public and private industry leaders who created the Fairfield Economic Development Association (FEDA) that is based on the idea that economic development and community development thrive when in unison. Over the past 10 years, FEDA has led efforts that have resulted in a total of \$275 million in venture capital invested in local businesses, which have created over 2,000 jobs. For the community, that growth has also translated into a \$10 million arts and convention center, and a new library, hospital, and health center.

Fairfield invests in its schools and supports the career tech paths that tie to local businesses. FEDA has helped create the Fairfield Regional Career Academy, a postsecondary education option offering technology and industrial training that met Fairfield's business needs and the interest expressed by Fairfield's youth. The twoyear program, located in an unused elementary school, is a consortium of Indian Hills Community College and three local high schools and was created in response to a business survey that indicated the number one concern was workforce recruitment problems.

Fairfield also launched the Come Home Initiative, working with ManpowerGroup, to attract former Fairfield students and residents back to town by connecting them to local employment opportunities.





https://growfairfield.com/

# C. Encourage and educate residents on the benefits of supporting local businesses and the impacts to the local economy.

While Elizabethtown is home to several large employers, small businesses make up an important part of the local economy. A strong employment base supports local businesses and commercial districts. There is a positive correlation between local employment and spending in the local economy by employees. Consumer behavior trends show that residents who work in a community typically purchase goods and services from local businesses. Building a strong local employment base is critical to the development of a balanced and vibrant community. Local employers provide the expansion and diversification to a community's economic base and the jobs created by local employers help to contribute to local economic success.

- 1. Participate in ongoing communications with key community stakeholders to discuss the future of the local economy and maintain an open dialogue among entities.
- 2. Continually update the city website and its social media outlets to emphasize the assets of Elizabethtown as a vibrant community with strong character and high quality of life.
- 3. Promote the growth of the local tax base in all areas of the community, including infill, redevelopment, and improvements to existing developed areas as well as continued growth in planned new development areas.
- 4. Educate residents on the benefits of supporting small businesses and how there is a larger economic impact when they spend locally.

# **WORKFORCE ATTRACTION**

## Case Study: Workforce Attraction, Lebanon, Ohio

Lebanon has figured out ways to creatively make the case for businesses looking to relocate or expand to choose them. The Port Authority in Warren County, between Dayton and Cincinnati, has had success drawing in commercial ventures through a tax credit that allows companies building on Port Authority property to purchase construction materials free of tax. This tax exemption saved FedEx about \$350,000 on the \$15 million ground terminal it built in Lebanon in 2012. FedEx reimbursed the port over a period of 10 years with an annual fee that helped cover administrative costs of the program.

The Warren County Port Authority offers its services for a small fee, which it invests in other community projects. With the FedEx project, the port collected \$40,000 in exchange for the \$400,000 savings to the developer. The fees were invested in the Warren County Chamber Alliance, composed of the county's six chambers of commerce, and in efforts such as the Warren County Small Business Development Center to promote businesses with under 50 employees. That center was launched in 2013 with the support of several hundred thousand dollars and 30 public and private community partners. It has resulted in the creation of about 150 small business jobs in Warren County.



# **Business Development**

Goal 13: Elizabethtown will provide the resources and incentives necessary to support existing and future businesses.

## Objectives/Recommendations

- A. Encourage the retention and expansion of existing industries and businesses, while supporting opportunities for new industries.
- B. Partner with the Chamber of Commerce, Tourism & Convention Bureau, and Industrial Foundation to promote and actively support new business investments.
- C. Support small business development through consolidating information on permitting, development processes, business licenses, funding sources, and capital improvement programs.
- D. Encourage and allow commercial and industrial developments in designated areas that include multiple land uses not traditionally allowed in single-zoned areas.
- E. Prioritize revitalization and reinvestment in traditional business corridors that have outdated or aging structures.
- F. Work with regional economic development organizations and Fort Knox to capitalize on attracting businesses that are supported by the local military base.

# **BUSINESS DEVELOPMENT**

# A. Encourage the retention and expansion of existing industries and businesses, while supporting opportunities for new industries.

Elizabethtown can create a desirable business development community through the growth and retention of jobs by providing a diversity of business types, strategically investing in the built environment, planning for new market growth, and a making general improvement to residents' quality of life. Creating an economic impact requires the collaborative efforts of public and private entities and the support of the community overall. Elizabethtown recognizes that economic success requires extensive collaboration with other public and private entities, and that the city will need to be an active partner in these efforts. Elizabethtown can show its support for these efforts through staff support, funding, policies, or general endorsement.

Current land supply constraints without annexation in Elizabethtown can make it difficult to market new opportunities as well as opportunities for expansion for the current business community. Consequently, the city must be proactive and create programs and services to ensure companies continue to identify Elizabethtown as a great place to conduct its operations with a talented and diverse workforce. Elizabethtown must also be active in the marketing of available programs that aid businesses. This can be done through the partnership with the Elizabethtown Small Business Development Center, which provides one-on-one consultations to existing and potential entrepreneurs. Likewise, conducting a survey of current business owners could help identify and educate business owners of such available programs and organizations.

- Coordinate city activities and share resources with agencies and organizations that provide direct economic
  development and other business services such as marketing, business retention, growth counseling, start-up
  assistance, and workforce recruitment.
- 2. Support the expansion of existing and established employment areas within Elizabethtown and Hardin County.
- 3. Identify and prioritize the development of emerging employment areas and business parks within Elizabethtown and Hardin County.

# B. Partner with the Chamber of Commerce, Tourism & Convention Bureau, and Industrial Foundation to promote and actively support new business investments.

Business and economic development is regional in depth and, as a result, no single organization or agency should be tasked with executing all these vital functions. Creating a culture of improved collaboration both in Elizabethtown and neighboring municipalities is important in developing a positive climate for businesses and residents.

A positive economic investment climate is a critical factor in the final determination of where a business locates its operations. A mutually beneficial relationship between government and business is also an important component for promoting economic development. Through its partnerships with various governmental services, Elizabethtown should continue to create a positive, yet competitive, business environment that will aid in the creation of a support system geared towards business retention and expansion.

The mission of the Hardin County Chamber of Commerce is to promote a business-friendly climate through advocacy and customer service in order to promote business development and enhance quality of place. Policies and legislation that encourage investment and enhance the community's economic competitiveness remain a top priority. The Chamber has a current membership of over 700 and is a vital resource for those looking to start, grow, or improve their business within Hardin County.

Leadership Hardin County (LHC) and Chamber Ambassador have been the premier leadership development programs in Hardin County. The goal is to provide existing and emerging leaders with a combination of training and detailed knowledge of the community, along with issues facing the community, which can bridge those relationships between Elizabethtown and its residents.

- 1. Collaborate with Hardin County, neighboring municipalities, and local and regional economic development organizations to promote economic development for Elizabethtown and the region.
- 2. Review and assess the impacts Elizabethtown's regulatory structure, fees, taxes, and utility rates have on its economic development goals.
- 3. Expand existing site planning design guidelines and architectural standards to help enhance the quality of development and community appearance for key corridors and areas.
- 4. Establish partnerships with the private sector and non-profits to further support reinvestment.

# **BUSINESS DEVELOPMENT**

C. Support small business development through consolidating information on permitting, development processes, business licenses, funding sources, and capital improvement programs.

Elizabethtown is committed to maintaining a strong and growing economic base. New and existing businesses and industrial development provide diverse employment opportunities and revenue and are key in providing the types of services that promote a high quality of life throughout the city. The Elizabethtown Small Business Development Center (SBDC) administers several programs and initiatives to support business attraction, retention, and expansion. The department works with existing and prospective businesses, along with regional and state agencies, to promote business development in the city and neighboring municipalities. Additionally, the Kentucky SBDC specializes in helping businesses prepare for: SBA-guaranteed loans, traditional bank loans, equity capital investment, development of business plans and models, connections to lenders and investors, and various marketing solutions.

- 1. Develop a streamlined and centralized location for business development on the city's website, including development processes, business licensing, grants, business funding sources (such as SBA), and other collaborative resources. and a Small Businesses Association (SBA) local office.
- 2. Provide business resources through community organizations, such as the Hardin County Public Library and SBA local office.
- 3. Support collaboration among Elizabethtown's partners to provide small business development and local entrepreneurship training programs.
- 4. Encourage the expansion of existing businesses while establishing continual conversations with these businesses to assess their future expansion needs.

# D. Encourage and allow commercial and industrial developments in designated areas that include multiple land uses not traditionally allowed in single-zoned areas.

A sustainable economy attempts to achieve a balance between residential, commercial, and industrial development. Commercial and industrial businesses provide tax revenues that offset the tax burden of residential development and generally require fewer services than residential development.

Moving forward, Elizabethtown will need to support efforts that encourage reimagining and reinvestment in older commercial/ employment areas, such as for targeted areas along the North Dixie Avenue (U.S. 31W). Business development is a critical driver of revitalization and redevelopment efforts. Key sites with redevelopment potential in downtown and other locations throughout Elizabethtown provide an important source of land for employers. Likewise, Elizabethtown should identify those additional areas that can accommodate planned incremental growth beyond the central core. This should be done in coordination with emphasis on the relationship between transportation systems, land uses, and infrastructure and should align with future market demands.

Strategic incentives and tools should be implemented to encourage new uses for vacant structures. Where existing structures have become obsolete in either design or function, incentives should encourage redevelopment. For example, Elizabethtown could track vacant properties, by requiring owners to register their vacant property and pay a reoccurring fee. The longer a property remains vacant, the higher the fees escalate, which creates a disincentive for owners to leave properties in a vacant/abandoned condition. In addition, the revenue generated from these fees helps offset the costs associated with vacant properties. Appropriate reuse and redevelopment should be undertaken in accordance with the Recommended Land Use Plan, which will enhance the attractiveness of these areas for employers and residents.

- 1. Promote downtown as a dense, pedestrian-oriented business district that supports employment, shopping, and housing opportunities.
- 2. Review the zoning and subdivision regulations to encourage creativity, flexibility, and innovation in the design of new developments and neighborhoods.

# **BUSINESS DEVELOPMENT**

# E. Prioritize revitalization and reinvestment in traditional business corridors that have outdated or aging structures.

Several of Elizabethtown's established business corridors are beginning to show signs of aging or decline. Maintenance and reinvestment could help stabilize and reestablish these areas as desirable segments of the community. Likewise, infill and targeted redevelopment may help reactivate some of these areas, providing a catalyst for additional change and investment.

It is important to consider overarching community expectations for development quality, community appearance, and resource protection, including expansion into new growth areas and refocusing inward through infill and redevelopment. Growth and development should not detract from the community but rather help enhance community livability and suitability. Business corridor revitalization can also be aided through streetscape improvement projects and strategic use of public facility investments as a catalyst for private investment. These efforts should provide assistance and incentives for small businesses to improve their façades and overall exterior aesthetics.

As part of improving the overall aesthetics and redevelopment for these areas in Elizabethtown, there should be a focus of encouraging all development to meet high quality design standards that relate to: site layout, building materials and configuration, landscaping, stormwater improvements, functional design, vehicular and pedestrian circulation, along with others. These standards are not meant as a deterrent but rather appropriate guidelines where the visual and physical properties of development can significantly influence the character of Elizabethtown.

- 1. Evaluate current zoning and subdivision regulations to facilitate a mixed pattern of regional and community-oriented land uses along regional corridor routes, such as U.S. 31W.
- 2. Promote the interchanges on I-65, U.S. 31W, and U.S. 62 for mixed-use, office, industrial and commercial development through zoning and subdivision regulations.
- 3. Integrate public and private amenities throughout new development areas.
- 4. Determine incentives needed to redevelop older commercial corridors.
- Make the current commercial design guidelines applicable to all structures in these corridors to improve aesthetics.

# F. Work with regional economic development organizations and Fort Knox to capitalize on attracting businesses that are supported by the local military base.

The presence of Fort Knox has a substantial impact on the region's economy, especially on the entrepreneurial and service sectors. Engaging in ongoing dialogues with existing businesses can guide business development programs and potential business recruitment. The retention of existing businesses is also a key measure of the strength and success of the local economy and community.

Based on existing strengths of Fort Knox and potential regional opportunities, Elizabethtown should focus business recruitment efforts within the following targeted industry sectors, as defined by the North American Industry Classification System (NAICS) of the US Census Bureau:

- Professional, Scientific, and Technical Services (NAICS 54)
- Healthcare and Social Assistance (NAICS 62)

These sectors offer higher wage professional positions that match Elizabethtown's labor force and build upon the region's military base.

- 1. Develop an inventory of available office space and implement office recruitment strategies for professional services, healthcare, medical, and technical service-oriented businesses that can occupy those existing spaces.
- 2. Continue to build relationships with economic development entities, such as the Chamber of Commerce, Tourism & Convention Bureau, and Industrial Foundation, to cultivate leads for new businesses that could potentially locate in Elizabethtown.
- Develop a communication strategy with partner economic development entities aimed at the targeted industry sectors.

# **BUSINESS DEVELOPMENT**

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# Workforce Development

Goal 14: Elizabethtown will increase educational attainment and workforce training opportunities to support local business needs.

# Objectives/Recommendations

- A. Maintain and enhance a skilled, local workforce to ensure an adequate supply of trained employees that can support and fulfill current and future jobs.
- B. Encourage the growth of local educational institutions by establishing programs to develop and support a skilled and competitive workforce.
- C. Establish frequent coordination among economic development organizations, school districts, and colleges for training organizations and employment opportunities.

# WORKFORCE DEVELOPMENT

# A. Maintain and enhance a skilled, local workforce to ensure an adequate supply of trained employees that can support and fulfill current and future jobs.

Elizabethtown is made up of a generally younger, educated population, which is expected to continue to grow over the coming years. Establishing close connections between local businesses and industries with higher education institutions will allow educational programs and curriculums to be better tailored to fit employers' needs. Accessibility to regional colleges and universities will allow Elizabethtown to have a readily available, educated workforce. Elizabethtown needs to continue to emphasize education and training as top priorities. Sincere relationships with local businesses and industries can help ensure core skill sets are being developed in accordance with the region's schools and universities.

The Lincoln Trail Workforce Development Board (LTWDB) is part of a network of organizations involved in workforce preparation and employment. Board activities and programs are designed to meet both the needs of Elizabethtown's businesses and the needs of individuals seeking employment and those wishing to advance their careers. The Board is comprised of both public and private sector members who work jointly to fund and support programs geared towards a work-ready population in need of jobs, training, career assessment, and counseling.

- 1. Work with partners to educate and align workforce needs with workforce jobs and attract/retain a mix of employment industries that generates high-paying jobs.
- 2. Coordinate with local workforce development agencies to establish certified training programs that help create a work-ready community.

# B. Encourage the growth of local educational institutions by establishing programs to develop and support a skilled and competitive workforce.

The level of education attained by a community can provide insight into the existing labor force, including availability of skilled and professional workers and demand for training opportunities. Elizabethtown's population has above-average educational attainment, a skilled workforce, and a business-friendly climate with opportunities for training enhancement. Institutions such as ECTC and the Elizabethtown-Hardin County Training Consortium provide opportunities for students and working age population to be prepared to meet the workforce needs of business and industry sectors in the county and region by offering computer software, maintenance, robotics, regulatory and soft skills training. High quality primary and secondary education, combined with relevant vocational training and skills development opportunities, prepare future generations for the workforce, providing them with the core skills that enable them to continue learning. First-time job applicants are better prepared for an easier transition from school to the workforce when they are given adequate vocational education and training opportunities, including in-work apprenticeships and actual on-the-job experience.

Accessibility to additional regional colleges and universities, including the local Western Kentucky University campus or Elizabethtown Community and Technical College, can tailor educational programs and curriculum that meet the workforce demand and needs of business and industry sectors. This will ensure that 21st century skills are being developed in the area's colleges. Elizabethtown and Hardin County public schools should also continue to offer students the opportunity to participate in STEAM based curriculums, Innovative Initiative, and special interest areas such as technical career pathway programs.

- Coordinate with local and regional educational institutions to identify employment growth opportunities.
- 2. Support and encourage partnerships between Elizabethtown Community & Technical College and the private sector to expand employment opportunities for students and recent graduates.
- 3. Support the growth of higher and technical education institutions in Elizabethtown.

# WORKFORCE DEVELOPMENT

# C. Establish frequent coordination among economic development organizations, school districts, and colleges for training organizations and employment opportunities.

Effective partnerships between local workforce development agencies and training institutions are essential to anchor the establishment of a competitive workforce. Creating core connections between vocational education, training and skills development, and the workforce makes it more likely that workers will acquire more applicable and adaptable skills, especially those required by the evolving demands of labor markets, enterprises and workplaces in different economic sectors and industries. This can also assist groups who may have barriers such as low income or disability affecting their ability to receive the training they need to enter the workforce.

Kentucky has been targeted as a key state for start-up funding and success. Kentucky's Cabinet for Economic Development is currently investing resources to meet the needs of entrepreneurs and small businesses, including easier access to capital, mentoring opportunities, assistance expanding businesses' market shares, and advocacy. Elizabethtown ranked first in the area with the fastest growing start-up rates. Data collected by the Lincoln Trail Workforce Development Board (LTWDB) shows that while there is an increase in the emphasis on students obtaining four-year degrees, there is also a growing concern that this emphasis is not directly in proportion to the actual need of the region. This contrast is a prime example of the continuing coordination needed between Elizabethtown and organizations, like LTWDB and local colleges, to ensure workforce demands are being fulfilled.

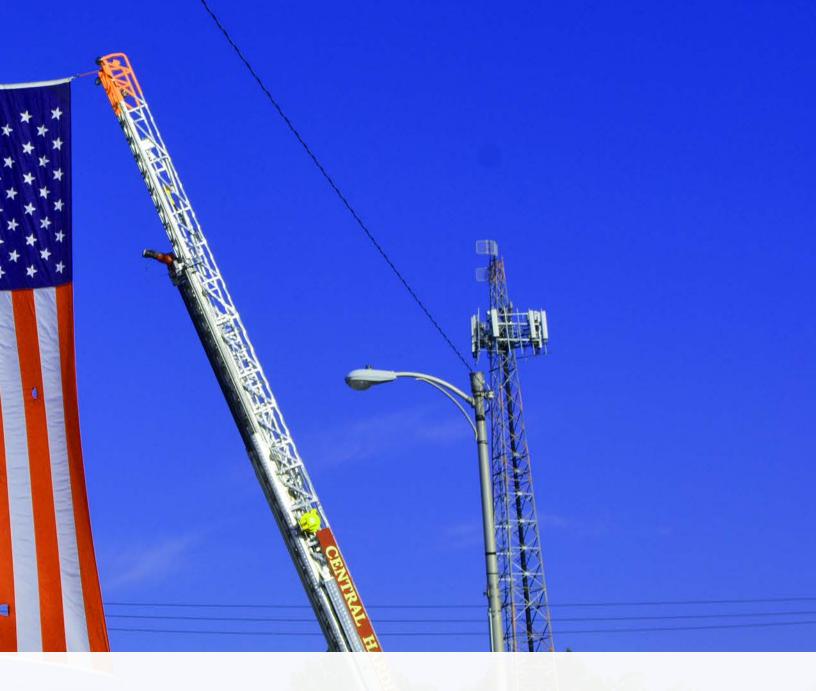
#### **Action Steps:**

- 1. Develop policies that facilitate access to training and skills development for specific groups disadvantaged by various barriers such as poverty/low income, ethnic origin, and disability status.
- 2. Develop and implement internships and summer job programs to help create employment opportunities for youth within and outside the community.
- 3. Conduct a labor market analysis to ensure those working in education and training are teaching skills that are demanded in the current workplace.



# What's in this section?

- » Introduction
- » Plan Review & Maintenance
- » Partnerships For Success
- » Measuring Success
- » Objectives & Recommendations Timeline
- » Action Step Tables



# SECTION 3: ELIZABETHTOWN'S ACTION PLAN



## Introduction

Envision Elizabethtown 2040 includes action steps needed to achieve the strategies in Section 2: Elizabethtown in 2040. This section further details each action step previously listed by outlining priority/timeline, potential partners, and resources/funding to help in implementation. Each action step is listed according to the associated goal.

As implementation of the plan progresses, there will always be a need to evaluate new partnerships that may emerge, new funding sources that become available, and resources that may change. These dynamic changes highlight the need for annual assessments of progress to allow city officials and staff to better implement the numerous action steps.

### Plan Review & Maintenance

KRS 100 requires a community's comprehensive plan to be updated every five years with the minimum requirement to evaluate the plan's goals and objectives. While this should be completed, Envision Elizabethtown 2040 goes beyond the minimum requirements set forth by KRS 100 and recommends the entire plan be reviewed every five years. This will allow an update to the demographic and economic shifts that might occur, funding priorities, and other changes that impact the implementation of this plan.

The city should hold quarterly meetings to evaluate progress and/or adjustments to the action steps and annual progress updates should be provided to the Planning Commission, City Council, and public.



#### Non-Profit Organizations

- Central Kentucky Community Foundation
- Hardin County Chamber of Commerce (HCCC)
- Hardin County Habitat for Humanity
- Hardin County Historical Society
- Young Professionals Network of Hardin County

#### **Local Organizations**

- Baptist Health Hardin
- Elizabethtown Hardin County Industrial Foundation
- Elizabethtown Regional Airport (EKX)/Addington Field
- Elizabethtown Tourism & Convention Bureau
- Faith-Based Organizations
- Service Organizations

#### **Private Partners**

- Developers/Builders
- Financial Institutions
- Local Businesses/Owners
- Local Property Owners

#### **Public Partners**

- City Departments
  - Code Enforcement
  - Economic Development
  - Engineering Department
  - Facilities Management
  - Finance Department
  - Fire Department
  - Natural Gas Department
  - Parks & Recreation Department
  - Planning & Development Department
  - Police Department
  - Public Works Department
  - Stormwater Management
  - Department
     Wastewater Department
- City Boards & Commissions
  - Board of Zoning Adjustment
  - Code Enforcement Board
  - Historic Preservation Commission
- Planning Commission
- Elizabethtown City Council
- Elizabethtown Community & Technical College

- Elizabethtown Independent
- · Hardin County Government
- Housing Authority of Elizabethtown
- Hardin County Health Department
- Hardin County Water District #2
- Kentucky Main Street Program
- Kentucky Transportation Cabinet (KYTC)
- Kentucky Tourism
- Knox Regional Development Alliance
- Lincoln Trail Area Development District (LTADD)
- Radcliff/Elizabethtown Metropolitan Planning Organization (MPO)
- ThinkKentucky Cabinet for Economic Development
- WKU Elizabethtown

## Partnerships For Success

Envision Elizabethtown 2040 is an ambitious plan intended to be implemented through the help of several community partners. It is not meant to be implemented by just a single department or the city alone over the plan's horizon of 20 years. It is expected that partnerships will be created and strengthened to complete the strategies identified in this plan. While the Planning Department should track the plan's progress, implementation relies on leveraging local organizations and institutions to fully realize Elizabethtown's vision.

The partnerships included on page 218 are not intended to be an exhaustive list; they were compiled to identity the organizations, groups, and departments who are likely needed for successful implementation of the plan's objectives. For each objective, the possible partners should be given assigned tasks, allowing them to understand their role for implementation. These roles could be from decision makers, such as the City Council or Planning Commission, or could come from those who would support implementation through funding, staff support, volunteers, or other resources. Another benefit can be providing authoritative support, such as a City Council or Planning Commission who would become legally responsible for an action or recommendation, or could be more supportive, such as providing monetary backing or needed staff. Another benefit of these partnerships is the knowledge and experience outside organizations can provide, which can help guide the direction of strategy implementation. Successful partnerships don't stop once the action steps are complete, but they are intended to become on-going relationships that are leveraged to continue actions in the future.

## **Measuring Success**

Establishing a way to evaluate the success of Envision Elizabethtown 2040 is an integral part of the future planning process. Plans of any type need a set of criteria that can be quantifiably measured to gauge their success. Section 3: Elizabethtown's Action Plan helps guide the vision and goals into implementable action steps, which includes the partners, tools, and resources needed to successfully carry out each action step. In addition to this, Elizabethtown should continually reference the most recently available data in order to track the plan's success. These metrics can be tracked through multiple sources, including U.S. Census data through American Fact Finder Community Survey, permitting data, and surveying local businesses and residents. The following are key data points Elizabethtown could use to measure success:

- Increased population growth
- Continued growth of employment and businesses
- Increased household median income and income per capita
- Increased number of building permits issued

# Objectives Priority & Implementation Timeline

The following action tables identify a priority for each objective and corresponding action steps discussed in this plan that are based upon public input, potential funding, city/partner resources, and time required to implement. The priorities are intended to be flexible and respond to change, funding opportunities, and unforeseen conditions.

High Priority objectives and action steps should generally be started in the immediate (2020-2021) or short-term (2022-2023) time frames. These are current issues or ideas that are significantly impacting the city or items that can be completed with less resources. Many of the High Priority objectives and action steps center around redevelopment, zoning/subdivision regulations, and workforce development/ business development. Moderate Priority and Low Priority objectives and action items are equally important but there is a recognition that resources and funding limit the ability for everything to be implemented at once. Moderate Priority items should be considered in the Mid-Term (2024-2029) and Low Priority items should be considered in the Long-Term (2030-2040) unless funding allocations change, new partnerships are identified, or priorities shift due to market conditions or unforeseen situations. Ongoing action steps are items which should be done annually, if not continually, and should be started immediately (2020-2021).

## Land Use & Redevelopment

Elizabethtown will promote appropriate land use and redevelopment with high quality design.

A. Follow the Recommended Land Use Plan, as identified in the comprehensive plan, for all land use decisions to promote compatible, efficient, and planned growth.

#### **ACTION STEP**

- Reference the Recommended Land Use Plan for land use related decisions.
- Review the Recommended Land Use Plan and Recommended Land Use Map at least every five years and update as necessary.
- Review and update zoning and subdivision regulations to encourage infill development and high-density housing when appropriate.

#### **PRIORITY**

**Ongoing** 

Ongoing

High

#### **POTENTIAL PARTNERS**

Elizabethtown City Council, Planning Commission, Planning & Development Department

#### **RESOURCES & TOOLS**

N/A

B. Address declining commercial areas prime for mixed-use redevelopment, such as the Towne Mall and Southside.

#### **ACTION STEP**

- Identify priority parcels in Southside in need of redevelopment or reinvestment that may require city assistance.
- Work with property owners in Southside and Towne Mall to determine the best course of action for redevelopment, including public rightof-way, redevelopment incentives, or property purchase.
- Review and update existing ordinances and allowable uses in redevelopment areas to allow flexibility.
- Review and update economic development incentive packages to incentivize redevelopment.

#### PRIORITY

High

High

High

High

#### POTENTIAL PARTNERS

Elizabethtown City Council, Planning Commission, Planning & Development **Department**, Central Kentucky Community Foundation, Developers/ Builders, Economic Development, Elizabethtown Tourism & Convention Bureau, Engineering Department, Faith Based Organizations, Financial Institutions. Hardin County Chamber of Commerce, Hardin County Habitat for Humanity, Housing Authority of Elizabethtown, KYTC, Local Businesses/Owners. Local Property Owners,

#### RESOURCES & TOOLS

Area Development Fund, CDBG, Highway Safety Improvement Program, Rail-Highway Crossing Program, Tax Abatement, TIF, Transportation Alternatives

#### C. Work with the Industrial Foundation to identify and acquire sufficient land for future industrial development.

#### **ACTION STEP**

- Identify and acquire appropriate property for future industrial development in phases.
- Coordinate needed infrastructure expansion (including roads, rail, water, and sewer) to facilitate industrial development.

#### **PRIORITY**

High

High

#### POTENTIAL PARTNERS

Elizabethtown Hardin
County Industrial
Foundation, Elizabethtown
City Council, Engineering
Department, Hardin County
Water District #2, KYTC,
Planning Commission,
Planning & Development
Department, Stormwater
Management, ThinkKentucky
Cabinet for Economic
Development

#### **RESOURCES & TOOLS**

Area Development
Fund, Elizabethtown
Hardin County Industrial
Foundation, Highway Safety
Improvement Program, KYTC,
State Construction Project,
Surface Transportation
Block Grant Program,
ThinkKentucky Cabinet for
Economic Development,
Utility Departments

### D. Identify vacant and abandoned properties and incentives to encourage redevelopment.

#### **ACTION STEP**

- Use GIS to identify and inventory vacant and dilapidated residential and commercial property.
- Prioritize properties that have the most redevelopment potential and largest impact on the surrounding area.
- Align Community Development Block Grant funding and projects with priority redevelopment areas and/or properties.
- Identify and establish partnerships that could improve the potential for redevelopment.
- Consider the feasibility of creating a land bank program.

#### **PRIORITY**

Moderate

Moderate

Moderate

Moderate

Low

#### POTENTIAL PARTNERS

Planning & Development
Department, Central
Kentucky Community
Foundation, Developers/
Builders, Elizabethtown
City Council, Financial
Institutions, Hardin County
Habitat for Humanity,
Housing Authority of
Elizabethtown, Local
Businesses/Owners, Local
Property Owners, Planning
Commission

#### **RESOURCES & TOOLS**

CDBG, Tax Abatement, TIF

E. Improve the aesthetics of new development through design guidelines that reinforce the character of each subarea.

#### **ACTION STEP**

 Consider adopting an overlay zoning district(s) along major corridors and gateways to implement design guidelines.

#### PRIORITY

Moderate

#### POTENTIAL PARTNERS

Elizabethtown City Council, Planning Commission, Planning & Development Department

#### **RESOURCES & TOOLS**

N/A

Plan for an adequate supply of developable land to allow for housing growth.

#### **ACTION STEP**

 Analyze data available to determine the demand for housing types and prices.

#### PRIORITY

Moderate

#### POTENTIAL PARTNERS

Planning & Development
Department. Elizabethtown
City Council. Engineering
Department, Hardin County
Government, Housing
Authority of Elizabethtown,
Planning Commission,
Stormwater Management

#### **RESOURCES & TOOLS**

General Fund

# Community Facilities

foundation for growth and development.

Maintain existing water and wastewater infrastructure, as necessary, to continually provide high levels of service to all residents and businesses.

#### ACTION STEP

- Develop a GIS wastewater planning database and layers to populate the database that emphasizes older infrastructure in need of replacement and identifies areas where new infrastructure is needed.
- 2. Partner with the Hardin County Water District No. 2, who is the provider of water in Elizabethtown, in order to fully assess infrastructure needs in the community through a CIP specifically for water and the potential of impact fees.

#### PRIORITY

GIS Department, Hardin

County Water District #2, Elizabethtown City Council, Planning Commission, Wastewater Department

POTENTIAL PARTNERS

Engineering Department,

#### **RESOURCES & TOOLS**

N/A

Moderate

Moderate

Coordinate expansion of new infrastructure with the Recommended Land Use Plan to support redevelopment

#### ACTION STEP

- 1. Utilize the GIS system identified in Goal 2, Objective A to incentivize development and redevelopment in areas where infrastructure already exists.
- 2. Update zoning and subdivision regulations to encourage redevelopment of existing sites by allowing for density bonuses, reduced parking, and other similar incentives for specific redevelopment areas.
- 3. Tie new development to adequate public facilities or existing infrastructure to help limit initial hard costs of development.

#### PRIORITY

Moderate

Moderate

Moderate

#### POTENTIAL PARTNERS

Elizabethtown City Council, Planning & Development Department, Planning Commission. Water District

#### **RESOURCES & TOOLS**

C. Address adequate stormwater management and drainage facilities that function efficiently for all development at a regional watershed level.

#### **ACTION STEP**

 Explore partnerships with regional partners to create a Regional Stormwater Working Group to address this issue on a regional basis.

#### PRIORITY

Low

#### POTENTIAL PARTNERS

Stormwater Department, Developers/Builders, Elizabethtown City Council, Hardin County Government, Planning Commission

#### **RESOURCES & TOOLS**

N/A

#### D. Improve the convenience of recycling in Elizabethtown.

#### **ACTION STEP**

- Determine the ideal locations for additional drop-off locations for recycling, if needed.
- As the demand for recycling increases, consider the feasibility of curbside recycling services.

#### PRIORITY

Low

Low

#### POTENTIAL PARTNERS

Public Works Department, Elizabethtown City Council, Hardin County Government

#### **RESOURCES & TOOLS**

General Fund

E. Provide high quality police, fire and emergency response services to existing and future development.

#### **ACTION STEP**

 Continue to coordinate new development with police, fire, and EMS to maintain adequate coverage and response times.

#### **PRIORITY**

**Ongoing** 

# POTENTIAL PARTNERS Planning & Development

Department, Elizabethtown City Council. Fire Department, Hardin County Government, Planning Commission, Police Department

#### **RESOURCES & TOOLS**

E. Support new or upgraded community facilities (schools, libraries, hospitals) needed to meet the demands of existing and future residents through coordination with the Land Use Plan, city policies and financing, if appropriate.

#### **ACTION STEP**

- Coordinate new development with schools and other partners to ensure adequate capacity.
- Consider financial support for upgraded facilities that benefit city programs, when appropriate.

#### PRIORITY

Moderate

Moderate

#### POTENTIAL PARTNERS

Planning & Development Department, Elizabethtown City Council. Elizabethtown Independent Schools, Planning Commission

#### **RESOURCES & TOOLS**

N/A

G. Minimize impacts of utility and facility expansion through adequate easements, property acquisition, and right-of-way as new development occurs.

#### **ACTION STEP**

- Create a multi-disciplined infrastructure working group, made up of city staff representing planning, engineering, public works, stormwater, utility operators (public and private), KYTC, and others, that would meet periodically to examine the issues related to increased use and demand for new or expanded infrastructure.
- Coordinate placement of potential infrastructure with development plans and allow development to be directed towards areas with adequate infrastructure that are better equipped to absorb new development.

#### PRIORITY

Moderate

Moderate

#### POTENTIAL PARTNERS

Planning & Development Department, Elizabethtown City Council, Engineering Department. Hardin County Water District #2, KYTC, Planning Commission, Public Works Department, Stormwater Management, Utilities, Wastewater Department

#### **RESOURCES & TOOLS**

## Transportation

Elizabethtown will advance connectivity in the city and region through multiple transportation types.

A. Improve highway system connectivity by working with KYTC with priorities on: upgrading the I-65 / U.S. 62 interchange, completing the Ring Road extension, and studying the feasibility of a new I-65 interchange north of U.S. 62.

#### **ACTION STEP**

- Actively participate in the East Elizabethtown Connectivity Study.
- Lobby for transportation improvements through the KYTC Six Year Highway Plan development process with the legislative session annually.
- Work with the MPO to integrate future projects into the Long-Range Transportation Plan (LRTP).

#### PRIORITY

High

**Ongoing** 

**Ongoing** 

#### POTENTIAL PARTNERS

Planning & Development Department, Elizabethtown City Council, Engineering Department, KYTC, MPO, Planning Commission

#### **RESOURCES & TOOLS**

N/A

B. Improve traffic flow throughout the city with a focus on: optimizing signals on key corridors, spacing new through collector streets that can be used for short local trips, requiring access management for all development projects, and optimizing school area traffic flow.

#### **ACTION STEP**

 Partner with KYTC District 4 and Central Office to execute a Small Urban Area (SUA) Study for the City of Elizabethtown focusing on multi-modal operations and safety needs.

#### PRIORITY

Moderate

#### POTENTIAL PARTNERS

Planning & Development Department, Elizabethtown City Council. Engineering Department, KYTC, MPO, Planning Commission

#### **RESOURCES & TOOLS**

Highway Safety Improvement Program, Surface Transportation Block Grant Program

C. Improve safety by focusing on upgrades to the highest-priority intersections or corridors as identified by KYTC's safety screening process including: U.S. 31W from Cardinal Drive to Pear Orchard Road NW, U.S. 62 from I-65 interchange to French Street, U.S. 31W intersections with KY 210 and KY 61, and U.S. 31W bypass at St. John Road in addition to Ring Road from North Miles to Mulberry Street.

#### **ACTION STEP**

 Conduct an Elizabethtown Safety Plan that would be used by the city and KYTC for prioritization of funds.

#### PRIORITY

Moderate

#### POTENTIAL PARTNERS

Planning & Development Department, Elizabethtown City Council. Engineering Department, KYTC, MPO, Planning Commission

#### **RESOURCES & TOOLS**

Highway Safety Improvement Program, Surface Transportation Block Grant Program D. Improve the sidewalk network with a priority on high-use pedestrian areas that includes filling in sidewalk gaps, upgrading segments in disrepair, and connecting high-density residential areas to destinations (such as grocery stores, schools, employment areas, and parks).

#### **ACTION STEP**

- Identify and prioritize new or improved sidewalks.
- Construct sidewalks along Dixie Avenue, U.S. 62, Ring Road, and Pear Orchard Road NW.

#### PRIORITY

Moderate

Moderate

#### POTENTIAL PARTNERS

Engineering Department, Elizabethtown City Council, KYTC, MPO, Planning & Development Department,

#### **RESOURCES & TOOLS**

CDBG. Highway Safety Improvement Program, State Construction Project, Surface Transportation Block Grant Program, TIFs, Transportation Alternatives

E. Improve the recreational trail network by creating a connected system that links parks and recreation areas throughout the city.

#### **ACTION STEP**

- Design and construct the planned Buffalo Lake Trail from Commerce Drive into the downtown core.
- Create a city-wide trails plan that connects destinations and aligns with the sidewalk network.

#### PRIORITY

High

High

#### **POTENTIAL PARTNERS**

Elizabethtown Tourism & Convention Bureau, Planning & Development Department, Elizabethtown City Council, Engineering Department, KYTC, MPO, Parks & Recreation Department, Planning Commission, Public Works Department

#### **RESOURCES & TOOLS**

Land Water Conservation Fund, Recreational Trails Program, Tourism & Convention Bureau, Transportation Alternatives

Explore and expand partnerships with other public, private and non-profit agencies to improve public transportation services through a mobile platform and on-demand zones, where services can be provided cost effectively and in real-time.

#### **ACTION STEP**

 Explore partnerships with other public, private, and non-profit agencies to improve public transportation services through a mobile platform and ondemand zones where service can be provided cost effectively and in realtime.

#### **PRIORITY**

Low

#### POTENTIAL PARTNERS

Elizabethtown City Council, Transit Authority of Central Kentucky (TACK), United Way

#### **RESOURCES & TOOLS**

G. Coordinate all new development with the Recommended Land Use Plan to provide efficient movement of traffic, interconnected developments, and adequate right-of-way for future roadways, sidewalks, and trails or upgrades to existing infrastructure.

#### **ACTION STEP**

 Adopt access management policies in accordance with KYTC that focus on reducing congestion on local roads.

#### PRIORITY

Moderate

#### POTENTIAL PARTNERS

Engineering Department, Elizabethtown City Council. KYTC, Planning & Development Department, Planning Commission, Public Works Department

#### **RESOURCES & TOOLS**

N/A

H. Provide aesthetic enhancements along Elizabethtown's major corridors, gateways, and downtown that reinforce the city's character.

#### **ACTION STEP**

- Incorporate aesthetic enhancements into federal, state, and locally-funded public improvements as projects develop from planning through construction.
- Identify top priority corridors/gateways and complete aesthetic enhancements as a pilot project (see also Goal 7.A).

#### PRIORITY

Moderate

High

#### POTENTIAL PARTNERS

Engineering Department, Planning & Development Department, Elizabethtown City Council. KYTC. MPO, Parks Department, Public Works

#### **RESOURCES & TOOLS**

# Goal 4 Annexation

Elizabethtown will plan for growth by expanding beyond the existing city limits.

Pursue annexation, as fiscally appropriate, in key areas for utility expansion and future growth.

#### ACTION STEP

- Encourage compact growth and infill development within and adjacent to established city limits.
- 2. Discourage outward leapfrog development and limit the extension of newly developed urban services beyond the city limits.
- Require development outside city limits to pay the costs of service extensions and related improvements.

#### PRIORITY

Moderate

Moderate

Moderate

### POTENTIAL PARTNERS

Planning & Development Department, Elizabethtown City Council, Engineering Department, Hardin County Water District #2, Planning Commission, Public Works. Utilities, Wastewater Department

#### **RESOURCES & TOOLS**

B. Partner with Hardin County to develop criteria for annexation of new land.

#### **ACTION STEP**

- Work with Hardin County to develop and implement criteria and procedures for the annexation of land contiguous to Elizabethtown's corporate boundaries, including development review requirements.
- 2. Adopt policies that require the annexation of contiguous properties when development occurs and requires an annexation agreement for noncontiguous properties that states the parcels will be annexed into Elizabethtown when eligible.

#### PRIORITY

Moderate

Moderate

#### POTENTIAL PARTNERS

Elizabethtown City Council, Hardin County Government, Engineering Department, Planning & Development Department, Planning Commission

#### **RESOURCES & TOOLS**

C. Evaluate voluntary annexations to ensure they are fiscally responsible.

#### **ACTION STEP**

- Prioritize and invest in infrastructure maintenance and improvements within the existing city limits before investing in new infrastructure to serve outward growth areas.
- 2. Explore options for a phased approach, tiered service costs, land development regulation waivers, and/or coordinated public improvements with annexation.

#### PRIORITY

Moderate

#### POTENTIAL PARTNERS

Elizabethtown City Council, Engineering Department, Planning & Development Department Planning Commission, Public Works Department, Utilities

#### Moderate

#### **RESOURCES & TOOLS**

## **Environment & Resiliency**

Elizabethtown will protect the community and environment through planning, regulation, green infrastructure, and hazard mitigation.

A. Work with Hardin County on hazard mitigation.

#### **ACTION STEP**

 Continue to participate in the updates to the Hardin County Hazard Mitigation Plan.

#### **PRIORITY**

Moderate

### POTENTIAL PARTNERS

Planning & Development
Department, Elizabethtown
City Council. Planning
Commission.

#### **RESOURCES & TOOLS**

N/A

B. Encourage green infrastructure measures in new developments to help with stormwater and energy conservation.

#### **ACTION STEP**

- Establish policies to incentivize Low Impact Development (LID), potentially including financial incentives.
- Host a LID Symposium detailing why LID is needed, how it can work, and what incentives can be offered for using LID concepts.

#### PRIORITY

Moderate

Moderate

#### POTENTIAL PARTNERS

Planning & Development
Department, Elizabethtown
City Council. Engineering
Department, Planning
Commission, Public Works
Department, Stormwater
Department, Utilities

#### **RESOURCES & TOOLS**

N/A

C. Protect environmentally sensitive areas (floodplains, karst areas, unstable soils, steep slopes, surface/subsurface water source/wellhead protection areas, and odor/light/noise) through land use planning and regulations to minimize or mitigate impacts and property loss.

#### **ACTION STEP**

- Evaluate and revise existing zoning and subdivision control ordinances, as needed, to protect environmentally sensitive areas.
- Provide technical assistance for applicants who must undergo state, federal, and/or local permitting processes in environmentally sensitive areas.

#### PRIORITY

High

Moderate

#### **POTENTIAL PARTNERS**

Planning & Development Department, Elizabethtown City Council, Planning Commission, Stormwater Management Department

#### **RESOURCES & TOOLS**

## Preservation & History

Elizabethtown will protect its unique character through the preservation of historic sites, structures and buildings.

A. Identify and provide incentives to preserve important historic buildings that reinforce Elizabethtown's character and culture and minimize indirect impacts to historic buildings and/or sites.

#### **ACTION STEP**

- Evaluate current and/or additional tax incentives to preserve significant historic structures.
- Develop criteria for determining locally historic buildings and expand the National Register Historic District Over Zone as necessary.
- Consider adopting design guidelines for mixed-use areas that are outside of the over zone.

#### PRIORITY

Low

Low

Low

#### POTENTIAL PARTNERS

Historic Preservation
Commission, Planning &
Development Department,
Elizabethtown City
Council, Kentucky Main
Street Program, Planning
Commission

#### **RESOURCES & TOOLS**

N/A

B. | Partner with Elizabethtown Tourism & Convention Bureau to promote the historic assets of Elizabethtown

#### ACTION STEP

 Continue to offer regular programming and promotion of local historic destinations for residents and visitors.

#### PRIORITY

Moderate

#### POTENTIAL PARTNERS

Elizabethtown Tourism & Convention Bureau, Elizabethtown City Council

#### **RESOURCES & TOOLS**

## Tourism, Arts & Culture

Elizabethtown will continue to grow tourism through the development of community assets, parks, trails, and programs.

#### A. Implement enhanced gateway treatments and a wayfinding system throughout the city

#### **ACTION STEP**

- Identify and prioritize primary and secondary gateways.
- Develop a gateway design that can be scaled as needed that includes signage, landscaping, lighting and banners.
   This should also include keeping a consistent design in materials, character, and color (see also Goal 3.H).
- Incrementally phase gateway improvements based on priority.
- Develop a wayfinding sign design and implement a comprehensive system that has a style consistent with the gateway design.

#### **PRIORITY**

High

High

Moderate

High

#### <u>POTENTIAL PARTNERS</u> <u>Re</u>

Elizabethtown Tourism & Convention Bureau, Planning & Development Department, Engineering Department, Elizabethtown City Council, KYTC, Planning Department, Public Works

#### **RESOURCES & TOOLS**

Tax Abatement, Tourism & Convention Bureau

#### B. Support arts initiatives that elevate the quality of place and enrich the culture in Elizabethtown.

#### **ACTION STEP**

- Identify public spaces and public projects where art can be incorporated with a focus on downtown, parks, and trails.
- Facilitate the creation of a maker space (collaborative work space) and ensure zoning regulations allow for this use.
- Work with schools, parks department, non-profits and private organizations to provide arts programming for all ages.

#### **PRIORITY**

Moderate

Moderate

Moderate

#### POTENTIAL PARTNERS

Elizabethtown City Council,
Elizabethtown Community
& Technical College,
Elizabethtown Independent
Schools, Elizabethtown
Tourism & Convention
Bureau, Parks & Recreation
Department, Engineering
Department, Planning
Commission, Service
Organizations, Visit Kentucky
Tourism, WKU Elizabethtown

#### **RESOURCES & TOOLS**

CDBG, Elizabethtown Independent Schools, Kentucky Arts Council, Tourism & Convention Bureau C. Partner with Elizabethtown Tourism & Convention Bureau to create more opportunities for tourism and entertainment in Elizabethtown through new or improved facilities and programming.

#### **ACTION STEP**

- Evaluate current and identify new programming that would attract visitors and promote high quality of life.
- Determine facility upgrades and/or new facilities needed to support and expand tourism activities.

#### PRIORITY

Moderate

Moderate

#### POTENTIAL PARTNERS

Tourism & Convention Bureau, Elizabethtown City Council, Park & Recreation Department

#### **RESOURCES & TOOLS**

CDBG, Tourism & Convention Bureau, Local Business Sponsorships

D. Implement a shuttle service or trolley for special events and/or high traffic weekends.

#### **ACTION STEP**

 Determine peak times or special events where a trolley service would be feasible, such as large festivals/events and large tournaments at the Sports Park and pursue if determined feasible.

#### **PRIORITY**

Moderate

#### **POTENTIAL PARTNERS**

Tourism & Convention Bureau, Elizabethtown City Council, Hardin County Chamber of Commerce (HCCC), Local Businesses Owners

#### **RESOURCES & TOOLS**

Tourism & Convention Bureau, Local Business Sponsorships

# Goal 8 Housing

#### **ACTION STEP**

- 1. Create definitions and targeted strategies for a variety of household types.
- 2. Encourage the development of housing that aligns with the needs of each targeted group in terms of price, size, type, and location.
- 3. Encourage new neighborhoods that contain a mix of housing types, such as various sizes of single-family detached, attached, townhomes, apartments, lofts, and housing for special populations, such as elderly or disabled residents.
- 4. Support a mix of lot sizes, densities, and housing prices and styles.
- 5. Ensure there is an adequate supply of land that is planned or zoned for housing at higher-density or for multifamily housing.

#### Moderate

#### Moderate

#### Moderate

#### Moderate

#### Moderate

#### POTENTIAL PARTNERS **RESOURCES & TOOLS**

Planning & Development Department, Developers/

**Builders**, Elizabethtown City

Council, Housing Authority of Elizabethtown, Planning

Commission

B. Improve the variety of housing options available to very low-income residents and shelter availability for the homeless.

#### **ACTION STEP**

- Develop a comprehensive housing strategy that identifies high quality and affordable housing options for very low income and homeless.
- Disperse the location of special needs services such as residential care facilities, shelters, and group homes throughout Elizabethtown.
- Develop a strategic plan to address specific housing needs for each target housing group such as low-income, homeless/transitional, workforce, and identify potential funding sources and programs that can be implemented.
- Explore feasibility of housing strategies that include inclusionary zoning, establishment of a land bank program, and development incentives.
- Encourage homeowners' associations and similar organizations to make neighborhood improvements, assist residents unable to make improvements on their own, and enhance neighborhood pride.

#### PRIORITY

High

High

High

Moderate

Ongoing

#### <u>POTENTIAL PARTNERS</u>

Housing Authority of Elizabethtown,

Elizabethtown City Council, Faith-based Organizations, Planning & Development Department, Planning Commission, Service Organizations

#### **RESOURCES & TOOLS**

HUD Homelessness Assistance Grant Programs, Kentucky Housing Corporation, Olmstead Housing Initiative (OHI), Recovery Kentucky

C. Incentivize the use of dense, compact, and infill residential development that is compatible with surrounding uses.

#### **ACTION STEP**

- Support residential development within the city limits in areas that maximizes available infrastructure and community amenities.
- Support compatible infill development and targeted redevelopment in existing neighborhoods and historic districts to take advantage of existing infrastructure.
- Develop a toolkit of incentives to encourage infill development and housing redevelopment that could include fee reductions, financial assistance, capital improvements assistance, density bonuses, streamlined review processes, tax abatement, and/or tax increment financing.
- Encourage and facilitate the creation of greenways, serving as a connected network of open, green, and natural spaces to residential neighborhoods throughout Elizabethtown and Hardin County.
- Focus high-density and multi-family housing near collector and arterial streets, transit, shopping, and services, especially if designed for a specific population.

#### PRIORITY

#### Moderate

#### Moderate

#### Moderate

# Moderate

#### Moderate

#### <u>POTENTIAL PARTNERS</u>

Planning & Development
Department, Elizabethtown
City Council. Engineering
Department, Parks &
Recreation Department,
Planning Commission,
Public Works Department,
Stormwater Department,
Utilities

#### **RESOURCES & TOOLS**

D. Facilitate efforts to support a balanced regional housing approach between Elizabethtown, Radcliff, Vine Grove, and Hardin County.

#### **ACTION STEP**

- Develop a Regional Housing Needs
   Assessment for Elizabethtown
   and Hardin County, and promote
   collaborative planning efforts to address
   regional housing needs and issues.
- Analyze and revise zoning and subdivision ordinances, as needed, based on the regional housing needs assessment.
- Strategically locate new development as to not interrupt a potential greenway or unnecessarily use prime agricultural land/resources.
- Continue to coordinate with Hardin County on development proposals within close proximity to Elizabethtown.

#### PRIORITY

Moderate

Moderate

Moderate

Moderate

#### POTENTIAL PARTNERS

Planning & Development
Department, Hardin County
Government, Elizabethtown
City Council, Housing
Authority of Elizabethtown,
Planning Commission

#### **RESOURCES & TOOLS**

# Goal 9 Downtown

#### **ACTION STEP**

1. Evaluate local incentives and programs including tax abatement, grants, and/or technical assistance to encourage retail and entertainment.

#### PRIORITY

Moderate

#### POTENTIAL PARTNERS

Elizabethtown City Council, Economic Development, Planning & Development Department, Planning Commission

#### **RESOURCES & TOOLS**

N/A

#### **ACTION STEP**

1. Develop and promote a new facade grant program to incentivize private investment in downtown and other highly visible areas that need reinvestment, such as the Southside and North Dixie Avenue.

#### PRIORITY

Moderate

#### POTENTIAL PARTNERS

Planning & Development Department, Elizabethtown City Council, Historic Preservation Commission, Planning Commission

#### **RESOURCES & TOOLS**

N/A

#### ACTION STEP

1. Evaluate zoning incentives and regulations such as a density bonuses to promote high-density housing and infill development.

#### PRIORITY

Moderate

#### POTENTIAL PARTNERS

Planning & Development Department, Developers/ Builders, Elizabethtown City Council, Historic Preservation Commission, Planning Commission

#### **RESOURCES & TOOLS**

D. Develop additional green space in downtown for residents and visitors.

#### **ACTION STEP**

 Identify a potential location and partnerships to design/construct a small pocket-park and/or green space in downtown.

#### PRIORITY

Moderate

#### POTENTIAL PARTNERS

Parks & Recreation
Department, Elizabethtown
City Council, Elizabethtown
Tourism & Convention
Bureau, Local Businesses/
Owners, Planning &
Development Department,
Planning Commission

#### **RESOURCES & TOOLS**

CDBG, Land Water Conservation Fund, Elizabethtown Tourism & Convention Bureau

#### E. Create a comprehensive parking strategy to support downtown businesses, residents, and events.

#### **ACTION STEP**

- Install parking signs to alert and direct visitors to public parking areas.
- Develop aesthetic and functional enhancements to existing parking lots, specifically the Cherry Street parking lot.
- Identify long-term parking needs such as drop-off areas, additional parking, and other strategies.

#### **PRIORITY**

High

High

High

#### POTENTIAL PARTNERS F

Planning & Development
Department, Elizabethtown
City Council. Elizabethtown
Tourism & Convention
Bureau, Local Businesses/
Owners, Planning
Commission, Parks &
Recreation Department

#### **RESOURCES & TOOLS**

Elizabethtown Tourism & Convention Bureau. TIFs

# Goal 10 Parks & Recreation

amenities, and activities.

connections to parks.

#### **ACTION STEP**

- 1. Update the subdivision regulations to require neighborhood or pocket parks in new residential subdivisions.
- 2. Identify locations for future parks in areas that do not have a park within walking distance.
- 3. Coordinate sidewalk improvements to prioritize connections between neighborhoods and parks (see Goal 3, Objective B).

#### PRIORITY

High

High

**Ongoing** 

#### POTENTIAL PARTNERS

Planning & Development Department, Developers/ Builders, Elizabethtown City Council, Planning Commission

#### RESOURCES & TOOLS

N/A

Increase affordable and/or free recreational events and programming for families, teens, and seniors.

#### ACTION STEP

- 1. Evaluate current programs to determine new or missing programs and/or events and identify partners for implementation.
- 2. Evaluate staffing needs to support the implementation of existing and new recreational programs.

#### PRIORITY

Moderate

Moderate

#### POTENTIAL PARTNERS Parks & Recreation

Department, Elizabethtown City Council, Flizabethtown Tourism & Convention Bureau, Faith-Based Organizations, Service Occupations

#### RESOURCES & TOOLS

Tourism & Convention Bureau

#### ACTION STEP

Identify a location, programming, and design of a regional park to provide a destination playground, large performance events, and flexible recreation, such as youth sports practice fields.

#### PRIORITY

High

#### POTENTIAL PARTNERS

Department, Elizabethtown City Council, Elizabethtown Tourism & Convention Bureau, Planning & Development Department, Planning Commission

Parks & Recreation

#### RESOURCES & TOOLS

CDBG, Land Water Conservation Fund. Recreational Trails Program

# Goal 11 Health & Wellness

#### **ACTION STEP**

- 1. Identify partners, treatment options, and facilities for substance abuse and mental health that are needed within Elizabethtown to better serve those in need.
- Disperse home-based care facilities.

#### PRIORITY

Moderate

Moderate

#### POTENTIAL PARTNERS Baptist Health Hardin,

**Hardin County Health** Department, LTADD. Elizabethtown City Council, Faith-Based Organizations. Service Organizations

#### **RESOURCES & TOOLS**

N/A

Work to attract healthcare professionals and facilities focused on mental health.

#### **ACTION STEP**

- Recruit young professionals to the region by promoting Elizabethtown as a great place to live and work.
- 2. Provide technical support for permitting and zoning approvals for healthcare facilities and mental health services.

#### PRIORITY

Moderate

Moderate

#### POTENTIAL PARTNERS

Baptist Health Hardin,

**Economic Development.** Elizabethtown City Council, Elizabethtown Community Technical College, Elizabethtown Independent Schools, Hardin County Chamber of Commerce (HCCC), Hardin County Health Department, ThinkKentucky Cabinet for Economic Development. Planning & Development

Department, WKU Elizabethtown

#### RESOURCES & TOOLS

N/A

C. Reduce poverty and homelessness through collaboration and expansion of services to support those in need.

#### **ACTION STEP**

- Continue to work with local partners to align needs with services and facilities in appropriate locations.
- Determine appropriate locations and enforce safe living conditions for transitional housing, such as group homes and homeless shelters.

#### PRIORITY

Moderate

Moderate

#### POTENTIAL PARTNERS

Baptist Health Hardin. **Hardin County Health** Department, Housing Authority of Elizabethtown. LTADD, Elizabethtown City Council, Faith-Based Organizations, Hardin County Habitat for Humanity, Hardin County Government, Service Organizations

#### RESOURCES & TOOLS

Goal 12 Workforce Attraction

Elizabethtown will actively promote the city as a great place to live and work to attract diverse employers and talent.

Identify target business types and offer incentives to promote the relocation of future businesses and the expansion of existing businesses in Elizabethtown.

#### **ACTION STEP**

- Work with local/regional partners to provide programs, space and infrastructure necessary to support an expanding workforce.
- 2. Prioritize workforce recruitment through efforts that promote Elizabethtown as a great place to live and locate a business.
- 3. Promote and support efforts to recruit businesses and growth industries not currently widespread in Elizabethtown.
- 4. Work with partners to increase opportunities in targeted industries.
- 5. Develop criteria for incentives offered to new or expanding businesses, including the potential impacts on existing businesses.

#### PRIORITY

Ongoing

**Ongoing** 

**Ongoing** 

Ongoing

High

#### POTENTIAL PARTNERS

Elizabethtown Hardin

**County Industrial** Foundation, Elizabethtown City Council, Elizabethtown Community & Technical College, Elizabethtown Independent Schools, Hardin County Chamber of Commerce (HCCC), Knox Regional Development Alliance, Planning & Development Department, Planning Commission, ThinkKentucky Cabinet for Economic Development, Utilities. WKU Elizabethtown. Young Professionals Network of Hardin County

#### **RESOURCES & TOOLS**

ThinkKentucky Cabinet for **Economic Development** 

B. Support and maintain a diverse economic industry mix that will expand the existing economic base, provide high quality job opportunities, and enhance the quality of life for residents.

#### ACTION STEP

- Evaluate the impacts of new business on existing companies before public funds or incentives are provided.
- Support agencies geared towards creating specific economic development initiatives and improving the local business climate.
- Highlight existing and future unique amenities that make Elizabethtown a desirable place to live and work.

#### PRIORITY

Ongoing

Ongoing

High

#### POTENTIAL PARTNERS

Elizabethtown Hardin **County Industrial** Foundation, Elizabethtown City Council, Elizabethtown Community & Technical College, Elizabethtown Independent Schools, Hardin County Chamber of Commerce (HCCC), Knox Regional Development Alliance, Planning & Development Department, Planning Commission, ThinkKentucky Cabinet for Economic Development. Utilities, WKU Elizabethtown, Young Professionals Network of Hardin County

#### **RESOURCES & TOOLS**

ThinkKentucky Cabinet for Economic Development

C. Encourage and educate residents on the benefits of supporting local businesses and the impacts to the local economy.

#### ACTION STEP

- Participate in ongoing communications with key community stakeholders to discuss the future of the local economy and maintain an open dialogue among entities.
- Continually update the city website and its social media outlets to emphasize the assets of Elizabethtown as a vibrant community with strong character and high quality of life.
- Promote the growth of the local tax base in all areas of the community, including infill, redevelopment, and improvements to existing developed areas as well as continued growth in planned new development areas.
- Educate residents on the benefits of supporting small businesses and how there is a larger economic impact when they spend locally.

#### PRIORITY

High

High

High

High

# POTENTIAL PARTNERS Elizabethtown Hardin

**County Industrial** Foundation, Elizabethtown City Council, Elizabethtown Community & Technical College, Elizabethtown Independent Schools, Hardin County Chamber of Commerce (HCCC), Knox Regional Development Alliance, Planning & Development Department, Planning Commission, ThinkKentucky Cabinet for Economic Development, Utilities. WKU Elizabethtown. Young Professionals Network of Hardin County

#### **RESOURCES & TOOLS**

ThinkKentucky Cabinet for Economic Development

# Goal 13 Business Development

Elizabethtown will provide the resources and incentives necessary to support existing and future businesses.

Encourage the retention and expansion of existing industries and businesses, while supporting opportunities for new industries.

#### ACTION STEP

- 1. Coordinate city activities and share resources with agencies and organizations that provide direct economic development and other business services such as marketing. business retention, growth counseling, start-up assistance, and workforce recruitment.
- 2. Support the expansion of existing and established employment areas within Elizabethtown and Hardin County.
- 3. Identify and prioritize the development of emerging employment areas and business parks within Elizabethtown and Hardin County.

#### PRIORITY

**Ongoing** 

Ongoing

High

#### POTENTIAL PARTNERS

Elizabethtown Hardin **County Industrial** Foundation, Elizabethtown City Council, Elizabethtown Community & Technical College, Elizabethtown Independent Schools, Hardin County Chamber of Commerce (HCCC), Knox Regional Development Alliance, LTADD, Planning & Development Department, Planning Commission, ThinkKentucky Cabinet for Economic Development, Utilities, WKU Elizabethtown. Young Professionals Network of Hardin County

#### **RESOURCES & TOOLS**

ThinkKentucky Cabinet for Economic Development

Partner with the Chamber of Commerce, Tourism & Convention Bureau, and Industrial Foundation to promote and actively support new business investments.

#### ACTION STEP

- Collaborate with Hardin County, neighboring municipalities, and local and regional economic development organizations to promote economic development for Elizabethtown and the region.
- 2. Review and assess the impacts Elizabethtown's regulatory structure, fees, taxes, and utility rates have on its economic development goals.
- 3. Expand existing site planning design guidelines and architectural standards to help enhance the quality of development and community appearance for key corridors and areas.
- 4. Establish partnerships with the private sector and non-profits to further support reinvestment.

#### PRIORITY

Ongoing

High

High

**Ongoing** 

#### POTENTIAL PARTNERS

Elizabethtown Hardin

**County Industrial** Foundation, Elizabethtown City Council, Elizabethtown Community & Technical College, Elizabethtown Independent Schools, Hardin County Chamber of Commerce (HCCC), Knox Regional Development Alliance ITADD Planning & Development Department, Planning Commission, ThinkKentucky Cabinet for Economic Development, Utilities, WKU Flizabethtown. Young Professionals Network of Hardin County

#### RESOURCES & TOOLS

ThinkKentucky Cabinet for Economic Development

C. Support small business development through consolidating information on permitting, development processes, business licenses, funding sources, and capital improvement programs.

#### ACTION STEP

- Develop a streamlined and centralized location for business development on the city's website, including development processes, business licensing, grants, business funding sources (such as SBA), and other collaborative resources, and a Small Businesses Association (SBA) local office.
- Provide business resources through community organizations, such as the Hardin County Public Library and SBA local office.
- Support collaboration among Elizabethtown's partners to provide small business development and local entrepreneurship training programs.
- Encourage the expansion of existing businesses while establishing continual conversations with these businesses to assess their future expansion needs.

#### PRIORITY

## Moderate

#### Moderate

#### Moderate

Moderate

#### POTENTIAL PARTNERS

#### Elizabethtown Hardin **County Industrial** Foundation, Elizabethtown City Council, Elizabethtown Community & Technical College, Elizabethtown Independent Schools. Hardin County Chamber of Commerce (HCCC), Knox Regional Development Alliance, LTADD, Planning & Development Department, Planning Commission, ThinkKentucky Cabinet for Economic Development, Utilities, WKU Elizabethtown, Young Professionals Network of Hardin County

#### **RESOURCES & TOOLS**

ThinkKentucky Cabinet for Economic Development

D. Encourage and allow commercial and industrial developments in designated areas that include multiple land uses not traditionally allowed in single-zoned areas.

#### **ACTION STEP**

- Promote downtown as a dense, pedestrian-oriented business district that supports employment, shopping, and housing opportunities.
- Review the zoning and subdivision regulations to encourage creativity, flexibility, and innovation in the design of new developments and neighborhoods.

#### PRIORITY

#### Moderate

Moderate

#### POTENTIAL PARTNERS

Planning & Development
Department, Elizabethtown
City Council, Elizabethtown
Hardin County Industrial
Foundation. Elizabethtown
Tourism & Convention
Bureau, Planning
Commission

#### RESOURCES & TOOLS

#### E. Prioritize revitalization and reinvestment in traditional business corridors that have outdated or aging structures.

#### **ACTION STEP**

- Evaluate current zoning and subdivision regulations to facilitate a mixed pattern of regional and community-oriented land uses along regional corridor routes, such as U.S. 31W.
- Promote the interchanges on I-65, U.S. 31W, and U.S. 62 for mixed-use, office, industrial and commercial development through zoning and subdivision regulations.
- 3. Integrate public and private amenities throughout new development areas.
- Determine incentives needed to redevelop older commercial corridors.
- Make the current commercial design guidelines applicable to all structures in these corridors to improve aesthetics.

#### **PRIORITY**

High

High

High

High

High

#### POTENTIAL PARTNERS

Planning & Development
Department, Elizabethtown
City Council, Elizabethtown
Hardin County Industrial
Foundation, Elizabethtown
Tourism & Convention
Bureau, Planning
Commission

#### **RESOURCES & TOOLS**

N/A

F. Work with regional economic development organizations and Fort Knox to capitalize on attracting businesses that are supported by the local military base.

#### **ACTION STEP**

- Develop an inventory of available office space and implement office recruitment strategies for professional services, healthcare, medical, and technical service-oriented businesses that can occupy those existing spaces.
- Continue to build relationships with economic development entities, such as the Chamber of Commerce, Tourism & Convention Bureau, and Industrial Foundation, to cultivate leads for new businesses that could potentially locate in Elizabethtown.
- Develop a communication strategy with partner economic development entities aimed at the targeted industry sectors.

#### PRIORITY

#### Moderate

Moderate

Moderate

#### POTENTIAL PARTNERS

Elizabethtown Hardin **County Industrial** Foundation, Elizabethtown City Council, Elizabethtown Community & Technical College, Elizabethtown Independent Schools. Hardin County Chamber of Commerce (HCCC), Knox Regional Development Alliance, LTADD, Planning & Development Department, Planning Commission, ThinkKentucky Cabinet for Economic Development, Utilities, WKU Elizabethtown, Young Professionals Network of Hardin County

#### **RESOURCES & TOOLS**

ThinkKentucky Cabinet for Economic Development

# Goal 14 Workforce Development

Elizabethtown will increase educational attainment and workforce training opportunities to support local business needs.

Maintain and enhance a skilled, local workforce to ensure an adequate supply of trained employees that can support and fulfill current and future jobs.

#### **ACTION STEP**

- Work with partners to educate and align workforce needs with workforce jobs and attract/retain a mix of employment industries that generates high-paying jobs.
- 2. Coordinate with local workforce development agencies to establish certified training programs that help create a work-ready community.

#### PRIORITY

## **Ongoing**

High

#### POTENTIAL PARTNERS

Elizabethtown Hardin **County Industrial** Foundation, Elizabethtown City Council, Elizabethtown Community & Technical College, Elizabethtown Independent Schools, Hardin County Chamber of Commerce (HCCC), Knox Regional Development Alliance, LTADD, ThinkKentucky Cabinet for Economic Development, Utilities, WKU Elizabethtown, Young Professionals Network of Hardin County

#### **RESOURCES & TOOLS**

ThinkKentucky Cabinet for Economic Development

Encourage the growth of local educational institutions by establishing programs to develop and support a skilled and competitive workforce.

#### **ACTION STEP**

- Coordinate with local and regional educational institutions to identify employment growth opportunities.
- 2. Support and encourage partnerships between Elizabethtown Community & Technical College and the private sector to expand employment opportunities for students and recent graduates.
- 3. Support the growth of higher and technical education institutions in Elizabethtown.

#### PRIORITY

#### Ongoing

#### Ongoing

#### **Ongoing**

#### POTENTIAL PARTNERS

Elizabethtown Hardin

#### County Industrial Foundation, Elizabethtown City Council, Elizabethtown Community & Technical College, Elizabethtown Independent Schools, Hardin County Chamber of Commerce (HCCC), Knox Regional Development Alliance, LTADD. ThinkKentucky Cabinet for Economic Development, Utilities. WKU Elizabethtown. Young Professionals Network

of Hardin County

#### **RESOURCES & TOOLS**

ThinkKentucky Cabinet for Economic Development

C. Establish frequent coordination among economic development organizations, school districts, and colleges for training organizations and employment opportunities.

#### **ACTION STEP**

- Develop policies that facilitate access to training and skills development for specific groups disadvantaged by various barriers such as poverty/low income, ethnic origin, and disability status.
- Develop and implement internships and summer job programs to help create employment opportunities for youth within and outside the community.
- Conduct a labor market analysis to ensure those working in education and training are teaching skills that are demanded in the current workplace.

#### **PRIORITY**

Ongoing

High

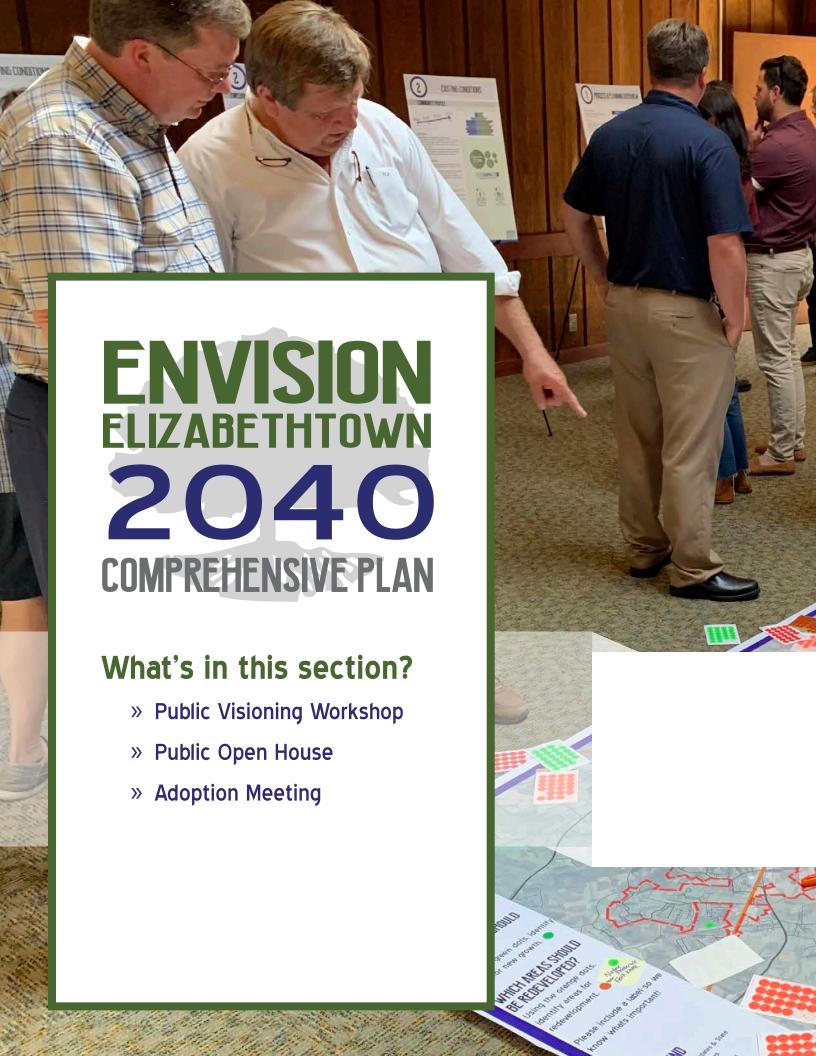
High

#### POTENTIAL PARTNERS

Elizabethtown Hardin **County Industrial** Foundation, Elizabethtown City Council, Elizabethtown Community & Technical College, Elizabethtown Independent Schools, Hardin County Chamber of Commerce (HCCC), Knox Regional Development Alliance, LTADD, ThinkKentucky Cabinet for Economic Development, Utilities. WKU Elizabethtown. Young Professionals Network of Hardin County

#### **RESOURCES & TOOLS**

ThinkKentucky Cabinet for Economic Development





# APPENDIX A: PUBLIC ENGAGEMENT



# **Public Visioning Workshop**

The public visioning workshop was held on Thursday, July 18, 2019 from 4:00-6:00 p.m. at the Pritchard Community Center. A total of 76 people attended the meeting, and the open house included five stations for input:

- 1. Project Overview
- 2. Location Map Exercise
- 3. Top Assets & Challenges
- 4. Big Ideas
- 5. Plan Comments

The following provides a summary of the input received at each of the above stations.

# Station One: Project Overview

The first station at this meeting provided information about the contents and purpose of a comprehensive plan, the planning process, and Elizabethtown's existing conditions analysis.



Location Map Exercise

# Station Two: Location Map Exercise

The second station involved a large map of Elizabethtown where participants could identify places they love as well as areas that should be improved, redeveloped, and focused for growth. Highlighted comments received from this exercise are included below.

# **Location Map Exercise Responses**

- Nature Preserve near Fort Knox
- Skate Park, Ice Rink and Skating Rink is needed
- Use TIF for Southside improvement
- Build grocery store on the Southside
- Build a homeless shelter
- Improve drainage and erosion in the Southside
- · Develop housing in the Southside
- Build hotels near sports park
- Improve housing
- Help small businesses
- Develop public transportation options connecting key locations
- · Community arts center
- · Create an art walk downtown and add more murals
- Add a park downtown
- Update the mall and increase number of businesses
- · Paddle board rentals at Freeman Lake

- Greenspaces, nature playground, community gardens and dog park
- More businesses of different types downtown
- Remodel/update Pritchard
- Bike/pedestrian friendly
- Create cultural center at Freeman Lake
- Develop trail connecting Buffalo and Freeman Lake
- Need a teen center activities, job training, counselors, near the Mall.
- Need men's stores downtown and an outdoor store
- Update the youth baseball fields
- Improve recycling
- Develop sound barrier along I-65
- · Mission Hope 4 Kids new HQ
- New brunch/breakfast locations

# PUBLIC VISIONING WORKSHOP

# Station Three: Top Assets & Challenges

Participants were asked to identify the top assets and challenges of Elizabethtown using single words or short phrases. These comments were inserted into a word cloud, which showed live updates on a large screen for others to see during the meeting. The assets and challenges identified are presented below.

# What are the TOP assets in Elizabethtown?



# What are the TOP challenges to address in Elizabethtown?

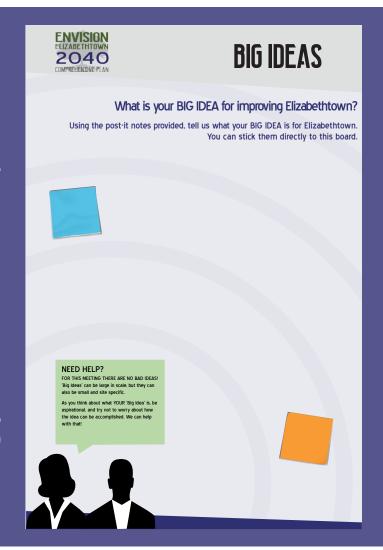


# Station Four: Big Ideas

The fourth station asked participants to list their big ideas for Elizabethtown. These ideas could be lofty and broad topics or could be site specific and focus on a particular location. Big ideas help identify opportunities for a community and provide insight into underlying issues that should be addressed. The big ideas identified during this meeting are included below.

# Big Idea Exercise Responses

- Elizabethtown goes green!
- · More established recycling service
- Re-open Hawkins Drive/Selbert Street
- · City-funded transportation
- Mountain bike park at Buffalo Lake
- Regulations on commercial building appearance
- More development between center of town and I-65/Southside
- Hawkins Drive should be commercial
- Add more to do at Freeman Lake
- Family fun park putt-putt, bumper cars, go-kart
- Whole Foods
- Reduce/Reroute traffic in old downtown
- Repurpose the Mall into an IT magnet center
- · Better road connections to help school busing
- YMCA with pool
- Community Arts Center for the Youth
- Billiards hall bar brewing house
- Develop mega site in Glendale
- · Smoke free, family festival at Freeman Lake
- Work with state to lane diet Dixie Avenue from Square to Springfield Road, use gained space to repair and widen sidewalks
- Close downtown to vehicles pedestrian traffic only
- Sound barriers along I-65
- Complete Commerce Drive



# PUBLIC VISIONING WORKSHOP

# Station Five: Plan Comments

The final station allowed participants to provide additional comments or information that should be considered in the plan. The following comments were provided during this meeting:

- We really need cheap public transportation for the 44% of citizens at or below poverty level.
- Old surveys aren't accurate to the growing community.
- · More hotels with interior entrances for safety reasons.
- More entertainment for kids when not at the Sports Park.
- Comprehensive Plan to improve and walk-ability within Elizabethtown. Use trails and paths to link interesting places, improve safety
  for runners, walkers, and bikers on corridors through town. There are state and non-profit organizations that can assist with planning in
  this area.
- Input from the generation coming of age between now and 2040 would be valuable.
- I would like to see a focus on families things to do, support services, alcohol/smoke free events.
- Also, would like to see a similar meeting where there is an open, "no bad ideas" discussion.
- · Expand trails and parks
- Stop sprawl
- Family-friendly events (alcohol & smoke free)
- Invest in expanding
- Repair Sidewalks
- So glad to see comprehensive thinking and long-range as well! Grace Heartland Church loves Elizabethtown and wants to see her grow.
   We are ready to encourage, help and pray. Also, as a local business owner, I'm very excited to see this gather and comprehensive planning
- Assist, support, and guide small businesses to dream, to develop, and to grow. Please stop the roadblocks that encourage larger businesses to come in and grow.
- Public transportation with Work Vouchers for those working.
- · Homeless Shelters are a great need. Halfway house with help to succeed.
- · Develop city-wide recycling service.
- · Work with the Elizabethtown Community and Technical College.
- · Basketball courts on Haycraft Street
- Encourage internet access or free wifi at more restaurants and stores.
- Technology for first responders. We need our police to have dash cameras and body cameras. We also need the best available technology for our EMTs and fire fighters.
- Beautification we could beautify overpasses and other areas. My wife wants the city to add graphics or a mural to the overpass by the Tourism building.
- Create a think tank to expound and expand minority business ownership in Elizabethtown This is to include the West End of Town
- Community Development Block Grants Provide information to community on this process to invoke the possibilities of what can be created through this grant (i.e. business and housing).
- Food Desert on West End of Town there are no grocery stores on the West End of town, and I am sure if research is completed it would be plausible for the recruitment of stores to the area.
- Employment Diversity the makeup of city and county government and lack of minorities (i.e. women, individuals of color, disabilities) \* fire department, city maintenance, and others.
- City-wide mentorship program for youth ages 12 to 18 with the possibility of gaining employment during the summer. (Example child mentors in a career field in which they are interested and when age appropriate gate a summer employment)
- Entertainment for Youth and Adults Dave and Busters, Diverse Live Music, and others.
- Bourbon Trail Expansion Create a Bourbon trail stops in the City and market it. Use revenue to diversify growth avenues in city (entertainment, decrease state retirement debt, provide additional funds for public school education).

# **Public Open House**

The public open house was held on November 20, 2019 and gave the public an opportunity to prioritize and comment on the vision, goals, and objectives of the plan. An overview of the purpose of the plan, plan organization, and existing conditions was presented on boards. Participants could also provide comments or suggestions on the plan vision statement, goals, and objectives, and they were asked to identify the objectives that they felt were the highest priority. The comments and prioritization were used to draft the recommendations, action steps, and priority in the draft plan. The following represent the input received during the meeting.









# **ENVISION SUSTAINABLE GROWTH**

*Instructions:* Review the following objectives / recommendations and vote for the 12 you feel are the highest priority using a dot.

Objectives & Recommendations	Vote as a Priority
A. Follow the Future Land Use Plan as identified in the comprehensive plan for all land use decisions to promote compatible, efficient, and planned growth.	1
<ol> <li>Address declining commercial areas prime for mixed-use redevelopment such as the Towne Mall and Southside.</li> </ol>	7
C. Work with the Industrial Foundation to identify and acquire sufficient land for future industrial development.	4
Identify vacant and abandoned properties and incentives to encourage redevelopment.	7
<ol> <li>Improve the aesthetics of new development through design guidelines that reinforce the character of each sub area (subdivisions, apartments, office/commercial, mixed-use, and industrial).</li> </ol>	2
<ul> <li>Plan for an adequate supply of developable land for housing growth.</li> </ul>	2



# **ENVISION SUSTAINABLE GROWTH**

Objectives & Recommendations	Vote as a Priority
A. Identify, maintain, repair, and replace existing water and wastewater infrastructure as necessary to maintain high levels of service to all residents and businesses.	3
B. Coordinate expansion of new infrastructure facilities with the Land Use Plan to prioritize redevelopment areas where infrastructure is needed as well as areas most likely to develop in the near future.	1
C. Address adequate storm water management and drainage facilities for all development at a regional watershed level for more effective storm water management.	1
Improve the convenience of recycling in Elizabethtown.	3
<ul> <li>Provide high quality police, fire and emergency response services to existing and future development.</li> </ul>	4
F. Support new or upgraded community facilities (schools, libraries, hospitals, etc.) needed to meet the demands of existing and future residents through coordination with the Land Use Plan, city policies and financing, if appropriate.	4
G. Minimize impacts of utility and facility expansion through adequate easements, property acquisition, and right-of-way as new development occurs.	4



# **ENVISION SUSTAINABLE GROWTH**

Obje	ectives & Recommendations	Vote as a Priority
	mprove highway system connectivity by working with KYTC with a priority on: upgrading the 165 / US 62 interchange, completing the Ring Road extension, and studying the feasibility of a new 1-65 interchange North of US 62.	4
fe •	mprove traffic flow throughout the city with a occus on: optimizing signals on key corridors; spacing new through collector streets that can; be used for short, local trips; requiring access management for all development projects; and optimizing school area traffic flow.	2
h ic ir	mprove safety by focusing on upgrades to the injects priority intersections or corridors as lentified by KYTC's safety screening process cluding: US 31W north of Patriot Parkway to Pear Orchard Road; US 62 interchange to French Street; US 31W intersections with KY 210 and KY 61; and US 31W Papass at 51. John Road.	1
h si a to	mprove the sidewalk network with a priority on igh-use pedestrian areas that includes filling in idewalk gaps, uggrading segments in disrepair, and connecting high-density residential areas o destinations (such as grocery stores, schools, imployment areas).	7
a	mprove the recreational trail network by creating connected system of trails that link parks and ecreation areas throughout the City.	5
ti a	xplore and expand partnerships with other public, rivate and non-profit agencies to improve public ransportation services through a mobile platform nd on-demand zones where service can be rovided cost effectively and in real-time.	3
ir o	coordinate all new development with the Land ise Plan to provide efficient movement of traffic, the connected developments, and adequate right- if-way for future or upgraded roadways, sidewalks, and trails.	1
E	rovide aesthetic enhancements along lizabethtown's major corridors, gateways, and lowntown that reinforce the city's character.	7



# **ENVISION SUSTAINABLE GROWTH**

Soal 4 - Annexation: Elizabethtown will plan for growth by expanding beyond the existing City limits.		
Objectives & Recommendations Vote as a Priority		
A. Pursue annexation, as fiscally appropriate, for key areas for utility expansion and future growth.	2	
<ol> <li>Partner with Hardin County to develop criteria for annexation of new land.</li> </ol>	2	
<ol> <li>Evaluate voluntary annexations to ensure they are fiscally responsible.</li> </ol>	0	
D. Educate residents on the benefits of annexation.	2	

Objectives & Recommendations	Vote as a Priority
<ul> <li>Work together with Hardin County on hazard mitigation.</li> </ul>	0
<ul> <li>Encourage green infrastructure measures in new developments to help with stormwater and/or energy generation.</li> </ul>	1
C. Protect environmentally sensitive areas through land use planning and regulations to minimize or mitigate impacts and property loss (floodplains, karst areas, unstable soils, steep slopes, surface/ subsurface water source/wellhead protection areas, and odor/liabt/noise).	4



# **ENVISION A STRONG LEGACY**

Objectives & Recommendations	Vote as a Priority
Identify and provide incentives to preserve important historic buildings that reinforce Elizabethtown's character and culture.	4
<ol> <li>Encourage development and redevelopment that minimizes direct or indirect impacts to historic buildings or sites.</li> </ol>	0
C. Partner with Elizabethtown Tourism & Conventio Bureau to promote the historic assets of Elizabethtown.	2

Goal 7 - Tourism, Arts & Culture: Elizabethtown will continue to grow tourism through the development of community assets, parks, trails, and programs.		
Objectives & Recommendations	Vote as a Priority	
<ol> <li>Implement enhanced gateway treatments and a wayfinding system throughout the city.</li> </ol>	3	
<ol> <li>Support arts initiatives that elevate the quality of place and enrich the culture in Elizabethtown.</li> </ol>	3	
C. Partner with Elizabethtown Tourism & Convention Bureau to create more opportunities for tourism and entertainment in Elizabethtown through new or improved facilities and programming.	2	
<ul> <li>Implement a shuttle service or trolley for special events and/or weekends.</li> </ul>	2	



# **ENVISION HEALTHY LIFESTYLES**

Objectives & Recommendations	Vote as a Priority
A. Support an adequate supply of multiple housing types that are consistent with forecasted demar and household incomes in Elizabethtown.	
<ol> <li>Improve the availability and variety of housing a shelter for the homeless and low-income reside</li> </ol>	
<ol> <li>Incentivize the use of dense, compact, and infill residential development that is compatible with surrounding uses.</li> </ol>	0
<ul> <li>Facilitate efforts to support a balanced regional housing approach between Elizabethtown and Hardin County.</li> </ul>	1

Objectives & Recommendations	Vote as a Priority
<ul> <li>Continue to incentivize the expansion of mixed-use developments, retail and entertainment uses in downtown.</li> </ul>	1
<ol> <li>Continue to provide matching funding for historic façade improvements within downtown.</li> </ol>	2
<ol> <li>Increase the residential opportunities, density and rehabilitation of housing in downtown and adjacent neighborhoods.</li> </ol>	0
<ul> <li>Develop additional green space in downtown for residents and visitors.</li> </ul>	6
<ol> <li>Create a comprehensive parking strategy to support downtown businesses, residents and events.</li> </ol>	5



# **ENVISION HEALTHY LIFESTYLES**

Objectives & Recommendations	Vote as a Priority
<ul> <li>Implement smaller parks within walking distance of underserved areas and prioritize sidewalk connections to them.</li> </ul>	6
<ol> <li>Increase affordable or free recreational events and programming for families, teens, and seniors.</li> </ol>	1
C. Create a regional park that is a catalyst for attracting large events, provides a destination playground for families, accommodates local youth sports and allows for active and passive recreation.	2

	Market and the second s
Objectives & Recommendations	Vote as a Priority
A. Support efforts to prevent, treat and rehabilitate residents who are struggling with substance abuse.	3
Work to attract healthcare professionals and facilities focused on mental health.	0
<ol> <li>Reduce poverty and homelessness by collaboration and expansion of services to support those in need.</li> </ol>	1



# **ENVISION ACTIVE COMMERCE**

Objectives & Recommendations Vote as a Priority		Vote as a Priority
A	Identify target business types and offer incentives to future and existing businesses in those sectors to locate or expand in Elizabethtown.	1
8.	Support and maintain a diverse economic industry mix that will expand the existing economic base, provide quality job opportunities and enhance the quality of life for residents.	8
C.	Encourage and educate residents on the benefits of supporting local businesses and the impacts to the local economy.	2

Objectives & Recommendations	Vote as a Priority		
<ul> <li>Encourage the retention and expansion of existing industry and businesses, while supporting opportunities for new market opportunities.</li> </ul>	3		
<ol> <li>Partner with the Chamber of Commerce, Tourism &amp; Convention Bureau, and Industrial Foundation to promote and actively support new business investments.</li> </ol>	0		
C. Support small business development through consolidating information on permitting, development processes, business licenses, funding sources, and capital improvement programs.	2		
Encourage and allow for commercial and industrial developments in designated areas to include multiple land uses not traditionally allowed in a single-zoned areas.	0		
E. Prioritize revitalization and reinvestment in traditional business corridors that have outdated or aging structures.	5		
F. Work with regional economic development organizations and Fort Knox to capitalize on attracting businesses that are dependent upon the local military base.	4		

# **PUBLIC OPEN HOUSE**



Objectives & Recommendations Vote as a Priority				
<ul> <li>Maintain and enhance the capabilities of the local workforce to ensure an adequate supply of trained employees to support and fulfill current and future jobs.</li> </ul>				
<ol> <li>Encourage the growth of local educational institutions by establishing programs to develop and support a skilled and competitive workforce.</li> </ol>	4			
C. Establish continuous coordination among local economic development organizations, local school district, colleges, and training facilities in order to align workforce training with employment opportunities.	1			

# **Additional Comments**

- Downtown lighting Norfolk, VA on Granby Street
- Revitalize railroad overpass on State Road 62
- Policies needed in poor health areas to require fresh foods at convenience stores. WIC accessible
- Overlay health data with land use/transportation
- Explicit link between recreational trail network, bike/ pedestrian network, health and wellness, and quality of life
- Require sidewalks, connectivity, and lighting for new development
- Partner with the health department to ensure health in all policies
- · More parks and more trails
- Mason, OH Mall redevelopment into business tech

# **Adoption Meetings**

A public hearing was held during the September 22, 2020 Elizabethtown Planning Commission meeting for public comment on the Envision Elizabethtown 2040 Comprehensive Plan. During this meeting, the Planning Commission unanimously adopted the plan elements and made a favorable recommendation to the City Council for the adoption of the goals and objectives. The Elizabethtown City Council unanimously adopted the goals and objectives, in addition the plan in its entirety, on October 13, 2020 by resolution as required by KRS 100.



# What's in this section?

- » Demographic Analysis
- » Market Analysis
- » Physical Conditions





# APPENDIX B: ELIZABETHTOWN TODAY



# Demographic Analysis

This section highlights important information that gives a basic understanding of Elizabethtown's key demographic statistics. It is important to have an understanding of where Elizabethtown is today, and based on past trends, where the community will likely be down the road. Combining this data with existing physical conditions, market conditions, and other economic indicators serves as the foundation for the planning process, helping plan and influence growth and development for Elizabethtown.

Using these separate reports and analysis, the community can begin to identify projects, programs, and policies that will create the roadmap for Elizabethtown's future.

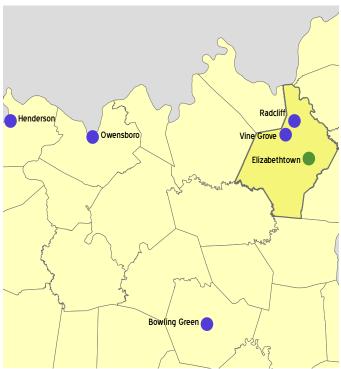
# How Does Elizabethtown Compare?

Comparing Elizabethtown to other locations in the region allows the community to establish a baseline against typical or atypical trends seen from a demographic standpoint. Analyzing the existing conditions of a location is helpful, but does not provide enough context to fully understand if a location has unique trends. In this section, Elizabethtown is compared to a number of regional communities who are of similar size, have access to similar resources, or even directly compete with Elizabethtown in the regional market. These communities will provide a comparison to better evaluate Elizabethtown's strengths and what can be improved upon moving forward.

The peer communities used in comparisons for Elizabethtown include Radcliff, Vine Grove, Bowling Green, Owensboro, and Henderson. Elizabethtown's demographics were also compared to Hardin County, Kentucky, and the United States. Except where noted, the following data is from 2017 ACS 5-year estimates.



The region offers many different festivals and events for Elizabethtown locals and visitors to attend.



Location of peer communities.

# **DEMOGRAPHIC ANALYSIS**

# How Is Elizabethtown Growing?

Elizabethtown's population was approximately 29,791 people in 2017. The city has seen an increase in population of about 1,260 people since 2010 (4.4%), and approximately 7,249 people since 2000 (32.2%). By 2040, Elizabethtown's population is projected to grow by an additional 6,960 people (23.4%). These projections are based on historic trends, mainly migration rates and birth/death rates and do not factor in any economic or social factors that could encourage or inhibit new growth. Although future growth is projected, the city should still work to attract new residents, as well as continuing to build infrastructure and amenities that will support the growing population.

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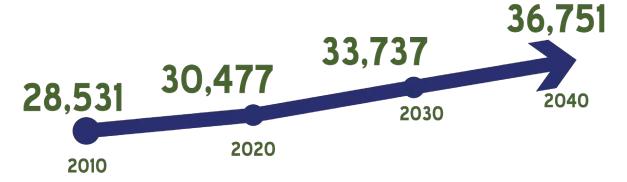
The city has grown to become a destination location for youth sports.

### 2017 Population

- United States (321,004,407)
- Kentucky (4,424,376)
- Hardin County (107,699)
- Bowling Green (64,302)
- Owensboro (58,791)
- Elizabethtown (29,791)
- Henderson (28,859)
- Radcliff (22,718)
- Vine Grove (5,793)

#### 2010 - 2017 Population Change

- Vine Grove (28.2%)
- Bowling Green (10.7%)
- Elizabethtown (4.4%)
- United States (3.9%)
- Owensboro (2.7%)
- Hardin County (2.0%)
- Kentucky (1.9%)
- Henderson (0.4%)
- Radcliff (-4.5%)



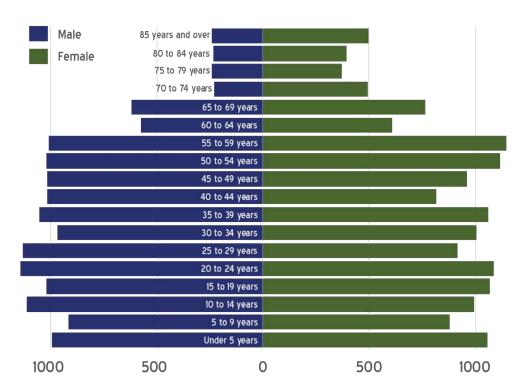
Elizabethtown's population projections show an increase in population by 2040.

# Age Groups In Elizabethtown

The median age in Elizabethtown is 36.3 years old, indicating a more balanced population that doesn't have a larger proportion of a specific age group. This is a slightly younger population when compared to most peer communities and both Kentucky and the United States. The population pyramid below identifies the age distribution for Elizabethtown grouped by gender. Based on the data defined below, over a quarter (27.0%) of the population is under the age of 20, and less than half (44.9%) of the population is over the age of 40. The smallest age group is people over the age of 65, accounting for 13.7% of Elizabethtown's population. Elizabethtown has done well at retaining or attracting younger generations, with a percentage of millennials (21%) that is higher than some of its peer communities such as Vine Grove (16.5%), Owensboro (20.1%), and Henderson (19.9%). Elizabethtown has a slightly lower population of people over the age of 70 (9.1%) than the state and nation (both 9.9%), but does hold a larger proportion of people over the age of 80.

## Median Age

- Henderson (40.0)
- Kentucky (38.6)
- Vine Grove (38.2)
- United States (37.8)
- Owensboro (37.8)
- Elizabethtown (36.3)
- Hardin County (36.1)
- Radcliff (33.8)
- Bowling Green (27.2)



Elizabethtown's population pyramid, 2017

34% 27% 25% 14% 45-64 65+

2017 POPULATION AGE GROUPS

# **DEMOGRAPHIC ANALYSIS**

#### **Educational Attainment**

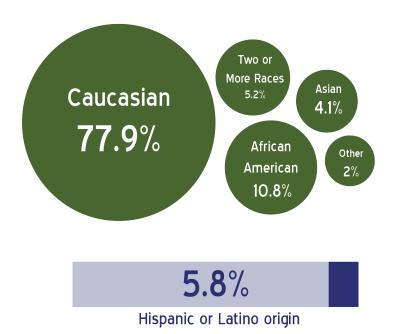
Elizabethtown population (25 years and older) who have a high school degree or higher is 90.0% and those with a bachelor's degree or higher is 28.8%. Elizabethtown exceeds most of its peer communities when comparing high school attainment and is higher than both Kentucky (85.2%) and the U.S. (87.3%). Elizabethtown (28.8%) surpasses the state (23.2%), county (23.5%) and all of its peer communities except Bowling Green (30.8%) for those holding a bachelor's degree or higher. It still slightly lags behind the national average (30.9%), indicating the need to continue to attract an educated population as well as continuing to support post-secondary schooling options for its residents.

### High School Degree or Higher

- Vine Grove (92.6%)
- Hardin County (90.3%)
- Elizabethtown (90.0%)
- Radcliff (89.6%)
- Bowling Green (88.6%)
- United States (87.3%)
- Owensboro (87.3%)
- Kentucky (85.2%)
- Henderson (83.6%)

# Racial and Ethnic Diversity

Approximately 77.9% of Elizabethtown's population is white, 10.8% is African American or black, 4.1% is Asian, 2.0% is classified as other, and 5.2% is two or more races. Although Elizabethtown's diversity is less than the national average, it is higher than some of its peer communities, and more diverse than Hardin County and Kentucky. In addition to race, 5.8% of the population is considered of Hispanic ethnicity. This is slightly higher than most peer communities and the state (3.4%), but lower than the national average (17.6%).



# Livability in Elizabethtown

The median household income in Elizabethtown is \$45,936, which is the combined income for everyone living in the household. The per capita income is \$28,477, which is calculated by adding all incomes in the city and dividing by the total population. Elizabethtown has a higher income when compared to most of its peer communities, but does fall behind Vine Grove (\$56,939), Hardin County (\$51,923), and Kentucky (\$46,535). Although incomes are comparatively higher, 15.4% of Elizabethtown's population lives below the poverty level.

There are a total of 13,605 housing units in Elizabethtown, with a median home value of \$168,700. In total, 81.6% of homes are valued over \$100,000. Elizabethtown has a higher level of renters than is typically seen with 46.7% of housing units in Elizabethtown as owner-occupied, and 53.3% as renter-occupied with a median rent of \$748 per month. Although this is vastly different from the renter-occupied percentages

#### Median Household Income

- United States (\$57,625)
- Vine Grove (\$56,939)
- Hardin County (\$51,923)
- Kentucky (\$46,535)
- Elizabethtown (\$45,936)
- Radcliff (\$44,708)
- Owensboro (\$40,146)
- Bowling Green (\$39,901)
- Henderson (\$36,274)

in Hardin County (38.4%), Kentucky (33%), and the United States (36.2%), many of the peer communities share similar high-renter statistics with Bowling Green being 60.6% renter-occupied, Radcliff being 50.2%, and Henderson at 49.6%.

Home Value for Owner-Occupied Housing Units					
Total Owner-Occupied Units	5,800				
Less than \$50,000	228	3.9%			
\$50,000 to \$99,999	846	14.6%			
\$100,000 to \$149,999	1,242	21.4%			
\$150,000 to \$199,999	1,401	24.2%			
\$200,000 to \$299,999	1,187	20.5%			
\$300,000 to \$499,999	707	12.2%			
\$500,000 to \$999,999	148	2.6%			
\$1,000,000 or more	41	0.7%			

Household Income					
Total Households	12,411				
Less than \$10,000	1,118	9.0%			
\$10,000 to \$14,999	638	5.1%			
\$25,000 to \$24,999	1,472	11.5%			
\$25,000 to \$34,999	1,607	12.9%			
\$35,000 to \$49,999	1,646	13.3%			
\$50,000 to \$74,999	2,187	17.6%			
\$75,000 to \$99,999	1,307	10.5%			
\$100,000 to \$149,999	1,532	12.3%			
\$150,000 to \$199,999	558	4.5%			
\$200,000 or more	391	3.2%			





\$45,936 Median Household Income



15.4%
Below Poverty Level

# **DEMOGRAPHIC ANALYSIS**

# Commuting

For workers 16 years and older living in Elizabethtown, 93.9% drove a car, truck, or van to work, 82.2% of those people drove alone. Out of those living in Elizabethtown, 40% commute outside of the city for work, with 16.4% working outside of the county. The average commute time for working residents is 19.7 minutes, with over a quarter of commuters needing less than 10 minutes to get to work. 3.8% of those in the workforce don't have access to a vehicle for commuting purposes.



# **Demographic Summary**

Elizabethtown is in a unique position when compared to many Kentucky communities because of its high population growth, younger population, and high educational attainment. Moving forward, the city should continue its efforts to retain and attract its population, focusing on younger generations who will continue to grow Elizabethtown's talent pool. This could involve growing the amount of affordable owner-occupied housing available in the city for young families, or providing high quality of life amenities to satisfy the needs for current and future populations. The high amount of renters in Elizabethtown could point to higher home values in an area with lower median household incomes, or be due to commuters working in Fort Knox.

The demographic snapshot also highlights a need for increased transportation options, as a quarter of the population has less than a 10 minute commute, but still tend to drive a personal vehicle alone.

Lastly, with its centralized location when compared to many of the high employment towns and regions surrounding it, the city is an optimal place to live for those looking to commute for work.

# Market Analysis

The following section provides an overview of Elizabethtown's current market conditions, including industrial employment concentration and trends, as well as occupational projections for the region. Local real estate information is also addressed, focusing on housing data, construction trends and opportunities for new development. This market overview works with other analysis to provide a base for increasing and strengthening the city's economic development strategies.



Historic downtown commercial square

#### Industrial Profile

Hardin County has a strong manufacturing presence, with a history of automobile and nonmetallic product manufacturing (transforming mined nonmetallic minerals, such as sand, gravel or clay, into finished products). This industry has been on the rise since the recession impacted over 30% of Elizabethtown's employment between January 2008 - July 2009. Elizabethtown's industrial economy can continue to grow through several prominent manufacturers and new business attraction.

# **Overall Employment Comparisons**

Based on data from the American Community Survey (ACS) for 2017, there are 13,719 persons employed within the City of Elizabethtown, compared to 47,636 persons within Hardin County. Employment within the city represents nearly one-third of County employment (29%). Based on information from the Bureau of Labor Statistics (BLS), there are roughly 1.05 persons per job. About 16% of employed individuals within the City of Elizabethtown and 18.7% within Hardin County work outside the county, along with 1.5% working outside the State of Kentucky (same for both city and county respectively). About 25.5% of those employed across the state work outside their county of residence which indicates a small impact of commuting patterns towards employment within the Elizabethtown area.

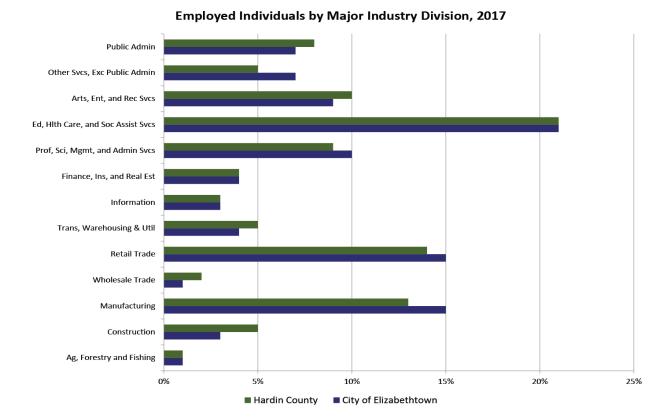
The employment by industry division between the city and county is extremely similar. While Hardin County shares the metropolitan area with LaRue and Meade Counties, Hardin is a much larger contributor to total metropolitan area employment, making up nearly three-fourths of the number of persons employed (73%).

# Hardin County Employment Trends

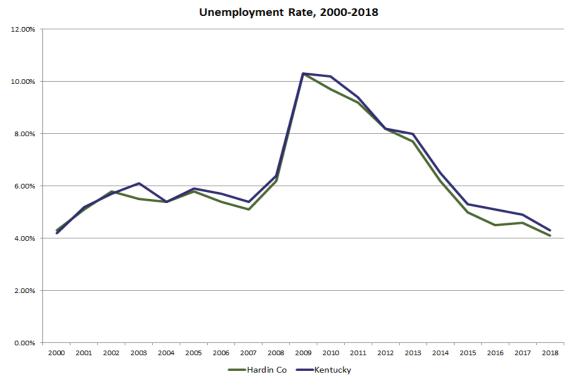
Based on data from the BLS, there are 47,675 jobs in Hardin County as of 2017. This represents an increase of 5.8% since 2012, compared to 6.4% increase at the state level, and 9.2% at the national level. The unemployment rate for the county stands at 4.1% as of 2018, slightly lower than the rate for Kentucky, which stands at 4.3% for the same time period. The chart on the following page indicates the historical trends for unemployment since 2000. The impact of the 2008-2009 recession on the local area, as well as the State of Kentucky, can clearly be seen. Since that time, unemployment rates have returned to levels achieved in the early 2000s.

Bureau of Labor Statistics. Quarterly Census of Employment and Wages (Hardin County). 1.05 person per job estimate based on total estimate of persons employed (50.463/47.675).

# MARKET ANALYSIS



In terms of major industry sectors, Education/Healthcare/Social Services, Retail Trade, and Manufacturing have the largest employment. While some industries have had modest growth since 2012, manufacturing has grown by 32% despite a decline of 2.5% from 2016 to 2017. Manufacturing is one of the higher-paying industries within the County with an average annual wage of \$59,000.<sup>2</sup>



<sup>&</sup>lt;sup>2</sup> Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Hardin County, 2017.

# **Industry Overview**

In terms of private sector employment only, one of every five jobs in Hardin County is found within Manufacturing, so while there is a concentration of manufacturing, the county is still primarily weighted towards service-producing industries. The county also has a large public sector (local, state and federal government), with more than 13,000 jobs tied to government (27.6% of all jobs in Hardin County). While local government is driven by education and health services, federal government employment is driven by national security and international affairs, influenced by the proximity of Fort Knox.

Within manufacturing, there are a few key sectors well represented in Hardin County. These include operations associated with transportation equipment manufacturing, including automobile assembly, auto parts and supplies manufacturing, and the production of utility trucks. Other key manufacturing industries include machinery and chemical manufacturing.

# Regional Concentration

In terms of concentration of employment within the county, one metric to illustrate this is through a location quotient (LQ). The location quotient is the result of dividing the percentage of local employment represented within an industry by that same percentage at the national level. A result greater than 1.0 indicates a more concentrated industry, while a result lower than 1.0 suggests a less concentrated industry. Large values in general tend to indicate industries that have a regional specialization.

The table below provides the top 10 industries within Hardin County according to the highest location quotients for all industries with employment greater than or equal to 500 jobs.

The table below indicates that, while a few of the most concentrated industries have declined in employment over the past several years, they remain a core part of the local economy and are potentially key targets for retention. Hospitals, and the health care industry in general, are likely to be in heavy demand over the next 10-15 years given the trends in population changes. Based on estimates provided by the Kentucky State Data Center, the percentage of Hardin County's population aged 65 years and older is expected to increase from 13.1% to 19.3% between 2015 and 2035, with the 70+ population doubling.<sup>3</sup>

Largest 10 Industries in Hardin County by Concentration based on Location Quotient							
(with emplo	(with employment greater than or equal to 500 jobs)						
Description	2017 Annual Average 2017 Location Que		2012-2017 Percent				
Description	Jobs	(LQ)	Change (in jobs)				
National Security and International Affairs	3,448	18.57	-9.1%				
Nonmetallic Mineral Product Manufacturing	903	6.65	23.0%				
Hospitals (Federal Government)	659	5.80	-36.6%				
Transportation Equipment Manufacturing	3,082	5.66	56.0%				
Machinery Manufacturing	1,173	3.30	32.5%				
Chemical Manufacturing	554	2.04	-6.6%				
Gasoline Stations	516	1.67	-2.3%				
General Merchandise Stores	1,696	1.64	4.8%				
Building Material and Garden Supply Stores	589	1.38	6.5%				
Motor Vehicle and Parts Dealers	904	1.36	13.1%				
Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2012 and 2017.							

<sup>3</sup> See http://ksdc.louisville.edu/data-downloads/projections/

# **Largest Industries**

In terms of the number of jobs, a few of the industries enjoying regional concentration also appear on a list of the largest industries within Hardin County. The summation of the total jobs in the table below represents nearly half (46%) of all jobs in the county (47,675) as of 2017.

Largest 10 Industries in Hardin County by Total Employment						
Description	2017 Annual Average	2017 Location Quotient	2012-2017 Percent			
Description	Jobs	(LQ)	Change (in jobs)			
Food Services and Drinking Places	4,278	1.11	14.9%			
National Security and International Affairs	3,448	18.57	-9.1%			
Transportation Equipment Manufacturing	3,082	5.66	56.0%			
Administrative and Support Services	3,041	1.06	16.3%			
General Merchandise Stores	1,696	1.64	4.8%			
Ambulatory Health Care Services	1,599	0.66	2.4%			
Professional and Technical Services	1,346	0.45	-7.8%			
Social Assistance	1,286	1.04	-2.1%			
Machinery Manufacturing	1,173	3.30	32.5%			
Credit Intermediation and Related Activities	1,054	1.20	-16.2%			
Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2012 and 2017.						

The industries that appear in the table above as the largest, in terms of jobs, are expected to grow based on occupational projections to 2026 produced by the Kentucky Center for Statistics. These estimates are produced for the larger Lincoln Trail local workforce development area.<sup>4</sup> Featured prominently on the list of occupations likely to experience openings (either through growth or retirements) include production occupations, sales and related occupations, and food preparation and service related occupations.

#### Real Estate Overview

Information from the city's 2018 Planning and Development Department Annual Report suggests that slightly less than 8% of the total construction cost for 2017/2018 was attributable to commercial building<sup>5</sup> based on average spend across those two years. The table below provides data on permit activity and construction costs across all sectors averaged between 2017 and 2018.

Building Permit Activity & Construction Costs						
Permit Type	Number of Permits	Construction Costs	Percent of Total			
(Sector)						
Residential (Incl Addition/Remodel)	184	\$19,870,574	21%			
Commercial	57	\$7,014,376	<b>7</b> %			
Office/Business	50	\$16,853,369	18%			
Industrial	15	\$22,126,826	23%			
Assembly/Church	18	\$15,996,448	17%			
All Other	68	\$13,275,791	14%			
Total	391	\$95,137,383	100%			
Source: City of Elizabethtown Department of Planning and Development						

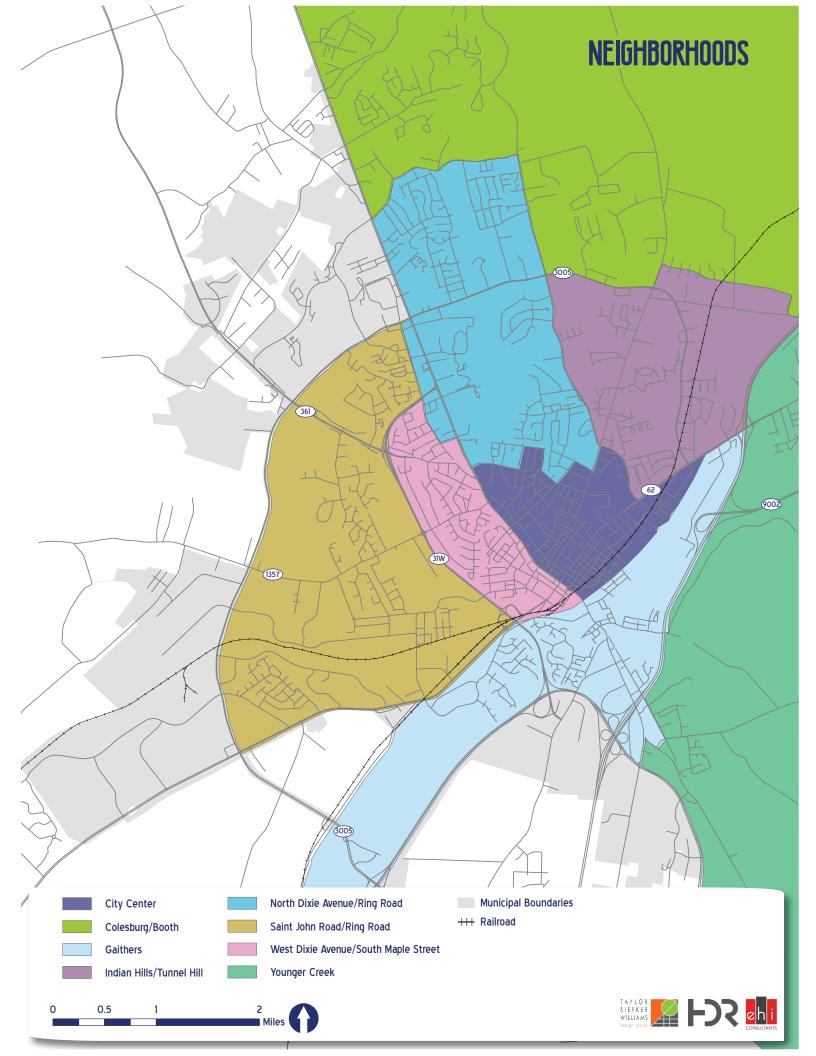
<sup>&</sup>lt;sup>4</sup> Includes the Counties of Breckinridge, Grayson, Hardin, LaRue, Marion, Meade, Nelson, and Washington.

<sup>&</sup>lt;sup>5</sup> Based on City of Elizabethtown, 2018 Annual Report: Planning and Development Department, page 2, Building Permit Activity (2017/2018).

Regarding residential real estate conditions, housing in Elizabethtown is generally more expensive than other cities of similar population in Kentucky, though less than the U.S. average. To provide a general sense of the development patterns that make up the area, the following from Neighborhood Scout provides a broad overview of general areas of development in Elizabethtown<sup>6</sup>:

- North Dixie Avenue/Ring Road: This area is located directly north of the core business district. North Dixie Avenue/Ring Road real estate is primarily made up of medium sized (three or four bedroom) to small (studio to two bedroom) singlefamily homes and apartment complexes. Residences in the North Dixie Avenue/Ring Road neighborhood were generally built between 1970 and 1999. A large group of residences were also built between 2000 and the present.
- South of Radcliff: This area lies on the outer core of Elizabethtown west of North Dixie Avenue/Ring Road, between Patriot Parkway (361) and North Dixie Avenue. This area consists of a mix of zoning including commercial, residential (both highdensity and mixed, urban and suburban), as well as future planned zoning set aside for expansion. The area also boasts some of the highest priced real estate, represented by the Magnolia Farms subdivision.
- **Colesburg/Booth**: Colesburg/Booth is located north of the core business district, and the real estate is primarily made up of medium sized (three or four bedroom) to large (four, five or more bedroom) single-family homes and apartment complexes. Most of the residential real estate is owner occupied. Many of the residences in the Colesburg/Booth neighborhood were built between 1970 and 1999. Additional residences were built between 2000 and the present.
- Indian Hills/Tunnel Hill: This area is located north/north-east of the core business district. Indian Hills/Tunnel Hill real estate is primarily made up of small (studio to two bedroom) to medium sized (three or four bedroom) apartment complexes and single-family homes. Most of the residential real estate is renter occupied. Many of the residences in the Indian Hills/Tunnel Hill neighborhood were built between 1970 and 1999. More were built between 2000 and the present.
- Saint John Road/Ring Road: This area is located directly west of the core business district. Saint John Road/Ring Road real estate is primarily made up of medium sized (three or four bedroom) to small (studio to two bedroom) single-family homes and apartment complexes. Many of the residences in the Saint John Road/Ring Road neighborhood were built between 1970 and 1999. Other residences were built in a spurt between 2000 and the present.
- Younger Creek: This neighborhood is located directly east of the core business district. Younger Creek real estate is primarily made up of medium sized (three or four bedroom) to large (four, five or more bedroom) single-family homes and mobile homes. Most of the residential real estate is owner occupied. Many of the residences in the Younger Creek neighborhood were built between 1970 and 1999. Additional residences were also built between 2000 and the present.
- West Dixie Avenue/South Maple Street: Both of these streets straddle the core business district, extending west and north. The area's real estate is primarily made up of small (studio to two bedroom) to medium sized (three or four bedroom) single-family homes and apartment complexes. Residences in the West Dixie Avenue/South Maple Street neighborhood were built between 1970 and 1999. A number of residences were built prior, between 1940 and 1969.
- City Center/Core Business District: Real estate in the City Center is primarily made up of small (studio to two bedroom) to medium sized (three or four bedroom) single-family homes and apartment complexes. Many of the residences in the City Center neighborhood were built between 1940 and 1969. Another large group was also built between 1970 and 1999.
- Gaithers: Located directly south of the core business district and extending from southwest to northeast, Gaithers real estate is primarily made up of medium sized (three or four bedroom) to small (studio to two bedroom) single-family homes and small apartment buildings. Many of the residences in the Gaithers neighborhood are newer, built in 2000 or more recently, but a number of residences were also built between 1970 and 1999.

<sup>&</sup>lt;sup>6</sup> As defined by Neighborhood Scout.



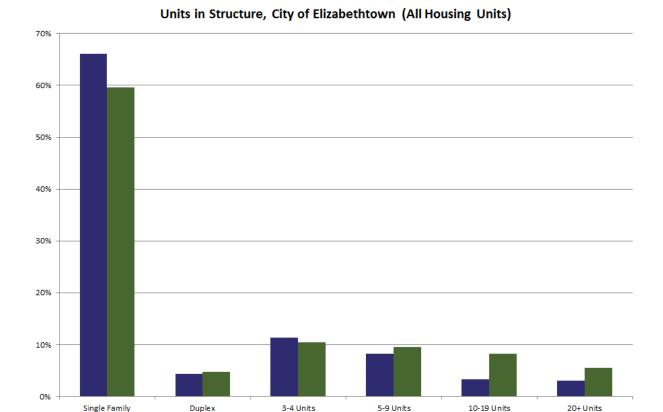
# Hardin County Housing Analysis

Based on estimates from the ACS (2013-2017), the City of Elizabethtown consists of approximately 13,600 total housing units, 91.2% of which are occupied. This is a higher occupancy rate than that of the county (89%), metropolitan area (88.5%), and state (87.8%). Most housing units within the city are single-family, 1-unit, detached (56.1%), though this is lower than the county (65%).

# Housing Stock by Structure Type

In recent years, there has been a significant increase in the percentage of multi-unit housing within the city, with the largest increase taking place among structures with 10-19 units. The chart below provides an indication of the change in percent of structures by the number of units, not including mobile homes (which have declined from 3.7% to 2.6% over the years studied). The graph below includes all housing units within the City of Elizabethtown, regardless of whether they are occupied or vacant.

It should be noted that the data presented in the graph is based on construction already in place, not necessarily new structures. Additional data suggests the City of Elizabethtown is shifting to increased development of multi-family housing. For instance, 15% and 23% of all housing units are small apartment buildings and apartment complexes, respectively, in the City of Elizabethtown. Comparable data for the State of Kentucky indicates statewide these percentages are 7% and 11% for small apartment buildings and apartment complexes.



■ 2008-2012 ■ 2013-2017

<sup>&</sup>lt;sup>7</sup> Source: Neighborhood Scout; Elizabethtown and Kentucky

An examination of building permit data also validates these trends, with 2010 and 2011 experiencing a large increase in multifamily activity. As the table below indicates, activity on multi-family housing has declined rapidly since the burst of activity indicated in the early 2010s, when nearly three units of multi-family were started for every single-family unit. Regarding the unincorporated area of Hardin County, it should be noted that there have been no multi-family units constructed over this same time period.

Building Permits by Single or Multi Family, 2010-2017, City of Elizabethtown									
	Single Family		Multi-Family		Duplex	Apt	Apt (5+)		
Year								(3-4)	
Teal	Num of	Pct	Value	Num of	Pct	Value	Num of	Num of	Num of
	Units		(MM)	Units		(MM)	Units	Units	Units
2010	155	39.1%	\$17.5	241	60.9%	\$13.8	22	7	212
2011	53	15.9%	\$8.4	280	84.1%	\$10.7	6	24	250
2012	44	18.0%	\$7.6	200	82.0%	\$5.4	0	60	140
2013	76	56.7%	\$10.5	58	43.3%	\$2.4	2	0	56
2014	60	32.3%	\$9.0	126	67.7%	\$3.8	0	0	126
2015	43	75.4%	\$5.8	14	24.6%	\$1.4	14	0	0
2016	56	43.4%	\$7.3	73	56.6%	\$4.9	4	0	69
2017	75	51.7%	\$12.0	70	48.3%	\$6.3	50	20	0
Source: IRS, Statistics of Income Division, Individual Master File System, Published Aug 2018									

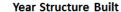
# **Housing Tenure**

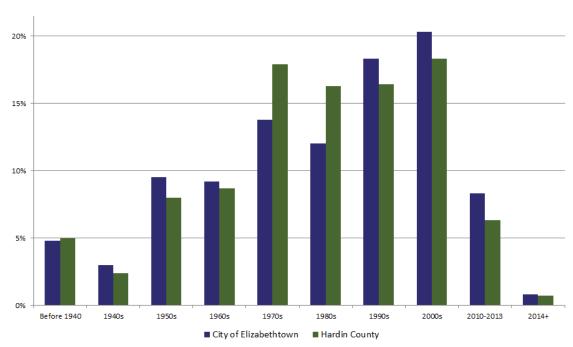
Of the approximate 12,400 occupied housing units within the City of Elizabethtown, 47% are owner-occupied with 53% renter-occupied, as of the latest data available from the U.S. Census.<sup>8</sup> This represents a significant shift from the time period 2008-2012, when the owner/renter split was essentially reversed (53% owner-occupied and 47% renter-occupied between 2008-2012). The level of owner-occupied housing in Elizabethtown (47%) is much lower than the state (62%), Hardin County (65%), and the larger metropolitan area (67%). Vacancy rates among owned properties (homes) are much lower than that of rented properties – 1.6% compared to 6%. These differences are generally comparable to activity at the county, metro, and state levels, with relatively minor changes over the time period 2008-2017.

# Housing Stock by Age

An understanding of the distribution of housing by age provides insights into the extent to which housing in the area may need rehabilitation. There are relatively few housing units in either Elizabethtown (or Hardin County) that were built earlier than 1940, particularly when compared with the state, where 10% of homes match that characteristic. The graph at the top of the next page also indicates the periods that experienced an increase in housing; in Elizabethtown, this is observed in the 1990s and 2000s. Compared to Hardin County, the housing stock in Elizabethtown is slightly younger. This is also indicated by comparing the median year housing units were built, which is 1988 for Elizabethtown, 1985 for Hardin County, and 1979 for Kentucky.<sup>8</sup>

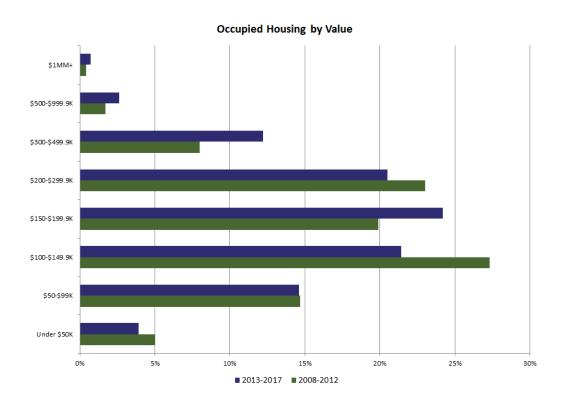
<sup>&</sup>lt;sup>8</sup> U.S. Census Bureau. American Community Survey 2013-2017. 5-Year Estimates.





# Occupied Housing by Value

In terms of housing value, calculated for occupied housing units only, the largest percentage of homes in the City of Elizabethtown fall in the \$150,000-\$199,999 range (24.2%). The median value of homes in Elizabethtown is \$168,700, significantly higher than those within Hardin County overall, \$148,000, as well as cities in Kentucky with similar population.<sup>9</sup>



<sup>&</sup>lt;sup>9</sup> Ibid., Florence: \$142,800; Henderson: \$109,900; Hopkinsville: \$113,000; Nicholasville: \$139,700.

# Cost of Living: Tax Burden

Based on data from the Internal Revenue Service, the table below provides information associated with relative tax burdens for individuals/households in Hardin County.<sup>10</sup> Estimates in the table represent the per capita tax burden based on tax year 2016.<sup>11</sup>

Table 5: 2016 Tax Per Capita (Return) Amounts, Hardin County & State of Kentucky						
Tax Category	Hardin County	State of Kentucky				
State and Local Income Taxes	\$6,257	\$8,403				
State and Local General Sales Taxes	\$1,093	\$990				
Real Estate Taxes         \$2,073         \$2,488						
Personal Property Taxes \$452 \$432						
Source: IRS, Statistics of Income Division, Individual Master File System, Published Aug 2018						

# **Future Opportunities**

The City of Elizabethtown and its surrounding areas provide a good level of amenities for households and families settling into the area as well as local businesses. The area boasts a number of attractions for arts, recreation, shopping and dining. In addition, its central location to multiple modes of transportation provides easy access for businesses seeking to trade with areas of the Midwest and eastern parts of the United States. Its close proximity to the Louisville International Airport, in addition to the Elizabethtown regional airport, offers a gateway to international and regional flights. With a modest cost of living, excellent schools and training opportunities, the area can support a growing workforce.

The area's proximity to Fort Knox provides a positive impact to the local economy and local spending. Within the industrial/manufacturing space, several area clusters have grown to provide a base of export-oriented employment, with higher than average wages, and add diversity to the local economy. Employers added over \$1 billion in capital investments for the region from 2017-2018. Competitive utility costs also provide a competitive advantage to local employers.

There are a few potential areas of increased opportunity for the region. One includes recent growth in the tourism industry, as a recent study has suggested the impact to the local economy injected 282 million dollars in local direct spending to Hardin County in 2018, a 4.1% increase since 2017.<sup>12</sup> The same study indicated that tourism supported close to 3.700 jobs, many of which are found in Elizabethtown. Another opportunity, in addition to a challenge, is the growth in the elderly population and its impact on health care as a growing regional asset. This signifies the importance of providing increased services to the area as the population continues to age.

<sup>10</sup> Information not available at the city level.

Per capita is based on the total dollar amount divided by number of returns associated with each tax category.

Fer Capita is Dase United citical durial annount divided by number of feturis associated with each day category.

http://www.thenewsenterprise.com/news/local/tourism-economic-impact-numbers-on-rise-for-country/article c-004db9f-dab5-54a7-a6a0-92cc8108665c.html?utm medium-social&utm source=twitter&utm campaign=user-share

# **Physical Conditions**

The following section provides an overview of Elizabethtown's current physical conditions, including land use, transportation, and utilities. Understanding current physical conditions allows planners and city officials to begin finding gaps in service, or where specific areas of a city are experiencing more challenges than others. This information helps to evaluate and plan for the physical needs of the city and its residents.



Kayakers on Freeman Lake

### **Current Land Use**

It is important to look at land use patterns in Elizabethtown because they give a clearer picture of what type of growth is occurring, and where new growth might be needed in the future. Analyzing existing patterns while determining future needs allows for compatible land uses and a focus on redevelopment.

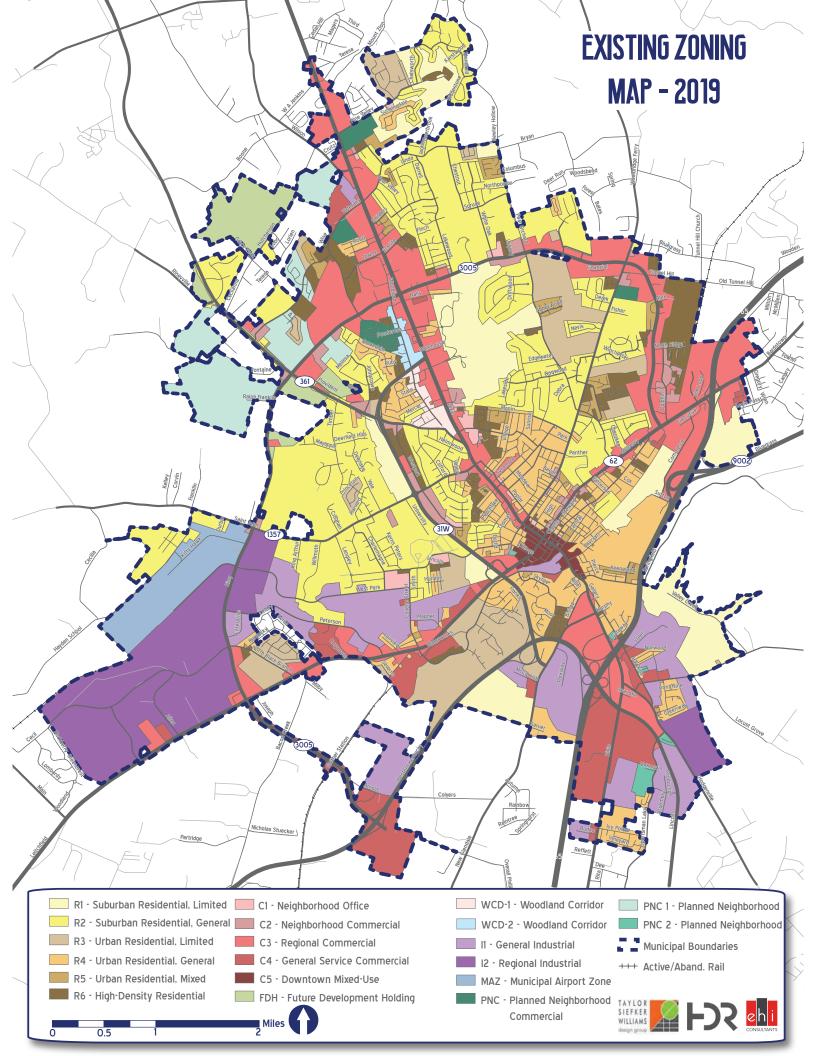
U.S. 31 West acts as the spine for the city, enabling travel from the northern to southern edges of the city. The road also acts as a commercial corridor, with retail and office spaces along its entire length and larger commercial areas at both ends of the city. There are also heavy commercial uses around both I-65 interchanges on the east and south sides of the city.

Many of the industrial land uses are located at the southern end of Elizabethtown. Industrial development stretches from the airport, to the areas east of the I-65/Western Kentucky Parkway interchange.

Many of the older residential developments are concentrated near downtown with higher densities and grid streets. New residential development is occurring further from the city's core and at lower densities.

# Zoning

Elizabethtown currently uses 21 separate zoning types. In general, these can be grouped into residential, commercial, industrial and agriculture (although there is currently nothing zoned as agriculture). The following pages show zoning districts broken down by categories within the city limits, giving an idea on how much land is currently under each zoning designation.



#### ■ R1 - Suburban Residential, Limited

Provides areas for low-density, single-family residential land use and is focused on areas that are environmentally sensitive or areas with an absence of adequate infrastructure. It is typically used further away from the city core and can have uses such as golf courses and non-intensive agriculture.

#### R2 - Suburban Residential, General

Provides areas for single-family residential land uses, also including low-density recreational uses and non-intensive agriculture uses.

#### R3/R4/R5 - Urban Residential, Limited/General /Mixed

These zones provide moderate to high-density single-family and two-family residential land uses on smaller lots than permitted in R1 and R2 residential districts. They are areas for transitioning from residential to other low-density, non-residential zoning types, typically close to the city core.

#### R6 - High-Density Residential

Provides areas for single-family, two-family, and multi-family residences at the highest allowed density, and are primarily applied to areas with accessibility to existing infrastructure and similar development patterns. They can also hold community centers such as YMCA's and senior centers (as a conditional use).

#### C1 - Neighborhood Office

Provides areas primarily for professional office use and should act as a buffer between more intense business districts and residential neighborhoods. The district also permits small commercial establishments and community venues such as libraries and museums.

#### C2 - Neighborhood Commercial

Intended for neighborhoods that hold a combination of convenience good stores, professional services, offices, and other similar uses. These districts allow for small shopping centers, but usually are intended for businesses that do not require large amounts of daily traffic.

#### C3 - Regional Commercial

Designed for areas with businesses that require high volumes of traffic necessary for their operation. They are commonly retail and other economically driven uses that can serve daily needs of the community and region, such as grocery stores, shopping centers, and big box stores.

#### C4 - General Service Commercial

This district is designed for areas similar to regional commercial, but with uses than tend to create dust, noise, odors, or visible outdoor storage. They are placed in areas with adequate infrastructure but are less visible from main thoroughfares.

#### C5 - Downtown Mixed-Use

This district provides areas for mixed residential and commercial uses that are conducive to creating a development pattern that is historically associated with a downtown central business district. They are intended to protect the historic character of the downtown, while providing uses cohesive to future growth and development.

# PHYSICAL CONDITIONS

#### II - General Industrial

Provides districts for light-industrial areas of manufacturing and related uses that generate few, if any, off-site impacts. They are encouraged to develop in a campus-like atmosphere that allows for collaboration between businesses of similar type.

#### I2 - Regional Industrial

This district is comprised of manufacturing and related uses with potential off site impacts such as noise, traffic, dust and odors, due to processes or size. This zone is primarily assigned to areas with the highest level of infrastructure and of sufficient size. They can often include industrial parks.

#### FDH - Future Development Holding

This zoning is put in place in areas where future development is limited due to inadequate infrastructure such as water, sewer, or roads. FDH is not a permanent zone, but is put in place to limit new development until adequate infrastructure can be installed. Existing and accessory structures are allowed to expand.

#### ■ WCD-1/WCD-2 - Woodland Corridor

The WCD is a special district in place to regulate the Woodland Drive Corridor by providing additional protection and flexibility not found in conventional zoning. The district is intended to promote the objectives of the Woodland Corridor Plan, with an emphasis on housing and medical facilities.

#### MAZ - Municipal Airport Zone

This district is created for the purpose of ensuring property used for and located around airfields is used in a manner compatible with general aviation and aircraft operations. The district also provides for uses that might benefit from close proximity to the airport.

#### PNC - Planned Neighborhood Commercial

This is a mixed-use district that is primarily commercial but also allows a variety of single and multi-family residential uses. Density bonuses are available for the provision of some site amenities.

#### PNR 1 - Planned Neighborhood Residential 1

This is a mixed-use district that is primarily residential with limited service and retail uses that serve the needs of the local population. Density bonuses are available for the provision of some site amenities.

#### PNR 2 - Planned Neighborhood Residential 2

This district permits manufactured housing developments and customary accessory uses.

#### AGB - Agri-Business Zone

This zone is intended to allow for a mix of uses, both residential and commercial. It encourages agricultural business uses to develop in a rural setting within corporate limits, helping promote small-family agricultural businesses in the community.

# Highway Network and Traffic Flow

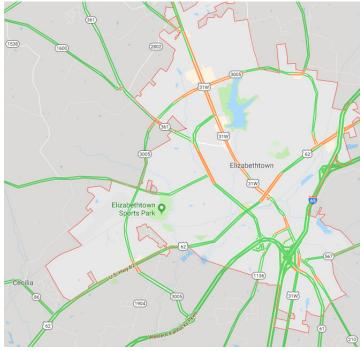
Elizabethtown has excellent regional transportation connections, with three freeways and several major arterials serving the city. The map on the next page shows the major highways and traffic volumes.

- Interstate 65 runs north-south on the east side of town. It connects to Louisville and Nashville and carries between 40,000 and 60,000 vehicles per day (vpd) depending on the location.
- Bluegrass Parkway runs to/from the east and carries approximately 13,000 vpd.
- Western Kentucky Parkway runs to/from the west and carries 13,000 to 18,000 vpd.
- Other Major Regional Highways: U.S. 31W runs north-south and connects to Fort Knox in the north. U.S. 62 runs east-west paralleling the parkways. KY 61 connects to Hodgenville to the southeast.

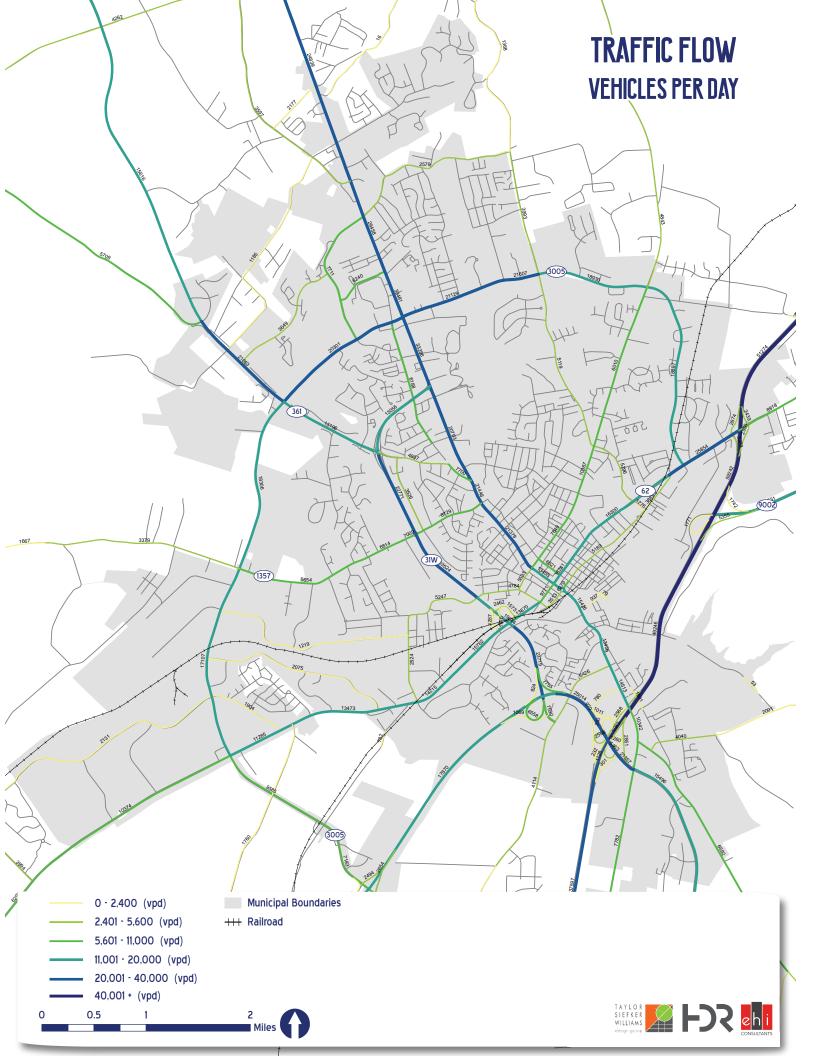
The local system includes several key arterials and connections. It is generally a hub and spoke layout with many roads leading into the core area.

- U.S. 31W is the north-south spine through Elizabethtown carrying 13,500 to 32,500 vpd north of downtown and 9,000 to 15,500 vpd south of downtown.
- U.S. 31 W Bypass provides a west bypass around downtown and carries 22,500 to 23,500 vpd.
- Ring Road (KY 3005) runs from the northeast to the southeast carrying 7,500 to 21,000 vpd.

Many of the highways in Elizabethtown operate well with little congestion; however, there are some that become congested especially during the middle of the day and during the afternoon peak. Some of these streets include U.S. 31W from downtown north as well as portions of the U.S. 31W Bypass including the Bypass interchanges. U.S. 62 east of town, including the I-65 interchange, also becomes congested during peak times. There are also congested sections on U.S. 31W south of town and on Ring Road. The image below shows congested streets at 4:50 PM on a typical Thursday.

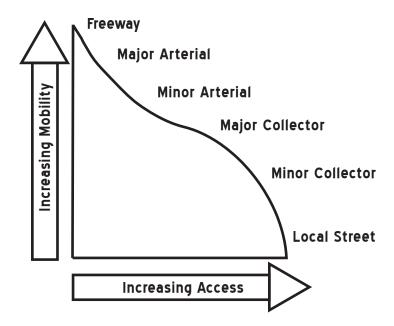


Street congestion found through Waze data

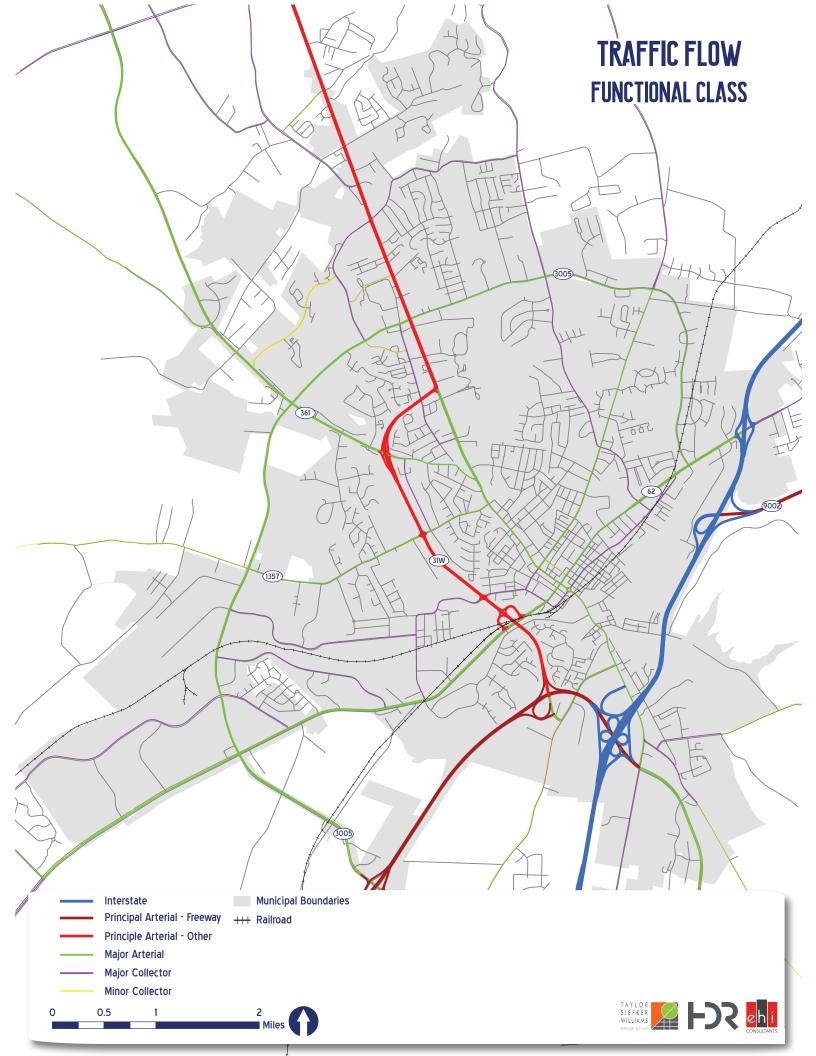


# **Highway Functional Class**

Streets and highways are often classified by their function, separating them into groups based on whether they primarily provide land access or mobility or a combination of the two (see image below). The KYTC divides roads into seven functional classification categories, with interstates emphasizing mobility and local roads emphasizing property access. The map to the right shows the functional classifications for roadways in Elizabethtown.



- Interstates Comprise the National System of Interstate and Defense Highways
- Other Freeways & Expressways Consist of other (non-Interstate) limited access highways
- Other Principal Arterials Provide a high level of mobility for statewide travel and/or serve major activity centers and the longest trip demands within urban areas
- Minor Arterials Serve trips of moderate length to smaller geographic areas
- · Major Collectors Distribute and channel trips between the lower classifications and arterials
- Minor Collectors Distribute and channel trips between Local Roads and higher classifications
- Local Roads Primarily provide access to adjacent land but are not intended for long distance travel



# Vehicular Safety

There were approximately 8,000 vehicular crashes in Elizabethtown between 2014 and 2018. The highest density of crashes was concentrated on U.S. 31W (North Dixie Avenue) between Ring Road and Pear Orchard Road NW as shown on the map on the next page. There are other crash hotspots at major intersections around the city. There were 19 fatal crashes during the five year period. Five of these were on Ring Road and four were on U.S. 31W (East Dixie Avenue), with the rest disbursed around the city. There was a high rate of severe injury crashes at the U.S. 31W (North Dixie Avenue)/Ring Road and U.S. 31W (East Dixie Avenue)/New Glendale Road intersections.

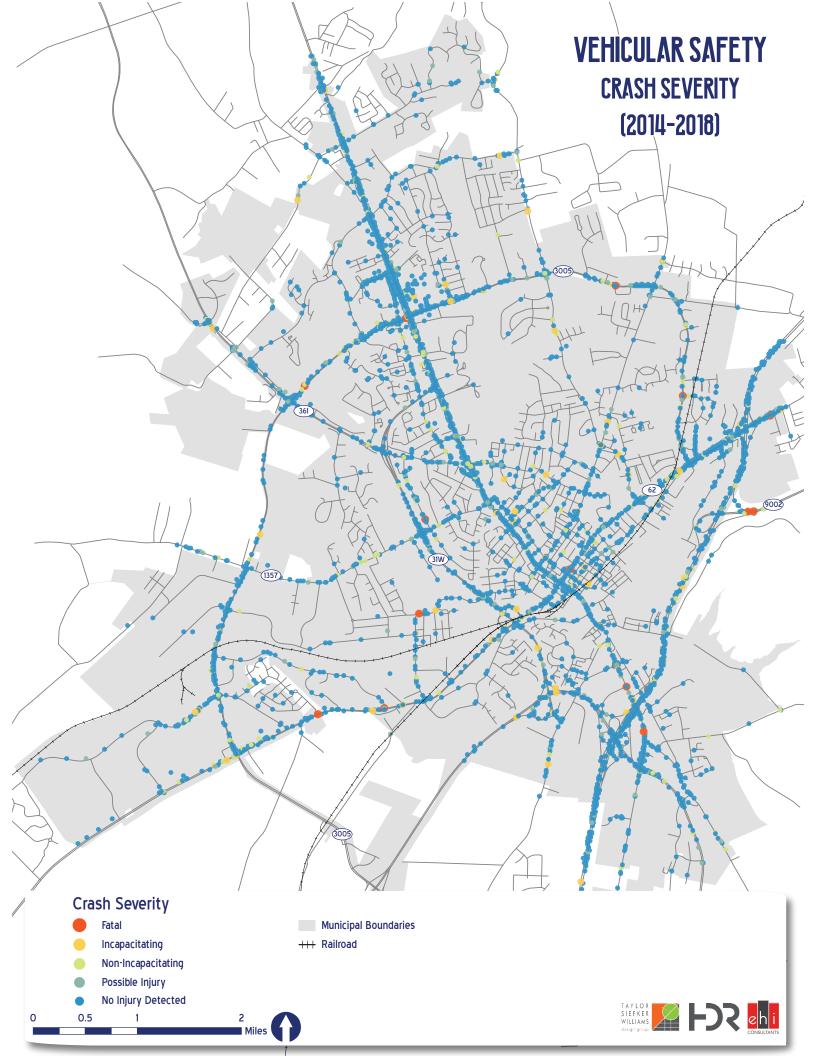
The KYTC, together with the Kentucky Transportation Center at the University of Kentucky, has developed a screening tool to assess safety for roadways and intersections statewide. The tool uses Kentucky specific crash prediction equations and historical crash data. The tool provides a measure called Excess Expected Crashes (EEC), where a positive value indicates that there are more crashes than would normally be predicted. The map on page 288 shows the EEC map for Elizabethtown.

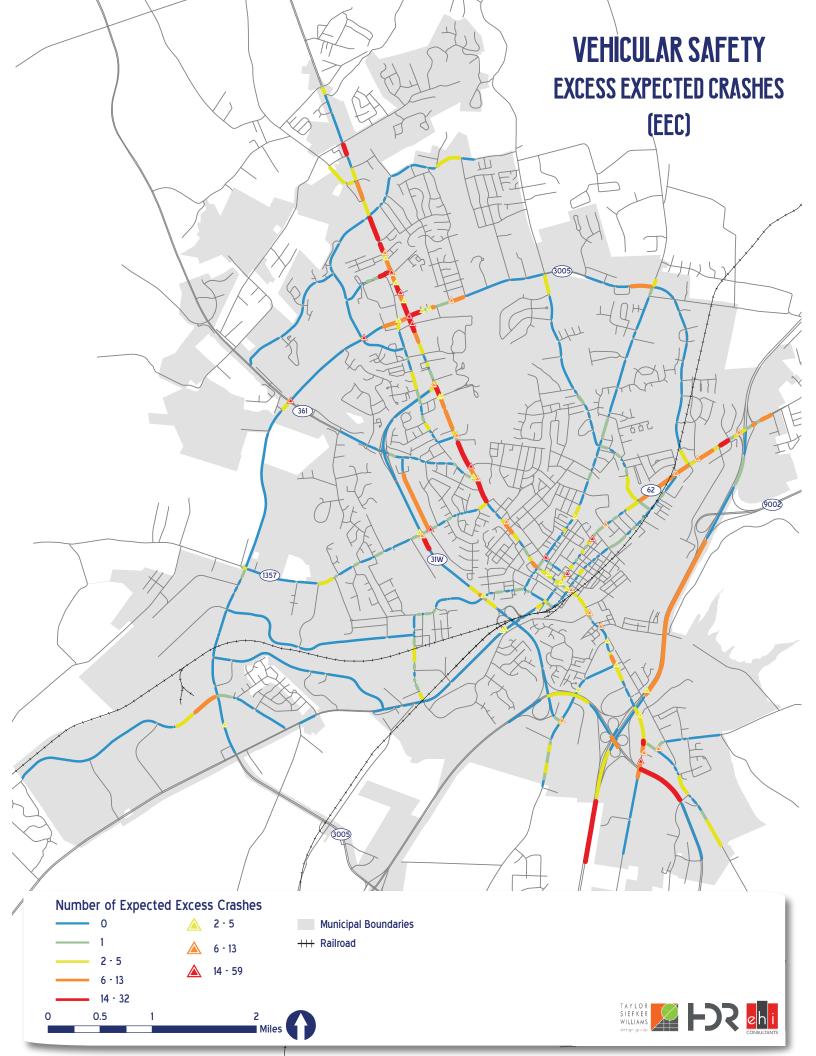
A review of the EEC values for Elizabethtown shows that the intersections perform well and have fewer crashes than might be expected, but the roadway segments have more crashes than might be expected. Overall, the tool indicates that Elizabethtown has experienced fewer crashes than predicted by the screening tool. This is a positive finding for the community. Of the dozen intersections with high EEC values, four are clustered on a half-mile stretch of North Dixie Avenue near Ring Road. North Dixie Avenue has a high rate of excessive crashes between Pear Orchard Road NW and Saint John Road.

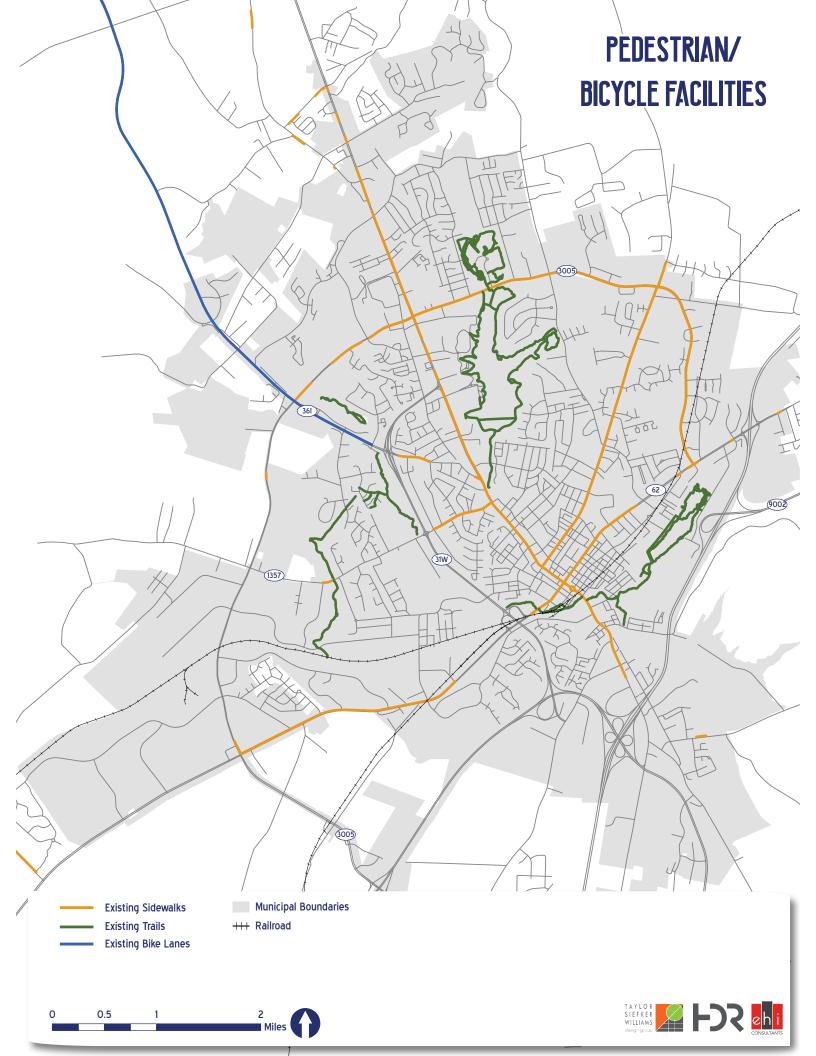
# Pedestrian / Bicycle Safety and Facilities

There were 68 pedestrian involved crashes and 14 bicycle involved crashes between 2014 and 2018, including four fatal pedestrian crashes. All four of the fatal pedestrian crashes occurred on a 3/4th mile stretch of East Dixie Avenue near I-65 where sidewalk coverage is limited. Two took place at New Glendale Road.

There is good sidewalk connectivity in the downtown area. Higher volume streets in the eastern portion of the city have good sidewalk coverage and connectivity. Elizabethtown also provides 21 miles of noncontiguous trails that circle local lakes and meander through forested areas. The only bike lane in the city is a seven-mile route that runs north of Elizabethtown and terminates at the U.S. 31W Bypass. The map on page 289 shows the pedestrian and bicycle facilities in the city.







# Freight - Truck, Rails, Air

I-65 is part of the National Highway Freight Network. Kentucky has identified Bluegrass Parkway. Western Kentucky Parkway. and all but two of the arterials in Elizabethtown as part of the State Freight Network. Based on freight volumes, trucks predominantly use I-65, Bluegrass Parkway, and Western Kentucky Parkway to move through the region, mostly avoiding the city. Much of the freight activity that is generated in Elizabethtown accesses I-65 via the U.S. 31W Bypass, Ring Road, U.S. 62, or the Western Kentucky Parkway.

There are approximately 11 miles of active freight rail line in Elizabethtown. The lines run through the southern portion of the city and are mainly operated by CSX Transportation as a mainline route. There are ten at grade rail crossings, including crossings of U.S. 31W (East Dixie Avenue) south of downtown.

The Elizabeth Regional Airport is located near the western border of the city past Ring Road. It is a Class 2 airport that supports general aviation and military operations.

# Public Transportation - Transit Authority of Central Kentucky (TACK)

TACK is the transit provider for the Radcliff/Elizabethtown Metropolitan Region. The operator provides door-to-door, non-emergency transportation to the general public and charges \$1.25 per mile. It organizes Senior Days and Veterans trips at reduced rates. The service requires booking a trip the day before with the agency directly and only runs 8:00 a.m. to 5:00 p.m. The agency also provides a van pool to Fort Knox. TACK coordinates two park-and-rides for van pool riders. Participants pay \$150 a month.

# **Physical Conditions Summary**

Elizabethtown has a number of major highways and interstates passing through it, bringing large amounts of visitors and traffic. These highways are also the locations of the city's major commercial and industrial land uses, with residential, recreational, and additional commercial uses filling the gaps in between. Future planning and recommendations should emphasize the connection between land uses, transportation systems, utilities and other systems within the city to create development that is compatible, effective and sustainable for future generations.



# ENVISION ELIZABETHTOWN 2040 COMPREHENSIVE PLAN