

# Allegheny County Economic Development Plan



M O T I O N

By motion duly carried of the Board of County Commissioners of Allegany County, Maryland, the following action was authorized as part of the Action Agenda for the August 1, 2013, public meeting:

Authorize the Board of County Commissioners of Allegany County, Maryland, to adopt the 2012 Allegany County Economic Development Plan.

VOTE:

Yes  
MWM

yes  
CVB

Yes  
WRV

Board of County Commissioners of Allegany County, Maryland

C E R T I F I C A T I O N

I, David A. Eberly, County Administrator and Clerk to the Board of County Commissioners of Allegany County, Maryland, hereby certify that the above action of the Commissioners is a part of the formal, written record of the public meeting held on the 1st day of August 2013.

By:



David A. Eberly, County Administrator

S E A L

# ECONOMIC DEVELOPMENT PLAN 2012

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# Department of Economic and Community Development Allegany County, Maryland

- Strategic Planning
- Project Financing and Administration
- Enterprise Zone Administration
- Natural Resources Development
- Infrastructure Planning
- Grants and Special Projects
- Marketing/Prospect Development
- Business Development
- Facility Management
- Business Retention
- GIS/Mapping
- Environmental Analysis
- Economic Analysis
- Special Events

**The Allegany County Department of Economic and Community Development is dedicated to job creation, business growth, small business development and industry diversification through business retention and expansion, infrastructure development and housing, workforce development, and offering a unique range of facility options for a wide array of business ventures including: advanced manufacturing, traditional industries, entrepreneurial development, information technology and tourism.**

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# INTRODUCTION

*A “plan” is a guiding document used by a group of individuals to complete a mission. It can contain many elements and is used to build consensus among those who rely on it to set a course of action for a defined period of time.*

The *2012 Allegany County Economic Development Plan* is a product of two years of planning, strategy development, asset mapping, and land use inventorying for future development potential in Allegany County and sets a direction for the Allegany County Department of Economic and Community Development for the next five to eight years.

As you read this document note that it is separated into two distinct sections: Strategy Element and Asset/Land Use Element. The Strategy Element outlines the vision, goals, objectives, and outcomes for the department to carry out its mission into the future. The Asset/Land Use Element looks at existing and future land use potential to guide in planning for future development in the County. This section will also be the basis for Allegany County’s *Comprehensive Plan – Economic Development Element*, which will be finalized in 2013.

Our path to success can change based on many external, as well as internal, forces. What we can control is planning and working towards goals that create success for our future. This document will play an important role in achieving that success.

# **ALLEGANY COUNTY DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT ECONOMIC DEVELOPMENT PLAN 2012**

Allegheny County has maintained an aggressive program of economic development for nearly a quarter of a century. The County has made substantial progress in diversifying the economy and investing in infrastructure to support new business sectors. However, like with any aspect of the business cycle, the County's program is changing to meet new challenges and take advantage of new opportunities. The County has developed a new emphasis on those industry sectors, companies and jobs that pay higher salaries/wages, but require higher skills. Low skill, low wage employment, regardless of the number of jobs, does not provide the financial resources for families or for the community.

## **HISTORY**

***The 1800s into the Early 1900s:*** In the 1800s and 1900s, Allegheny County was at the forefront of transportation development in the United States. In 1811, construction of a National Road began in Cumberland, Maryland, with the intent to further develop a gateway to the west and was one of the first major improved highways to be built by the Federal government. In later years, much of the same alignments would be followed by US Route 40 and Interstate 68, thus the Interstate's designation as the "National Freeway". The National Road served as the United States' sole transportation route from the Baltimore Harbor to the Ohio River. The National Road and the expansion of the country's railroad system provided the transportation infrastructure to foster coal-mining operations in the County — predominantly in George's Creek. Likewise, the railroad industry had a tremendous impact on the development and economy of Cumberland, beginning with the arrival of the B&O Railroad in 1842. The B&O was the first of five railroads that would pass through Cumberland by the 1890s, that collectively employed more than 2,000 people. The railroads transported finished goods from factories in the east to the west and agricultural products, steel and coal, from the west to the eastern cities. The County's economy was primarily extraction and trade from the turn of the century and into the 1920s. During this time and leading into the industrialization period, Allegheny County's population doubled. This signified Allegheny County's "heyday" as a population center in Western Maryland.

***Industrialization & Post-Industrialization:*** During the United States industrialization period, Allegheny County's population and workforce remained stable. Manufacturing and coal mining operations provided the majority of the employment opportunities in the County. Major manufacturing companies sustained the economy of the County during the period and included the Big Savage Firebrick Company, the Empire Firebrick Company, the West Virginia Pulp and Paper Company (Westvaco), Celanese, Kelly-Springfield Tire Company, Allegheny Ballistics Laboratory, and Pittsburgh Plate Glass. The firebrick companies once employed nearly 1,000 men from the northwestern part of the County. However, the Depression claimed the Empire Firebrick Company in 1929 and a subsequent, reorganized company of the Big Savage Firebrick Company (Mt. Savage Firebrick Company) employs just 45 men today. The Celanese plant

employed over 2,000 employees in the 1920s and grew the site over the next six decades into 34 separate buildings that employed nearly 10,000 during peak years in the early 1950s. However, after the Korean War, new innovations in the textile industry, low demand for the Amcelle plant products overseas, and a lack of successful diversification by the Amcelle plant caused the workforce to slowly dwindle down to less than 1,000 by 1981 and the Celanese plant was subsequently closed in 1983. In late 1993, the 300-acre site was acquired by the State of Maryland and the Western Correctional Institution (WCI), a multi-level security prison, was constructed on 160 acres and opened in 1996. In 2003, the State of Maryland constructed the North Branch Correctional Institution adjacent to WCI, a state-of-the-art technology maximum security prison. Combined, both prisons house over 3,000 inmates and provide over 1,060 recession-proof jobs that support the local economy. The Westvaco Paper Company, now known as NewPage, started business as the West Virginia Paper and Pulp Company in 1888 with 60 men. Within two decades, the mill provided employment for over 1,000 people. Despite employment declines over the last decade, the NewPage mill still employs over 970 people and remains one of the last major industries introduced to Allegany County prior to the 1960s. The first tire was made at Kelly-Springfield in 1921 and the company employed nearly 1,700 people during the 1920s and 1930s. The Kelly-Springfield Tire Plant was also converted into a major ammunition manufacturing plant during World War II with nearly 5,000 men and women working at the Plant and a nearby materials storage location on land purchased by the US Army. The storage location became the future site for the Allegany Ballistics Laboratory. During the mid-1970s, Kelly-Springfield employed a peak of over 3,000 people. Just ten years later, the workforce was reduced to less than 1,200 people and the doors were finally closed in 1987. The Kelly-Springfield site now contains Allegany County government offices, the County Roads main garage, and nearly a dozen small businesses of the Riverside Industrial Park. All told, the Industrial Park represents nearly 800 county jobs.

The Pittsburgh Plate Glass Company (PPG), Works Number 7 facility was constructed in 1953 by the Pittsburgh Plate Glass Company during post World War prosperity for the company. The 525,000 square foot Number 7 Plant manufactured plate glass in Cumberland from 1953 to 1981 and employed between 550 to 800 employees over three decades. In 1981, the Number 7 manufacturing facility was shut down and used as a research and development facility until 1992. Property formerly occupied by PPG is now part of the North Branch Industrial Park and the FEMA organization is the current lease holder of the former facility. The North Branch Industrial Park currently contains 14 businesses that employ over 1,450 people.

Allegany Ballistics Laboratory (ABL) began in 1942 as part of the ammunition manufacturing operation with the Kelly-Springfield plant on 425 acres during WW II. The US Navy took control of the facility in 1945 for purposes of research and development. Through various contracts and programs, employment grew over the next two decades from nearly 1,000 employees to over 3,300 employees in 1962. ABL also acquired an additional 1,152 acres of land for materials storage in 1962. During the late 1960s and 1970s employment fell off to approximately 800 employees, however, increased to over 1,000 again by the mid-1980s. ABL is still doing business today as ATK, Alliant Techsystems Inc., employing nearly 1,400 people from the area and making over 80 different products for the US Military branches.

**1980s to Present:** During post-industrialization, Allegany County experienced population and labor force loss as the factories aged, downsized or closed. Population has been steadily decreasing since the 1950s; however, recent data suggests that the rate of decline is approaching a level or stable population. Allegany County experienced a major decline in manufacturing employment in the mid-1980s and then experienced modest losses again in the 1990s and the mid-2000s.

Maryland DLLR employment data from 1979 reveals that almost 28% of Allegany County's total employment of 29,056 was in Manufacturing. In 2009, Maryland DLLR employment data reveals that manufacturing now accounts for only 8.3% of Allegany County's total employment of 29,146. In the last thirty years, Allegany County has matched previous total employment numbers by expanding employment in Federal and State Government as well as adding and expanding private sector services such as Professional and Business Services and Education and Health Services. The average weekly wage in 1979 was \$228.57 compared to the 2009 average weekly wage of \$639.00. An inflation adjusted 1979 average weekly wage would be approximately \$670.00 in 2009 dollars. The County will continue to strive for gaining "quality jobs" in Allegany County that facilitate higher wages.

**Industrial Sites:** Allegany County is home to seven employment parks, all served by water and sewer, electricity and gas. These employment parks contain a range of business/industry sector types. As of April 2011, all parks have available space. The parks include the:

- Allegany Business Center at Frostburg State University
- Barton Business Park
- Commerce Center Park
- Frostburg Business Park
- North Branch Industrial Park
- Riverside Industrial Park
- Upper Potomac Industrial Park

## **ECONOMIC DEVELOPMENT ADVANTAGES**

The County's economic strengths range from its transportation accessibility and economic development incentives to educational opportunities and quality of life factors. These strengths include but are not limited to:

- Transportation systems (e.g., CSX Railroad and Interstate 68)
- Proximity to the Cumberland Regional Airport
- Seven industrial/business parks
- Site availability
- Incubator opportunities at Frostburg State University
- Economic incentives (see "Business Assistance & Grant Opportunities" in Appendix)
- Partnerships with the Allegany County Chamber of Commerce, The Greater Cumberland Committee and the Cumberland/Allegany County Industrial Foundation (CACIF)
- CONXX Carrier Communication Platform, providing a wireless network for local governments and infrastructure for a variety of services to businesses and residential users
- Continuing education opportunities specialized to meet a company's specific training needs at Allegany College of Maryland's Continuing Education Department
- Low cost of living (housing costs are lower than the State and the U.S.; and the County has lowest cost of living index in the State)
- High quality of living (e.g., nature/outdoor related activities, vast forestland, beautiful mountain ranges and minimal traffic congestion)
- Small town atmosphere
- Home to the cities of Frostburg and Cumberland, providing urban life experiences, cultural arts opportunities; and
- Historic, cultural and tourism opportunities (e.g., the National Highway itself, markers and inns, the C&O Canal, and Allegheny Highlands Trail)

# VISION

Allegany County will be recognized as a business conducive jurisdiction that offers opportunities for companies of all sizes to grow and expand while promoting new and unique approaches to residential and commercial development as well as cultural and recreational activities that appeal to a dynamic current and future population.

# MISSION STATEMENT

The Allegany County Department of Economic and Community Development is dedicated to job creation, business growth, small business development and industry diversification through business retention and expansion, infrastructure development and housing, workforce development, and offering a unique range of facility options for a wide array of business ventures including: advanced manufacturing, traditional industries, entrepreneurial development, information technology and tourism.

# GOALS AND OBJECTIVES

I. **GOAL:** *Offer a prosperous business environment for new and existing businesses*

A. **OUTCOME/OBJECTIVE:** Maintain and support a prosperous business environment by evolving the business retention, expansion and attraction (BRE) program as well as continue marketing and utilizing Federal, State and Local resources and programs to incentivize new companies to locate in Allegany County.

**ACTION:**

- (i) Maintain and expand the number of BRE visits to existing businesses.
- (ii) Use existing resources and incentives to create new techniques to maintain and increase the number of active prospects underway or developing.
- (iii) Work in partnership with the Allegany County Chamber of Commerce to develop a County-wide plan for charting future growth and development opportunities in Allegany County.
- (iv) Continue development of a prospect database and keep current all available data about the County to identify targeted industries based on current employment and demographic data.

II. **GOAL:** *Maintain an aggressive park and facilities management program*

- A. **OUTCOME/OBJECTIVE:** Maintain, redevelop, develop and market the County's current business/industrial parks and buildings by utilizing the County's Revolving Building Fund and facilitating the continued use of public/private partnerships for new economic development projects.

**ACTION:**

- (i) Develop new marketing techniques to unite current County economic development assets with potential new public/private construction and redevelopment of existing facilities.
- (ii) Meet regularly with developers to discuss current projects and determine ways to leverage County and developer assets to create more economic development projects in the County.
- (iii) Adopt a new building plan to open new opportunities for the County to offer a variety of options, and offset the fact that County owned building stock is nearly fully leased, for potential businesses to locate in Allegany County.

III. **GOAL:** *Increase infrastructure development to open new areas of the County for housing and business development*

- A. **OUTCOME/OBJECTIVE:** Maintain existing programs and relationships with federal and state funding partners to ensure continued use of those dollars to increase water and sewer development and service to the citizens of Allegany County.

**ACTION:**

- (i) Inventory existing industrial/business parks and assess future needs for development potential in each park based on existing infrastructure.
- (ii) Develop an inventory list showing water, sewer, road and broadband needs for each industrial/business park and construct a needs assessment of where future infrastructure development areas are a priority for business and community development.
- (iii) Continue utilizing existing funding sources at the Federal, State and Local levels as well as pursue new, creative funding options to develop infrastructure where needs assessment shows a lack of resources to promote development.
- (iv) Work in conjunction with other County departments to secure funding and provide upgraded water and sewer service as well as housing options for the communities of Allegany County and its residents.

IV. **GOAL:** *Utilize Allegany County's natural resources as an economic advantage*

A. **OUTCOME/OBJECTIVE:** Position Allegany County as a leader in natural resource development by looking for opportunities to utilize our land and water as key economic drivers.

**ACTION:**

- (i) Develop and support efforts to permit future exploration of tapping Marcellus Shale resources as an alternative energy source and work to help make Maryland a Best Practice example for the industry.
- (ii) Make coal a viable economic industry and support legislation for continuing tax credits and education of clean coal technologies by using local companies as examples.
- (iii) Maintain a close working relationship with the Bureau of Mines by having a staff person hold a position on the State of Maryland's Land Reclamation Committee.
- (iv) Develop new strategies to utilize our streams, lakes and rivers as clean and natural alternatives for sporting and recreation uses.

V. **GOAL:** *Create small business and workforce development opportunities in the County*

A. **OUTCOME/OBJECTIVE:** Construct new and redevelop workforce training opportunities with Allegany College of Maryland (ACM) and Frostburg State University (FSU) by assessing which programs or work skills are needed and/or lacking for existing businesses in the County.

**ACTION:**

- (i) Determine skills lacking in existing workforce that current employers need by assessing this through increased business retention visits.
- (ii) Meet regularly with ACM and continuing education and workforce training staff to assess their needs, resources and programs and continue to redevelop as needs change or increase.
- (iii) Coordinate needs of unemployed into training programs by working more closely with Maryland One Stop Job Center and DLLR.
- (iv) Offer shared office space and resources to allow the Western Region Small Business Development Center (SBDC) to have a small business consultant work out of the County Economic and Community Development office to streamline the delivery of small business assistance into the community.

VI. **GOAL:** *Assist in maintaining Allegany County's sound financial health*

- A. **OUTCOME/OBJECTIVE:** Utilize creative techniques in funding economic development projects by continued capitalization of the Revolving Building Fund and accepting grants to develop infrastructure to support future growth.

**ACTION:**

- (i) Continue aggressive marketing of Allegany County's existing assets and pursue development of new businesses that will create job growth and in increased tax base.
- (ii) Procure various Federal grants through the Community Development Block Grant program and the Appalachian Regional Commission that can develop infrastructure and expand educational opportunities and resource development at a higher level.
- (iii) Support training opportunities to increase knowledge of existing staff in current and new areas related to economic and community development to allow for delivery of new services to prospective and current businesses.

VII. **GOAL:** *Offer unique opportunities for tourism*

- A. **OUTCOME/OBJECTIVE:** Market Allegany County as a unique destination for recreation, culture and historical attractions.

**ACTION:**

- (i) Maintain a well-planned effort to utilize hotel/motel funds as a key method to fund various agencies that promote visitation to Allegany County.
- (ii) Keep improving the ability of Allegany County Tourism leaders and potential customers to utilize the internet and other new technologies to help potential visitors plan extended visits to Allegany County.
- (iii) Develop an ad-hoc committee to have stakeholders work with Tourism staff to have a coordinated effort that benefits all affiliated parties and access the best method for delivery of services by the Tourism department.

## **EXISTING COMMERCIAL & INDUSTRIAL LAND USE**

According to the Land Use Survey completed by Allegany County, commercial and industrial activities have been categorized as follows: Local Commercial, Major Commercial, Industrial, and Office/Professional.

<b>Major Commercial</b>	<b>Local Commercial</b>	<b>Industrial</b>	<b>Office/Professional</b>
Banks	Corner Grocery Store	Manufacturing Facilities	Real Estate
Shopping Plazas	Small Retail Store	Assembly Plants	Accountants
Car Dealerships	Barbershop	Processing Plants	Insurance Agencies
Wholesale Stores	Hairdresser	Slaughterhouses	Doctor/Dentist
Retail Stores	Printing Shops	Railroad Yards	
Motels	Restaurants	Truck Warehouses	
Hotels	Car Washes	Leasing Equipment	
Bowling Alleys		Construction Equipment	
Auto/Truck Repair			
Nurseries			
Trailer Sales			
Landscaping Companies			
Large Grocery Stores			
Construction Companies			
Movie Theaters			

## **REGIONS OF THE COUNTY**

When analyzing Allegany County, Maryland, it is essential to make note of the differences in the social, political and economic environment of its different regions. For purposes of the Economic Development Plan, the County has been separated into twelve (12) regions which reflect the diversity of the County. The Watershed Planning Regions map (see Appendix) shows the regions and is as follows (in alphabetical order):

1. *Bowling Green–Potomac Park*
2. *Braddock Headwaters*
3. *Eastern*
4. *Evitts*
5. *Flintstone–Oldtown*
6. *George’s Creek*
7. *Jennings*
8. *LaVale*
9. *Middle–North Branch*
10. *Upper Potomac*
11. *Wills*
12. *Winchester Road–Warrior Run*

## **BOWLING GREEN-POTOMAC PARK REGION**

### **Major Employers**

Within the Bowling Green-Potomac Park Planning Region, there is only one employer that has 15 or more employees. (As of December 2010)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Carl Belt <i>Contractor</i>	148	UPIP
Cintas <i>Uniforms/Laundry Services</i>	90	UPIP
Cumberland Pipe and Steel <i>Supplier</i>	24	UPIP
Horizon–Goodwill <i>Disability Work Assistance</i>	91	UPIP
Progressive Physical Therapy <i>Health Care/Rehabilitation</i>	29	UPIP
Western Correctional Institution <i>State Prison</i>	506	Cresaptown

There are three employers located in the adjacent Regions that employ 15 or more employees and are a key component to the Cresaptown business palette. (As of December 2010)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Cresaptown School <i>Elementary School</i>	44	Cresaptown
Food Lion <i>Grocery Store</i>	42	Cresaptown
North Branch Correctional Institution <i>State Prison</i>	556	Cresaptown

### **Commercial and Industrial Sites**

The Bowling Green-Potomac Park Planning Area contains 25 commercial, retail and other service establishments (e.g., auto service shops, restaurants, convenient stores, etc.). The non-residential establishments are located in clusters within the Planning Area: within the Upper Potomac Industrial Park; within the neighborhood of Bowling Green along McMullen Highway (Route 220); between Bowling Green and the Allegany Fairgrounds; and in the southern portion along Route 220.

Centrally located within the Planning Area along Route 220 and in the Bowling Green neighborhood are small retail businesses and the Bowling Green Fire Department. This is also the location of the Bowling Green Plaza. The Plaza currently has three businesses; Mane Kreations, Tips & Toes Too, and Danny Davis Salon, that serve the area with beauty services. There is only one vacancy of 850 square feet available for lease in Bowling Green Plaza. The Pit-N-Go convenience store is also located in Bowling Green south of its residential core on Route 220.

Unique to the County and to the Planning Area is the Allegany Fairgrounds, which is a historical, recreational and tourist attraction. Located adjacent to and east of the Bowling Green neighborhood, the Fairgrounds are known for horse and motor racing. Horseracing originated in 1924 and 1966 marked motor racing's first year. In fact, Mario Andretti won a race in a Sprint Car at the track in July 1966. In addition to car racing, the Fairgrounds community center serves as a meeting facility to the Farm Bureau, a homemakers group, a fundraiser, 4- H achievement night, dance competitions and the Allegany County Soil Conservation tree sale, among many other venues. Within the vicinity of the Allegany Fairgrounds are a few retail/service establishments such as a restaurant and a tattoo and piercing parlor.

Located in the southern portion of the Planning Area are the Western Correctional facilities, the Boy scouts Headquarters, the Mullaney Office Building, and the Celanese waste water treatment plant (WWTP). The Allegany County Career Center is also partially located in the Planning Area, as well as in the adjacent Winchester-Warrior Run Planning Area. Some of these operations represent the County's larger employers.

The Upper Potomac Industrial Park is an industrial/business park located in the Bowling Green Potomac Park Region and is home to seven businesses. The Upper Potomac Industrial Park, located in the County's northern portion of the Planning Area, just south the of Cumberland city limits, is home to light industrial and manufacturing operations, business support services, a community service-non-profit organization, a health care company and a contractor. The Park currently employs nearly 400 people. A vacant 65,000 square foot building is available for lease or sale in the Park and has a combination of office space and warehouse space that is fully networked and equipped with diesel generator backup. Seven businesses reported employment in the Park as follows:

<b>Upper Potomac Industrial Park</b>	<b># of Employees</b>
Carl Belt	148
Cintas	90
Cumberland Pipe and Steel	24
General Graphics	8
Hite Roofing	9
Horizon-Goodwill	91
Progressive Physical Therapy	29

Adjacent to the industrial park are a few service related industries (e.g., auto service shops, a dance studio, a builder supplies company). The Auto Clinic, Dixon Dance Studio, and Hiser Supply Company are business locations heavily utilized in the region.

**Existing Commercial & Industrial Land Use**

According to the Land Use Survey completed by Allegany County, commercial and industrial activities have been categorized as follows: Local Commercial, Major Commercial, Industrial, and Office/Professional.

Within the Bowling Green-Potomac Park Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	11	9.40
Major Commercial	11	19.67
Office/Professional	1	1.20
Industrial	24	66.52

**Infill Development Sites**

According to the Maryland Department of Planning Infill Development is redevelopment and new development on vacant, bypassed and underused land within built-up areas of existing communities, where infrastructure is in place. Infill includes redevelopment of lots, particularly in Priority Funding Areas (PFA).

Within the Bowling Green-Potomac Park Region, excluding municipalities, the vacant parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial (located within PFA)	11	10.69

There are vacant parcels currently designated in the Land Use Survey for economic activities within the Bowling Green-Potomac Park Region excluding municipalities.

## Future Commercial & Industrial Land Use

Land Use	# of Parcels	Acreege
Local Commercial	22	20.08
Major Commercial	14	24.70
Office/Professional	1	1.20
Industrial	31	109.89

There are 68 parcels and 155.87 acres proposed for economic activities within the Bowling Green-Potomac Park Region excluding municipalities.

## GOALS, OBJECTIVES AND RECOMMENDATIONS

### GOALS

1. *Encourage businesses to locate in the Upper Potomac Industrial Park.*
2. *Encourage economic development in the Planning Area.*
3. *Attract primary and secondary target industries to the Planning Area.*
4. *Support economic development opportunities associated with the Allegany Fairgrounds.*
5. *Maintain viable businesses in Bowling Green.*

### OBJECTIVES

- Maintain Cresaptown's status as a town center
- Encourage the location of selected primary and secondary target industries in the Upper Potomac Industrial Park and in the area adjacent to the Park along Route 220
- Encourage the adaptive re-use of buildings in the area zoned Neighborhood Business located in the Bowling Green neighborhood along Route 220
- Encourage primary and secondary industries on lands located along the southern border and envisioned to house office and commercial uses
- Support economic development opportunities associated with the Allegany Fairgrounds

- For purposes of attracting businesses to the County, address the demand for housing ranging from \$100,000 to \$200,000 in price
- Continue to prioritize the upgrade and realignment of U.S. Route 220

***RECOMMENDATIONS***

- Maintain Cresaptown's status as a town center
- Encourage economic development in the Upper Potomac Industrial Park and at scattered sites along Route 220 South
- Encourage the expansion of Hannah Plaza's commercial and service oriented establishments
- For purposes of attracting businesses to the County, address the demand for housing ranging from \$100,000 to \$200,000 in price.
- Continue to prioritize the upgrade and realignment of U.S. Route 220

## **BRADDOCK HEADWATERS REGION**

### **Major Employers**

Within the Braddock Headwaters Region there are seven entities that employ 15 or more employees. (As of December 2010)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Bill Miller Equipment Sales, Inc. <i>Equipment Rental/Sales/Repair</i>	94	Eckhart
Food Lion <i>Grocery Store</i>	37	Frostburg
Frostburg Village <i>Senior Care/Assisted Living</i>	171	Frostburg
Hamilton Relay <i>Hearing Impairment Phone Service</i>	65	Frostburg
Hampton Inn <i>Hotel</i>	20	Frostburg
McDonald's <i>Fast Food</i>	32	Frostburg
Quest Industries, LLC <i>Manufacturing</i>	80	Frostburg

Major employers in the Braddock Headwaters Region are primarily located in the Frostburg area. Education, Senior Care, Telecommunication and Manufacturing are the dominant commercial activities within the Region.

There are nine businesses located in the adjacent George's Creek Region that employ 15 or more employees and are a key component to the Frostburg business palette. (As of December 2010)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
ACS <i>Telecommunication</i>	525	Frostburg
Appalachian Environmental Lab <i>Research/Education</i>	60	Frostburg
Egle Nursing Home <i>Senior Care</i>	85	Lonaconing

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Frostburg State University <i>Education</i>	930	Frostburg
InfoSpherix <i>Telecommunication/Customer Service</i>	488	Frostburg
Kenney Signs <i>Commercial &amp; Industrial Signs</i>	18	Frostburg
Marshall Ruby and Sons <i>Machine Shop, Welding</i>	20	Frostburg
Mountain Ridge High School <i>Education</i>	90	Frostburg
Sheetz <i>Convenience Store</i>	33	Frostburg

### **Industrial Parks**

The Frostburg Business Park is in the Braddock Headwaters Planning Region and is an important business asset to the Frostburg area. The Frostburg Business Park, located along Route 36, has a diverse mix of business and manufacturing occupants. **Hamilton Relay** provides traditional relay services for the State of Maryland including TTY, Voice Carry Over (VCO), Hearing Carry Over (HCO), Speech-to-Speech (STS), Spanish-to-Spanish and CapTel®. In March 2012, **Hamilton Relay** announced the expansion of its business by 44 workstations and their desire to hire 40 new employees immediately and an additional 40 to 50 over time. Two hotels are close by, **Days Inn** was built in the 1990s and **Hampton Inn** was added in 2003. **Quest Industries**, established in 2000, aims to serve as the premier decorating source for the wine, spirits, beverage and personal care industries. **Sierra Hygiene** focuses on the away-from-home paper market in North America such as hand towels, bathroom tissue and industrial wipers. The area is currently zoned *Commercial/Light Industrial*, and approximately 30 acres are available for development within the Business Park and the potential to expand the Park by an additional 15 acres has been identified by the Cumberland/Allegany County Industrial Foundation (CACIF). Seven businesses reported employment in the Park as follows:

<b>Frostburg Business Park</b>	<b># of Employees</b>
Days Inn	20
First United Bank	5
Hamilton Relay	65
Hampton Inn	20
Quest Industries, LLC	80
Rish Equipment	10
Sierra Hygiene	8

### **Existing Commercial & Industrial Land Use**

Within the Braddock Headwaters Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	8	9.30
Major Commercial	16	78.28
Office/Professional	1	0.74
Industrial	16	425.63

There are 41 parcels and 513.95 acres currently utilized for economic activities within the Braddock Headwaters Region excluding municipalities.

### **Infill Development Sites**

According to the Maryland Department of Planning Infill Development is redevelopment and new development on vacant, bypassed and underused land within built-up areas of existing communities, where infrastructure is in place. Infill includes redevelopment of lots, particularly in Priority Funding Areas (PFA).

Within the Braddock Headwaters Region, excluding municipalities, the vacant parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial (located within PFA)	0	0

There currently are no vacant commercial zoned parcels.

### **Future Commercial & Industrial Land Use**

Within the Braddock Headwaters Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	7	8.77
Major Commercial	16	78.28
Office/Professional	1	0.74
Industrial	26	762.27

There are 50 parcels and 850.06 acres currently utilized for economic activities within the Braddock Headwaters Region excluding municipalities.

The “Industrial” future land use is expected to expand to accommodate growth of Bill Miller Equipment Sales, Inc. in Eckhart, the Frostburg Business Park, and in the vicinity of the US Route 36 Exit for Interstate 68. It is understood that the US Route 36 sites could be prime locations for commercial activity as well.

## **GOALS, OBJECTIVES AND RECOMMENDATIONS**

### **Gateway Initiative**

#### ***GOAL***

- 1. Enhance the image of each community within the Braddock Run Region to encourage business development.*

#### ***OBJECTIVES***

- Remove blighted property in the region
- Install additional signage, lighting and improve walkability options within each community
- Removal of trash and junk abatement

#### ***RECOMMENDATIONS***

- Enforce junk abatement in each community within the Region
- Assess and inventory blighted property in the Region. Prioritize removal of those properties in the “Gateways” of each community within the Region
- Assess signage and lighting needs of each community, specifically in the “Gateways”. Partner with local jurisdictions, County and State Highway to fund and implement signage and lighting projects

## **Business Retention and Expansion**

### **GOAL**

1. *Retain and expand businesses within the Region by focusing on the four dominant business activities: Senior Care, Education, Telecommunication and Manufacturing.*

### **OBJECTIVES**

- Foster and develop working relationships between the business leaders in the Region and Frostburg State University and encourage the University to focus and tailor specific degree programs and continuing education programs that meet the needs of the Regions major business activities: Senior Care, Telecommunication and Manufacturing

### **RECOMMENDATIONS**

- Examine degree programs and continuing education currently offered by Frostburg State University, in an effort to determine opportunities for the growth and marketing of those programs that will aid in the business retention and expansion of the dominant business activities within the Region
- Introduce questioning concerning Frostburg State University degree programs and continuing education programs to businesses in the Region during business retention visits
- Meet with Frostburg State University staff to discuss current programs and potential new programs to support Regional business needs

## **Business Attraction**

### **GOAL**

1. *Entice companies outside the Braddock Headwaters Region to locate their business or parts of their business within the Region.*

### **OBJECTIVES**

- Target specific types of businesses that correspond with the overall character of the Region
- Explore opportunities for transitional Senior Care facilities within the Region
- Foster partnerships between municipalities and Allegany County for a county-wide approach to economic development
- Research new methods of marketing the inventory of building and land opportunities in the Region

- Market the Region for Senior Care communities that include transitional housing; assisted living apartments, residential housing retirement villages and nursing homes

### ***RECOMMENDATIONS***

- Develop a Marketing Package that targets telecommunication and data management companies through direct mailing and personal contact. This package should include appropriate sites within existing business parks
- Maintain an inventory of prime locations for appropriate business activities within the Braddock Headwaters Region
- Work with the State of Maryland to provide tax incentives to attract new businesses to the Braddock Headwaters Region
- Further market the Frostburg Business Park as a primary place of business for Telecommunication and Manufacturing companies. List properties and subscribe to CoStar Group marketing web services

## **EASTERN REGION**

### **Major Employers**

Within the Eastern Region, there is one business that employs 15 or more employees. (As of June 2012)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Green Ridge Youth Center <i>Juvenile Corrections</i>	45	Fifteen Mile Creek

According to Manta Media, 62 small businesses exist in the community, but all but one has less than 15 employees. These smaller establishments consist of retail, and service related businesses. In fact, the majority of small businesses appear to be contractors.

### **Industrial Parks**

There currently are no industrial parks in the region, however, there could be potential for future industrial development at two locations. There are two Scattered Sites identified by the 2012 CACIF Site Selection Report for the Region. The major limiting factor of locating an industrial user to sites in the Region is the lack of public water and sewer. However, it may prove feasible for a light water user, such as warehousing and/or distribution, to locate in eastern Allegany County along Interstate 68.

Within the Flintstone-Oldtown Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	12	20.75
Major Commercial	4	40.42
Office/Professional	0	0.00
Industrial	0	0.00

There are 16 parcels and 61.17 acres currently utilized for economic activities within the Eastern Region excluding municipalities.

## **Infill Development Sites**

According to the Maryland Department of Planning Infill Development is redevelopment and new development on vacant, bypassed and underused land within built-up areas of existing communities, where infrastructure is in place. Infill includes redevelopment of lots, particularly in Priority Funding Areas (PFA).

Within the Eastern Region, excluding municipalities, the vacant parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial (located within PFA)	2	2.079

## **Future Commercial & Industrial Land Use**

Within the Eastern Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	13	22.43
Major Commercial	80	246.07
Office/Professional	0	0.00
Industrial	0	0.00

There are 93 parcels and 268.5 acres currently utilized for economic activities within the Eastern Region excluding municipalities.

## **GOALS, OBJECTIVES AND RECOMMENDATIONS**

### **Gateway Initiative**

#### ***GOAL***

- 1. Enhance the image of each community within the Eastern Region to encourage business development.*

## **OBJECTIVES**

- Remove blighted property in the Region
- Removal of trash and junk abatement

## **RECOMMENDATIONS**

- Continue to enforce junk abatement in each community within the Region
- Assess and inventory blighted property in the Region. Prioritize removal of those properties in the “Gateways” of each community within the Region

## **Business Retention and Expansion**

### **GOAL**

- 1. Retain and expand businesses within the Region by focusing on the dominant business activities: Service and Contractors.*

## **OBJECTIVES**

- Foster and develop working relationships between the business leaders in the Region and encourage these businesses to expand on available lands

## **RECOMMENDATIONS**

- Reach out to area businesses in an effort to determine if there are opportunities for growth of current business models or pioneering new business models within the Region
- Revisit Federal, State, and Local programs to see if any assistance could be offered to existing business leaders in the community to allow or facilitate their expansion

## **Business Attraction**

### **GOAL**

- 1. Entice companies outside the Eastern Region to locate their business or parts of their business within the Region.*

## **OBJECTIVES**

- Target specific types of businesses that correspond with the overall character of the Region
- Explore opportunities for Wood Products, Outdoor Recreation or Contracting Businesses within the Region

- Foster partnerships between communities and Allegany County for a County-wide approach to economic development
- Research new methods of marketing the inventory of building and land opportunities in the Region

### ***RECOMMENDATIONS***

- Market the Region as an area for limited growth, including some housing, wood products, outdoor recreation, and contracting businesses
- Develop a Marketing Package that targets businesses and contracting businesses through direct mailing and personal contact
- Maintain an inventory of prime locations for appropriate business activities within the Eastern Region
- Work with the State of Maryland to provide tax incentives to attract new businesses to the Eastern Region
- Subscribe to CoStar Group marketing and research web services

## **EVITTS REGION**

### **Major Employers**

Within the Evitts Region, there are 40 businesses that employ 15 or more employees. Ten businesses are located in the City of Cumberland. (As of June 2012)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Aircon Engineering <i>HVAC Design/Supply</i>	18	Cumberland
Allegany College of Maryland <i>Post Secondary Education</i>	559	Cumberland
Allegany County Health Department <i>Government</i>	313	Cumberland
Atlantic Broadband <i>Utility</i>	25	Cumberland
Big Lots <i>Department Store</i>	27	Cumberland
Burger King <i>Fast Food</i>	32	Cumberland
CareFirst BlueCross/BlueShield <i>Health Insurance</i>	160	Cumberland
Chick-Fil-A <i>Fast Food</i>	58	Cumberland
Columbia Gas of Maryland <i>Utility</i>	28	Cumberland
Court of Appeals <i>Maryland Court System</i>	15	Cumberland
Cumberland Post Office <i>US Mail Service</i>	120	Cumberland

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Cumberland Times-News <i>Newspaper/Media</i>	120	Cumberland
CVS Pharmacy <i>Pharmacy</i>	15	Cumberland
Dairy Queen <i>Fast Food</i>	35	Cumberland
Fairfield Inn & Suites <i>Hotel</i>	50	Cumberland
Fort Hill High School <i>Education</i>	83	Cumberland
Frito Lay <i>Distribution Service</i>	18	Cumberland
Holiday Inn <i>Hotel</i>	57	Cumberland
Human Resources Development Commission <i>Non Profit Organization</i>	160	Cumberland
John Humbird Elementary School <i>Education</i>	46	Cumberland
KFC <i>Fast Food</i>	20	Cumberland
Lighthouse Christian Academy <i>Education</i>	18	Cumberland
Martin's-Giant Foods <i>Grocery Store</i>	250	Cumberland
McDonald's <i>Fast Food</i>	60	Cumberland

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Miller's auto Parts & Supply <i>Auto Parts/Service</i>	44	Cumberland
More For Less <i>Grocery Store</i>	20	Cumberland
PharmaCare <i>Pharmacy/Health Services</i>	150	Cumberland
Pizza Hut <i>Restaurant</i>	17	Cumberland
Potomac Farms Dairy <i>Dairy Distribution</i>	70	Cumberland
Rocky Gap Lodge <i>Resort Restaurant Hotel</i>	206	Cumberland
Roy Rodgers <i>Fast Food</i>	25	Cumberland
Sheetz (2 locations) <i>Convenience Store</i>	71	Cumberland
South Penn Elementary School <i>Education</i>	70	Cumberland
Stan's Auto body <i>Car Repair</i>	24	Cumberland
Taco Bell <i>Fast Food</i>	25	Cumberland
UPS <i>Delivery Service</i>	96	Cumberland
Verizon <i>Utility</i>	35	Cumberland
Washington Middle School <i>Education</i>	80	Cumberland

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Wendy's <i>Fast Food</i>	30	Cumberland
Western Maryland Health System <i>Health Care System</i>	2,290	Cumberland

Over 50 smaller employers are located along Route 51 and in the eastern and southern extents of the City of Cumberland. These smaller establishments consist of wholesale, retail, and service related businesses. Retail Sales and Services are the dominant commercial activities within the Region.

### **Commercial and Industrial Parks**

There is currently one industrial park in the Region, known as Commerce Center. Commerce Center is comprised of commercial office space and has been a place to start for many small businesses since the mid-1980s. CareFirst BlueCross/BlueShield located their National Accounts Service in the Park in the late 1980s and has since expanded their operation and located to a larger facility in the Park. PharmaCare of Cumberland has grown from a traditional retail pharmacy in the late 1970s to the area's leading supplier of pharmaceutical products and services with two retail locations in Cumberland and one in Frostburg. Recently, Chessie Federal Credit Union has made efforts to purchase the former CareFirst building and make the Park a new home for their corporate staff and operations. The Maryland Cooperative Extension Office and an advertising art design company called AAD, Inc., have an office in the Park as well. There remains only one vacant 0.85-acre parcel available for an additional business opportunity.

In addition to Commerce Center, there are six Scattered Sites and one Major Site identified by the 2012 CACIF Site Selection Report for the Region. The Gateway Enterprise Zone was revised and recertified in 2012.

Within the Evitts Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	29	30.08
Major Commercial	46	143.36
Office/Professional	3	7.91
Industrial	10	56.33

There are 88 parcels and 237.68 acres currently utilized for economic activities within the Evitts Region excluding municipalities.

## **Infill Development Sites**

According to the Maryland Department of Planning Infill Development is redevelopment and new development on vacant, bypassed and underused land within built-up areas of existing communities, where infrastructure is in place. Infill includes redevelopment of lots, particularly in Priority Funding Areas (PFA).

Within the Evitts Region, excluding municipalities, the vacant parcels designated as Local Commercial, Major Commercial, Industrial and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial (located within PFA)	16	109.45

## **Future Commercial & Industrial Land Use**

Within the Evitts Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	40	142.67
Major Commercial	48	144.67
Office/Professional	77	14.21
Industrial	14	77.82

There are 179 parcels and 379.37 acres currently utilized for economic activities within the Evitts Region excluding municipalities.

## **GOALS, OBJECTIVES AND RECOMMENDATIONS**

### **Gateway Initiative**

#### ***GOAL***

- 1. Enhance the image of each community within the Evitts Region to encourage business development.*

## **OBJECTIVES**

- Remove blighted property in the Region
- Install additional signage, lighting and improve walkability options within each community
- Removal of trash and junk abatement

## **RECOMMENDATIONS**

- Continue to enforce junk abatement in each community within the Region
- Assess and inventory blighted property in the Region. Prioritize removal of those properties in the “Gateways” of each community within the Region
- Assess signage and lighting needs of each community, specifically in the “Gateways”. Partner with local jurisdictions, County and State Highway to fund and implement signage and lighting projects

## **Business Retention and Expansion**

### **GOAL**

1. *Retain and expand businesses within the Region by focusing on the dominant business activities: Retail and Services.*

### **OBJECTIVES**

- Foster and develop working relationships between the business leaders in the Region and encourage these businesses to expand on available lands

### **RECOMMENDATIONS**

- Reach out to area businesses in an effort to determine if there are opportunities for growth of current business models or pioneering new business models within the Region
- Revisit Federal, State and Local programs to see if any assistance could be offered to existing business leaders in the community to allow or facilitate their expansion

## **Business Attraction**

### **GOAL**

1. *Entice companies outside the Evitts Region to locate their business or parts of their business within the Region.*

## ***OBJECTIVES***

- Target specific types of businesses that correspond with the overall character of the Region
- Explore opportunities for new retail or services within the Region
- Foster partnerships between municipalities and Allegany County for a County-wide approach to economic development
- Research new methods of marketing the inventory of building and land opportunities in the Region

## ***RECOMMENDATIONS***

- Market the Region as an area for growth, including housing, retail, and professional services
- Develop a Marketing Package that targets retail businesses and services businesses through direct mailing and personal contact
- Maintain an inventory of prime locations for appropriate business activities within the Evitts Region
- Work with the State of Maryland to provide tax incentives to attract new businesses to the Evitts Region
- Subscribe to CoStar Group marketing and research web services

## **FLINTSTONE-OLDTOWN REGION**

### **Major Employers**

Within the Flintstone-Oldtown Region, there are 17 businesses that employ 15 or more employees. (As of June 2012)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
AES Warrior Run <i>Energy/Power Facility</i>	59	Cumberland
Allegheny Aggregates (Laurel Sand & Gravel) <i>Mining</i>	15	Flintstone
Allegheny Scrap <i>Metal Recycling</i>	15	Cumberland
AMM Corporation <i>Manufacturing</i>	34	Cumberland
Barry Plastics <i>Manufacturing</i>	162	Cumberland
Custom Analytical Engineering <i>Engineering/Research Services</i>	16	Cumberland
Federal Bureau of Prisons <i>Correctional Institution</i>	292	Cumberland
Federal Emergency Management Administration <i>Federal Government</i>	59	Cumberland
Fibred <i>Waste Processing</i>	29	Cumberland
Flintstone Elementary School <i>Education</i>	27	Flintstone
Hunter Douglas <i>Manufacturing</i>	580	Cumberland

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Koppers <i>Manufacturing</i>	41	Green Spring
Pitt Ohio <i>Trucking Delivery Service</i>	80	Cumberland
Potomac Metal & Supply <i>Prefabricated Metal Buildings</i>	19	Cumberland
Schroeder Industries <i>Manufacturing</i>	70	Cumberland
Specs Chemical <i>Wholesale Chemicals/Production</i>	20	Cumberland
Western Maryland Distributors <i>Beverage Distribution Service</i>	17	Cumberland

Over 100 smaller employers are located in the Region according to Manta Media, Inc. Manufacturing and Federal Corrections dominant employment activities within the Region largely due to the North Branch Industrial Park.

### **Commercial and Industrial Sites**

The North Branch Industrial Park is located in the Region. As stated in the background section, the Allegany County Commissioners acquired over 300 acres from the PPG Company in 1974 to establish the North Branch Industrial Park. Currently, the North Branch Industrial Park is host to 14 different businesses that employ 1,459 people. In addition to the current industrial park, there are two Scattered Sites and one Major Site identified by the 2012 CACIF Site Selection Report for the Region. The two Scattered Sites are in close proximity to the North Branch Industrial Park and the Major Site was identified near Flintstone just off the Interstate 56 Exit.

Within the Flintstone-Oldtown Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	26	84.56
Major Commercial	11	33.59

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Office/Professional	0	0.00
Industrial	44	479.93

There are 81 parcels and 598.08 acres currently utilized for economic activities within the Flintstone-Oldtown Region excluding municipalities.

### **Infill Development Sites**

According to the Maryland Department of Planning Infill Development is redevelopment and new development on vacant, bypassed and underused land within built-up areas of existing communities, where infrastructure is in place. Infill includes redevelopment of lots, particularly in Priority Funding Areas (PFA).

Within the Flintstone-Oldtown Region, excluding municipalities, the vacant parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial (located within PFA)	9	38.29

### **Future Commercial & Industrial Land Use**

Within the Flintstone-Oldtown Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	33	103.83
Major Commercial	25	250.51
Office/Professional	0	0.00
Industrial	83	567.21

There are 141 parcels and 921.55 acres currently utilized for economic activities within the Flintstone-Oldtown Region excluding municipalities.

## **GOALS, OBJECTIVES AND RECOMMENDATIONS**

### **Gateway Initiative**

#### ***GOAL***

1. *Enhance the image of each community within the Flintstone-Oldtown Region to encourage business development.*

#### ***OBJECTIVES***

- Remove blighted property in the Region
- Install additional signage, lighting and improve walkability options within each community
- Removal of trash and junk abatement

#### ***RECOMMENDATIONS***

- Continue to enforce junk abatement in each community within the Region
- Assess and inventory blighted property in the Region. Prioritize removal of those properties in the “Gateways” of each community within the Region
- Assess signage and lighting needs of each community, specifically in the “Gateways”. Partner with local jurisdictions, County and State Highway to fund and implement signage and lighting projects

### **Business Retention and Expansion**

#### ***GOAL***

1. *Retain and expand businesses within the Region by focusing on the dominant business activity: Manufacturing.*

#### ***OBJECTIVES***

- Foster and develop working relationships between the business leaders in the Region and encourage these businesses to expand on available lands

#### ***RECOMMENDATIONS***

- Reach out to area businesses in an effort to determine if there are opportunities for growth of current business models or pioneering new business models within the Region
- Revisit Federal, State, and Local programs to see if any assistance could be offered to existing business leaders in the community to allow or facilitate their expansion

## **Business Attraction**

### **GOAL**

1. *Entice companies outside the Flintstone-Oldtown Region to locate their business or parts of their business within the Region.*

### **OBJECTIVES**

- Target specific types of businesses that correspond with the overall character of the Region
- Explore opportunities for new retail or services within the Region
- Foster partnerships between municipalities and Allegany County for a County-wide approach to economic development
- Research new methods of marketing the inventory of building and land opportunities in the Region

### **RECOMMENDATIONS**

- Market the Region as an area for limited growth, including some housing, with manufacturing
- Develop a Marketing Package that targets manufacturing businesses through direct mailing and personal contact
- Maintain an inventory of prime locations for appropriate business activities within the Flintstone-Oldtown Region
- Work with the State of Maryland to provide tax incentives to attract new businesses to the Flintstone-Oldtown Region
- Subscribe to CoStar Group marketing and research web services

## **GEORGE'S CREEK REGION**

### **Major Employers**

Within the George's Creek Region, there are eight entities that employ 15 or more employees. (As of December 2010)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
ACS <i>Telecommunication</i>	525	Frostburg
Appalachian Environmental Lab <i>Research/Education</i>	60	Frostburg
Egle Nursing Home <i>Senior Care</i>	85	Lonaconing
Frostburg State University <i>Education</i>	930	Frostburg
InfoSpherix <i>Telecommunication/Customer Service</i>	488	Frostburg
Kenney Signs <i>Commercial &amp; Industrial Signs</i>	18	Frostburg
Marshall Ruby and Sons <i>Machine Shop, Welding</i>	20	Frostburg
Moran Manor <i>Senior Care</i>	125	Westernport

Major employers in the George's Creek Region are primarily located in the Frostburg area. Education, Senior Care, Telecommunication and Manufacturing are the dominant commercial activities within the Region.

There are four businesses located in the adjacent Braddock Run Region that employ 15 or more employees and are a key component to the Frostburg business palette. (As of December 2010)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Bill Miller Equipment Sales, Inc. <i>Equipment Rental/Sales/Repair</i>	94	Eckhart
Frostburg Village <i>Senior Care/Assisted Living</i>	171	Frostburg

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Hamilton Telecommunications <i>Hearing Impairment Phone Service</i>	65	Frostburg
Hampton Inn <i>Hotel</i>	20	Frostburg
Quest Industries, LLC <i>Manufacturing</i>	80	Frostburg

### **Commercial and Industrial Sites**

The Allegany Business Center at Frostburg State University (ABC at FSU) is a 56-acre site located on the FSU campus and is designated for the development of a technology park. **InfoSpherix**, a wholly-owned subsidiary of **The Active Network** with headquarters in Clarksburg, Maryland, is the Center’s major employer and they occupy most of the 56,000 square foot facility known as the FSU Research Center. USGS, The Small Business Development Center, and Tri-County Council for Western Maryland also have office space in the Center. ABC @ FSU is a joint venture between Allegany County, the State of Maryland and Frostburg State University to promote economic development in the region by offering collaborative working relationships between students, faculty and employers. The area is zoned *Commercial/Light Industrial* and has utilities such as: Water, Sewer, Gas and Electric on-site. Approximately 45 acres are available for development within the Business Park.

As stated prior, The Frostburg Business Park is in the Braddock Headwaters Planning Region, but it is important to mention here due to the key business role the Park plays in the George’s Creek Planning Region. The Frostburg Business Park located, along Route 36, has a diverse mix of business and manufacturing occupants. **Hamilton Relay** provides traditional relay services for the State of Maryland including TTY, Voice Carry Over (VCO), Hearing Carry Over (HCO), Speech-to-Speech (STS), Spanish-to-Spanish and CapTel®. Two hotels are close by, **Days Inn** was built in the 1990s and **Hampton Inn** was added in 2003. **Quest Industries**, established in 2000, aims to serve as the premier decorating source for the wine, spirits, beverage and personal care industries. **Sierra Hygiene**, the most recent tenant, focuses on the away-from-home paper market in North America such as hand towels, bathroom tissue and industrial wipers. The area is currently zoned *Commercial/Light Industrial* and has utilities such as: Water, Sewer, Gas and Electric on-site. Approximately 30 acres are available for development within the Business Park.

### **Existing Commercial & Industrial Land Use**

Within the George’s Creek Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	15	8.85
Major Commercial	37	68.45
Office/Professional	1	0.57
Industrial	48	198.67

There are 101 parcels and 276.54 acres currently utilized for economic activities within the George’s Creek Region excluding municipalities.

### **Infill Development Sites**

According to the Maryland Department of Planning Infill Development is redevelopment and new development on vacant, bypassed and underused land within built-up areas of existing communities, where infrastructure is in place. Infill includes redevelopment of lots, particularly in Priority Funding Areas (PFA).

Within the George’s Creek Region, excluding municipalities, the vacant parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial (located within PFA)	0	0

There currently are no vacant commercial zoned parcels.

### **Future Commercial & Industrial Land Use**

Within the George’s Creek Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	15	8.85
Major Commercial	40	85.20
Office/Professional	1	0.57
Industrial	57	668.74

There are 113 parcels and 763.36 acres currently utilized for economic activities within the George's Creek Region excluding municipalities.

## **GOALS, OBJECTIVES AND RECOMMENDATIONS**

### **Gateway Initiative**

#### ***GOAL***

1. *Enhance the image of each community within the George's Creek Region to encourage business development.*

#### ***OBJECTIVES***

- Remove blighted property along the Route 36 Corridor
- Install additional signage, lighting and improve walkability options within each community
- Removal of trash and junk abatement

#### ***RECOMMENDATIONS***

- Enforce junk abatement in each community within the Region
- Assess and inventory blighted property along the Route 36 Corridor. Prioritize removal of those properties in the "Gateways" of each community within the Region
- Assess signage and lighting needs of each community, specifically in the "Gateways". Partner with local jurisdictions, County and State Highway to fund and implement signage and lighting projects

### **Business Retention and Expansion**

#### ***GOAL***

1. *Retain and expand businesses within the Region by focusing on the four dominant business activities: Senior Care, Education, Telecommunication and Manufacturing.*

#### ***OBJECTIVES***

- Encourage Frostburg State University to focus and tailor specific degree programs and continuing education programs that meet the needs of the following business activities: Senior Care, Telecommunication and Manufacturing

## **RECOMMENDATIONS**

- Examine degree programs and continuing education currently offered by Frostburg State University, in an effort to determine opportunities for the growth and marketing of those programs that will aid in the business retention and expansion of the dominant business activities within the Region
- Increase employment opportunities to retain talented young workers, by creating synergies and collaborative programs with FSU faculty and students

### **Business Attraction**

#### **GOAL**

1. *Entice companies outside the George's Creek Region to locate their business or parts of their business within the Region.*

#### **OBJECTIVES**

- Target specific types of businesses that correspond with the overall character of the Region
- Explore opportunities for transitional Senior Care facilities within the Region
- Foster partnerships between municipalities and Allegany County for a County-wide approach to economic development

## **RECOMMENDATIONS**

- Market the Region for Senior Care communities that include transitional housing; assisted living apartments, residential housing retirement villages and nursing homes
- Develop a Marketing Package that targets telecommunication and data management companies through direct mailing and personal contact. This package should include appropriate sites within existing business parks
- Maintain an inventory of prime locations for appropriate business activities within the George's Creek Region
- Work with the State of Maryland to provide tax incentives to attract new businesses to the George's Creek Region

# **JENNINGS REGION**

## **Major Employers**

Within the Jennings Region, there are three entities that employ 15 or more employees. (As of April 2012)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Mt. Savage School <i>Education</i>	78	Mt. Savage
Mt. Savage Firebrick <i>Light Manufacturing</i>	45	Zihlman
Mt. Savage Specialty Refractory <i>Light Manufacturing</i>	15	Mt. Savage

Additional smaller employers are located along State Route 36 and are primarily service industry related businesses. Education and Manufacturing are the dominant commercial activities within the Region.

## **Industrial Parks**

There currently are no industrial parks in the Region and the potential for an industrial park would be extremely limited due to the lack of available and suitable land.

Within the Jennings Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	23	10.32
Major Commercial	1	1.06
Office/Professional	0	0.00
Industrial	10	30.89

There are 34 parcels and 42.27 acres currently utilized for economic activities within the Jennings Region excluding municipalities.

### **Infill Development Sites**

According to the Maryland Department of Planning Infill Development is redevelopment and new development on vacant, bypassed and underused land within built-up areas of existing communities, where infrastructure is in place. Infill includes redevelopment of lots, particularly in Priority Funding Areas (PFA).

Within the Jennings Region, excluding municipalities, the vacant parcels designated as Local Commercial, Major Commercial, Industrial and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial (located within PFA)	0	0

There currently are no vacant commercial zoned parcels.

### **Future Commercial & Industrial Land Use**

Within the Jennings Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	76	20.87
Major Commercial	1	1.06
Office/Professional	0	0.00
Industrial	10	30.89

There are 87 parcels and 52.82 acres currently utilized for economic activities within the Jennings Region excluding municipalities.

The Industrial future land use could potentially expand by a few acres to accommodate a new use for the property historically used by the brick and iron rail facilities. Local Commercial could also increase due to property along Main Street in Mt. Savage reverting back to local retail.

## **GOALS, OBJECTIVES AND RECOMMENDATIONS**

### **Gateway Initiative**

#### ***GOAL***

1. *Enhance the image of each community within the Jennings Region to encourage business development.*

#### ***OBJECTIVES***

- Remove blighted property in the Region
- Install additional signage, lighting and improve walkability options within each community
- Removal of trash and junk abatement

#### ***RECOMMENDATIONS***

- Continue to enforce junk abatement in each community within the Region
- Assess and inventory blighted property in the Region. Prioritize removal of those properties in the “Gateways” of each community within the Region
- Assess signage and lighting needs of each community, specifically in the “Gateways”. Partner with local jurisdictions, County and State Highway to fund and implement signage and lighting projects

### **Business Retention and Expansion**

#### ***GOAL***

1. *Retain and expand businesses within the Region by focusing on the dominant business activities: Manufacturing.*

#### ***OBJECTIVES***

- Foster and develop working relationships between the business leaders in the Region and encourage these businesses to expand on available lands

#### ***RECOMMENDATIONS***

- Reach out to area businesses in an effort to determine if there are opportunities for growth of current business models or pioneering new business models within the Region
- Revisit Federal, State, and Local programs to see if any assistance could be offered to existing business leaders in the community to allow or facilitate their expansion

## **Business Attraction**

### ***GOAL***

- 1. Entice companies outside the Jennings Region to locate their business or parts of their business within the Region.*

### ***OBJECTIVES***

- Target specific types of businesses that correspond with the overall character of the Region
- Explore opportunities for new manufacturing within the Region
- Foster partnerships between municipalities and Allegany County for a County-wide approach to economic development
- Research new methods of marketing the inventory of building and land opportunities in the Region

### ***RECOMMENDATIONS***

- Market the Region as an area for minor growth, including housing, local commercial, professional services and industrial manufacturing
- Develop a Marketing Package that targets trade subcontracting businesses and manufacturing businesses through direct mailing and personal contact
- Maintain an inventory of prime locations for appropriate business activities within the Jennings Region
- Work with the State of Maryland to provide tax incentives to attract new businesses to the Jennings Region
- Subscribe to CoStar Group marketing and research web services

## **LAVALE REGION**

### **Major Employers**

Within the LaVale Region, there are 32 businesses that employ 15 or more employees. (As of August 2012)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Arby's <i>Fast Food</i>	32	LaVale
Bob Evans <i>Restaurant</i>	95	LaVale
Braddock Best Western <i>Hotel</i>	30	LaVale
Burger King <i>Fast Food</i>	30	LaVale
CiCi's Pizza <i>Restaurant</i>	24	LaVale
Comfort Inn <i>Hotel</i>	19	LaVale
Cumberland Concrete <i>Retail/Service</i>	40	LaVale
CVS Pharmacy <i>Pharmacy</i>	15	LaVale
Dairy Queen <i>Fast Food</i>	38	LaVale
D'Atri's Restaurant <i>Restaurant</i>	53	LaVale
Denny's <i>Restaurant</i>	56	LaVale

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Dry Clean Shirt Salon <i>Service</i>	22	LaVale
Fratelli's Restaurant <i>Restaurant</i>	20	LaVale
Gehauf's <i>Restaurant</i>	18	LaVale
Grand China Buffett <i>Restaurant</i>	18	LaVale
KFC <i>Fast Food</i>	19	LaVale
Kohl's <i>Department Store</i>	112	LaVale
LaVale Veterinary Hospital <i>Veterinary Services</i>	25	LaVale
Long John Silver's <i>Fast Food</i>	25	LaVale
Lowe's Home Improvement <i>Retail</i>	150	LaVale
Martin's-Giant Foods <i>Grocery Store</i>	250	LaVale
McDonald's <i>Fast Food</i>	54	LaVale
National Jet <i>Industrial</i>	23	LaVale
Ollie's Bargain Center <i>Retail</i>	22	LaVale
Pizza Hut <i>Restaurant</i>	16	LaVale

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Ponderosa Steak House <i>Restaurant</i>	40	LaVale
Ruby Tuesday's <i>Restaurant</i>	76	LaVale
Staples <i>Retail</i>	40	LaVale
State Highway Administration <i>Government</i>	48	LaVale
Texas Grillhouse <i>Restaurant</i>	40	LaVale
The Bowler <i>Entertainment</i>	18	LaVale
Wendy's <i>Fast Food</i>	35	LaVale

LaVale is considered to be Allegany County's primary National Retail Market.

### **Industrial Parks**

There currently are no industrial parks in the region and the potential for an industrial park would be extremely limited due to the lack of available and suitable land.

Within the LaVale Region, excluding municipalities, the vacant parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	60	30.60
Major Commercial	65	183.97
Office/Professional	33	17.30
Industrial	44	76.76

There are 202 parcels and 308.63 acres currently utilized for economic activities within the LaVale Region excluding municipalities.

**Infill Development Sites**

According to the Maryland Department of Planning Infill Development is redevelopment and new development on vacant, bypassed and underused land within built-up areas of existing communities, where infrastructure is in place. Infill includes redevelopment of lots, particularly in Priority Funding Areas (PFA).

Within the LaVale Region, excluding municipalities, the vacant parcels designated as Local Commercial, Major Commercial, Industrial and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial (located within PFA)	0	0

There currently are no vacant local commercial zoned parcels.

**Future Commercial & Industrial Land Use**

Within the LaVale Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	198	63.64
Major Commercial	123	229.74
Office/Professional	5	4.81
Industrial	53	76.96

There are 379 parcels and 375.15 acres proposed for economic activities within the LaVale Region excluding municipalities.

## **GOALS, OBJECTIVES AND RECOMMENDATIONS**

### **Gateway Initiative**

#### ***GOAL***

1. *Enhance the image of each community within the LaVale Region to encourage business development.*

#### ***OBJECTIVES***

- Remove blighted property in the Region
- Install additional signage, lighting and improve walkability options within each community
- Removal of trash and junk abatement

#### ***RECOMMENDATIONS***

- Continue to enforce junk abatement in each community within the Region
- Assess and inventory blighted property in the Region. Prioritize removal of those properties in the “Gateways” of each community within the Region
- Assess signage and lighting needs of each community, specifically in the “Gateways”. Partner with local jurisdictions, County and State Highway to fund and implement signage and lighting projects. Continue with streetscape project north of Long Drive to the Narrows

### **Business Retention and Expansion**

#### ***GOAL***

1. *Retain and expand businesses within the Region by focusing on the dominant business activities: Retail and Services.*

#### ***OBJECTIVES***

- Foster and develop working relationships between the business leaders in the Region and encourage these businesses to expand on available lands

#### ***RECOMMENDATIONS***

- Reach out to area businesses in an effort to determine if there are opportunities for growth of current business models or pioneering new business models within the Region
- Revisit Federal, State, and Local programs to see if any assistance could be offered to existing business leaders in the community to allow or facilitate their expansion

## **Business Attraction**

### **GOAL**

1. *Entice companies outside the LaVale Region to locate their business or parts of their business within the Region.*

### **OBJECTIVES**

- Target specific types of businesses that correspond with the overall character of the Region
- Explore opportunities for new retail or services within the Region
- Foster partnerships between municipalities and Allegany County for a County-wide approach to economic development
- Research new methods of marketing the inventory of building and land opportunities in the Region

### **RECOMMENDATIONS**

- Market the Region as an area for growth, including housing, retail, and professional services
- Develop a Marketing Package that targets retail businesses and services businesses through direct mailing and personal contact
- Maintain an inventory of prime locations for appropriate business activities within the LaVale Region
- Work with the State of Maryland to provide tax incentives to attract new businesses to the LaVale Region
- Subscribe to CoStar Group marketing and research web services

## **MIDDLE-NORTH BRANCH REGION**

### **Major Employers**

Within the Middle-North Branch Planning Region, there are two entities that have 15 or more employees. (As of December 2010)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Cresaptown School <i>Elementary School</i>	44	Cresaptown
Food Lion <i>Grocery Store</i>	42	Cresaptown

### **Commercial and Industrial Sites**

Commercial Sites: Many small businesses are located within Cresaptown's core area. These businesses include but are not limited to: Cresaptown Auto Sales; ARK Systems (a commercial electronic company); WMEPS Cop Shop; Erie Insurance; Tru Reflections auto dealing; Lashbaugh's Parkview Tavern & Grill; Frank B. Mitchell dentistry; Stangel & Stangel financial services; Print & Stich; Livvy's Soft Serve Ice Cream; Moore's Hunting Supplies; Holeshoot Motorsports; Dream Maker Bath & Kitchen; Sheetz; Prudential; Allstate; Fred Warner's German Restaurant; and ABLE Credit Union. The Fraternal Oder of Eagles is also located in the area.

South of Cresaptown, Scarpelli Funeral Home and Williams Concrete are located in close proximity to the Planning Area. The Scarpelli Funeral Home is a secondary location to their main office in Cumberland and Williams's Concrete produces pre-cast concrete structures for sale to the Tri-State area. Wilson Welding and Hannah Plaza are the only commercial sites located specifically within the Middle-North Branch Planning Area. Wilson Welding used to be a smaller scale welding supplies shop but now shares a joint ownership with Tri-State Propane, which is located in the Bowling Green-Potomac Park Region. Tri-State Propane supplies many different types of gas and chemical needs in the Tri-State area. Hannah Plaza is currently a strip mall anchored by Food Lion, First Peoples Credit Union, and a Dollar General.

There are no industrial/business parks current or proposed within the Middle-North Branch Planning Region. Two parks are located in adjacent Planning Regions and are vital to the current and future economics of Middle-North Branch Planning Region. Barton Business Park is located within the Upper Potomac Planning Region and the Upper Potomac Industrial Park is located within the Bowling Green-Potomac Park Planning Region. These Parks will be discussed in more detail in their respective Planning Region Elements. Try not to confuse the Upper Potomac Planning Region with the Upper Potomac Industrial Park.

### Existing Commercial & Industrial Land Use

Within the Middle-North Branch Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	2	0.58
Major Commercial	3	5.98
Office/Professional	0	0
Industrial	3	2.36

There are eight parcels and 8.92 acres currently utilized for economic activities within the Winchester-Warrior Run Region excluding municipalities.

### Infill Development Sites

According to the Maryland Department of Planning Infill Development is redevelopment and new development on vacant, bypassed and underused land within built-up areas of existing communities, where infrastructure is in place. Infill includes redevelopment of lots, particularly in Priority Funding Areas (PFA).

Within the Middle-North Branch Region, excluding municipalities, the vacant parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial (located within PFA)	0	0

There are no vacant parcels currently designated in the Land Use Survey for economic activities within the Middle-North Branch Region excluding municipalities.

### Future Commercial & Industrial Land Use

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	1	0.51
Major Commercial	9	37.44
Office/Professional	0	0

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Industrial	6	36.66

There are 16 parcels and 74.61 acres proposed for economic activities within the Middle-North Branch Region excluding municipalities.

## **GOALS, OBJECTIVES AND RECOMMENDATIONS**

### **GOALS**

- 1. Encourage economic development in the Planning Area.*
- 2. Attract primary and secondary target industries to the Planning Area.*

### **OBJECTIVES**

- Maintain Cresaptown's status as a town center
- Encourage the expansion of Hannah Plaza's commercial and service oriented establishments
- Encourage economic development along the east side of Winchester Road
- Encourage the expansion of economic development along Route 220
- For purposes of attracting businesses to the County, address the demand for housing ranging from \$100,000 to \$200,000 in price
- Continue to prioritize the upgrade and realignment of U.S. Route 220

### **RECOMMENDATIONS**

- Maintain Cresaptown's status as a town center
- Encourage the expansion of Hannah Plaza's commercial and service oriented establishments
- Encourage economic development along the east side of Winchester Road
- For purposes of attracting businesses to the County, address the demand for housing ranging from \$100,000 to \$200,000 in price
- Continue to prioritize the upgrade and realignment of U.S. Route 220

# **UPPER POTOMAC REGION**

## **Major Employers**

Within the Upper Potomac Region, there are five entities that employ 15 or more employees. (As of April 2012)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Alliant Techsystems <i>Military Contractor</i>	1,396	Rocket Center, WV
American Woodmark Corporation <i>Wood Cabinet Manufacturer</i>	332	Rawlings
Bel Air Elementary School <i>Education</i>	23	Bel Air
McDonald's <i>Fast Food</i>	21	Bel Air
Walter N. Yoder & Sons <i>Contractor</i>	90	Rawlings

Many additional smaller employers are located in the Bel Air community and are primarily service industry related businesses. General and Military Contracting and Manufacturing are the dominant commercial activities within the Region.

## **Industrial Parks**

The Barton Business Park is in the Upper Potomac Planning Region and is an important business asset to Allegany County and the region. The Barton Business Park is located along Route 220 South. American Woodmark Corporation™ is the first business to locate in the Barton Business Park. Headquartered in Winchester, Va., American Woodmark Corporation™ is the third largest manufacturer of kitchen and bath cabinets in the United States. The company opened a 250,000 square foot assembly facility at Barton Business Park in 2004. Barton Business Park is located adjacent to Alliant Tech System's (ATK), Allegany Ballistics Laboratory, part of the company's Tactical Propulsion and Controls Division, in nearby Rocket Center, West Virginia.

The area is zoned Industrial and the Park has much of the infrastructure already installed such as: Access Road, Water, Sewer, Gas and Electric are all on-site. Approximately 100 acres are available for development within the Business Park and the potential to expand the Park by an additional 50 acres to the south has been identified by CACIF. CACIF has identified an additional 360 acres of potential industrial land in the Planning Region. The County's 2012-2016 Capital Improvement Program includes a speculative building project for FY-14 on Lot C in the Barton Business Park. The County remains hopeful that neighboring ATK will expand their operation to the Business Park at some point in the near future.

There are 227 parcels and 313.47 acres currently utilized for economic activities within the Upper Potomac Region excluding municipalities.

### **Infill Development Sites**

According to the Maryland Department of Planning Infill Development is redevelopment and new development on vacant, bypassed and underused land within built-up areas of existing communities, where infrastructure is in place. Infill includes redevelopment of lots, particularly in Priority Funding Areas (PFA).

Within the Upper Potomac Region, excluding municipalities, the vacant parcels designated as Local Commercial, Major Commercial, Industrial and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial (located within PFA)	0	0

There currently are no vacant commercial zoned parcels.

### **Future Commercial & Industrial Land Use**

Within the Upper Potomac Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	103	92.49
Major Commercial	83	98.80
Office/Professional	3	6.60
Industrial	67	313.27

There are 256 parcels and 511.16 acres proposed for economic activities within the Upper Potomac Region excluding municipalities.

## **GOALS, OBJECTIVES AND RECOMMENDATIONS**

### **Gateway Initiative**

#### **GOAL**

1. *Enhance the image of each community within the Upper Potomac Region to encourage business development.*

#### **OBJECTIVES**

- Remove blighted property in the Region
- Install additional signage, lighting and improve walkability options within each community
- Removal of trash and junk abatement

#### **RECOMMENDATIONS**

- Continue to enforce junk abatement in each community within the Region
- Assess and inventory blighted property in the Region. Prioritize removal of those properties in the “Gateways” of each community within the Region
- Assess signage and lighting needs of each community, specifically in the “Gateways”. Partner with local jurisdictions, County and State Highway to fund and implement signage and lighting projects

### **Business Retention and Expansion**

#### **GOAL**

1. *Retain and expand businesses within the Region by focusing on the dominant business activities: Contractors and Manufacturing.*

#### **OBJECTIVES**

- Foster and develop working relationships between the business leaders in the Region and encourage these businesses to expand and locate in Barton Business Park

#### **RECOMMENDATIONS**

- Reach out to area businesses in an effort to determine if there are opportunities for growth of current business models or pioneering new business models within the Region
- Revisit Federal, State, and Local programs to see if any assistance could be offered to existing business leaders in the community to allow or facilitate their expansion

## **Business Attraction**

### **GOAL**

1. *Entice companies outside the Upper Potomac Region to locate their business or parts of their business within the Region.*

### **OBJECTIVES**

- Target specific types of businesses that correspond with the overall character of the Region
- Explore opportunities for new manufacturing within the Region
- Foster partnerships between municipalities and Allegany County for a County-wide approach to economic development
- Research new methods of marketing the inventory of building and land opportunities in the Region

### **RECOMMENDATIONS**

- Market the Region as a growth area in the County, including housing, retail, office space, professional services and industrial manufacturing
- Develop a Marketing Package that targets trade subcontracting businesses and manufacturing businesses through direct mailing and personal contact. This package should include appropriate sites within the existing Business Park and other available property
- Maintain an inventory of prime locations for appropriate business activities within the Upper Potomac Region
- Work with the State of Maryland to provide tax incentives to attract new businesses to the Upper Potomac Region
- Further market the Barton Business Park as a primary place of business for manufacturing companies
- List properties and subscribe to CoStar Group marketing and research web services

## **WILLS REGION**

### **Major Employers**

Within the Wills Region, there are 18 businesses that employ 15 or more employees. Ten businesses are located in the City of Cumberland. (As of June 2012)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Allegany Health Nursing and Rehab <i>Senior Care</i>	120	Cumberland
Allegany High School <i>Education</i>	79	Cumberland
Archway Station <i>Psychiatric Rehabilitation Services</i>	125	Cumberland
Billy Bender Chevrolet <i>Car Dealership</i>	18	Motor City
Braddock Middle School <i>Education</i>	68	Cumberland
CBIZ <i>Financial/Insurance Services</i>	125	Cumberland
Friends Aware <i>Disabled Services</i>	227	Cumberland
M&T Bank <i>Financial Services</i>	54	Cumberland
Northeast Elementary School <i>Education</i>	36	Cumberland
Shaffer Ford <i>Car Dealership</i>	31	Motor City
Sheetz <i>Convenience Store</i>	44	Corriganville Cumberland
Thomas Subaru/Hyundai <i>Car Dealership</i>	26	Motor City

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Timbrook Auto Outlet/Collision Center <i>Car Dealership/Auto Repair</i>	24	Motor City
Timbrook GMC/Cadillac <i>Car Dealership</i>	20	Motor City
Timbrook Kia <i>Car Dealership</i>	15	Motor City
Timbrook Nissan <i>Car Dealership</i>	18	Motor City
Times-News <i>Newspaper/Media</i>	120	Cumberland
TWR Communications <i>Telecommunications</i>	22	Cumberland

Over 70 smaller employers are located along State Route 36 and in the City of Cumberland on Centre Street, Mechanic Street and Baltimore Street. These smaller establishments consist of Wholesale, Retail, and Service related businesses. Retail Sales and Services are the dominant commercial activities within the Region.

### **Industrial Parks**

There currently are no industrial parks in the region and the potential for an industrial park would be extremely limited due to the lack of available and suitable land. With that said, however, there are a few hundred, limited by floodplain, acres of land currently owned by Mt. Savage Refractories, Cumberland Cement and Supply Company, and Allegany Holding Company that could have future industrial value.

Within the Wills Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	26	15.91
Major Commercial	43	59.54
Office/Professional	1	0.70
Industrial	37	58.03

There are 107 parcels and 134.18 acres currently utilized for economic activities within the Wills Region excluding municipalities.

## **Infill Development Sites**

According to the Maryland Department of Planning Infill Development is redevelopment and new development on vacant, bypassed and underused land within built-up areas of existing communities, where infrastructure is in place. Infill includes redevelopment of lots, particularly in Priority Funding Areas (PFA).

Within the Wills Region, excluding municipalities, the vacant parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial (located within PFA)	7	12.87

There currently are no vacant commercial zoned parcels.

## **Future Commercial & Industrial Land Use**

Within the Wills Region, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	88	56.27
Major Commercial	39	63.80
Office/Professional	10	2.58
Industrial	40	99.57

There are 177 parcels and 222.22 acres currently utilized for economic activities within the Wills Region excluding municipalities.

## **GOALS, OBJECTIVES AND RECOMMENDATIONS**

### **Gateway Initiative**

#### ***GOAL***

- 1. Enhance the image of each community within the Wills Region to encourage business development.*

## **OBJECTIVES**

- Remove blighted property in the Region
- Install additional signage, lighting and improve walkability options within each community
- Removal of trash and junk abatement

## **RECOMMENDATIONS**

- Continue to enforce junk abatement in each community within the Region
- Assess and inventory blighted property in the Region. Prioritize removal of those properties in the “Gateways” of each community within the Region
- Assess signage and lighting needs of each community, specifically in the “Gateways”. Partner with local jurisdictions, County and State Highway to fund and implement signage and lighting projects

## **Business Retention and Expansion**

### **GOAL**

1. *Retain and expand businesses within the Region by focusing on the dominant business activities: Retail and Services.*

## **OBJECTIVES**

- Foster and develop working relationships between the business leaders in the Region and encourage these businesses to expand on available lands

## **RECOMMENDATIONS**

- Reach out to area businesses in an effort to determine if there are opportunities for growth of current business models or pioneering new business models within the Region
- Revisit Federal, State, and Local programs to see if any assistance could be offered to existing business leaders in the community to allow or facilitate their expansion

## **Business Attraction**

### **GOAL**

1. *Entice companies outside the Wills Region to locate their business or parts of their business within the Region.*

## ***OBJECTIVES***

- Target specific types of businesses that correspond with the overall character of the Region
- Explore opportunities for new retail or services within the Region
- Foster partnerships between municipalities and Allegany County for a County-wide approach to economic development
- Research new methods of marketing the inventory of building and land opportunities in the Region

## ***RECOMMENDATIONS***

- Market the Region as an area for growth, including housing, retail, and professional services
- Develop a Marketing Package that targets retail businesses and services businesses through direct mailing and personal contact
- Maintain an inventory of prime locations for appropriate business activities within the Wills Region
- Work with the State of Maryland to provide tax incentives to attract new businesses to the Wills Region
- Subscribe to CoStar Group marketing and research web services

## **WINCHESTER-WARRIOR RUN REGION**

### **Major Employers**

Within the Winchester-Warrior Run Planning Region, there are 12 employers that have 15 or more employees. (As of December 2010)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Applebee's <i>Restaurant</i>	62	LaVale
Billy Bender Dodge Jeep Chrysler <i>Car Dealership</i>	22	Cresaptown
Bon Ton <i>Country Club Mall Anchor Store</i>	75	LaVale
Foxcraft Homes/First General Services <i>Dwelling Contractor</i>	20	LaVale
JC Penney <i>Country Club Mall Anchor Store</i>	70	LaVale
Maryland Motor Vehicle Administration <i>State Government</i>	97	LaVale
Sears <i>Country Club Mall Anchor Store</i>	137	LaVale
Sheetz <i>Convenience Store</i>	22	Cresaptown
Wal-Mart <i>Department Store</i>	498	LaVale
Western Correctional Institution <i>State Prison</i>	506	Cresaptown
Western Sizzlin <i>Restaurant</i>	32	LaVale

Major employers in the Winchester-Warrior Run Planning Region are primarily located along Winchester Road in the LaVale Area. Commercial Retail, Professional Services and State government are the dominant employment within the Region.

There are three employers located in the adjacent Regions that employ 15 or more employees and are a key component to the LaVale/Cresaptown business palette. (As of December 2010)

<b>Employer</b>	<b># of Employees</b>	<b>Location</b>
Cresaptown School <i>Elementary School</i>	44	Cresaptown
Food Lion <i>Grocery Store</i>	42	Cresaptown
North Branch Correctional Institution <i>State Prison</i>	556	Cresaptown

### **Commercial and Industrial Sites**

The Winchester-Warrior Run Region includes one of the largest unincorporated areas for commercial activity in Allegany County, second only to the LaVale Plan Area. The Country Club Mall, a JJ Gumberg owned and managed property, currently includes 57 different retail attractions and employs over 1,250 people is included in the Winchester-Warrior Run Region. The opportunity exists for additional Major commercial activity in the vicinity of Country Club Mall and along Winchester Road (Route 53) as well as opportunity for expansion and/or new Local Commercial within Cresaptown.

The site of the Allegany County Vocational Tech Center is also located along Route 220, which gives students access to job skills training while receiving a high school education. Businesses located on the east side of Route 53 include but are not limited to the Billy Bender Dodge/Jeep Chrysler Dealership; Eaton Young Furniture Store; Creative Trends; Broadwater Collision Auto Repair; and a full service Maryland Motor Vehicle Administration.

A few businesses are located west of Route 53 north of Trescher Heights. These businesses are retail, commercial and fast food establishments associated with the Country Club Mall and the Vocke Road/Route 53-National Highway triangle. Retail and commercial businesses found in the triangle serve the region, drawing people from all over the County, Garrett County, and people from West Virginia and Pennsylvania.

Many small businesses are located within Cresaptown's core area. These businesses include but are not limited to: Cresaptown Auto Sales; ARK Systems (a commercial electronic company); WMEPS Cop Shop; Erie Insurance; Tru Reflections auto dealing; Lashbaugh's Parkview Tavern & Grill; Frank B. Mitchell dentistry; Stangel & Stangel financial services; Print & Stich; Livvy's Soft Serve Ice Cream; Moore's Hunting Supplies; Holeshoot Motorsports; Dream Maker Bath & Kitchen; Sheetz; Prudential; Allstate; Fred Warner's German Restaurant; and ABLE Credit Union. The Fraternal Oder of Eagles is also located in the area.

South of Cresaptown, Scarpelli Funeral Home, Williams Concrete, and Hannah Plaza are located near the southern tip of the planning area. The Scarpelli Funeral Home is a secondary location to their main office in Cumberland and Williams's concrete produces pre-cast concrete structures

for sale to the Tri-State area. Hannah Plaza is partially located within the Planning Area and partially located in the Middle-North Branch Planning Area. Hannah Plaza is currently a strip mall anchored by Food Lion, First Peoples Credit Union, and a Dollar General.

There are no industrial/business parks current or proposed within the Winchester-Warrior Run Planning Region. Two parks are located in adjacent planning regions and are vital to the current and future economics of Winchester-Warrior Run Planning Region. Barton Business Park is located within the Upper Potomac Planning Region and the Upper Potomac Industrial Park is located within the Bowling Green–Potomac Park Planning Region. These Parks will be discussed in more detail in their respective Planning Region Elements. Try not to confuse the Upper Potomac Planning Region with the Upper Potomac Industrial Park.

There are 192 parcels and 142.3 acres currently utilized for economic activities within the Winchester-Warrior Run Region excluding municipalities.

**Infill Development Sites**

According to the Maryland Department of Planning Infill Development is redevelopment and new development on vacant, bypassed and underused land within built-up areas of existing communities, where infrastructure is in place. Infill includes redevelopment of lots, particularly in Priority Funding Areas (PFA).

Within the Winchester-Warrior Run Region, excluding municipalities, the vacant parcels designated as Local Commercial, Major Commercial, Industrial, and Office/Professional have been quantified as follows:

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial (located within PFA)	5	29.91

**Future Commercial & Industrial Land Use**

<b>Land Use</b>	<b># of Parcels</b>	<b>Acreage</b>
Local Commercial	47	43.03
Major Commercial	186	340.67
Office/Professional	38	18.97
Industrial	12	86.56

There are 283 parcels and 489.23 acres proposed for economic activities within the Winchester-Warrior Run Region excluding municipalities.

## **GOALS, OBJECTIVES AND RECOMMENDATIONS**

### ***GOALS***

- 1. Encourage economic development in the Planning Area.*
- 2. Attract primary and secondary target industries to the Planning Area.*

### ***OBJECTIVES***

- Maintain Cresaptown's status as a town center
- Encourage the expansion of Hannah Plaza's commercial and service oriented establishments
- Encourage economic development along the east side of Winchester Road
- Encourage the expansion of economic development along Route 220 north of Cresaptown
- For purposes of attracting businesses to the County, address the demand for housing ranging from \$100,000 to \$200,000 in price
- Continue to prioritize the upgrade and realignment of U.S. Route 220 South

### ***RECOMMENDATIONS***

- Maintain a relationship with Cresaptown Civic Improvement Association
- Market the region as an area for commercial and service oriented establishments
- Actively market the east side of Winchester Road for economic development
- Retain connections with leading real estate professionals and potential land developers
- Maintain an inventory of our real estate potential and monitor the current housing stock
- Continue to participate with SHA and MDOT through the Corridor Study for U.S. Route 220 South

# **APPENDIX**



## **BUSINESS ASSISTANCE & GRANT OPPORTUNITIES**

The Allegany County Department of Economic & Community Development along with State and Federal government agencies is involved in the promotion of economic development activities for Allegany County. Below are several of the key programs offered:

### **FEDERAL FINANCING PROGRAMS**

**HUBZone Certification:** Allegany County is home to two Federal HUBZones, located in South Cumberland and Frostburg. The HUBZones Empowerment Contracting Program provides Federal contracting preferences to small businesses that obtain HUBZone Certification. The Historically Underutilized Business Zones (HUBZone) program helps small businesses in urban and rural communities gain preferential access to Federal procurement opportunities. These preferences go to small businesses that obtain HUBZone certification in part by employing staff who live in a HUBZone. The company must also maintain a "principal office" in one of these specially designated areas.

**Appalachian Region Commission Grants:** Grants to projects that address one or more of the four goals identified by ARC in its Strategic Plan and that can demonstrate measurable results. Typically, ARC project grants are awarded to state and local agencies and governmental entities (such as economic development authorities), local governing boards (such as county councils), and nonprofit organizations (such as schools and organizations that build low-cost housing).

### **SMALL BUSINESS ADMINISTRATION PROGRAMS**

**Small Business Investment Company Program:** Provides venture capital to small independent businesses, both new and already established.

**Certified Development Company Program:** Provides growing businesses with long-term, fixed-rate financing for major fixed assets, such as land and buildings.

**Approved Micro-Loan Award Participants Program:** Provides very small loans to prospective small business borrowers.

### **MARYLAND FINANCING PROGRAMS**

**One Maryland Economic Development Tax Credits:** Business project must locate in Allegany County. The business entity must be primarily engaged at the facility in one or more eligible industries. The project must be located in a Priority Funding Area. A qualified business entity may claim both a start-up tax credit and a project tax credit. A business entity has up to 14 years after the tax year in which the project is placed in service to take the credit.

**Maryland Enterprise Zones:** Businesses locating in a Maryland Enterprise Zone may be eligible for income tax and real property tax credits in return for job creation and investments. Businesses located in one of two focus areas are also eligible for personal property tax credits. Real Property Tax Credits consist of a ten-year credit against local real property taxes on a portion of real property improvements. Credit is 80% the first five years and decreases 10% annually to 30 percent in the tenth and final year. Income tax credits consist of a one- or three-year credit for wages paid to new employees. The general credit is a one-time, \$1,000 credit per new worker. For economically disadvantaged employees, the credit increases to a total of \$6,000 per employee distributed over three years.

The State of Maryland has three designated enterprise zones in Allegany County. The largest is the Cumberland/Allegany County Zone and incorporates most of the City of Cumberland and the County's business parks. There is another enterprise zone located on the east side of Frostburg and includes the Frostburg Business Park. Barton Business Park on Route 220 is the third enterprise zone.

**Maryland Neighborhood Business Works Program:** The program provides financial assistance to small businesses and nonprofit organizations locating or expanding in locally designated neighborhood revitalization areas throughout the state. The financial assistance may come in a number of forms, including low-interest loans or loan guarantees. Eligible applicants are Maryland-based small businesses including Microenterprises (as defined by the US Small Business Administration). Financing generally ranges from \$25,000 to \$500,000. Each project is reviewed for financial need, which may be up to 50 percent of total project costs. Refinancing is not considered part of the project cost. Eligible projects include retail businesses (including franchises), manufacturing businesses, service-related businesses, and mixed-use projects consisting of a commercial or retail use. Eligible uses of funds include marketing, planning and feasibility studies, real estate acquisition, new construction or rehabilitation, lease hold improvements, machinery and equipment, working capital (when part of the total project costs), and certain other costs associated with opening or expanding a small business.

**Community Development Block Grant Program:** Dispersed to a local jurisdiction in the form of a conditional grant and then used for public improvements or loaned to a business.

**Maryland Economic Adjustment Fund:** Assists business entities in the state with modernization of manufacturing operations, development of commercial applications for technology, and exploring and entering new markets.

**Maryland Small Business Development Financing Authority:** Provides financing for small businesses that are not able to qualify for financing from private lending institutions or owned by socially and economically disadvantaged persons.

**Maryland Economic Development Assistance Authority and Fund:** Provides assistance to the business community and political jurisdictions with five financing capabilities.

**Maryland Industrial Development Financing Authority:** Encourages private sector financing in economic development projects located in Priority Funding Areas.

**Maryland Venture Fund:** Makes direct investments in technology and life science companies and indirect investments in venture capital funds.

## **MUNICIPAL FINANCING PROGRAMS**

**Downtown Frostburg Revolving Loan Fund (RLF):** Available in Frostburg, this program is for proposed property improvement projects located within the Main Street Commercial District (C3 Zoning District). Priority is given to projects in the West Main Street area. Type of project is the exterior and/or interior renovation/construction of any business-use space or commercial/multi-family in a mixed-use building. Projects are limited to \$50,000 maximum reservation with a matching requirement, so that a \$50,000 reservation would require a \$100,000 minimum project estimate. Terms: 40 percent will require no repayment (incentive grant); another 20 percent will be loaned to match a state repayment – four years, 0 percent. The remaining 40 percent will be loaned for five years at five percent.

**Lenders Loan Pool:** This program was created to encourage development of the Cumberland Downtown area by financing the start-up costs and renovations of businesses relocating and/or expanding within the Central Business District. Loans ranging from \$10,000 - \$100,000 are provided at competitive interest rates for a maximum of 60 months and can be used for expenses such as inventory, leasehold improvements, equipment, and receivables. Funds are provided by the City of Cumberland in partnership with local banks and the State of Maryland.

**City of Cumberland Historic District Tax Incentive Program:** For qualified renovations that have been approved by the Historic Preservation Commission, a 10 percent credit can be deducted from the property owner's annual City property taxes. A minimum expenditure of \$5,000 is required. This credit can be used for up to five years if the amount of credit is greater than the amount of annual taxes due. Additionally, a City property tax assessment freeze is available for a period of up to 10 years. The length of the freeze depends upon the amount of the expenditure in relation to the pre-improvement market value of the property. In 2006, this program was expanded to include not only the Canal Place Preservation District, but also all National Register of Historic Districts within Cumberland.

**Allegany County Historic District Tax Incentive Program:** The Allegany County Commissioners have provided a tax assessment freeze equal to that received through the City of Cumberland's program. Applicants must have work approved by the Cumberland Historic Preservation Commission in order to be eligible. Approved City of Cumberland Historic District Tax Incentive Applications will be forwarded to the Allegany County Office of Finance for processing. There is no a separate application required.

**Heritage Preservation Tax Credit:** Administered by the Maryland Historical Trust, this program provides Maryland income tax credits equal to 20 percent of the qualified capital costs expended in the rehabilitation of a "certified heritage structure." As of July 1, 2001, non-profit organizations and individuals have the option to select a cash refund, instead of income tax credits. A yearly cap is in effect for commercial buildings and a project cap is in effect for

residential buildings. All applications must be approved by the Maryland Historical Trust prior to the commencement of work.

**Maryland Historical Trust Historic Preservation Loan Program:** The Maryland Historical Trust administers loan programs that assist both bricks and mortar activities such as acquisition and rehabilitation of historic properties and the development of heritage tourism-related businesses. Loans are awarded as a lump sum that must be repaid within an agreed-upon time period. The loan terms are attractive, offering below-market rates.

**Maryland Historical Trust Grant Programs:** The Maryland Historical Trust administers six separate grant programs that assist in a wide variety of historic preservation-related activities, including: acquisition and rehabilitation of historic properties; acquisition, construction, and capital improvement of buildings, sites, and communities of historical and cultural significance to the African American experience in Maryland; historic property documentation projects such as National Register of Historic Places nominations; Maryland Inventory of Historic Property forms; and HABS/HAER/HALS documentation; archeological investigations; documentation of folkways and cultural history through oral histories; heritage tourism development, such as brochures, tours and site improvements; museum activities, encompassing strategic planning, exhibits, collections management, educational programs and marketing.

Each program has different eligibility standards, operating regulations, applications and deadlines, so please be sure to read each program's guidelines closely to make sure your project is eligible.

**Federal Tax Incentive Program:** The program enables the owners or long-term leaseholders of income-producing certified historic structures (listed in the National Register of Historic Places, or a contributing element within the boundaries of an historic district), to receive a Federal tax credit. The credit amounts to 20 percent of the cost of a certified rehabilitation. Applications for this program contain three parts and are available through the Maryland Historical Trust.

**Arts & Entertainment District Rehabilitation Tax Credit Program:** A tax credit will be provided on City real property taxes for properties wholly or partially constructed or renovated to be capable for use by a qualifying artist or arts enterprise located within the Arts & Entertainment District (A&E District). The credit shall be the difference between the property tax that, but for the tax credit, would be payable after the completion of eligible improvements, and the property tax that would be payable if the eligible improvements were not made. This tax "freeze" is available for a period of up to 10 years based on the level of improvements made to the property. Qualifying commercial properties are eligible for the tax "freeze". Properties must be located within the A&E District and a minimum \$5,000 investment must be made. Application must be made prior to work beginning with the City of Cumberland's Department of Community Development and a certificate of appropriateness from the local Historic Preservation Commission must be obtained, when applicable.

**Arts & Entertainment District Admissions & Amusement Tax Exemption Program:** Enterprises dedicated to visual or performing arts located within the Arts & Entertainment District are exempt from the collection of the State of Maryland's Admissions and Amusement

Tax. Businesses must qualify for the exemption and notification must be provided to the State of Maryland's Comptroller's Office in order to be eligible.

**Arts & Entertainment District Income Tax Subtraction Modification Program:** Qualifying artists who own or rent residential real property in the county where the Arts & Entertainment District is located, and who conduct business in the District, may be eligible for a Maryland personal income tax subtraction modification to eliminate state and local income tax on their income from the sale, publication, or production within the District of their artistic work that is written, composed, or executed within the District. This includes income derived from internet, mail order, and catalog sales of artistic work that is shipped from within the District to buyers in another location, if the qualifying artist created that artistic work within the District.

**Virginia Avenue Targeted Area Revitalization (VAATR) Tax Incentive:** Established by the Mayor and City Council of Cumberland to stimulate revitalization and growth along the Virginia Avenue corridor. This program provides flexibility to the owner to make improvements to his property and be eligible to receive property tax credits outside the structure of the Historic District guidelines. Allegany County tax credits will also be available for this program beginning September 24, 2007. Both commercial and residential properties are eligible. A \$5,000 minimum investment is required. Property must be maintained for up to 10 years. Eligibility based on property improvements, restoration and rehabilitation, or new construction costs. Property tax credit to be determined by cost of eligible improvement as compared to value of property if eligible improvements had not been made. Allowable for up to 10 years, as determined by improvement costs.

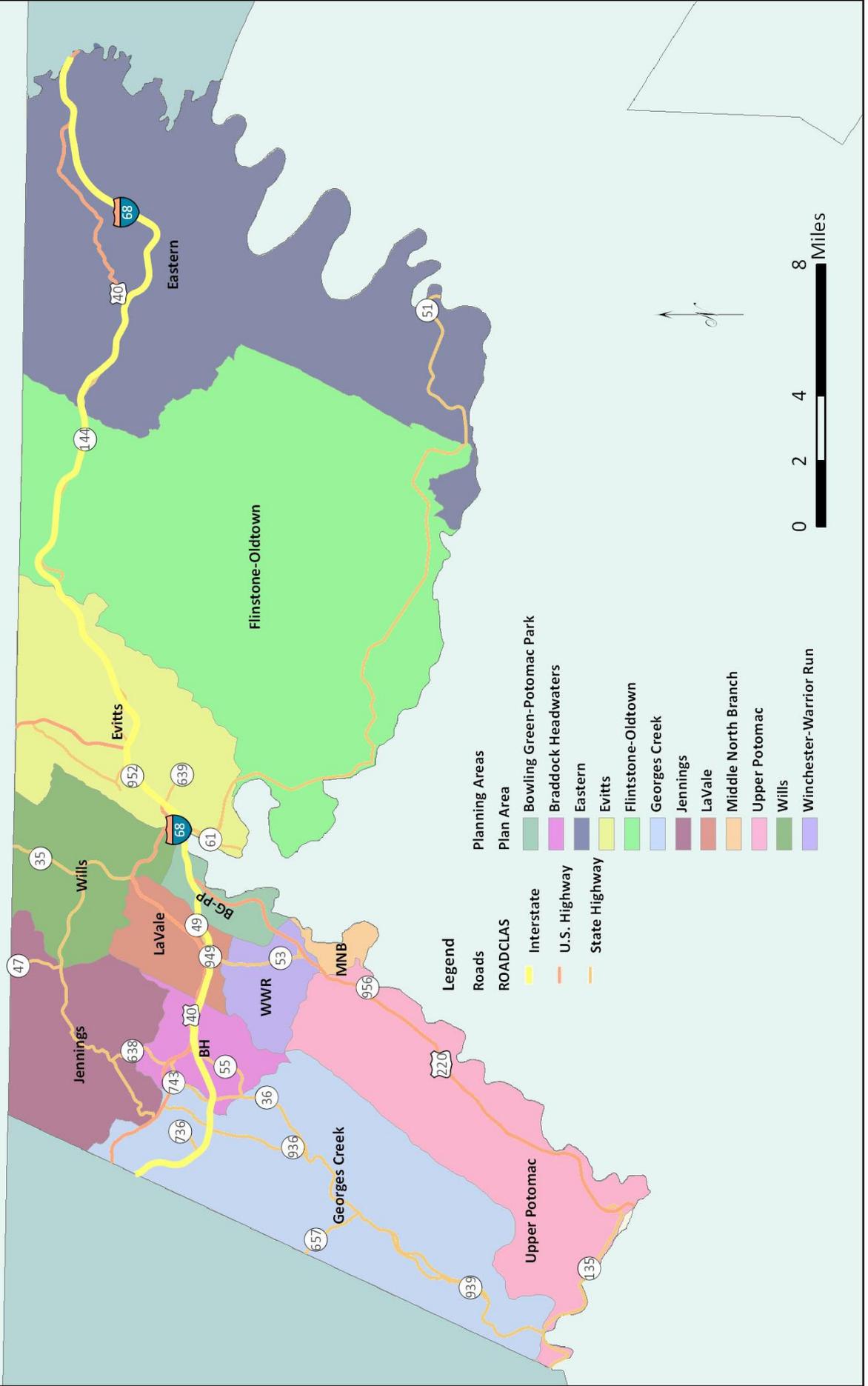
**Virginia Avenue Enterprise Zone for Revitalization Area (VAEZRA) Program:** The local standards of the Gateway Enterprise Zone are amended by the City and the County to include mercantile, retail or service activity, eligible for Enterprise Zone benefits in the Virginia Avenue area. The new district began in January 1, 2008, and has been expanded. The business must create at least three new or additional jobs above a base employment level within a reasonable time period as determined by the Enterprise Zone Advisory Committee. Amount of credit is 80 percent of the taxes due on any expansion, renovation or capital improvement in the property over the first five years. Subsequent years, the credit decreases 10 percent annually.

## **OTHER PROGRAMS**

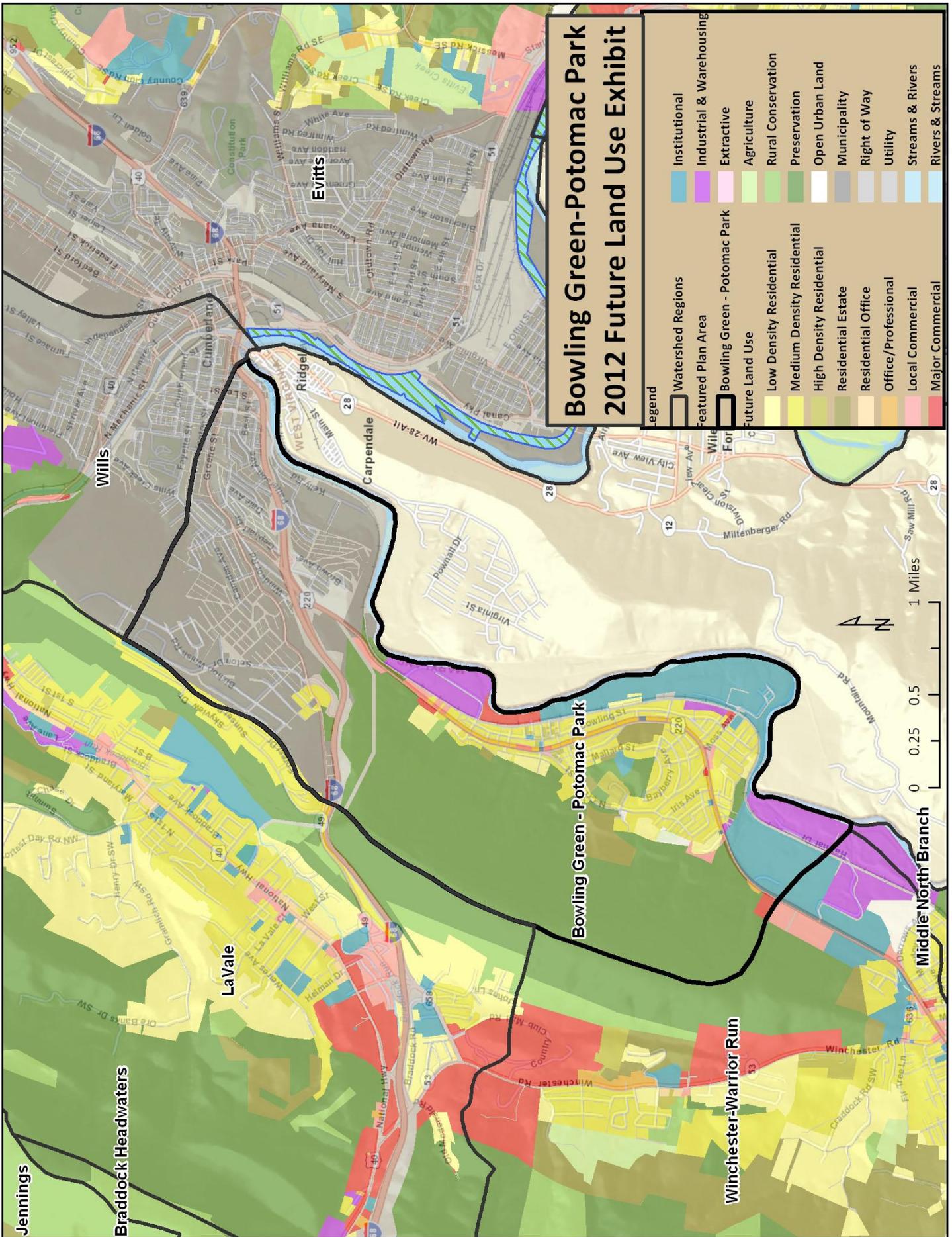
**Small Business Development Centers:** Provides no-cost consulting services to entrepreneurs and small business owners.

**Tri-County Council-Revolving Loan Fund:** Serves as a source for gap financing for small businesses seeking to locate or expand in Maryland's Garrett, Allegany, and Washington Counties.

# Allegany County Watershed Planning Regions



# Bowling Green-Potomac Park 2012 Future Land Use Exhibit



**Legend**

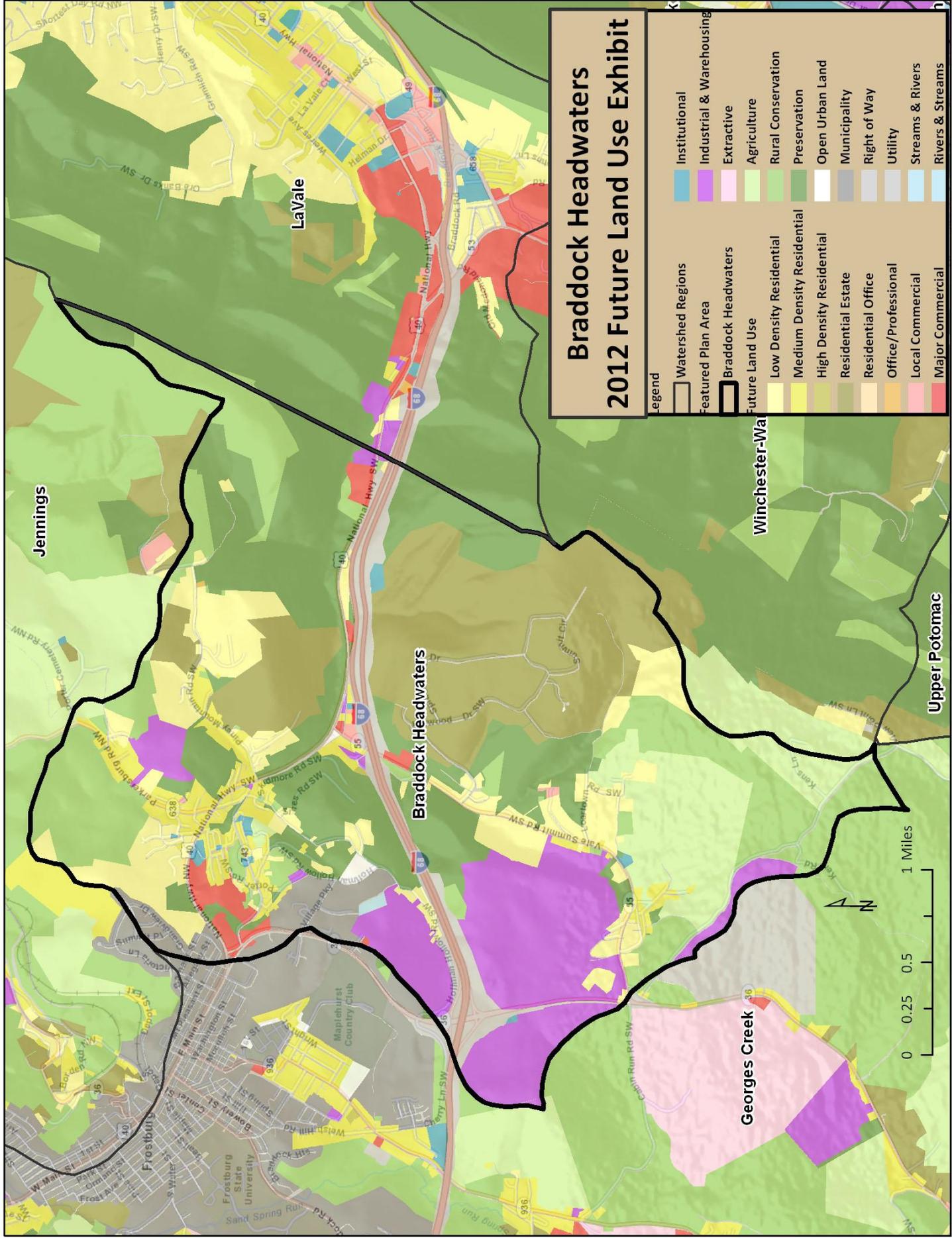
- Watershed Regions
- Featured Plan Area
- Bowling Green - Potomac Park
- Future Land Use
- Low Density Residential
- Medium Density Residential
- High Density Residential
- Residential Estate
- Residential Office
- Office/Professional
- Local Commercial
- Major Commercial
- Institutional
- Industrial & Warehousing
- Extractive
- Agriculture
- Rural Conservation
- Preservation
- Open Urban Land
- Municipality
- Right of Way
- Utility
- Streams & Rivers
- Rivers & Streams

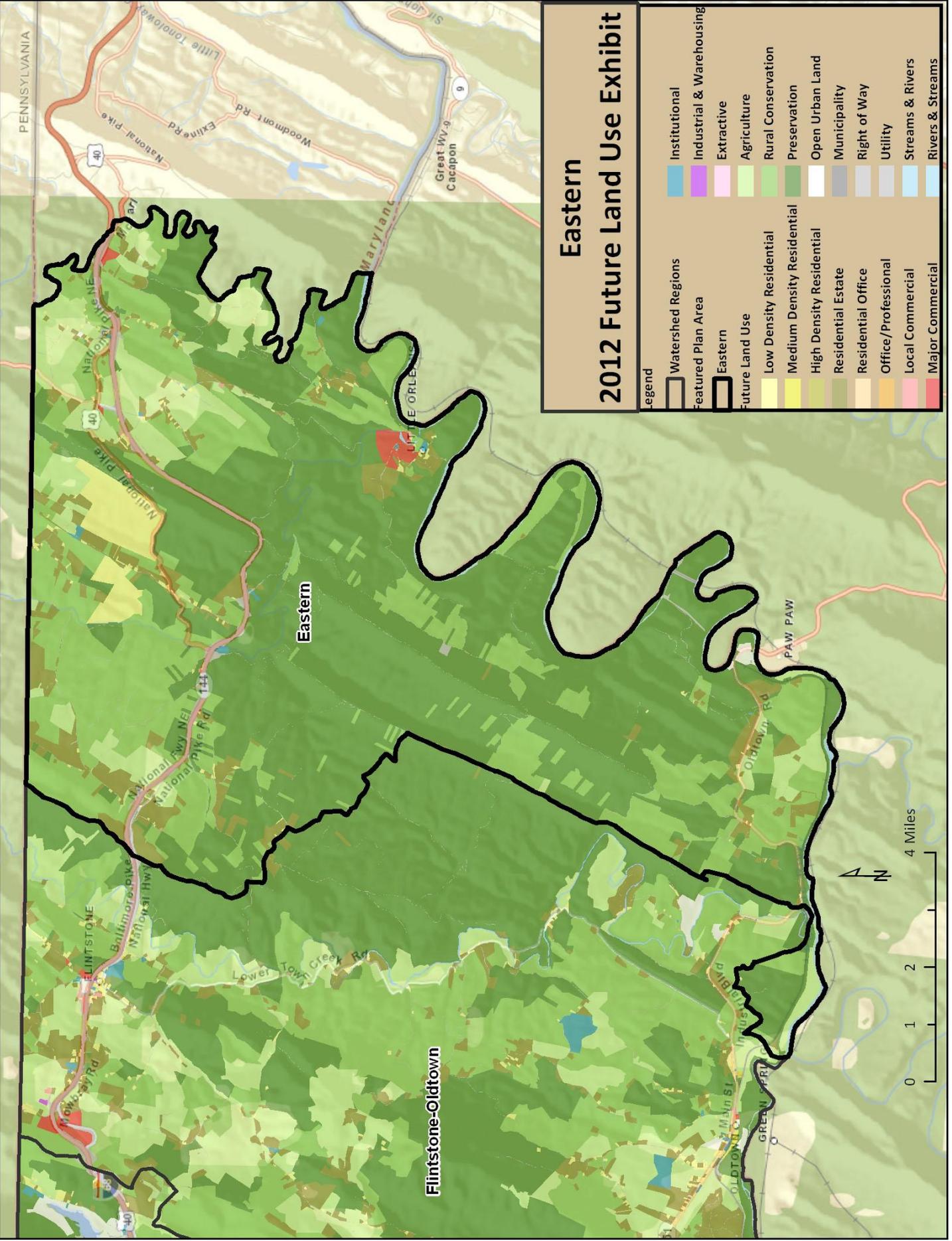


# Braddock Headwaters 2012 Future Land Use Exhibit

**Legend**

	Watershed Regions		Institutional
	Featured Plan Area		Industrial & Warehousing
	Braddock Headwaters		Extractive
	Future Land Use		Agriculture
	Low Density Residential		Rural Conservation
	Medium Density Residential		Preservation
	High Density Residential		Open Urban Land
	Residential Estate		Municipality
	Residential Office		Right of Way
	Office/Professional		Utility
	Local Commercial		Streams & Rivers
	Major Commercial		Rivers & Streams



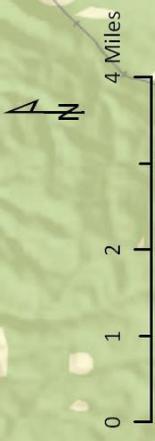
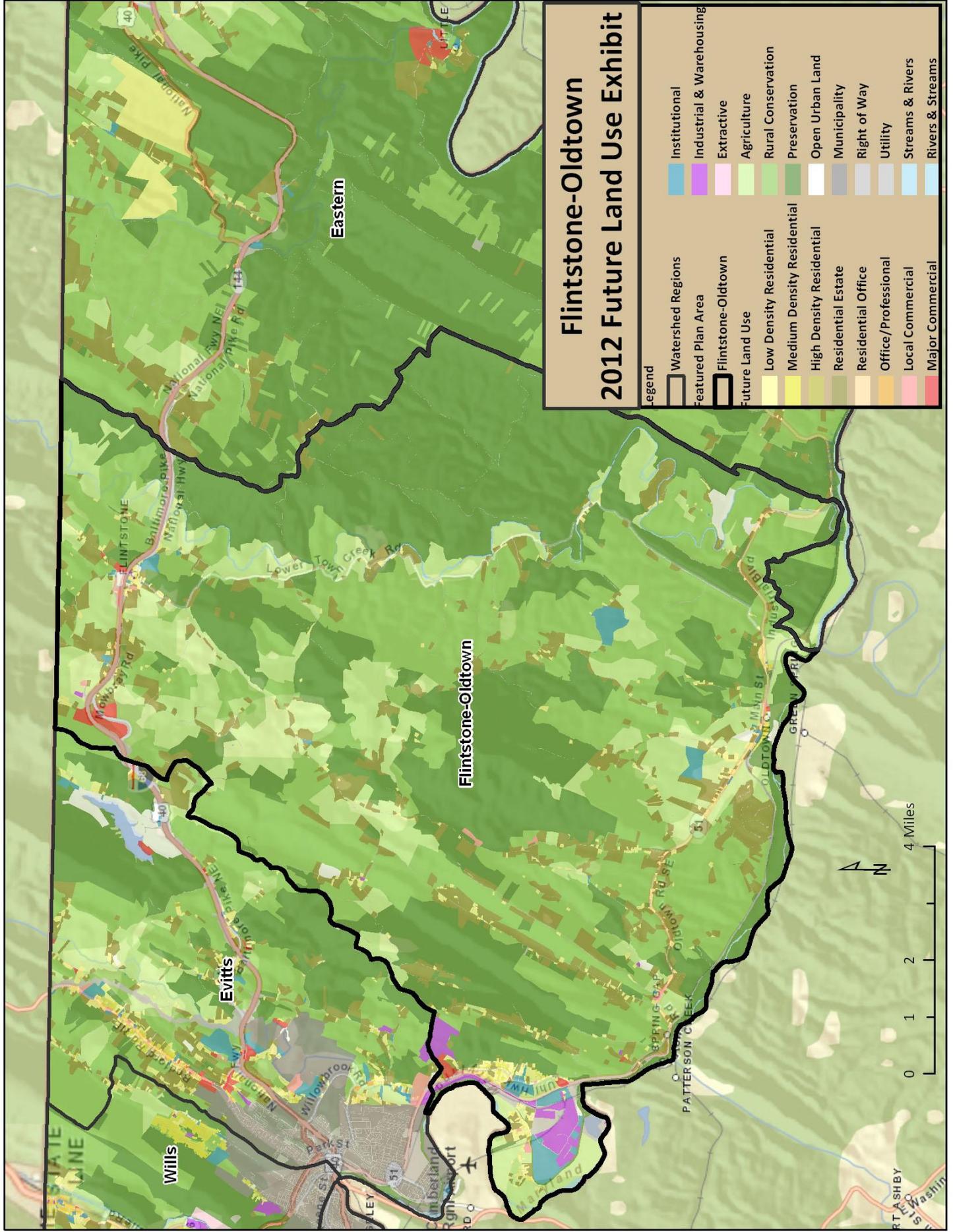


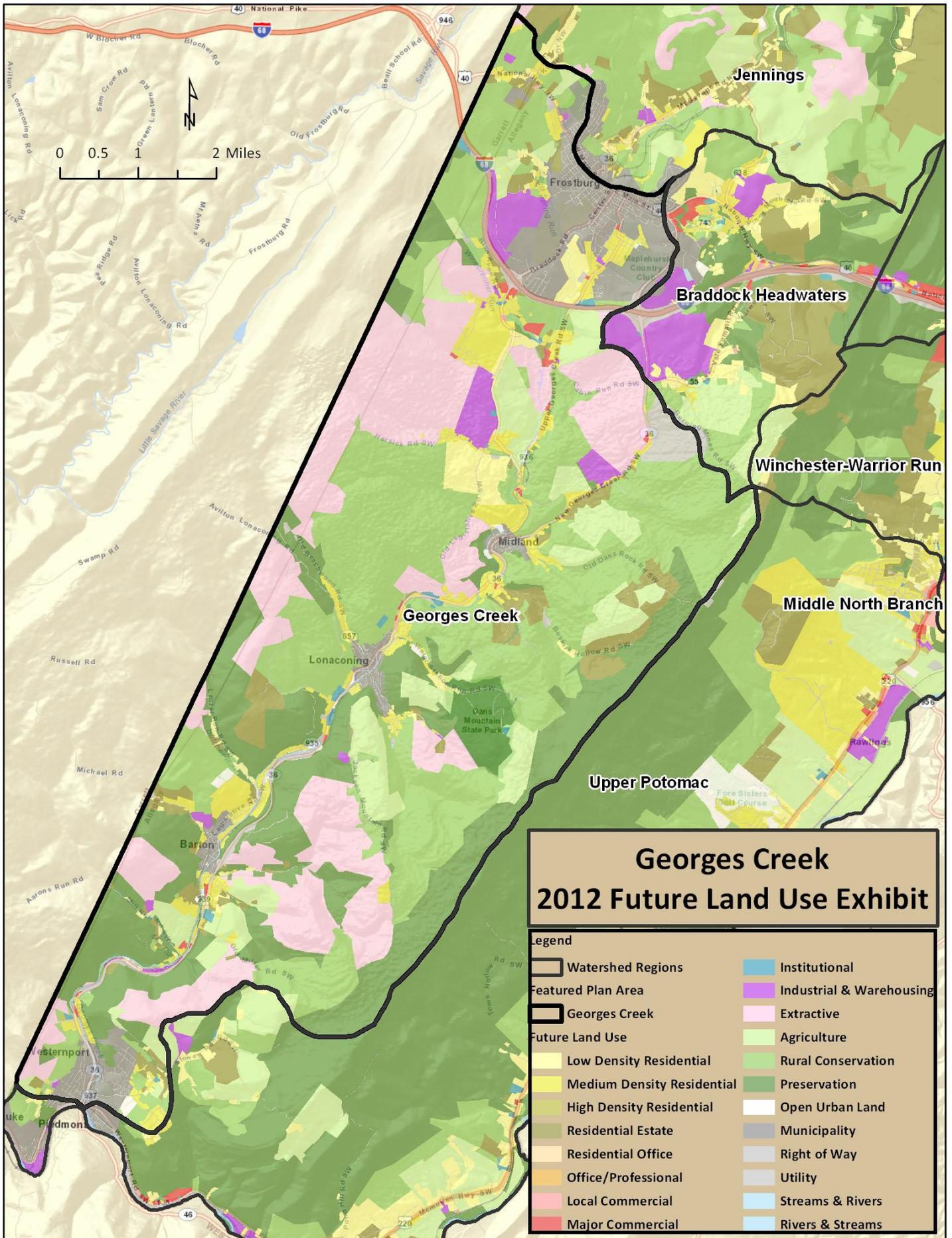


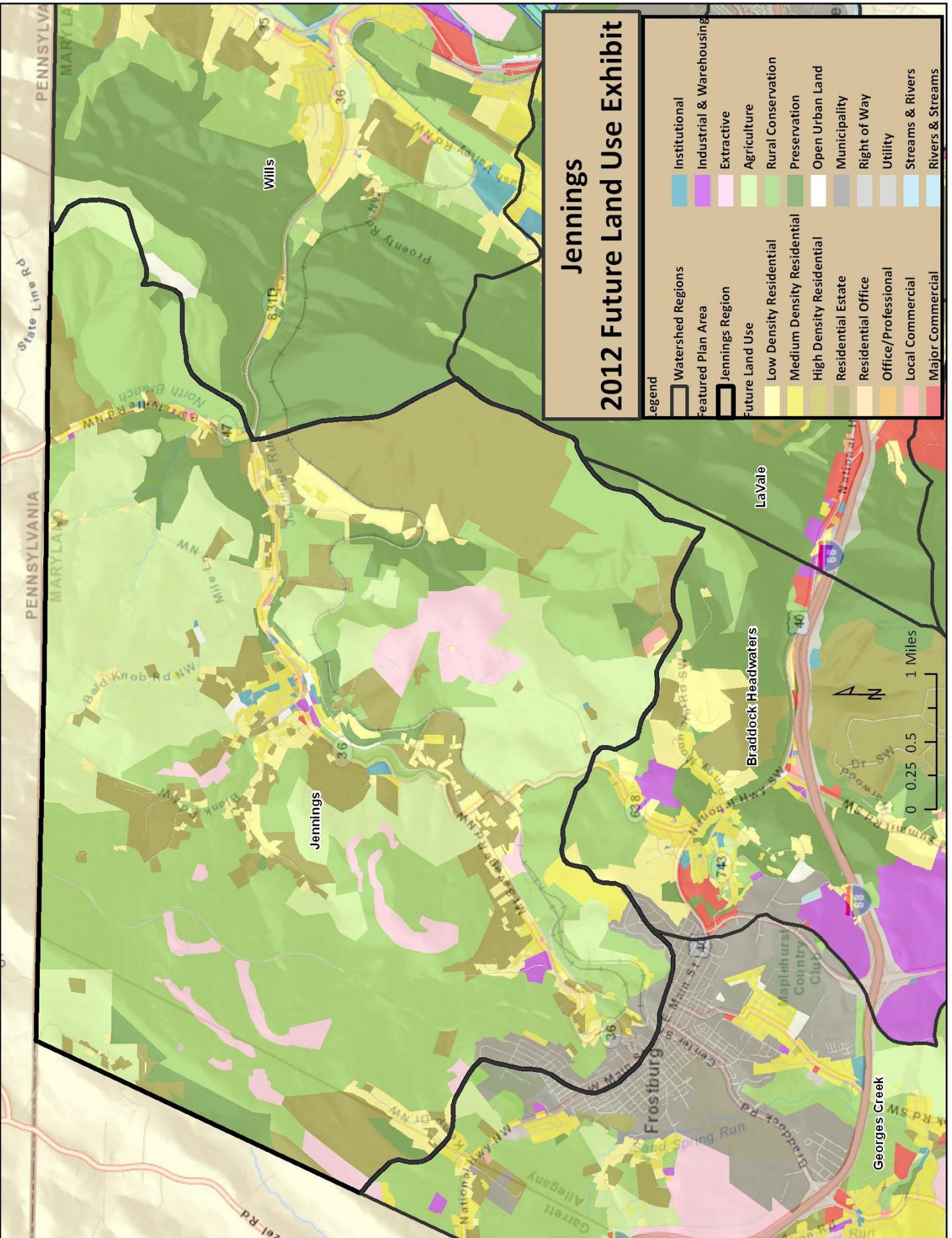
# Flintstone-Oldtown 2012 Future Land Use Exhibit

**Legend**

	Watershed Regions		Institutional
	Featured Plan Area		Industrial & Warehousing
	Flintstone-Oldtown		Extractive
	Future Land Use		Agriculture
	Low Density Residential		Rural Conservation
	Medium Density Residential		Preservation
	High Density Residential		Open Urban Land
	Residential Estate		Municipality
	Residential Office		Right of Way
	Office/Professional		Utility
	Local Commercial		Streams & Rivers
	Major Commercial		Rivers & Streams



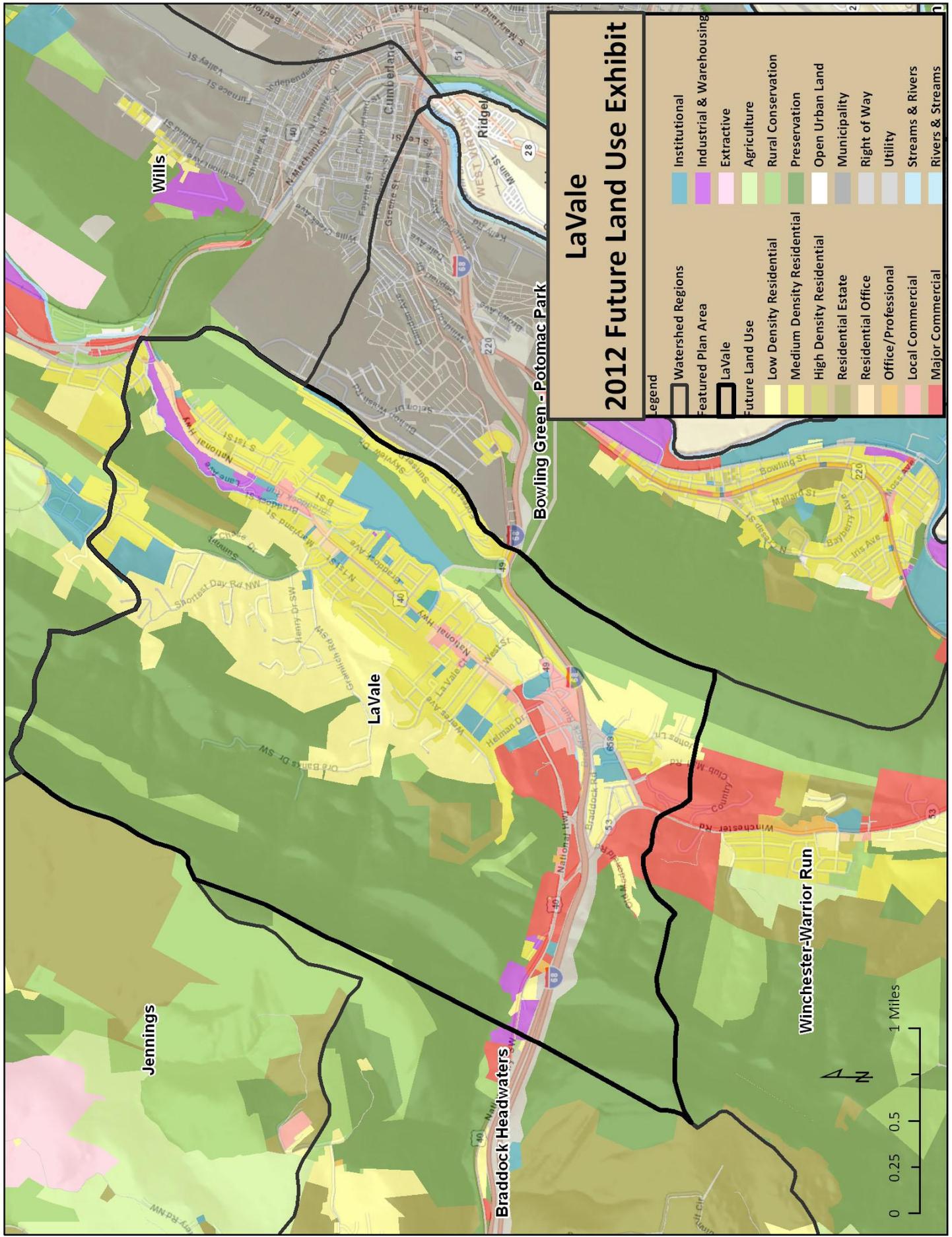




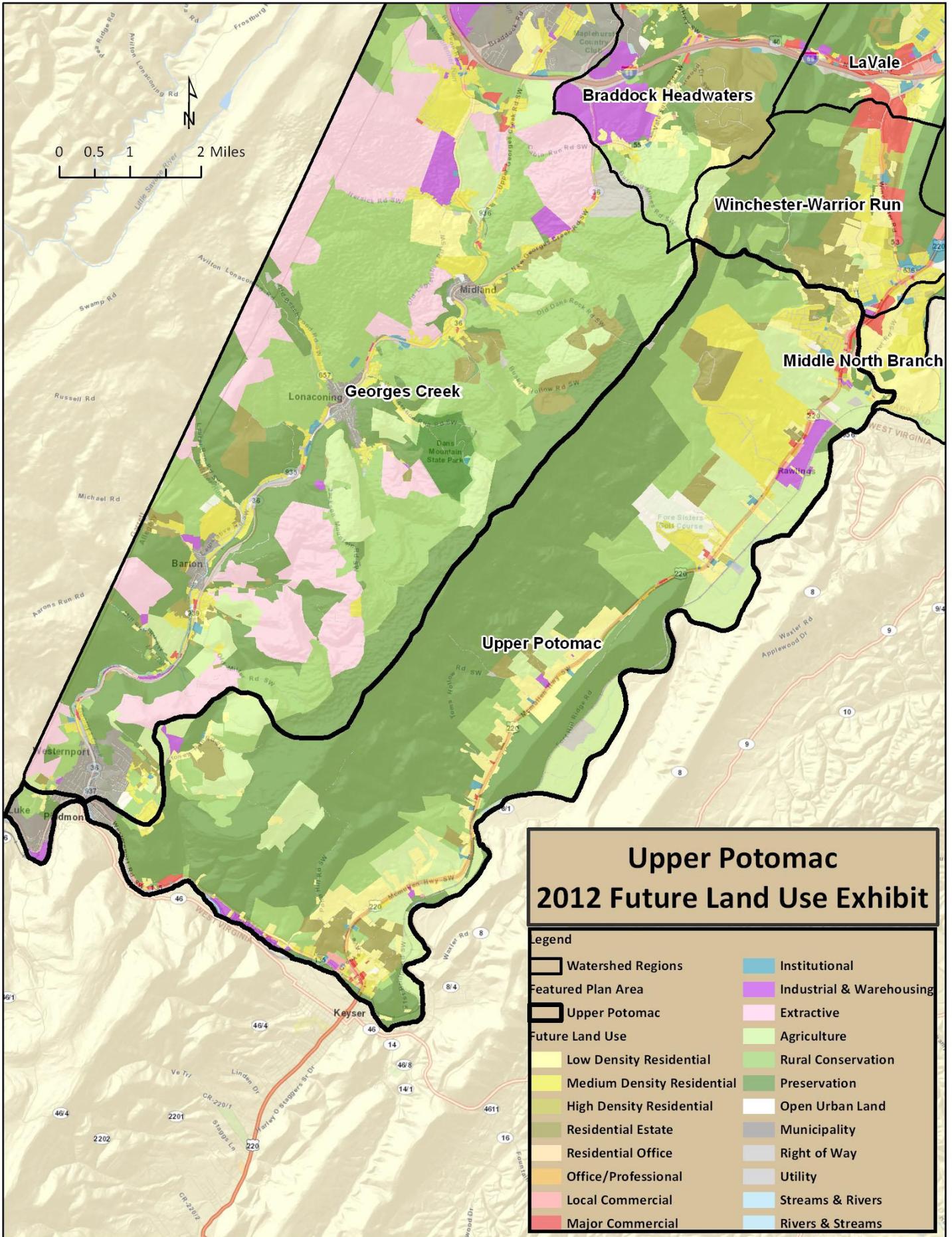
# Jennings 2012 Future Land Use Exhibit

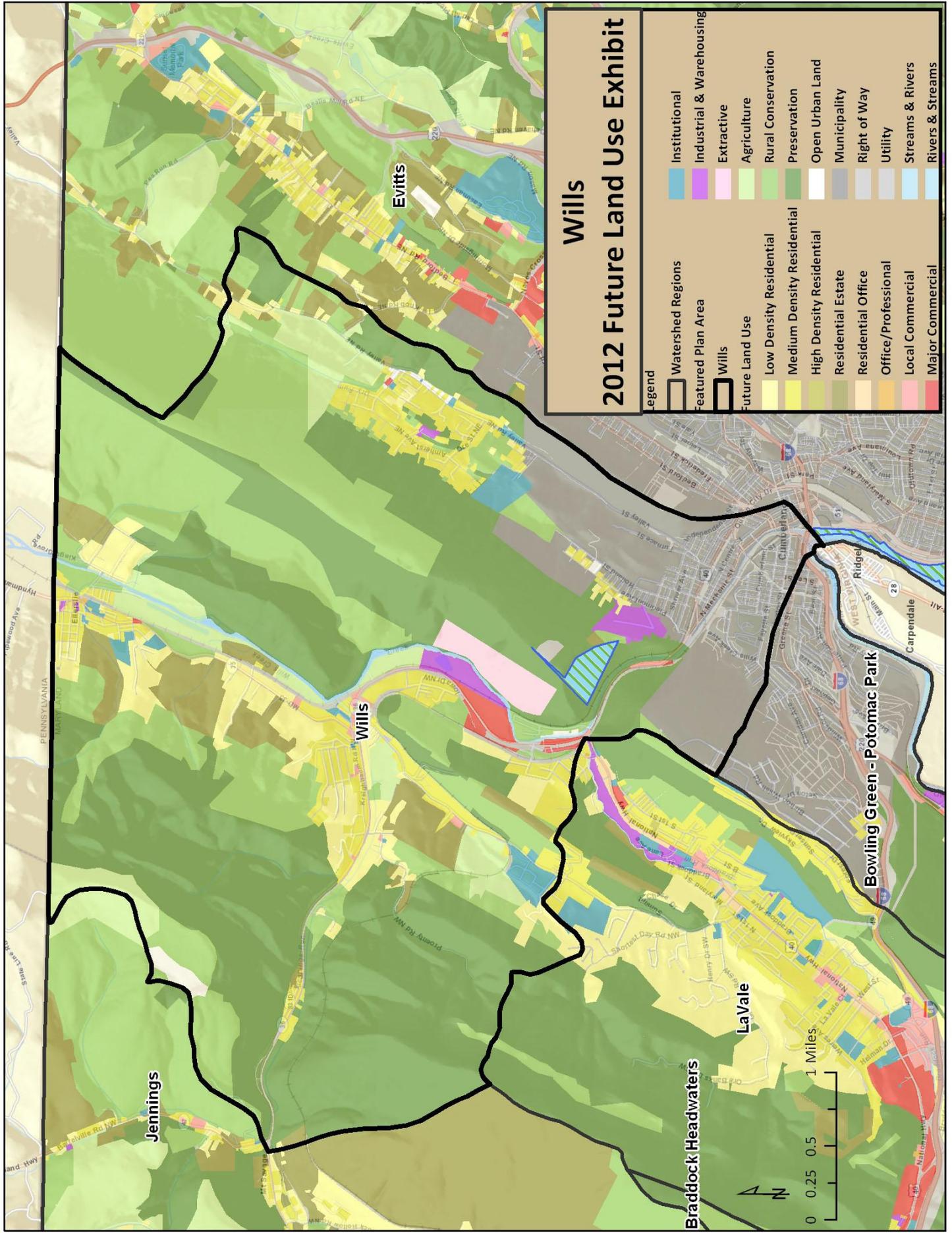
**Legend**

Watershed Regions	Institutional
Featured Plan Area	Industrial & Warehousing
Jennings Region	Extractive
Future Land Use	Agriculture
Low Density Residential	Rural Conservation
Medium Density Residential	Preservation
High Density Residential	Open Urban Land
Residential Estate	Municipality
Residential Office	Right of Way
Office/Professional	Utility
Local Commercial	Streams & Rivers
Major Commercial	Rivers & Streams









## Wills 2012 Future Land Use Exhibit

Legend	
	Watershed Regions
	Featured Plan Area
	Wills
	Future Land Use
	Low Density Residential
	Medium Density Residential
	High Density Residential
	Residential Estate
	Residential Office
	Office/Professional
	Local Commercial
	Major Commercial
	Institutional
	Industrial & Warehousing
	Extractive
	Agriculture
	Rural Conservation
	Preservation
	Open Urban Land
	Municipality
	Right of Way
	Utility
	Streams & Rivers
	Rivers & Streams

