

## Chapter 10

### Economic Development Element

#### Issues & Opportunities

## Economic Development

*The following issues and opportunities were identified during public forums held throughout the plan development.*

- Prioritize Economic Development as the top goal for the County
- Level 3 Fiber Optic connector not being utilized
- Abandon Allconet - Microwave Link-need line of site
  - Outdated, Not expandable, Not available for entire County
- Improve Public School System – specifically programs and quality of education
- Improve Health Status
- Emphasis Higher Education
- Lack of telecommuting high speed internet in outlining areas
- Ecosystem Services currently not utilized

Economic Development Element (EDE) Goals were identified during the development of the Economic Development Element and Background Study and are as follows:

***EDE Goal 1:*** Offer a prosperous business environment for new and existing businesses;

***EDE Goal 2:*** Maintain an aggressive park and facilities management program;

***EDE Goal 3:*** Increase and improve appropriate infrastructure development to open new areas of the County for housing and business development;

***EDE Goal 4:*** Utilize Allegany County's natural resources as an economic advantage;

***EDE Goal 5:*** Create small business and workforce development opportunities in the County;

***EDE Goal 6:*** Assist in maintaining Allegany County's sound financial health;

***EDE Goal 7:*** Expand tourism opportunities within Allegany County;

***EDE Goal 8:*** Enhance the image of each community within Allegany County to encourage business development.

Action Items and Projects that will enable the County to meet the goals identified for Economic Development are discussed at the end of this chapter.

## 10.1 Economic Development for the 21<sup>st</sup> Century

Allegany County has maintained an aggressive program of economic development for nearly a quarter of a century. In recent years, the County has developed a new emphasis on those industry sectors, companies and jobs that pay higher salaries/wages, but require higher skill levels. The Mission Statement for the County's Economic Development Program places new emphasis on the quality of the companies and jobs to be sought after by the County.

The definition of "Quality Company" involves the following:

- Part of an Industry Sector that has demonstrated growth in sales, number of firms and number of public companies;
- Has had company growth in Sales and Profits during the last five years;
- Have multiple active sources of capital;
- Has an active Work Force Training Program and;
- Is advancing all aspects of the company through technology.

The definition of "Quality Job" involves;

- Regular opportunities for advancement tied to training programs;
- Pays wages/salaries at or above the industry average;
- Offers comprehensive benefits for the employee and their family and;
- Requires higher skills for all levels, including entry level positions.

## 10.2 Employment

### 10.2.1 Major Employers

Within the Allegany County there are sixty-seven entities that employ fifty or more employees as listed on Table 1. Each major employer listed on Table 1 has a designated NAICS Sector. The NAICS Sector Industries containing the highest employment in Allegany County are Health Care & Social Services, Education Services and Manufacturing.

The North American Industry Classification System (NAICS) is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.

<b>Employer</b>	<b>Number of Employees</b>	<b>Planning Region</b>	<b>2012 NAICS Sector</b>
ACS	564	Greater Frostburg	Information
Active Network	485	Greater Frostburg	Information
AES Warrior Run	59	Greater Cumberland	Utilities
Allegany College of Maryland	641	Greater Cumberland	Education Services
Allegany County Government	453	Greater Cumberland	Public Administration
Allegany County Health Department	313	Greater Cumberland	Health Care & Social Assistance
Allegany Health Nursing & Rehab	120	Greater Cumberland	Health Care & Social Assistance
American Woodmark Corporation	292	Middle Potomac	Manufacturing
Appalachian Environmental Lab	60	Greater Frostburg	Education Services
Applebee's	62	LaVale	Accommodation & Food Service
Archway Station	125	Greater Cumberland	Health Care & Social Assistance
Berry Plastics	175	Greater Cumberland	Manufacturing
Bill Miller Equipment Sales, Inc.	94	Greater Frostburg	Retail Trade
Board of Education-Allegany County	1,217	Greater Cumberland	Education Services
Bob Evans	95	LaVale	Accommodation & Food Service
Bon Ton	75	LaVale	Retail Trade
Care First BlueCross/BlueShield	176	Greater Cumberland	Finance & Insurance
Carl Belt-Belt Group	157	Greater Cumberland	Construction
CBIZ	125	Greater Cumberland	Finance & Insurance
Chick-Fil-A	58	Greater Cumberland	Accommodation & Food Service
Cintas	90	Greater Cumberland	Other Services
CSX Transportation	900	Greater Cumberland	Transportation & Warehousing
Cumberland Post Office	120	Greater Cumberland	Transportation & Warehousing
Cumberland Times News	120	Greater Cumberland	Information
D'Atri's Restaurant	53	LaVale	Accommodation & Food Service
Denny's Restaurant	56	LaVale	Accommodation & Food Service
Egle Nursing Home	85	Georges Creek	Health Care & Social Assistance
Fairfield Inn & Suites	50	Greater Cumberland	Accommodation & Food Service
Federal Bureau of Prisons	292	Greater Cumberland	Public Administration
FEMA	59	Greater Cumberland	Public Administration
Friends Aware	227	Greater Cumberland	Health Care & Social Assistance
Frostburg State University	933	Greater Frostburg	Education Services
Frostburg Village	171	Greater Frostburg	Health Care & Social Assistance
Golden Living Center	164	Greater Frostburg	Health Care & Social Assistance
Hamilton Relay	65	Greater Frostburg	Health Care & Social Assistance
Holiday Inn	57	Greater Cumberland	Accommodation & Food Service
Horizon-Goodwill	91	Greater Cumberland	Other Services
HRDC	160	Greater Cumberland	Other Services
Hunter Douglas	485	Greater Cumberland	Manufacturing
InfoSpherix	488	Greater Frostburg	Information
JC Penney	70	LaVale	Retail Trade
Kohl's Department Store	112	LaVale	Retail Trade
Lowe's Home Improvement	150	LaVale	Retail Trade
M&T Bank	54	Greater Cumberland	Finance & Insurance
Martin's-Giant Foods-Cumberland	150	Greater Cumberland	Retail Trade
Martin's-Giant Foods-LaVale	150	LaVale	Retail Trade
Maryland MVA	97	LaVale	Public Administration
McDonald's-Cumberland	100	Greater Cumberland	Accommodation & Food Service
McDonald's-LaVale	54	LaVale	Accommodation & Food Service
Moran Manor	180	Upper Potomac	Health Care & Social Assistance
Mountain Ridge High School	90	Greater Frostburg	Education Services

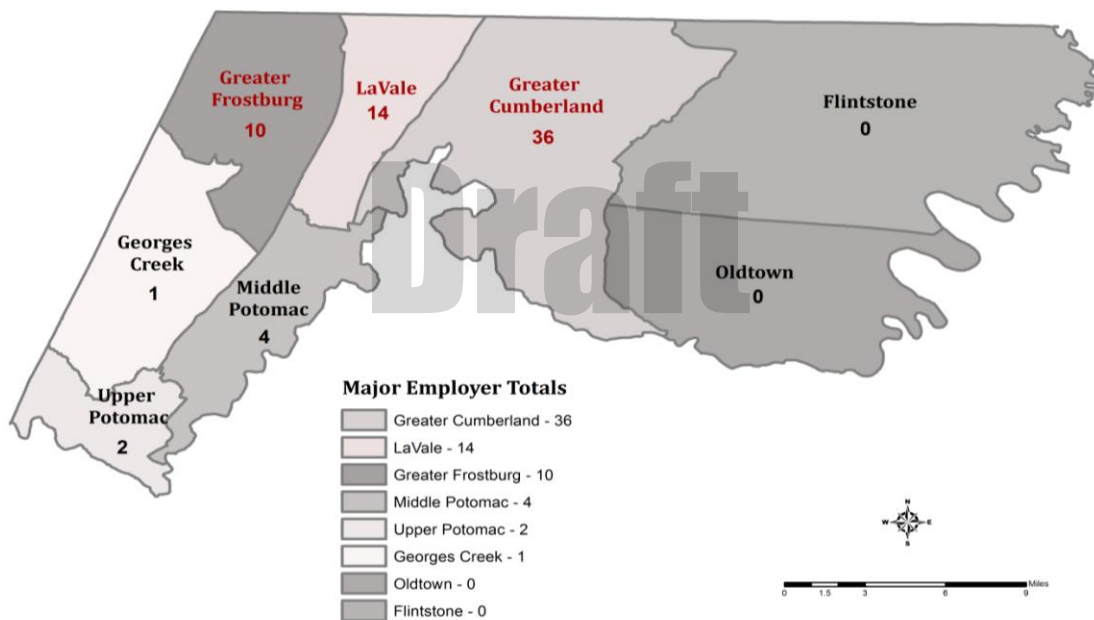
<b>New Page</b>	870	Upper Potomac	Manufacturing
<b>North Branch Corrections Institution</b>	556	Middle Potomac	Public Administration
<b>PharmaCare Network</b>	150	Greater Cumberland	Health Care & Social Assistance
<b>Pitt Ohio Trucking</b>	80	Greater Cumberland	Transportation & Warehousing
<b>Potomac Farms Dairy</b>	70	Greater Cumberland	Manufacturing
<b>Quest Industries. LLC.</b>	80	Greater Frostburg	Manufacturing
<b>Rocky Gap Lodge &amp; Resort</b>	206	Greater Cumberland	Accommodation & Food Service
<b>Ruby Tuesday Restaurant</b>	76	LaVale	Accommodation & Food Service
<b>Schroeder Industries</b>	70	Greater Cumberland	Manufacturing
<b>Sears</b>	137	LaVale	Retail Trade
<b>Sheetz (2 locations)</b>	71	Greater Cumberland	Retail Trade
<b>United Parcel Service</b>	96	Greater Cumberland	Transportation & Warehousing
<b>Wal-Mart</b>	501	LaVale	Retail Trade
<b>Walter Yoder &amp; Sons</b>	90	Middle Potomac	Construction
<b>Western Corrections Institution</b>	506	Middle Potomac	Public Administration
<b>Western Maryland Health System</b>	2,150	Greater Cumberland	Health Care & Social Assistance
<b>Y-Riverside Recreation Center</b>	151	Greater Cumberland	Art, Entertainment & Recreation

Source: Allegany County Brief Economic Facts Major Employers 2011; Maryland Department of Business & Economic Development, 2012 Allegany County Economic Development Plan

### 10.2.2 Major Employers by Planning Regions

The Greater Cumberland, Greater Frostburg and LaVale Planning Regions contain the highest concentration of major employers within the County, and are the same three Planning Regions with the highest residential population as shown on *Figure 3. Population by Planning Regions, 2010.*

**Map 10-1: Major Employers by Planning Regions**



Source: S&S Planning and Design, LLC

### 10.2.3 Hourly Wage Rates

As indicated on Table 2. Hourly Wage Rates in Western Maryland are the highest in the following selected occupations:

- Industrial Engineers,
- Computer System Analysts,
- Network Administrators,
- Accountants.

The NAICS Industry Sectors that correspond to these occupations include:

- Manufacturing,
- Information,
- Finance & Insurance.

Attracting businesses within these NAICS Industry Sectors would increase the number of quality jobs within the County.

<b>Table 10-2: Hourly Wage Rates (2011)</b>			
<b>Selected Occupations</b>	<b>Median</b>	<b>Entry</b>	<b>Experienced</b>
Accountants	\$25.00	\$18.00	\$34.00
Book Keeping-Clerk	\$17.00	\$11.50	\$20.50
Computer Systems Analyst	\$33.25	\$25.00	\$40.25
Customer Service Representative	\$11.29	\$9.50	\$14.50
Electronic Engineering Technicians	\$27.50	\$25.75	\$28.75
Freight, Stock, Material Movers, hand	\$13.00	\$10.00	\$15.50
Industrial Engineers	\$37.75	\$27.50	\$41.75
Industrial Truck Operators	\$16.75	\$12.75	\$19.75
Machinists	\$17.50	\$14.50	\$19.00
Maintenance Workers, Machinery	\$23.00	\$12.50	\$23.75
Mixing, Blending Machine Operations	\$16.00	\$13.25	\$18.75
Network Administration	\$28.75	\$21.50	\$32.50
Packaging, Filling Machine Operations	\$11.00	\$10.25	\$11.75
Secretaries	\$15.00	\$11.25	\$18.00
Shipping/Receiving Clerks	\$13.25	\$9.50	\$17.00
Team Assemblers	\$16.00	\$12.00	\$18.75
Wages are an estimate of what workers might expect to receive in Western Maryland (Allegheny, Garrett and Washington counties) and may vary by industry, employer and locality			

*Source: Allegheny County Brief Economic Facts Major Employers 2011; Maryland Department of Business & Economic Development*

## 10.3 Business & Industrial Property

### 10.3.1 Industrial Parks

Currently there are eight industrial/business parks located in and around the Cumberland and Frostburg areas.

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

### 10.3.2 Land & Building Availability

In terms of land and building availability, the Allegany County Department of Economic Development’s website contains current information on land and building availability for existing commercial and industrial properties.

<b>Table 10-3: Land and Building Availability (2012)</b>		
<b>Name</b>	<b>Land Area</b>	<b>Building Area (sq. ft)</b>
11100 Pittsburgh Plate Glass Road	10	63,113
11700 Mexico Farms Road (Rent)	-	525,000
11700 Mexico Farms Road (Sale)	-	525,000
19 Frederick Street	-	17,172
308 Virginia Ave	-	8,600
9 North Centre	-	5,228
Allegany Business Center @ Frostburg State University	40	-
Barton Business Park	100	-
Braddock Campus (Formerly WMHS - Sacred Heart)	-	430,290
Commerce Center	0.85	-
Frostburg Business Park	27	-
McMullen Building	-	60,000
Memorial Ave (Formerly WMHS - Memorial Campus)	-	100,000
North Branch Industrial Park	21	-
Riverside Building 26	-	106,515
Riverside Building 42-27	-	148,862
Riverside Industrial Park	9	-
Schwab Building	-	39,000
Schwab Building	-	65,000
South Cumberland Market Place	9	40,000
Upper Potomac Industrial Park	-	67,324

Source: Allegany County Economic Development Department

### 10.3.3 Market Profile Data

Industrial and office land parcels per acre are extremely competitive in Allegany County as well as rental rates per square foot.

<b>Table 10-4: Market Profile Data</b>			
	Low	High	Average
<b>Land-cost per acre</b>			
Industrial and Office	\$30,000	\$50,000	\$37,000
<b>Rental Rates-per square foot</b>			
Warehousing/Industrial	\$2.00	\$4.70	\$2.40
Flex/R&D/Technology	\$7.00	\$18.00	\$14.00
Class A Office	\$12.00	\$20.00	\$15.00

Source:

## 10.4 Existing Industrial & Commercial Land Use

According to the Land Use Survey completed for Allegany County, commercial and industrial activities have been categorized into sub-categories as follows: Local Commercial, Major Commercial, Industrial, Office/Professional, Residential Office and Transportation.

**Table 10-5: Commercial and Industrial Land Use**

Major Commercial	Local Commercial	Industrial	Office/Professional	Residential Office	Transportation
Banks	Corner Grocery Store	Manufacturing Facilities	Real Estate	Tax	Rail Yard
Shopping Plazas	Small Retail Store	Assembly Plants	Accountants	Dental	
Car Dealerships	Barbershop	Processing Plants	Insurance Agencies	Hair Salon	
Wholesale Stores	Hair Salon	Slaughterhouses	Doctor/Dentist	Photography	
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					

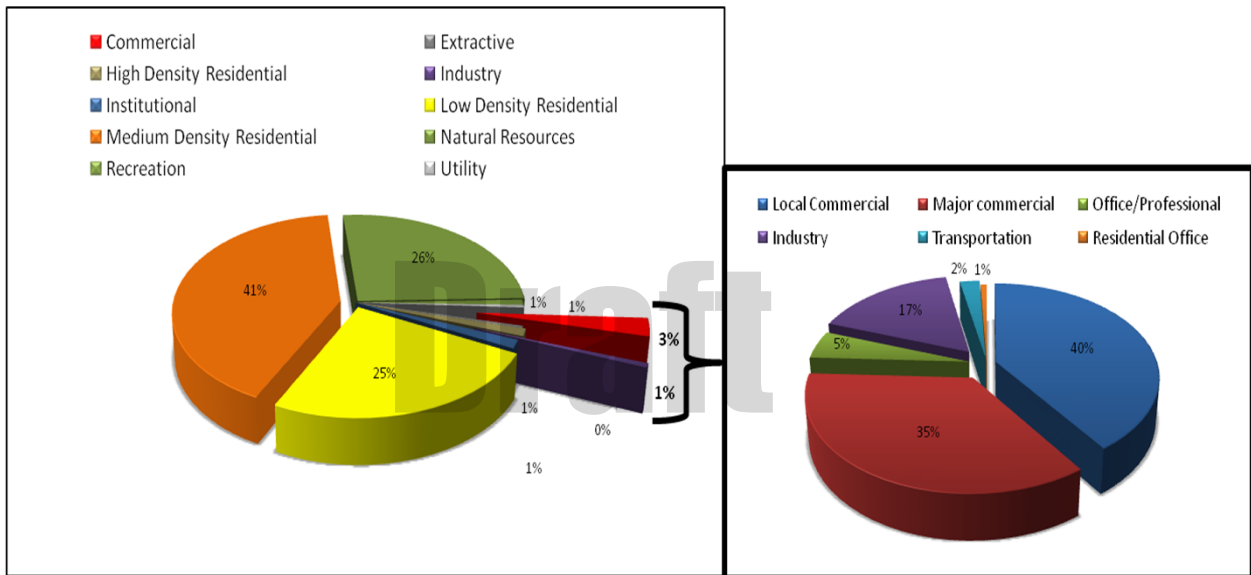
*Source: S&S Planning and Design, LLC & Allegany County Planning Services*

Within Allegany County, excluding municipalities, the parcels designated as Local Commercial, Major Commercial, Industrial, Office/Professional, Residential Office and Transportation have been quantified as follows:

**Table 10-6: Commercial and Industrial Land Use by Parcels and Acreage**

Land Use	Number of Parcels	Acreage
Major Commercial	400	1067
Local Commercial	455	359
Industrial	186	917
Office/Professional	54	45
Residential Office	8	9
Transportation	26	67

There are 1129 parcels and 2464 acres currently utilized for economic activities within Allegany County, excluding municipalities.



Source: S&S Planning and Design, LLC & Allegany County Planning Services

## 10.5 Future Industrial & Commercial Land Use

In order to accommodate the County's anticipated long-term industrial and business facilities needs, the Cumberland Allegany County Industrial Foundation (CACIF), completed the *Allegany County Industrial Site Search* in May 2012. This was the first Industrial Site Selection Report completed for Allegany County that utilized Spatial Analyst tools using ESRI GIS Software. Note: the sites selected in the report are in addition to those sites in the County currently in place as identified in section 10.3.2 *Land and Building Availability* of this Plan Element.

Selection criteria used by CACIF included ten separate items for scoring. Each site was given a score anywhere from 0-10 points for each criteria category, with a total possible score of 100, based on the following categories:

- Site access;
- Existing Zoning and permitted use;
- Location in relation to Priority Funding Area;
- Topography;
- Water supply capacity;
- Sewer availability;
- Adequate electric services available;
- Adequate gas pressure;
- Natural features and/or constraints;
- Proximity to primary transportation arterials.



The results of the search yielded twenty-five sites, of which nine scored eighty-five points or higher. These nine sites have been labeled Industrial within the Future Land Use Map Plan and comprise a total of 618.5 acres.

Commercial land use activities may be an option for many of the sites selected in the 2012 CACIF Report, as well. Given the limited availability of usable large parcels within the County, particularly parcels without natural feature constraints, these parcels may be considered for future land use change.

## 10.6 Business Retention & Attraction

There are both favorable and limiting factors that impact the retention and attraction of business and industry in Allegany County.

Table 10-7: Favorable and Limiting Factors	
FAVORABLE FACTORS	LIMITING FACTORS
<ul style="list-style-type: none"> <li>✓ Adequate Public Water &amp; Sewer</li> <li>✓ Adequate Transportation Network</li> <li>✓ Higher Education Opportunities</li>   <li>✓ Outdoor Recreation</li>   <li>✓ Outstanding Scenic Vistas &amp; Viewsheds</li> <li>✓ Moderate Climate</li> <li>✓ Significant Natural Resources</li> <li>✓ Land Development Opportunities</li> <li>✓ Commercial Land &amp; Building Availability</li> <li>✓ Family Environment</li> <li>✓ Low-Cost of Living</li> <li>✓ Wireless &amp; High-Speed Internet Access</li> <li>✓ Interstate</li> </ul>	<ul style="list-style-type: none"> <li>✗ Limited Local Investment Capital</li> <li>✗ Blighted Properties</li> <li>✗ Majority of Housing Stock Built Prior to 1950</li> <li>✗ Limited Number of Families with Children Moving to Area</li> </ul>

Ample favorable factors exist within Allegany County, however a few limiting factors could outweigh the favorable factors causing prospective businesses to choose another area. Focus on mitigating limiting factors in the Region may enhance the areas economic development.

## 10.7 Economic Development Opportunities

### 10.7.1 Gateway Initiative

Gateways are the road and highways leading from the outskirts of a community into business districts. For instance, in Allegany County, Route 36 is the main connecting route that provides the “Gateways” into local regional business districts in the Georges Creek Planning Region. In the Cumberland Planning Region, the first “Gateway” into the City of Cumberland is the Interstate 68-Exit 44 Baltimore Avenue corridor.

Gateway programs enhance the image of a community, which may encourage business development. Program activities may include physical improvements and land use controls.

Physical improvements within Allegany County are needed along Route 36 and gateways into the City of Cumberland due to blighted property, lack of sidewalks, signage, and lighting. In terms of land use controls, land use that negatively impacts the image of the area is problematic. Removal of blighted property, removal of trash and controlling land use will improve the “Gateways” and overall economic development.

### **10.7.2 Business Retention and Expansion**

Business retention and expansion strategies focus on satisfying the needs of existing businesses in the County. Relationship development between existing employers and local government aids in the compilation of information that may be utilized to reduce business costs, improve competitiveness, increase markets and provide opportunities for infrastructure enhancement. Implementing business retention and expansion strategies are the most cost-effective and flexible strategies in economic development.

Retaining and expanding businesses such as the four major employers groups within Allegany County is a top priority. These include Health Care & Social Services, Education Services and Manufacturing

### **10.7.3 Business Attraction**

The goal of business attraction is to focus on identifying companies outside of the County and enticing them to locate their business or parts of their business within the County. This goal would aid in securing new jobs and investments and replacing closed businesses. Business closure is part of the economic cycle, however those closed businesses need to be replaced to increase the overall health of the community.

Targeting specific types of businesses that correspond with the overall character of the Region is important. These targeted types would include businesses that relate to the current industries already located within the County. For instance, attracting businesses related to senior care. Currently, there are three nursing homes in the County, however there are few transitional housing options such as assisted living communities. Considering the fact that 31% of householders within the County are 65 years or older, additional senior care housing options are needed.

### **10.7.4 Tourism**

Tourism encompasses various business types such as: hotels, restaurants, gas stations, shops, museums, campgrounds and rental car agencies. These businesses are interdependent upon one another. Tourism and travel are among the leading industries according to the U.S. Census.

## TYPES OF TOURISM

Outdoor Recreation	Historic and Cultural Activities
Sightseeing	Hunting, Fishing, Wildlife Watching
Entertainment/ Spectator Sports	Retreat and Weekend Workshops
Community Events & Festivals	Personal Business
Business Conventions & Conference	Shopping
Visits by Relatives & Friends	Passing Through Communities

In Allegany County opportunities for the expansion of tourism exists. For instance, the linkages between the Wildlife Management Area, Dans Mountain State Park, and existing potential trails could promote eco-tourism. The expansion of hiking, biking, and other outdoor recreation areas would continue to promote the County and its natural features.

Allegany County possesses unique assets that enhance the chances of a thriving tourism industry. The County's mountains and forests provide opportunity for outdoor recreation and sightseeing. The remnants of the County's transportation heritage have left railroad beds for the Western Maryland Scenic Railroad and the Great Allegheny Passage (GAP). The C&O Canal has attracted cyclists for decades and is the setting of Canal Place. The National Road has become a linear tourism destination for travelers nationwide, and being the origin of the road really does make the Cumberland area its premier attraction. The area's former isolation and slower rate of growth have had the effect of preserving historic architecture that is an attraction for a sector of the tourism industry.

An indication of an area's tourism success is found in the performance of its lodging industry. The "Maryland Lodging Monitor", a product of the Maryland Office of Tourism, shows that in 2012, room demand in Allegany County grew at a rate of 3.1%, the fifth best among Maryland's counties and the City of Baltimore. The Western Region of the State out-performed all other regions with 7.1% growth in room demand while offering the lowest average room rate at \$78.85, statewide.

The County long ago realized the benefits of tourism and has supported festivals, museums and activities since the 1960's. Lately the County Commissioners have acted on more "big ticket" items by acquiring and managing the County Fairgrounds, supporting the scenic railroad and constructing and managing the Maryland portion of the GAP. The County Department of Tourism maintains a promotional presence in social media, including webpage, Facebook and smart phone "synching" and publishes an annual booklet "The Mountain Side of Maryland".

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### 10.7.4.1 Participation Rates and Economic Impact

The U.S. Census places tourism and travel among the nation's leading industries. Unlike other industries, tourism does not have an overt physical presence, yet the economic benefits of successful tourism enterprises may permeate the overall fiscal well-being of

the region. Tourists pay for services of the County's hotels, restaurants, gas stations, shops, museums, campgrounds and rental car agencies. When it comes to income derived from tourists, these businesses are interdependent upon one another.

The State's Department of Natural Resources' Forests, Wildlife Management Areas and State Parks and the C&O Canal National Historical Park occupy more than 27% of the County's area. Due to the size of these parks and the informal way in which they may be used, it is difficult to gauge their participation rates. It is noteworthy at the time of this writing that at Rocky Gap State Park, the Rocky Gap Resort has been reconfigured as a casino. The National Park Service operates a Visitor Center at the Canal Terminus in Cumberland that is also the location of the Canal Place Heritage Area. The Park Service reports "Average Annual Park Visitation at Cumberland Terminus area based on actual counts in [the] Visitor Center, trail counter numbers (hikers and bike riders), canal boat replica, and Canal Place and park special events – 100,000 visitors a year".

The Western Maryland Scenic Railroad reports that 39,008 riders took the trip from Cumberland to Frostburg in 2012.

The Great Allegheny Passage uses optical counters to generate a user count. In 2012 it is reported that 75,000 people utilized the Maryland portion of the trail. Using a "Trail Town Economic Impact Study" that analyzed the spending habits of both day-users and those who spend the night, the Allegany Trail Alliance conservatively estimates an annual economic impact of \$1,475,000 in Allegany County that is derived from trail users.

The Allegany County Fairgrounds is the County's premier regional that park draws attendees from the County and the immediate surrounding area. Some events attract attendees from nearby states and central Maryland. Fairgrounds personnel estimate 2012 attendance of 130,000 for all events. Del Fest is one annual musical event that attracts participants from a much wider area. The 2012 event was attended by approximately 35,000 music lovers, most of them camped on the property over a four day span in May. The annual County Fair attracts approximately 40,000 attendees.

Tourism does have a County-wide economic impact that is greater than what is generated by the main attractions mentioned above. The cities of Cumberland and Frostburg have annual events that attract crowds of participants. The smaller towns of Georges Creek and unincorporated communities throughout the County also have annual events and festivals that contribute to the overall success of the County's tourism effort.

## 10.8 Economic Trends and Analysis

In order to better understand which types of employment to retain and attract, it is necessary to know which industries are thriving at a local level. The shift-share analysis in this section provides such a glimpse and reveals those employment sectors in which the County has a competitive advantage. Economic trends at the national and local level

will be analyzed first in order to provide a clearer framework for which the shift-share analysis operates within.

### 10.8.1 National and Local Growth Trends

Table 6 depicts the percent employment change between consecutive years for the 2001 to 2011 time period. Data in this table was derived from total national employment figures for each NAICS Sector that is represented. These national trends allow for a more complete understanding of the national growth component, which is explained further in Section 10.8.2

At the national level, growth is fairly steady for the majority of industries. Some notable exceptions include the Mining, Construction, and Manufacturing industries, likely because they are more prone to ups and downs due to demand. The 2008-2009 column, highlighted in yellow, shows the negative effects of the 2008 recession on most industries, with the exception of Health Services, Education, Utilities, and Public Administration; all of which continued to grow during the economic downturn.

NAICS Sector	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Agriculture, Forestry, Fishing and Hunting	-1.3%	0.0%	-0.1%	0.7%	-0.3%	0.4%	0.3%	-2.3%	0.4%	1.1%
Mining, Quarrying, and Oil and Gas Extraction	-5.5%	-1.2%	4.0%	7.9%	10.0%	7.0%	8.1%	-10.1%	1.6%	12.0%
Utilities	0.1%	-1.6%	-1.2%	-1.6%	-0.4%	0.9%	0.7%	0.6%	-1.7%	-0.4%
Construction	-1.3%	-0.2%	3.5%	4.9%	4.4%	-0.5%	-5.7%	-16.1%	-7.6%	-0.4%
Manufacturing	-7.2%	-4.9%	-1.5%	-0.5%	-0.6%	-2.0%	-3.2%	-11.7%	-2.7%	1.9%
Wholesale Trade	-2.0%	-0.5%	1.0%	2.0%	2.3%	1.7%	-0.5%	-6.6%	-1.7%	1.5%
Retail Trade	-1.1%	-0.6%	0.9%	1.3%	0.7%	0.9%	-1.3%	-5.0%	-0.4%	1.3%
Transportation and Warehousing	-3.3%	-1.5%	0.8%	1.6%	1.8%	1.5%	-0.5%	-6.1%	-1.9%	1.7%
Information	-6.0%	-5.3%	-2.4%	-1.3%	-0.4%	-0.3%	-1.2%	-5.8%	-3.7%	-1.1%
Finance and Insurance	0.6%	1.8%	0.5%	1.7%	1.6%	-0.2%	-2.2%	-4.0%	-2.3%	0.4%
Real Estate and Rental and Leasing	-0.3%	0.8%	1.5%	2.2%	1.2%	-0.1%	-2.0%	-6.5%	-2.8%	-0.3%
Prof., Scientific, and Technical Services	-2.8%	-0.4%	2.1%	4.1%	4.6%	3.2%	2.3%	-4.2%	-0.2%	2.9%
Management of Companies and Enterprises	-1.2%	-2.1%	2.2%	2.8%	2.4%	3.0%	3.0%	-2.1%	0.0%	3.2%
Administrative and Support and Waste Management and Remediation Services	-1.9%	-0.4%	3.6%	3.1%	2.7%	1.1%	-4.6%	-10.4%	3.4%	4.1%
Educational Services	2.5%	1.4%	1.1%	1.5%	1.3%	1.6%	1.6%	0.6%	-0.2%	-0.4%

<b>Health Care and Social Services</b>	3.0%	2.2%	2.0%	2.3%	2.3%	2.9%	2.8%	1.9%	1.8%	1.6%
<b>Arts, Entertainment, and Recreation</b>	1.2%	1.2%	2.1%	1.0%	1.5%	2.7%	1.4%	-2.4%	-1.0%	0.6%
<b>Accommodation and Food Services</b>	1.0%	1.6%	2.6%	2.5%	2.3%	2.3%	0.4%	-2.9%	0.2%	2.4%
<b>Other Services</b>	2.1%	0.3%	0.7%	0.9%	0.9%	1.7%	1.1%	-2.6%	-0.4%	1.2%
<b>Public Administration</b>	1.4%	0.1%	-0.4%	0.4%	1.1%	1.1%	1.6%	0.6%	0.9%	-2.9%
<b>Total</b>	-1.0%	-0.3%	1.1%	1.8%	1.7%	1.2%	-0.4%	-4.6%	-0.6%	1.2%

Source: U.S. Bureau of Labor Statistics

The local growth trends depicted in Table 7 are much more variable than the national trends, which makes sense as they are more affected by local business cycles and development that is not readily apparent at a national level aggregation. Most local industries experience some sort of boom and bust period, including Mining, Construction, and Manufacturing; a trend which was evident at the national level as well. Health Care and Social Services, Educational Services, Utilities, and Public Administration were the only local industries that did not experience negative growth during the economic downturn period between 2008 and 2009. This suggests that these industries may be "recession-proof" in that they are resistant towards severe economic shifts, given the nature of the services they provide.

**Table 10-9: Local Growth Trend, 2001 to 2011**

NAICS Sector	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
<b>Agriculture, Forestry, Fishing and Hunting</b>	21.7%	42.9%	-32.5%	29.6%	-62.9%	--	--	-12.5%	-42.9%	-25.0%
<b>Mining, Quarrying, and Oil and Gas Extraction</b>	-0.9%	8.6%	16.7%	10.5%	-12.9%	2.3%	-16.0%	-23.6%	16.7%	29.6%
<b>Utilities</b>	-4.0%	0.0%	4.2%	1.6%	0.8%	0.8%	2.3%	-0.8%	-8.4%	--
<b>Construction</b>	7.6%	-3.4%	-2.6%	5.5%	-2.2%	5.2%	-5.8%	-15.1%	4.5%	-4.8%
<b>Manufacturing</b>	-4.1%	-6.6%	0.5%	-0.1%	-11.3%	-10.2%	-8.4%	-3.0%	3.5%	0.9%
<b>Wholesale Trade</b>	2.9%	10.1%	4.2%	3.8%	3.1%	0.0%	1.3%	-5.8%	-10.1%	--
<b>Retail Trade</b>	-2.9%	-5.6%	-4.4%	3.3%	-0.2%	-1.3%	-1.0%	-3.8%	2.0%	-0.8%
<b>Transportation and Warehousing</b>	-5.4%	12.5%	-2.4%	-6.6%	2.1%	16.5%	4.3%	-19.2%	-2.0%	4.4%
<b>Information</b>	5.8%	-11.9%	48.2%	-0.4%	-0.4%	4.5%	-6.2%	-6.4%	13.5%	-7.1%
<b>Finance and Insurance</b>	-1.0%	-0.5%	10.4%	-15.5%	2.3%	2.6%	1.7%	-1.8%	-4.9%	29.9%
<b>Real Estate and Rental and Leasing</b>	-5.7%	6.6%	-47.2%	-2.5%	2.0%	16.7%	-5.5%	3.1%	-16.9%	-16.1%
<b>Prof., Scientific, and Technical Services</b>	2.0%	-1.6%	2.2%	0.0%	2.0%	8.7%	7.0%	-4.8%	--	--
<b>Management of Companies and Enterprises</b>	1.3%	6.7%	-9.8%	1.7%	-8.9%	1.4%	-4.1%	3.8%	--	--
<b>Administrative and Support and Waste Management and</b>	5.5%	11.5%	-3.4%	5.1%	3.0%	-0.2%	-6.1%	-1.3%	-1.7%	-3.5%

<b>Remediation Services</b>										
<b>Educational Services</b>	1.1%	0.9%	0.3%	-1.2%	-0.1%	-0.7%	0.4%	1.6%	2.7%	-0.8%
<b>Health Care and Social Services</b>	1.4%	3.0%	2.8%	4.7%	-0.3%	-1.7%	0.1%	2.3%	6.0%	-2.9%
<b>Arts, Entertainment, and Recreation</b>	14.3%	4.3%	4.1%	-0.4%	-7.6%	-1.3%	3.9%	-1.7%	1.3%	-4.6%
<b>Accommodation and Food Services</b>	1.0%	-14.4%	8.6%	12.3%	-0.5%	-7.5%	-0.1%	0.5%	2.2%	3.1%
<b>Other Services</b>	3.2%	-4.0%	-2.7%	-2.3%	-0.1%	-4.6%	5.7%	6.4%	-5.8%	-5.2%
<b>Public Administration</b>	-1.0%	-1.0%	-1.6%	-1.4%	0.4%	-1.0%	6.7%	4.6%	-1.8%	-2.6%
<b>Total</b>	0.1%	-1.8%	0.3%	2.4%	-1.5%	-1.7%	-0.6%	-1.4%	-1.2%	-2.9%

Source: U.S. Bureau of Labor Statistics  
 (--) Data unavailable at this level of analysis.

## 10.8.2 Shift-Share Analysis

The shift-share analysis technique is based on the assumption that local growth can be explained via three components (defined below): national share, industrial mix, and competitive share. By applying shift-share, one can determine how much each of these components contributes to local economic growth. Additionally, this technique can be used to identify competitive industries in a local economy. Competitive industries are defined as those that outperform their counterparts at the national level.

- **National Share** - Measures how much total employment in a local area increased because of growth in the national economy during the period of analysis.
- **Industrial Mix** - Identifies fast or slow growing industrial sectors in a local area based on the national growth rates for individual industry sectors. This component is found by calculating the percent growth rate for an economic sector at the national level and then subtracting the national growth component.
- **Competitive Share** - The remaining employment change that is left over after accounting for the national and industrial mix components. Competitive share highlights a local area's leading and lagging industries. A leading industry is one where the industry's local area growth rate is greater than the U.S. growth rate, while a lagging industry is the opposite.

### Overview

This analysis takes into consideration employment changes that occurred between two different time periods: 1990 to 2010 and 2001 to 2011. Overall, employment increased from 1990 to 2010, but decreased from 2001 to 2011. This information describes very general trends, and as such, raises many questions. Has the growth been steady or unpredictable? What parts of the economy have gained or lost employees? These questions, among others, are better answered by the data presented in Tables 1 through 4.

**1990-2010**

Table 1 depicts the eleven high-level aggregate sectors chosen for this analysis, as defined by the Bureau of Labor Statistics (BLS), and ranks them by total employment per sector in Allegany County for 2010. These high-level aggregates were chosen for the 1990-2010 time period due to the unavailability of NAICS two-digit sector data for some years. The top three industry sectors with the highest total employment were: (1) Education and Health Services, (2) Trade, Transportation, and Utilities, and (3) Leisure and Hospitality. The three industry sectors displaying the greatest percentage of growth are highlighted in yellow and consist of: (1) Education and Health Services, (2) Public Administration, and (3) Professional and Business Services. The remaining eight industries had very minimal growth, or negative growth. The three industry sectors displaying the greatest negative growth were: (1) Natural Resources and Mining, (2) Manufacturing, and (3) Financial Activities.

NAICS Sector	Employment		Change	Percent Growth
	1990	2010		
Education and Health Services	4351	10175	5824	133.9
Trade, Transportation, and Utilities	5969	5240	-729	-12.2
Leisure and Hospitality	3085	3143	58	1.9
Public Administration	1164	2703	1539	132.2
Manufacturing	4682	2488	-2194	-46.9
Professional and Business Services	929	2136	1207	129.9
Construction	1490	1159	-331	-22.2
Other Services	1169	1093	-76	-6.5
Financial Activities	1199	757	-442	-36.9
Information	461	463	2	0.4
Natural Resources and Mining	202	101	-101	-50.0
<b>Total</b>	<b>24701</b>	<b>29458</b>	<b>4757</b>	<b>-</b>

Source: U.S. Bureau of Labor Statistics' Census of Employment and Wages

NAICS Sector	National Growth Component		Industrial Mix Component		Competitive Share Component	
	Percent	Jobs	Percent	Jobs	Percent	Jobs
Education and Health Services	17.7	769	37.2	1618	79.0	3437
Public Administration	17.7	206	0.7	8	113.8	1325
Professional and Business Services	17.7	164	41.0	381	71.3	662
Information	17.7	82	-19.5	-90	2.2	10
Natural Resources and Mining	17.7	36	-14.9	-30	-52.8	-107
Other Services	17.7	207	7.7	90	-31.9	-372
Construction	17.7	263	-12.4	-184	-27.5	-410
Manufacturing	17.7	828	-53.3	-2496	-11.2	-526
Financial Activities	17.7	212	-9.2	-110	-45.4	-544
Leisure and Hospitality	17.7	545	21.7	669	-37.5	-1157
Trade, Transportation, and Utilities	17.7	1055	-10.0	-597	-19.9	-1187
<b>Total</b>		<b>4367</b>		<b>-741</b>		<b>1131</b>

Source: U.S. Bureau of Labor Statistics Census of Employment and Wages



## **Results 1990-2010**

### *The National Growth Component*

This component measures the growth or contraction of the United States economy during the selected study period. In this case, the nation's employment grew by 17.7 percent between 1990 and 2010. Table 2 indicates the amount of jobs created within the county, in each industry, that can be attributed to the national growth component. For example, the Trade, Transportation, and Utilities sector had the highest national growth component. That is, the national growth component of 17.7 percent led to 1,055 jobs being created in this sector. In total, the national growth component was responsible for creating 4,367 jobs in Allegany County.

### *The Industrial Mix Component*

This component measures how well an industry has grown in an area based on the national growth rates for individual industries. The industry with the highest industrial mix component was Professional and Business Services with 41 percent and it was responsible for creating 381 jobs within the county. By adding up all eleven sectors, it becomes clear that the industrial mix component was responsible for decreasing employment by 741 in Allegany County from 1990 to 2010. Because this component has caused an overall decrease in jobs, it can be concluded that Allegany County has a concentration of employment in industries that are decreasing at the national level. Of the decreasing industries, Manufacturing has shown the greatest decline (53.3 percent) and is responsible for a loss of 2,496 jobs in the area during the time period.

### *The Competitive Share Component*

This component accounts for the remaining changes in employment after considering the national and industrial mix components. Generally, if a sector has a positive competitive share then it has a local advantage in promoting economic growth. For example, the Education and Health Services sector showed the largest percentage growth (133.9 percent) during the study time period. The national growth component accounted for 17.7 percent of the growth, while the industrial mix component accounted for 37.2 percent of the growth. This means that the remaining 79 percent of growth can be attributed to the competitive share component. In terms of the Education and Health Services sector, 3,437 jobs can be attributed to the competitive share. In total, the competitive share component accounts for an increase of 1,131 jobs within the county. This positive number indicates that the study area is, overall, competitive in securing additional employment.

**2001-2011**

This study period was selected in order to provide a more recent analysis of economic development within the county. Furthermore, because this analysis excludes years prior to 2000, it more accurately represents changes caused by the 2008 economic decline.

Table 3 depicts the twenty sectors chosen for this analysis, as defined by the Bureau of Labor Statistics (BLS), and ranks them by the total change in employment per sector in Allegany County for the study period. The top five industry sectors with the highest total employment were: (1) Health Care and Social Services, (2) Educational Services, (3) Accommodation and Food, (4) Public Administration and (5) Manufacturing. The five industry sectors displaying the greatest percentage of growth are highlighted in yellow and consist of: (1) Information, (2) Mining, (3) Finance, (4) Professional, Scientific, and Health Services, and (5) Health Care and Social Services. The five industry sectors displaying the greatest negative growth were: (1) Agriculture, Forestry, Fishing and Hunting, (2) Real Estate, (3) Manufacturing, (4) Retail Trade, and (5) Construction.

NAICS Sector	Employment		Change	Percent Growth
	2001	2011		
Information	325	430	105	32.3
Mining, Quarrying, and Oil and Gas Extraction	106	127	21	19.8
Finance and Insurance	617	734	117	19.0
Professional, Scientific, and Technical Services	493	571 <sup>(2009)</sup>	78	15.8
Health Care and Social Services	5594	6466	872	15.6
Arts, Entertainment, and Recreation	203	226	23	11.3
Educational Services	2060	2260	200	9.7
Wholesale Trade	443	480 <sup>(2010)</sup>	37	8.4
Administrative and Support and Waste Management and Remediation Services	1282	1385	103	8.0
Accommodation and Food Services	2918	2997	79	2.7
Transportation and Warehousing	828	824	-4	-0.5
Utilities	125	120 <sup>(2010)</sup>	-5	-4.0
Management of Companies and Enterprises	237	216 <sup>(2009)</sup>	-21	-8.9
Public Administration	2895 <sup>(2003)</sup>	2633	-262	-9.1
Other Services	1149	1036	-113	-9.8
Construction	1264	1103	-161	-12.7
Retail Trade	4435	3809	-626	-14.1
Manufacturing	3778	2510	-1268	-33.5
Real Estate and Rental and Leasing	384	161	-223	-58.1
Agriculture, Forestry, Fishing and Hunting	23	3	-20	-87.0
<b>Total</b>	<b>28819</b>	<b>27716</b>	<b>-1103</b>	<b>-</b>

Source: U.S. Bureau of Labor Statistics' Census of Employment and Wages  
 \*(1234) Indicates a different starting or ending year due to incomplete data

NAICS Sector	National Growth Component		Industrial Mix Component		Competitive Share Component	
	Percent	Jobs	Percent	Jobs	Percent	Jobs
Health Care and Social Services	0.23	13	11.3	619	4.1	240
Information	0.23	1	-24.5	-80	56.6	185
Finance and Insurance	0.23	1	-2.3	-16	21.1	131

<b>Administrative and Support and Waste Management and Remediation Services</b>	0.23	3	-0.3	-7	8.1	107
<b>Construction</b>	0.23	3	-18.9	-242	6.0	78
<b>Educational Services</b>	0.23	5	6.0	119	0.3	76
<b>Professional, Scientific, and Technical Services</b>	0.23	1	2.6	12	13.0	65
<b>Wholesale Trade</b>	0.23	1	-4.6	-21	12.8	57
<b>Arts, Entertainment, and Recreation</b>	0.23	0	8.5	17	2.6	6
<b>Utilities</b>	0.23	0	-4.1	-5	-0.1	0
<b>Mining, Quarrying, and Oil and Gas Extraction</b>	0.23	0	36.4	38	-16.8	-18
<b>Agriculture, Forestry, Fishing and Hunting</b>	0.23	0	-0.9	0	-86.3	-20
<b>Management of Companies and Enterprises</b>	0.23	1	8.1	19	-17.2	-40
<b>Transportation and Warehousing</b>	0.23	2	13.1	107	-13.8	-112
<b>Other Services</b>	0.23	3	5.9	65	-15.9	-181
<b>Manufacturing</b>	0.23	9	-28.5	-1085	-5.3	-189
<b>Real Estate and Rental and Leasing</b>	0.23	1	-6.4	-25	-51.9	-198
<b>Accommodation and Food Services</b>	0.23	7	13.0	373	-10.5	-300
<b>Public Administration</b>	0.23	7	2.5	67	-11.9	-335
<b>Retail Trade</b>	0.23	10	-3.4	-161	-10.9	-475
<b>Total</b>		66		-246		-938

Source: U.S. Bureau of Labor Statistics Census of Employment and Wages

## Results 2001-2011

### *The National Growth Component*

This component measures the growth or contraction of the United States economy during the selected study period. In this case, the nation's employment grew by 0.23 percent between 2001 and 2011. Table 4 indicates the amount of jobs created within the county, in each industry, that can be attributed to the national growth component. For example, the Healthcare and Social Services sector had the highest national growth component. That is, the national growth component of 0.23 percent led to thirteen jobs being created in this sector. In total, the national growth component was responsible for creating 66 jobs in Allegany County.

### *The Industrial Mix Component*

This component measures how well an industry has grown in an area based on the national growth rates for individual industries. The industry with the highest industrial mix component was Mining, Quarrying, and Oil and Gas Extraction with 36.4 percent

and it was responsible for creating 38 jobs within the county. By adding up all eleven sectors, it becomes clear that the industrial mix component was responsible for decreasing employment by 246 in Allegany County from 2001 to 2011. Because this component has caused an overall decrease in jobs, it can be concluded that Allegany County has a concentration of employment in industries that are decreasing at the national level. Of the decreasing industries, Manufacturing has shown the greatest decline (28.5 percent) and is responsible for a loss of 1,085 jobs in the area during the time period.

### *The Competitive Share Component*

This component accounts for the remaining changes in employment after considering the national and industrial mix components. Generally, if a sector has a positive competitive share then it has a local advantage in promoting economic growth. For example, the Information sector showed the largest percentage growth (32.3 percent) during the study period. The national growth component accounted for 0.23 percent of the growth, while the industrial mix component accounted for -24.5 percent of the growth. This means that the remaining 56.6 percent of growth can be attributed to the competitive share component. In terms of the Information sector, 185 jobs can be attributed to the competitive share. In total, the competitive share component accounts for a decrease of 938 jobs within the county. This negative number indicates that the study area is, overall, not competitive in securing additional employment.

### **Recommendations**

Based on the analyses, Allegany County should focus on retaining and recruiting for jobs that are part of industry sectors considered to be competitive. An industry sector is considered to be competitive if, at the local level, that sector outperforms the same sector at the national level. For a local sector to possess a competitive advantage in terms of shift-share, it needs to have a positive competitive share component (Table 2 and 4). For the 1990-2010 study, the following industry sectors are considered competitive: (1) Education and Health Services, (2) Public Administration, (3) Professional and Business Services, and (4) Information. By comparison, the 2001-2011 study indicates the following industry sectors as being competitive: (1) Health Care and Social Services, (2) Information, (3) Finance and Insurance, (4) Administrative and Support and Waste Management and Remediation Services, (5) Construction, (6) Educational Services, (7) Professional, Scientific, and Technical Services, (8) Wholesale Trade, and (9) Arts, Entertainment, and Recreation. Because these sectors already have an advantage within Allegany County, officials should focus on creating incentives to increase employment in these sectors.

### **Limitations of Shift-Share Analysis**

While useful for identifying industries that may provide significant future growth opportunities, shift-share analysis is only a descriptive tool. Because shift-share provides a static look at two different points in time (the starting year and end year), it is unable to

explain the impacts of the business cycle and other economic features that may be unique to a region. In order to determine a region's true economic potential, this analysis should be combined with other studies.

\*Shift-share methodology contained in Appendix C-1.

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## 10.9 Goals, Objectives and Recommendations

**EDE Goal 1:** *Offer a prosperous business environment for new and existing businesses.*

**OBJECTIVE:**

- a) 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.

**RECOMMENDATIONS:**

- a) Maintain and expand the number of BRE visits to existing businesses.
- b) Use existing resources and incentives to create new techniques to maintain and increase the number of active prospects underway or developing.
- c) 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.
- d) 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.
- e) Focus on retaining and expanding businesses in sectors which are considered to have a local advantage as determined by the Shift-Share Analysis completed within *Chapter 10 Economic Development*.

**EDE Goal 2:** *Maintain an aggressive park and facilities management program.*

**OBJECTIVE:**

- a) 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.

**RECOMMENDATIONS:**

- a) Develop new marketing techniques to unite current County economic development assets with potential new public/private construction and redevelopment of existing facilities.
- b) 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.
- c) 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.

**EDE Goal 3:** *Increase and improve appropriate infrastructure development to open new areas of the County for housing and business development.*

**OBJECTIVE:**

- a) 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.

**RECOMMENDATIONS:**

- a) Inventory existing industrial/business parks and assess future needs for development potential in each park based on existing infrastructure.
- b) 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.
- c) 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.
- d) 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.

**EDE Goal 4:** *Utilize Allegany County's natural resources as an economic advantage.***OBJECTIVE:**

- a) Position Allegany County as a leader in natural resource development by looking for opportunities to utilize our land and water as key economic drivers.

**RECOMMENDATIONS:**

- a) 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.
- b) 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.
- c) 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.
- d) Develop new strategies to utilize our streams, lakes and rivers as clean and natural alternatives for sporting and recreation uses.

**EDE Goal 5:** *Create small business and workforce development opportunities in the County.***OBJECTIVE:**

- a) 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.

**RECOMMENDATIONS:**

- a) Determine skills lacking in existing workforce that current employers need by assessing this through increased business retention visits.
- b) 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.



- c) Coordinate needs of unemployed into training programs by working more closely with Maryland One Stop Job Center and DLLR.
- d) 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.

**EDE Goal 6:** *Assist in maintaining Allegany County's sound financial health.*

**OBJECTIVE:**

- a) 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.

**RECOMMENDATIONS:**

- a) 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.
- b) 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.
- c) 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.

**EDE Goal 7:** *Expand tourism opportunities within Allegany County.*

**OBJECTIVE:**

- a) Market Allegany County as a unique destination for recreation, culture and historical attractions.

**RECOMMENDATIONS:**

- a) Maintain a well-planned effort to utilize hotel/motel funds as a key method to fund various agencies that promote visitation to Allegany County.

- b) 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.
- c) 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.
- d) Increase access to the Great Allegheny Passage, starting with an access point and parking in the LaVale area.
- e) Add roadside signage for local attractions along I-68 in an effort to increase visibility of the Great Allegheny Passage trail.

**EDE Goal 8:** *Enhance the image of each community within Allegany County to encourage business development.*

**OBJECTIVE:**

- a) An overall improvement in community image will make the County a more attractive location for business development

**RECOMMENDATIONS:**

- a) Continue the timely removal of blighted properties throughout the County.
- b) Support and encourage community organizations, such as Beautify Cumberland, to sponsor regular cleanups and related activities.

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