

Cumberland Area Economic  
Development Initiatives  
Draft, March 16, 2003  
<http://www.AdventureGovernment.com>



## Economic Development Themes

- Neighborhood Preservation/Revitalization
- Downtown Development
- Housing
- Environment/Quality of Life
- Physical Infrastructure
- Business Costs
- Business and Industrial Development
- Small Business/Entrepreneurship
- Tourism
- Workforce Development
- Health and Human Services
- Marketing
- Government Efficiency and Accountability



## Neighborhood Preservation/Revitalization

- Community Betterment Program
- Community Legacy (self help housing, Carver)
- Historical Preservation Districts
- Smart growth incentives
- Blight Removal
- COPC (Community Outreach Partnership Center)
- Infill Development Initiatives
- Surplus property marketing and development
- Homeownership Initiatives (NHS, Section 8 program)
- Neighborhood Advisory Committee (tentative)



## Neighborhood Preservation/Revitalization

- Organized Committees
  - Historical Preservation Commission
  - Neighborhood Advisory Board (tentative)
    - Chapel Hill West
    - Concerned Residents of Maryland Avenue (CRIMA)
    - South End Business and Civic Association
    - Columbia Street
    - Mapleside
    - Decatur Street



## Downtown Development

- Downtown Design and Development Plan Renovation investments, jobs, and occupancy rates
- Over the store housing Phase II (6 new units)
- New character (Office, Financial services, Government services, Retail and personal services)
- Arts and Entertainment District
  - Artist Recruitment Program
- Organized Committees: Downtown Development Commission



## Housing

- Renovation of Existing Housing Stock
  - Historical Preservation tax credits
  - Self-help housing
- New Housing Plan
  - Infrastructure participation plan
  - Donation of city fees and property for new housing development (e.g. fee waiver, property donation)



## Housing

- City surplus land subdivision plans.
- Annexation plans.
- Self-help housing
- HOPE VI
- Selected infrastructure upgrades



## Environment/Quality of Life

- Parks, Playgrounds, and Open Spaces Improvements
- Environmental Improvements
  - Brownfield re-development (Rolling Mill, Canal Place )
  - Water Quality (Combined Sewer Overflow--CSO)
- Organized Committees
  - Let's Beautify Cumberland
  - Shade Tree Commission
  - Recreation Commission
  - Sustainable Development Committee (ad hoc)
  - Evitts Creek Watershed Committee



## Physical Infrastructure

- Canal Parkway
- Rolling Mill improvements (roads and utilities)
- ALLCONET2
- CSO (Combined Sewer Overflow) Improvements
- Potomac Highlands Regional Airport improvements
- North South Appalachia Corridor
- South End Industrial/Business Park
- New Courthouse on Centre Street



## Business Costs

- Reduced tax rates
  - Replace tax with user fees (Parks & Recreation, Trash collection, ambulance fees)
  - Efforts to increase tax differential
- Reduced business fees
- Streamlining of permits and licenses
- Reducing perceptions of city as high tax place (use of tax diff. rebate)
- Consolidation of city/county services (e.g., elections, dispatching)



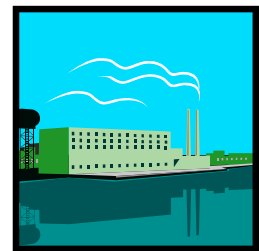
## Business Costs

- Efforts to increase tax base
  - Annexation
  - Marketing surplus properties
  - Business and housing development
- Incentives available for employers
  - Enterprise Zone
  - One Maryland
  - Micro-enterprise grants
  - Maryland Neighborhood Business Development Program
  - Community Legacy Upper Story Development Program
  - Community Legacy CNHS Mixed-Use Program
  - Historic District Tax Credits
  - Lenders Loan Pool
  - HUB Zone



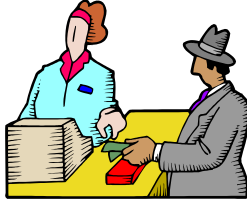
## Business and Industrial Development

- Canal Place
- Downtown
- Rolling Mill
- Riverside Industrial Park
- South End Industrial Park
- Willowbrook Corporate College Campus
- Other sites:
  - Naval Reserve Property
  - East Side School
  - Turano Property



## Small Business/Entrepreneurship

- Micro enterprise funds
- Business Incubators (Carver Center Plan)
- Small Business Development assistance
  - Business Information Center (BIC), Women's Business Center, and MMEDC



## Tourism

- Canal Place (Transportation and Western Maryland Station
  - Western Maryland Scenic Railroad
  - Canal Re-watering
  - Canal Boat Replica
  - C&O Canal Museum
  - Festival Grounds
  - Retail Complex
  - George Washington Headquarters and Riverside Park
  - Allegheny Highlands Trail and Canal Towpath



## Tourism

- Canal Place
  - Three museums (Allegheny County Museum, Gordon Roberts House, and Thrasher Carriage Museum)
  - Art Galleries (Gilchrest Gallery and Allegheny Arts Council)
  - Two theaters (Cumberland Theater and Embassy Theater)
  - Carriage Rides
  - National Road exhibit and improvements
  - Hotel
  - Small Conference Center/renovated Footer Dye works



## Workforce Development

- Annual Workforce Surveys
- Customer Service Workshops
- Workforce Resources Summit



## Health and Human Services

- Health
  - WMHS Campus improvements
  - Tri-State Health Center
  - Allegheny Community Access Program
- Human Services



## Marketing

- Brochures
  - Downtown Cumberland (with map)
- Magazines and newspapers
  - Crafts Report, etc.
- Web
- Television, Radio, Billboards, etc.
- Conferences (PACE, Pace Plus, MML, Technology Showcase, MACO)



## Marketing

- Marketing Themes
  - Quality of Life
  - Business Travel Marketing
  - Tourism promotions



## Government Efficiency and Accountability

- EMA workplace re-engineering
- Complaint System and Customer Service
- Consolidation of services with county (elections, etc.)
- Fire-department restructuring to improve accreditation rating.
- New departmental reporting formats
- GIS strategic plan
- Stakeholder/election improvements



## Target Industries (Cumberland)

- Financial Services (e.g., banks, insurance, brokers)
- Professional Services (e.g., legal, accounting, advertising, computer, A&E, research)
- Health Services (See WMHS strategic plan)
- Arts and Entertainment (visual and performing, see Arts and Entertainment District Application, AAC Cultural Plan)
- Tourism Retail Trade and Services (e.g., crafts, bed and breakfast, hostel)
- Local Retail Trade and Services (reinvigorate role of city as central place in market area)

## Target Industries – Report #1

- Target industries (*Economic Adjustment Strategy for Western Maryland, 1985*)
  - Furniture
  - Plastic fabrication and related products
  - Aerospace
  - Tourism
  - Financial Services (back office, call centers)

## Target Industries Report #2

- County Comprehensive Plan, 2001
  - Advanced Manufacturing Technology
  - University Based Technology (Biotechnology, biomedical, bioinformatics, environmental science, computer science/IT, web-based educational products)
  - Telecomm/Customer Service Centers
  - Traditional Industries (e.g., Plastics)
  - Entrepreneurial Development
  - Heritage (“upscale”) tourism

## Other Possible Target Industries (Cumberland EDC discussions)

- Railroad component suppliers/manufacturers
- Warehousing and distribution
- Retirees
  - Every new retiree to the area generates ½ job.

## Other Possible Target Industries

- *High Growth Companies*. National Commission on Entrepreneurship, 2001 (<http://www.ncoe.org>). (Distributive industry)
- *Harvard Business School Cluster Mapping Project*
  - Forest products, hospitality and tourism, plastics, heavy construction services, textiles, apparel, business services, financial services, medical devices, distribution services, processed food, construction materials, metal manufacturing, production technology, chemical products, transportation and logistics, entertainment, publishing and printing, agricultural products, heavy machinery, leather products, and sporting goods, automotive, prefabricated enclosures, education and knowledge

## Educational Support for Business Clusters

- Allegany College of Maryland
  - Allied Health
  - Natural Resources (forestry)
  - Hospitality/Tourism
  - Criminal Justice
  - Firm contract training
- Frostburg State University/Appalachian Lab
  - Natural Resources Management, Environmental Sciences
  - Biotech
  - Computer Science/Engineering

## City Economic Development: Structural Reorganization

- Created Economic Development Specialist position
- Created nine member Economic Development Commission
- Economic Development Lobbyist
- Began work on an Economic Development Strategic Plan/Comprehensive Plan update
- Community Economic Development Summit

## Future Goals/Objectives

- **Neighborhood Revitalization**
  - Complete Decatur Street/Glen Street Revitalization Plans (working with Town Center LLC/Interfaith Housing, etc.)
  - Continue/complete Carver Project (lower Fredrick Street)
  - Complete next round of Community Legacy (next circle)
  - Appoint Neighborhood Advisory Committee
  - Work with NAs to realize neighborhood plans
  - Create and Begin Virginia Avenue Corridor Revitalization Plan
  - Work with COPC on revitalization projects
- **Downtown Development**
  - Complete Downtown Revitalization projects (6 over-the-Store Housing Projects, Merchant Alley, etc.)
  - Examine feasibility of downtown bathroom, mall manager office

## Future Goals/Objectives

- **Housing**
  - New housing plan implementation and marketing
  - HOPE6 and Section 8 Homeownership
  - Cascades Apartment Building Construction
  - East Side School site
  - Annexation Initiatives
- **Environment/Quality of Life**
  - Complete 5-Year P&R Comprehensive Plan
  - Allegheny Highlands Trail Completion

## Future Goals/Objectives

- **Physical Infrastructure**
  - Implement ALLCONET broadband initiative
  - Complete Rolling Mill Access Improvements
  - Complete CSO Improvements
  - New Courthouse Completion and HRDC Building Re-use
  - Allegany College: Physical Education (2004) and Library Renovations (2006)
  - Allegany County Library Renovation
  - School Renovations (Braddock, Washington) and Open Space improvements
  - Western Maryland Health System Specialty Centers

## Future Goals/Objectives

- **Business Costs**
  - Pre-permitting/fast-track permitting
- **Business and Industrial Development**
  - Complete Zorro Medical Devices startup
  - Complete Rolling Mill Project
  - Proceed with South End Industrial Park – phase I
  - Complete Riverside Industrial Park Project (including missing marketing/identity element, shell buildings, etc.)
  - Continue Artists recruitment program (1-2 years)
  - Corporate College Campus
  - Re-zoning issues (e.g., Ambulatory health care, Bed and Breakfasts, Downtown/Artists, Naval Reserve land, Ames Plaza)
  - Annexation Initiatives

## Future Goals/Objectives

- **Business and Industrial Development**
  - Closely monitor information from DBED business retention program
- **Entrepreneurship/Small Business**
  - Upgrade/Outsource Microenterprise Program
  - Complete Carver Incubator
  - Strengthen linkages between educational institutions and local government, business, and small business development programs

## Future Goals/Objectives

- **Tourism**
  - Better align hotel/motel tax proceeds with tourism plan
  - Cooperate in completing Canal Place Project
  - Assist in implementation of County Tourism Plan
  - Pursue National Road grant funding
- **Marketing**
  - Webpage marketing upgrades
  - Market better city advantages to business (tax credits, HUBZONE).
  - Market better advantages (services, fees) of residing in city.
  - Market area to retirees.
  - Better marketing/organization of antiques trade.

## Future Goals/Objectives

- **Marketing**
  - Marketing of tourism (heritage, adventure, other)
  - Marketing area to federal government contractors
  - Staff annual attendance at International Council of Shopping Centers Mid-Atlantic Conference.
  - Brochure detailing parks, trails, and open space.
  - Improve quality of business recruitment visits (create “meet and greet” committee involving elected officials, EDC members, and staff)
  - Establish close working relationships with State Economic Development officials.
  - Communicate/Educate public about economic development activities and accomplishments.

## Future Goals/Objectives

- **Government Efficiency and Accountability**
  - Fire Department realignment for achieving category “2” fire safety rating.
  - Continue Consolidation Efforts (e.g., Dispatching, Recreation)
  - Secure Tax Differential Change
  - Web page upgrades (Water and Sewer Departments, Economic Development, Commissions)
  - Grantswriting Improvements
    - Establish 501 c (3) Foundation (GCC)
    - Improve Foundation Grantswriting (TCC)
    - Establish Grantswriting Affinity Group
  - Develop Annual Online Community Satisfaction Survey
  - Develop Accountability Plan and measurement Indicators
  - Develop intergovernmental electronic newsletter (TCC)

## Future Goals/Objectives

- **Government Efficiency and Accountability**
  - Government Access cable channel
  - Implement GIS plan
  - Capital Improvement Plans/Street Prioritization Scheduling
  - Surplus land and building disposal (e.g., Leiper Street lots, Allegany Towers, Naval Reserve Building and Ballfield)
  - Re-use of HRDC building

## Planning Studies

- City Comprehensive Plans, 1984 and 1996
- City Strategic Plan, 1996
- County Comprehensive Plan
- Downtown Development Plan
- Faux Design Plan
- Canal Place Management Plans I and II
- Western Maryland Economic Development Task Force Plan

## Planning Studies

- Tri County Council Comprehensive Economic Development Strategy, 2002
- Over the Store Housing
- Trolley Barn Study
- New Housing Study
- South End Industrial Park Study
- Community Legacy Plan
- Comprehensive Parks and Recreation Plan
- Economic Adjustment Strategy for Western Maryland, 1985

## Why live in Cumberland?

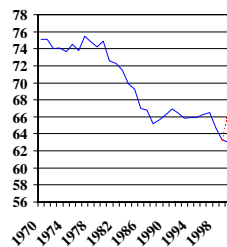
- Housing stock availability, price, and features
- Access to workplace (live where you work—transportation costs are cheaper)
- Access to hospitals, services, education, shopping
- Public sector service cost and quality advantages
  - Lower water and sewer, trash fees, fire insurance
  - Faster response times for fire and ambulance, police, snow removal, street repairs
  - Lower service fees (e.g., Parks and Recreation)
- More stringent zoning regulations prevent undesirable development near residence

## Economic Development Indicators

- Economic Development Indicators (Per Capita Income, Household Income, Poverty Rate)
- Labor Market Indicators (employment by sector, unemployment rate, education, job growth, workforce quality, underemployment)
- Housing indicators (age, homeownership)
- Downtown Development Indicators (Businesses located, occupancy rate, investment)
- Other (construction permits, international exports, patents, small business/entrepreneurship, tourism)

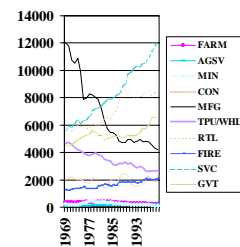
## Economic Development Indicator Per Capita Income

- County Per Capita Income as % of Maryland has remained steady at two thirds since mid 1980s (once institutional population is subtracted)



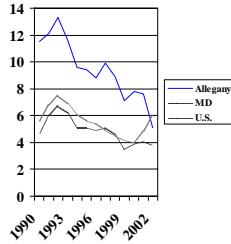
## Labor Market Indicator: Employment by Industry

Transition from industrial based (manufacturing, transportation) economy to service, government economy.



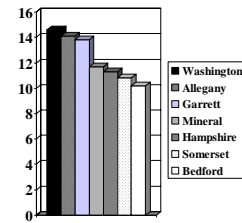
## Labor Market Indicator: Unemployment Rate

- Allegany County Labor market picture is beginning to look more like nation and state



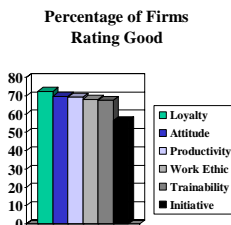
## Labor Market Indicator: % College Educated

- Allegany County has among highest proportion of college educated in service region.



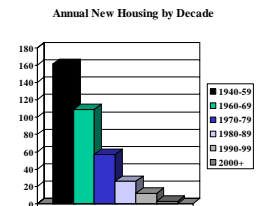
## Labor Market Indicators: Survey Evidence

- Expectations of new job creation similar to nation (*Manpower Quarterly* and WS Employer Survey)
- Workforce Quality similar to other nearby counties (WS Employer Survey, Other Surveys)
- Allegany County has somewhat larger number of "underemployed" workers (*Pathways Study*)



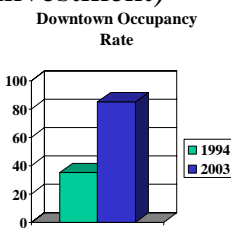
## Housing Indicators (Age, Construction)

- Over half of Cumberland Stock built before 1940
- Only 9 new housing permits in last 3 years
- Blighted property problem expanding at increasing rate



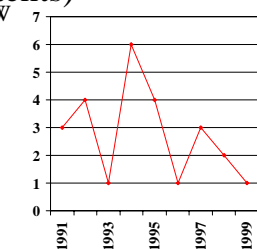
## Downtown Development Indicators: (Businesses, Occupancy, Investment)

- Over April 1998 - November 30, 2002 Period
  - 36 net businesses created (66 businesses opened and approximately 30 closed during same period)
  - 12 businesses expanded
  - \$19,720, 575 private/public sector funds invested
- Occupancy Rate Downtown was 35% before Main Street Program. Now rate is 85%.
- More employment Downtown today than in 1950s.



## Other (Innovation Indicator: Utility Patents)

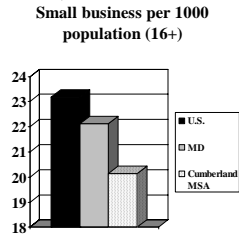
- Cumberland, MD- WVA MSA patent number one of lowest in nation.





### Other (Small Business/Entrepreneurship Indicators)

- Lower level of small businesses (fewer than 20 employees) per capita and small business formation than elsewhere.
- Smaller proportion of “fast growth” companies
  - 3.3% in Cumberland LMA versus 4.4% in peer group.



### Other (International Economy Indicator: Exports)

- Cumberland, MD-MSA International exports have shrunk over last six years

