

PART III: Economic Information and Analysis

Introduction

The Board of Supervisors of Cumberland Township requested the addition of an economic analysis to this strategic plan. Specifically this request included a:

- Review of regional economic demographics
- Discussion of how Cumberland Township can continue to be a good neighbor and be part of the larger economic base for Adams County and the region
- Potential list of economic development goals
- Review of strategies to meet general development goals.

As part of the review of basic Regional Economic Demographics, the Board requested:

- Current economic statistics
- Trades/businesses/industry of special interest to Cumberland Township
- Goals and Strategies for advancing economic development.

As possible, Economic Development Goals, when identified, are further defined by:

- Township region, type of business, or resource need
- Actionable strategies
- Relevance to township management principles.

It is the general goal of the Cumberland Township Board to provide a competitive advantage for the township, developing strategies to continue the prosperity now enjoyed by its residents. Innovations sought by the Board include a creative approach to plans and policies that promote economic activity, expand existing activities (such as working with higher education partners), better involving and making use of resident volunteers/experts, building public/private partnerships, and finding collaborative economic development opportunities with neighbors.

In addition, the Board is committed to a healthy community where economic development preserves good jobs in an increasingly competitive environment, keeps its human resources in the township, creates new jobs that provide an adequate family income, and reduces poverty and unmet needs among residents.

Regional Economic Demographics

The Gettysburg Micropolitan Statistical Area (Gettysburg MSA)

The United States Bureau of the Census conducts an Economic Census every five years. All the information that follows was derived from the 2007 economic census. The next opportunity to

update this information will be the census of 2012, although most data will not be publically available until 2013.

The Census Bureau redefined the Gettysburg MSA for the 2007 economic census as Adams County. Hence, the data that follow are based upon Adams County as the regional economic development unit. This 2007 data base can be used as an anchor for future studies.

Nonemployer Statistics

Nonemployer businesses are those where the business owner and employee are usually the same person. Often, the person will describe his/her position as “self-employed.” These jobs are seldom included in overall development statistics because they represent small business, often with only one employee (the owner). Nonemployer firms are, however, collectively big business in the Gettysburg Micropolitan Statistical Area with 6,481 businesses and a combined annual payroll of \$264,928,000 as of 2007. Most nonemployer firms provide construction services, closely followed by retail trade. An additional 600 firms provide professional, scientific, and technical services (often consulting). These nonemployer jobs are important to Cumberland Township for several reasons:

- An aging population suggests more individuals will leave their existing employment through retirement then create their own businesses (especially given the educational attainment of many township residents)
- Additional business activity will occur without direct impact upon the environmental or aesthetic values of the community (most firms will be in the home and create no additional need for roads, parking, utilities, etc.)
- This type of development fits well with the historic preservation and values of the region.

The following table summarizes nonemployer firms in the Gettysburg region. The largest number of firms (construction) provides an annual payroll of \$72,482,000, followed closely by 1,025 firms in retail trade. Notice that the income for those in retail trade is less than half the income earned by construction firms.

Transportation and warehousing come in third with 365 firms but an annual income of \$32,599,000. Many of these individuals own their own trucks and hire out to various companies in need of transportation and delivery services. Professional, scientific, and technical services provide 633 firms with an annual payroll of \$17,738,000. These professionals may be consultants, accountants, or have a small Information Technology firm or sophisticated equipment repair firm.

**Nonemployer Statistics
Gettysburg Micropolitan Statistical Area, 2007**

NAICS Code	Description	Number of Firms	Annual Receipts
	Total All Sectors	6,481	\$264,928,000
11	Agriculture, forestry, fishing and hunting	90	\$3,278,000
21	Mining, quarrying, and oil and gas extraction	N/A	N/A
22	Utilities	8	\$400,000
23	Construction	1,110	\$72,482,000
31-33	Manufacturing	137	\$6,352,000
42	Wholesale trade	121	\$9,147,000
44-45	Retail trade	1,025	\$36,453,000
48-49	Transportation and warehousing	365	\$32,599,000
51	Information	79	\$1,551,000
52	Finance and insurance	123	\$4,158,000
53	Real estate and rental and leasing	475	\$29,048
54	Professional, scientific, and technical services	633	\$17,738,000
56	Administrative and support services	464	\$8,709,000
61	Educational services	172	\$2,750,000
62	Health care and social assistance	354	\$7,757,000
71	Arts, entertainment, and recreation	397	\$7,122,000
72	Accommodation and food services	80	\$3,181,000
81	Other services (except public administration)	847	\$22,055,000

There are interesting points found in the previous table. Although agriculture is an important part of the Gettysburg regional economy, there are only 90 firms with an annual income of \$3,278,000. This represents 1.2 percent of all nonemployer firm annual payrolls.

Four other categories of nonemployer jobs should be of interest to the township, as presented in the following table. Each provides relatively stable, good-paying jobs and does not add to the traffic or other challenges facing the township in a growing economy. In addition, services in education and health care offer very stable employment and are expected to grow in the future economy. Those who provide arts, entertainment, and recreation services fit especially well into the economy of the region and bring value-added activities to the community. The characteristics of Cumberland Township residents suggest they would welcome and support the fine arts. Together the non-employer firms in these four categories add over \$26,000,000 annually to the county's payroll.

**Non-Employer Statistics
Gettysburg Micropolitan Statistical Area, 2007**

Description	Number of Firms	Annual Receipts
Administrative and support services	464	\$8,709,000
Educational services	172	\$2,750,000
Health care and social assistance	354	\$7,757,000
Arts, entertainment, and recreation	397	\$7,122,000

The residents of Cumberland Township have a different employment pattern than the rest of the region. As seen in the following table, the census bureau estimated that 2,622 township residents over the age of 16 were employed in 2009. First, it is clear that manufacturing is not a leading employer in the township. The largest group of residents is employed by education, health care, and social services (682 residents or 26 percent of all employed residents). Nothing else comes close although arts, entertainment, and food/accommodations employees follow with 400 workers. Retail trade follows (11 percent of working residents), followed closely by manufacturing at 10 percent. Public administration adds 8 percent of all county employees.

**Civilian Employment
Cumberland Township, 2009**

CIVILIANS EMPLOYED -AGE16 YEARS AND OVER	2,622	100.0%
Agriculture, forestry, fishing and hunting, and mining	77	2.9%
Construction	97	3.7%
Manufacturing	276	10.5%
Wholesale trade	35	1.3%
Retail trade	281	10.7%
Transportation and warehousing, and utilities	124	4.7%
Information	78	3.0%
Finance and insurance, and real estate and rental and leasing	98	3.7%
Professional, scientific, and management, and administrative and waste management services	164	6.3%
Educational services, and health care and social assistance	682	26.0%
Arts, entertainment, and recreation, and accommodation and food services	399	15.2%
Other services, except public administration	104	4.0%
Public administration	207	7.9%

About three percent of all township residents work in each of the following: agriculture, construction, information technology/services, and finance/insurance.

Employment

The U.S. Census Bureau bases employment figures upon that part of the population that is 16 years old and over. In 2009 the number of residents 16 years and over in Cumberland Township was 5,339. Of the residents in that total age group 2,770 were in the civilian labor force, or about 52 percent of total township adult population. Unemployment at 5.1 percent that year was far lower than for most of the state or country. Of the 2,770 in the labor force 140 were unemployed.

As seen in the following table all but eight employed township residents were in the civilian labor force. Hence, Cumberland Township is not a place that attracts *active* military.

**Employment Data
Cumberland Township, 2009 Estimates**

EMPLOYMENT STATUS	Number	Percent
Population 16 years and over	5,339	100.0%
In labor force	2,770	51.9%
Civilian labor force	2,762	51.7%
Employed	2,622	49.1%
Unemployed	140	2.6%
Armed Forces	8	0.1%
Not in labor force	2,569	48.1%
 Civilian labor force	 2,762	 100.0%
Percent Unemployed		5.1%

As seen in the following table, of the 2,622 township residents in 2009 who were employed by a firm, 75 percent (1,963) were wage and salary workers. Another 16 percent worked for a government entity, and 226 were self-employed in unincorporated businesses (9 percent of total). A handful of workers (11) were unpaid family workers.

**Employed Population
Cumberland Township, Estimated 2009**

CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER	2,622	100.0%
Private wage and salary workers	1,963	74.9%
Government workers	422	16.1%
Self-employed in own not incorporated business workers	226	8.6%
Unpaid family workers	11	0.4%

Again, reflecting the educational attainment demographics for the township, the largest group of residents is employed in a management, professional, or related occupation (35 percent of total employed workers). This is followed by 618 residents employed in sales and office occupations (24 percent), 520 residents who are service occupation employees (20 percent), and 282 residents who are employed in transportation occupations (11 percent). An additional 233 residents are employed in the construction trades. This information is summarized in the following table.

**Civilian Employment by Occupation
Cumberland Township, Estimated 2009**

CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER	2,622	100.0%
Management, professional, and related occupations	927	35.4%
Service occupations	520	19.8%
Sales and office occupations	618	23.6%
Farming, fishing, and forestry occupations	42	1.6%
Construction, extraction, maintenance, and repair occupations	233	8.9%
Production, transportation, and material moving occupations	282	10.8%

Building Permits

Monitoring the number of building permits is a key factor when predicting future economic activity for a municipality and its region.

Building permits totaled 330 in Adams County for single home residences for the twelve months prior to July 2001 (see the following table). By July 2010 (latest numbers from the Census Bureau) this number had dropped to 177 annual building permits—a drop of 151 fewer homes per year, or a 46 percent decline in residential building.

Total residential construction costs in 2001 were \$42 million; total costs in 2010 were \$30 million. The total *number* of housing permits decreased 46 percent but the total *cost* decreased 30 percent (*before* adjusting for inflation). From 2001 to 2010, according to permits approved, the cost of a single family home in Adams County rose from an average of \$128,000 to an average of \$166,000 (these numbers also have not been adjusted for inflation).

**Comparison of Annual Building Permits, 2001 with 2008
Adams County, Pennsylvania**

Permit For	Year Ending July 2001			Year Ending July 2010		
	Buildings	Units	Construction Costs	Buildings	Units	Construction Costs
Single Family	330	330	\$42,373,291	179	179	\$29,686,766
Two Family	0	0	0	0	0	0
Three and Four Family	0	0	0	0	0	0
Five or More Family	0	0	0	0	0	0
Total	330	330	\$42,373,291	179	179	\$29,686,766

Notice in the above table that for the years preceding July 2001 and July 2010 there were no permits issued for housing units other than for single family units. The last permits for multiple family units were issued in 2007.

The most significant change in building permit patterns occurred between 2008 and 2009, as the following table shows. It is clear that the housing market collapse in Adams County began in 2007 and has yet to begin a recovery. Permits decreased 28 percent from 2007 to 2008, accelerating slightly to 29 percent from 2008 to 2009. This decrease began slowing in 2010 with only a 10 percent decrease in permits from the previous year.

**Single Family Permits and Average Costs, 2007 to 2009
Adams County, Pennsylvania**

Year	Number of Permits	Average Construction Cost
2007	384	\$224,000
2008	278	\$223,000
2009	198	\$188,000
2010	179	\$166,000

For Cumberland Township, these trends will affect future property tax revenues in the long-run and property transfer tax revenues in the short-run. The decline in number and cost of recent housing units leads to projections that the amount of real estate tax collected in 2010 (\$960,000) will not increase in 2011 and 2012. Future increases may remain slight, averaging about two percent a year to 2016. On the positive side, delinquent real estate taxes should not increase over the next five years, staying at about \$12,500 annually. This reality may increase pressure on the Board to increase property taxes (each additional mill raises about \$168,000 in tax revenues).

The decrease in building permits over the past two decades has greatly decreased property transfer taxes, which are now stable at \$90,000 annually. This amount is also expected to remain

constant in 2011, but then predicted to grow \$10,000 each year until 2015 as the number of building permits slowly increases. The \$90,000 transfer tax revenue expected in 2011 is only 34 percent of the revenue transfers generated in 2006 (\$264,000).

Current Employer Business Patterns

Though non-employer firms provide 6,000 to 7,000 jobs in the Gettysburg region, industries with employees provide far more jobs; the 2,082 businesses in the Gettysburg Micropolitan Statistical Area (MSA) employ 31,455 individuals with an annual payroll of \$905,360,000. The following paragraphs highlight the largest industries.

Manufacturing

By far, most employees (8,038) in the Gettysburg MSA and the highest annual payroll (\$298 million) are associated with manufacturing. The two largest manufacturers employ more than 500 employees. As seen in the next table, those firms with the highest payrolls (over \$79 million) and have the highest number of employees (2,558) manufacture food products. However, paper, plastics, mineral, and furniture manufacturing also provide a high number of jobs. Together, paper and furniture firms provide about 1,600 jobs with an annual payroll just lower than that for food manufacturers (about \$64 million).

**Size and Payroll of Manufacturers
Gettysburg Micropolitan Statistical Area, 2007**

Product Manufactured	Number of Establishments	Number of Employees	Annual Payroll
Food manufacturing	21	2,558	\$79,300,000
Paper manufacturing	7	835	\$41,163,000
Plastics manufacturing	8	N/A	\$23,829,000
Nonmetallic mineral manufacturing	10	531	\$18,460,000
Furniture manufacturing	13	756	\$23,590,000

The number of production workers for regional manufacturers averages 6,580 each year with a total annual salary of \$215,925,000. However, looking only at number of employees does not do justice to the total economic contribution of these 137 manufacturing firms. In addition to the payroll for thousands of residents, manufacturers contribute a value added component of \$1,123,337,000 each year to the Gettysburg MSA economy. That means the wages earned by those in manufacturing were dispersed throughout the region generating another one billion dollars in economic activity. These firms also bought materials in the sum of \$1,385,692,000 and invested a total of \$48,930,000 in capital investments in 2008 alone.

Health Care

By number of employees, health care and social services follow manufacturing with 3,887 employees. In terms of payroll, however, health care greatly outpaces most other employment opportunities in the region. As seen in the following table, 185 health care establishments exist in the Gettysburg MSA. About one-fourth of health care workers are associated with hospitals and ambulatory health care (which also comprise 50 percent of all health care establishments), but the largest number of employees work in nursing and residential care. Another fourth are employed as social assistants. Social assistance is provided by 31 firms, or 17 percent of all regional establishments.

**Health Care Employment
Adams County, 2007**

Health Care and Social Assistance	Number Employed	Percent Total Employed	Annual Payroll	Number Establishments
Total	3,887	--	\$130,280,000	185
Ambulatory Health Care	947	24%	\$47,442,000	92
Physician Offices	425	11%	\$27,995,000	37
Dentists	160	4%	\$5,478,000	21
Therapy Services	46	1%	\$2,552,000	4
Outpatient Care	N/A	N/A	N/A	4
Nursing/Residential Care	221	6%	\$2,738,000	25
Social Assistance	995	26%	\$14,994,000	31
Child Day Care	N/A	N/A	N/A	18
Hospital	N/A	N/A	N/A	1

Businesses most attractive to, and attracted by, Cumberland Township include the health care and social assistance business. Small health care businesses in particular contribute to the economy without harming the area's community aesthetics. Also, these businesses seem to flourish in rural areas and do not need to be clustered with other commercial entities to be successful. Especially suited to Cumberland Township are physician and dentist offices, therapy services, and outpatient care. For these businesses the suburban and rural settings of Cumberland Township are very attractive. Social assistance also provides steady employment that does not always require additional buildings to add to traffic in the township (most employees are working on-site in homes or other places of business).

Health care will be a growing field as the population ages and as more technology is introduced into care. At present, the Gettysburg MSA is host to 37 physician offices that hire 425 individuals with an annual payroll of almost \$28 million. The area's 21 dentists employ 160

individuals with an annual payroll of over \$5 million. Social assistance has 31 business establishments with 995 employees and an annual payroll of \$15 million.

Perhaps the most promising area of economic development is nursing and residential care. There is a growing need for these facilities and the aesthetics and location of Cumberland Township are ideal. It also provides a prestigious address (Gettysburg) for marketing facilities, and its local historical/cultural attractions are of interest to retirees. Employment at these facilities is steady, though not all jobs are high paying. But these facilities do require a high number of professionals, including administrators, nurses, healthcare providers, social workers, etc. In 2007 in Adams County 221 individuals are employed in nursing and residential care with an annual payroll of \$2,738,000. Clearly, this can be a growth area for the county and for Cumberland Township specifically.

Education

There are four major educational establishments in the Gettysburg MSA. Two of these are technical and trade schools. The Census Bureau does not provide data individually for these institutions, but the number of employees of the Gettysburg Area School District, Gettysburg College, Harrisburg Area Community College, and Gettysburg Theological Seminary is estimated to exceed 2,000 employees. The only employer with more than 1,000 employees in the entire Gettysburg MSA is the Gettysburg Area School District.

Financial Services

Another business well suited to commercial development in Cumberland Township is financial services. Though, as seen in the next table, most employment is provided by commercial banks, those numbers will increase as financial institutions (including banks) offer more investment and management services. This will be especially attractive to older residents and retired residents.

Primary Financial and Insurance Services Gettysburg Micropolitan Region, 2007

Finance and Insurance	Number Employed	Percent Total Employed	Annual Payroll	Number Establishments
Total	578	100%	\$22,710,000	89
Commercial Banks	350	61%	\$12,460,000	31
Brokerages	N/A	N/A	\$2,009,000	8
Insurance Carriers	168	29%	\$7,123,000	34

Many of the banking and insurance establishments are branches of a regional or national establishment. They provide a vital service to the community and their presence is important to

the attractiveness of the region. Most offices are small and located in commercial clusters. As a rule, these firms do not add to the traffic problems of the area.

Expansion of financial services is important to the region, though many firms prefer a more urban location, including commercial banks and insurance carriers. Banks currently contribute over \$12 million annually into the Gettysburg MSA economy and insurance carriers contribute over \$7 million. Advantages for attracting financial industries include high wages (and thus higher earned income taxes) and the current pool of existing employees from other regions seeking work and ready to relocate. The region could be a focal point for the insurance and health care firms located in Frederick and Harrisburg.

General Services

“General services” consist of a wide range of businesses that address the basic needs of residents. These include automotive needs (sales, repair, maintenance, fueling), personal care (salons and barbers), laundries and dry cleaning, pet care, funeral homes, and many other basic services. These businesses tend to be small (often one to four employees), though automotive firms can employ more than one hundred workers.

Encouraging general services may not be particularly well suited for Cumberland Township. Though frequently smaller businesses, they can contribute to heavy traffic patterns. However, the main disadvantage is that a sufficient number of such establishments currently exist to serve the region and additional businesses are not likely to be successful due to existing competition. Further, those areas in Cumberland Township best suited to host these businesses are nearest the Borough of Gettysburg where most established firms already do business.

As a group, general service providers consist of 165 businesses that employ 1,004 with an annual payroll of over \$20 million each year, as shown in the following table. As seen, about one third of all service employment is related to automobiles, and about one-third of all service firms are automotive service establishments. There are 55 laundries, 29 personal care establishments, and six funeral homes. The number of established firms and the slowing of population growth do not predict a growing need or number of service establishments. However, two services are growing nationally: personal care and pet care.

**General Services
Gettysburg Micropolitan Region, 2007**

General Services	Number Employed	Percent Total Employed	Annual Payroll	Number Establishments
Total	1,004	--	\$20,207,000	165
Car Repair/Maintenance	297	30%	\$8,036,000	59
Laundry and Dry Cleaning	239	24%	\$4,161,000	55
Personal Care	129	13%	\$1,986,000	29
Funeral Home/Service	32	3%	\$1,156,000	6

Often overlooked is playing host to religious, civic, and professional organizations. These groups already number 118 in the MSA and employ 909 with an annual payroll of over \$13 million. Again, the address is attractive, as is Cumberland Township for a small office. These organizations frequently bring members to the region for meetings and conferences that contribute to the overall economy.

Accommodation and Food Service

Gettysburg is a national attraction—tourists travel there from all parts of the world. Though accommodation and food services clearly relate to tourism, the current ability of the region to expand these businesses is not strong. Visiting the National Parks is often a one day event; as a consequence, the need for accommodations and food services is not growing. In fact, a primary goal of the businesses in the Gettysburg MSA is to provide sufficient reasons for tourists to stay an additional day, thus increasing the use of existing accommodation facilities. As a rule, hotels in the area experience high vacancy rates except for special occasions. Hence, the need for addition accommodations is, at present, non-existent.

That said, 31 travel accommodation facilities employed 1,527 workers with an annual payroll of \$15,867,000 in 2007. As seen in the following table, employment in *travel accommodation* is only about 37 percent of all employees in this category. Most (1,380) employees work for hotels and motels, with another 44 employed by eight recreational vehicle parks. Hotels and motels had a collective payroll of \$13,484,000 in 2007.

**Accommodation and Food Service
Adams County, 2007**

Accommodation and Food Service	Number Employed	Percent Total Employed	Annual Payroll	Number Establishments
Total	4,098	--	\$46,111,000	206
Travel Accommodations	1,527	37%	\$15,867,000	31
--Hotels and Motels	1,380	36%	\$13,484,000	21
--RV Parks	44	1%	\$1,430,000	8
Food Service/Drinking	2,571	61%	\$30,244,000	167
--Full Service Restaurant	1,496	37%	\$19,056,000	77
--Limited Service	935	21%	\$8,826	68

The area's 167 food service/drinking establishments employ 2,571 and provided a 2007 payroll of just over \$30 million. There are 77 full-service establishments and 68 limited service establishments in Adams County. Few of these are in Cumberland Township.

Arts, Entertainment and Recreation

Residents of Adams County have access to 52 establishments that provide fine arts, entertainment, and personal sports. There are alone 11 golf courses and country clubs. In all, 530 are employed in arts, entertainment and recreation services. Though an expansion of arts and entertainment may be healthy for the region, the venues required (theaters, gyms, etc.) tend to be large and expensive. It is not likely these businesses will be again growing until after the current recession.

In general, provision of arts and entertainment venues are limited to the regional hub, in this case the Borough of Gettysburg. In addition, Gettysburg College provides a wide range of arts and entertainment opportunities for the region, some at no cost. This proximity and access to the college is very attractive to those who live in Cumberland Township or who plan to move there.

**Arts, Entertainment and Recreation
Adams County, 2007**

Arts, Entertainment, and Recreation	Number Employed	Percent Total Employed	Annual Payroll	Number Establishments
Total	530	--	\$9,041,000	52
Arts and Entertainment	328	62%	\$4,113,000	14
Golf Courses, Country Clubs and Fitness/Sport Centers	202	38%	\$4,928,000	24

As seen in the previous table, there are 24 golf courses and sport centers. In fact, there are 11 golf courses and county clubs and 13 fitness/sport centers.

Retail Trade

Up to this point in time the retail trade centers in the Gettysburg area have been located to the east of the Borough, including major commercial development in Straban Township. As a result, a trip west from Route 15 on Route 30 takes the rider through a dense commercial area that presents a relatively unattractive welcome into Gettysburg. Though many of the buildings are new, the conglomerate shows a clear lack of planning and is aesthetically very unsightly. Perhaps in the future there will be attempts to make the area more pleasing and welcoming, but such an effort will require considerable capital expense and inconvenience.

The point of this observation is to warn against similar commercial development in Cumberland Township. Though the possibility of similar development is low because it is distant from Route 15, there are areas of the township to the south that could take on a similar appearance—especially the Greenmount area. The potential mix of future retail and accommodation facilities in that neighborhood bear special attention by the planning committee and the Board of Supervisors.

Retail trade may not be an attractive option for commercial development in Cumberland Township because it tends to locate in clusters that bring increased traffic, safety, and security problems. Also, the regional retail economy, at least at this moment in time, seems saturated. Large retailers have taken sufficient market share in the region; smaller stores will have difficulty surviving.

That said, there are specific retail trades of interest to the township, including specialty stores (hobby, history, books, etc.) and gift stores, both of which attract tourists and do not increase traffic since their clientele is already in the region. Specialty stores of all types in the Gettysburg region number 17 (many are sporting goods and other store types perhaps not of interest) with 81

employees and about \$1 million in annual payroll. Clearly, these are very small businesses. Gift stores number 32, hire 147 and have an annual payroll of \$2.5 million.

Non-store retailers include heating fuel dealers (117 employees with a \$4,816,000 annual payroll) and other retailers that offer direct service to homes or businesses.

But a new type of retail trade should be considered for future development in the township: retailers that do not have a brick and mortar facility for customers, preferring to do business on-line or directly with other businesses. This is a growing trend across the county and is well suited to the location and resident characteristics of the township. Often, this is a highly paid profession that deals in on-line products or services.

**Retail Trade
Adams County, 2007**

Retail Trade	Number Employed	Percent Total Employed	Annual Payroll	Number Establishments
Total	3,798	--	\$79,931,000	376
Motor Vehicle and Parts Dealers	682	18%	\$22,522,000	54
Furniture and Home Furnishings	120	3%	\$2,404,000	27
Building Material Dealers	223	6%	\$6,098,000	31
Supermarkets and Grocery	780	21%	\$11,964,000	16
Pharmacies	192	5%	\$4,953,000	12
Gasoline Stations	257	7%	\$3,847,000	30
Clothing Stores	526	14%	\$6,833,000	55
Specialty Stores	92	2%	\$1,535,000	17
Non-store retailers	178	5%	\$5,925,000	24

As seen in the previous table, retail trade in Adams County provides 3,798 jobs with a total annual payroll of \$79,931,000. There are 376 retail establishments.

Motor vehicle parts and dealers contribute 18 percent of all retail sector jobs and 28 percent of total retail payroll. Supermarkets follow with an annual payroll of \$11,964,000 and 780 employees. Pharmacies contribute about \$5 million to the annual payroll in Adams County and building material dealers, clothing stores, and non-store retailers each provide another \$6 million.

The 17 specialty stores (books, hobbies, crafts, historic artifacts, etc.) collectively provide about \$1.5 million in payroll. This niche seems particularly well suited for Cumberland Township as

the number of stores is relatively small and the township locations are closer to the National Parks than other municipalities in Adams County.

Existing Employee Base of Cumberland Township

The Census Bureau estimates 2,622 residents of Cumberland Township were gainfully employed in 2009. Note, however, that employment patterns for the township differ significantly from the general region. For instance, while most employees in the region work in the manufacturing sector, only 10 percent of township residents are employed by manufacturing firms.

Analyzing how individuals commute to their place of work provides additional information. For instance, it can be seen in the following table that 88 residents of Cumberland Township work at home, contributing 3.4 percent of the total workforce (see the following table).

Commuting Patterns of Employees Cumberland Township Residents, 2008

Workers 16 years and over	2,565	100.0%
Car, truck, or van -- drove alone	2,217	86.4%
Car, truck, or van -- carpoled	189	7.4%
Public transportation (excluding taxicab)	26	1.0%
Walked	7	0.3%
Other means	38	1.5%
Worked at home	88	3.4%
Mean travel time to work (minutes)	21.8	

The majority of township residents drive alone to work (2,217 of 2,565 employees or 86.4 percent). Over 7 percent carpool (189 workers), and seven individuals walk to their place of employment.

The average travel time from home to place of work is 21.8 minutes for all commuting employees in the township. It can be assumed from these numbers that most township employees work in the Gettysburg MSA region. The commute to Hanover, York, Harrisburg, or Frederick is longer than 22 minutes.

If economic development is to be encouraged, there must be a plan to do so, matching township goals with specific actions to accomplish those goals. Actions (coordinated with regional interests) might include advertising; working with local, state, and national business organizations; incentives; expansion of utilities (if you build it they will come); and resource allocation within township administration to focus upon economic development.

Land Use in Cumberland Township

Existing Patterns

The pattern of land use in the township is still based to a large degree upon nineteenth-century settlement activities between Marsh and Rock Creeks to the north, west, and south of the Borough of Gettysburg. This area has been largely agricultural for a long time, and remains so today. Even the National Military Park and Eisenhower National Historic Site, which together cover about one quarter of the total area of Cumberland Township (about 5,000 acres out of 22,000 total acres), remain largely agricultural or open space.

Despite the continuing predominance of agriculture in the county, the trend in Cumberland Township for the last half of the twentieth century has been one of residential and, to a much lesser extent, commercial and industrial development. Basically, the Comprehensive Plan of 2000 did not directly address economic development. Section 3, *Land Use Plan*, generally discussed development in the township, but primarily focused upon residential growth. The plan directed growth to three areas of the township: the Central-West Region, the Route 34 Corridor, and the Greenmount Area.

There are two principal areas of the township where suburban land uses are pronounced and several other areas have significant population concentrations. The first principal area is the central-west portion of the township, from Gettysburg to the Marsh Creek municipal boundary along Chambersburg Road (US Route 30) and Fairfield Road (PA Route 116). Between these two roads is a fan-shaped area, the eastern half of which is also now suburban neighborhoods.

The second principal area is north of the borough and the National Military Park's northern precinct, and extends along Biglerville Road (PA Route 34) to the northern boundary of the township. This area includes residential areas developed along Herr's Ridge Road to the west and along Table Rock Road on the east. Commercial development in this area is centered along Old Harrisburg Road (US Business Route 15).

Other areas of significant concentration of residences and businesses include the Greenmount area, along the Emmitsburg Road (US Business Route 15) from the southern areas of the National Military Park to the southwestern edge of the township. This area also includes the Round Top mobile home park and the campground at Taneytown Road (PA Route 134) and US Route 15. Barlow village is also off Taneytown Road near Barlow-Greenmount Road. If areas around Taneytown Road (PA Route 134) and Baltimore Pike (PA Route 97) become commercial corridors, these businesses will be about one mile from the National Military Park.

For these areas of Cumberland Township the change from rural/agricultural land to suburban land has occurred, even though about 60 percent of township residents still live in areas labeled "rural" by the Bureau of the Census.

The Comprehensive Plan of 2000 directed growth to three areas of the township: Central-West Region, the Route 34 Corridor, and the Greenmount Area. The goal was to focus resources (water and sewer, for instance) upon these three areas to provide for growth and to discourage growth elsewhere in the township. Commercial use was limited to the intersection of Route 30 and Herr's Bridge Road, Greenmount around the existing Eisenhower Inn and Conference Center, and short portions of Routes 97, 134, 34, and Business 15. A business park area has gained momentum designated for Route 30 between the highway and the railroad in the Central-West area (now known as part of the Stedding Farm).

Homes, Apartments, and Mobile Homes

Of the residential classifications, single-family detached units predominate. They take the form of ten-to-sixty-unit developments with new local street systems (mostly in the central-west and Route 34 corridor principal urban areas), two-to-twenty-unit rows of residential lots strung along existing local streets and state highways (found throughout the township but still concentrated in the central-west and Route 34 corridor principal urban areas), and sporadic residential lots along existing local streets and state highways found throughout the township.

Single-family attached housing ("townhouse") is basically limited to two places: "The Meadows," off Biglerville Road (PA Route 34), and a moderately-sized development off Chambersburg Road (US Route 30) in the central-west portion of the township. Multi-family housing is not extensive and is spread widely.

Apartments are not numerous and are, again, spread widely throughout the township. The Gettysburg Place Apartments are located on Boyd's School Road and the Devonshire Village development is located in the Greenmount area. The moderately-sized Carpenters Village is located on Fairfield Road and a second apartment complex is located on Chambersburg Road (US Route 30), east of Herr's Ridge Road.

There are two major mobile home parks in Cumberland Township. The first is the Round Top Mobile Home Park at the intersection of Taneytown Road (PA Route 134) and US Route 15. The other mobile home park is located on the western edge of Doersom Airport.

Neighborhoods

Neighborhoods in Cumberland Township are very distinct and separate from neighboring housing clusters. For instance, two neighboring developments, Misty Ridge and Patriots Choice, each has its own entrance/exit. There is no capacity to travel between the two without exiting one neighborhood and traveling to the entrance to another. This is highly desired, probably, by the residents of these neighborhoods who do not relish hosting the traffic of other neighborhoods. It also reflects typical engineering and social behavior for most parts of Pennsylvania.

That said, in addition to the fragmented neighborhoods, housing clusters in Cumberland Township are related more to year of construction than overall planning. Housing is varied, but most is upscale with self-contained developments. More than most townships in the region, Cumberland has been influenced by Gettysburg College and other professionals, including management of local manufacturing firms. This leads to a general difference between the northern end of the township and the south. The south is more defined by agriculture and older residences (agriculture is mostly dairy rather than orchard). The north has more commercial activity and more expensive housing. Then there are strange combinations that have no immediate explanation, such as the proximity of the Comfort Inn to its neighboring cemetery. Those living in the township for a longer period of time seem to have less need for township services, while newer residents desire additional services. The presence of the airport is currently undefined; yet it could serve as a commercial center.

One approach adapted by townships is designating an internal housing development working group (the Board can choose a more appropriate name) to coordinate residential planning and to support future development. This working group might consist of existing Board members, administrative staff, and others from the local community (or representatives such as the Adams County Planning Board, the National Park Service, and the Adams County Economic Development Corporation). The cost of this work group to the township should be none to minimal. The group would discuss and make *recommendations* to the Board regarding:

- Property upgrading
- Land development
- Site planning
- Land use
- Zoning
- Building regulations and ordinances
- Residential inspections
- Aesthetic aspects of neighborhoods
- Amenities such as parks, gardens, playgrounds
- Public amenities such as street lighting, traffic control, and public conveniences.

Commercial Centers

Commercial uses (referring primarily to consumer-oriented retail activity, but also other uses, such as motels) are quite widespread but not that many in number. The township has yet to develop a singular significant business and service center district. Three existing, but significant concentrations of commercial uses are, in fact, somewhat isolated from the centers of residential, population in the township.

The first is immediately north of the Borough of Gettysburg on Old Harrisburg Road. However, the former small shopping center that served as an anchor for this area has since been reinvented

as a satellite campus of Harrisburg Community College. Several small businesses in the area have closed during the recession. The second is the hotel and entertainment complex, and assorted nearby smaller retail operations, in the Greenmount section of the township. This area extends north until the location of the Comfort Inn. The third area runs along Fairfield Road just west of the Borough of Gettysburg. There are small office buildings and retail shops, along with the PennDOT maintenance building. Office space is very limited in the township; most space is located in a small concentration of offices on Fairfield Road, anchored by the Federal Communications Commission building.

Other commercial uses occur periodically along Biglerville Road and Chambersburg Road running west from the Borough of Gettysburg. There is limited commercial activity, including small motels and other small businesses, on Baltimore Pike (PA Route 97) at the edge of the National Military Park. There is also a limited number of small retail operations scattered along this road and nearby Taneytown Road.

Commercial campgrounds are significant land uses in Cumberland Township. Included in this category are the Battlefields Campground on Emmitsburg Road at Ridge Road, the Round Top Campground at Taneytown Road and US Route 15, and the Artillery Ridge Campground on Taneytown Road at Granite Schoolhouse Road.

Land Use Planning

Land use planning should employ a long-term outlook of five to ten years (which can be periodically revisited) and include contingency planning. Many townships include “What if...” scenarios in their planning process. Its purpose is to anticipate external challenges before they happen. It provides a way of always thinking ahead and to avoid uncomfortable surprises. For instance, what if:

- A private equity company suddenly decided to build a major business in the township?
- A major shopping outlet is proposed within the township?
- A need for office space becomes apparent?
- A major local business in the township (or region) shuts down?
- A substantial increase in school taxes makes it more difficult to raise (or sustain) township tax revenues?
- The state sharply decreases its contributions for the township pension plans?
- The Gettysburg Municipal Authority will not accept new applications for water service?
- The Sewer Authority becomes financially distressed, or overwhelmed by new development in the township?

Anticipating potential problems or surprises can greatly reduce the time needed to analyze a new situation or to take action.

Institutional Land Use

Institutional uses have a pronounced presence in Cumberland Township. The south-central area of the community is dominated by visitation and administrative areas, monuments and memorials, Soldiers' National Cemetery, and other portions of the National Military Park and Eisenhower National Site. Educational institutions include a satellite campus of Harrisburg Area Community College and the Gettysburg Area School District, with the district administration, James Gettys Elementary School on Biglerville Road, and Eisenhower Elementary School on Old Harrisburg Road (shared with the Borough of Gettysburg). The privately-operated Adams County Christian Academy has a school east of Biglerville Road, near the township's northern edge. A second private school, St. Francis Xavier, is now under construction in the township

Aams County has its nursing home and prison on a tract off Biglerville Road at the edge of the borough. The Pennsylvania Department of Transportation (PennDOT) and the United States Army Reserve have facilities on opposite sides of Fairfield Road. The Cumberland Township building is further to the west, also on Fairfield Road. The Michael Manor Nursing Home is on Chambersburg Road.

The YWCA/YMCA has two facilities in the township, one straddling the township's boundary with Gettysburg and the other immediately off Fairfield Road. Churches are found mostly spaced along Chambersburg Road and Biglerville Road.

The largest industrial plant in the township is the Schindler Elevator plant on Biglerville Road at Boyds School Road. To the northeast is another significant township industrial use, the Jones yearbook publishing plant. Other industrial uses are smaller and somewhat scattered. Some of the more noteworthy include the Gettysburg Times newspaper publishing plant on Fairfield Road, Ag-Rotors Helicopters and East Coast Helicopters on Emmitsburg Road, and the sawmill on Marsh Creek Road.

Utility plants are limited to electrical substations, Gettysburg Municipal Water wells, and the Cumberland Township Authority's two wastewater treatment plants. A quarry is located on Baltimore Pike at Rock Creek (south from Gettysburg on Route 97).

A private airfield is located at Doersom Airport on Chambersburg Road, to the west of Herr's Ridge Road. This property, and the property surrounding it, has potential for commercial and industrial development.

Land devoted to recreational uses is limited, if the extensive area of parkland within the boundaries of the National Military Park and Eisenhower National Historic Site is not included.

The only other recreational property is the Gettysburg Country Club on the Chambersburg Road, which is currently undergoing renovation and will open as a public venue.

Woodlands are extensive. While much of the township's original forested area was cleared in the nineteenth century to make way for agriculture, substantial woodlands remain, especially those bordering creeks, in floodplains, and in low-lying areas.

Designated Growth Areas

A township working group could specifically plan for clustering new residences in designated growth areas. Such areas would accommodate several types of housing units.

A second working group might be tasked to analyze commercial development. Its makeup and function would be similar to the residential group, but the focus will be upon small business, light manufacturing, professional space, agribusiness, tourism, and other commercial enterprises.

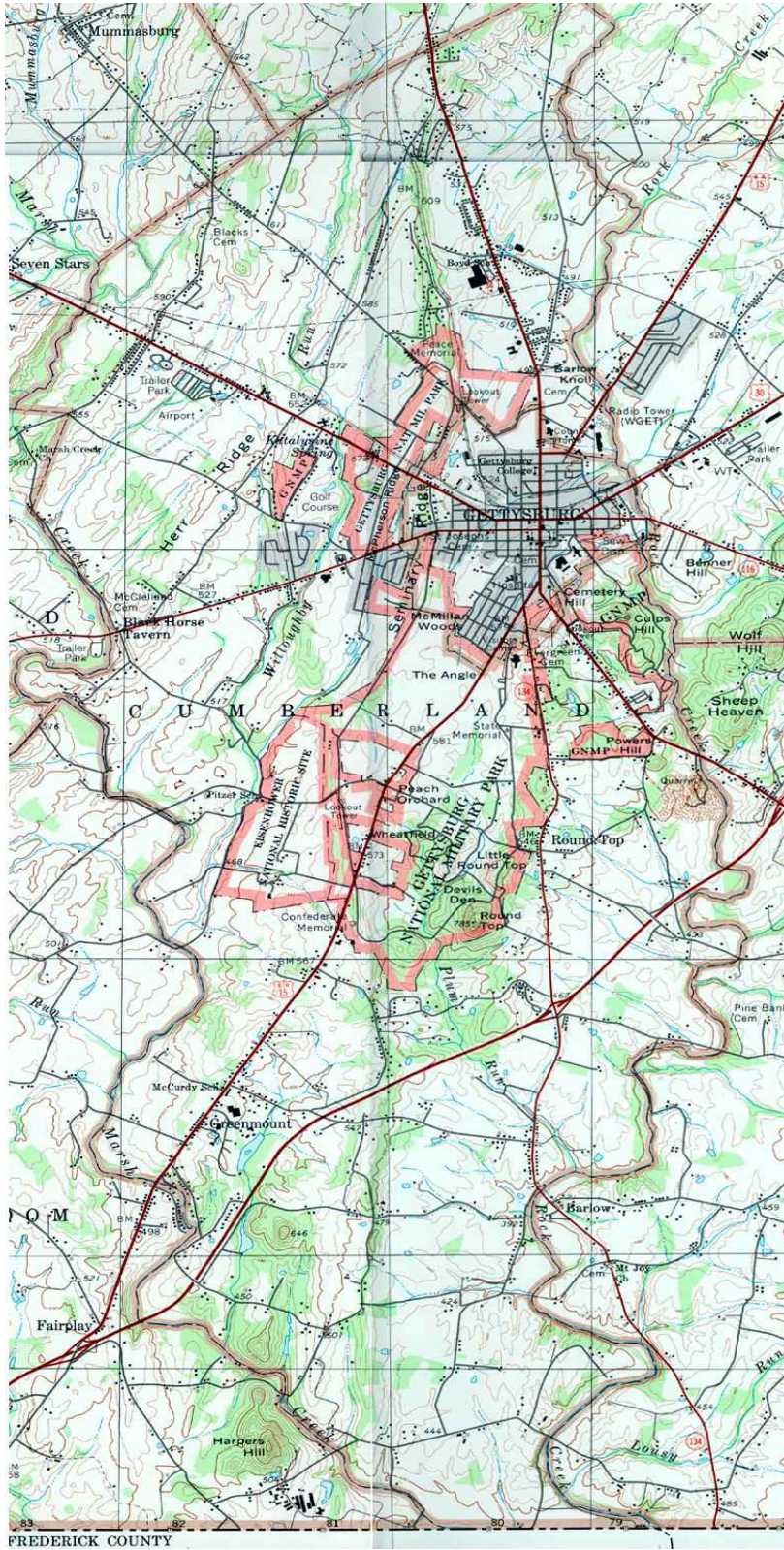
Another approach used by some townships is to establish Designated Growth Areas. For Cumberland Township this would most likely be the southwest corner of its territory (sometimes called the old foundry area) close to the existing Eisenhower Conference Center. Such a designation by the Board could focus needed resources (sewer and water in this case) and send a signal to potential tenants that the township is serious about supporting small business and light manufacturing.

Traffic Patterns

The system of independent neighborhoods in Cumberland Township coupled with the spoke system of roads in Adams County is causing new traffic patterns that were not anticipated when most of the township roads were constructed. Housing patterns have evolved into one ring after another around Gettysburg on the western side of the borough. Some of this pattern is also attributed to the National Parks where streets were designed to accommodate visitors rather than residents and commuters.

Spokes into Cumberland Township consist of Us Route 30 (Chambers burg Road, PA Route 116 (Fairfield Road), PA Route 134 (Taneytown Road), and US Business 15 (Harrisburg Road). Route 97 travels to the south and east

The following map shows how the spoke system is constructed in Cumberland Township.



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However, what were conceived to be and have served as “minor” collector roads, such as Blacksmith Road, Herr’s Ridge Road, Boyd’s School Road, and Black Horse Tavern Road are turning into major arteries within the township. In addition, roads initially planned to accommodate park visitors are increasingly being used as commuter routes or secondary roads for residents. These include Reynolds Drive (which already has a traffic light on Route 30), West Confederate Avenue, Millerstown Road, Wheatfield Road, and Wadsworth Avenue.

Since not every trip originating in Cumberland Township is to the Borough of Gettysburg, the spoke system has become inconvenient (even more so during tourist season). Plus, if economic development is to flourish in the township, transportation to Gettysburg is less useful than transportation to major arteries such as the Route 15 expressway. This suggests that areas to the west of Gettysburg and the Greenmount area will be the first to see the challenges of the present traffic system—and the first to need some type of relief.

Currently traffic patterns are not as challenging as they could be due to the slowing of population growth in the township. That, however, only postpones the need for upgrades—possibly to a time when such upgrades will become more costly.

Not only is the hub system of roads inconvenient, it is also dangerous. These roads are not up to existing standards (an example is where Herr’s Ridge Road intersects with Route 30 and with Old Mill Road). To avoid more problems and to define new patterns, it may be necessary to include existing park roads in traffic planning for the township. It will be necessary to work with the National Park Service for optimal planning and to avoid future congestion problems like those caused by the new Visitors Center on Hunt Avenue.

The Base Realignment and Closure Commission

The outcome of recent Base Realignment and Closure Commission decisions is thought to have implications for Adams County, especially the south-most areas. This federal job reorganization will move hundreds, and potentially thousands, of employees from other parts of the East Coast to Frederick and Fort Ritchie.

Adams County officials have met with the five-member Frederick County Board of Commissioners as “basically just a meet and greet.” Both sets of officials had a public work session to discuss the ramifications of these personnel moves. As with all counties in Maryland, Frederick County maintains roads, schools, garbage collection and landfill, and fire and ambulance (mixed volunteer and career firefighters).

The ability of BRAC to work with a centralized commission in Maryland will prove negative for the fragmented mosaic of municipalities in Pennsylvania. Not only will it be difficult to reach agreement on issues for presentation to BRAC, it will be even more difficult to acquire funding to assist in the relocation. The key is to work with the state’s elected officials to communicate at

that level of government. However, the recent recession has slowed all activity and decisions regarding the BRAC movements.

There are few sources of information available concerning BRAC and its potential impact on the southern counties of Pennsylvania. The more useful include:

http://findarticles.com/p/articles/mi_qa5295/is_20101210/ai_n56535026/

BRAC work could boost Adams County development

Central Penn Business Journal, Dec 10, 2010 by Eric Veronikis

http://findarticles.com/p/articles/mi_qn4183/is_20070424/ai_n19034303/

Baltimore City officials hope to capitalize on opportunities created

Daily Record, The (Baltimore), Apr 24, 2007 by Dori Berman

http://www.gettysburgtimes.com/news/local/article_f236b2fc-196d-5d06-9781-6266a1a0eebc.html

County government targets long-range spending plans by John Messeder, Times Staff Writer
Gettysburg Times

Posted: Wednesday, July 16, 2008 12:00 am | *Updated: 4:22 pm, Wed Jun 2, 2010.*

Potential Township Strategies for Economic Development

A summary of township strategies directed at economic development is presented in the following table.

Economic Development Goals and Strategies for Cumberland Township

General Goal	Specific Township Strategies	Comments
Target non-employer business	<ul style="list-style-type: none"> • Review residential zoning to allow home businesses • Consider commercial centers that cater to small business by sharing office space, support staff, and equipment • Allow construction; information services; professional, scientific, and technical services; administrative support services; and health care/social assistance businesses in private homes • Target arts, entertainment, and recreation services that best match the interests of the township's residents 	<ul style="list-style-type: none"> • An aging population suggests more individuals will leave their existing employment through retirement, only to create their own businesses (especially given the educational attainment of many township residents) • Additional business activity will occur without direct impact upon the environmental or aesthetic values of the community (most firms will be in the home and create no additional need for roads, parking, utilities, etc.) • This type of development fits well with the historic preservation and values of the region.
Work closely with veterans and veterans groups	<ul style="list-style-type: none"> • Create a veteran's business council • Explore a veterans subgroup within the regional Chamber of Commerce 	This group of residents is expected to grow in the coming years
Support AgriBusiness	<ul style="list-style-type: none"> • Allow farmers to have secondary businesses on property • Assist residents gain Clean and Green status 	Examples include Bed & Breakfast, agritourism, and farm stands
Work with regional organizations to keep employer firms in the area	The county and the Adams County Economic Development Corporation are suitable partners to help retain existing commercial development	<ul style="list-style-type: none"> • Manufacturing is the major employer in Adams County, but most Cumberland Township residents work in management or professional positions • Employer support is important to the economic stability of the region •

General Goal	Specific Township Strategies	Comments
Focus on health care and social assistance	<ul style="list-style-type: none"> • Encourage construction of nursing homes and retirement centers • Work within zoning ordinances to keep a campus appearance rather than a high-density housing appearance 	<ul style="list-style-type: none"> • These institutions require a low level of township services • A wide range of jobs is needed by these centers • Gettysburg is a marketable address
Form working partnerships with the regional higher education institutions	<ul style="list-style-type: none"> • Consider resource sharing • Develop a shared executive program • Work with academic departments to provide planning assistance, IT support, and communications • Take advantage of programs offered by the Harrisburg University 	<ul style="list-style-type: none"> • The HACC campus in Cumberland Township is a satellite; the full range of services can be provided by the Harrisburg Center
Attract health care and insurance firms from Frederick and Harrisburg	<ul style="list-style-type: none"> • Meet with executives of designated firms to market the advantages of Cumberland Township 	<p>Advantages include:</p> <ul style="list-style-type: none"> • Rural setting • Easy commuting • Good place for backup services • Reasonably priced real estate (by Maryland standards)
Avoid proliferation of general services	<ul style="list-style-type: none"> • Discourage additional automotive, personal care, laundries, and other basic services 	<p>Disadvantages include:</p> <ul style="list-style-type: none"> • Add to traffic congestion • Need to cluster to be competitive • Local market is saturated • Needed services exist near to the township
Avoid expansion of accommodation and food services	<ul style="list-style-type: none"> • Let other townships and other locations support additional tourist accommodations • Food services, if approved, should reflect the upscale nature of the township • Avoid additional RV parks and campgrounds to minimize township services 	<p>In Adams County there is currently:</p> <ul style="list-style-type: none"> • An existing glut of hotel rooms • High vacancy rates • No market for more rooms
Market arts, entertainment, and recreation venues	<ul style="list-style-type: none"> • Both residents and businesses will be attracted to the county's 11 golf courses and country clubs • Support regional fairs, concerts, art centers, and fine arts 	<p>It is not necessary to add new venues in Cumberland Township; but, if necessary, might be confined to Hunt Avenue</p>

General Goal	Specific Township Strategies	Comments
Limit retail trade to specialty shops and craft/arts centers	<ul style="list-style-type: none"> • Keep the commercial hub for major retail outlets in Gettysburg and to the east in Straban Township • Additional retail outlets would be practical in the Greenmount area, especially through a new use of the Boyds Bears facility 	<p>Disadvantages include:</p> <ul style="list-style-type: none"> • A saturation of retail outlets • Existing dominance of big box stores that make smaller stores difficult to survive <p>Specialty stores seem particularly well suited for existing commercial areas closest to the National Parks</p>
Encourage non-store retailers	<ul style="list-style-type: none"> • Work with the cable franchise to ensure broad band access is available throughout the township • Encourage on-line businesses and business to business firms • Allow, with necessary restrictions, home businesses (there are about 88 now) 	<p>This is a growing enterprise across the country and is well suited to the location and resident characteristics of the township</p>
Continue to use the 2000 Comprehensive Plan to attract economic development	<ul style="list-style-type: none"> • Direct commercial growth to three primary areas: <ul style="list-style-type: none"> ○ Central-West Region ○ Route 34 Corridor ○ Greenmount Area • Aggressively pursue the a proposed commercial center between Route 30 and the CSX mainline 	<p>Take full advantage of existing water and sewer lines, or plan new lines in potential development areas such as Greenmount or extension along Route 30</p>
Traffic Patterns	<ul style="list-style-type: none"> • Work with National Park Service for planning • Expand park roads to serve as commuter roads for residents • Avoid the expense of traffic lights (plan for traffic circles and other alternatives) 	<p>Use planning to specifically overcome the existing disadvantages of the hub and spoke pattern of roads from the Borough of Gettysburg</p>
Plan land use	<ul style="list-style-type: none"> • Establish Designated Growth Areas (DGAs) • Coordinate township DGAs with Adams County DGAs • Work to direct new construction into the DGAs and to avoid sprawl in the rest of the township 	<ul style="list-style-type: none"> • Preserves existing neighborhoods • Showcases the township's support for residential development of all types • May help recruit commercial development • Takes the current zoning plan one step further

General Goal	Specific Township Strategies	Comments
Get help from residents to promote residential planning	Establish an internal residential development work group (the Board may come up with a better name); this is a planning group, not a review group for building permits and development plans which already exists	<ul style="list-style-type: none"> • Coordinates the group's thinking and goals across township departments • Provide public access to the expertise and concerns of the community • Include by invitation other groups and individuals in the township or region • Acts as a sounding board for the Board of Supervisors • Can provide information and analysis for further planning • Can recruit community volunteers with specific expertise
Get help from residents to promote commercial planning	Establish an internal commercial development work group; membership in this group will be by invitation of the Board and can include experts from outside the township (such as the Adams County Economic Development Corporation or the Chamber)	<ul style="list-style-type: none"> • Help attract and recruit potential business • Coordinate thinking and goals across businesses • Provide access to the expertise and concerns of business leaders in the community • Include by invitation other groups and individuals within the business community • Acts as a sounding board for the Board of Supervisors • Can provide information and analysis for further planning • Can recruit volunteers with specific business or economic expertise
Gather information for future planning	Combine the goals of the Designated Growth Areas with the findings of the residential and commercial development work groups into the basis for strategic planning	<ul style="list-style-type: none"> • The ongoing analyses of the work groups could be invaluable to future planning efforts • Planning will be feasible, reasonable, and representative of the township

General Goal	Specific Township Strategies	Comments
<p>Make the National Parks work for the township</p>	<ul style="list-style-type: none"> • Focus on cultural tourism <ul style="list-style-type: none"> ○ Historical, artistic, scientific or entertainment ○ Use the parks to attract a particular type of visitor: <ul style="list-style-type: none"> ▪ Professional conferences ▪ Cultural events and activities ▪ Business development meetings ▪ Specialized tours • Add on to other types of tourism <ul style="list-style-type: none"> ○ Agritourism ○ Arts programs ○ International programs 	<ul style="list-style-type: none"> • Can serve as the foundation for community development attached to cultural and natural amenities <ul style="list-style-type: none"> ○ According to the Advisory Council on Historic Preservation, cultural and heritage tourists stay longer and spend more money than other kinds of travelers ○ Build upon existing attractions, some of which are in Cumberland Township
<p>Consider “cultural districts”—an area within the township where there is a concentration of cultural opportunities</p>	<p>A district might include museums, heritage paths, or performing arts. A district could also serve as an arts center, but the district needs to gain recognition for something specific like wine tasting, gourmet shops and restaurants, or fairs and festivals linked to the National Parks</p>	<p>The township already has a museum district. It can be:</p> <ul style="list-style-type: none"> • expanded but must pay its own way within the township • the center for social networking, crafts, and cultural services • Very individualized—the more nonstandard the services/venues, the better <p>Build districts upon existing culture and historic routes</p>

General Goal	Specific Township Strategies	Comments
Add detail to zoning requests and future planning	<p>This additional information might include:</p> <ul style="list-style-type: none"> • Physical clustering of cultural and historic activities, preferably in the existing museum district • Encourage and help organizations present special events, fairs, festivals, etc. • Encourage and help develop small-sized businesses that focus upon heritage tourism • Analyze existing bus and public service transportation to get traffic off the road • Begin by clustering businesses where water and sewer services already exist 	Such requirements, which could be informal, will help developers shape their projects, and serve as a clear signal from the township regarding expectations
Add detail to zoning requests and future planning	<p>Additional information might include:</p> <ul style="list-style-type: none"> • Physical clustering of cultural and historic activities, preferably in the existing museum district • Presentation of special events, fairs, festivals, etc., sponsored by organizations • Small-sized businesses that focus upon heritage tourism • Use of existing private bus and public service transportation to get traffic off the roads • Clustering businesses where water and sewer services already exist <p>Grant opportunities that help construct public areas located in specific areas (perhaps Fairfield Road or Route 30)</p>	Such requirements, which could be informal, will help developers shape their projects, and serve as a clear signal from the township that a strategic plan is in place
Establish an internal housing development working group	This group would analyze information and make <i>recommendations</i> to the Board regarding property upgrading, land development, site planning, zoning changes, building regulations and ordinances, aesthetic aspects of neighborhoods, neighborhood amenities, and public amenities	This group does not need to hold regular meetings and can be called upon only when needed

General Goal	Specific Township Strategies	Comments
Focus on a singular business and service center district for initial development	Possible locations include: <ul style="list-style-type: none"> • The Gettysburg campus of HACC; as the college expands so can economic partnerships with the township • The Greenmount Area because of its unique access from Route 15 • Route 116 just to the west of the Borough of Gettysburg where a small office concentration already exists 	The <i>type</i> of business is more important than its location; service centers can be placed at a comfortable distance from residential areas
Plan for additional institutional use of township land	The township provides a near perfect location for: <ul style="list-style-type: none"> • Private schools • Nursing homes • Retirement communities • Statewide or national organization headquarters 	Larger institutions can be directed to DGAs and matched with appropriate locations in the township (such as the Greenmount Area for larger businesses and venues)
Plan for a more effective use of the Doersom Airport and surrounding land	Generate development around the Doersom Airport to include: <ul style="list-style-type: none"> • Resorts • Game fields • Preservation of open lands • Outdoor recreation venues and public parks • Transportation-related businesses (warehousing and trucking, for example) • Partnerships with the federal government and regional economic development groups • Support of continuing air traffic support 	An airstrip is an increasingly valuable asset to any community
Monitor the progress of the Base Realignment and Closure Commission	<ul style="list-style-type: none"> • Work closely with elected officials in Frederick County (MD) and in Washington • Participate in direct discussions between Adams County officials and state or federal officials 	The full impact upon Adams County is not yet known as the move of civilian federal workers continues from East Coast sites into Maryland, especially Frederick and Fort Ritchie