

**TRI-COUNTY COUNCIL  
FOR  
WESTERN MARYLAND, INC.**



**COMPREHENSIVE ECONOMIC DEVELOPMENT  
STRATEGY**

July 2010

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## **I. Introduction**

### **1. District Organization**

Tri-County Council for Western Maryland, Inc. (TCCWMD) is a regional economic development organization working from state, federal and local funding. The District covers Allegany, Garrett, and Washington Counties located in the western most part of the State. TCCWMD was formed in 1971 and continues to grow and adapt continually offering new services. The primary objective of the organization is regional economic growth and planning.

The organization is made up of six employees and governed by a Board of Directors that is comprised of individuals from all three counties including elected officials from each area. TCCWMD offers a wide variety of services including a Revolving Loan Fund, grant assistance, GIS assistance, education, regional strategy building, operation of a state data center, and planning assistance in cooperation with the Maryland Department of Planning. The Council also serves as a conduit to federal financing programs including the Appalachian Regional Commission and the Economic Development Administration.

### **2. Strategies Committee Formation**

The Strategies Committee is comprised of Public Officials, Community Leaders, Representatives of the State of Maryland Department of Business and Economic Development, Representatives of the area Educational Institutions, Labor Groups and private individuals.

The Strategies Committee was reformed in 2004 after Governor Robert L. Ehrlich, Jr. appointed the Western Maryland Economic Development Commission that would make recommendations for improving the economic climate of Allegany and Garrett counties to the Governor. After the report was delivered to the State of Maryland, Tri-County Council adopted the Commission and workgroups to incorporate into its CEDS Planning Process. With a new rejuvenated group in place it seemed the perfect opportunity to revisit the current structure.

These individuals were brought together to develop strategies that would improve the economic conditions of Mountain Maryland and address the many challenges of the region. Allegany and Garrett counties have several characteristics that make them unique in the State of Maryland. The first step in the process was include, Washington County into this successful forum. Individuals were recruited from Washington County to serve on the strategies Committee and deliver important input from that part of the region. Allegany and Garrett counties have experienced economic progress over recent years, they have not benefited from the economic prosperity that has improved the quality of life for most Maryland communities. Based upon statistical analysis, these two counties are still considered distressed jurisdictions and the members of the Western Maryland Economic Development Commission were eager to develop

initiatives that will continue the forward momentum toward a robust economy for Mountain Maryland.

The Commission divided itself into five sub-committees: Agriculture & Natural Resources, Community Support Services, Education & Technology, Infrastructure Development, and Tourism. Each sub-committee was tasked with identifying initiatives that would have a significant impact on improving Mountain Maryland's quality of life, as well as identifying regulatory issues that are inhibiting growth in Maryland's westernmost counties.

The Commission established a very ambitious scope of work and timeframe for itself; the members wanted to have fully developed initiatives by December 2003 so Mountain Maryland could be the beneficiary of a focused plan of action during the 2004 Legislative Session. During the summer and fall, the sub-committees met with experts throughout the region to gain insight on challenges that are hampering economic progress in Mountain Maryland. The communities of Allegany and Garrett counties embraced the work of the Commission and provided the sub-committees with a wealth of knowledge in areas of education, agriculture, tourism, technology, health care, highway infrastructure, housing, natural resources, community development, municipal revitalization and childcare. The Commission was also fortunate to receive the support and involvement of Maryland's Congressional Delegation and local development organizations. The Commission was successful in developing a plan of action prior to the Legislative Session and was able to accomplish several of its initiatives with the help of the Western Maryland Delegation and several State agencies.

Throughout the process the two counties learned from one another, realizing that their counterpart had already found the solution to a common problem and implemented a successful program to address the issue. Many partnerships were cultivated to work together to implement a similar project in the adjacent county, allowing Mountain Maryland to become more self sufficient in finding unique solutions to its many challenges. Members of the Western Maryland Economic Development Commission expressed an overwhelming interest in continuing to work as a bi-county unit to further the economic growth of Western Maryland. The Tri-County Council for Western Maryland agreed to adopt the Commission with additional members from Washington County to monitor the progress of existing initiatives and to form a group of individuals that would provide a vision of economic health and stability for the region.

The Western Maryland Economic Development Commission is dedicated to enhancing the economic climate of Mountain Maryland and would like to thank the Governor for providing this opportunity to outline a course of action that will give Allegany and Garrett counties the resources and infrastructure necessary to share in the prosperity of the great State of Maryland. These opportunities will allow Mountain Maryland to develop a self sustaining economic base, diversify the assets of its communities, and establish the ground work for continued growth and prosperity.

The Council continues to forward the efforts of the Commission and staffs regular meetings of the sub committees to update the final document as provided to the

governor. The full board, a vital part of the CEDS process meets in January prior to the legislative session to incorporate the new ideas and projects as discussed and developed by the sub committees.

## **II. Analysis of Economic Development Problems and Opportunities**

### **1. Economy**

The Western Maryland economy is in a sharp decline with unemployment rates rising to their highest levels in many years. The economic downturn that has been felt across the Country and State are magnified in the rural areas and Maryland is no exception. Over the last decade we have been fortunate to experience new growth and add the names of new companies to our list of assets. During the course of the last year we have begun erasing some familiar names from the list of companies that have called Western Maryland home.

Manufacturers across the region are feeling the impact of the global recession and are beginning to downsize their operations in an effort to cut costs. Some of the major manufacturers that have closed or will be closing include Biederlack of America and Bayliner Marine Corporation in Allegany County and Unilever and Statton Furniture in Washington County. These four companies alone employ over 1,000 people and have a dramatic impact on the unemployment figures. Not only were these companies major employers but the wages were on the high side for this type of industry.

All of Western Maryland is now focused on, and committed to, bringing information technology companies and the infrastructure needed to the area. The Maryland Broadband Cooperative is committed to bringing much needed infrastructure and competition to the rural areas of Maryland including Allegany, Garrett and Washington Counties. This alone would undoubtedly help turn the economy around. A statewide project is currently competing in a national grant program that would include much of the MDBC project. While it would not complete the Western Maryland infrastructure, it would open the door for the region to compete for businesses that now only locate in the urban areas. The reason for this is simple. With fiber and local access points in the area, local internet providers can sell service without major backhaul expenses that are currently charged by the major carriers. This barrier has to be removed in order for the area to compete for technology transfer related jobs.

In recent years population projections have varied for the region. Depending on the source, the population of the respective counties will decrease, increase, or remain stagnate. Once the results of the 2010 Census are known these numbers will enable the region to analyze the impact these new figures will have as it pertains to funding for a number of state and federal initiatives.

Western Maryland's approach to supporting growth in its economy is centered on assuring that the tools are in place for economic growth. This includes both the infrastructure and human resources necessary to modernize the region's economy. The region is concentrating on reuse and development of brown fields, and having infrastructure in place for new green field development. Of equal importance is making sure the region has the human resources ready and in place that will meet the needs of a new modernized economy. The local colleges and universities continue to produce a strong workforce and offer new and expanding courses each year. In addition, the community colleges in particular offer a wide variety of specialty training for existing and new employers.

The housing industry across the region has greatly affected the economy in many ways. Home pricing has skyrocketed over the last five years, with some homes more than doubling in value. For area residents, particularly the service industry, homes are simply not affordable. The backlash from this huge swing in housing prices is that new home construction costs continue to rise, which in turn means that the number of new homes being built is low. With many local companies and businesses dependent upon the housing market and industry this means low production and less need for workers.

Until the last two years the economy of Western Maryland was showing a steady increase from an all time low in the late 1980's. With the recent downturn in the economy the region has quickly been thrust back into unemployment rates in the double digits. If recent history rings true, the economy will continue to fall for some time after the urban centers begin to see recovery. Since that point does not yet seem to be reached, it would appear that things will continue to worsen for sometime before they turn around.

## **2. Population, Income and Unemployment**

### **A. Population**

The Appalachian Region of Maryland has historically had one of the slowest growth rates of the State. For many years this area saw a decline in population, while the rest of the state was growing rapidly. Over the past decade the decline has begun to stabilize while growth still remains at a minimum.

Population estimates by the U.S. Census Bureau show relatively stable populations with the exception of Washington County which continues to grow steadily. These trends may change greatly as the 2010 Census information becomes available. Population growths for the overall region are as follows:

## POPULATION DEMOGRAPHICS

### County Populations

	<u>7/1/2009</u>	<u>7/1/2008</u>	<u>7/1/2007</u>	<u>7/1/2006</u>	<u>7/1/2005</u>	<u>7/1/2004</u>	<u>7/1/2003</u>	<u>7/1/2002</u>
<b>MARYLAND</b>	5,699,478	5,658,655	5,634,242	5,612,196	5,582,520	5,542,659	5,496,708	5,439,913
<b>WESTERN MARYLAND REGION</b>	247,997	247,766	247,312	245,317	243,543	241,950	239,608	238,132
<b>Allegany County</b>	72,532	72,658	72,665	72,441	72,694	73,379	73,314	73,728
<b>Garrett County</b>	29,555	29,658	29,648	29,642	29,654	29,806	29,915	29,821
<b>Washington County</b>	145,910	145,450	144,999	143,234	141,195	138,765	136,379	134,583

Prepared by the Maryland Department of Planning, Planning Data Services, March 2009

### Western Maryland Municipalities

Place	7/1/2008	7/1/2007	7/1/2006	7/1/2005	7/1/2004	7/1/2003	7/1/2002	7/1/2001	April 1, 2000 Population Estimates Base/1
<b>Maryland</b>	<b>5,633,597</b>	<b>5,618,899</b>	<b>5,602,258</b>	<b>5,575,552</b>	<b>5,538,989</b>	<b>5,495,009</b>	<b>5,439,327</b>	<b>5,375,659</b>	<b>5,296,516</b>
Accident town	330	331	334	337	341	345	347	349	353
Barton town	452	456	459	458	460	461	466	471	478
Boonsboro town	3,399	3,374	3,324	3,052	3,060	2,919	2,882	2,882	2,890
Clear Spring town	461	463	464	464	459	455	447	451	455
Cumberland city	20,495	20,632	20,648	20,829	21,095	20,985	21,176	21,438	21,694
Deer Park town	382	384	386	389	394	398	400	401	405
Friendsville town	503	505	508	514	521	527	530	532	539
Frostburg city	7,719	7,764	7,787	7,783	7,894	7,856	8,109	8,114	8,198
Funkstown town	937	940	938	954	959	960	968	975	983
Grantsville town	649	651	657	665	676	685	690	694	705
Hagerstown city	39,728	39,538	38,915	38,193	37,494	37,165	37,001	36,814	36,875
Hancock town	1,743	1,737	1,716	1,726	1,723	1,719	1,734	1,736	1,745
Keedysville town	862	838	811	825	687	590	568	544	498
Kitzmilller town	278	280	282	285	290	294	296	297	302
Loch Lynn Heights town	435	437	440	445	452	457	460	462	469
Lonaconing town	1,125	1,136	1,139	1,150	1,165	1,171	1,180	1,191	1,205
Luke town	73	74	75	75	76	77	78	79	80

Midland town	440	444	447	451	455	456	461	466	473
Mountain Lake Park town	2,106	2,112	2,125	2,147	2,176	2,200	2,211	2,220	2,248
Oakland town	1,844	1,850	1,862	1,879	1,902	1,922	1,931	1,939	1,963
Sharpsburg town	661	660	662	670	671	672	679	684	691
Smithsburg town	2,908	2,907	2,902	2,864	2,737	2,614	2,357	2,254	2,179
Westernport town	1,945	1,963	1,975	1,995	2,022	2,034	2,054	2,077	2,104
Williamsport town	2,278	2,280	2,194	2,123	2,012	1,914	1,839	1,852	1,868

Prepared by the Maryland Department of Planning, Planning Data Services, May 2008

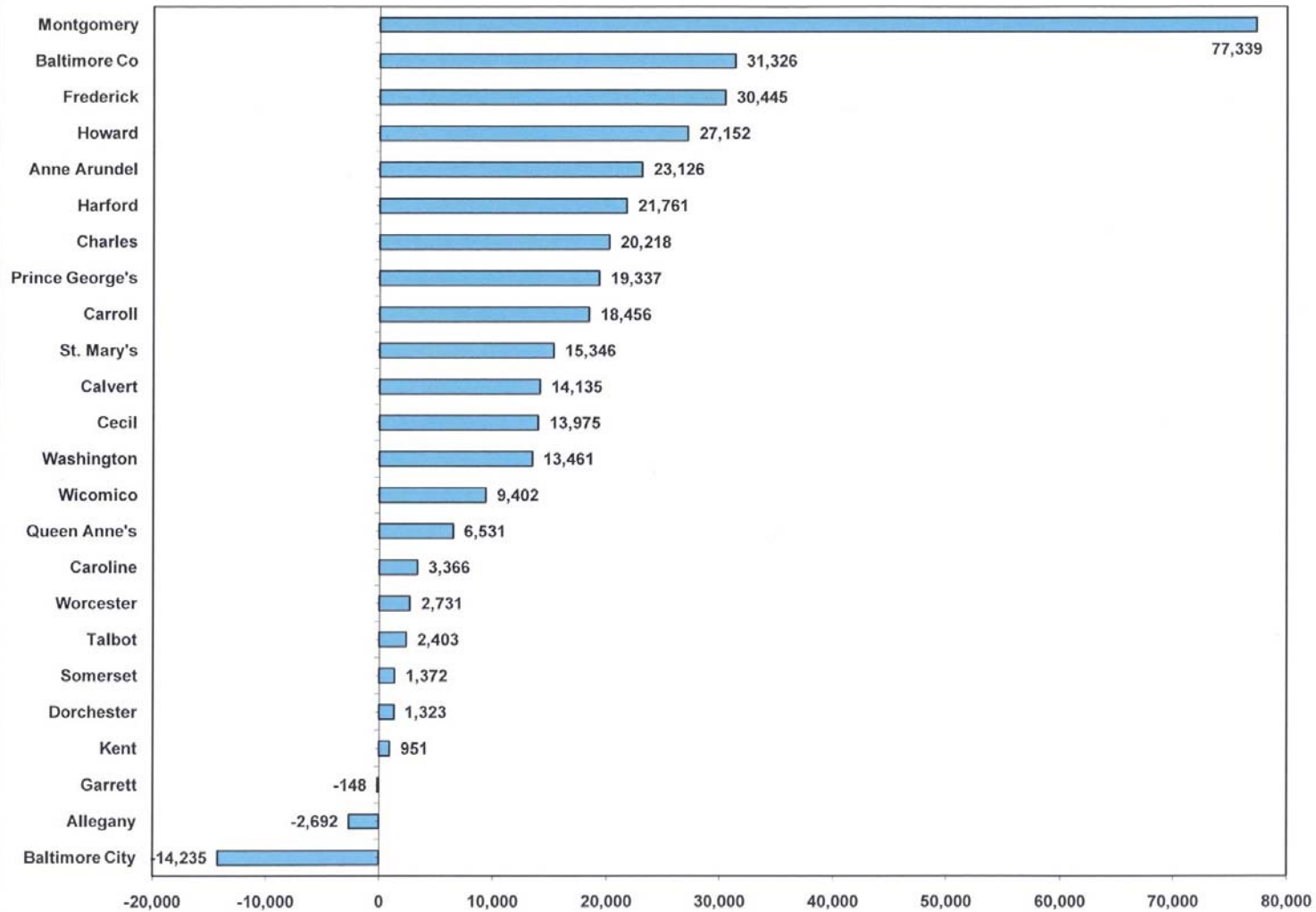
Total Population Change for Minorities and Non-Minorities for Western Maryland's Jurisdictions, April 1, 2000 - July 1, 2008

State/Region/Jurisdiction	Total Population Change		Non Hispanic White Alone Change	Non-Hispanic White Change as Pct of Total Change		Total Minority Change	Minority Change as a Percent of Total Change
<b>Maryland</b>	<b>337,081</b>		<b>-49,007</b>	<b>-14.5%</b>		<b>386,088</b>	<b>114.5%</b>
<b>Western Maryland Region</b>	<b>10,621</b>		<b>1,426</b>	<b>13.4%</b>		<b>9,195</b>	<b>86.6%</b>
Allegany	-2,692		-3,780	140.4%		1,088	-40.4%
Garrett	-148		-389	262.8%		241	-162.8%
Washington	13,461		5,595	41.6%		7,866	58.4%

\* Minorities are defined as including everyone but "non-Hispanic White alone."

Prepared by the Maryland Department of Planning, Planning Data Services, from the Population Division, U.S. Census Bureau, May, 2009.

Chart 1B. Population Change for Maryland's Jurisdictions, 2000-2008



Source: Population Division, U.S. Census  
 Prepared by the Maryland Department of Planning, Planning Data Services, March 2009

## B. Income

Income in Western Maryland is still well below the average for the State of Maryland. This is reflected in the high poverty rates seen in all three counties. The average per capita personal income for the State of Maryland is \$48,164, well above the national average of \$40,166. The numbers reflected by Western Maryland show that income levels are well below the state and national average. The per capita personal income for western Maryland is \$33,692 or 70% of the state average. This is 3% higher than last year showing that wages are becoming closer to the state average rather than moving further away.

As outlined in the table below, the income in western Maryland has remained among the lowest in the state for many years.

<u>County</u>	<u>Per capita personal income (2008)</u>
United States	\$40,166
Maryland	\$48,164
Western Maryland	\$33,692
Allegany	\$30,337
Garrett	\$34,856
Washington	\$35,130

Prepared by the Maryland Department of Planning, Planning Data Services, from U.S. BEA, May 2010

Current dollars

**TABLE 5A**  
**PER CAPITA PERSONAL INCOME (current dollars)**

	2003	RNK	2004	RNK	2005	RNK	2006	RNK	2007	RNK	2008	RNK
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<b>UNITED STATES</b>	\$32,271		\$33,881		\$35,424		\$37,698		\$39,392		\$40,166	
<b>MARYLAND</b>	\$38,200		\$40,598		\$42,547		\$45,041		\$46,922		\$48,164	
Maryland (Metropolitan Portion)	\$38,522		\$40,926		\$42,924		\$45,463		\$47,357		\$48,603	
Maryland (Non-Metropolitan Portion)	\$32,342		\$34,668		\$35,768		\$37,500		\$39,176		\$40,382	
<b>BALTIMORE REGION</b>	\$37,700		\$40,220		\$42,093		\$44,683		\$46,638		\$47,924	
Anne Arundel County	\$42,054	4	\$45,721	4	\$48,410	4	\$51,547	4	\$53,660	4	\$54,608	4
Baltimore County	\$40,403	5	\$42,850	5	\$43,974	5	\$47,134	5	\$48,923	5	\$50,035	5
Carroll County	\$35,582	9	\$36,405	10	\$38,115	10	\$40,165	10	\$41,460	11	\$42,264	11
Harford County	\$35,821	7	\$37,550	9	\$39,491	9	\$41,863	8	\$43,989	8	\$45,091	8
Howard County	\$48,190	2	\$52,128	2	\$55,044	2	\$58,451	2	\$61,221	2	\$62,098	2
Baltimore City	\$27,932	17	\$29,685	17	\$31,342	17	\$32,647	17	\$34,334	17	\$36,340	17
<b>WASHINGTON SUBURBAN REGION</b>	\$42,406		\$44,991		\$47,372		\$50,244		\$52,219		\$53,399	
Frederick County	\$35,705	8	\$37,765	8	\$39,560	8	\$41,861	9	\$43,716	9	\$45,054	9
Montgomery County	\$53,262	1	\$56,889	1	\$60,303	1	\$64,665	1	\$66,811	1	\$67,531	1
Prince George's County	\$32,170	14	\$33,755	15	\$35,120	14	\$36,351	15	\$38,019	15	\$39,447	15
<b>SOUTHERN MARYLAND REGION</b>	\$34,083		\$35,418		\$36,869		\$38,676		\$40,400		\$41,706	
Calvert County	\$34,786	10	\$36,201	11	\$37,930	11	\$39,962	11	\$42,049	10	\$43,320	10
Charles County	\$34,546	12	\$35,877	12	\$37,550	12	\$39,225	12	\$40,786	12	\$42,103	12
St. Mary's County	\$32,792	13	\$34,065	14	\$34,956	15	\$36,759	14	\$38,410	14	\$39,748	14
<b>WESTERN MARYLAND REGION</b>	\$26,626		\$28,072		\$29,421		\$30,958		\$32,234		\$33,692	
Allegany County	\$24,188	23	\$25,042	23	\$26,144	23	\$27,342	23	\$28,646	23	\$30,337	23
Garrett County	\$27,297	21	\$28,875	21	\$30,489	20	\$32,023	19	\$33,288	19	\$34,856	19
Washington County	\$27,789	18	\$29,503	18	\$30,883	19	\$32,567	18	\$33,817	18	\$35,130	18

<b>UPPER EASTERN SHORE REGION</b>	\$34,071		\$36,408		\$37,535		\$39,301		\$41,108		\$41,985	
Caroline County	\$26,095	22	\$27,979	22	\$28,551	22	\$28,571	22	\$29,605	22	\$30,467	22
Cecil County	\$31,010	16	\$32,112	16	\$33,196	16	\$34,532	16	\$36,296	16	\$37,381	16
Kent County	\$34,713	11	\$38,622	7	\$39,980	7	\$44,030	6	\$46,493	6	\$46,116	6
Queen Anne's County	\$37,196	6	\$39,674	6	\$41,248	6	\$43,220	7	\$44,694	7	\$45,503	7
Talbot County	\$45,008	3	\$49,970	3	\$51,210	3	\$54,389	3	\$57,255	3	\$58,401	3
<b>LOWER EASTERN SHORE REGION</b>	\$27,792		\$29,860		\$31,092		\$32,074		\$33,459		\$34,721	
Dorchester County	\$27,371	20	\$29,343	20	\$30,039	21	\$30,242	21	\$31,742	21	\$32,985	21
Somerset County	\$21,727	24	\$23,192	24	\$23,635	24	\$24,318	24	\$25,356	24	\$26,347	24
Wicomico County	\$27,531	19	\$29,494	19	\$30,951	18	\$31,837	20	\$33,246	20	\$34,377	20
Worcester County	\$31,687	15	\$34,344	13	\$35,929	13	\$37,774	13	\$39,288	13	\$40,957	13
<b><u>BY BEA METROPOLITAN REGION:</u></b>												
Baltimore-Towson, MD (MSA)	\$37,691		\$40,211		\$42,079		\$44,658		\$46,604		\$47,881	
Cumberland, MD-WV (MSA)	\$23,955		\$24,842		\$25,981		\$27,287		\$28,601		\$30,101	
Hagerstown-Martinsburg, MD-WV (MSA)	\$27,201		\$28,286		\$29,448		\$31,035		\$32,142		\$33,135	
Phil-Camden-Wilm, PA-NJ-DE-MD (MSA)	\$37,341		\$39,017		\$40,413		\$43,346		\$44,961		\$45,927	
Salisbury, MD (MSA)	\$26,223		\$28,081		\$29,340		\$30,191		\$31,516		\$32,628	
Wash-Arling-Alex, DC-VA-MD-WV (MSA)	\$44,540		\$47,251		\$50,135		\$53,401		\$55,737		\$56,824	
Phil-Cam-Vineland, PA-NJ-DE-MD (CSA)	\$36,690		\$38,266		\$39,597		\$42,446		\$44,026		\$44,982	
Salisbury-Ocean Pines, MD (CSA)	\$27,871		\$29,958		\$31,291		\$32,417		\$33,782		\$35,049	
Wash-Balt-N.Virginia, DC-MD-VA-WV(CSA)	\$41,836		\$44,448		\$46,954		\$49,941		\$52,114		\$53,273	

Data extracts prepared by the Maryland Department of Planning, Planning Data Services, from U.S. BEA, May 2010.

### C. Unemployment

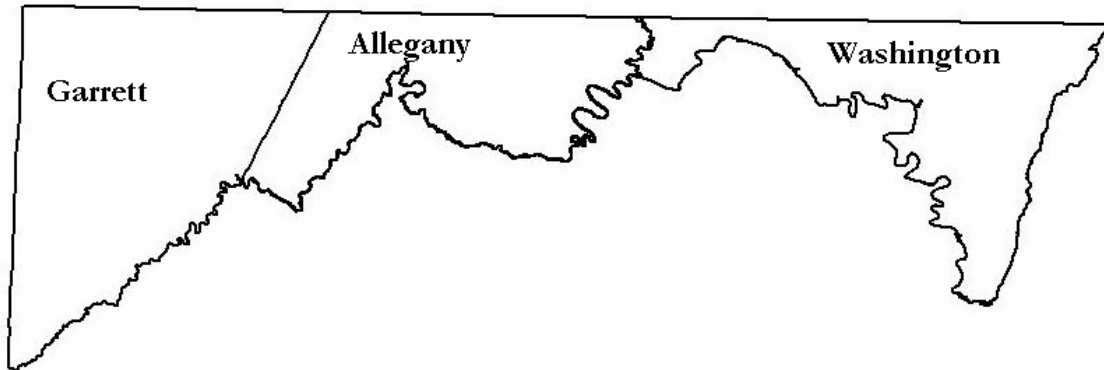
Unemployment in the region has risen sharply in the past year and has not begun to trend down. Historically, the impact in the rural regions is felt long after the recovery begins to take place and it does not appear that recovery has begun. As seen by the table below, Western Maryland rates are above the national average and are well above that of the state. New numbers from the first quarter of 2010 show that rates are climbing higher although January is typically a high unemployment month with will skew the data.

<u>Location</u>	Unemployment Average 2009 (%)	Unemployment Average 2010 (%)
United States	8.5	9.7
Maryland	6.7	8.1
Allegany	9.2	10.6
Cumberland, MD-WV MSA	8.5	10.7
Garrett	9.0	10.5
Washington	9.2	11.3
Hagerstown, Martinsburg MD-WV MSA	8.6	11.2

*Source: Maryland Department of Labor, Licensing and Regulation (unadjusted), US Bureau of Labor Statistics*

### 3. Geography

Western Maryland is somewhat geographically isolated lying in Appalachia and ranging from 500 to 2,000 feet in elevation. In addition the Counties are situated in a linear arrangement meaning that at no one point do all three counties touch. At one point it is less than two miles from West Virginia to Pennsylvania through Maryland.



### 4. Workforce

Because of the extensive history in manufacturing and the presence of several colleges and a university in the region, the workforce remains strong not only in terms of existing skills and education, but also the potential and opportunity for new skill development and training across an array of sectors. Companies entering the area that pay a living wage, generally are impressed with the quality workforce and the sizable number of applicants they receive. With major losses of companies the size and quality of the available workforce is ever growing.

The workforce of the Western Maryland area is largely characterized as being of a dedicated, hard-working, traditional manufacturing quality. Employees and their families have worked life-long at plants, mills, and large corporations and are used to shift work. They do not, as a rule, relocate for a minimal increase in salary. With the lack of current employment, companies hiring are seeing 200 or more applications for every position.

The skills and requirements of the workforce are constantly changing. The workforce needs to become more technologically competent. To some degree, the Western Maryland workforce lags behind in the skills needed for the new workforce, largely due to geographic isolation, and the lack of educational capabilities and opportunities. Contributing to this isolation is the “digital divide” or lack of telecommunications infrastructure. This isolation is beginning to change with the ever-increasing involvement of the region’s university and community colleges. New courses related to Biotechnology and Robotics emerges every year and the infrastructure needed to support those industries is slowly improving. Also contributing to this factor is the aging population of Western Maryland.

Region-wide there is a shortage of qualified machinists. Several programs are in place throughout the region to help add new machinists to the workforce. In Garrett County, Southern and Northern High School offers a machinists training program. Across the border in Rocket Center, West Virginia the Robert C. Byrd Institute in conjunction with the Allegany County Career and Technical Institute is also offering training for machinists. These programs have been highly successful and graduates often have local jobs waiting as they complete the program. This shortage has been occurring for the past decade.

In addition to the focused areas of education, Garrett County has focused on taking high school graduates and making them skilled labor. For the first time in Western Maryland, Garrett County High School graduates will receive two years tuition free at Garrett Community College. The County anticipates expanding upon this program in the upcoming years. In addition High School and Middle School students also have the opportunity to participate in the robotics program now offered at that level.

Independent Labor Skill Studies are often a key to characterizing a workforce to new businesses looking to locate in the area. Because of the ever changing demographics of the region, studies such as this have a very short shelf life. Most recently the three Counties contracted with Towson State University, and EDA University Center to complete a new study not done since 2002. The study was completed July 1, 2007 and shows updated information and more importantly trends based upon the 2002 study. In addition Washington County completed a migration study to identify which segment of the workforce is out-commuting. This study will also provide the economic development department with valuable information as to which businesses will be prone to growth in the future. It is hoped that funding will allow these studies to be updated on a regular basis.

## **5. Transportation**

Commerce in Western Maryland is largely driven by transportation via the Highway System. It is very evident that the majority of the growth in our region is attributed directly to interstate commerce. For instance, the largest growth area for industrial and commercial centers in the region is located within a few miles of the intersection of Interstate 81 and Interstate 70. West of Washington County, Interstate 68 is the driving force for development. For this reason, upgrades to Routes 219 and 220 are both in the planning stages but will be on hold for some time due to a lack of funding at both the federal and state level.

While Virginia and West Virginia are currently working on a plan to upgrade Interstate 81 to six lanes, Maryland has still not endorsed the idea largely due to the cost involved. Maryland State Highway Administration is currently conducting a study of the 12 mile project area, with tentative plans to improve this section of interstate in the future. While no clear solution has become evident, it is clear that Interstate 70 from Frederick to Hagerstown is also becoming overly crowded particularly during the rush hours. This will also need to be studied in the near future to plan for possible expansion.

While Interstates are very important, the focus now has become a major North/South Corridor to serve Allegany and Garrett Counties. Route 219 continues to be one of the primary focal points in this development. Pennsylvania has made major improvements north of the Maryland line by completing the Meyersdale bypass. They continue to proceed with environmental assessments and design needed for completing the Pennsylvania portion of the project. Maryland has also begun preliminary engineering for the 2 mile stretch between the Mason Dixon Line and Interstate 68. While construction will most assuredly happen one day, the stumbling block before Congress, at this point, is appropriating the funds to purchase the extensive right of way needed from Meyersdale to Maryland. Capital funds for this project have not yet been allocated. Currently there are several alternatives for this new route which are being assessed. Five alternatives have been presented and a route decision is likely in the near future.

Further south on Route 219, a much needed bypass is underway around the town of Oakland. This project is also on hold pending lack of highway funds for construction.

Also very important to Allegany County is the development of a major North/ South Corridor. Maryland Route 220 is currently a 2 lane road that parallels the Potomac River from Cumberland, MD to Keyser, WV. Along the way, the road passes through the towns of Cresaptown and Bel Air where the road becomes very congested. One of the area's largest employers, New Page, located just west of Maryland Route 220 receives approximately 350 trucks per day to the site at the mill. Approximately 60 percent of this truck traffic utilizes Route 220 as access to the mill. When calculated on a round trip basis, this means that approximately 420 trucks travel this route each day just going to New Page. Allegany County's newest advanced manufacturing park is also located along this route and has its first tenant who may eventually reach 500 employees. This will create further congestion in years to come. In addition, this area continues to be looked at as for new residential development which would add to the already congested areas.

Route 220 also has a bottleneck to the south where the road connects to West Virginia. The Keyser-McCoole Bridge, which receives all truck traffic to the southerly direction, is in need of replacement or upgrading to handle the large volumes of traffic currently utilizing this infrastructure. In a recent study the traffic volume was nearly 19,300 vehicles per day. With the cooperation between Allegany and Mineral Counties the project is now moving forward through SHA and is currently under construction.

A study is now being undertaken to determine the best route for Western Maryland to connect to Corridor H, an east-west highway that runs 148 miles from northern Virginia to central West Virginia and is part of the Appalachian Development Highway System. Without this development of a connector system between I-68 and Corridor H, the only Interstate quality access points to the Eastern portion of West Virginia will be through Clarksburg, WV or Front Royal, VA. The traditional Cumberland service marketing area, which extends to Moorefield and Petersburg, WV, will drastically shrink. Even though these markets are further in distance, travel times will be similar to the Cumberland market area because of the improved road access. In May of 2007 the West Virginia Division of Highways and the Maryland State Highway Administration began hosting informational public workshops to discuss the 220 Corridor Planning Study. The workgroups identified five potential routes for further study.

There are several projects underway to improve air facilities in the area. Garrett County has finished the lengthening of its runway to 5,000 feet to support small jet aircraft. The airport will also be building a new terminal building this summer. Washington County has completed its airport expansion to 7,000 feet to accommodate larger aircraft which should be completed this year. This expansion enables the areas service companies to accept larger aircrafts and opens up new and expanded possibilities for economic development in the aviation industry. Despite the investments, commuter flights from Cumberland and Oakland to BWI are still not a reality. This is considered a major challenge for economic development and consideration should be undertaken to determine the need and cost effectiveness for the provision of such service.

The Western Maryland region has a well-developed rail network. Since the purchase of Conrail by CSX there has been increased rail traffic in the region as well as increased job opportunities. Currently, there is a need to develop two specific rail projects in Western Maryland. The extension of the commuter rail system, between Hancock and Washington, DC, would open the Hagerstown-Martinsburg area to a wider labor force. Studies continue to look at commuter patterns for the expansion of the MARC rail system to this area. The second major rail need is for rail spur access in Garrett County. A main rail line is located near Southern Garrett Industrial Park, and the new expansion of the park is being graded for the addition of a rail spur. Therefore, this industrial park provides the potential for location of businesses that utilize the rail transportation.

According to the most recent Garrett County Comprehensive Plan the year round population for the Deep Creek watershed grew from 33,174 residents in 1990 to 33,845 residents by 2000, a 21 percent increase compared to a 6 percent increase in the overall County population during that same time period. The Deep Creek Lake area is projected to experience steady growth through 2030. Approximately 4,000 new housing units, many of them vacation units are expected to be built during this time period.

The Wisp Resort is a County approved Planned Residential Development located in a State Certified Priority Funding Area. The Resort is adjacent to the Wisp Ski Resort and the Adventure Sport Center International (ASCI). ASCI features the world's only mountaintop whitewater course.

In order to relieve congestion on Marsh Hill Road, the current access road to ASCI, and allow access to an additional 2,500 new residential building lots, a new access road to the top of The Wisp Resort must be constructed. This project is also listed as a priority in the most recent Garrett County Comprehensive Plan. However, this project has also been delayed as housing construction has fallen off in recent years.

## **6. Education**

Garrett County continues to enhance educational opportunities for the local students by providing scholarships. In 2005 Garrett County ranked 21<sup>st</sup> out of 24 counties in Maryland for per capita personal income. Realizing that local graduates wishing to go to college cannot always afford the tuition, Garrett County has set aside funds that will give every high school graduate in the County the opportunity to attend the local community college tuition free for two years. Not only will this enhance the workforce of the County and surrounding area, but will also help ensure those in the county that wish to further their education will not be deprived of that opportunity. During the first year of this program 136 students took advantage of this program. Not only will this program ensure a higher educational attainment but it will also increase enrollment at Garrett College, which in turn increases funding. In addition the County is exploring additional opportunities to provide classes not offered at Garrett College through agreements with adjacent Colleges.

Construction will begin soon on the Community Recreation and Athletic Center (CARC) which will tie directly into the Adventure Sports Program. The new facility will boast a swimming pool and gymnasium as well meeting or classrooms.

Garrett County has also gone high-tech and taken advantage of one of the former manufacturing building to enhance the curriculum for middle and high school students. The former Phenix Technologies building is now in use to provide a robotics training center for student in the county.

In Allegany County, the first new High School in over 30 years opened its doors three years ago and is called Mountain Ridge HS, replacing both Beall and Westmar High Schools near Frostburg. The County also has several new programs to provide additional opportunities to students. High school students also have the opportunity to become involved in the Medical Careers Academy. This program starts students off on an advanced path if they choose to go into the nursing or medical field. In addition, the Center for Career and Technical Education is now offering an apprenticeship program for high school seniors in the construction trade. This on-the-job training will allow seniors to graduate with experience already under their belt.

Allegany College continues to offer a variety of higher education courses as well as customized workforce training programs tailored to the needs of local companies. While this is not new, it is a key element in attracting companies to the area. In addition the college has continued to expand on its health care course including home health aide programs. Tied directly to the Allegany College programs, Frostburg State University is now offering the option for nursing students to continue on and receive a four year degree in that field. Most recently, Frostburg State will be constructing a building dedicated to alternative sources of energy. This facility should be constructed some time in 2011.

Washington County has several new capital projects related to education. In recent years the increasing population base has outgrown the existing school capacity meaning additional schools are needed. Three new elementary schools near Hagerstown have been built and opened this year. In addition a fourth elementary school, Cascade Elementary near Smithsburg, will be undergoing improvements to handle the impacts of the redeveloping Fort Ritchie. In addition to the new schools, the k-12 system has also expanded its curriculum and now will be offering courses related to biotechnology.

In higher education Hagerstown Community College now offers expanded medical opportunities with additional nursing programs and a new wet lab that will be instrumental in providing a local workforce to new bio technology firms interested in the area. Five other Maryland Universities including Towson, Salisbury State, and Frostburg State have also shown an interest in Washington County and now offer courses in Hagerstown.

Additional higher education programs now available in Washington County include the truck driving school in conjunction with Volvo and the recently opened Barbara Ingram School for the Arts.

The higher education institutions also continue to focus on the importance of education and technology and have worked with the state and local governments to achieve state of the art technologies for many of their curriculums. With much of this technology in place, the colleges are now working to share this infrastructure with public schools and create greater opportunities for advanced learning, including the formation of magnet schools in the near future.

## **7. Telecommunications**

The Western Maryland focus is on securing telecommunications and broad band services at competitive costs with the urban areas. We believe that this is the key to retaining and attracting companies that provide higher than average wage rates for the area. In addition to attracting companies, upgraded infrastructure also means people working in the urban area now have the option to telecommute from Western Maryland. This practice is becoming more common every year.

The Allconet II project has received national recognition for being the first of its kind wireless system. The proprietary technology used in this system is one that can be replicated in most rural areas. The major accomplishment of the system is not just offering broadband in areas where it did not exist before, but partnering with Connex to provide a Point of Presence in Cumberland, MD which eliminates back hauling fees to Hagerstown. The full impact of this system has not yet been felt, but businesses in the area have seen it as a robust system that was unavailable in the past. While this system largely targets businesses, there will come a day when it may play a large role in solving the last mile issues for residential customers as well.

Most of the larger cities in the region now have either DSL, cable or both. Many areas including downtown Cumberland also have Wi-Fi available. Cumberland plans to expand this project across the entire city over the next year.

There are still many rural areas in the region without affordable competitive broadband services that still are in need of being addressed. Many areas still have no option but dial up speeds on antiquated lines but that is improving all the time. In some of these areas, Wi-Fi has been explored as a possible solution but that remains to be seen.

Recently Washington County began a study to identify the available telecommunications infrastructure in the Hagerstown growth area. While there are many fiber lines available, the exact location remains somewhat of a mystery as private companies are often unwilling to share that information.

Most recently the five regional councils of Maryland have formed the Maryland Broadband Cooperative. This initiative serves to build out infrastructure where it is needed. In addition the Cooperative also works with private companies to exchange usage on their infrastructure for usage on the Cooperatives infrastructure this doubling or tripling the amount of line that is available. Western Maryland is was scheduled to be constructed in 2008-2009 as part of the third cycle of funding however budgeting restrictions did not allow this to occur. The Cooperative is looking to have new or shared fiber along Interstate 68 across the region, as well as a loop through Garrett County down 219 south and back to Grantsville possibly along 495. This project has applied for funding through a federal grant and if successful will build a portion of the system while other areas will be filled by using state fiber currently not used.

Ultimately, Western Maryland's businesses and citizens will be best served by development of public policy that helps encourage private sector companies to invest in broadband deployment. This may come in the form of legislation, private-public partnerships, or subsidies to help build the needed infrastructure. This situation is not unique to Western Maryland, but in fact is common to most rural areas in the State.

## **8. Health Care**

Appalachian Maryland has a comprehensive and well developed medical care system. However, access to that care, especially affordable care for the uninsured, is still limited in many areas. The medical care system includes county health departments, hospitals, community health centers, mental health facilities, emergency care networks, a full variety of elderly care programs, and a National Cancer Research Center. The health care and related service industry continues to be the largest employers in the region despite having fewer doctors per population than the national average.

Over the past several years, the cost of health insurance has been one of the major issues facing Western Maryland. Although this problem is not unique to Western Maryland, it tends to impact the rural areas in an amplified manner due to the existence of many small businesses, lower average wages and higher unemployment levels. Since small and medium sized companies make up a large portion of the rural employment base, many of these companies are unable to continue providing health care to their employees. The Maryland Health Care Commission continues to study the problem and hopes to come up with new and innovative ways to cut costs associated with this benefit. Statistics from the Maryland Department of Health and Mental Hygiene, Office of Primary Care and Rural Health show that the population of uninsured in all three western Maryland Counties is higher than that of the state average. The most recent available numbers for Maryland are from 2006 and 2007.

<u>AREA</u>	<u>% UNINSURED (1998)</u>	<u>% UNINSURED (2006-07)</u>
United States	15.9	14.8
Maryland	14.2	11.1
Washington	18	10.4
Allegany	22	12.6
Garrett	25	14.6

A person was defined as uninsured if he or she did not have any private health insurance, Medicare, Medicaid, State Children's Health Insurance Program (SCHIP), state-sponsored or other government-sponsored health plan, or military plan. A person was also defined as uninsured if he or she had only Indian Health Service coverage or had only a private plan that paid for one type of service such as accidents or dental care.

Hospital trauma programs are also facing large financial problems in Western Maryland, due to increasing costs and state requirements. The Western Maryland Health System in Cumberland offers a Trauma Center, as does Robinwood Medical Center in Hagerstown. More recently there has been a great interest in reducing the number of patients that go directly to the emergency room. For this reason a number of urgent care facilities are a starting to show interest in locating in Western Maryland. While there have not yet been any new facilities built, we anticipate that at least one will locate in the region within the next year.

The Federal Government designates many areas in Western Maryland as Medically Underserved, where there is a lack of medical professionals to serve the low-income uninsured and underinsured. For this reason there has been an expansion of Federally Qualified Health Centers in the region. Federally Qualified Health Centers are now located in all three western Maryland Counties with two in Washington County, one in Allegany County, and one in Garrett County. Garrett County's facility was the most recent one built and is located adjacent to the Garrett County Health Department.

Currently Garrett County has completed a major building expansion which now provides a new Emergency Department and Same-Day surgery suite, including a new hospital laboratory, radiology department and other crucial outpatient services.

After a study to upgrade facilities in Washington County, the Health System there built the largest facility in over 100 years. The new facility is located near the Health System's Robinwood Medical Campus, and creates a good connection with that largely out-patient, 400,000 square foot facility.

Allegany County has also constructed a new hospital that combines the Sacred Heart and Memorial Hospital campuses. The new facility is located on Willowbrook Road near Allegany Community College. This facility also houses a new Allegany County Health Department.

Other health care facilities include: mental health facilities located in Allegany County, the Thomas B. Finan Center and the Joseph D. Brandenburg Center, Washington County's mental health facility and Western Maryland Hospital for long-term care, as well as the National Cancer Research Center. In addition to the region's medical facilities, the area has access to the major medical facilities in Baltimore, Morgantown, Pittsburgh and Washington. The region is also served by the Maryland State Police Medivac helicopter service.

In addition to the upgrading of facilities, the local colleges have recognized the shortage of health care professionals and offer new and expanded curriculum in this field, including four year programs to be offered at the University of Maryland Center in downtown Hagerstown, expanded curriculum at

Hagerstown Community College and a four year bachelors degree in nursing at Frostburg State University. Additionally, the Allegany County BOE also began a pre medical concentration program last year.

## **9. Water and Sewer**

Municipal water systems are in place throughout region and contribute the majority of the supply to the population. While many of these water systems have been in place for decades, some small municipalities are receiving their first distribution lines ever. Although water supply is adequate the construction of water lines is very expensive. Major water plants for the City of Cumberland and the City of Hagerstown currently have no problem meeting the demand placed on the systems.

Unfunded Federal mandates to end pollution from storm overflows and leaky sewer lines could lead to major economic impacts to the affected communities. The cost of separating the sewer lines from the storm water lines effectively means that in many cases entire systems will need to be duplicated in order to complete this task. To small towns alone this could mean in excess of one million dollars per year over the next twenty years. For larger municipalities the cost could be over \$100 million or more. The city of Frostburg began a project in 2008 to begin the process of eliminating the combined storm water and sanitary sewer. This effort continues.

The Maryland General Assembly has in recent years passed legislation to address sewer plant upgrades. Every Marylander will pay a fee on their sewer bill that will go towards nutrient removal upgrades on treatment facilities. While it will take many years to complete, the major plants will be the first to be upgraded and smaller plants will follow as money permits.

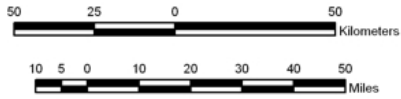
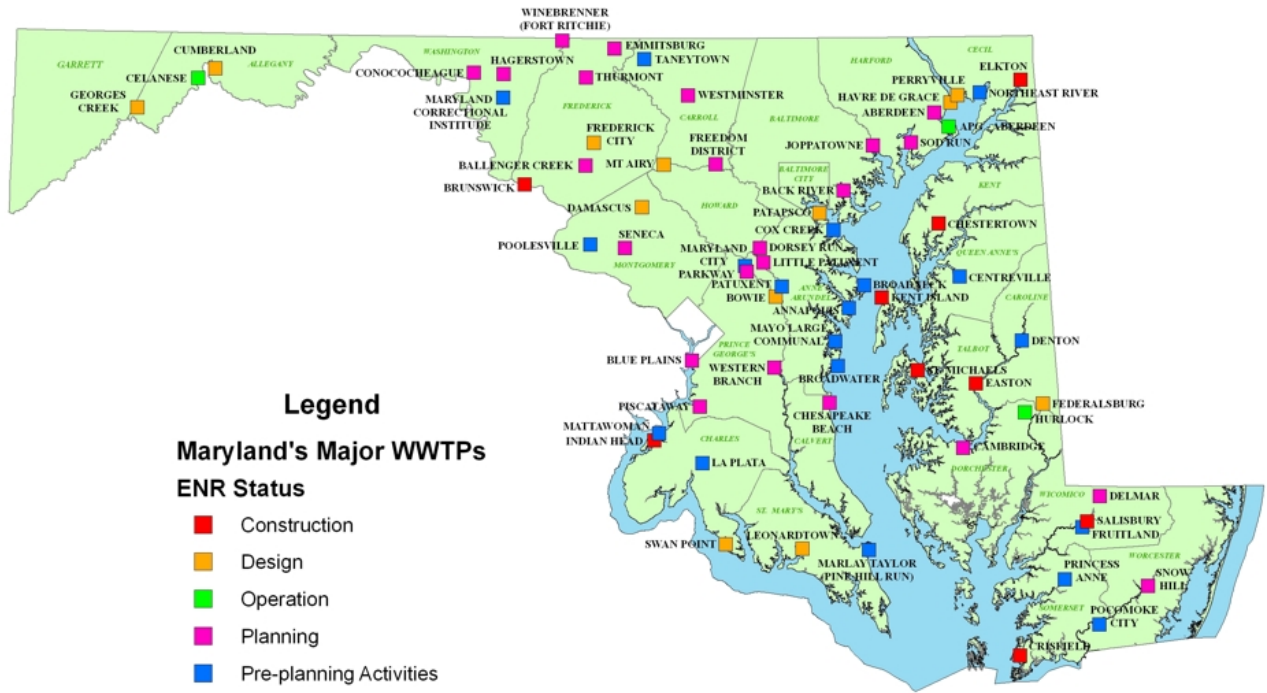
Washington County currently has no water issues related to volume, although it is becoming clear as more and more communities draw water from the Potomac River in the urban areas, there may come a time when this issue will need to be addressed. Recently an ARC project to replace a one mile stretch of line in Keedysville was announced. This project will modernize the water system for both Keedysville and Boonsboro. The project should begin construction this summer.

Several municipalities are in the process of upgrading their treatment facilities to handle a larger volume of waste. Consent orders from MDE prohibited further development until such upgrades were completed. In Washington County a plan was recently completed that shows how the County will utilize sewer capacity over the next twenty years. Please see the chart below for the most recent projects.

Garrett County has completed the construction of a new waste treatment plant near McHenry that is now the largest in the County. This new plant will replace the existing one and serve the entire Deep Creek Lake area. Other projects underway in Garrett County include upgrades of the Accident and Friendsville sewer system, and new construction to serve the Keyser's Ridge Business Park, McHenry Business Park and the Exhibit Hall to be located at the Garrett County Fairgrounds.

In Allegany County plans remain under consideration to expand the existing treatment plant on Route 220 South to accommodate a growing business park and future residential growth in the area.

# Maryland's Major Wastewater Treatment Plants Current ENR Status



Map Date -- 18 April 2007 Rev. 1

**III. Investment Priorities and Funding Sources**

**TRI-COUNTY COUNCIL FOR WESTERN MARYLAND, INC.**



**APPALACHIAN REGIONAL COMMISSION  
and  
ECONOMIC DEVELOPMENT ADMINISTRATION**

**FY-2011**

**PROJECT PACKAGE**

**JUNE 2010**

*The preparation of this document was financially aided through federal grants from the Appalachian Regional Commission and the Economic Development Administration*

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ARC/EDA

PRIORITY LIST FY 2011

**AREA DEVELOPMENT PROJECTS**

	PROJECT NAME	CO	ARC	Other Federal	Local	Private	TOTAL
NR	<a href="#">Consolidated Technical Assistance Program (CTA)</a>	Multi	\$200,000	\$0	\$200,000	\$0	\$400,000
1	<a href="#">Aviation Maintenance Program</a>	Washington	\$275,000	\$0	\$0	\$300,000	\$575,000
2	<a href="#">Westernport Water Line</a>	Allegany	\$300,000	\$0	\$2,400,000	\$0	\$2,700,000
3	<a href="#">Meadow Mt. Trail Construction</a>	Garrett	\$201,926	\$0	\$370,646	\$12,500	\$585,072
4	<a href="#">HCC Instrumentation Program</a>	Washington	\$73,000	\$0	\$73,000	\$0	\$146,000
5	<a href="#">Cresaptown Water, Phase II</a>	Allegany	\$100,000	\$0	\$100,000	\$0	\$200,000
6	<a href="#">Northern Garrett Industrial Park Expansion</a>	Garrett	\$250,000	\$0	\$250,000	\$0	\$500,000
7	<a href="#">Williamsport Pump Station</a>	Washington	\$325,000	\$0	\$1,175,000	\$0	\$1,500,000
8	<a href="#">AC Computer Replacements</a>	Allegany	\$30,000	\$0	\$30,000	\$0	\$60,000
9	<a href="#">GC Networking Program</a>	Garrett	\$87,150	\$0	\$100,250	\$0	\$187,400
10	<a href="#">Williamsport Tourism</a>	Washington	\$19,500	\$0	\$19,500	\$0	\$39,000
11	<a href="#">Analysis of Marcellus Shale</a>	Allegany	\$30,000	\$0	\$30,000	\$0	\$60,000

12	<a href="#">Hagerstown Waste Water</a>	Washington	\$500,000	\$1,422,563	\$1,627,437	\$0	\$3,550,000
	<b>PROJECT NAME</b>		<b>ARC</b>	<b>Other Federal</b>	<b>Local</b>	<b>Private</b>	<b>TOTAL</b>
13	<a href="#">Smart Boards</a>	Allegany	\$82,674	\$0	\$82,674	\$0	\$165,348
14	<a href="#">B &amp; O Museum</a>	Garrett	\$200,000	\$0	\$200,000	\$0	\$400,000
15	<a href="#">FSU Nanotechnology</a>	Allegany	\$59,000	\$0	\$59,000	\$0	\$118,000
16	<a href="#">Student Trades Foundation</a>	Washington	\$89,500	\$0	\$89,500	\$0	\$179,000
17	<a href="#">Liberty Mews</a>	Garrett	\$250,000	\$2,086,990	\$8,243,153	\$0	\$10,580,143
18	<a href="#">Hagerstown Building Reuse</a>	Washington	\$250,000	\$0	\$0	\$250,000	\$500,000
19	<a href="#">Elementary School Labtops</a>	Allegany	\$22,152	\$0	\$22,152	\$0	\$44,304
20	<a href="#">Hagerstown RLF</a>	Washington	\$250,000	\$0	\$250,000	\$0	\$500,000
21	<a href="#">AC Smart Classrooms</a>	Allegany	\$54,000	\$0	\$54,000	\$0	\$108,000
22	<a href="#">WMD STEM Project</a>	Allegany	\$50,000	\$0	\$50,000	\$0	\$100,000
23	<a href="#">Williamsport RLF</a>	Washington	\$50,000	\$0	\$50,000	\$0	\$100,000
24	<a href="#">Community Athletic and Recreation Rehab Center</a>	Garrett	\$294,000	\$0	\$294,000	\$80,000	\$668,000
25	<a href="#">FSU Video Production Upgrade</a>	Allegany	\$25,000	\$0	\$25,000	\$0	\$50,000
26	<a href="#">Hagerstown Parking Plan</a>	Washington	\$30,000	\$0	\$0	\$30,000	\$60,000

27	<a href="#">Williamsport Rehab Program</a>	Washington	\$100,000	\$0	\$100,000	\$200,000	\$400,000
	<b>PROJECT NAME</b>		<b>ARC</b>	<b>Other Federal</b>	<b>Local</b>	<b>Private</b>	<b>TOTAL</b>
28	<a href="#">Student Response Systems</a>	Allegany	\$10,400	\$0	\$10,400	\$0	\$20,800
29	<a href="#">FSU Research Lab</a>	Allegany	\$45,000	\$0	\$45,000	\$0	\$90,000
30	<a href="#">AC Theater Classroom</a>	Allegany	\$40,000	\$0	\$40,000	\$0	\$80,000
31	<a href="#">Pythian Castle Acquisition</a>	Washington	\$60,000	\$0	\$60,000	\$0	\$120,000
32	<a href="#">Airport Property Improvements</a>	Washington	\$200,000	\$0	\$200,000	\$0	\$400,000
	<b>Total</b>		\$4,553,302	\$3,509,553	\$16,250,712	\$872,500	\$25,186,067

## AHDS TEA 21 Projects

	<b>PROJECT NAME</b>	<b>CO</b>	<b>ARC</b>	<b>Other Federal</b>	<b>Local</b>	<b>Private</b>	<b>TOTAL</b>
1	<a href="#">Shawley Drive</a>	Washington	\$600,000	\$0	\$1,681,400	\$219,000	\$2,500,400
2	<a href="#">Braddock Road, Phase II</a>	Allegany	\$400,000	\$0	\$100,000	\$0	\$500,000
3	<a href="#">Extension of Professional Court</a>	Washington	\$600,000	\$785,000	\$500,000	\$0	\$1,885,000
	<b>Total</b>		\$1,600,000	\$785,000	\$2,281,400	\$219,000	\$4,885,400



**PRELIMINARY  
PROJECT  
DESCRIPTIONS**

**Preliminary Project Description**

**Project Name:** Consolidated Technical Assistance (CTA) Program  
**Applicant:** Maryland Department of Planning  
**County(s):** Allegany, Garrett and Washington Counties  
**Contact:** Bill Atkinson, MDP **Phone:** 301 777-2161

**Project Description:**

Projects developed and submitted under the Consolidated Technical Assistance Program have a specific purpose: Job creation and growth; pilot or model initiatives with state-wide and regional applicability or replicability focusing on economic development and growth management; development of new industrial sectors, including that of tourism and hospitality; the beneficial allocation of public and private resources for infrastructure; the conservation of environmental resources and protection of sensitive areas as identified in the Maryland Economic Growth, Resource Protection and Planning Act of 1992; and the Smart Growth initiatives and policies of the State of Maryland and incorporated in the Appalachian Maryland State Implementing Strategy and Investment Program.

**Goal:**

- #1 – Increase Job Opportunities and Per Capita Income in Appalachia to Reach Parity with the Nation
  
- #2 – Strengthen the Capacity of the People of Appalachia to Compete in the Global Economy
  
- #3 – Develop and Improve Appalachia’s Infrastructure to Make the Region Economically Competitive

**Objective:** The Consolidated Technical Assistance Program represents a portfolio of projects. The ARC/CTA Program is also identified in the State Implementing Strategy and Investment Program. Each CTA Project must have a direct relationship to ARC and the State of Maryland policies, goals, objectives and strategies as defined and envisioned in the above referenced document.

**Strategy:** State Strategy 1.4.1: Develop and maintain economic development plans

**Proposed Basic Agency:** State and Local

**Proposed Funding Sources:**

ARC:	\$200,000
Local:	<u>\$200,000</u>
TOTAL:	\$400,000

## **Preliminary Project Description**

**Project Name:** Aviation Maintenance Program

**Applicant:** Pittsburgh Institute of Aeronautics

**County(s):** Washington County, Maryland

**Contact:** James Mader                      **Phone:** 412-346-2103

### **Project Description:**

The Hagerstown Regional Airport is seeking out a qualified training provider to establish a Federal Aviation Administration (FAA) approved Aviation Maintenance Technician School (AMTS) on or adjacent to the Hagerstown Regional Airport (HGR). The workforce needs of HGR tenants, such as Sierra Nevada Corporation, Northrop Grumman Corporation, AgustaWestland North America, Inc., and a number of smaller aviation maintenance organizations, are not being met. Acquisition of FAA certificated Airframe & Powerplant (A&P) Technicians is highly problematic in the current economy, therefore, the trained human resources required to meet organizational needs and growth, are not available. The goal is to establish an AMTS to provide present and future skilled manpower needs for the aforementioned businesses and the surrounding communities.

HGR has contacted a number of existing AMTSs around the country to establish which would best suit the needs of Hagerstown, Washington County, and the surrounding communities. It was determined that Pittsburgh Institute of Aeronautics (PIA), a non-profit 501(c)(3) organization, due to its proximity, its extensive experience in developing new aviation maintenance training programs, and its lofty reputation throughout the aerospace industry, could provide the best opportunity for a successful endeavor.

PIA's goal is to begin classes in January 2011. A starting group of 25 students will serve as the initial class. Additional groups of 25-50 students can then begin training every four months. Each class will complete the process after 16 continuous months of classes and labs, resulting in graduates being qualified to test for the FAA's bank of A&P examinations. If successful, the AMTS will provide trained and qualified technicians for the immediate and future needs of Western Maryland's aerospace companies. A secondary goal is to attract additional aerospace industries. By building a pool of local skilled workers, there is a strong incentive for these companies to establish branches at the Hagerstown Regional Airport, and bring with them well-paying aviation maintenance jobs.

Funds sought by PIA will be used for program start-up costs, including training equipment, computer and software purchases, and renovations to the building. Such renovations as build-out for classrooms and installation of a hangar door are necessary to make the existing facility conducive to the type of training provided.

**Goal # 1:** Increase job opportunities and per capita income in Appalachia to reach parity with the nation.

**Objective 1.2:** Stimulate growth of the region's businesses through development of technology resources.

**Strategy 1.2.1:** Develop educational programs that support new technology development in the region.

Proposed Basic Agency: N/A

**Proposed Basic Agency** (Construction Projects Only): Rural Development

**Proposed Funding Sources:** Pittsburgh Institute of Aeronautics: \$300,000  
ARC: \$275,000

## **Preliminary Project Description**

**Project Name:** Westernport Waterline

**Applicant:** Town of Westernport

**County(s):** Allegany

**Contact:** J. Thomas Martin

**Phone:** 301 359-3932

### **Project Description:**

Currently NewPage Mill, located in Luke, Allegany County, Maryland, receives its drinking water from the Potomac River (North Branch). The drinking water is distributed on the mill site and also serves the Town of Luke. NewPage Mill has requested potable water service from the Town of Westernport so that they can discontinue treating water to drinking water standards. Over 95 percent of water treated by NewPage Mill is for industrial process use and does not need to meet state and federal drinking water quality regulations and standards. The project includes construction of the following facilities (refer to Exhibit A - Site Map):

- 12,000 linear feet of 10-inch waterline from the Westernport Water Treatment Plant to the Town of Luke (and NewPage Mill);
- 500,000 gallon ground storage reservoir; and
- 350 gallons per minute pump station.

An option available to NewPage is to construct a smaller packaged water treatment plant; however, they would still have to treat water to meet water quality regulations. Also, the Town of Westernport has been identified as a regional provider of drinking and adding NewPage Mill and the Town of Luke would benefit all citizens in the area. The Town of Westernport receives its water supply from the Savage River which is a source of high quality raw water.

**ARC Goal 3:** Develop and improve Appalachia's infrastructure to make the region economically competitive

**State Objective 3.1:** Stimulate smart growth and neighborhood conservation by encouraging the development of the central business districts of the region's municipalities and support projects which will enhance the long-term development of the CBD areas.

**State Strategy 3.1.3:** Develop projects that encourage the reuse and/or the redirection of the use of downtown areas.

**Proposed Basic Agency:** USDA

**Proposed Funding Sources:**

USDA - RD	\$ 950,000
CDBG	\$ 850,000
ARC	\$ 300,000
Local (Town) Share	<u>\$ 600,000</u>
Total	\$2,700,000

## **Preliminary Project Description**

**Project Name:** Meadow Mountain Trail Construction

**Applicant:** Garrett Trails

**County(s):** Garrett

**Contact:** Peggy Jamison **Phone:** 301 334-9431 x104

**Project Description:** The extension of the Meadow Mountain Trail is a critical part of the Garrett County Master Recreational Trail Plan which was adopted by the County Commissioners and is referenced in the Garrett County Comprehensive Plan. We have prioritized trails in the Master Plan which create a 150 mile path, the Great Garrett Loop, which connects the heart of Garrett County including Deep Creek Lake State Park, Wisp, ASCI, and Oakland to the Great Allegheny Passage in PA.

Completing Meadow Mountain Trail is a priority for the creation of the Great Garrett Loop. Based on recent economic impact studies of the GAP, we anticipate the Great Garrett Loop resulting in \$50 million in direct spending annually from users of the trail. Further the studies of the GAP and Trail Towns Programs demonstrate the substantial impact that destination trails can have on local businesses and employment.

This proposal is for Phase 1 of the Meadow Mountain Trail Extension which includes:

1. improvement of section of Meadow Mountain Trail that runs from Frank Brenneman Road to its current termination where an old fire tower once stood (along Eastern Continental Divide);
2. construction of an overlook area with benches and signage about the continental divide along which portions of this trail run; and
3. new construction of a trail from the old fire tower south to Route 495 (the trail will exit near the entrance to the University of Maryland 4 H Center public access area).

The existing Meadow Mountain Trail starts at Chestnut Ridge Road, near Grantsville and I-68. This extension will allow people to bike among a variety of natural, historic, and scenic landmarks and connects the 4H Center to New Germany State Park to Asa Durst historic area to Grantsville. In Phase 2, the trail will continue to Deep Creek Lake State Park.

### **ARC GOAL 4: Build the Appalachian Development Highway System to Reduce Appalachia's Isolation**

**State Objective 4.1:** Develop a balanced transportation system, which is supportive of economic growth and investment potential in the region.

**State Strategy 4.1.5:** Improve or provide access to recreational, health, or educational facilities.

**Proposed Basic Agency: TVA**

**Proposed Funding Sources:**

ARC	\$201,926
Garrett County	\$ 70,860
Garrett Trails	\$ 12,500
TEP	<u>\$299,786</u>
TOTAL:	\$585,072

## **Preliminary Project Description**

**Project Name:** HCC Instrumentation Program

**Applicant:** Hagerstown Community College

**County(s):** Washington

**Contact:** Dr. Guy Altieri **Phone:** (301) 790-2800 Ext. 233

### **Project Description:**

Hagerstown Community College is developing a system of courses and career pathways to support the need for skilled workers in instrumentation and control technology. Due to their nature, these jobs cannot be outsourced and therefore represent an essential workforce need that will only increase over time; in addition, the need for technical skills in this area is increasing. Instruments and process control systems are used in many industries to measure and control variables such as pressure, flow, temperature, level, motion, force, and chemical composition (biotechnology). In commercial and public spaces, workers need to monitor and maintain building management systems and energy management systems. In hospitals, equipment such as oxygen generators and specialized electrical systems require workers trained in instrumentation and process controls; in factories, instruments gauge delicate parts and monitor overall processes; in biotechnology labs, instruments and digital controls are used for tests and analyses of chemical composition. Supervisory Control and Data Acquisition (SCADA) systems are commonly used to automate and control industrial processes. Modern SCADA protocols leverage TCP/IP to transport sensor data and control signals. Also, corporate IT infrastructures now interconnect with previously isolated SCADA networks, raising serious security issues. Finally, process controls and instruments are also used to monitor and manage HVAC systems—everything from monitoring outdoor and indoor temperature to air flow and coil temperatures.

The goal of this project is to develop and implement multiple pathways in instrumentation and process controls (e.g., letter of recognition, certificate, and associate degree). The accomplishment of this goal requires creation of a laboratory for hands-on student study and experimentation with process controls and instruments, scheduled to be included in HCC's new STEM building to be completed in 2011. ARC funding will contribute to HCC's ability to provide the necessary equipment and materials as new programs are developed and launched for students. Examples include instructional materials and laboratory equipment such as instrumentation classroom trainers, simulation software, and instrumentation software.

**ARC Goal 2: Strengthen the Capacity of the People of Appalachia to Compete in the Global Economy**

**Objective 2.10:** The percentage of Appalachian workers receiving advanced skills training will equal or exceed the national average.

**Strategy 2.10.2:** Development of new educational programs that will lead to the development of the new skills necessary in the 21<sup>st</sup> century.

**Proposed Basic Agency:** N/A

**Proposed Funding Sources:**

ARC:	\$73,000
Local:	\$73,000
Total Project:	\$146,000

**Preliminary Project Description**

**Project Name:** Cresaptown Water, Phase II

**Applicant:** Allegany County Commissioners

**County(s):** Allegany

**Contact:** David Nedved

**Phone:** 301 777-5967

**Project Description:**

The phase II portion of the Cresaptown Water System Improvements project will include the replacement of 1,350 feet of a 6" water line with an 8" one. The project overall will increase volume, reliability, and fire protection for Cresaptown which is the commercial district that supports the Barton Business Park.

**Goal #3:** Develop and Improve Appalachia’s Infrastructure to Make the Region Economically Competitive

**State Objective 3.2:** Increase the number of marketable industrial sites within all three counties including the conversion and rehabilitation of vacant industrial facilities.

**State Strategy 3.2.1:** Provide the basic infrastructure to new industrial sites and rehabilitate vacant industrial facilities.

**Proposed Basic Agency:** USDA – Rural Development

**Proposed Funding Sources:**

ARC	\$100,000
USDA	<u>\$100,000</u>
TOTAL	\$200,000

**Preliminary Project Description**

**Project Name:** Northern Garrett Industrial Park Expansion

**Applicant:** Garrett County Commissioners

**County(s):** Garrett

**Contact:** Meg Ellis                      **Phone:** 301 334-1990

**Project Description:**

Garrett County has a business presently located in Northern Garrett Industrial Park that has an opportunity to expand. However, the County has no sites available with in the current business park. The business expansion will create new and well paying jobs in this region. The project will consist of property acquisition, infrastructure and road extensions.

**ARC Goal 3:** Develop and Improve Appalachia’s Infrastructure to Make the Region Economically Competitive

**Objective 3.2:** Increase the number of marketable industrial sties within all three counties including the conversion and rehabilitation of vacant industrial facilities

**Strategy 3.2.1:** Provide the basic infrastructure to new industrial sites and rehabilitate vacant industrial facilities.

**Proposed Basic Agency:** USDA - RD

**Proposed Funding Sources:**

Garrett County	\$250,000
ARC	<u>\$250,000</u>
TOTAL	\$500,000

## Preliminary Project Description

**Project Name:** Williamsport Pump Station  
**Applicant:** Town of Williamsport  
**County(s):** Washington  
**Contact:** Michael Sparks                      **Phone:** 301-223-7711 x.210

**Project Description:**

The proposed project will address Williamsport’s aging and failing sewer infrastructure. The project will rehab and upgrade four pump stations built in the 50’s and 60’s to address safety issues and low performance. Two of the stations utilize ejector technology, incompatible with current standards. The project will also address serious safety issues by upgrading emergency power and ventilation. Williamsport is currently seeking U.S.D.A. loans to help offset the costs.

**ARC Goal 3:** Develop and improve Appalachia’s infrastructure to make the region economically competitive

**State Objective 3.1:** Stimulate smart growth and neighborhood conservation by encouraging the development of the central business districts of the region’s municipalities and support projects which will enhance the long-term development of the CBD areas.

**State Strategy 3.1.3:** Develop projects that encourage the reuse and/or the redirection of the use of downtown areas.

**Proposed Basic Agency:** USDA

**Proposed Funding Sources:**

Williamsport via USDA loan:	\$ 1,175,000
ARC	<u>\$ 325,000</u>
<b>TOTAL Project Costs:</b>	<b>\$ 1,500,000</b>



**Strategy:** State Strategy 1.2.1 - Develop educational programs that support new technology development in the region

**Proposed Basic Agency:** N/A

**Proposed Funding Sources:**

Appalachian Regional Commission	\$30,000
ACM	<u>\$30,000</u>
TOTAL	\$60,000



**Preliminary Project Description**

**Project Name:** Williamsport Tourism  
**Applicant:** Town of Williamsport  
**County(s):** Washington  
**Contact:** Michael Sparks **Phone:** 301 223-7711 x210

**Project Description:** Based upon a Town Center Revitalization Study, the Town of Williamsport is implementing several of the recommendations as outlined in that study in order to revitalize the Central Business District. One of the key parts of Economic Development in Williamsport is the tourism industry. The project will include the creation of bike lanes from the Historic C&O Canal through town center to Byron Memorial Park. As part of the overall project the Town will be creating a website, installing directional signage, and enhancing the visual appearance along Town Center. In addition, the Town will be printing economic development brochures to spark interest in available buildings and working with the owners to help fill the available space and create new jobs.

**ARC Goal 3:** Develop and improve Appalachia’s infrastructure to make the region economically competitive.

**State Objective 3.1:** Stimulate smart growth and neighborhood conservation by encouraging the development of the central business districts of the region’s municipalities and support projects which will enhance the long-term development of the CBD areas.

**State Strategy 3.1.3:** Develop projects that encourage the reuse and/or the redirection of the use of downtown areas.

**Proposed Basic Agency:** N/A

**Proposed Funding Sources:**

ARC:	\$19,500
County	<u>\$19,500</u>
TOTAL:	\$39,000

## Preliminary Project Description

**Project Name:** Analysis of Marcellus Shale  
**Applicant:** Frostburg State University  
**County(s):** Allegany  
**Contact:** Robert Larivee **Phone:** 301 687-4091

### Project Description:

: It is well known that western Maryland sits over a self of Marcellus Shale that contains an estimated six billion dollars worth of natural gas. Currently Pennsylvania and West Virginia are using horizontal drilling and water fracturing techniques to recover this natural gas with some success. Unfortunately drilling has not occurred here in western Maryland due to environmental concerns of using water to fracture the shale. Another concern is finding ways to making the gas recovery more economical. This project goal is to determine the feasibility of using liquid carbon dioxide to fracture the shale rather than water. Carbon dioxide can be liquefied under the high pressure required to fracture the shale. Once the shale is fractured the pressure is removed allowing the carbon dioxide to form back into a gas for easy and clean removal. However, an additional benefit of using carbon dioxide for fracturing would be the enhanced the recovery of natural gas. Carbon dioxide affinity to shale is several time higher than natural gas so it would displace the natural gas to enhance the recovery of natural gas. Experimental fracturing using carbon dioxide has been successfully performed in Canada. Another possible benefit, the project would examine the possibility of sequestering carbon dioxide in shale. This possibility would reduce the carbon footprint associated with the burning of natural gas as a source of clean energy. If the recovery of natural gas in shale can be made more affordable and cleaner to recover, the economic future of western Maryland would improve significantly. The determine the feasibility of using carbon dioxide requires finding better estimate of carbon dioxide affinity to shale at the conditions required to maximize natural gas recovery. This grant is requested to obtain the funds necessary to obtain the required equipment and supplies to examine the surface properties of shale. These properties will help identify those parameters required to enhance the recovery of natural gas and sequestering carbon dioxide. This grant will supplement and enhance the work previously done under a previous ARC grant.

**ARC GOAL #1** – Increase Job Opportunities and per Capita Income in Appalachia to Reach Parity with the Nation

**Objective: 1.2** - Stimulate growth of the region's businesses through development of technology resources.

**Strategy:** State Strategy 1.2.1 - Develop educational programs that support new technology development in the region

**Proposed Basic Agency:** N/A

### Proposed Funding Sources:

Appalachian Regional Commission	\$30,000
FSU	<u>\$30,000</u>
TOTAL	\$60,000

**Preliminary Project Description**

**Project Name:** Hagerstown Waste Water

**Applicant:** City of Hagerstown

**County(s):** Washington

**Contact:** Kathleen Maher

**Phone:** 301-739-8577 ext. 140

**Project Description:**

This is a multi-phase project to correct inflow and infiltration (I&I) from entering the City of Hagerstown’s Wastewater Collection System. Removal of I&I is a critical aspect of our efforts to improve the capacity of the City’s Wastewater Treatment Plant, because expansion efforts are limited by the State of Maryland’s wastewater treatment plant National Pollutants Discharge Elimination System (NPDES) Permits. As a result of these I&I correction activities, the City will gain additional capacity at the wastewater plant which in turn will allow us to accommodate new growth and economic development opportunities in our community. In addition, these activities provide environmental benefits to the Chesapeake Bay Watershed and local tributaries by reducing the frequency and volume of wastewater overflows from the City of Hagerstown’s Collection System and Wastewater Treatment Plant.

**ARC GOAL 3: Develop and Improve Appalachia’s Infrastructure to Make the Region Economically Competitive**

**State Objective 3.2:** Increase the number of marketable industrial sites within all three counties including the conversion and rehabilitation of vacant industrial facilities.

**State Strategy 3.2.1:** Provide the basic infrastructure to new industrial sites and rehabilitate vacant industrial facilities.

**Proposed Basic Agency:** EDA

**Proposed Funding Sources:**

Appalachian Regional Commission	\$ 500,000
City of Hagerstown	\$ 827,437
Maryland Department of the Environment grant	\$ 800,000
ARRA Federal Stimulus Funds	<u>\$ 1,422,563</u>
Total	\$ 3,550,000

**Preliminary Project Description**

**Project Name:** Smart Boards

**Applicant:** Allegany County BOE

**County(s):** Allegany

**Contact:** Nilufur Grove **Phone:** 301-759-2070

**Project Description:**

Funding support for “Smart Boards” (electronic blackboards) would enable the public school students to fully utilize the high speed ALLCONET system in targeted schools. The resulting school-wide “Smart Classrooms” would enable students and teachers to view as a class: lessons, teaching examples and online curriculum support resources. “Smart Classrooms consist of “Smart Boards”, laptop computers, video projectors and “Student Response Systems” all of which create an exciting and supportive system for the students. Examples which would be displayed and heard with the equipment include: Safari Montage (Internet based video on demand resource), web based testing, and web based instructional programming to meet real world needs. The project would move the schools from the traditional room bound blackboards to having a window on the world of time sensitive information that would support instruction. The large “Smart Boards” would ensure students can view and utilize the teacher identified resources for school-to-work transition programs compatible with real-world needs including higher education’s use of the technology. Students who need to feel comfortable and secure in using technology as they progress through the educational process will have access to the proven technology supported by teachers who are trained in its use. “Smart Boards” which has become a basic teaching tool, will ensure Appalachian students have the needed 21<sup>st</sup> Century skills to compete in a world economy.

**Goal 2:** Strengthen the Capacity of the People of Appalachian to Compete in the Global Economy

**State Objective 2.9:** Appalachian high school students will have access to school-to-work transition programs compatible with real-world needs and technology applications

**State Strategy 2.9.1:** Work with local business to create a valuable school-to-work transition program

**Proposed Basic Agency:** N/A

**Proposed Funding Sources:**

ARC	\$ 82,674
GCCAC	<u>\$ 82,674</u>
TOTAL	\$165,348

**Preliminary Project Description**

**Project Name:** B & O Museum  
**Applicant:** Town of Oakland  
**County(s):** Garrett  
**Contact:** Gwen Evans                      **Phone:** 301-334-2691

**Project Description:** The Town of Oakland wishes to turn the Oakland Train Station into the Oakland B&O Museum. The Museum will be developed and operated within a Memorandum of Understanding between the Town of Oakland and the Baltimore B&O Museum (along with the Smithsonian). The Museum will be used to house and show railroad artifacts and exhibits along with a small gift shop. A major focus will be a class room for educational purposes. Renovations will include environmental controls (air conditioning, humidity control, UV filters, and a security system. Minor interior renovations may be required. All work will be in compliance with the Maryland Historic Trust’s Easement on the building.

**ARC GOAL #1** – Increase Job Opportunities and per Capita Income in Appalachia to Reach Parity in the Nation

**Objective 1.5:** Stimulate development of the central business districts of the region’s municipalities and support projects, which will enhance the long-term development of the CBD areas.

**Strategy 1.5.1:** Develop projects that encourage the reuse and/or the redirection of the use of downtown areas.

**Proposed Basic Agency:** USDA - RD

**Proposed Funding Sources:**

ARC:	\$200,000
Maryland CBRI	<u>\$200,000</u>
TOTAL:	\$400,000

## Preliminary Project Description

**Project Name:** FSU Nanotechnology  
**Applicant:** Frostburg State University  
**County(s):** Allegany  
**Contact:** Dr. Kasif Teker **Phone:** 301 687-4339

### **Project Description:**

A state-of-the-art nanotechnology laboratory has been established at FSU through an ARC funding in 2008. Furthermore, the lab has already been integrated into undergraduate education and research. The purpose of this proposed project is to improve the capacity of the nanotechnology laboratory to provide an excellent opportunity of education and training on nanotechnology-based energy applications and development of nanosensors. Piezoelectric nanowires offer great opportunities as renewable energy sources by converting any motion into electrical energy. Additionally, it is very attractive to develop self-powered devices using nanogenerators instead of batteries. These nanogenerators have the potential of realizing independent and continuous operations of implantable biodevices and portable electronic devices. Moreover, these nanogenerators can harvest energy from any motion in the environment such as light wind and vibration of acoustic waves. The project will serve engineering, physics, chemistry, and biology programs, extra-curricular activities for K-16 students, continuing education, and providing expertise in nanosensors to attract high-tech companies to the Allegany Business Center.

**ARC GOAL #1** – Increase Job Opportunities and per Capita Income in Appalachia to Reach Parity with the Nation

**Objective: 1.2** - Stimulate growth of the region's businesses through development of technology resources.

**Strategy:** State Strategy 1.2.1 - Develop educational programs that support new technology development in the region

**Proposed Basic Agency:** N/A

### **Proposed Funding Sources:**

ARC	\$ 59,000
FSU	<u>\$ 59,000</u>
TOTAL	\$118,000

**Preliminary Project Description**

**Project Name:** Student Trades Foundation  
**Applicant:** Washington County Student Trades Foundation, Inc.  
**County(s):** Washington  
**Contact:** Dale Bannon **Phone:** 301-766-2937

**Project Description:**

The Washington County Student Trades Foundation, Inc. (WCSTF), in partnership with Washington County Public Schools (WCPS), construction project is a residential house being designed and constructed by high school students enrolled in construction related programs in the WCPS system. WCSTF sponsors the house building project to provide a real-life hands-on training project that matches the WCPS curriculum goals and objectives. The 2010-11 house project will be constructed in the town of Williamsport, MD. Construction program students from the Washington County Technical High School and the John Barr Institute will construct the house per the approved plans and permits under the direct supervision of their teachers. Transportation will be provided for students to and from the job site by WCPS school buses. This project will provide students with real-world experiences associated with the construction of a house; starting from the foundation to completion.

**ARC GOAL 2: Strengthen the Capacity of the People of Appalachia to Compete in the Global Economy**

**State Objective 2.9:** Appalachian high school students will have access to school-to-work transition programs compatible with real-world needs and technology applications.

**State Strategy 2.9.1:** Work with local business to create a valuable school-to-work transition program.

**Proposed Basic Agency:** N/A

**Proposed Funding Sources:**

ARC funding	\$ 89,500
WCSTF & WCPS funding	<u>\$ 89,500</u>
Total	\$179,000

## **Preliminary Project Description**

**Project Name:** Liberty Mews

**Applicant:** GCCAC

**County(s):** Garrett

**Contact:** Duane Yoder

**Phone:** 301 334-9431

**Project Description:** Liberty Mews is Garrett County's first lease-to-purchase 36-unit workforce housing development for low income residents. The two-story three-bedroom old English Mews style homes are extremely ascetically appealing with siding of various colors, stacked stone, terraces, and garages; located in River Hill, a mixed-income planned residential development (PRD), with walking trails leading from the Glades Community Park through the Youghiogheny Riverfront Park onto Fort Alice, a historic cemetery, the train station, and many other amenities off Liberty Street of Oakland, Maryland. Liberty Mews meets Enterprise's Green Communities Criteria for integrated design; outstanding site, location and neighborhood fabric; significant site improvements; water conservation; Energy Star rated efficiency; usage of materials beneficial to the environment; features of a healthy living environment; with high standards for operations and maintenance. This affordable housing will help to meet a still critical need in Garrett County in that first time home buyers in Garrett County earn just 30% of the income needed to purchase a median starter home in Garrett County. This very low affordable housing index was highlighted not too long ago in Blueprint Maryland, a publication of the Maryland Department of Housing and Community Development, when Garrett County held the record for being the least affordable place to purchase a home in the entire State of Maryland when comparing average wages to average prices. Working families in Garrett County are very challenged to find affordable homes to purchase. In addition to providing affordable living to Garrett County residents, this lease to purchase opportunity will allow families to develop long-term assets, which is an integral component in moving families from crisis to self-sufficiency to sustained wealth with ownership in homes of increasing value. Liberty Mews offers quality housing with construction and design that promotes a beautiful and healthy environment for owners that will have a stake in their neighborhood. In addition to meeting affordable homeownership needs for residents with low incomes, 54 construction jobs are being generated by Liberty Mews.

**Goal # 3:** Develop and improve Appalachia's Infrastructure to Make the Region Economically Competitive

**Objective 3.4:** Increase the supply, choice, and condition of Appalachian Maryland's housing stock in order to meet the housing demands of current and future residents, thereby making the area more attractive to retention, expansion, and recruitment of business and industry.

**Strategy 3.4.2:** Increase the degree of homeownership affordable by low and moderate-income residents.

**Proposed Basic Agency:** Maryland Community Development Administration

**Proposed Funding Sources:**

ARC:	\$ 250,000	CDBG	\$ 305,000
First United:	\$1,200,000	MAHT	<u>\$ 150,000</u>
ARRA	\$ 250,000	Total	\$10,580,143
LIHTC	\$6,050,254		
FHLBA	\$ 250,000		
DDF	\$ 37,899		



## Preliminary Project Description

**Project Name:** Elementary School Labtops  
**Applicant:** Allegany County BOE  
**County(s):** Allegany  
**Contact:** Nilufur Grove **Phone:** 301-759-2070

### **Project Description:**

Funding support for student laptop computers would enable the public school students to fully utilize the high speed ALLCONET system in targeted schools. The resulting school-wide “Smart Classrooms” would enable students and teachers access to existing online and communication resources. “Smart Classrooms consist of “Smart Boards”, laptop computers, video projectors and “Student Response Systems” all of which create an exciting and supportive system for the students. Examples which would be displayed and heard with the new technology include: Safari Montage (Internet based video on demand resource), web based testing, and web based instructional programming to meet real world needs. The project would move the schools from the traditional room bound blackboards to having a window on the world of time sensitive information that would support instruction. The new laptops would ensure students have access to the necessary resources for school-to-work transition programs compatible with real-world needs and technology applications when they reach the high schools and higher education. Since all technologies in the schools are interconnected to permit ease of use by teachers and students as they seek needed information from regional and national libraries. The new laptops will ensure Appalachian students have the needed 21<sup>st</sup> Century skills to compete in a world economy.

**Goal 2:** Strengthen the Capacity of the People of Appalachian to Compete in the Global Economy

**State Objective 2.9:** Appalachian high school students will have access to school-to-work transition programs compatible with real-world needs and technology applications

**State Strategy 2.9.1:** Work with local business to create a valuable school-to-work transition program

**Proposed Basic Agency:** N/A

### **Proposed Funding Sources:**

Appalachian Regional Commission	\$22,152
Allegany College of MD	<u>\$22,152</u>
TOTAL	\$44,304

**Preliminary Project Description**

**Project Name:** Hagerstown RLF  
**Applicant:** City of Hagerstown  
**County(s):** Washington  
**Contact:** Kathleen Maher **Phone:** 301-739-8577ext. 140

**Project Description:** This project would help to set up a revolving loan fund to assist with start-up and expansion of small businesses in downtown Hagerstown. Hagerstown’s banking community is dominated by large, national banks that fail to utilize most of the federal government’s loan programs to support the development of small businesses. The effect has stifled small business development in downtown Hagerstown. Hagerstown is one of the largest employment districts in Western Maryland and yet it has an unemployment rate that trends above state and federal levels, making the area ripe for business development.

**ARC GOAL 1: Increase Job Opportunities and per Capita Income in Appalachia to Reach Parity with the Nation.**

**State Objective 1.6:** Continue to support business expansion, start-ups and entrepreneurship.

**State Strategy 1.6.1:** Provide assistance to the region’s entrepreneurs through the use of the district’s RLF program.

**Proposed Basic Agency:** N/A

**Proposed Funding Sources:**

Appalachian Regional Commission	\$250,000
City of Hagerstown	<u>\$250,000</u>
Total	\$500,000



**Proposed Funding Sources:**

Appalachian Regional Commission	\$ 54,000
ACM	<u>\$ 54,000</u>
TOTAL	\$108,000

## Preliminary Project Description

**Project Name:** WMD STEM Project  
**Applicant:** Frostburg State University  
**County(s):** Allegany  
**Contact:** Dr. John Bowman **Phone:** 301 687-4211

### Project Description:

The WMSP will help students build knowledge and skills that are important and valued, make it easier for local businesses to find qualified workers, and encourage potential STEM employers to locate in an area with the human resources they need. Future plans include the development of a STEM Resource Center. The vision of a prosperous Western Maryland community that creates STEM educational and economic opportunities for its citizens lies at the heart of the Western Maryland STEM Project.

The WMSP proposes to:

- Establish an organizational structure to ensure leadership, governance, accountability, and sustainability in the implementation of WMSP.
- *Build community partnerships to foster awareness of the importance of STEM to the future prosperity of Western Maryland.*
- Design and implement specific projects and internships that bring together students, teachers, and STEM businesses and organizations in the practical application of STEM skills.
- *Develop new ways to help attract individuals from underrepresented groups to STEM careers.*
- *Build national and international STEM connection in Western Maryland.*

**ARC GOAL #2** – Strengthen the Capacity of the People of Appalachia to Compete in the Global Economy

**Objective: 2.10:** The percentage of Appalachian workers receiving advanced skills training will equal or exceed the national average.

**State Strategy 2.10.1:** Increase the region's emphasis on science, math, and engineering programs.

**Proposed Basic Agency:** N/A

### Proposed Funding Sources:

Appalachian Regional Commission	\$ 50,000
FSU	<u>\$ 50,000</u>
TOTAL	\$100,000

**Preliminary Project Description**

**Project Name:** Williamsport RLF  
**Applicant:** Town of Williamsport  
**County(s):** Washington County  
**Contact:** Michael Sparks                      **Phone:** 301-223-7711 x.210

**Project Description:** This project would help to set up a revolving loan fund to assist with start-up and expansion of small businesses in Town Center. Williamsport, like many other small towns', banking community is dominated by large, national banks that fail to properly support the development of small retail/service businesses. The effect has stifled small business development in Williamsport and lead to underfunded businesses struggling to capitalize on tourism. With heavily used tourist assets within walking distance of Town Center, it is expected that well-funded businesses will flourish, provide much needed jobs and revenue for the area.

**ARC Goal 1:** Increase job opportunities and per capita income in Appalachia to reach parity with the Nation.

**State Objective 1.6:** Continue to support business expansions, start-ups and entrepreneurship.

**State Strategy 1.6.1:** Provide assistance to the region's entrepreneurs through the use of the district's RLF program.

**Proposed Basic Agency:** N/A

**Proposed Funding Sources:**

Appalachian Regional Commission	\$ 50,000
Town of Williamsport	<u>\$ 50,000</u>
TOTAL:	\$100,000

## Preliminary Project Description

**Project Name:** Community Athletic and Recreation Rehab Center

**Applicant:** Garrett College

**County(s):** Jo Gilman

**Contact:** Robin Roberson **Phone:** 301 387-3091

**Project Description:**

Construction for the first phase of a Community Athletics and Recreation Center (CARC) on the College's McHenry, MD campus began in May 2010, with the goal of completion by September 2011. The aquatics/fitness facility includes a competition swimming pool; a recreation/therapy swimming pool; an exercise center with fitness equipment; and multipurpose classroom/meeting rooms. The CARC project is funded jointly by the College, the State of Maryland, Garrett County, and Garrett County Memorial Hospital, which will operate a satellite physical therapy treatment center within the building. It is intended for use by year-round and seasonal County residents, College students and employees, tourists and visitors to the area. Besides its positive impact on the general health of the local population, the CARC represents an important addition to the commercial center of McHenry that will enhance its attractiveness as a recreational and tourist destination. The College has worked closely with the Chamber of Commerce and McHenry businesses, especially the real estate community, in developing the project.

**ARC Goal 3:** Develop and improve Appalachia's infrastructure to make the region economically competitive

**State Objective 3.1:** Stimulate smart growth and neighborhood conservation by encouraging the development of the central business districts of the region's municipalities and support projects which will enhance the long-term development of the CBD areas.

**State Strategy 3.1.3:** Develop projects that encourage the reuse and/or the redirection of the use of downtown areas.

**Proposed Basic Agency:** Not Identified

**Proposed Funding Sources:**

ARC	\$294,000
Garrett County	\$294,000
GC Hospital	<u>\$ 80,000</u>
TOTAL	\$668,000

## Preliminary Project Description

**Project Name:** FSU Video Production Upgrade

**Applicant:** Frostburg State University

**County(s):** Allegany

**Contact:** Michael McAlexander

**Phone:** 301-687-3013

**Project Description:**

The Department of Mass Communication at Frostburg State University proposes to create a High-Definition Video Production and Research Lab in Room 102 of the Guild Hall building on the main campus of FSU. Serving as an upgrade to the analog TV Studio and single-camera production facilities, the proposed lab will provide students with an expansion of access to leading-edge technological equipment and training, in order to meet new industry demands within the video production and broadcasting field. In addition, the upgraded equipment will allow the department to create higher quality programming to broadcast on FSU-TV3 (the department's cable channel) that serves the greater Frostburg community and Allegany County.

**ARC GOAL 1: Increase Job Opportunities and per Capita Income in Appalachia to Reach Parity with the Nation**

**State Objective 1.2:** Stimulate growth of the region's businesses through development of technology resources.

**State Strategy 1.2.2:** Work with the region's higher education institutions to develop new programs & technology.

**Proposed Basic Agency:** N/A

**Proposed Funding Sources:**

Appalachian Regional Commission	\$25,000
FSU	<u>\$25,000</u>
TOTAL	\$50,000

## Preliminary Project Description

**Project Name:** Hagerstown Parking Plan  
**Applicant:** Greater Hagerstown Committee  
**County(s):** Washington  
**Contact:** Ms. Shelby Penn **Phone:** 301-733-0625

**Project Description:**

Over the past several years the City of Hagerstown has been working toward revitalizing the downtown area of the City. The City and various community coalitions and committees have partnered in developing programs as a way to entice businesses, both commercial and retail, to relocate to the downtown area. These programs include subsidized rents, low-interest loans, tax incentives, etc., and have been successful in securing a number of businesses and entrepreneurial ventures to establish a location in the City’s core.

A major factor facing the successful revitalization effort involves the current parking situation in downtown. The downtown core, with its historic multi-leveled “brownstone” style, narrow architecture buildings accompanied with narrow streets and alleyways make it difficult to plan for and design adequate parking to service business growth.. Construction of two parking decks and a number of surface lots have occurred randomly and as such have hindered the revitalization efforts.

The study will provide recommendations that can provide guidance to the Town Council in the formulation of policies to address the on-going development of old downtown area while preventing parking issues from developing. This study will assist in determining 1) the current parking conditions; 2) identify future needs and locations of parking as the City continues its redevelopment; and 3) provide cost estimates. The goal of the study is to prevent parking issues from developing without over-building the parking supply, both of which would lessen the quality of life for the City’s residents, property owners, merchants and visitors.

**ARC GOAL 1: Increase Job Opportunities and per Capita Income in Appalachia to Reach Parity with the Nation**

**State Objective 1.5:** Stimulate development of the central business districts of the region's municipalities and support projects, which will enhance the long-term development of the CBD areas.

**State Strategy 1.5.2:** Provide the necessary infrastructure for reuse and/or redirect the use of downtown areas.

**Proposed Basic Agency:** N/A

<b>Proposed Funding Sources:</b> Greater Hagerstown Committee	\$30,000
Appalachia Regional Commission	<u>\$30,000</u>
TOTAL	\$60,000

**Preliminary Project Description**

**Project Name:** Willamsport Rehab Program

**Applicant:** Town of Williamsport

**County(s):** Washington

**Contact:** Michael Sparks **Phone:** 301-223-7711 x.210

**Project Description:**

The Town of Williamsport is in the process of working to revitalize the historic business district zoned Town Center. The area is currently in a depressed state with key properties in need of renovation and several properties in need of conversion back to commercial/retail use. The Town Center Store Rehabilitation Program will help to redevelop the area as a central tourism/community business district that can capitalize on the bike and foot traffic from both the C&O Canal and Byron Memorial Park. The program will be set up to incentivize property owners to renovate and convert property use to align with long term strategic goals, to attract business and increase job opportunities. Renovations that align with Town goals may qualify for partial grant, partial loan assistance. It is expected that applying property owners would submit proposed plans and expected costs to receive assistance.

**ARC GOAL 1: Increase Job Opportunities and per Capita Income in Appalachia to Reach Parity with the Nation**

**State Objective 1.5:** Stimulate development of the central business districts of the region's municipalities and support projects, which will enhance the long-term development of the CBD areas.

**State Strategy 1.5.1:** Develop projects that encourage the reuse and/or the redirection of the use of downtown areas.

**Proposed Basic Agency:** N/A

**Proposed Funding Sources:**

Appalachian Regional Commission	\$100,000
Town of Williamsport	\$100,000
Others (Property Owners)	<u>\$200,000</u>
TOTAL	\$400,000

## Preliminary Project Description

**Project Name:** Student Response Systems  
**Applicant:** Allegany County BOE  
**County(s):** Allegany  
**Contact:** Nilufur Grove **Phone:** 301-759-2070

**Project Description:**

Funding support for “Student Response Systems” (student’s participation desktop device connects the class to electronic blackboards while at their desk) would enable the public school students to fully utilize the high speed ALLCONET system in targeted schools. Teachers can monitor all students as they work on their laptops; select a student to share his/ her answers with the class on the “Smart Board” to fully engage the class in the lesson. The result would enable students and teachers to collaborate in discussions of lessons, teaching examples and online curriculum resources. “Smart Classrooms consist of “Smart Boards”, laptop computers, video projectors and “Student Response Systems” all of which create an exciting and supportive system for the students. Examples which they could interact with include: Safari Montage (Internet based video on demand resource), web based testing, and web based instructional programming to meet real world needs. The project would move the schools from the traditional room bound blackboards, chalk, raising hands to engaged electronic communication to support instruction. The large student specific systems would ensure students can share with the teacher their understanding of identified resources for school-to-work transition programs compatible with real-world needs. Students who need to feel comfortable and secure in using technology as they progress through the educational process will have access to the proven technology supported by teachers who are trained in its use. “Student Response Systems” which has become an extension of the basic question and answer method, will ensure Appalachian students have the needed 21<sup>st</sup> Century skills to compete in a world economy.

**ARC GOAL 2:** Strengthen the Capacity of the People of Appalachian to Compete in the Global Economy

**State Objective 2.9:** Appalachian high school students will have access to school-to-work transition programs compatible with real-world needs and technology applications

**State Strategy 2.9.1:** Work with local business to create a valuable school-to-work transition program

**Proposed Basic Agency:** N/A

**Proposed Funding Sources:**

Appalachian Regional Commission	\$10,400
Local	<u>\$10,400</u>
TOTAL	\$20,800

## **Preliminary Project Description**

**Project Name:** FSU Research Lab  
**Applicant:** Frostburg State University  
**County(s):** Allegany  
**Contact:** Michael McAlexander **Phone:** 301-687-3013

**Project Description:**

The Department of Mass Communication at Frostburg State University proposes to create a 3D Video Production/Research Lab (3D Lab@FSU) in Room 102 of the Guild Hall building on the main campus of FSU.

The proposed lab will provide students and faculty with expanded access to leading-edge technology and training in order to meet new industry demands within the video production and broadcasting field. Moreover, the 3D facilities will give students hands-on experience with the 3D video process that is poised to revolutionize the broadcast and cinematic industries. This will give students an unparalleled competitive advantage in the future job marketplace. To this end, the 3D Lab@FSU will consist of such equipment as professional-level 3D HD video cameras, 3DTV monitors for production and exhibition, 3D Active Shutter glasses, lighting kits, and a digital audio recorder and mixer.

**ARC GOAL 1: Increase Job Opportunities and per Capita Income in Appalachia to Reach Parity with the Nation**

**State Objective 1.2:** Stimulate growth of the region's businesses through development of technology resources.

**State Strategy 1.2.2:** Work with the region's higher education institutions to develop new programs & technology.

**Proposed Basic Agency:** N/A

**Proposed Funding Sources:**

Appalachian Regional Commission	\$45,000
FSU	<u>\$45,000</u>
TOTAL	\$90,000

**Preliminary Project Description**

**Project Name:** AC Theater Classroom

**Applicant:** Allegany College of MD

**County(s):** Allegany

**Contact:** David Jones **Phone:** 301 784-5350

**Project Description:**

This request is to install a single Smart Classroom on campus in the Technologies Building Theatre to create a "user friendly" teaching/learning environment. The cost is higher than a typical smart classroom due to the size of the room and requirements needed to ensure that it meets the compliance as a smart classroom. A Smart Classroom is a classroom that that has an instructor station equipped with computer and audiovisual equipment, allowing the instructor to teach using a wide variety of media. These include DVD and VHS playback, PowerPoint presentations, and more all displayed through a data projector. Classrooms will also have a semi-permanent unit in the room called a Smart Console. Smart Classrooms" is a term applied to all new classrooms equipped with access to modern computers, projector systems, connectivity for laptops, and additional resources for electronic instruction such as VCR's, DVD players, etc.

**ARC GOAL 1: Increase Job Opportunities and per Capita Income in Appalachia to Reach Parity with the Nation**

**State Objective 1.2:** Stimulate growth of the region's businesses through development of technology resources.

**State Strategy 1.2.2:** Work with the region's higher education institutions to develop new programs & technology.

**Proposed Basic Agency:** N/A

**Proposed Funding Sources:**

Appalachian Regional Commission	\$40,000
ACM	<u>\$40,000</u>
TOTAL	\$80,000

**Preliminary Project Description**

**Project Name:** Pythian Castle Acquisition

**Applicant:** Town of Williamsport

**County(s):** Washington

**Contact:** Michael Sparks **Phone:** 301-223-7711 x.210

**Project Description:**

The Town of Williamsport is proposing to acquire the Parcel 416 in Town Center (Pythian Castle) for renovation into a senior arts center and museum annex. This building is prominent in Town Center and will provide a tourism draw, senior resident arts education and arts venue. Developing the property for this use will provide Town Center with a uniquely personal attraction for tourists and residents, increasing the desire to visit the area and frequent the businesses nearby. Estimates to fully renovate the building are approximately \$500,000. The Town has researched and will be submitting proposals for funding within the next year through the Community Development Block Grant and the Town has secured man hours through the Department of Corrections for work on the project. This project has wide community support and is expected to build on the heritage and recreational tourism of the town.

**ARC Goal 1:** Increase job opportunities and per capita income in Appalachia to reach parity with the Nation.

**State Objective 1.5:** Stimulate development of the central business districts of the region’s municipalities and support projects, which will enhance the long-term development of the CBD areas

**State Strategy 1.5.1:** Develop projects that encourage the reuse and/or the redirection of the use of downtown areas.

**Proposed Basic Agency:** N/A

**Proposed Funding Sources:**

Appalachian Regional Commission	\$ 60,000
Town of Williamsport	<u>\$ 60,000</u>
TOTAL	\$120,000

**Preliminary Project Description**

**Project Name:** Airport Property Improvements  
**Applicant:** Washington County Commissioners  
**County(s):** Washington  
**Contact:** Joe Kroboth **Phone:** 240-313-2252

**Project Description:**

The completion of the Hagerstown Regional Airport runway extension project in late 2007, has spurred increased interest from the aviation business sector. Since completion businesses located on the airport have expanded into new facilities and increased employment opportunities for residents of Washington County. These facility expansions have utilized most of the “construction ready” sites on the airfield. The Airport Business Development office and the Hagerstown-Washington County Economic Development Commission is receiving numerous inquires from national and international aviation related companies interested in locating their business at the Airport.

The Airport Site Development project will provide the necessary means to make land modifications and utility extensions to prepare an additional 5.5 acres of land available and ready for development. Readyng parcels for development will facilitate the quick response required to facilitate the establishment of new businesses on the airport that will lead to increased employment opportunities for residents of Washington County and the surrounding area.

**ARC Goal #3:** Develop and Improve Appalachia’s Infrastructure to Make the Region Economically Competitive

**State Objective 3.2:** Increase the number of marketable industrial sites within all three counties including the conversion and rehabilitation of vacant industrial facilities.

**State Strategy 3.2.1:** Provide the basic infrastructure to new industrial sites and rehabilitate vacant industrial facilities.

**Proposed Basic Agency:** FAA

**Proposed Funding Sources:**

Washington County Government:	\$200,000
ARC	<u>\$200,000</u>
TOTAL	\$400,000

**Preliminary Project Description**

**Project Name:** Shawley Drive

**Applicant:** Washington County Commissioners

**County(s):** Washington

**Contact:** Robert Slocum

**Phone:** 240-313-2418

**Project Description:**

This access roadway project will eliminate the existing Shawley Drive/Maugans Avenue intersection which is located less than 100 feet from an Interstate 81 southbound ramp. Shawley Drive will be relocated so that it intersects at Maugans Avenue opposite Oliver Drive. In addition, the intersection with Shawley Drive and Label Lane will be improved. This relocation and intersection upgrade is necessary to address Adequate Public Funding Ordinance (APFO) issues, cited in several traffic studies, before any additional commercial development can occur on the HUB Business Park property and surrounding commercial parcels situated along Interstate 81. The roadway project will also address a long-standing drainage deficiency at Shawley Drive.

**ARC GOAL 4: Build the Appalachian Development Highway System to Reduce Appalachia’s Isolation.**

**State Objective 4.3:** Provide required access to key industrial or commercial centers.

**State Strategy 4.3.1:** Transportation investments that will create or maintain employment opportunities in the region, such as projects that create access to an industrial park or area, strengthen city business district access, or upgrade multi-modal access to or from transportation facilities.

**Proposed Basic Agency:** FHWA

**Proposed Funding Sources:**

Washington County	\$1,681,400
Developer Contributions	\$ 219,000
ARC	<u>\$ 600,000</u>
Total Project Costs	\$2,500,400

**Preliminary Project Description**

**Project Name:** Braddock Road, Phase II

**Applicant:** City of Frostburg

**County(s):** Allegany

**Contact:** Richard Harris      **Phone:** 301-689-6000 x.15

**Project Description:**

Design and construction of roadway improvements along the northerly side of MD Route 736 (Braddock Road) centered across from the intersection with Braddock Street near I-68 Exit #33 to construct a safety and drainage upgrade mirroring Phase I improvements in design along the southerly side of MD 736. The safety and drainage improvements include widening for acceleration/deceleration lanes, and turning/bypass lanes on the north side of MD 736 pursuant to a master plan developed in 2009 with Trans Associates. Design and construction on the north side of MD 736 will address the master plan goal of relocating a private coal access road, Winner’s View Terrace, to the north to oppose Braddock Street to allow for Phase IV access road entrance and extension in concert with anticipated private investment into Commercial/Light Industrial (C/LI) land, as well as a necessary access point to future development in the rear portion of the Allegany Business Center at FSU. This Phase II will also lead to a Phase III project that would complete safety and drainage improvements along MD 736 on both sides centered on Braddock Street intersection. Phase II and III will directly benefit the Braddock’s Greene development and planned development at the opposing parcel, zoned C2, General Commercial situated directly at the Braddock Street intersection. Phase IV will focus on the C/LI development opposing Braddock Street.

**ARC Goal 4:** Build the Appalachian Development Highway System to Reduce Appalachia’s Isolation.

**State Objective 4.3:** Provide required access to key industrial or commercial centers.

**State Strategy 4.3.1:** Transportation investments that will create or maintain employment opportunities in the region, such as projects that create access to an industrial park or area, strengthen city business district access, or upgrade multi-modal access to or from transportation facilities.

**Proposed Basic Agency:** FHWA

**Proposed Funding Sources:**

Appalachian Regional Commission	\$400,000
Town of Williamsport	<u>\$100,000</u>
TOTAL	\$500,000

**Preliminary Project Description**

**Project Name:** Extension of Professional Court

**Applicant:** City of Hagerstown

**County(s):** Washington

**Contact:** Kathleen Maher **Phone:** 301-739-8577ext. 140

**Project Description:**

This project would build a new multi-span bridge over Antietam Creek and make improvements to the connecting street network as a means of providing a connection between the Eastern Boulevard corridor and the medical center off of Robinwood Drive via Professional Court. A new hospital is currently under construction adjacent to an existing medical office complex. This connection will prove to be a vital link in the community’s transportation system on the east edge of the City and would help to relieve traffic congestion on US Route 40. Private developers would construct the road connections on the east side of the bridge. Funding assistance will make development of the adjoining land as a bio-tech business park more feasible and thus create economic development opportunities for the City. Total project cost is estimated at \$13.7 million for the entire connection improvements between Eastern Boulevard and Yale Drive. This funding proposal is for the design of the bridge and the initial phase of construction of the project.

**ARC GOAL 4: Build the Appalachian Development Highway System to Reduce Appalachia’s Isolation**

**State Objective 4.1:** Develop a balanced transportation system, which is supportive of economic growth and investment potential in the region.

**State Strategy 4.1.2:** Improve secondary and local access highways and roads that will support primary highway development and yield an integrated network of road transit in the region.

**Proposed Basic Agency:** FHWA

**Proposed Funding Sources:**

Appalachian Regional Commission	\$ 600,000
City of Hagerstown and Washington County	\$ 500,000
Federal Appropriations Bill	<u>\$ 785,000</u>
TOTAL	\$1,885,000



## Strategic Goals and Objectives FY 2011

### A. **ARC GOAL 1:** Increase Job Opportunities and per Capita Income in Appalachia to Reach Parity with the Nation

**State Objective 1.1:** Increase employment and sales in the travel and heritage tourism industry, particularly in the areas of outdoor recreation, convention attractions, and historical interest.

**State Strategy 1.1.1:** Support regional marketing programs for the travel and tourism industry.

**State Objective 1.2:** Stimulate growth of the region's businesses through development of technology resources.

**State Strategy 1.2.1:** Develop educational programs that support new technology development in the region.

**State Strategy 1.2.2:** Work with the region's higher education institutions to develop new programs that support new technology.

**State Strategy 1.2.3:** Provide startup funding through RLF programs for development of new technology related industry in the region.

**State Strategy 1.2.4:** Provide the infrastructure to support the development of new technology related industry in the region.

**State Objective 1.3:** Increase international exports from the ARC region.

**State Strategy 1.3.1:** Provide assistance to local companies' exports efforts through a regional export assistance office.

**State Objective 1.4:** Carry on a comprehensive economic development planning effort for the region.

**State Strategy 1.4.1:** Develop and maintain economic development plans.

**State Objective 1.5:** Stimulate development of the central business districts of the region's municipalities and support projects, which will enhance the long-term development of the CBD areas.

**State Strategy 1.5.1:** Develop projects that encourage the reuse and/or the redirection of the use of downtown areas.

**State Strategy 1.5.2:** Provide the necessary infrastructure for reuse and/or redirect the use of downtown areas.

**State Objective 1.6:** Continue to support business expansions, start-ups and entrepreneurship.

**State Strategy 1.6.1:** Provide assistance to the region's entrepreneurs through the use of the district's RLF program.

**State Strategy 1.6.2:** Support the region's entrepreneurs through procurement assistance programs.

**State Strategy 1.6.3:** Support the region's entrepreneurs through the SBDC and other state programs.

**State Strategy 1.6.4:** Support programs that do not duplicate existing services but that fill gaps in the existing entrepreneur network.

**State Strategy 1.6.5:** Develop programs that will assist in the training or enabling of the region's entrepreneurs to market and do business development on an international level.

**State Strategy 1.6.6:** Develop advisory and training programs, as well as networking and "roundtable" opportunities for the region's entrepreneurs.

**B. ARC GOAL 2:** Strengthen the Capacity of the People of Appalachia to Compete in the Global Economy

**State Objective 2.1:** Continued viability of health network as a regional medical center.

**State Strategy 2.1.1:** Include the medical community in the development of modern telecommunications network

**State Objective 2.2:** Creation of a regional medical telecommunication network capable of providing medical diagnostics to the service areas small hospitals and clinics.

**State Strategy 2.2.1:** Connect the medical communities in nearby states to the Western Maryland telecommunication network.

**State Objective 2.3:** Facilitate local medical providers, access for diagnostics and training to neighboring major medical centers through a modern communications network.

**State Strategy 2.3.1:** Connect the Western Maryland telecommunication network to the nearby major medical centers.

**State Objective 2.4:** Enhance the capacity of local municipalities to plan for economic development and the needs of Western Maryland citizens.

**State Strategy 2.4.1:** Develop and maintain programs that will train residents of the region in economic development.

**State Strategy 2.4.2:** Develop and maintain economic development plans.

**State Objective 2.5:** Provide training opportunities to enhance the leadership skills of local officials and private nonprofit groups tasked with providing services to the community.

**State Strategy 2.5.1:** Development of programs that provide training in leadership development.

**State Strategy 2.5.2:** Development of programs that provide management skills to non-profit organizations.

**State Objective 2.6:** Enhance and strengthen the communication capability of non-profit and government organizations.

**State Strategy 2.6.1:** Develop and maintain a modern telecommunications network.

**State Strategy 2.6.2:** Monitor the effects upon the region caused by the deregulation of telecommunications.

**State Objective 2.7:** Develop skills necessary to promote collaborative partnerships among government.

**State Strategy 2.7.1:** Sponsor groups, meeting, workshops and retreats that provide opportunities for intergovernmental cooperation.

**State Objective 2.8:** Provide training, which emphasizes the roles and responsibilities of being an effective board member.

**State Strategy 2.8.1:** Sponsor programs on effective board membership and heir responsibilities.

**State Objective 2.9:** Appalachian high school students will have access to school-to-work transition programs compatible with real-world needs and technology applications.

**State Strategy 2.9.1:** Work with local business to create a valuable school-to-work transition program.

**State Objective 2.10:** The percentage of Appalachian workers receiving advanced skills training will equal or exceed the national average.

**State Strategy 2.10.1:** Increase the region's emphasis on science, math, and engineering programs.

**State Strategy 2.10.2:** Development of new educational programs that will lead to the development of the new skills necessary in the 21<sup>st</sup> century.

**State Strategy 2.10.3:** Provide continuing education training in advanced skills to the regions workers.

**State Strategy 2.10.4:** Work with local businesses to develop programs that will encourage workers to take advantage of post-secondary education programs.

**State Objective 2.11:** All Appalachian counties will equal or exceed the national average for enrollment in post-secondary education.

**State Strategy 2.11.1:** Encourage academic competition between the regions post-secondary educational institutions.

**State Strategy 2.11.2:** Increase the region's employment opportunities for college educated personnel.

**State Strategy 2.11.3:** Increase emphasis on technical employment opportunities.

**State Strategy 2.11.4:** Development of new career programs in science and engineering.

**State Strategy 2.11.5:** Development of graduate degree opportunities locally, either by offering advanced degrees through existing institutions or through remote classroom programs.

C. **ARC GOAL 3:** Develop and Improve Appalachia's Infrastructure to Make the Region Economically Competitive

**State Objective 3.1:** Stimulate smart growth and neighborhood conservation by encouraging the development of the central business districts of the region's

municipalities and support projects which will enhance the long-term development of the CBD areas.

**State Strategy 3.1.1:** Development of comprehensive planning.

**State Strategy 3.1.2:** Development of downtown planning documents.

**State Strategy 3.1.3:** Develop projects that encourage the reuse and/or the redirection of the use of downtown areas.

**State Objective 3.2:** Increase the number of marketable industrial sites within all three counties including the conversion and rehabilitation of vacant industrial facilities.

**State Strategy 3.2.1:** Provide the basic infrastructure to new industrial sites and rehabilitate vacant industrial facilities.

**State Objective 3.3:** Continue the development of a modern communications network that includes voice, data, and video and provide the native human resources necessary to maintain these networks.

**State Strategy 3.3.1:** Provide the basic infrastructure necessary for the public sector to develop and maintain a communication network.

**State Objective 3.4:** Increase the supply, choice, and condition of Appalachian Maryland's housing stock in order to meet the housing demands of current and future residents, thereby making the area more attractive to retention, expansion, and recruitment of business and industry.

**State Strategy 3.4.1:** Preserve the existing housing stock available to low and moderate income residents.

**State Strategy 3.4.2:** Increase the degree of homeownership affordable by low and moderate-income residents.

**State Strategy 3.4.3:** Increase the supply, choice and condition of Appalachian Maryland's housing stock.

**State Strategy 3.4.4:** Stimulate and assist with the production of Housing for low and moderate income residents.

D. **ARC GOAL 4:** Build the Appalachian Development Highway System to Reduce Appalachia's Isolation

**State Objective 4.1:** Develop a balanced transportation system, which is supportive of economic growth and investment potential in the region.

**State Strategy 4.1.1:** Development of a north-south transportation network in the region.

**State Strategy 4.1.2:** Improve secondary and local access highways and roads that will support primary highway development and yield an integrated network of road transit in the region.

**State Strategy 4.1.3:** Increase the region's rail service capacity to meet potential increase in demand and to facilitate continuing industrial development.

**State Strategy 4.1.4:** Upgrade the region's airports to compliment future development and increase marketing support for air service.

**State Strategy 4.1.5:** Improve or provide access to recreational, health, or educational facilities.

**State Objective 4.2:** Support a viable system of public transportation.

**State Strategy 4.2.1:** Develop planning studies for public transportation.

**State Objective 4.3:** Provide required access to key industrial or commercial centers.

**State Strategy 4.3.1:** Transportation investments that will create or maintain employment opportunities in the region, such as projects that create access to an industrial park or area, strengthen city business district access, or upgrade multi-modal access to or from transportation facilities.

**State Strategy 4.3.2:** Support studies to increase use of public transit.

**State Strategy 4.3.3:** Support transportation studies that will help to revitalize or alleviate problems in downtown commercial areas.

#### IV. Community and Private Sector Participation

As stated earlier in the document, the Council holds meetings with strategy sub committees each year to identify and update priorities for the region. Those five strategy groups represent a diverse group of the public from each of the three counties (please see strategies committee list). As always the Council meetings remain open to the public and media for comments. Typically at the November or December meeting a presentation is given as to how the document was formed and digital and paper copies of the CEDS are provided for comment. The Council feels that this is a living breathing document that can change any time during the year and therefore includes the document on the Council website for comments at any time after approval.

<b>Agriculture and Natural Resources</b>		
Chairman – Fred Holiday	Commissioner	Garrett County
Olen Beitzel	Beitzel Corporation	Garrett County
Barb Buehl	Chamber of Commerce	Allegany County
Karen Myers	Recreational Industries	Garrett County
Randy Rodeheaver	Rodeheaver & Assoc.	Garrett County
Colleen Peterson	Greater Cumberland Committee	Regional
Jack Wilson	Plumbers and Steamfitters Local #489	Allegany County
Tim Carney	Economic Development	Allegany County
Cheryl DeBerry	Economic Development Agricultural Specialist	Garrett County
Renee Bone	Canal Place Preservation Auth.	Allegany County
Vickie Swink	Maryland Department of Business and Economic Development	Regional
Brian Poffenburger	Chamber of Commerce	Washington County
Mike Thompson	County Planning	Washington County

<b>Community Support Services</b>		
Chairman – Criss Kepple	Eiswert, James & Kepple, P.A.	Garrett County
Jim Hinebaugh	County Economic Development	Garrett County
Barry Ronan	WMD Health Systems	Allegany County
Colleen Peterson	Greater Cumberland Committee	Regional
Joyce Bishoff	Chamber of Commerce	Garrett County
Duane Yoder	Community Action	Garrett County
David Eberly	County Administrator	Allegany County
Pam Christofel	Health Systems	Washington County
Kolin Jan	Chamber of Commerce	Allegany County
Vicki Swink	Maryland Department of Business and Economic Development	Regional

Renee Bone	Canal Place Preservation Auth.	Allegany County
Brian Poffenburger	Chamber of Commerce	Washington County

<b>Tourism</b>		
Renee Bone	Canal Place Preservation Auth.	Allegany County
Fred Holiday	Commissioner	Garrett County
Barb Buehl	Allegany County Visitor's Bureau	Allegany County
Kim Shire	Allegany County Visitor's Bureau	Allegany County
Colleen Peterson	Greater Cumberland Committee	Regional
Robert Hutcheson	Commissioner	Allegany County
David Moe	Loren Development Corp.	Garrett County
Tom Riford	Visitors Bureau	Washington County
Joyce Bishoff	Chamber of Commerce	Garrett County
Vickie Swink	Maryland Department of Business and Economic Development	Regional
Brian Poffenburger	Chamber of Commerce	Washington County
Frank Shap	Economic Development	Garrett County

<b>Infrastructure Development</b>		
Co-Chairs – Jim Hinebaugh/Matt Diaz/Tim Troxell	Economic Development	Garrett, Allegany and Washington Counties
Jack Wilson	Plumbers and Steamfitters Local #489	Allegany County
Colleen Peterson	Greater Cumberland Committee	Regional
Criss Kepple	Eiswert, James & Kepple, P.A.	Garrett County
Barry Ronan	WMD Health Systems	Allegany County
David Moe	Loren Development Corp.	Garrett County
Vickie Swink	Maryland Department of Business and Economic Development	Regional
Brian Poffenburger	Chamber of Commerce	Washington County
Mike Thompson	County Planning	Washington County
Meg Ellis	Economic Development	Garrett County

<b>Education and Technology</b>		
Chairman – Jack Wilson	Plumbers and Steamfitters Local #489	Allegany County
Trish Yoder	Regional Education Director	Regional
Frank Shap	Economic Development	Garrett County
Jim Hinebaugh	Economic Development	Garrett County
Colleen Peterson	Greater Cumberland Committee	Regional
Robert Hutcheson	Commissioner	Allegany County
Chris Marschner	Technical Innovation Center	Washington County
Steve Sparr	Frostburg State University	Allegany County
Renee Bone	Maryland Department of Business and Economic Development	Regional
Vickie Swink	Maryland Department of Business and Economic Development	Regional
Mike Thompson	County Planning	Washington County
Jim Stakem	Commissioner	Allegany County
Ernie Gregg	Commissioner	Garrett County

**Tri-County Council Membership – 23 Members**

Includes local elected officials, county economic development staff, private sector members-at-large, and the Western Maryland Delegation

DISTRICT ORGANIZATION REPRESENTATION  
FY 2010

Chairman	Ernest J. Gregg, County Commissioner, Garrett County
Vice-Chairman	James Kercheval, County Commissioner, Washington County
Secretary/Treasurer	James Stakem, County Commissioner, Allegany County
Assistant Secretary/Treasurer	Matt Diaz, Allegany County Economic Development

	SEX	RACE	APPOINTED	EMPLOYMENT/ POSITION	ELECTED OFFICIAL
<b>Allegany County Representing County</b>					
James Stakem	Male	Cau	2000	County commissioner	Yes
Bob Hutcheson	Male	Cau	2002	County Commissioner	Yes
Matt Diaz	Male	Cau	1999	Economic Development	No
<b>Allegany County Representing Municipal</b>					
Lee Fiedler	Male	Cau	2001	Mayor of Cumberland	Yes
Arthur Bond (Alt.)	Male	Cau	2007	Mayor of Frostburg	Yes
<b>Allegany County Representing Members-At-Large</b>					
Robert Smith	Male	Cau	1999	Citizen Member	No
Peter Halmos	Male	Cau	2007	Citizen Member	No
<b>Garrett County Representing County</b>					
Ernest J. Gregg	Male	Cau	1999	County Commissioner	Yes
Jim Hinebaugh	Male	Cau	1995	Economic Development	No
Dr. Jeanne Neff	Female	Cau	2009	Pres. Garrett College	No
<b>Garrett County Representing Municipal</b>					
Daniel Hauger	Male	Cau	2009	Loch Lynn Council	Yes
<b>Garrett County Representing Members-At-Large</b>					
Jerry Thayer	Male	Cau	2007	Citizen Member	No
Jeff McCauley	Male	Cau	2007	Citizen Member	No
<b>Washington County Representing County</b>					

John Barr	Male	Cau	2006	County Commissioner	Yes
James Kercheval	Male	Cau	2002	County Commissioner	Yes
Tim Troxell	Male	Cau	2001	Economic Development	No

**Washington County  
Representing Municipal**

David Smith	Male	Cau	2007	Hancock Town Manager	No
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**Washington County  
Representing Members-At-Large**

Brien Poffenberger	Male	Cau	2007	Chamber of Commerce	No
Jeff Cline	Male	Cau	2007	Citizen Member	No

***WESTERN MARYLAND LEGISLATIVE DELEGATION***

Senator George C. Edwards – Voting Member  
 Senator Donald Munson – Voting Member

Delegate Wendell Beitzel – Voting Member  
 Delegate Kevin Kelly – Voting Member  
 Delegate LeRoy Myers - Voting Member

Delegate John P. Donoghue  
 Delegate Andrew Serafini  
 Delegate Christopher B. Shank

## V. Strategic Projects, Programs and Activities

1. **Commission Report – See Attachment I**
2. **CEDS Minutes - See Attachment II**
3. **Economic Clusters** - Western Maryland has long rich tradition of manufacturing and as such is a cluster industry in the region. Starting in the early 1900's with such employers as Kelly Springfield, textile mills and steel producers it still remains one of the most vital and consistent industry sectors in the region. While many of the old factories have closed down the employed thousands of employees, the region has diversified to include many medium sized manufactures that employ 500 – 1,000 employees and thus become more stable.

In recent years workforce has become a much more important factor than location. With declining unemployment rates and the lack of skilled labor around the nation, traditional manufactures have moved to the rural areas such as ours to take advantage of the labor pool and natural resources abundant in our region.

Currently such employers as Newpage paper mill, American Woodmark, and Closetmaid have made substantial long-term investments into the community. These long term investments ensure the major presence of the CSX mainline and rail yard.

High speed internet access is available in most of the urban areas of the region, and is becoming more economical for companies to consider relocating. Diversity is the key to the economy and many companies are taking advantage of low labor costs combined with affordable technology costs. Washington County has the jobs related to this field, but all three counties consider this industry very important and see it growing in the future.

The arrival of the Maryland Broadband Cooperative to Western Maryland in 2010 will also help spark the interest in technology and drive companies to consider rural areas as real contenders in the technology job market. The Broadband Cooperative is tasked with making Maryland the first state that is completely wired. Funding cuts have slowed the effort but the goal, although delayed, is still obtainable. We are relying heavily on funding from ARRA to complete this project in Western Maryland.

Many of the manufacturing based clusters in the region are related to the housing industry such as closet fixtures, window blinds and cabinetry. With the decline of the housing market all of these industries are downsizing and feeling the economic strain. Unfortunately with relying on cluster based industry, if that industry is in decline then a major portion of your economy is also in decline.

## **VI. CEDS Plan of Action**

### **1. Promoting Development**

The Council seeks to implement the Goals and Objectives outlined through the planning process used to formulate the CEDS document. The Council continues to work directly with new and expanding businesses by developing business plans and coordinating efforts with local banks and economic developers to ensure that companies that begin or expand have a continued high rate of success in long-term economic viability. The Council also continues to expand its Revolving Loan Fund through State resources given the current unavailability of funds through federal partners.

The Council is hopeful that defederalization of current loan funds will occur in the near future allowing the Council to leverage other federal funds. This will allow the Council to recapitalize the current loan funds and put more money to work on the streets. In this economic downturn, access to capital has been the number one reason that businesses are not starting or expanding.

Most recently the Council has begun working with Frostburg State University who recently assumed the responsibility of running the regional Small Business Development Center. In an effort to not duplicate services, long range plans are being developed to identify strengths and weaknesses of both organizations.

### **2. Fostering Effective Transportation Access**

One of the sub committees of the Council CEDS process is based on infrastructure which includes the working to foster effective transportation access. The report (Attachment I) outlines several key projects needed to ensure a healthy business climate to the area including interstates that connect commerce region wide. The Council also works directly with the Appalachian Regional Commission to support the development of the Appalachian Highway System. This process has been on going since its inception in the 1960's and is not scheduled to be completed for decades. While the plan is in place the billions of dollars needed to complete the projects are not. The Council keeps in regular contact with the Congress on these issues. Many of the needed issues are addressed in Section II (Economic Analysis).

The Council also recently began working with the Maryland Transit Authority to administer several grant programs including the New Freedom Program, Job Access Reverse Commute Program and the Senior Rides Program. The Council will serve to receive applications, form a review committee and recommend recipients to the State of Maryland for review.

Most recently the Council coordinated another grant with the Maryland Transportation Administration to serve as the lead in the development of creating an update regional coordination transportation plan for the Western Region of the State.

### **3. Enhance and Protect the Environment**

The Council has targeted natural resources as one of the areas key assets and has worked to promote the responsible use of the environment. One of the key committees the council has for

the CEDS document is the Agriculture and Natural Resources group. All projects funded through the Council and its agencies are subject to state Clearinghouse Review making sure that the Maryland Department of Environment and all appropriate state agencies have a comment and recommendation period prior to implementation.

The Council has also tried to inform the public of the new EDA initiative that will help private business owners with investments to make their facilities “greener” and more energy efficient. With the declining economy, investments such as this, even subsidized is a hard sell.

Most recently the Council has been working with the three counties in response to a Gypsy Moth infestation. Gypsy Moths devastate forests by eating the foliage and killing the hardwood trees, in particular oaks. While there are control measures, they can be quite costly and no mechanism is in place to help local governments pay for such a program. In addition, hundreds of thousands of acres in Western Maryland are designated state forests and need to be addressed by the state. As noted in the meeting minutes and the attached Commission Report, this issue is one of interest and concern.

The Council also works directly with the Maryland Department of Planning to ensure projects are consistent with Smart Growth Legislation. This Legislation provides for no state or federal funding for projects that are not located in a Priority Funding Area or receive an exemption from the state.

#### **4. Workforce**

Workforce continues to be a key issue facing the area. This topic has been addressed at its grass roots level, namely education. Since many of the young people of the area move to find employment, it is essential to promote workforce at a young age and build from the bottom up. Tri-County Council for Western Maryland also serves as the Regional Education Service Agency for the three Counties.

In addition to the building of workforce, the Council also works closely with the local representative from the Maryland Department of Business and Economic Development (DBED) to promote adult education. DBED works with companies new or expanding to train workers for specific needs. Many of these trainings are in cooperation with local community colleges with tailor made programs to suit those needs.

Through DBED and the Appalachian Regional Commission the Council has worked with Allegany County to ensure all public schools have high speed internet available in all classrooms. This is a major achievement for a rural county.

Typically Unemployment in Western Maryland has been higher than in most parts of the state with the exception of Washington County which historically has been around 4%. With the economic slow down, Washington County has the second highest unemployment in the state with rates over 11%.

- 5. Promote Technology** – The Council encourages the submittal of technology related projects for consideration of Appalachian Regional Commission funding. The rural tri-county area has one of the newest wireless technologies in place aiming at keeping broadband costs affordable. In addition, the Council is very actively involved in Geographic Information Systems, working to promote through the regional GIS users group.
  
- 6. Obtaining and Utilizing Funds** - The Council utilizes what funds are available and always seeks to find other venues to promote business and technology. Funds from local governments help match the EDA Planning Grant that allows the creation of the CEDS. Additional funds from Federal, State and local partners continue to become increasingly difficult to obtain. The Council through its planning process and detailed work program tries to maximize the use of all funds.

Most recently the Council actively pursued funding from the Defense Logistics Agency to promote the Procurement Programs and Requirements of the defense agencies. While unsuccessful, we continue to pursue all avenues of expanding our capacity.

VII. **Performance Measures** - The Council anticipates there will be at least 100 jobs created or retained as a result of the investment based on the outcomes of the Revolving Loan Fund. In addition there will be \$2,000,000 in private investment achieved. The majority of investments are anticipated to be in small to medium sized businesses as tracked through both the revolving loan fund and the Business Technical Assistance program for 2009. As banks are less likely to fund entire projects in the economic climate, the Revolving Loan Fund is seeing a large increase in activity.

The Unemployment levels in the region continue to climb as businesses are hit hard by the economic slowdown. It is anticipated that this will directly affect population figures for the region which has stabilized over the past decade. As work becomes harder to find, it is not hard to anticipate that people will be relocated in order to find employment. Due to the rural nature of the area, many of the measurables are simply estimates between the ten year census cycle. More accurate figures will be available once the 2010 census is completed.

Complete performance measure of the projects in the region are categorized on the annual GPRA form that is submitted to EDA with the CEDS document.

## **Attachment I**

### **Western Maryland Economic Development Commission Report**

*REPORT OF THE*  
*WESTERN MARYLAND ECONOMIC*  
*DEVELOPMENT COMMISSION*

*JULY 2010*

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**Barb Buehl – Co-Chair**

Allegany County Chamber of Commerce

**Charlie Ross – Co-Chair**

Garrett County Chamber of Commerce

**Brian Poffenburger – Co-Chair**

Washington County Chamber of Commerce

**Barbara Aber**

Aber's Hallmark & Barbara's Hallmark

**Olen Beitzel**

Beitzel Corporation

**Carl O. Belt, Jr.**

Carl Belt, Inc.

**Matt Diaz**

Allegany County Dept. of Economic Development

**Patsy Koontz**

MeadWestvaco Corporation

**Ernest J. Gregg**

Garrett County Board of County Commissioners

**Sam Griffith**

National Jet Company, Inc.

**Jim Hinebaugh**

Garrett County Economic Development Dept.

**Cristine A. Kepple, Esquire**

Eiswert, Janes & Kepple, P.A.

**David Moe**

Loren Development Corporation

**Karen F. Myers**

Recreational Industries, Inc.

**Randle A. Rodeheaver**

Rodeheaver & Associates, P.C.

**Barry P. Ronan**

Western Maryland Health System

**Jim Stakem**

Allegany County Board of County Commissioners

**Roger "Jack" Wilson, Jr.**

Plumbers & Steamfitters U.A. Local Union #489

**Duane Yoder**

Garrett County Community Action

**Pam Christofel**

Washington County Health Systems

**Ex-Officio Members**

**David C. Beard**

Garrett County Board of County Commissioners

**Fred A. Holliday**

Garrett County Board of County Commissioners

**Robert Hutcheson**

Allegany County Board of County Commissioners

**Renee Bone**

Maryland Department of Business & Economic  
Development

**Vickie Swink**

Maryland Department of Business & Economic  
Development

**George C. Edwards**

Maryland House of Delegates

**John J. Hafer**

Maryland State Senate

**Kevin Kelly**

Maryland House of Delegates

**LeRoy Myers, Jr.**

Maryland House of Delegates

**Guy Winterberg**

Tri-County Council for Western MD

**Leanne Mazer**

Tri-County Council for Western MD

## **Background**

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In the summer of 2003, Governor Robert L. Ehrlich, Jr. appointed the Western Maryland Economic Development Commission that would make recommendations for improving the economic climate of Allegany and Garrett counties to the Governor in June 2004. This Commission is comprised of 23 business leaders and the Legislative Delegation from Allegany and Garrett counties. Barb Buehl, Allegany County Chamber of Commerce, and Charlie Ross, Garrett County Chamber of Commerce, were appointed as co-chairs by the Commission. Support to the Commission is provided by staff from the Maryland Department of Business & Economic Development.

These individuals were brought together to develop strategies that would improve the economic conditions of Mountain Maryland and address the many challenges of the region. Allegany and Garrett counties have several characteristics that make them unique in the State of Maryland. While the geographic isolation of Mountain Maryland has been a benefit for tourism efforts, it has been an obstacle for economic development projects. The outward migration of the area's workforce and aging population have created other challenges for Mountain Maryland development efforts. While Allegany and Garrett counties have experienced economic progress over recent years, they have not benefited from the economic prosperity that has improved the quality of life for most Maryland communities. Based upon statistical analysis, these two counties are still considered distressed jurisdictions and the members of the Western Maryland Economic Development Commission were eager to develop initiatives that will continue the forward momentum toward a robust economy for Mountain Maryland.

The Commission divided itself into five sub-committees: Agriculture & Natural Resources, Community Support Services, Education & Technology, Infrastructure Development, and Tourism. Each sub-committee was tasked with identifying initiatives that would have a significant impact on improving Mountain Maryland's quality of life, as well as identifying regulatory issues that are inhibiting growth in Maryland's westernmost counties.

The Commission established a very ambitious scope of work and timeframe for itself; the members wanted to have fully developed initiatives by December 2003 so Mountain Maryland could be the beneficiary of a focused plan of action during the 2004 Legislative Session. During the summer and fall, the sub-committees met with experts throughout the region to gain insight on challenges that are hampering economic progress in Mountain Maryland. The communities of Allegany and Garrett counties embraced the work of the Commission and provided the sub-committees with a wealth of knowledge in areas of education, agriculture, tourism, technology, health care, highway infrastructure, housing, natural resources, community development, municipal revitalization and childcare. The Commission was also fortunate to receive the support and involvement of Maryland's Congressional Delegation and local development organizations. The Commission was successful in developing a plan of action prior to the Legislative Session and was able to accomplish several of its initiatives with the help of the Western Maryland Delegation and several State agencies.

Throughout the process the two counties learned from one another, realizing that their counterpart had already found the solution to a common problem and implemented a

successful program to address the issue. Many partnerships were cultivated to work together to implement a similar project in the adjacent county, allowing Mountain Maryland to become more self sufficient in finding unique solutions to its many challenges. Members of the Western Maryland Economic Development Commission expressed an overwhelming interest in continuing to work as a bi-county unit to further the economic growth of Western Maryland. The Tri-County Council for Western Maryland agreed to adopt the Commission with additional members from Washington County to monitor the progress of existing initiatives and to form a group of individuals that would provide a vision of economic health and stability for the region.

The Western Maryland Economic Development Commission is dedicated to enhancing the economic climate of Mountain Maryland and would like to thank the Governor for providing this opportunity to outline a course of action that will give Allegany and Garrett counties the resources and infrastructure necessary to share in the prosperity of the great State of Maryland. These opportunities will allow Mountain Maryland to develop a self sustaining economic base, diversify the assets of its communities, and establish the ground work for continued growth and prosperity.

## Overview of Sub-Committee Initiatives

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### AGRICULTURE & NATURAL RESOURCES

Fred A. Holliday – Chair, Barb Buehl, Karen F. Myers, Randle A. Rodeheaver,  
Roger “Jack” Wilson, Jr., Tim Carney, Cheryl DeBerry, Brian Poffenburger, Mike Thompson,  
Vickie Swink, Colleen Peterson

- State Timber Sales Assessment
- Power Plant Development
- Agriculture Land Preservation
- Maryland Agriculture & Resource Based Industry Development Corporation
- Wind & Other Renewable Energy Industry Industrial Development
- Mountain Maryland Dam Project Feasibility Study
- Regulatory / Legislative Issues

### COMMUNITY SUPPORT SERVICES

Cristine A. Kepple – Chair, David Eberley, Jim Hinebaugh, Barry P. Ronan, Joyce Bishoff,  
Duane Yoder, Pam Christofel, Brian Poffenburger, Colleen Peterson, Vickie Swink, Renee Bone

- Local Affordable Housing Production Capacity
- Future of Healthcare in Western Maryland
- Small Business Support & Municipal Revitalization
- Child Care
- Recreational & Cultural Activities
- Regulatory / Legislative Issues

### EDUCATION & TECHNOLOGY

Roger “Jack” Wilson, Jr. – Chair, Trish Yoder, Ernest J. Gregg, Jim Hinebaugh, Robert  
Hutcheson, Jim Stakem, Ernie Gregg, Mike Thompson, Steve Sparr, Frank Shap, Chris  
Marschner, Vickie Swink, Colleen Peterson

- Maintain Alternate Funding for Mountain Maryland Community Colleges
- Support Adequate Funding for Education
- Adjust State / County Capital Project Funding Formula
- Construction of New IT / Computer Science Building at FSU
- ABC @ FSU
- Regulatory / Legislative Issues

### INFRASTRUCTURE DEVELOPMENT

Matt Diaz – Co-Chair, Jim Hinebaugh – Co-Chair, Co-Chair, Tim Troxell, David Moe, Barry P.  
Ronan, Cristine A. Kepple, Roger “Jack” Wilson, Jr., Mike Thompson, Meg Ellis, Brien  
Poffenburger, Vickie Swink, Colleen Peterson

- North – South Corridor
- Continuation of *One Maryland* Program & the Smart Growth Infrastructure Fund
- High Speed Broadband Telecommunication Service
- Development & Promotion of Greater Cumberland Regional Airport
- Maintain Highway Trust Fund
- Regulatory / Legislative Issues

*TOURISM*

Guy Winterberg – Chair, Barb Buehl, Fred A. Holliday, Robert Hutcheson, David Moe, Joyce Bishoff, Brian Poffenburger, Mike Thompson, Renee Bone, Kim Shire, Colleen Peterson, Tom Riford, Vickie Swink, Frank Shap

- Allegany County Visitors Center
- Garrett County Recreational Facilities
- Garrett County Recreational Trails System
- Mountain Maryland Promotion
- Regulatory / Legislative Issues



## **Agriculture & Natural Resources**

**Fred A. Holliday – Chair**

**Phone: (301) 334 – 8970**

**E-mail: [fholliday@garrettcountry.org](mailto:fholliday@garrettcountry.org)**

- **State Timber Sales Assessment**
- **Energy Park**
- **Agriculture Land Preservation**
- **Maryland Agriculture & Resource Based Industry Development Corporation**
- **Mountain Maryland Dam Project Feasibility Study**
- **Regulatory / Legislative Issues**

## **State Timber Sales Assessment**

### **Description/Goal:**

We propose that the state take 10% of all timber sales from state forests and use it to fund state forest silviculture activities.

### **Background/Justification:**

With the recent reductions in funding, the concern is that the state forests will not be able to be managed properly for sustainability. The 10% figure is based on the program used in Pennsylvania. With this revenue source, the state forests could benefit by:

- ✓ Increase the number of professional foresters managing the forests
- ✓ Review the forest zoning process
- ✓ Help in assessing and cleaning up damage caused by:
  - Ice storms
  - Hail storms
  - Snow storms
  - Lightning storms
  - Wind storms
  - Insects and pests
  - Disease

### **To implement initiative action needs to be taken by:**

***State Legislature:*** Require action to enact the “forest reinvestment” legislation.

***State Agency:*** Maryland Department of Natural Resources support for the planned legislation and hire the professional foresters and forest workers required to manage state forests effectively.

***County Government:*** Commissioners from both Garrett and Allegany counties endorse the idea; try to enlist MACO support

***Business Community:*** Get letters of support and quotes from local businesspeople – both from the tourism sector and the forest products industry.

## Energy Park

### **Description/Goal:**

To locate a business or industrial park in Western Maryland that is centered on the development and creation of alternative fuels, fossil fuels and the industries related creating energy. The park would also be a home for those businesses that focus on using alternative and local sources of energy.

### **Background/Justification:**

With large coal and natural gas reserves in Western Maryland, it is a natural fit to have companies explore long range goals related to those abundant resources. Frostburg State University is also very active with regard to studying new and alternative fuel possibilities. Students graduating from the university or interning would be a natural fit. The region also boasts a history of traditional manufacturing skills that would fit well in an industrial type setting.

### **To implement initiative action needs to be taken by:**

***Federal Government:** ARC, EDA, and USDA support to create the infrastructure and purchase the land for such a park.*

***State Agency:** The project would have to be completed in partnership with the University of Maryland and Frostburg State.*

***County Government:** Economic Development offices would have to support this idea as well as work with Federal and State partners to provide the land and tax incentives to locate the park.*

***Business Community:** Try to find entrepreneurs who would be interested in starting those types of ventures.*

## Agriculture Land Preservation

### **Description/Goal:**

We encourage the state to continue the Agriculture Land Preservation program and to include sustainable funding for the program. Forestland with a forest management plan should continue to be included in the preservation program.

### **Background/Justification:**

According to the Maryland Center for Agro-Ecology, Maryland lost 1.9 million acres - or 47 percent of its farmland and 29 percent of its cropland - between 1949 and 1997. Population density and the rate at which houses were being built increased the rate of farmland loss significantly and were the biggest impacts on loss. As the population per acre increased by 10 percent, the rate of loss increased from 6.61 percent to 7.22 percent. (Maryland's population has more than doubled since 1949) The Agriculture Land Preservation program helps curb those losses, and new, young farmers can use the easement-purchase program as leverage to purchase farmland otherwise out of their reach financially.

### **To implement initiative action needs to be taken by:**

***State Legislature:** Enact legislation making the Agriculture Land preservation program a permanent, funded part of the state budget.*

***State Agency:** Maryland Department of Natural Resources should maintain the programs as it has done in the past.*

***County Government:** County needs to prove to the Governor the benefits to locals and the state of Maryland. Put together the case.*

***Business Community:** Agri-businesses should be coordinated to support, perhaps through Farm Bureau.*

***Other:** Interview Wendell Beitzel (member of the Mandel Commission) to determine the direction this commission may be headed with respect to this issue. He may be able to give input or recommendations.*

## **Maryland Agriculture & Resource Based Industry Development Corporation**

### **Description/Goal:**

The Maryland Agriculture & Resource Based Industry Development Corporation (MARBIDCO) was established during the 2004 Legislative Session; however no funding was appropriated to the Corporation. We encourage the State to fund MARBIDCO. Agriculture entrepreneurs need marketing assistance for local markets as well as the state, national and international markets. Micro agriculture loans and grants could be issued for marketing, implementation and value-added processing projects. The incubator funding could be used for farmers market start-ups, new farmer projects, sales outlets, new product/market development, marketing campaigns, Agritourism start-ups, etc. (Small business loans are also referenced in Community Support Services Initiative # 3)

### **Background/Justification:**

Agriculture comprises a large portion of the economy of Mountain Maryland. Small, local agriculture businesses must diversify in order to remain viable in an increasingly competitive industry. These businesses often need just a small loan or grant in order to gain numerous benefits. Because of the risk involved in farming, many financial institutions are hesitant to loan money to farmers. See Appendix A for additional back-up documentation.

### **To implement initiative action needs to be taken by:**

*Federal Government: SBA, ARC, USDA, and HUD*

*State Legislature: Provide funding for MARBIDCO*

*State Agency: Maryland Micro Enterprise Council (Mikal McCartney), DBED, DHCD, and MDA support for MARBIDCO and potential financial contributors to Corporation.*

*County Government: Commit funding to program*

*Business Community: Local banks, business community donations*

*Education Community: Garrett College*

*Other: Tri County Council, existing loan/grant programs, Community Action, Extension*

## **Mountain Maryland Dam Project Feasibility Study**

### **Description/Goal:**

Ultimately, Mountain Maryland would like to be the beneficiary of a project to construct a dam in one of the two Western most counties of the State. To that end, the Commission is requesting that a feasibility study be conducted to determine if this is a viable project for Mountain Maryland; and if so what locations would be suitable sites for a project of this magnitude. The strategic location of a dam in Mountain Maryland would be designed to meet a variety of infrastructure needs.

### **Background/Justification:**

The impact this project would have on the economy of Mountain Maryland, the State of Maryland, and the United States of America is tremendous. Ideally, Mountain Maryland would like to see a dam be built in conjunction with the construction of a power plant, which supports a national emphasis for creating additional power generation capacity within the country. However, a dam would create an adequate source of water to support a co-generation plant; improving Mountain Maryland's ability to attract a power plant to the area. (Power Plant Development is also referenced in Agriculture & Natural Resources Initiative #2) In recent years, many communities throughout Maryland have struggled to find adequate solutions to reoccurring drought conditions; particularly in communities East of Washington County. This project would be designed to provide drought relief for such communities. Locally, Mountain Maryland would utilize this dam for flood control and recreational purposes. This project has the potential of enhancing tourism initiatives that are currently underway in Mountain Maryland.

### **To implement initiative action needs to be taken by:**

***Federal Government:** Congressional Delegation support for a dam project in Mountain Maryland and assistance with future project funding.*

***State Legislature:** Mountain Maryland Delegation support for a dam project and assistance with project funding.*

***State Agency:** Department of Natural Resources*

***County Government:** Support for a dam project and assistance with project funding.*

***Business Community:** Support for a dam project and assistance with project funding*

## Regulatory / Legislative Issues

- Duplication of effort in the permitting processes, particularly in the mineral industry.
  - Action needs to be taken by Maryland Department of Environment – MD should not be part of the RGGI Agreement that makes it harder for existing businesses to compete with surrounding states. WMD needs to be considered and attainment area as related to air quality.
  
- Department of Health and Human Resources regulations are not interpreted uniformly across county lines. On-farm food processing regulations are stricter in Maryland than in Pennsylvania and West Virginia. In fact, many dairy farmers in Maryland are shipping their milk to Pennsylvania to have it processed into cheese or ice cream mix, then shipping it back to Maryland to sell it from the farm.
  - **Achieved**
  
- Invasive Species continue to be a major problem in Western Maryland. Maryland Department of Natural Resources needs to conduct yearly counts of egg clusters to determine the severity of the Gypsy Moth problem for the upcoming year. The Governor witnessed the destruction himself by helicopter in Garrett County this summer. Many places looked as if it were winter.
  - Money needs to be made available from the State to help spray for gypsy moths for control outside of state forests.
  - Money also needs to be allocated for other invasive species such as the emerald ash borer and the hemlock wooly adelgid.
  
- Outdoor wood boilers are considered illegal Maryland. While it is understood that they may not be appropriate in all settings, many people in rural areas rely on wood as an inexpensive and renewable heating source and this means is the most efficient.
  - This past year legislation was passed to address outdoor wood boilers. They are now legal under state law but you must buy a boiler that adheres to state regulations. Currently no boilers meet the regulations set forth.
  
- Gas Leases – Preservation programs allow for existing gas leases, but do not allow such leases once a landowner has joined the program unless the well head is on an adjacent property. Likewise, gas leases in various shale is also not permitted but also not clearly defined.
  - Legislation needs to be passed to allow property owners to preserve their land while still exercising the mineral rights to gas. Also, the permitting process for gas wells needs to be clearly defined.

- Certified Forests Program – Many wood using industries are now looking to purchase wood from certified forests. It is cost prohibitive for individuals with small tracts of land to be certified.
  - A cooperative should be formed on the state level to help small property owners enter this program and reap a larger profit from producing timber. – **Achieved**
- State Inspection Process – Currently there is no process other than the federal process to allow meat producers to sell their product. Many states have an instate program that allow entities to sell inside the state without the USDA process.
  - A State process for inspection should be considered.
- Gas Extraction – There are no regulations in place for Hydro Fraction to produce natural gas in the shale formations in Western Maryland.
  - The permitting process and guidelines related to waste water disposal need to be outlined. The distance to a plant that can handle the waste water is also a concern.
- Regional Food Processing Facility – A regional food processing facility would allow local farmers to process foods and create a value added scenario where currently the products are mainly shipped out raw due to costs.

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## **Community Support Services**

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- **Local Affordable Housing Production Capacity**
- **Future of Healthcare in Western Maryland**
- **Small Business Support & Municipal Revitalization**
- **Child Care**
- **Recreational & Cultural Activities**
- **Regulatory / Legislative Issues**

## **Local Affordable Housing Production Capacity**

### **Description/Goal:**

To build and sustain local capacity to produce affordable housing in Allegany and Garrett Counties for households at or below 80% of the area median household income.

1. Create local action plans to address housing needs and opportunities.
  - a. Garrett County initiates and completes a study to assess and identify needs and opportunities and develop a strategy and action plan.
  - b. Allegany County completes an assessment and adopts a plan to implement an action plan that responds to the opportunities and needs identified in the study.
  - c. Connect the dots between job creation and housing demand by having local government adopt an effective workforce housing plan for any major economic development project.
2. Develop and sustain locally controlled financial resources.
  - a. Build local managed revolving loan funds by having the Maryland Department of Housing and Community Development change its policy to permit Garrett and Allegany Counties to retain federal funds being administered by the Department to be retained at the local level for use in housing development.
  - b. Local banks contribute to a loan pool to assist in home repairs and purchases. Returns will be based on current rates. Underwriting is done by a local community housing development corporation.
3. Sustain capable local community housing development corporations/public housing authorities.
  - a. Persuade DHCD to change its policy so as to permit for use of the sub-recipient agreements in the federal HOME Program to enable local community housing development corporations and housing authorities to gain operating funds.
  - b. DHCD will revise its fee allowed to GC and AC for administering the Section 8 Rental Assistance Program to better reflect rural costs for operating the housing rental programs.
4. Small home improvement and builder contractors are nurtured.

### **Background/Justification:**

Studies have shown that stable and affordable housing directly improves employment histories and school performance of occupants. Decent and affordable housing should be accessible to employees of businesses operating in Allegany and Garrett Counties. Median household incomes in the two counties indicate that market rate housing is not affordable based on accepted thirty percent of income for shelter costs for low and moderate-income families in the area. Private, non-profit and public entities need to be able build and sustain capacity to access and utilize products that make for-sale and rental housing affordable to low and moderate income households.

**To implement initiative action needs to be taken by:** (See Action Steps in Appendix B)

***State Agency:** Department of Housing & Community Development*

***County Government:** County and city elected officials and agencies.*

***Businesses Community:** area banks*

***Other:** Non-profit housing corporations - Allegany, Cumberland, Frostburg Housing Authorities, Garrett County Community Action, Western Maryland Interfaith, Cumberland Neighborhood Housing*

***2004 Legislative Session Note:** Governor Ehrlich established the Housing Policy Commission; funding level has remained the same.*

## **Future of Healthcare in Western Maryland**

### **Description/Goal:**

Continue to expand and develop quality healthcare services, including the long-term care continuum and healthcare for the uninsured and underinsured, in an effort to meet the needs of the Western Maryland region.

### **Background/Justification:**

#### Regional Healthcare Services

Through the efforts of the Community Support Services subcommittee of the Western Maryland Economic Development Commission, every effort will be made to ensure that the continued progress being made throughout the Western Maryland region and the surrounding out-of-state counties are appropriately served by healthcare providers throughout the region. The subcommittee will ensure that the Western Maryland Health System will continue to expand and refine its services in order to ensure that the appropriate quality patient care, state-of-the-art technology, and new healthcare services are available in this region. In addition, it is the subcommittee's goal to ensure that continued growth in service repertoire and access to care occurs within Garrett County, Maryland, through the Garrett County Memorial Hospital and the providers within Garrett County. The economic impact of the Western Maryland Health System, as an example, is \$185 million per year on the region and \$42 million per year for Garrett County Memorial Hospital. It is the intention of the subcommittee to continue to see that impact increase through the provision of state-of-the-art healthcare services, and to assure the region's populace receives the same high level of care and services as those provided in the more metropolitan regions of the state. The provision of emergency medical services should also be examined to ensure appropriate response times and coverage by rescue squads throughout the two westernmost Maryland counties. Lastly, it will be necessary to address the community's health priorities (i.e. healthy lifestyles, cardiac, cancer, healthy babies, etc.) throughout the region.

#### Long Term Care Continuum

Through the efforts of the previous Western Maryland Economic Development Task Force, various phases of the healthcare continuum were assessed, primarily in the area of an upscale retirement community, primarily focused at Garrett County, and the need for assisted living within Allegany County. Previous studies within Allegany County have determined that such assisted living must be heavily subsidized in order to accommodate local residents. It was also determined that an upscale retirement community would not be as successful in Allegany County as such a venture may be in Garrett County. There are currently a number of part-time and full-time Garrett County residents, primarily those residing in the Deep Creek Lake area, who have retired to the area but desire to make definitive arrangements for their eventual need for progressively higher levels of locally available supportive care. As a result, having an upscale retirement community

with residential living, assisted living, and an ultimate perpetual care component continuum may be beneficial for Garrett County.

A number of years have passed since an analysis has been performed regarding retirement living in Allegany County, and that will need to be re-examined. Efforts and discussion regarding the upscale retirement community in Garrett County are continuing.

#### Healthcare for the Uninsured and Underinsured

In Maryland, Health Choice (Medicaid) is made available to the poor in this region. In addition, through the Children's Health Initiative Program, children in Maryland up to the age of 18 receive medical care at no cost. The group that is currently not having its healthcare needs met would be the working poor. Providing a healthcare program for those who are uninsured or underinsured would be an area for exploration by this Commission.

The Western Maryland Health System, in conjunction with Maryland Physicians Care, Mountainside Coalition in Allegany County, and the State of Maryland, has been working on a program called the Three-Share Model from Muskegon, Michigan. This program and its three-share design ask the individual, the employer, and the state to pay a portion of the healthcare costs and is designed exclusively for the uninsured and underinsured.

#### **To implement initiative, action needs to be taken by:**

***Federal Government:** Congressional Delegation support public-private solutions to healthcare needs and provide additional funding to states for state based implementation of programs and services. Continued funding for Federally Qualified Healthcare Centers in Mountain Maryland.*

***State Legislature:** Mountain Maryland Delegation support for Western Maryland Health System as a health care services provider as well as an economic development vehicle. Mountain Maryland Delegation Support for additional funding of subsidized long term care facilities, both to meet a health care need, and as an economic development opportunity. Examine incentive opportunities for the development of subsidized and high-end long-term care facilities in Mountain Maryland. Mountain Maryland Delegation support of state funding for the establishment of a Federally Qualified Healthcare Center for Garrett County.*

***State Agency:** DHMH support of the "Three Share" pilot program now in Allegany County, and expansion of the same into a Mountain Maryland pilot program.*

**County Government:** *Allegany and Garrett County Government support of the above programs to the extent local funding may be required. Recognition and support of local health care systems as an economic development opportunity. Investigation of for-profit long term care facilities as an economic development opportunity. Examine shortfalls in emergency service response in both counties and investigate solutions for uniform service coverage and funding for currently underserved areas.*

**Business Community:** *Establish a consortium of groups seeking funding or incentives for subsidized and for profit long term care facilities in both counties. Support and participate in the “Three Share” pilot program for health care.*

**Note:** *The Allegany Access Program, which provides affordable health insurance for employees of small businesses, will be up and running in August 2004.*

## **Small Business Support & Municipal Revitalization**

### **Description/Goal:**

- Improve access to capital for the smallest businesses by expanding the Micro Loan fund (Small business loans are also referenced in Agriculture & Natural Resources Initiative #4)
- Enhance technical assistance and training for small businesses and potential entrepreneurs by funding a part-time Small Business Development Center (SBDC) counselor in Garrett County and hiring industry experts (agribusiness, biotechnology, furniture building, hospitality, home-based entities, etc...) to offer short-term and intermittent assistance to small business owners in Mountain Maryland.
- Preserve and build the commercial and business districts of the incorporated small towns in the two western counties.
  1. Develop strategic revitalization plans for all incorporated towns. Accomplished in Garrett County
  2. Create shared core staff capacity to implement strategic plans.
  3. Expand circuit rider program to include the George's Creek communities and gain greater coverage of existing towns. - Accomplished
  4. Expand Main Street Program concept to all municipalities, particularly the smaller communities.
  5. Create a forum for sharing ideas, resources, evaluation and advice among the areas towns.
    - a. Codes enforcement
    - b. Special events
    - c. Heritage Tourism Plan
    - d. Market and facilitate business and commercial development opportunities.
    - e. Support selected priority projects i.e. (Oakland Artisans Incubator, Grantsville Creamery site, Friendsville River Center)

### **Background/Justification:**

Small business assistance has been and will continue to be an essential component to the economy in the Mountain Maryland counties. Recent reductions in funding to the SBDC have negatively impacted the availability of a small business counselor in Garrett County. Small and micro businesses typically need a higher level of technical assistance than other businesses.

An increasing percentage of the area's households live outside incorporated areas. In Garrett County, over 60% of the population resides outside the incorporated boundaries. Housing and economic indices also lag that of the unincorporated areas. Yet these towns are jewels in the sense that they have a heritage and present small town charm that is increasingly in

vogue. The towns also offer water and sewer and services that are great advantages to development. In a time when conservation and efficiency are paramount, these communities offer existing infrastructure, higher residential densities, and access to services. A coordinated and well thought out plan that is complimentary and builds on assets of each community will create a new synergy for development and economic growth. Individually the towns do not have the resources needed to staff or procure capacity to develop and implement plans. Taking a collective approach can create the efficiencies that will enable the State, County and towns themselves to afford the capacity to achieve the revitalization of the commercial districts.

**To implement initiative, action needs to be taken by:**

***Federal Government:*** Congressional Delegation support of ARC and UDSA funding for SBDC staff and resources in Mountain Maryland.

***State Legislature:*** Mountain Maryland Delegation support of funding existing revolving loan fund programs, including One Maryland, and support for increased funding for the Micro Loan Fund.

***State Agency:*** Develop or coordinate existing DBED sources of funding to One Maryland counties for an expanded Micro Loan Fund. Continued and expanded DHCD funding of a portion of circuit rider positions in Allegany and Garrett Counties; DHCD and / or DBED funding of a revolving loan program focused on municipality level projects identified in each municipality's strategic plans.

***County Government:*** Support, through participation funding, of the circuit rider and SBDC positions for both counties. Assist municipalities in securing local match funding for a proposed revolving loan program for municipality level projects identified in each municipality's strategic plans. Coordinate funding for staffing to benefit municipalities in each county, including a municipal code enforcement officer, municipal activities coordinator and (in Garrett County) a portion of the GCCAC Community Development Director.

***Municipal Government:*** Continued and expanded funding of circuit rider positions for Garrett and Allegany Counties; Municipal level matching funds for a revolving loan program focused on municipality level projects identified in each municipality's strategic plans; Strategic plan participation for those municipalities that have not yet developed a strategic plan

***Business Community:*** Support and participate in the above referenced programs.

***Education Community:*** Support and participate in to above referenced programs.

## Child Care

### **Description/Goal:**

Allegany and Garrett Counties will devise and implement a plan that will enable every family in those counties to obtain quality childcare for children between the ages of 0 and 12 at a cost not to exceed 10% of their incomes. Families needing childcare in order to obtain and maintain employment will be able to access care that makes economic sense and is responsive to their need. The Western Maryland plan will recognize the linkage between childcare with school readiness and performance and to its pivotal role in the economic life of families and to the areas' employers.

1. Create childcare coverage through coordination and enhancement of existing early child education and childcare resources and facilities.
  - a. Develop funding for wrap around childcare services with Head Start and other early child learning centers in smaller communities to cover traditional hours.
  - b. Request assistance from the Maryland Congressional delegation to convert at least one Head Start Center in each community into a twelve- month program.
  - c. Nurture private family and center childcare providers through micro loans and business planning to expand services.
  - d. Maintain state support for existing after-school programs serving school age children.
  - e. Incorporate after school childcare services into County recreation plans.
2. Subsidize centers at major employment centers to establish affordability, responsiveness, and quality care for children of working parents.
  - a. Gain assistance and continue funding where it already exists from the State to pay the difference between operating costs and the fees paid by parents and/or other sources at the selected sites close to employment concentrations.
  - b. Create a dedicated State fund for infant and toddler care in the major employment centers.
  - c. Provide, at minimum, coverage between the hours of 6 and 11 and times when schools are not operating.
  - d. Transportation to and from schools or other child development programs.
  - e. Employer assists with capital or operating needs of nonprofit groups developing centers.
  - f. Work with the Town of Grantsville to create and implement a plan to develop a childcare and early education center in the Grantsville area.
3. Improve quality of care through training and incentives for meeting standards.
  - a. Share training between private and public early child development programs
  - b. Head Start will purchase slots from private child care providers meeting certain performance standards.
  - c. Explore potential and identify barriers to permitting public schools to purchase Extended Elementary Education Preschool slots from private providers meeting EEEP standards.

**Background/Justification:** People who work find childcare to be one of the highest costs of being employed. The availability of childcare also impacts on the dependability and punctuality of employees. Employees, particularly, entry-level personnel, find the cost of childcare to be a significant factor in deciding to continue to work. In addition, the quality of care is important to a child's well-being, school readiness and performance. Childcare will buttress Garrett and Allegany County family's ability to sustain employment and better prepare preschool age children for school and improve the performance of school age individuals.

**To implement initiative, action needs to be taken by:** See actions integrated with initiatives above.

## Recreational & Cultural Activities

### **Description/Goal:**

Improve access to Community recreational and cultural activities.

1. Construct the proposed Garrett College Community and Athletic Recreation Center (CARC) giving County residents of all ages' access to a local facility. (This component of the initiative is also contained in Tourism Initiative #2)
2. Construct the proposed Trade Enterprise Center/Exhibit Hall near Deep Creek Lake to provide a facility to host cultural activities and countywide events.
3. Support the downtown Cumberland revitalization efforts as a public private partnership.
4. Support boat launch facilities at Deep Creek Lake.

### **Background/Justification:**

Garrett County currently does not have a community recreation center (or YMCA-like activity). Likewise, there is no public swimming pool available in Garrett County. The local swim team travels to a WV facility to practice. The Garrett College CARC will provide a place for Garrett College students, Garrett County residents, and visitors to participate in recreational athletic activities in a safe, controlled environment. The CARC will complement the adventure sports and physical education programs at Garrett College and make Garrett College more attractive to students.

Expansion of the successful downtown Cumberland revitalization effort will provide additional revitalization to greater Cumberland.

Plans were underway to construct a new boat launch facility at Savage River Reservoir but an agreement with the UPRC could not be reached. It appears now that the focus is being moved towards having a second public boat launch area at Deep Creek Lake.

### **To implement initiative, action needs to be taken by:**

***Federal Government:** Congressional Delegation support of ARC and other federal funding of the Adventure Sports and Trade Center projects.*

***State Legislature:** Mountain Maryland Delegation support for funding of the above projects.*

***County Government:** Local funding match to secure state and federal funding of above projects.*

***Business Community:** Private sector support of the above referenced projects.*

***Education Community:** Education sector support of the above referenced projects.*

## **Regulatory / Legislative Issues**

- The cost of health insurance is so high that many local businesses are unable to provide coverage to their employees and many local residents are unable to afford coverage through their place of work or private plans.
  - Legislature needs to provide small businesses with the ability to purchase less comprehensive plans for their employees, making healthcare more affordable
  - Legislature also needs to allow small businesses to form a coop and purchase healthcare at cheaper costs.
  
- Community Legacy Funding – This funding to help rural areas has been cut at the state level from \$8 million to under \$2 million dollars due to budget cuts.
  - Funding needs to be reinstated
  
- Program Open Space – Funding to help outdoor programs in Western Maryland has also been reduced drastically. This program is relied upon heavily to keep playgrounds, ball fields and other outdoor programs sustained.
  - Funding needs to be reinstated

## **Education & Technology**

**Roger “Jack” Wilson, Jr. – Chair**

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➤ **Construction of New IT / Computer Science Building at FSU**

➤ **ABC@FSU - Accomplished**

➤ **Garrett County Vocational School**

➤ **Additional Schools Needed**

➤ **Regulatory / Legislative Issues**

## **New Information Technology / Computer Science Building at Frostburg State University**

### **Description/Goal:**

The timetable currently put forth by the Department of Budget and Management (DBM) has initial planning for this project in fiscal years 2010 and 2011, with actual construction scheduled to begin in fiscal year 2013 (see Appendix C for additional background information). The project was approved by DBM in 2009. The goal of this initiative is to appeal to DBM, the Board of Regents of the University System, and the Legislature to move this project forward in the CIP, which will greatly enhance not only the research capabilities at Frostburg State University (FSU), but the marketability of the nearby Allegany Business Center ([ABC@FSU](#) - See Education and Technology Initiative #5).

### **Background/Justification:**

The demolition of the existing, outdated Tawes Science Center, and construction of a new Information Technology / Computer Science building at Frostburg State University is an extremely important component for research and development of new technology at the school. The new facility, when complete, will compliment the recently renovated Gunter Hall, and newly constructed Compton Science Building, as the final part of a three building plan to offer complete, comprehensive research facilities to any agency or company wishing to partner with or utilize the University. This availability has the potential for great economic impact given the close proximity of the University to the Appalachian Environmental Laboratory, and the new Allegany Business Center Technology Park. In fact, Information Technology and Computer Sciences are crucial to attracting the types of high-end businesses that Allegany County would like to see locate at [ABC@FSU](#). However, as stated above, the timetable for this building puts planning and construction unreasonably far out in the Plan. This sub-committee feels that the completion of this project as expeditiously as possible will bring to the area much needed, high paying jobs for our students and graduates who now must leave Western Maryland to seek employment.

### **To implement initiative action needs to be taken by:**

*State Legislature: Support and funding to move the new Information Technology / Computer Science Building at Frostburg State University forward in the Capital Improvement Plan*

*State Agency: Department of Budget and Management – Support and funding to move the new Information Technology / Computer Science Building at Frostburg State University (FSU) forward in the Capital Improvement Plan*

**County Government:** *Support moving the new Information Technology / Computer Science Building at Frostburg State University (FSU) forward in the Capital Improvement Plan*

**Business Community:** *Support moving the new Information Technology / Computer Science Building at Frostburg State University (FSU) forward in the Capital Improvement Plan*

**Education Community:** *University System Board of Regents - Support and funding to move the new Information Technology / Computer Science Building at Frostburg State University forward in the Capital Improvement Plan*

## **ABC@FSU - Accomplished**

### **Description/Goal:**

Allegany County, in partnership with Frostburg State University (FSU), will continue to explore ways to market the Allegany Business Center to a Biotech or other advanced technology enterprise. Possibly tie in to research opportunities with FSU and/or Community Colleges. Support the construction of a multi-tenant spec building, which could be custom fit-out to accommodate a Biotech or other advanced technology enterprise with the potential direct linkage to FSU and/or Community Colleges. See Appendix C for additional information on the multi-tenant building.

### **Background/Justification:**

Allegany Business Center is a technology park specifically developed for the purpose of attracting high-end research, development, and/or production companies that would benefit, directly or indirectly, from facilities available at Frostburg State University. Although basic site work and infrastructure are complete, a tenant-ready building that could be readily fit-out for occupancy by an agency or company would greatly enhance the marketability of the park. As stated in the accompanying proposal, the building would incorporate three bays that could be used separately or in conjunction, for a total of fifteen thousand square feet.

### **To implement initiative action needs to be taken by:**

***Federal Government:*** Congressional Delegation support for [ABC@FSU](#), and help with future project funding

***State Legislature:*** Mountain Maryland Delegation support for [ABC@FSU](#) and help with future project funding

***State Agency:*** Department of Business & Economic Development - Continue to market [ABC@FSU](#) to Biotech and advanced technology companies, as well as to private developers; and funding for additional site development

***County Government:*** County has two alternatives possible to help secure funding: attempt to obtain State and Federal support for the entire project, or, under a private development scenario, obtain grants for site development costs

***Business Community:*** Assistance in Marketing [ABC@FSU](#) to businesses and private developers, as well as lobbying for additional funding

**Education Community:** *Frostburg State University can use the proximity of ABC and the advanced research capabilities of the Science Buildings on campus to attract mutually beneficial businesses to the County, as well as lobbying for additional funding*

## **Garrett County Vocational School**

### **Description/Goal:**

This project consists of having a vocational school available in Garrett County for both adults and students alike. There are shortages in many areas including machinists, auto repair and construction trades. This facility is envisioned to fill the same gap that Career Center in Allegany County fills.

### **Background/Justification:**

While Garrett County schools have been very competitive throughout the state, they are still lacking in one essential field. In order to retain local talent there needs to be a facility that can educate and train individuals in the vocational trades. This is currently available in both Allegany and Washington Counties and it is too far to bus students to another county. With the considerable housing boom in and around Deep Creek Lake, contractors are stretched very thin and are in high demand. The initial phase of this project has been completed and some classes are already being offered such as welding, electronics and robotics. The project should be completed by the spring of 2011 and a expanded curriculum will already be available for the fall of 2010.

### **To implement initiative action needs to be taken by:**

***State Legislature:** Support and funding to build a new vocational school forward for Garrett County in the Capital Improvement Plan*

***State Agency:** Department of Budget and Management – Support and funding to move the new vocational school forward in the Capital Improvement Plan*

***County Government:** Support moving the new vocational school in the Capital Improvement Plan and find location*

***Business Community:** Support moving the new vocational school forward in the Capital Improvement Plan*

***Education Community:** Support the vocational school moving forward in the Capital Improvement Plan*

## **Additional Schools Needed**

### **Description/Goal:**

There appears to be many facilities that are in need or will be needed in the upcoming years in the Western Maryland Region. The shortage of the following facilities has been identified as an issue.

- . Regional School for Autism
- . Training Center for CSX
- . Flight School

### **Background/Justification:**

It has been identified that many children in Western Maryland are afflicted with some form of Autism. Currently there is no school for this area of the state which means parents are forced to either be away from their children while they are sent to schools further away or must choose not to give them the schooling they need. This is not just a distance factor but also one related to finances to send a child to a special school out of the area is extremely expensive.

It is projected that over the next several years, CSX will have approximately 5 – 6,000 people retiring from the company, particularly in middle management positions. This is a great opportunity for the area to retain its youth and make CSX a bigger part of MD. Initial discussions have been held with Frostburg State University but no program has been implemented.

There are a number of pilots leaving the military each year, many who inspire to become commercial flight pilots. This transition flight school is an area not covered in the region and will also serve as a catalyst to the Cumberland Airport who no longer has commuter service. Some activities have been put in place at both Cumberland and Hagerstown however the program needs to be expanded upon.

### **To implement initiative action needs to be taken by:**

***State Legislature:** Support and funding to move these new initiatives forward in the Capital Improvement Plan*

***State Agency:** Department of Budget and Management – Support and funding to move these new programs forward in the Capital Improvement Plan*

***County Government:** Support moving these new programs forward in the Capital Improvement Plan*

***Business Community:*** Support moving these new programs forward in the Capital Improvement Plan

***Education Community:*** University System Board of Regents - Support and funding to move these new programs forward in the Capital Improvement Plan

## **Regulatory / Legislative Issues**

- Federal & State governments establish mandates for education, but do not provide local governments with the funding to implement them (Example: “No Child left Behind”).
  - Federal Government – request additional funding for education be given to the States
  - State Government – Full funding of Thornton Commission
  
- Maryland Broadband Cooperative – Maintain funding to continue the state match to federal funding for the full term of the commitment. State support of the ARRA efforts to complete the project. Funding support to last mile providers would also speed up the goal of providing access to many homes, businesses and schools. The project was denied funding in round one of the competition. An integral part of providing service is state support to share resources currently available in Western Maryland. To date the state has not shown this to be a priority.
  
- Regionalized policies rather than statewide policies would often be more appropriate.
  
- School Consolidation – This issue has been raise in Allegany and Garrett Counties. While Allegany does not appear to be moving forward with this issue, Garrett may be investigating this in the near future. Funding would be required to build a new consolidated school.

## **Infrastructure Development**

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- **North – South Corridor**
- **Continuation of *One Maryland* Program & the Smart Growth Infrastructure Fund**
- **High Speed Broadband Telecommunication Service**
- **Development & Promotion of Greater Cumberland Regional Airport and Garrett Airport**
- **Maintain Highway Trust Fund**
- **Interstate 81**
- **Regulatory / Legislative Issues**

## **North – South Corridor**

### **Description/Goal:**

Completion of a North – South Corridor in Mountain Maryland, which necessitates the completion of Route 219 North of Interstate 68 (I68) and Route 220 South of I68. The lack of a quality north-south interstate transportation corridor places Mountain Maryland at a competitive disadvantage with regard to economic development. Even though the July 1999 report compiled by the Western Maryland Economic Development Task Force identified the need of a north-south transportation corridor as one of its top priorities, there has been very limited progress toward achieving this goal. The Mountain Maryland Counties are working as part of a five state coalition (NY, PA, MD, WV, and VA) to build support for a north-south interstate that would run from the Peace Bridge at the Canadian border to Interstate 81 in Virginia. Funding for a tier one study of 220 South has been reinstated. The Greater Cumberland Committee is working hard to keep this project moving forward. In order to achieve the goal, legislation needs to be amended to allow toll credits to fund these projects.

### **Background/Justification:**

The Western Maryland Economic Development Task Force proposed the north-south transportation corridor through Mountain Maryland follow US 219 north of Interstate 68 to the Pennsylvania line and US Route 220 South of Interstate 68 to Corridor H in West Virginia. This alignment would route north-south traffic along I68 from 219 north in Grantsville to 220 south in LaVale. US Route 219 north of I68 is part of the Appalachian Development Highway System (ADHS) and is eligible for Appalachian Regional Commission (ARC) transportation funding. Funding is available to upgrade 219 north of I68 to four lanes and construction should take place within the next 10 years. However, 220 South of I68 is not part of the ADHS and therefore not eligible for ARC funding. Designating 220 south of I68 as part of the ADHS will require congressional action. See Appendix D for additional information.

### **To implement initiative action needs to be taken by:**

#### ***Federal Government:***

***Short Term*** – Congress needs to approve an additional \$1,200,000 (\$2,000,000 has already been approved) to complete the preliminary engineering necessary to produce an environmental impact statement on 220 South of Interstate 68 to Corridor H.

***Long Term*** – Get 220 South of Interstate 68 to Corridor H included in the TEA2 reauthorization package. Will need \$52,400,000 (State Highway Administration Estimate) for design and right of way acquisition.

***State Legislature:*** Support completion of 220 South of Interstate 68 to Corridor H and lobby Congressional Delegation for action on above initiatives

***State Agency:*** Support from the Department of Transportation, State Highway Administration and Department of Business & Economic Development for the completion of 220 South of Interstate 68 to Corridor H; and lobby Congressional Delegation for action on above initiatives

***County Government:*** Support completion of 220 South of Interstate 68 to Corridor H and lobby Congressional Delegation for action on above initiatives

***Business Community:*** Support completion of 220 South of Interstate 68 to Corridor H and lobby Congressional Delegation for action on above initiatives

## Continuation of the One Maryland Program & the Smart Growth Infrastructure Fund

### **Description/Goal:**

Continued support from the State of Maryland to aid distressed jurisdictions in funding economic development infrastructure projects. Sustain funding for the program at the original level of \$50,000,000.

### **Background/Justification:**

Distressed areas do not have the resources to undertake economic development infrastructure projects that will promote future economic growth. The One Maryland Program was designed to help distressed jurisdictions develop the infrastructure necessary to meet their needs, and to provide businesses tax credits for creating new jobs in a distressed jurisdiction. The One Maryland Smart Growth Infrastructure Fund, a component of the One Maryland Program, originally included a funding level of \$50,000,000 (5 years X \$10,000,000 per year). As of today, the fund no longer exists but money has still been made available through traditional programs. Mountain Maryland would like the State to honor the original commitment of \$50,000,000 even if the funding has to be distributed over a longer period of time.

### **To implement initiative action needs to be taken by:**

***State Legislature:** Mountain Maryland Delegation needs to introduce legislation that will eliminate the sunset provision of the **One Maryland Program** and to modify the **One Maryland Program** to allow proceeds to go back into a revolving fund to continue the program (Currently the proceeds go into the State's general fund); and the State Legislature needs to honor its original commitment of \$50,000,000 to the **One Maryland Program**, even if it takes additional years to fund the program*

***State Agency:** Department of Business & Economic Development needs to support the continuation and enhancements of the **One Maryland Program** and lobby Legislators for action to be taken on the above initiatives*

***County Government:** Support the continuation and enhancements of the **One Maryland Program** and lobby Legislators for action to be taken on the above initiatives*

***Business Community:** Support the continuation and enhancements of the **One Maryland Program** and lobby Legislators for action to be taken on the above initiatives*

## **High Speed Broadband Telecommunication Service**

### **Description/Goal:**

High-speed broadband telecommunication service for all of Mountain Maryland. The goal is to support the Maryland Broadband Cooperative that is currently seeking funding through ARRA to complete the entire project including Western Maryland. With or without ARRA funding, a resource sharing agreement with the state of Maryland would immediately reduce costs to local governments in Western Maryland. The state has not moved forward with this agreement for unknown reasons.

### **Background/Justification:**

Historically, rural MD has lagged the rest of the state in deployment and use of high-speed broadband telecommunications infrastructure. The result has been slower economic development, higher telecom costs and inferior services available to businesses, education and residents. Local activities have made progress including Allconet2, SAILOR MD Library network, USDA Oakland Grant, but much remains to be done. Private sector telecom providers need to justify investment in rural MD to fully deploy broadband at competitive rates to all users.

In September 2003, the United States General Accounting Office (GAO) provided testimony before the Committee on Small Business in the House of Representatives; stating that the lack of infrastructure for high-speed telecommunications in rural areas is one of the barriers to locating federal agencies in these areas. (The Rural Development Act of 1972 required federal agencies to develop policies and procedures that would give rural areas first priority when locating new offices and other facilities. The Rural Development Act has not been an important factor in determining the location of new federal offices.) See Appendix D for additional information.

In September 2003, the State of Maryland Task Force on Broadband Communications Deployment in Underserved Rural Areas was established as a result of Senate Bill 487 / House Bill 697. This Task Force will examine ways to bring broadband services to rural areas.

Current telecommunications service providers, such as Verizon, are able to provide DSL and cable service to households and small businesses that have low bandwidth requirements. The projects underway in Allegany & Garrett Counties will offer broadband capabilities that are robust enough to attract broadband dependant employers, as well as support local public agencies and educational institutions. Garrett County is utilizing fiber and Allegany County's Allconet2 project is utilizing wireless technology.

Allconet2 will build a wireless telecommunications system based on state-of-the-art proven technologies to deliver high-speed Internet connections to businesses and other users in central and western Allegany County and adjoining areas. All private sector customer contacts will be through private partners, either local Internet Service Providers

or other private signal carriers as may be required. The goal is to provide affordable, reliable services ranging from basic broadband to clear channel DS3 connections. Allegany County is seeking a final partnership for about \$600,000 to complete the final work for this project. – Accomplished

Most recently the Maryland Broadband Cooperative is laying fiber throughout Maryland and is scheduled to begin work in Western Maryland by 2010. This would include state funds as well as federal funds potentially from EDA and ARRA. Much of the project is already complete on the Eastern Shore of Maryland but funding to complete western Maryland is not yet in place.

**To implement initiative action needs to be taken by:**

***Federal Government:***

***Garrett County Long Term*** – Congressional Delegation support for the development of plans for broadband high speed access for the balance of the County, and help with future project funding

***State Legislature:***

***Allegany County Short Term*** - Mountain Maryland Delegation support for the completion of Allconet2, and help with final project funding

***Garrett County Long Term*** – Mountain Maryland Delegation support for the development of plans for broadband high speed access for the balance of the County, and help with future project funding

***State Agency:*** Technology Development Corporation (TEDCO) and Department of Business & Economic Development (DBED) need to continue pushing for high-speed broadband capabilities for all of Maryland, and provide funding support for the continuation of the Allegany & Garrett County projects

***County Government:***

***Garrett County Short Term*** – Develop and complete the USDA funded initiative to create a high speed, broadband network in the Oakland area.

***Garrett County Long Term*** – Develop plans for broadband high-speed access for the balance of the County through additional private and public partnerships.

***Business Community:***

***Garrett County Long Term*** – Support for the development of plans for broadband high speed access for the balance of the County, utilize the new broadband service and lobby for future project funding.

***Education Community:***

**Garrett County Long Term** – Support for the development of plans for broadband high speed access for the balance of the County, utilize the new broadband service and lobby for future project funding.

## **Development & Promotion of Greater Cumberland Regional Airport and Garrett County Airport**

### **Description/Goal:**

Coordinate the promotion of the development and marketing of the two airports through presentations and integration of the airport's plans into other regional development plans. Assist in the implementation of the Airport's strategies and Airport Improvement Plan (AIP).

### **Background/Justification:**

The Potomac Highlands Airport Authority (PHAA) is ready, willing and able to advance their existing strategies and implement their Airport Improvement Plan (AIP). With a rejuvenated Board of Directors and a part-time airport manager, the PHAA is now ready to accelerate the marketing of the airport properties and buildings as well as other development opportunities in and around the airport. They're looking for assistance in bringing the community together to help advance this plan. The economic development of the airport is extremely important, and at this point, effective marketing must commence. This marketing consists initially of bringing the local community together to see what is available and to coordinate marketing resources. This coordination would involve state and local governments as well as the private sector in both Maryland and West Virginia. This increased development around the airport would help the PHAA goals of building and expanding the Fixed Base Operations and maintenance capabilities at the airport. Ultimately, this would help to bring the PHAA closer to self-sufficiency, and to lessen the financial burden on public funds. Additionally, the importance of an active source of air transportation to economic development cannot be understated.

Recently the Garrett County Airport just finished doubling the size of its runway from 2,500 ft to 5,000 feet. This extension will open up a world of possibilities to the airport and allow for increased marketing and promotion. Funding to support commuter access is a major stumbling block to marketing the airports.

### **To implement initiative action needs to be taken by:**

*County Government: Support development efforts of Greater Cumberland Regional Airport and Garrett County Airport*

*Business Community: Support development efforts of Greater Cumberland Regional Airport and Garrett County Airport*

## **Maintain Highway Trust Fund**

### **Description/Goal:**

Ensure that Highway Trust Fund monies are utilized only for the purpose of maintaining and enhancing transportation related infrastructure, and that there are adequate funds available in the future to meet the needs of the **entire** State. Any increases in State of Maryland transportation related fees or taxes should be earmarked for the Highway Trust Fund. Currently the Highway Trust Fund is being utilized to supplement the general fund as budget issues continue to get worse.

### **Background/Justification:**

The Highway Trust fund has been historically used to support the maintenance and improvement of transportation related infrastructure; however these monies are being diverted to supplement other areas of Maryland's budget. Mountain Maryland is very dependant upon funding from the Highway Trust Fund due to the severity of winter weather in these two counties and the impact snow/ice removal has upon the budgets of county and local governments.

### **To implement initiative action needs to be taken by:**

***Federal Government:*** Increase federal funding to the states for the purpose of maintaining and enhancing transportation related infrastructure.

***State Legislature:*** Earmark any future increases in transportation related fees or taxes for the Highway Trust Fund; Mountain Maryland Delegation support for adequate funding of Highway Trust Fund.

***State Agency:*** Department of Transportation, State Highway Administration, Department of Business & Economic Development support for earmarking any future increases in transportation related fees or taxes for the Highway Trust Fund; lobby for adequate funding of Highway Trust Fund.

***County Government:*** Support for earmarking any future increases in transportation related fees or taxes for the Highway Trust Fund; lobby for adequate funding of Highway Trust Fund.

***Business Community:*** Support for earmarking any future increases in transportation related fees or taxes for the Highway Trust Fund; lobby for adequate funding of Highway Trust Fund.

***2004 Legislative Session Note:*** The General Assembly passed legislation to generate \$237 million from motor vehicle fee increases to be utilized for any transportation projects. The bill was signed into law by Governor Ehrlich.

## **Interstate 81**

### **Description/Goal:**

Currently Interstate 81 is only four lanes in the state of Maryland. Efforts are already underway to upgrade the interstate to six lanes in other states surrounding Maryland. While everyone agrees that the upgrade needs to take place, there is currently no funding for this. The project needs to be included in the long term MPO Plan.

### **Background/Justification:**

Interstate 81 has been a key to commerce in Western Maryland and particularly Washington County. When the interstate is upgraded in neighboring states, Maryland would become a bottleneck not only making business bad for commerce but also for local traffic.

### **To implement initiative action needs to be taken by:**

#### ***Federal Government:***

***Short Term:*** Congress needs to complete an engineering study to plan for the upgrade of the existing four lane Interstate to a six lane highway.

***Long Term:*** Money needs to be appropriated for completion of the 12 mile upgrade.

***State Legislature:*** The State legislature needs to support the improvements to Interstate 81.

***State Agency:*** Support from the Department of Transportation, State Highway Administration and Department of Business & Economic Development for the completion of the widening of Interstate 81 and lobby Congressional Delegation for action on above initiatives

***County Government:*** Support upgrade of Interstate 81 and lobby Congressional Delegation for action on above initiatives. The project should be included in the long term MPO plan.

***Business Community:*** Support upgrade of Interstate 81 and lobby Congressional Delegation for action on above initiatives

## Regulatory / Legislative Issues

- Fire Marshall's office does not have adequate staffing to process the paperwork that is necessitated by State regulations in a timely manner.
  - Provide additional funding to Fire Marshall's office for staffing, to reduce the time period for inspections.
- Environmental Regulations – Northeast Transport Zone / Air Emissions

All of Maryland is included in this multi-state "Zone" that layers on substantial regulatory requirements for manufacturers that have permitted emissions. Allegany and Garrett Counties are Attainment Areas; meaning that we meet or exceed the standards for air quality, while the rest of Maryland does not. However, the State made the determination to place all of Maryland in the "Zone," even though Allegany and Garrett Counties could have been kept out.

As an example, in Virginia they have included only the four counties that surround Washington DC in the Northeast transport Zone and kept the balance of the State out. Thus counties in Virginia who are Attainment Areas, like Garrett and Allegany, can offer manufacturers substantially less regulatory restrictions related to air emissions versus Mountain Maryland. Businesses are being forced to reduce the quality of their product or go out of business to adhere to the regulations.

In general the environmental regulations in the State of Maryland need to be more business friendly. Why do our environmental regulations in the State of Maryland need to be stricter than federal regulations?

- Because Allegany & Garrett Counties are Attainment Areas, they should be removed from the Northeast Transport Zone; this would allow the two counties to be more attractive to business prospects
- Total Maximum Daily Loads (TMDL) – Due to the restrictions put upon sewage capacity, growth particularly in Washington County could be seriously hindered in years to come.
    - Adjustments to the TMDLs need to be made or revisited in order to support the efforts of Smart Growth in rural areas. Until Maryland submits an implementation plan to the Federal Government, we will not know what steps will be required to complete this initiative.
  - Formal PFA Exemption Process – While there is a clause in the legislation to exempt projects from being located in a PFA (such as hiking trail), there appears to be a formal exemption process but the process does not work to exempt projects, but rather funding sources. This means that each agency (ex.

DBED, MDP, DNR ect...) has to go through the exemption process creating delays and ultimately adding more work onto the county and state as well.

- Small Town Infrastructure – Funds need to be legislated to assist small towns with the replacement costs associated with aging infrastructure. While mandates have been put in place for compliance with things such as the CSO ordinance, there is no funding to assist with the demands. In particular, water mains that serve PFA areas, currently are not eligible for funding if they are outside of the PFA.
- SHA Permitting – Due to the cutbacks in personnel across the State, SHA has taken regional permitting issues and moved them back into the hands of the State. Projects are experiencing long delays to get through this process. Bringing this function back to the regional office would solve this issue. The issue appears to be getting worse due to retirements and budget cuts.

### **New Initiatives**

- Land Acquisition – In rural areas, the government is the primary developer of industrial parks. Funds should be available to help the local governments grow this initiative.
- Water and Sewer Line Upgrades – Changes should immediately be made to legislation to recognize the replacement of water and sewer lines serving PFA's but not located in PFA's should not be required to go through the exemption process causing timely delays.
- Storm Water Management – Smart Growth regulations may be implemented on residential lots which would substantially increase the cost of building. Areas with no or little growth should not be included in this legislation.

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## Tourism

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- **“Virtual Visitor Center” Kiosk Development - Accomplished**
- **Adventure Sports Center**
- **Garrett County Recreational Trails System**
- **Western Maryland Promotion**
- **C&O Canal Rewatering – Railroad Bridge**
- **Regulatory / Legislative Issues**

## **“Virtual Visitor Center” Kiosk Development - Accomplished**

### **Description/Goal:**

Creation of a wireless network of touch screen kiosks that provide information about tourist attractions, natural resources and local businesses will increase the volume of tourist expenditures in Allegany and Garrett Counties and make the visitor experience more friendly and seamless. Local tourist development agencies have begun the pilot phase of this network through an application for telecommunications grant of \$50,000 from Appalachian Regional Commission which will deliver software, content and four working kiosks. \$50,000 in local matches have been committed to support that grant. Approximately \$75,000 and technical support from the State are needed to initiate the pilot project during the Fall of 2004 and deploy a network of twenty Virtual Visitor Center touch screen kiosks at high traffic locations throughout Allegany and Garrett Counties.

### **Background/Justification:**

Both counties in Western Maryland have expended funds and committed personnel to the development and on-line delivery of tourism information and stakeholder promotions through flexible, script-driven data bases. The opportunity exists to deliver this information in-market through a mix of existing wireless public networks and direct dial-up connections. Needed technology exists to cost effectively operate and maintain touch screen kiosks at secure locations in high traffic areas. Three key outcomes are expected.

- The visitor experience becomes more seamless, improving visitor satisfaction with travel experiences in Western Maryland.

- Stakeholders who include tourist attractions, hospitality properties, retailers and restaurants can receive the direct benefits of increase visitor mobility in-market and increased length-of-stay.

- Mountain Maryland DMOs will benefit from increased delivery of information 24/7 without a corresponding increase in personnel and fulfillment service costs.

### **To implement initiative action needs to be taken by:**

***Federal Government:*** Congressional Delegation and ARC/EDA Funding Entities support the development, deployment and operation of a Virtual Visitor Center Kiosk Network and help with funding.

***State Legislature:*** Mountain Maryland Delegation support the development, deployment and operation of a Virtual Visitor Center Kiosk Network and help with funding.

***State Agency:*** Department of Business and Economic Development support the funding of initial network operation (50% of deployment cost) and help with future software development, content development and network maintenance

## **Adventure Sports Center**

### **Description/Goal:**

Continued funding of the Adventure Sports Center Complex

**Short Term** – Design and build the entirety of Phase I of the Adventure Sports Center Complex. Obtain the Governor’s support for the project and \$1,500,000 in State funding to build the Adventure Sports Center building. **(ACCOMPLISHED)**

**Long Term** – Obtain State approval and funding support for Phase II - Garrett College Community Athletic and Recreation Center. (This component of the initiative is also contained in Community Support Services Initiative #5). – This project funded and moving forward.

### **Background/Justification:**

The Adventure Sports Complex will complement existing tourism assets in Mountain Maryland that will attract additional people to the area, and will offer them a greater variety of activities to lengthen their stays. It will also provide a drought-resistant whitewater venue that will be unique in the United States, providing the “point of difference” to draw attention to Mountain Maryland in advertising and promotional campaigns throughout the eastern United States.

### **To implement initiative action needs to be taken by:**

**Federal Government:** Congressional funding support via an EDI earmark in the Congressional budget.

**State Legislature:** Mountain Maryland Delegation support and promotion of the Adventure Sports Center Complex project.

**State Agency:** Department of Education funding support for Garrett College Community Athletic and Recreation Center – 60% of project cost.

**County Government:** Project support and funding for Garrett College Community Athletic and Recreation Center – 40% of project cost.

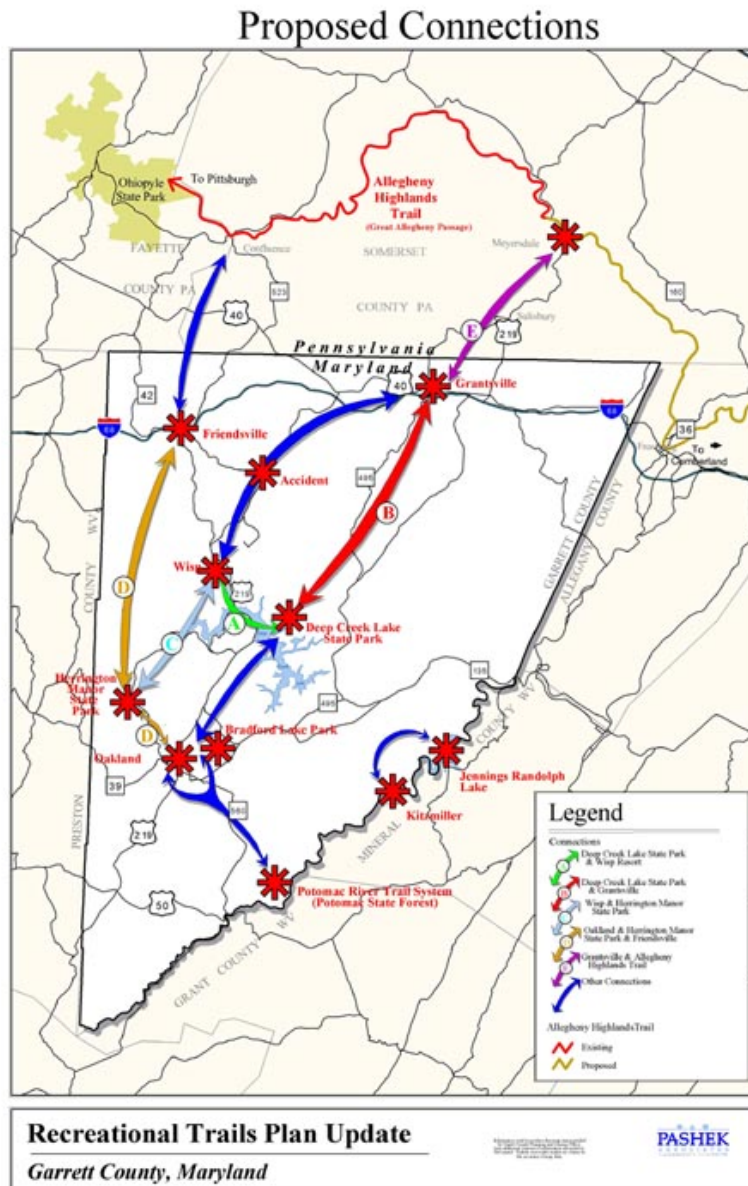
**Business Community:** Support for Adventure Sports Center Complex project

**Education Community:** Support for Garrett College Community Athletic and Recreation Center

# Western Maryland Recreational Trails System

## Description/Goal:

Develop a system of Garrett County bike trails that connect to or are proximate to the Allegheny Highlands Trail (AHT) that can be marketed in conjunction with the AHT.



To make the Garrett County Recreational Trails system a reality, Garrett County needs to secure State and federal dollars. We need the continued support of the Department of Natural Resources (DNR), to help fund the development of the trail system as well as their aid in utilizing State property for the trails. Thus far, DNR has funded the

improvement of the trails that are located on State lands. For this project to continue moving forward, it is vital for the DNR to continue its financial support of developing the trails that go through State lands.

To date, the progress of this project has relied upon the efforts of local residents volunteering their time with limited staff time from the Garrett County Economic Development Department. The progress and timely implementation of this project would benefit immensely from the addition of a part-time staff person, who could be solely dedicated to this trail project.

The business community has also been a tremendous asset in the development of the Garrett County Recreational Trails. They have devoted their time to make this project a reality, as well as funds to help move the project forward. The Wisp has committed to completing the portion of the trail from the Wisp Resort to the intersection of Marsh Hill Road with Sang Run Road. Numerous other businesses have also stepped up to make contributions towards the trail project. Additional business support is being solicited through the Garrett County Chamber of Commerce, until a 501(c) (3) business can be set up for the Garrett County Recreational Trails program.

This trail system will ultimately link to the Allegheny Highlands Trail and the Great Allegheny Passage which will create a link from Pittsburgh to Washington DC and have many segments that branch out into Allegheny and Garrett County, Maryland.

**Background/Justification:** A Mountain Maryland trail system would open up the region to a whole new market of individuals. The region is well suited to offer bikers challenging courses as well as a haven of rest and relaxation with its many amenities and activities. A vast array of trails and activities would entice bikers to extend their stays overnight in Mountain Maryland.

Both the Allegheny Highlands Trail and the C&O Trail have segments located in Allegheny County. Both trails have very high regional awareness and to some extent, national awareness. An expanded trail system that would offer additional opportunities to experience more of Mountain Maryland, perhaps even trails that incorporate old logging railroads proximate to rivers would be very popular and a huge enhancement to our “Tourism Inventory of Assets.” This enlarged trail system would enhance the shoulder seasons in addition to expanding the length of stay for many visitors. See Appendix E for additional information.

**To implement initiative action needs to be taken by:**

***Federal Government:** Congressional Delegation support and promotion of the Garrett County Recreational Trails project, and help with future project funding*

***State Legislature:*** Mountain Maryland Delegation support and promotion of the Garrett County Recreational Trails project, and help with future project funding

***State Agency:*** Department of Natural Resources continued support for the Garrett County Recreational Trails, and funding support for the projects

***County Government:*** Project support, provide a part-time staff person who would be dedicated to the Garrett County Recreational Trails project, and project funding

***Business Community:*** Support for Garrett County Recreational Trails, and provide additional project funding

## Western Maryland Promotion

### **Description/Goal:**

Undertake several promotional campaigns / initiatives that will market Western Maryland:

- Western Maryland Packages that incorporate activities in Washington, Allegany & Garrett Counties
  - Set-up a Western Maryland Promotion Committee to use the Inventory of Assets to develop a regional marketing program, (Such as: linking tourism websites, developing Travel Packages that incorporate activities for both counties, creating statewide awareness of Western Maryland as a travel destination. The concept of two counties coming together to pull their resources and market themselves as a single entity is revolutionary for Maryland. To that end, Western Maryland would like to leverage State and federal funding to help support their marketing efforts.
  
- Mountain Maryland license plates
  - Request Western Maryland Delegation to introduce legislation that will create the Mountain Maryland license plate. Will include Washington County.
  
- Mountain Maryland signage (Eastern Allegany County border and West Virginia border on Interstate 68)
  - Each county has already received matching funding for new signage; we need to make sure the signs for Allegany & Garrett counties include the Mountain Maryland designation. - ACCOMPLISHED
  
- Investigate status of National Road project, and utilize this designation to attract people to the area
  - Have Western Maryland Promotion Committee use this designation to promote local land- marks to bring additional visitors to the area.
  
- Develop a region-wide calendar of events – A joint calendar of events saves for everyone on marketing money as well as creates a larger marketing area.
  
- Western Maryland needs to be mentioned in metropolitan media weather reports (TV, newspaper, radio)
  - Through DBED's Division of Tourism, Film & the Arts (Assistant Secretary Dennis Castleman), create a Western Maryland awareness campaign. This campaign will introduce/educate the State's tourism staff to Western Maryland and all it has to offer. We would also like for Dennis Castleman to facilitate a series of meeting in the metropolitan area with local media outlets that can help get the word out about Western

Maryland. We would also like to see Frostburg State University students do internships with metropolitan media outlets that will allow the students to report on Western Maryland events, which would then be broadcasted down State.

- DNR funding cut backs are impacting Western Maryland tourism attractions
  - Support the Agriculture & Natural Resources Sub-Committee proposal that 10% of timber sales be earmarked for the Department of Natural Resources' budget. This money would then be utilized to ensure adequate staffing of the local operations and to support such programs as the Garrett County Recreational Trails.
- Greater utilization of train rides to bring visitors to Mountain Maryland destinations (e.g. Ski trains, fall foliage packages, fishing excursions, family get-aways, works well with Heritage Tourism since both counties were founded during and because of the trains.)
  - Western Maryland Promotion Committee will utilize this resource in its travel packages. Charlie Amos (retired from CSX) has volunteered to provide his assistance in setting up these train excursions.
- Western Maryland rest areas and exhibit centers were recently closed due to budget shortfalls in WMD. With no interstate stopping points, tourism initiatives are not supported at that level by the state. Funding needs to be restored.

### **Background/Justification:**

Pure and simple—Maryland and especially the two Western Maryland counties are being outspent in tourism marketing. Allegany, Garrett and Washington Counties are compiling a comprehensive inventory of Western Maryland tourist attractions. This inventory will be utilized to create promotional travel packages that attract people to both counties, determine what gaps exist in our attractions (e.g. Western Maryland bike trails), determine opportunities to attract additional visitors, determine factors that are negatively impacting Western Maryland's tourism efforts, and focus on making a wider base of consumers aware of Western Maryland as a travel destination.

### **To implement initiative action needs to be taken by:**

***Federal Government:** Funding for Mountain Maryland tourism campaign*

***State Legislature:** Introduction of Legislation to create a Mountain Maryland License Plate by the Mountain Maryland Delegation; consider legislation to implement special tax credits for the construction or addition of tourism assets similar to a program developed in Kentucky*

**State Agency:** *Department of Business & Economic Development – Division of Tourism, Film & the Arts – assistance with metropolitan area Media Campaign, and financial support for Mountain Maryland Promotional campaign; Department of Natural Resources – increase staffing at local parks*

**County Government:** *Make sure new signage includes Mountain Maryland designation*

**Business Community:** *Will seek members of the business community to serve on the Mountain Maryland Promotion Committee and will solicit their support in hosting a Mountain Maryland visit for DBED's tourism staff*

**Education Community:** *Frostburg State University – Mass Communication Internships that will increase Mountain Maryland awareness*

## **C&O Canal Rewatering – Railroad Bridge**

### **Description/Goal:**

A Railroad Bridge to connect the Scenic Railroad to the CSX main line over the C&O Canal is necessary in order to complete project. The canal re-watering project can not proceed until this step is in place.

Short Term – Design and construct a bridge over the C&O canal to allow the Western Maryland Scenic Railroad to connect to the CSX main line.

### **Background/Justification:**

Several years ago the process of re-watering the C&O Canal began and will be a major economic driver of the region. Centered in downtown Cumberland, once complete it will have a major impact on tourism of the area. Combined with the Allegany Highlands Trail, C&O Canal and Western Maryland Scenic Railroad the Canal Boat rides will make Cumberland a destination for overnight stays and help foster more tourism in the region. Until the bridge is built, the watering of the canal will not proceed.

### **To implement initiative action needs to be taken by:**

***State Legislature:** Mountain Maryland Delegation support and promotion of the Canal Place project and support continued funding of the project.*

***County Government:** Commissioners to support the Canal Place project and funding for bridge.*

## **Regulatory / Legislative Issues**

- Funding cuts to the Department of Natural Resources is impacting Mountain Maryland tourist attractions.
  - Increase funding to the Department of Natural Resources for staffing, through funds that have been generated from state timber sales and then reinvested in the Department.

### **Other items of interest**

- C& O Canal Repair – In 1996 a two mile section of the Canal was washed out in major flooding. Because 43% of the entire canal is located in Washington County it continues to be a major tourist draw. This major safety issue needs repaired as the detour is on a winding road with no shoulders. Several accidents have already occurred. Studies show the repair would draw an additional 58,000 visitors per year.
- Western Maryland Rail Trail – The Rail Trail in Washington County attracts approximately 90,000 visitors per year. This 20 mile trail is to be extended 4 miles in 2008 with an additional 14 miles to be added in the future. The last addition will connect the trail near Paw Paw with the C & O Canal towpath. Funding needs to be identified for this issue.
- Deep Creek Lodging – It is felt that with the opening of Adventure Sports, additional lodging in the forms of Hotels will be needed in the lake area. While there are many rental houses, these units do not fit in with 2 and 3 day stays related to Adventure Sports.
- Potomac River Visioning Process – This project is a collaborative effort to reconnect the City of Cumberland with the river front. Many communities have done this with great success and it has proven to be a huge economic stimulus to the communities. Funding to complete CSO issues ties directly into making the project come to fruition.
- Museum Aggregation – There are many museums in downtown Cumberland. Tying these museums together in one location would not only make the exhibits more attractive but, save money for operations and increase the attractiveness which in turn should increase foot traffic. This would also free up space for other ventures in the downtown area.
- Environmental Learning Center – Efforts are underway to construct an environmental learning center in Western Maryland to take advantage of

our unique geography in Western Maryland. This would serve introduce students to the “green” aspect of living. Rocky Gap has been eliminated as a potential site.

**Attachment II**  
**Meeting Minutes**

Western Maryland Economic Development Commission  
Tri-County Council Regional Strategies Committee  
July 27, 2010  
Education and Technology Workgroup  
Cumberland, Maryland

Minutes

In attendance: Commissioner Gregg  
Jim Hinebaugh  
Guy Winterberg

The meeting was called to order by Guy Winterberg at 10:00 a.m.

1. Purpose and Goals –

Mr. Winterberg gave a brief discussion about the goals of the workgroup. It was stated the object of this workgroup was to update the Education and Technology section of the Western Maryland Economic Development Commission Report. The updated projects and goals from this workgroup will be used in the Comprehensive Economic Development Strategy submitted to EDA to determine funding for upcoming projects. The document will also serve as a guideline for state and local funding and initiatives. Mr. Winterberg explained that the Council had a very short timeframe in which to update the document and that the timeframe for submittal had been changed by EDA to be due June 30. At one month extension was requested and granted by EDA due to the short time frame.

2. Review of Current Initiatives –

a. Gather/ Discuss additional update information

Construction of New IT/Computer Science Building at FSU – Completion of this facility continues to be pushed back due to funding available from the state. The CCIT Building was approved by DBM in February of 2009. While the total funding has not been appropriated, there are hopes that it will be included in this year's capital budget. The project is currently to begin construction in 2011.

ABC@FSU – Frostburg State University is scheduled to begin construction within the year on a new facility dedicated to alternative energy. This project should bring new interest to the park for “green companies”.

Garrett County Vocational School – This initiative should be listed as accomplished by the next update of this document. Garrett County has located a new vocational school in the old Phenix Technology building and

is currently offering welding and electronics, including robotics. The school will begin classes in the fall of this year with the total project to be completed by the spring of 2011.

Maryland Broadband Cooperative – This project is underway but has not yet reached Western Maryland. The project is dependent upon ARRA funding to bring reasonably priced fiber into the Western Maryland region. Local providers will serve as the last mile connectivity. Ultimately, all schools should have fiber connections. This is the number one priority for enhancing education.

- b. Regulatory/Legislative Issues – Current issues still need addressed particularly unfunded federal mandates.

### 3. Discussion Regarding New Initiatives

Due to increasing classes and declining enrollment, discussions have begun in Garrett County related to consolidation of some schools to reduce costs.

The Meeting was adjourned at 10:18 a.m.

Western Maryland Economic Development Commission  
Tri-County Council Regional Strategies Committee  
July 26, 2010  
Community Support Services Workgroup  
Cumberland, Maryland

Minutes

In attendance: A conference call was held at 11:00 a.m. on July 26, 2010. There were no participants in attendance. The minutes from the last regular meeting are listed below.

1. Purpose and Goals –

Mr. Winterberg gave a brief discussion about the goals of the workgroup. It was stated the object of this workgroup was to update the Community Support Services section of the Western Maryland Economic Development Commission Report. The updated projects and goals from this workgroup will be used in the Comprehensive Economic Development Strategy submitted to EDA to determine funding for upcoming projects. The document will also serve as a guideline for state and local funding and initiatives.

2. Review of Current Initiatives –

a. Gather/ Discuss additional update information

Local Affordable Housing Production Capacity – Local affordable housing still continues to be an issue in all three counties. Recently in Allegany County the Housing Authority has acquired a foreclosed development by the name of Cornerstone Hill. This will be turned into low to moderate income housing helping the situation in this county. Other developments are underway but hinge on tax credits in order for the private developer to make the project work. Washington and Allegany Counties are continuing to struggle with the issue as housing prices and in turn rental costs on the rise. New public housing is being constructed in Allegany County to replace older housing units. One of the things that will be added to this section is to address the incidence of foreclosure in all three counties.

Future of Healthcare in Western Maryland – Allegany and Washington County have new Hospitals under construction. The Allegany County Hospital will open this year and the Washington County Hospital is scheduled to open in 2010. Garrett County is currently adding a federally qualified health center. This is the only county in Western Maryland without one. The project should be complete in 2010.

Currently the state of Maryland does not allow small businesses to aggregate their health care plans to take advantage of large groups of people to reduce costs. This needs to be changed to allow for cheaper health care for small businesses.

Small Business Support and Municipal Revitalization – Continued support of the Circuit Rider program is a must. Most recently a shared code enforcement position in the Georges Creek area has been in place for over a year with much success. The main street program has also been successful but could also be expanded upon, particularly in smaller communities.

Child Care – Affordable child care is needed in all areas. The new McHenry Business Park being developed will need to include a child care facility, however this facility will not be completed until the end of 2010. It is anticipated that this will be done in conjunction with Garrett College. Grantsville has recently added a new facility that will help in that area. Also, Allegany College now offers day care for the children of students.

Recreational and Cultural Activities – Many of these topics have been addressed under the issue of Tourism including the CARC in Garrett County. Plans are also moving forward to locate the Trade Enterprise Center at the Garrett County Fairgrounds, it has yet to come under construction.

Plans are now underway to construct a new public boat launch at Deep Creek in the future. DNR will be handling this internally.

- b. Regulatory/Legislative Issues – Maryland needs to enact legislation that allows for small businesses to form a cooperative to purchase health care at a cheaper rate. This has occurred in many states but not yet in Maryland.

### 3. Discussion Regarding New Initiatives

1. Community Legacy Funding – The funding which helps rural areas recently was reduced from \$8 million to less than \$2 million due to budget cuts.
2. Program Open Space – Funding for this program has also been drastically cut to help balance the budgets. Needs to be reinstated.
3. Green Infrastructure – There needs to be more initiatives to help private industry make their facilities “green”. Currently EDA has a program to pay 50% of these costs.

Western Maryland Economic Development Commission  
Tri-County Council Regional Strategies Committee  
Agricultural and Natural Resources Work Group  
July 26, 2010

Minutes

In attendance: Cheryl DeBerry  
Tim Carney  
Guy Winterberg  
Barbara Buehl

The meeting was called to order by Guy Winterberg at 9:00 a.m.

Tim Carney moved to approve the minutes from October 27, 2008 and the motion was seconded by Cheryl DeBerry.

1. Purpose and Goals –

Mr. Winterberg gave a brief discussion about the goals of the workgroup. It was stated the object of this workgroup was to update the Agricultural and Natural Resources section of the Western Maryland Economic Development Commission Report. The updated projects and goals from this workgroup will be used in the Comprehensive Economic Development Strategy submitted to EDA to determine funding for upcoming projects. The document will also serve as a guideline for state and local funding and initiatives. Mr. Winterberg explained that the Council had a very short timeframe in which to update the document and that the timeframe for submittal had been changed by EDA to be due June 30. At one month extension was requested and granted by EDA due to the short time frame.

2. Review of Current Initiatives –

a. Gather/ Discuss additional update information

State Timber Sales Assessment – There has been no change with this initiative. The initiative should be expanded to focus on all invasive species.

Agriculture Land Preservation – Funding for this program has been declining every year. There has been no change in funding status.

Maryland Agricultural and Resource Based Industry Development Corporation (MARBIDCO) – The program continues to be funded but is

still not permanent. The ultimate goal is to have funding increased and have MARBIDCO a permanent component of Maryland.

Wind and Other Renewable Energy Industry Industrial Development – Currently one wind farm is being constructed in Garrett County. No other wind farms have begun to date. Clean energy is still a major focus for the area. The governor has made a decision to keep turbines off of public property.

Mountain Maryland Dam Project – No new action. Possible locations are Casselman River and Town Creek both of which were studied as possible locations back in the 1960's. In order to realistically move forward with this initiative a new study should be completed. These may also be viable project to produce hydro electric power.

b. Regulatory/Legislative Issues

Air Quality – WMD needs to be listed according to actual quality and be considered an attainment area. MD should not be part of the RGGI Agreement. Businesses in Western Maryland are leaving due to the strict regulations. Companies would have to compromise product quality to adhere to the regulations.

Outdoor Wood Boilers – Regulations need to be established to permit Boilers based upon criteria. Actual regulations still do not exist.

Invasive Species – Focus should remain on the Forest Management Plan. Funding from the State of Maryland needs to be made available to help local jurisdictions cope with large costs of dealing with invasive species. Legislation should take a proactive approach rather than a reactive one. A fund should be established to maintain healthy forests.

Gas Leases – Preservation Programs allow for gas leases that are existing, but not allowed once enter into the program unless the well head is on another property. In Garrett County, MDE will not allow gas leases in certain shale structures due to the sludge created in the process even though there are no regulations. Permits requirements related to gas wells need to be clearly defined.

State Inspection Process for Agricultural Products – This initiative has now been achieved for instate sales.

Gas Extraction – Regulations need to be put in place to address the Hydro Fraction process for the extraction of natural gas in the shale formations in Maryland. The permitting process and guidelines related to discharge need to be outlined. There currently is not a close location that could handle the

amounts of discharge from the process. Perhaps a regional treatment plant could be built to handle tri-state discharge. Permits for this process have been applied for but to date no permits have been approved or denied based upon lack of defined regulation.

3. Discussion Regarding New Initiatives –

- c. Regional Food Processing Facility – With agriculture still a major industry in Western Maryland, a food processing facility would enable many farmers to reach market places that financially would not be feasible otherwise.

The Meeting was adjourned at 9:48 p.m.

Western Maryland Economic Development Commission  
Tri-County Council Regional Strategies Committee  
Tourism Work Group  
July 27, 2010  
Tri-County Council, Cumberland, Maryland

Minutes

In attendance: Barbara Buehl  
Guy Winterberg

The meeting was called to order by Guy Winterberg at 1:00 p.m.

1. Purpose and Goals –

Mr. Winterberg gave a brief discussion about the goals of the workgroup. It was stated the object of this workgroup was to update the Tourism section of the Western Maryland Economic Development Commission Report. The updated projects and goals from this workgroup will be used in the Comprehensive Economic Development Strategy submitted to EDA to determine funding for upcoming projects. The document will also serve as a guideline for state and local funding and initiatives. Mr. Winterberg explained that the Council had a very short timeframe in which to update the document and that the timeframe for submittal had been changed by EDA to be due June 30. At one month extension was requested and granted by EDA due to the short time frame.

4. Review of Current Initiatives –

a. Gather/ Discuss additional update information

Garrett County Recreational Facilities – The short term portion of this project will be marked as complete and the long term portion will remain. The project should be going to construction in the near future.

Garrett County Recreational Trails – This project will be changed to the WESTERN MARYLAND RECREATIONAL TRAILS. The need and promotion of trails to take advantage of the Western Maryland scenery is viewed as equally important across the three county area. For this reason, all three counties will now be included in this initiative.

Mountain Maryland Promotion –

- Have the four Scenic byways labeled Mountain Maryland Scenic Byway – no progress
- Sideling Hill Exhibit Center/Friendsville Visitors Center – the only two visitor’s centers in Western Maryland are in jeopardy of being closed

due to budget cuts. It is very important that this Interstate link to our rural area remain a priority.

- Mountain Maryland media – Will remain in.

C&O Canal Rewatering – This project will remain in the report as the railroad bridge is essential to the completion of the canal. Funding has not yet been identified to complete this project.

C&O Canal in repair – No change due to funding cuts.

Western Maryland Rail Trail – No change identified

Deep Creek Lodging – While there are currently many options for rental houses at Deep Creek it was felt that with Adventure Sports Center attracting a large number of visitors that Hotel lodging is not adequate. The goal is to attract a new major hotel to the Deep Creek area and increase the total number of available rooms. This issue is still much needed.

Environmental Learning Center – While this project is still a focus, Rocky Gap appears to be eliminated as a potential site.

Aggregate Museums – Currently there are four museums in the downtown of the City of Cumberland. All museums could benefit from being under one roof.

- b. Regulatory/Legislative Issues
  - DNR Funding – Cuts still effecting tourism.

### 3. Discussion Regarding New Initiatives

There were no new initiatives discussed.

The Meeting was adjourned at 1:30 p.m.

Western Maryland Economic Development Commission  
Tri-County Council Regional Strategies Committee  
July 27, 2010  
Infrastructure Development Workgroup  
Cumberland, Maryland

Minutes

In attendance: Vickie Swink  
Guy Winterberg  
Robert Mandley  
Meg Ellis  
Colleen Peterson  
Jeff Barclay

The meeting was called to order by Guy Winterberg at 2:30 p.m.

A motion was made by Meg Ellis to approve the minutes from October 27, 2009 and seconded by Robert Mandley.

1. Purpose and Goals –

Mr. Winterberg gave a brief discussion about the goals of the workgroup. It was stated the object of this workgroup was to update the Infrastructure Development section of the Western Maryland Economic Development Commission Report. The updated projects and goals from this workgroup will be used in the Comprehensive Economic Development Strategy submitted to EDA to determine funding for upcoming projects. The document will also serve as a guideline for state and local funding and initiatives. Mr. Winterberg explained that the Council had a very short timeframe in which to update the document and that the timeframe for submittal had been changed by EDA to be due June 30. At one month extension was requested and granted by EDA due to the short time frame.

2. Review of Current Initiatives –

a. Gather/ Discuss additional update information

North South Corridor – The wheels have begun rolling on this project although this is considered a long term project. Funding for the Route 220 South bridge were under budget and funds were reinstated to do a tier one study on a new Route 220. This is the first step in the process to begin a new route. Currently it has been narrowed down to three potential routes. This section needs to be added as part of the ADHS. WV has taken the lead on this project. Pennsylvania is on hold for the 219 project from Myersdale to the state line mainly due to funding at this point. Currently toll credits can not be used to fund Appalachian Development Highway projects. It is

hoped that a public hearing will be held this fall to change the language in the SAFET-LU Transportation bill that will change this language. This would free up funds to build the Pennsylvania section of Route 219 to the Maryland border.

Continuation of the One Maryland Program and the Smart Growth Infrastructure Fund – Currently there are no funds restricted to One Maryland Counties. The One Maryland Fund is now part of MEDAF. The main objective now is simply to ensure that funds are appropriated. At that point it becomes an effort to have DBED earmark a portion of those funds for One Maryland counties. Counties have seen no real difference since the fund became part of MEDAF. It was noted that Garrett County is no longer eligible for the One Maryland initiative.

High Speed Broadband Telecommunications Service – The Maryland Broadband Cooperative has requested funding through ARRA to complete a backbone in rural Maryland. Some private providers have already expressed an interest in providing the last mile solution.

Development and Promotion of the Regional Airports – There has been no change in this initiative however it still remains a top priority.

Maintain Highway Trust Fund – Highway trust fund moneys should be earmarked only for maintaining and enhancing transportation related infrastructure. Currently funds can be allocated to other general fund spending. No Change to this,

Interstate 81 –Secure funds to enhance the 12 miles of interstate 81 in Maryland to 6 lanes. This widening project is already underway in Virginia and Maryland could become a bottleneck if not completed. Possible solutions to fund this being discussed but it appears a toll road has been dismissed. The project should be included in the long term MPO plan.

The Garrett Bypass is currently on hold. The acquisition and design are complete but the funding has been cut. No funding has been allocated to date.

TMDL(Total Maximum Daily Load) – The regulations on TMDL's are restricting growth even in Smart Growth areas in western Maryland. Maryland is to be submitting an implementation plan to the federal government in September 2010 that will outline what steps need to be taken on this issue.

Formal PFA Exemption process – This process still needs to be refined.

Small Town Infrastructure – No change due to lack of funding.

b. Regulatory/Legislative Issues –

Fire Marshall – Monies still need to be appropriated to adequately staff the Fire Marshall's office. Responsiveness appears to be getting better but the office is still understaffed and needs improved.

Air Emission Issues – Needs to remain in. WMD penalized for the pollution in Baltimore and Washington. Companies have been forced to compromise the integrity of their products or shut down due to these regulations. Some exemptions need to be made.

SHA permitting – The process for permitting which use to be handled locally with site visits is now handled from down state. This problem is getting worse and continues to delay projects.

PFA – Needs to recognize unique geography in WMD. No exception for this is yet in place.

3. Discussion Regarding New Initiatives

Land Acquisition for Development – Funds should be allocated to allow local governments to acquire land for development in areas where the government is the main developer. This is true in Allegany and Garrett Counties.

Water and Sewer Line upgrades – Many water and sewer lines in rural areas serve PFA's but are not located in PFA's. Because of this issue, they are considered ineligible for state or federal assistance. This should be exempted from the PFA regulation. Of particular interest is a large water main that serves the entire city of Cumberland and comes from Lake Gordon. This is a six foot line that stretches almost 6 miles and is critical to the largest city in the two western most counties.

Mount Aetna Farms Bridge – Funding is needed to construct a new bridge that would tie Eastern Boulevard to Robinwood Medical Center as well as Hagerstown College. The current road can not handle the traffic as that area has become a major economic center. This project must move forward for development to begin.

Storm Water Management – It was noted that smart growth regulations are being implemented on residential lots that could substantially increase the cost of building a home.

The Meeting was adjourned at 3:35 p.m.