



2015 - 2016

Comprehensive Economic Development Strategy Annual Performance Report for Northeastern Pennsylvania

Submitted to the:

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The Northeastern Pennsylvania Alliance thanks the following individuals for their contribution to the development of the Comprehensive Economic Development Strategy (CEDS) process by serving on the CEDS Committee.

2016 Northeastern Pennsylvania CEDS Committee

Stephen Barrouk	Mericle Commercial Real Estate Services	Private
John Casella	Monroe County CareerLink	Public
Philip Condrón	Condrón & Cosgrove Advertising & Communications	Private
David Farrington	SolutionPro, LLC – EnergySmart Buildings	Private
Mark Graziadio	The Honesdale National Bank	Private
Noble C. Quandel	Quandel Enterprises, Inc.	Private
Joseph Sebelin	Pocono Counties Workforce Investment Board	Public
Mary Beth Wood	Wayne Economic Development Corporation	Private

**2015 - 2016 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
ANNUAL PERFORMANCE REPORT FOR NORTHEASTERN PENNSYLVANIA**

Submitted to the:

U.S. Department of Commerce
Economic Development Administration

By the:



Northeastern Pennsylvania Alliance
1151 Oak Street
Pittston, PA 18640-3726
570.655.5581
866.758.1929
www.nepa-alliance.org

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EXECUTIVE SUMMARY

Introduction

The Northeastern Pennsylvania Alliance (NEPA) is regional community and economic development and planning agency that has been designated by the United States Department of Commerce, Economic Development Administration (EDA) as the Economic Development District (EDD) for a seven-county region. As the EDD, NEPA leads the region in the development of a Comprehensive Economic Development Strategy (CEDS) Five-Year Plan that serves as a strategic plan for the region. The CEDS, which is updated every five years, was last updated in December 2013. In the years between CEDS updates, performance reports are prepared that highlight:

- The successful implementation of the CEDS economic strategy;
- Various community and economic development achievements and accomplishments;
- Demographic indicators demonstrating both positive and negative trends within our regional economy; and,
- Potential opportunities that economic development partners can capitalize on to spur economic growth.

This performance report provides the highlights listed above for the 2015 - 2016 Fiscal Year.

Economic Development Events, Observations and Trends

The following are observations and trends in the Northeastern Pennsylvania region.

Business Growth and Entrepreneurship

- Lackawanna, Luzerne and Monroe counties experienced growth in new business start-ups at their incubator facilities. Wayne County has started a business incubator, the Wayne County Business Technology Enterprise Center, which opened in the former Stourbridge School in Honesdale. Carbon County continues to be interested in constructing an incubator. In Lackawanna County, in January 2016, there were eight new incubator tenants that were either located at the Scranton Enterprise Center or the TekRidge Center at the Jessup Small Business Center.
- According to 2014 “County Business Patterns” from the U.S. Census Bureau, the region, at 12.1 percent, has a higher percentage of workers employed in the Manufacturing industry as compared to the state and nation with 10.4 percent and 9.4 percent, respectively. This is a competitive advantage of the region.
- Northeastern Pennsylvania’s business base is overwhelmingly dominated by small businesses. According to 2014 “County Business Patterns” from the U.S. Census Bureau,

there were 22,008 businesses in the region and 73.6 percent of them employed between 1 and 9 people. The nation had 73.8 percent and the state had 71.0 percent.

Department of Defense Presence

- The region's largest industrial employer is Tobyhanna Army Depot, which is the largest full-service electronics maintenance facility in the Department of Defense. The Depot overhauls, repairs, tests, modifies, converts, demilitarizes and provides technical assembly and installation for airborne and electronic warfare systems and associated equipment for the Joint Warfighter. This is a competitive advantage of the region.
- According to "Defense Spending by State for Fiscal Year 2014," a publication by the U.S. Department of Defense Office of Economic Adjustment, Pennsylvania is ranked sixth in the nation defense spending with \$14.2 billion, which is 3.4 percent of the total spending in the nation. There are over 2,000 firms in the region that benefit from defense contracting.

Energy

- Marcellus Shale natural gas drilling activity in the neighboring Northern Tier region has and will continue to contribute to the economy of the Northeastern Pennsylvania. According to an Energy Information Administration report that was cited in an October 23, 2013 Associated Press article by Kevin Begos, *Marcellus Shale Gas Growing Faster than Expected*, "Marcellus production has now reached 12 billion cubic feet a day, which is the energy equivalent of about 2 million barrels of oil a day and more than six times the 2009 production rate." "If the Marcellus Shale region were a country, its natural gas production would rank eighth in the world." The majority of Marcellus gas is coming from Pennsylvania and West Virginia because New York has placed a moratorium on shale gas drilling. This activity, along with the construction of a pipeline, will provide a regional competitive advantage because of the close location of the resource. Liquefied natural gas (LNG) fueling centers have been constructed in the Northern Tier and they have started to be constructed in Northeastern Pennsylvania.
- According to the U.S. Energy Information Administration, in 2015, the Natural Gas Electric Power Price in Pennsylvania was \$2.52 per Thousand Cubic Feet. This is well below the U.S. price of \$3.37. Among surrounding states, only Ohio, at \$2.42, had a lower price. Maryland, New Jersey, New York and Virginia had prices of \$4.06, \$2.96, \$3.51 and \$3.55, respectively. The prices in Delaware and West Virginia were not available. Consequently, Pennsylvania has a competitive advantage over other states due to its lower price for this form of energy.

Infrastructure

- The region is served by three primary interstate highways (Interstates 80, 81 and 84) and two auxiliary interstate highways (Interstates 380 and 476). These highways have been used as marketing for the Transportation & Warehousing industry to locate to the region. There has been a considerable increase in employment within this industry in the last several years. The region is at a competitive advantage because of Interstate 80 is a major east to west route and Interstate 81 is a major north to south route.

Housing

- Housing costs within the region are lower than the state and nation. According to 2010 - 2014 American Community Survey 5-year estimates from the U.S. Census Bureau, the region has a lower median housing value and median rent than the state and nation. This indicates that low housing costs can be an attraction for businesses to locate to the region.

Diversity

- The population has become more diverse. In 2010, the region's population had a minority percentage of 13.3 percent. In 2014, the percentage rose to 15.6 percent.

Tourism

- The Pocono Mountains provide many recreational activities that attract visitors to the region. According to a 2014 Visitor Report about the Pocono Mountains from Longwoods Travel USA, which is the most current available, there were an estimated 25.6 million total person-trips that consisted of 9.3 million in overnight trips and 16.3 million day trips during 2014. Total spending that resulted from overnight visits was \$1.4 billion and total spending that resulted from day visits was \$964 million. According to the Pocono Mountains Visitors Bureau, it contracts every two years with Longwoods Travel USA for the development of a new Visitor Report.

The following are projects that occurred within the region:

Carbon County

- In June 2016, the Carbon Chamber and Economic Development Corporation welcomed Sharps Compliance, Inc., a nationwide provider of healthcare waste solutions, to its 40,000 SF warehouse in Nesquehoning. Sharps Compliance also provides solutions for Occupational Safety and Health Administration (OSHA) compliance and offers scholarships to students who are pursuing a career in the healthcare field.

- According to the Carbon Chamber and Economic Development Corporation website, Ampal, Inc., a global leader in the production of aluminum powder, announced in May 2016 that its production facility in Palmerton Borough will expand by fifty percent and that it will acquire an adjacent industrial property. This will lead to 15 additional jobs.

Lackawanna County

- According to The Scranton Plan, Signallamp Health, LLC, a company that provides monthly checkup phone calls to people with Medicare coverage, was started in Scranton in November 2015. These conversations by registered nurses are done to ensure that patients are on proper medication, going to the doctor for their wellness visit and getting their lab work completed. Over the next three years, 69 new, full-time jobs are expected to be created.
- Select Tissue of Pennsylvania leased a facility in Vandling Borough, Lackawanna County, which will be used for the production of bath tissue, facial tissue, napkins and paper towels. The firm plans to bring 140 new jobs over the next three years.

Luzerne County

- According to CAN DO, Inc., Performance Biomedical, LLC has initiated warehousing operations in the CAN BE Innovation Center. It provides durable medical equipment services to veteran beneficiaries of the Veterans Administration Medical Center and handles storage, delivery and set-up of equipment for veteran patients, including wheelchairs, hospital beds, traction equipment, canes, crutches, walkers and lift mechanisms. The Northeastern Pennsylvania Alliance Procurement and Technical Assistance Center provided assistance in developing the proposal for the five-year, multi-million contract that was awarded by the U.S. Department of Veterans Affairs.

Monroe County

- The Kalahari Resort & Convention Center in Monroe County is constructing Phase II of its facility, which will provide additional hotel rooms and expand the indoor waterpark so that it will become “America’s Largest Indoor Waterpark.” According to its website, Kalahari will create more than 1,000 jobs in the area upon completion of Phase II in spring 2017.
- According to the Pocono Mountains Economic Development Corporation, in July 2015, the Pennsylvania Industrial Development Authority awarded Pocono Mountains Industries a \$500,000, 15-year loan on behalf of Harmony Labels, Inc., a manufacturer of pressure sensitive labels for personal care products, for the purchase and renovation of a building in East Stroudsburg Borough, Monroe County. An additional \$400,000 five-year loan was awarded for the purchase of new machinery and equipment. The Northeastern

Pennsylvania Alliance also provided funding towards the project. The project is expected to create 39 new jobs.

Pike County

- LP Cylinder Service, Inc., which has operated in Shohola, Pike County, for 30 years, expanded its existing business by 56,000 SF, thereby creating several new products and employing 37 new workers.
- Kahr Arms, which recently completed construction of a 40,000 SF manufacturing plant in Blooming Grove Township, Pike County, opened for business on August 11, 2015. It is expected to employ 64 new workers once the manufacturing process begins in 2016.
- All Fresh Farms will soon begin operating its proprietary hydroponic vegetable-growing facility in the 53,000 SF Swiss Maid building in Greene Township, Pike County. The building is designed to produce 100,000 pounds of produce weekly. All Fresh Farms expects to employ 200 people.
- Econo-Pak Packaging, a former New Jersey-based company, began operating in Milford Township, Pike County, early last year. It employs about 500 people with nearly 200 being new Pike County residents.
- Middletown Community Health Center acquired the former Biondo Building in Milford Borough, which is now its center for providing medical treatment to under-insured or minimally incurred residents of Pike County. It employs 14 people at its 9,400 SF facility and expects more hiring.

Schuylkill County

- According to the Schuylkill Economic Development Corporation, Hudson's Bay Company, the parent company of Saks Fifth Avenue, Lord & Taylor and Saks OFF 5TH, will create 207 new full-time jobs at a new facility in Highridge Business Park, Schuylkill County. There will be an e-commerce fulfillment center and a 50,000 SF fashion photography studio at the site. According to the *Citizen's Voice*, 390 jobs at the Lord & Taylor Distribution Center in Wilkes-Barre Township will move to the facility at the Highridge Business Park. The Wilkes-Barre Township facility will continue to employ about 750 people.

Wayne County

- Sutphen, a manufacturer of fire trucks, announced in April 2016 that they will relocate to Lot 4 of the Sterling Business & Technology Park in Wayne County. The company, who will be operating under the name "Sutphen East," will be relocating from Sullivan

County, New York because of the need for additional space. Sutphen, who will bring 40 employees in the relocation, will be the first tenant at the business park.

- According to Kelly Waters in a *Wayne Independent* article, “Open House Held for Co-Working Space,” The Stourbridge Project, a business incubator in Honesdale Borough, Wayne County, had an open house on July 9, 2015. The incubator is located in the former gymnasium of a building that was used as an elementary school. Among the funding that was secured for the project were a \$100,000 grant from the Appalachian Regional Commission and a \$50,000 grant from the United States Department of Agriculture – Rural Development, both used for purchasing technology and equipment. Other funding sources were from the Pennsylvania Department of Community and Economic Development, the Commonwealth Financing Authority and from a Wayne County Community Block Grant.

Goals and Strategies for the Region

The following goals for the region were evolved as a result of the Comprehensive Economic Development Strategy process.

- Retain and Expand Existing Businesses
- Attract New Businesses
- Encourage Entrepreneurial Activity and Innovation
- Link Workforce with Current and Future Job Opportunities
- Build on Energy, Environmental and Agricultural Opportunities
- Inventory and Strengthen Regional Infrastructure

The Northeastern Pennsylvania Alliance, along with other economic and small business development agencies within the region, will continue to collaborate in order to implement the strategies proposed in this plan.

SUMMARY AND INTRODUCTION

The 2015 - 2016 Comprehensive Economic Development Strategy (CEDS) Annual Performance Report for Northeastern Pennsylvania describes the problems, needs, potentials and resources of the region; presents the region's goals and strategies; establishes projects for possible implementation; and outlines the standards for the annual evaluation and update of the planning process.

This CEDS Annual Performance Report for 2015 - 2016:

1. Is in compliance with 13 C.F.R. § 303.7.
2. Provides an updated statistical analysis of the region and, in some cases, compares the region to the state and nation. These data are presented in Appendix A.
3. Lists the current Northeastern Pennsylvania Alliance Board of Directors in Appendix B.

ABOUT THE NORTHEASTERN PENNSYLVANIA ALLIANCE

The Northeastern Pennsylvania Alliance (NEPA Alliance) is a regional multi-county economic development agency providing leadership, planning, expertise and services to regional and local governments, businesses, institutions and individuals through innovative and beneficial collaborations and partnerships to enhance the economic development and quality of life of the area.

The NEPA Alliance was organized in 1964 by the private sector that saw the need for a regional approach to economic and community development issues within the region. The NEPA Alliance is now a public / private sector partnership with representation from government and private sector organizations. The goal of the NEPA Alliance is to provide a quality menu of programs and valuable services that best match the needs of its partners and add value to the region.

The NEPA Alliance carries out its mission within the counties of Carbon, Lackawanna, Luzerne, Monroe, Pike, Schuylkill and Wayne, which have a total population of 1,012,460 people (according to estimates provided by the U.S. Census Bureau, July 1, 2015) and covers 4,476 square miles.

The NEPA Alliance is the designated Economic Development District (EDD) for economic development planning.

The NEPA Alliance is one of seven regional agencies called Local Development Districts (LDDs). LDDs help coordinate community and economic development activities in the Commonwealth of Pennsylvania.

The NEPA Alliance is guided by a fifty-one (51) member Board of Directors, headed by Board Chairperson, Noble C. Quandel, of which forty-three (43) members have voting capabilities. Members of the Board of Directors represent industries, labor, governments, general businesses, professionals and citizens in each of the seven counties that the NEPA Alliance serves.

Jeffrey K. Box, President & CEO of the NEPA Alliance, provides executive leadership working with state and federal legislators to expand and explore opportunities that will be beneficial for Northeastern Pennsylvania. He can be contacted at (570) 655-5581 Ext. 222 or jbox@nepa-alliance.org.

CHAPTER 1

BACKGROUND

This chapter provides background information about Northeastern Pennsylvania. A detailed analysis of its economy by comparing its statistics with those of the state and nation is presented in Appendix A.

The seven-county Northeastern Pennsylvania region is a 4,476 square mile area that includes Carbon, Lackawanna, Luzerne, Monroe, Pike, Schuylkill and Wayne counties. Its major urban centers are primarily concentrated in the 87 miles stretching from Carbondale in Lackawanna County through the Wyoming Valley to Nanticoke and then following Interstate 81 south to Hazleton and Pottsville. The major cities within this belt are Scranton and Wilkes-Barre.

According to the U.S. Census Bureau, the population of Northeastern Pennsylvania in April 2010 was 1,028,926 and in July 2015 the estimated population was 1,012,460. This population decline was concentrated in Wayne County (-3.1 percent), Schuylkill County (-2.5 percent), Pike County (-2.4 percent), Monroe County (-2.0 percent) and Carbon County (-2.0 percent). Lackawanna and Luzerne counties also experienced a decrease with -1.2 percent and -0.8 percent, respectively.

Overall, the region continues to experience a relatively high median age. According to July 1, 2015 population estimates from the U.S. Census Bureau, the median age in the United States was 37.8 years, in Pennsylvania, it was 40.7 years, and the average in the region was 44.7 years.

The population has become more diverse. In 2010, the region's population had a minority percentage of 13.3 percent. In 2015, the percentage rose to 16.2 percent.

Housing costs within the region are lower than the state and nation. According to 2010 - 2014 American Community Survey 5-year estimates from the U.S. Census Bureau, the region has a lower median housing value and median rent than the state and nation.

According to the U.S. Department of Commerce Bureau of Economic Analysis, the 2014 per capita personal income in the region (\$38,879) was below that of the state (\$47,679) and the nation (\$46,049).

Northeastern Pennsylvania enjoys a diversified economic base. The region continues to be extremely competitive and successful as a location for warehousing and distribution centers, back office call centers, medical and health-related office facilities and processing centers, and food processing and distribution. Employment reflects diversification efforts and is not concentrated in any business sector.

Northeastern Pennsylvania's business base is overwhelmingly dominated by small businesses. According to 2014 "County Business Patterns" from the U.S. Census Bureau, there were 22,008 businesses in the region and 73.8 percent of them employed between 1 and 9 people. The single largest industry sectors by employment are: 1) Health Care and Social Assistance, 2) Retail

Trade and 3) Manufacturing. Employment in the Manufacturing sector is dominated by Electronics, Fabricated Metal Products, Plastics and Rubber Products, Food, and Chemical industries. In 2014, the nation had 73.0 percent of its businesses employed between 1 and 9 people and the state had 71.0 percent.

According to 2014 “County Business Patterns” from the U.S. Census Bureau, the region, at 12.1 percent, has a higher percentage of workers employed in the Manufacturing industry as compared to the state and nation with 10.4 percent and 9.4 percent, respectively. From 2000 to 2010, employment in the Manufacturing sector declined by 18,299 or 30.1 percent. From 2010 to 2014, employment in the Manufacturing sector declined by 310 jobs or 0.7 percent. The region experienced a percent decrease as compared to percent increases in the state (1.1 percent) and the nation (5.2 percent). Historically, most of the decreases in employment were attributed to the decline in the region’s Needle Trades, Tobacco Products and Textile Mill Products Manufacturing sectors. In recent years, other industries in the Manufacturing sector have declined including: Furniture, Pressed and Blown Glass, and Glassware. This has been influenced by outsourcing, as well as technology. Despite this downturn, Manufacturing is anticipated to continue as a prime contributor to the region’s economic well-being. Technology advancements will affect employment; however, Manufacturing is anticipated to have a strong presence. Despite these statistics, Manufacturing is anticipated to continue to be a prime contributor to the Northeastern Pennsylvania economy.

Due to its location by having proximity to major markets, excellent interstate highway connectivity and available land, coupled with an available and trainable labor force, the Northeastern Pennsylvania region (especially the Interstate 81 Corridor) has been able to attract considerable investment from logistics-related businesses.

In 2010, the not seasonally adjusted unemployment rate in the seven-county Northeastern Pennsylvania region was 9.7 percent, as compared to the nation, which was 9.6 percent and the state, which was 8.5 percent. From 2010 to 2015, the regional not seasonally adjusted unemployment rate decreased to 6.1 percent as compared to the nation and state, which decreased to 5.3 percent and 5.1 percent, respectively. In 2014, the not seasonally adjusted unemployment rate in the seven-county Northeastern Pennsylvania region was 7.1 percent, as compared to the nation (6.2 percent) and the state (5.9 percent). In August 2016, the not seasonally adjusted unemployment rate in the region was 6.7 percent as compared to the nation with 5.0 percent and the state with 6.0 percent.

According to the Pennsylvania Department of Labor & Industry, Center for Workforce Information & Analysis, the East Stroudsburg Metropolitan Statistical Area (MSA), which consists of Monroe County, has experienced the highest not seasonally adjusted unemployment rate among all of the MSAs in the state from September 2011, if not before, to May 2014. The MSA also had the highest or second highest unemployment rate from June 2014 to December 2015. The Scranton – Wilkes-Barre – Hazleton MSA, which includes Lackawanna and Luzerne counties, along with Wyoming County, experienced the second highest not seasonally adjusted unemployment rate in the state from September 2011, if not before, to May 2014 and from September 2014 to November 2014.

The Pocono Mountains provide many recreational activities that attract visitors to the region. According to a 2014 Visitor Report about the Pocono Mountains from Longwoods Travel USA, there were an estimated 25.6 million total person-trips that consisted of 9.3 million in overnight trips and 16.3 million day trips during 2014. Total spending that resulted from overnight visits was \$1.4 billion and total spending that resulted from day visits was \$964 million. According to the Pocono Mountains Visitors Bureau, it contracts every two years with Longwoods Travel USA for the development of a new Visitor Report.

Northeastern Pennsylvania enjoys abundant natural resources that afford numerous recreation and outdoor activities. The Pocono Mountains area has world-class resorts. Water parks are emerging as a major tourist attraction.

Camping, kayaking, hunting, skiing, white water rafting, golfing, boating, hiking, fishing and numerous other outdoor activities are available in Northeastern Pennsylvania. There are 16 state parks in the region as well as a national recreation area.

Spectator sports enthusiasts can enjoy horse racing at Mohegan Sun Pocono; NASCAR- and Indy-style racing at Pocono Raceway; the Scranton / Wilkes-Barre RailRiders, a AAA minor league baseball affiliate of the New York Yankees at PNC Field; and the Wilkes-Barre / Scranton Penguins, an American Hockey League affiliate of the Pittsburgh Penguins, at Mohegan Sun Arena at Casey Plaza. Also, the gaming industry is present at casinos in Luzerne and Monroe counties. For the person who enjoys arts and culture, there are performing arts centers where performances can be seen.

Significant development is occurring in several downtown districts in the region's largest cities. Major revitalization is underway in the cities of Scranton, Hazleton, Pittston and Wilkes-Barre, where millions of dollars in private capital have been invested, resulting in thousands of new and planned employment opportunities. Downtown amenities are important in building a knowledge-based economy.

Over the past several years, significant attention and priority has been given to entrepreneurial-related projects to help new to market businesses. Strong attention has also been placed on establishing knowledge based, technology-led economic development. This is extremely important from an economic development, youth retention and image-related perspective.

According to the United States Green Building Council, there are 30 buildings in the region that are Leadership in Energy and Environmental Design (LEED) certified. There are 30 buildings that are either waiting for certification or are being constructed under this certification.

Some competitive strengths of the region include:

- Proximity to Major Markets and to World's Second Largest Natural Gas Resource
- Available Productive Labor Pool
- High Quality of Life
- Natural Resources - Four Seasons Recreational Activities
- Low Cost of Living

- Educational Resources - Opportunities for people to attend college
- Low Cost of Doing Business

Some regional deficiencies are:

- Out-Migration of Younger Population
- Aging Infrastructure, especially the transportation network
- Shortage of Skilled Technical Labor
- Low Educational Attainment Levels
- Lack of Terminal Degree Programs
- Lack of Entrepreneurial Culture

CHAPTER 2

ANALYSIS OF ECONOMIC DEVELOPMENT PROBLEMS AND OPPORTUNITIES

This chapter provides additional information about the regional deficiencies that were presented in Chapter 1, along with relevant material from other government-sponsored or supported plans and a brief discussion about the state-identified targeted industry clusters at the regional level.

Out-Migration of Younger Population

From April 1, 2010 to July 1, 2015, the population in the region declined by 16,466 people or 1.6 percent. Schuylkill County had the highest population loss with 3,699 people and Monroe County was second with a loss of 3,445 people.

All of the counties, along with the region, the state and the nation, had decreases in the number of people who are under 18 years of age from April 1, 2010 to July 1, 2014. Pike County had the largest percent decrease (-16.8 percent) and Lackawanna County (-3.2 percent) had the lowest percent decrease. Three counties experienced decreases in the population between the ages of 18 and 24 years during the period. Lackawanna County had the highest percent decrease (-5.4 percent) and Carbon County had the lowest percent decrease (-1.7 percent).

In the population 25 to 44 years of age group, all seven counties, the region and the state experienced a population decline from April 1, 2010 to July 1, 2014. The nation had a 2.3 percent increase during the period. Pike County had the highest percent decrease (-12.2 percent) and it was followed by Monroe County (-7.3 percent), Carbon County (-6.0 percent) and Schuylkill County (-5.6 percent).

The 45 to 64 years age group decreased in all areas, with the exception of the nation, state, and Carbon and Monroe counties. Wayne County had the highest percent decrease (-4.3 percent) and it was followed by Lackawanna County (-1.7 percent) and Luzerne and Schuylkill counties (-1.1 percent).

Therefore, as a result of the out-migration that is occurring at the age of 25 to 64, there is a “brain drain” that is affecting Northeastern Pennsylvania. Previous efforts, such as “Work & Play in Northeast PA,” and current efforts, such as POWER!, Professionals Organized & Working to Enrich the Region, a network that was organized in 2000 as a means of retaining young professionals in the region by the Great Valley Technology Alliance, now TecBridge, are attempting to entice younger people to stay in Northeastern Pennsylvania after they complete their formal education. There are now two chapters of POWER! in Northeastern Pennsylvania: Hazleton and Wilkes-Barre.

Aging Infrastructure

According to the Pennsylvania Department of Transportation (PennDOT), in 2016, there were 662 structurally deficient bridges that are either state- or locally-owned in the seven-county Northeastern Pennsylvania region. This reflects 11.5 percent of the statewide total. Luzerne

County had the most bridges, with 144, and it was followed by Schuylkill County, with 130. Next was Monroe County, with 105 bridges, and it was followed by Wayne County, with 98, and Lackawanna County, with 85. Pike County had next to the lowest amount, with 54 bridges, and Carbon County had the least, with 38. According to October 2016 data for the state from PennDOT, there are 23,567 bridges on state roads that have a length of at least 8 feet and 6,421 bridges on local roads that have a length of at least 20 feet. In Northeastern Pennsylvania, there are:

- 2,321 bridges on state roads and 506 on local roads
- 11 closed bridges on state roads (26.8 percent of the state total) and 32 closed bridges on local roads (11.5 percent of the state total)
- 102 posted bridges on state roads (14.6 percent of the state total) and 227 posted bridges on local roads (9.4 percent of the state total)
- 429 structurally deficient bridges on state roads (11.7 percent of the state total) and 233 structurally deficient bridges on local roads (11.0 percent of the state total)

Based on the above information, 36.6 percent of the bridges in the region that are at least 8 feet in length are closed, posted or structurally deficient. These bridges need to be upgraded or replaced in order for goods to be transported and for markets to remain open and functional.

The Pennsylvania Department of Transportation, through its Rapid Bridge Replacement Project, has 8 bridges scheduled to be replaced with a completion date of 2017. Thirteen bridges have been replaced. There were also seven bridges that have a stated completion date of late 2016.

Northeastern Pennsylvania's major arterial highways, such as Interstates 80 and 81, continue to have improvements. A task force, the "Safe 80 Task Force," has been started to address the high accident rate on Interstate 80 in Monroe County. According to a December 17, 2012 editorial, "Interstate 80 Task Force Has Work Cut Out for It" in the *Pocono Record*, "The stretch of I-80 through the Stroudsburgs is one of the oldest parts of the coast-to-coast highway. Experts say it is under-designed for the volume of traffic it now carries." A major need is the widening of Interstate 81 from two to three lanes in each direction from Milepost 164, the Nanticoke exit in Luzerne County, to Milepost 197, the Waverly exit in Lackawanna County. This is needed because the amount of traffic has exceeded the capacity of the highway. Truck transportation has increased considerably from the additional logistics facilities that have come to the region and Interstate 81 continues to serve as a major North - South route from New England and New York State to the Southeast.

Several improvements to Interstate 81 have occurred or have commenced during the year. There is a reconstruction event occurring southbound in Schuylkill County from Mile Marker 105 where traffic has been diverted to share the southbound lanes with one lane in each direction to the Lebanon County line. In Luzerne County, starting at Mile Marker 170, bridges have been reconstructed in both directions of the highway. This reconstruction has increased the capability for a third lane in anticipation of a widening of the highway from two to three lanes in each direction. Reconstruction of the highway continues to be in progress between Mile Marker 175 in Luzerne County and Mile Marker 180 in Lackawanna County. This reconstruction includes the reconstruction of the interchange that provides access to the Wilkes-Barre / Scranton

International Airport. The road from the interstate to the airport has also been reconstructed. In Lackawanna County, construction has been completed in a section that is near Dickson City, a suburb of Scranton. This construction involved several bridge improvements and a reconstruction of a hillside that is adjacent to the northbound lanes between Dickson City and Clarks Summit.

Many outlying areas of the Northeastern Pennsylvania region have private well water and septic systems. Depending on how close an industrial site is from a public water and wastewater system, development could occur in some of these outlying areas. Another factor would be whether the industrial site is served by adequate roads and / or railroads.

The housing stock in the seven-county Northeastern Pennsylvania region is one of the oldest in the state. According to 2010 - 2014 American Community Survey 5-year estimates by the U.S. Census Bureau, Schuylkill County had the oldest median year housing structure built in the state, which is 1942, with a margin of error of 2 years. Lackawanna County (1951, with a margin of error of a year) and Luzerne County (1953, with a margin of error of a year) are ranked as fifth and tied for sixth oldest median year housing structure built in the state. Pennsylvania had a median year housing structure built of 1961, with a margin of error of a year, and Carbon County had a median year housing structure built of 1969, with a margin of error of 2 years. Finally, Monroe County had the second most recent median year in the state, which is 1983, with a margin of error of 2 years, and Pike County had the most recent median year housing structure built in the state, which is 1984, with a margin of error of a year. Wayne County was tied for the fourth most recent median year housing structure built in the state, which is 1978, with a margin of error of 2 years. In comparison, the median year housing structure built in the United States is 1976, with a margin of error of a year.

Shortage of Skilled Technical Labor

There is a shortage of skilled technical labor in the Northeastern Pennsylvania region. Through the three local workforce investment boards (Lackawanna County, Luzerne / Schuylkill and Pocono Counties), colleges and universities (Penn State Hazleton, Penn State Schuylkill, Penn State Wilkes-Barre, Penn State Worthington Scranton, Lackawanna College, Luzerne County Community College, Northampton Community College, Lehigh Carbon Community College and Johnson College) and the local career technical schools, this shortage is being addressed by providing educational programs that train the local workforce in using the latest technology. Bachelor's degree programs in technology-related fields are being offered by four-year colleges and universities. As technology continues to evolve, there will be a continual need for this type of training.

Low Educational Attainment Levels

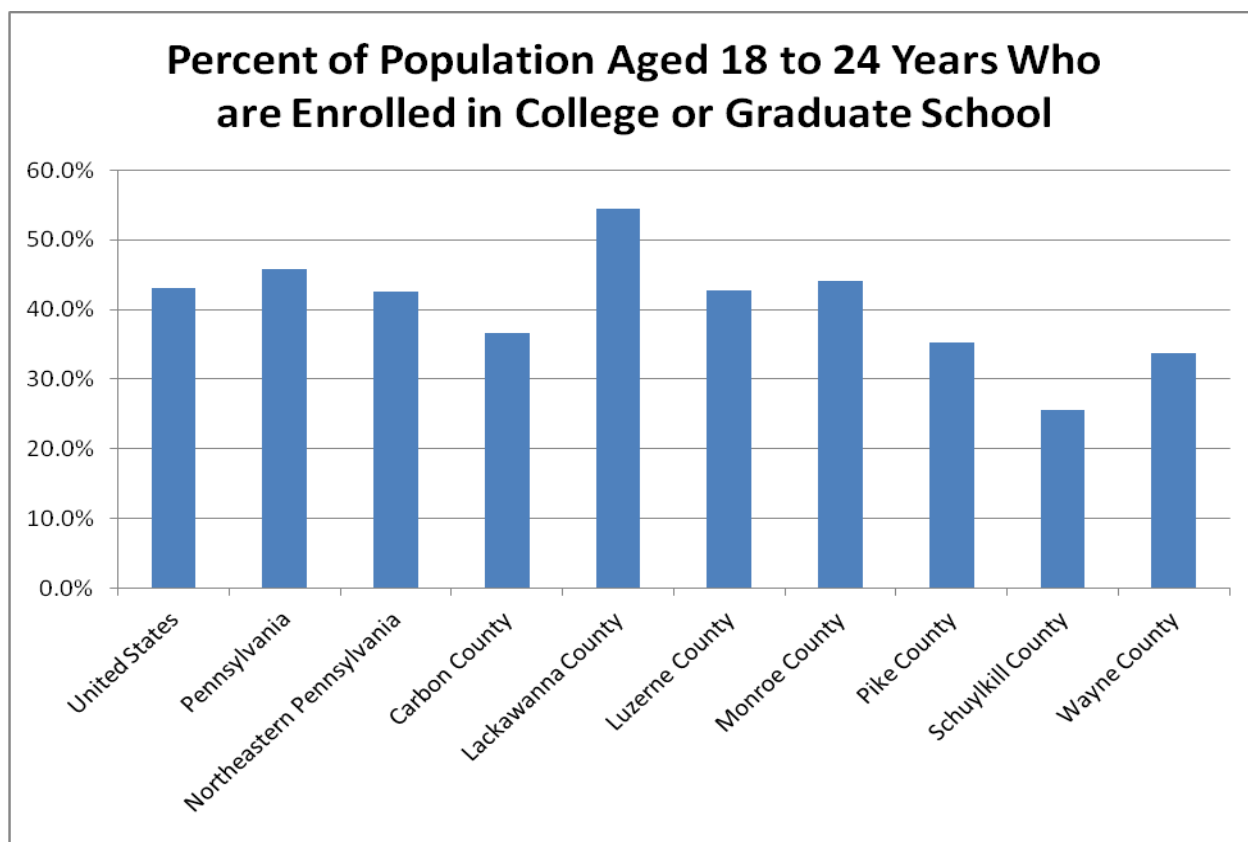
There are 18 colleges and universities located in the Northeastern Pennsylvania region, including: East Stroudsburg University of Pennsylvania, Johnson College of Technology, Keystone College, King's College, Lackawanna College, Lehigh Carbon Community College, Luzerne County Community College, Marywood University, Misericordia University, Northampton Community College, Penn State Hazleton, Penn State Schuylkill, Penn State

Wilkes-Barre, Penn State Worthington Scranton, Clarks Summit University (formerly Baptist Bible College and Seminary), The Commonwealth Medical College, The University of Scranton and Wilkes University. There are 46 public school districts, many private schools and 7 vocational technical schools in the region.

A measure of education is by looking at the educational attainment level by county and comparing it to the state and nation, and this is illustrated in Figures 1-5.

According to Figure 1, in the region, the percentage of people (42.5 percent) who are age 18 to 24 and enrolled either in college or graduate school was lower than the nation (43.1 percent) and the state (45.8 percent). In Lackawanna County, the percentage (54.5 percent) was higher than the region, state and nation and in Monroe County (44.1 percent), the percentage was higher than the region and nation. In Luzerne County (42.7 percent), the percentage was higher than the region.

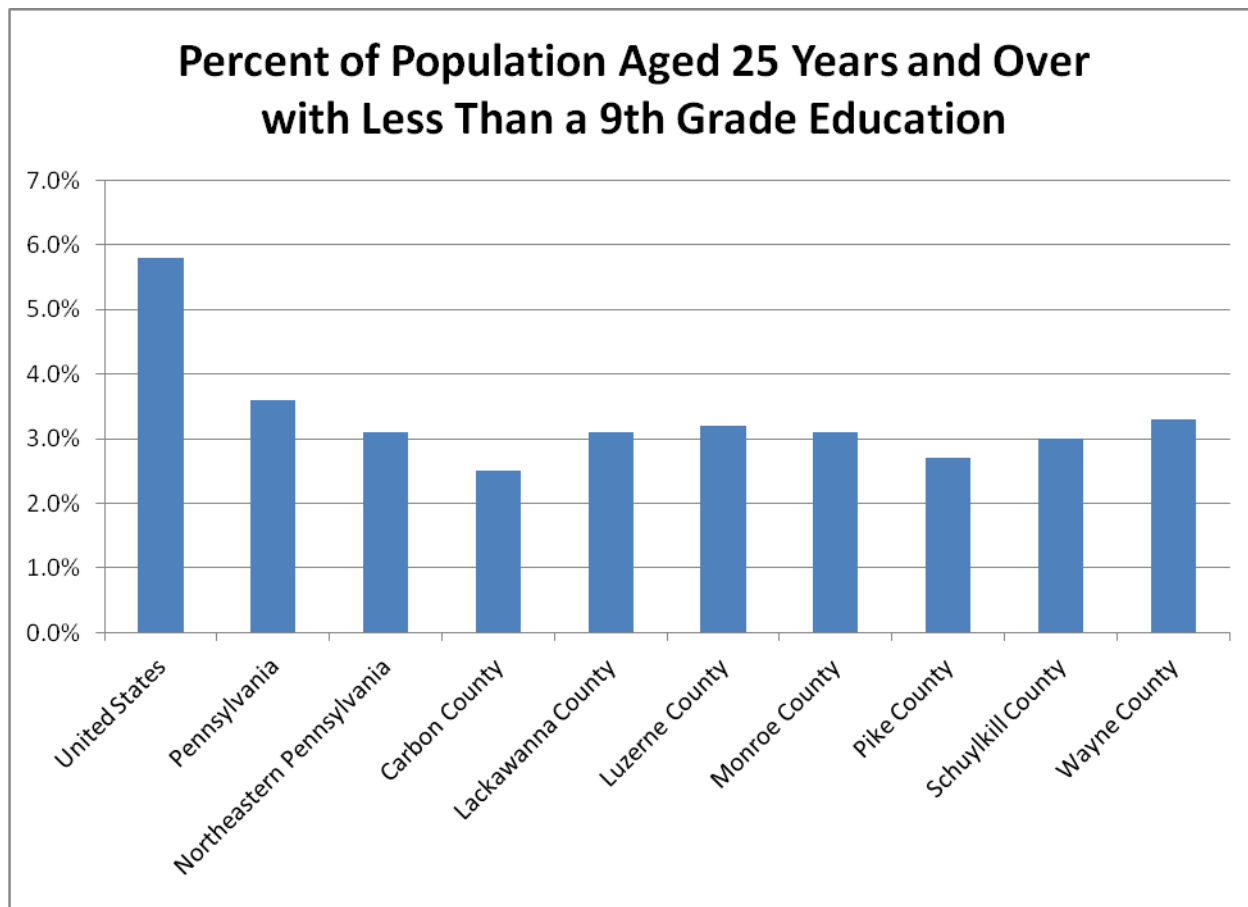
Figure 1. Percent of Population Aged 18 to 24 Years Who are Enrolled in College or Graduate School



Sources: U.S. Census Bureau, Table S1401, "American Community Survey 5-Year Estimates for School Enrollment," <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

According to Figure 2, Carbon (2.5 percent), Pike (2.7 percent) and Schuylkill (3.0 percent) counties had a lower percentage of people 25 years of age and over who do not have a ninth grade education than the region (3.1 percent) and state (3.6 percent). Luzerne (3.2 percent) and Wayne (3.3 percent) counties had a percentage that was higher than the region. Lackawanna and Pike counties, each with 3.1 percent, had the same percentage as the region. However, none of the percentages exceeded the nation (5.8 percent).

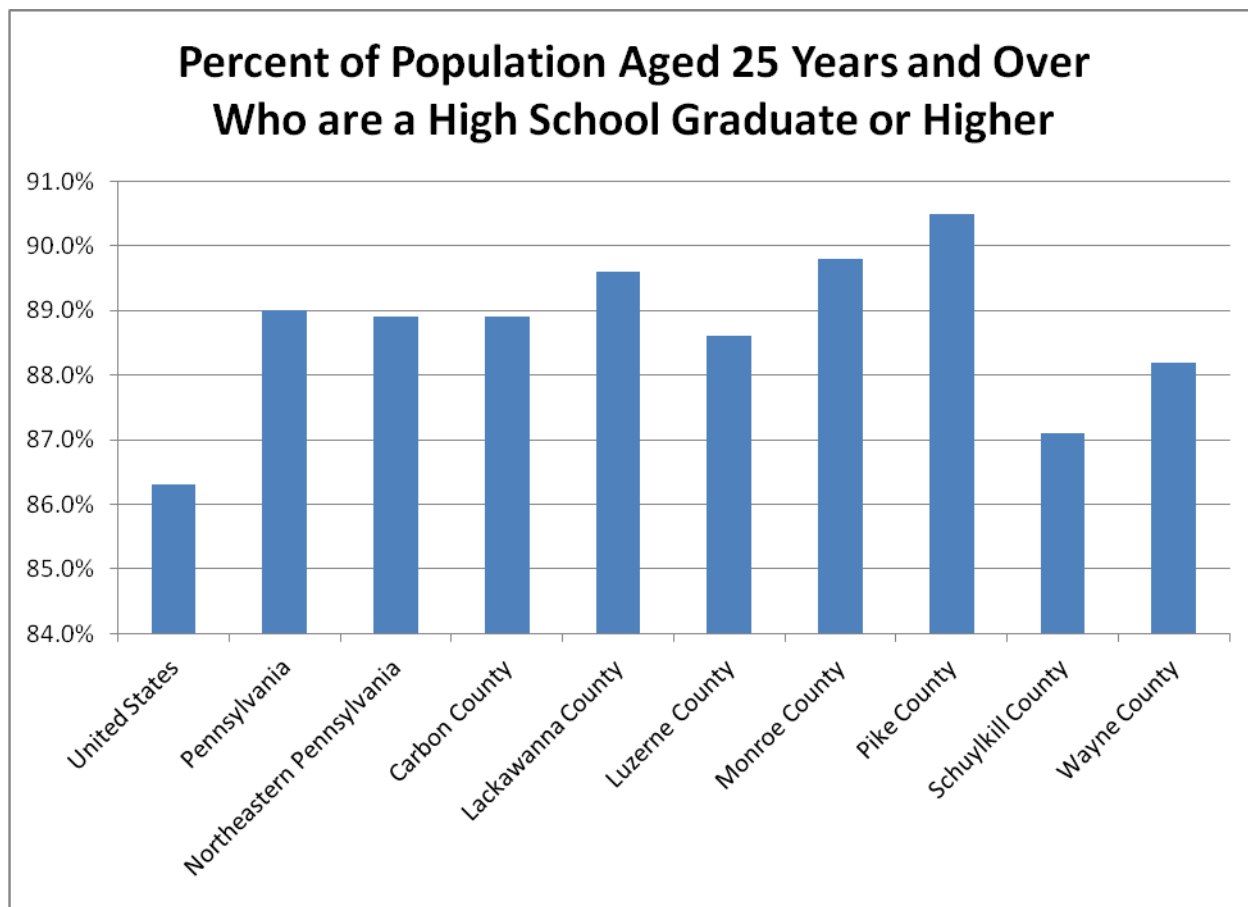
Figure 2. Percent of Population Aged 25 Years and Over with Less Than a 9th Grade Education



Sources: U.S. Census Bureau, Table S1501, "American Community Survey 5-Year Estimates for Educational Attainment," <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

According to Figure 3, in the percent of the population who were age 25 years and over and were at least a high school graduate group, the region (88.9 percent) had a percentage that was higher than the nation (86.3 percent) and lower than the state (89.0 percent). Lackawanna (89.6 percent), Monroe (89.8 percent) and Pike (90.5 percent) counties each had percentages that exceeded the region, state and nation. Carbon (88.9 percent), Luzerne (88.6 percent), Schuylkill (87.1 percent) and Wayne (88.2 percent) counties exceeded the national percentage.

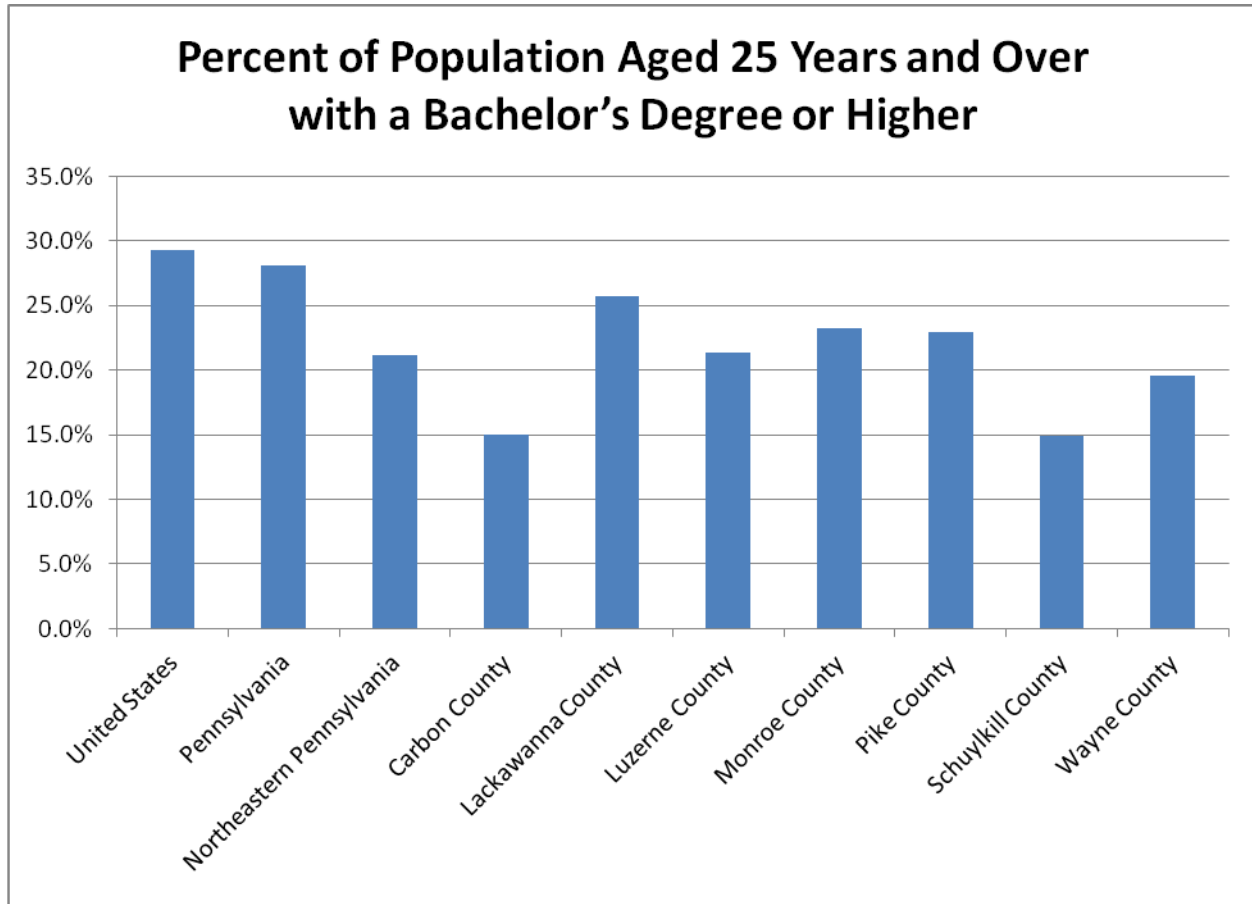
Figure 3. Percent of Population Aged 25 Years and Over Who are a High School Graduate or Higher



Sources: U.S. Census Bureau, Table S1501, “American Community Survey 5-Year Estimates for Educational Attainment,” <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

According to Figure 4, there were no counties in Northeastern Pennsylvania that had a percentage in population who were age 25 years and over with at least a Bachelor’s Degree that exceeded the state (28.1 percent) and national (29.3 percent) percentages. However, Lackawanna (25.7 percent), Luzerne (21.4 percent), Monroe (23.2 percent) and Pike (22.9 percent) counties each had percentages that exceeded the regional (21.2 percent) percentage.

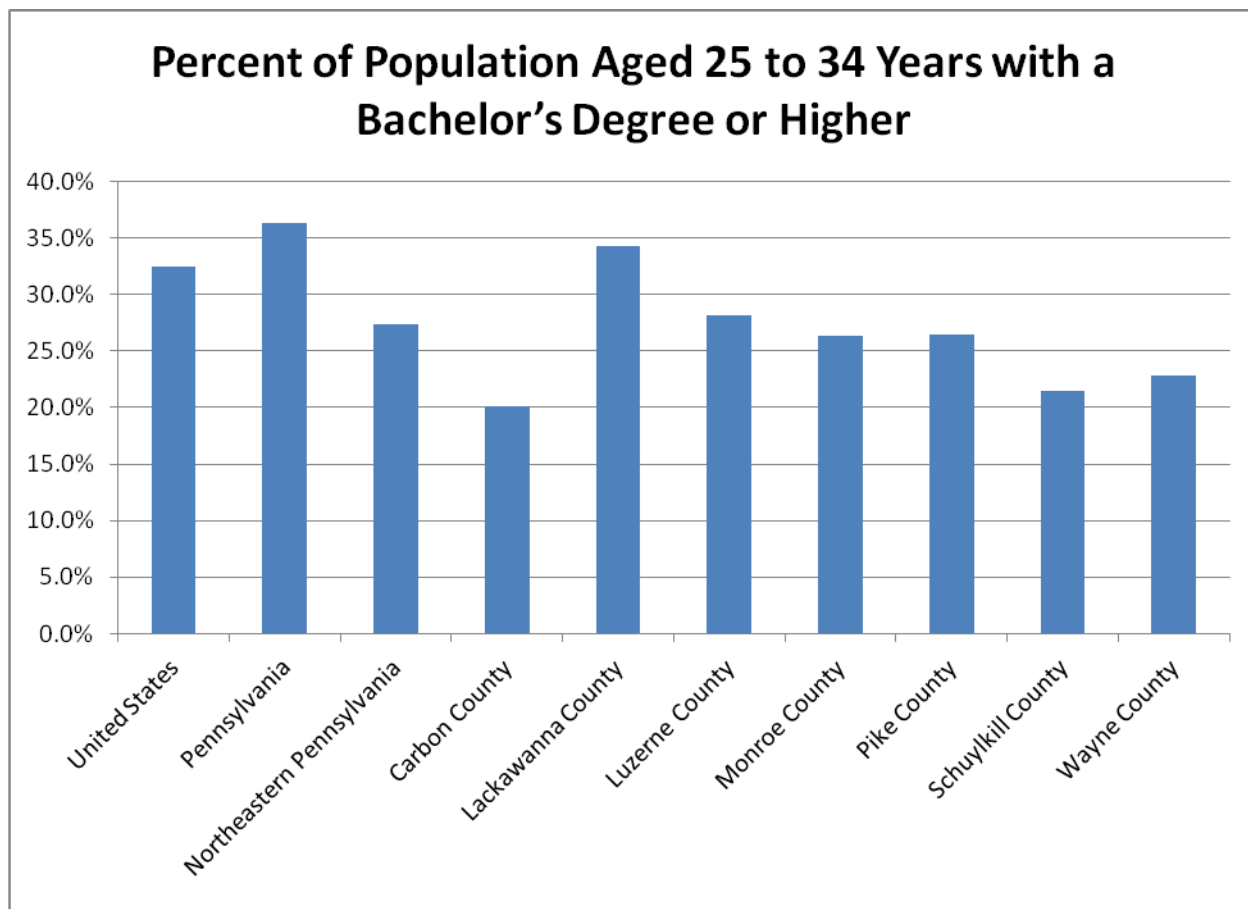
Figure 4. Percent of Population Aged 25 Years and Over with a Bachelor's Degree or Higher



Sources: U.S. Census Bureau, Table S1501, "American Community Survey 5-Year Estimates for Educational Attainment," <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

According to Figure 5, Lackawanna County (34.3 percent) exceeded the national (32.4 percent) and regional (27.4 percent) percentages in population who were age 25 to 34 years with a Bachelor's Degree or higher. Luzerne County (28.1 percent) had a percentage that exceeded the regional percentage.

Figure 5. Percent of Population Aged 25 to 34 Years with a Bachelor's Degree or Higher



Sources: U.S. Census Bureau, Table S1501, "American Community Survey 5-Year Estimates for Educational Attainment," <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

Lack of Terminal Degree Programs

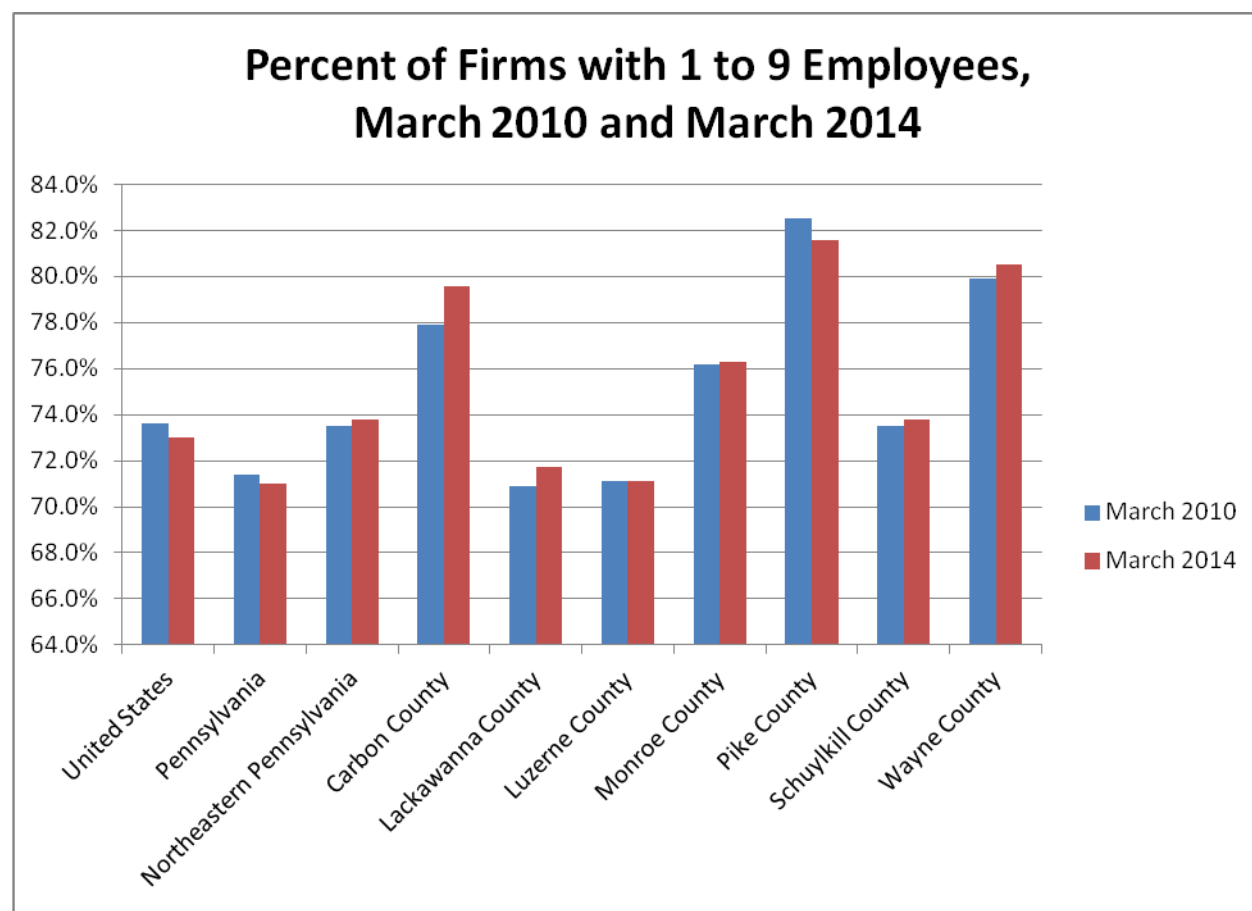
In the seven-county Northeastern Pennsylvania region, there is not a critical mass of terminal degree programs in certain fields, especially in the Engineering, Sciences and Technology-Related fields. By having this degree available, people could look into the possibilities of returning to school on a part-time basis to obtain the degree and staying in the region for employment. However, in recent years, significant progress has been made. The medical school, The Commonwealth Medical College, is now in its sixth year and is located in a state-of-the-art Medical Sciences Building in Scranton. Currently, a Doctorate of Education (Ed.D.), a Doctor of Pharmacy (Pharm.D.) and a Doctor of Nursing Practice (DNP) degree are offered at Wilkes University. At Marywood University in Scranton, a Ph.D. degree in Human Development and a Psy.D. degree in Clinical Psychology are offered. At Misericordia University in Dallas, doctoral degrees in Physical Therapy and Occupational Therapy are offered. The University of Scranton also offers a doctoral degree in Physical Therapy and a Doctor of Nursing Practice (DNP) degree. East Stroudsburg University of Pennsylvania has an agreement with Indiana University of Pennsylvania to offer courses that can be used towards an Ed.D. degree in Administration and Leadership Studies, which is awarded by Indiana University of Pennsylvania. This low amount

of terminal degree programs is related to the lack of a major research-driven educational institution in the region because earning a Ph.D. degree is training for research. Therefore, the participation of academia is a prerequisite in enhancing economic growth in the region.

Lack of Entrepreneurial Culture

Continued exploration of entrepreneurship in niche markets is needed in the seven-county Northeastern Pennsylvania region. According to “County Business Patterns,” a publication by the U.S. Census Bureau, 73.5 percent of all firms located within the Northeastern Pennsylvania region in March 2010 had 1 to 9 employees and this percentage increased to 73.8 percent in March 2014. These percentages were higher than the state (71.4 percent in March 2010 and 71.0 percent in March 2014) and in March 2014 in the nation (73.0 percent). Figure 6 provides more information.

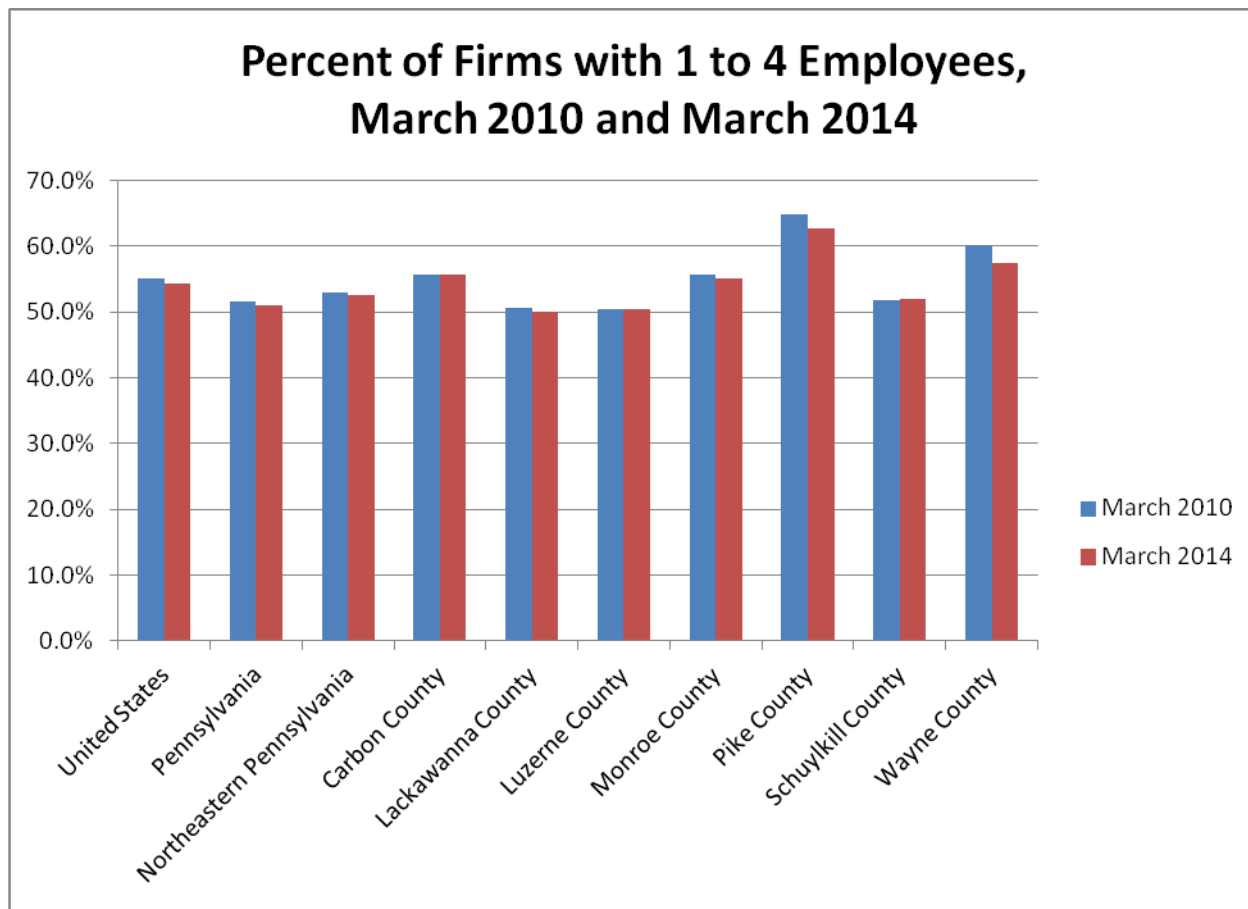
Figure 6. Percent of Firms with 1 to 9 Employees, March 2010 and March 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014;” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

When looking at the percent of firms that have 1 to 4 employees, the region was lower than the nation but higher than the state during the same period. In March 2010, the region had 52.9 percent as compared to the nation (55.0 percent) and the state (51.5 percent). In March 2014, the region had 52.5 percent as compared to the nation (54.4 percent) and the state (51.0 percent). Consequently, the gap decreased between the region and the nation by 0.2 percentage points. Figure 7 provides more information.

Figure 7. Percent of Firms with 1 to 4 Employees, March 2010 and March 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014;” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

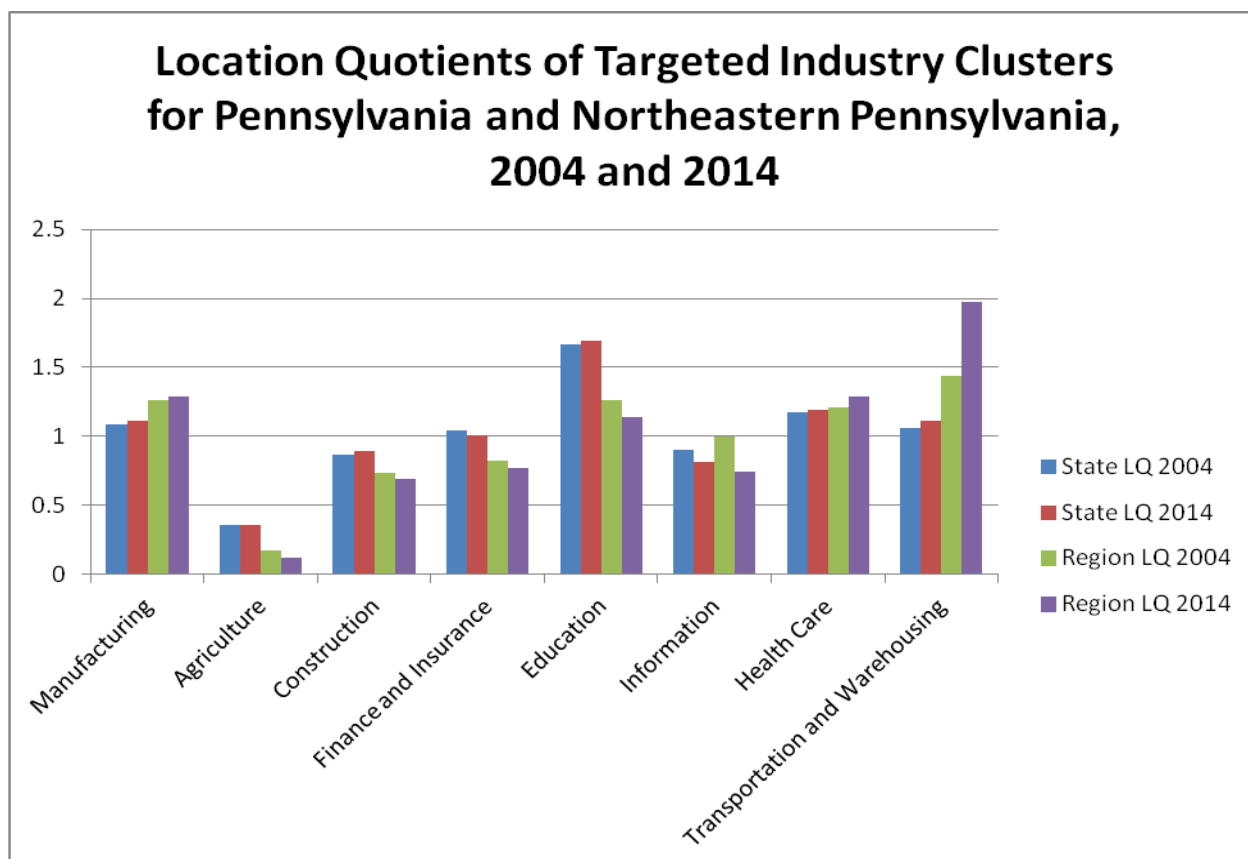
Industry Clusters

According to the Pennsylvania Department of Labor & Industry, Center for Workforce Information and Analysis, the state has nine targeted industry clusters. They are: Advanced Materials and Diversified Manufacturing, Agriculture and Food Production, Building and Construction, Business and Financial Services, Education, Information and Communication Services, Life Sciences, Logistics and Transportation, and Lumber, Wood and Paper. Some of these clusters have experienced an increase in the location quotient in both the region and state. A location quotient is a ratio of ratios that is used in determining the industries that are exporters,

which should be targeted for recruitment, and the industries that are importers. The numerator of a location quotient is the number of employees in a particular industry in a county divided by the total number of employees in the same county. The denominator is the number of employees in a particular industry in either the state or nation divided by the total number of employees in either the state or nation. According to the Penn State Agricultural Research and Cooperative Extension publication, “Using Employment Data to Better Understand Your Local Economy - Tool 3: Use Location Quotients to Identify Local Strengths, Opportunities and Industry Clusters,” “If a location quotient is greater than 1.25, then the industry is exporting goods and services.” On the other hand, “If a location quotient is less than 0.75, then the industry is importing goods or services.”

Figure 8 provides the location quotients of the targeted industry clusters. The identification of the industries in the chart is different than what is stated above because it is based on the “County Business Patterns” publication from the U.S. Census Bureau.

Figure 8. Location Quotients of Targeted Industry Clusters for Pennsylvania and Northeastern Pennsylvania, 2004 and 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014;” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

The above chart indicates that in 2014, the location quotients in the seven-county Northeastern Pennsylvania region were higher than the state in the Manufacturing, Health Care, and Transportation and Warehousing industries. In both the region and state, there was a decrease in the Finance and Insurance, and Information industries from 2004 to 2014.

In Northeastern Pennsylvania, Manufacturing, Health Care and Transportation and Warehousing are exporting industries. This means that people are coming to the region to obtain the goods and services that are provided by these industries.

The location quotient for the Transportation and Warehousing industry in the region had a substantial increase between 2004 and 2014. This occurred as a result of warehousing firms locating here because of the close proximity of the region to both the New York City and Philadelphia metropolitan areas. There is growth in this industry in Lackawanna, Luzerne, Monroe and Schuylkill counties because of the available sites that are close to Interstates 80, 81 and 380.

The location quotient for Lumber, Wood and Paper was not calculated because of its interaction with the Agriculture, Manufacturing and Retail Trade industries.

The Hospitality industry cluster, although not a targeted industry cluster for Pennsylvania, has significance on the Northeastern Pennsylvania economy because of the tourism activity in the region, especially the Pocono Mountains because of their recreational amenities and the Scranton - Wilkes-Barre area because of Mohegan Sun Pocono, which has a casino, racetrack and hotel. As a result of the cluster consisting of the combination of the Accommodation and Food Services, and the Arts, Entertainment and Recreation industries, a location quotient was not calculated.

CHAPTER 3

GOALS AND STRATEGIES

In the future, the Northeastern Pennsylvania region will continue to be an attractive place to live because of its excellent quality of life, which is supported by a strong and diversified economic base that brings prosperity to its residents. The Northeastern Pennsylvania region will maintain a balance between the preservation of its rural environment with open space and an expanded economic base with industrial, commercial and retail centers for its residents.

The Northeastern Pennsylvania region strives to build comparative advantage in accessibility to the region and its places of employment, its highly-skilled workforce and its low cost of living as compared to the major metropolitan areas of New York City and Philadelphia, each being within 1.5 to 2.5 hours driving time. An asset of the region where comparative advantage can be built is its low taxes and crime rate, along with its good schools and housing costs that are considerably lower than the New York City and Philadelphia metropolitan areas.

As part of developing the CEDS Five-Year Plan, three meetings that had an average of 49 attendees, along with 440 responses to the “Survey on the Future of Northeastern Pennsylvania,” the following goals, objectives and performance measures were generated. The first meeting was a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis that was used in creating the goals and objectives, which were presented at the second meeting. The third meeting was a discussion of the goals and objectives. The SWOT Analysis is indicated below.

Strengths

- Wisdom – Older Population
- Balanced Regional Economy over 7 counties
- No 2 or 3 groups dominate the market as compared to other states
 - Health care, education, energy and transportation
- Location - Proximity to world’s second largest natural gas resource
- Population-People (workforce – work ethic)
- Education Institutions - Opportunities for kids to go to college
- Activities-many things to do
- Labor costs
 - Low cost of living (Tax Structure)
- World Class Businesses
- Casinos and related Local Share Account (LSA) grant funding
 - Abundant water resources for manufacturing and tourism
- Four Seasons recreational activities
- Entrepreneurial business / spirit
- Incubator buildings
- Business support mechanism in place
 - Small business funding assistance
- Economic Stability
- Opportunities resulting from wealth created by natural gas – how to tie into the region

- Redefine the region to include all of the natural gas areas to the north and west
- Attract northern rural residents to urban areas for spending opportunities
- Region is perfect for transition
 - Example: Panama Canal as a game changer
- In-migration
 - Transportation, industry, labor costs
- Strong successful local developer present within the region
- Trains as a mode of transportation – movement of freight
- Basic Infrastructure – Northeastern Pennsylvania (NE PA)
 - Sewer, water, internet in certain locations of core urban areas
 - However, Wayne and Pike counties need to develop infrastructure
- Bio Tech Industry (Sanofi) / The Commonwealth Medical College
- Tobyhanna Army Depot
- Identify strength & weakness
- Do we develop the Pocono Brand?
- **Summary**
 - NE PA is a great place to live, visit and bring a business
 - NE PA has an older population, which reflects wisdom
 - Quality of life
 - PA has highest number of people that are born, live and die here
 - Boomers are coming because there are less options in other areas
 - Pennsylvania doesn't tax pensions
 - Challenges tax revenues will decrease because the population is decreasing
 - Business incentives are needed for a level playing field
 - The region is pristine, especially the Pocono Mountains
 - The region needs tax reform which would tie into business retention
 - The education system does not meet the technological needs of businesses
 - Biggest area of growth to be at the airport so that it can be expanded to be a hub (Grant Opportunity)
 - Technology is improving

Weaknesses

- Jobs with family sustaining wages are needed
- Transportation – Rural areas not served by public transportation
- Educational attainment is lower than the state and nation
 - Degree completion rate is low
- Aging population
- Affordable housing is available only in certain areas
- Older housing stock
 - Lack of townhouses in the region
- Daycare is expensive
 - It is not widespread available
- High crime rate
 - Drug trafficking from New York and Philadelphia
- Not being able to deal with diversity

- Outmigration of youth
- Limited arts and culture events
- Perception of the region by nonresidents
- Workforce that is skilled in certain areas and unskilled in others
 - Lack of “soft” skills
- Transportation network is aging
 - Older infrastructure – high number of bridges and roads needing repair
 - Higher amount of truck traffic than previously
 - No mass transportation in rural counties (Carbon, Pike and Wayne)
- Running out of available land that can be developed
- Shortage of land near airports
- Lack of communication among counties
- Mismatch between people who are seeking employment and available jobs
- Challenge of using technology to increase productivity
 - Not progressive enough
 - People afraid of change
- Youth entitlement issues

Opportunities

- Energy
 - Marcellus Shale
 - Wind
- Health Care
 - Bio Science (Regional Bioscience Initiative (RBI))
 - Supply chain
 - Start ups
 - The Commonwealth Medical College
- Tourism
 - Ecotourism
 - Arts and entertainment
 - Gaming
- Transportation
 - Passenger rail
 - Freight / logistics
 - Panama canal widening
- Available workforce
 - Region has experienced a slight increase in population
 - Entrepreneurial mindset increasing
- Educational institutions
 - Student population – retention after graduation
- Cluster development
- Buy local
- Re-shoring of jobs
- Municipal / regional cooperation such as the Back Mountain Community Partnership in Luzerne County

- Location – proximity to major metropolitan centers
- Tobyhanna Army Depot / defense-related industries

Threats

Threats = Challenges

- Funding: Economic funding cycles
- Defense Department budget (subject to cuts)
 - Job losses at Tobyhanna Army Depot
- Note of low wages – not building on knowledge base – loss of diverse workforce
- Economic contraction
 - Lack of access to start-up funds
 - Banks risk exposure – results impact graduates
 - People taking on more debt – student loans / mortgages
 - Lack of family sustaining employment
- Population Loss causes school layoffs and an increase in school taxes
- Taxes taking funds out of businesses, thereby causing difficulties
- Lack of long range educational initiatives
 - Tech education stigma – lack of guidance
- Work force development
- Transportation infrastructure
 - Air
- Federal spending decreasing
- Youth migrating out of the region
 - Have them represented to speak – give them a voice
- Economic development funding experiencing a 50% shortfall – where is the match
 - Land use (Availability - house tech companies)
 - Two biggest industries being Health Care and Higher Education
 - Changes = Position when students come out STEM stronger
- Changes will they be stronger or weaker
- Leadership transitions local vs. regional
 - Protecting the leadership changes are they positive or negative
- Perception that the area is depressed
 - Has to change
 - Going to get my degree and leave the region is the mind set
- **Summary**
 - Youth – education and training
 - Defense funding – direct / indirect
 - Family sustaining compensation
 - Cost of living
 - Low paying jobs = taxes
 - Perception of region (overarching perception)

The above SWOT Analysis evolved in to the following six goals that were created for the region.

- Retain and Expand Existing Businesses

- Attract New Business
- Encourage Entrepreneurial Activity and Innovation
- Link Workforce with Current and Future Job Opportunities
- Build on Energy, Environmental and Agricultural Opportunities
- Inventory and Strengthen Regional Infrastructure

The goals of Retain and Expand Existing Businesses, Attract New Businesses and Encourage Entrepreneurial Activity and Innovation will continue to be addressed because from 2010 to 2014, the Northeastern Pennsylvania region experienced a decline in the percentage that exceeded the state and nation of the number of firms that had 1 to 4 employees, 10 to 19 employees, 50 to 99 employees, 100 to 249 employees and 500 to 999 employees. Northeastern Pennsylvania experienced an increase in the number of firms that had 5 to 9, 20 to 49, 250 to 499 and 1,000 or more employees.

Goal 1: Retain and Expand Existing Businesses

This is one of the region's goals for the remaining two-year period because of the decline in the number of firms and employment within the region from 2010 to 2014. According to the Pennsylvania Department of Labor & Industry, Center for Workforce Information & Analysis, the East Stroudsburg Metropolitan Statistical Area (MSA), which consists of Monroe County, has experienced the highest not seasonally adjusted unemployment rate among all of the MSAs in the state from September 2011, if not before, to May 2014. The MSA also had the highest or second highest unemployment rate from June 2014 to December 2015. The Scranton – Wilkes-Barre – Hazleton MSA, which includes Lackawanna and Luzerne counties, along with Wyoming County, experienced the second highest not seasonally adjusted unemployment rate in the state from September 2011, if not before, to May 2014 and from September 2014 to November 2014.

Research has indicated that more jobs are created through Business Retention and Expansion rather than through Business Recruitment. According to Birch (1987), in *Job Creation in America: How Our Smallest Companies Put the Most People to Work*, up to 80 percent of net new job growth comes from existing businesses. According to Kraybill (1995), in *Retention First, Ohio's Challenge*, there was an average of 70 percent in job growth from existing businesses in Ohio and rural areas had as much as 86 percent in net job growth from existing businesses. In other words, most job growth occurs through the addressing of needs by existing businesses rather than through business recruitment.

Strategies

1. Utilize the members of the Northeastern Pennsylvania Partnerships for Regional Economic Performance (PREP) and related organizations to provide integrated and comprehensive assistance to businesses by focusing on key business retention services
2. Continue to market financing programs that existing businesses can use for asset purchases

3. Continue to explore ways that existing firms can increase production and be more energy efficient
4. Provide services to encourage businesses to implement energy conservation measures and explore renewable alternative energy sources
5. Promote technology-led business development
6. Promote increased international business activity

Performance Measures

1. Total employment
2. Number of business establishments
3. Growth in key sectors
4. Per capita income levels

To address this goal, the Northeastern Pennsylvania Alliance applied for and received funding from the U.S. Department of Defense Office of Economic Adjustment in order to lead the Northeastern Pennsylvania Defense Transition Partnership. The Northeastern Pennsylvania Alliance, the Northeastern Pennsylvania Industrial Resource Center (NEPIRC), the Manufacturers Resource Center (MRC) and the Small Business Development Centers at The University of Scranton and Wilkes University provide services through the program. The purpose of the program is to diversify businesses that have been producing goods for use by the military into businesses that produce goods that will be used by others. The Small Business Development Centers are working with displaced workers who have the desire to start their own business.

Goal 2: Attract New Businesses

This goal continues to be one of the region's goals for the next four years because the region experienced reductions in both the number of jobs and the number of firms from 2010 to 2014. As in the first goal, the attraction of new businesses, when coupled with addressing the needs of existing businesses, will help spur economic growth in the region.

Strategies

1. Continue to market the region to entice businesses to locate here
2. Recognize the tourism and travel industry as a prime source of employment in the region, especially in the Pocono Mountains
3. Continue to attract environmentally-friendly businesses to the region

4. Utilize our natural resources to facilitate a new and expanded business base
5. Actively promote clustering opportunities as a means to encourage growth
6. Promote the regional marketing initiative that complements county-based activities
7. Actively market the region to foreign-owned businesses for investment opportunities
8. Encourage and help facilitate the return of jobs that have been outsourced
9. Maximize the use of existing infrastructure for land / building redevelopment projects
10. Make strategic investments in downtown areas of the region
11. Develop Brownfield and other disturbed sites for industrial / business use
12. Educate municipalities about the importance of economic development and how surrounding municipalities can benefit from a business locating within their “municipal cluster”

Performance Measures

1. Number of contacts with site selectors
2. Number of businesses attracted to locate in the region
3. Number of jobs established
4. Dollars in total investment

Goal 3: Encourage Entrepreneurial Activity and Innovation

This continues to be one of the regional goals because according to 2014 “County Business Patterns” from the U.S. Census Bureau, 73.8 percent of all firms in Northeastern Pennsylvania had less than 10 employees, as compared to Pennsylvania (71.0 percent) and the United States (73.0 percent). In 2010, 73.5 percent of all firms in Northeastern Pennsylvania, 71.4 percent of all firms in Pennsylvania and 73.7 percent of all firms in the United States had less than 10 employees. The region experienced an increase in the number of firms that had less than 10 employees of 0.3 percent while the nation and state experienced a decrease of 0.8 percent and 0.4 percent, respectively. Due to the Northeastern Pennsylvania economy being geared towards small business development, an increase in the number of entrepreneurs is needed. This increase will provide employment opportunities in both rural and urban areas, especially downtowns.

Strategies

1. Assist aspiring entrepreneurs by increasing their awareness about regional and state resources

2. Promote financing programs that are geared towards entrepreneurs
3. Encourage aspiring entrepreneurs to enter annual business plan competitions such as the one by TecBridge
4. Explore the possibility of having student-run entrepreneurial residential programs at colleges and universities such as the one at Duke University
5. Market business incubators that provide kitchen space to producers of agricultural products who can add value

Performance Measures

1. Number of new business start-ups
2. Incubator / Accelerator occupancy rates
3. Number of projects funded by the Ben Franklin Partnership
4. Number and dollar amounts of angel investments

Goal 4: Link the Workforce with Current and Future Job Opportunities

This goal is necessary for growth in the regional economy to occur. Growth in a regional economy comes from a combination of economic development, workforce development and community development. If one is missing, then growth in the regional economy becomes more difficult. Workforce development is instrumental in reducing the number of people who are unemployed. A question that needs to be addressed is whether future employment opportunities require a Bachelor's Degree from a college or university as compared to an Associate's Degree or a certificate from a community college or other post-secondary educational institution.

Strategies

1. Address the skills gap between the existing workforce and employer needs
2. Explore funding sources for the training of potentially-displaced workers due to decreases in the federal defense spending budget
3. Ensure that adults and youth have the soft skills needed for entering the labor force
4. Educate students and then parents on technical employment opportunities
5. Utilize the capacity and resources of community colleges and technical schools to provide customized opportunities
6. Provide job shadowing opportunities for youth

7. Align the needs of private industry with workforce training curricula
8. Promote manufacturing sector jobs by using various venues – i.e. Electronic Job Fair websites
9. Enhance the skill level of our existing workforce by focusing on technology
10. Support industry partnerships that will be used for developing the region's workforce
11. Support the STEM (Science, Technology, Engineering and Math) Initiative
12. Add programs at educational institutions that provide training of potential workers

Performance Measures

1. Number of jobs filled as a result of training programs
2. Number of jobs retained over the five-year period
3. Amount of earnings increase over the five-year period

According to the United States Department of Labor Employment and Training Administration, the following are Core Performance Measures from the Workforce Investment Act that should be included as performance measures:

1. Entry into unsubsidized employment
2. Retention in unsubsidized employment six months after entry into employment
3. Earnings received in unsubsidized employment six months after entry into employment; and
4. Attainment of a recognized credential relating to achievement of educational skills, which may include attainment of a secondary school diploma or its recognized equivalent, or occupational skills, by participants who enter unsubsidized employment

As a means of addressing this goal, the Northeastern Pennsylvania Alliance used funding from a JOBS1st PA grant that was administered by the Pennsylvania Departments of Labor & Industry and Community & Economic Development for conducting a survey of the labor pool in the seven-county region. The labor pool consisted of the employed, unemployed and underemployed. The Northeastern Pennsylvania JOBS1st Survey was developed by using questions from two sources. The first one is an article in the 2003 Kentucky Annual Economic Report, "Underemployment in Kentucky Counties," which was authored by faculty at the University of Kentucky and the University of Louisville. The second one is a study by Foote Consulting Group, LLC, "Labor Shed Analysis, 2010 for the Boone & Winnebago Counties (IL) Area."

Rather than develop a survey that intertwined questions for the three groups of the labor pool, three separate surveys were developed by using Survey Monkey and were created on March 12, 2015 and were available until June 30, 2015. Two press releases, one on April 7, 2015 and the other on June 5, 2015, were used to publicize the survey. Also, a request was made to the Partnerships for Regional Economic Performance (PREP) partners, Chambers of Commerce and Workforce Investment Boards within the region to notify the public about the survey through their websites.

The survey responses by county were as follows:

Table 1. Number of Responses to 2015 Workforce Survey

County	Employed	Unemployed	Underemployed	Total	Percent of Total
Carbon	14	15	5	34	11.3
Lackawanna	16	9	8	33	11.0
Luzerne	74	89	43	206	68.7
Monroe	0	1	1	2	0.7
Pike	0	0	1	1	0.3
Schuylkill	7	8	3	18	6.0
Wayne	1	2	3	6	2.0
Total	112	124	64	300	100.0
Percent of Total	37.3	41.3	21.3		

The purpose of the survey was to determine what the state of the regional labor pool is at a particular time. Economic Developers would use the results of the survey as a means of matching prospects with the characteristics of the labor force. Employers would use the results of the survey to match the characteristics of the labor force with their current and future needs. The employed were surveyed because it was desired to have representation from all three groups of the labor pool. The unemployed were surveyed because they are the group that is in need of employment. The underemployed were surveyed because they desire to optimally utilize their educational background and skills.

The National Center for College and Career Transitions, or NC3T, of Columbia, Maryland conducted a survey of employers within the seven-county region to determine their labor needs. This survey researched the demand side as compared to the supply side. Their main recommendations are: 1) Create a regional sector education / employer coordinating organization, 2) Enhance career awareness and career development across the region, and 3) Support / Leverage existing initiatives.

Goal 5: Capitalize on Energy, Environmental & Agricultural Resources & Opportunities

The Northeastern Pennsylvania region is experiencing the advent of alternative energy sources. Within the last several years, five wind farms have been constructed in the region with three being in Schuylkill County and one each in Luzerne and Wayne counties. There has been interest in constructing a coal gasification plant in Schuylkill County. In the neighboring Northern Tier

region, there has been a substantial amount of drilling into the Marcellus Shale formation for natural gas. This activity is here for the long-run and needs to be capitalized over the next five years. Environmental concerns, such as air and water pollution, have to continue to be regulated. Pollution causes a lower quality of life and damage to streams, which are used for boating and fishing.

Safe agricultural practices, such as using more organic materials for crop fertilization, need to continually be explored. Additional markets, either in regards to an increase in the number of locations or an increase in hours in existing markets, should be provided as outlets for producers of agricultural products. These additional markets, along with efforts such as “Buy Fresh, Buy Local” that are by the University of Scranton Small Business Development Center and the PA Preferred program that is from the Pennsylvania Department of Agriculture, would increase farm income. The “Buy Fresh, Buy Local” initiative applies to any consumer of agricultural products whether it is households or institutions such as colleges and universities, or state correctional institutions.

Strategies

1. Develop opportunities to capitalize on shale gas for existing business and the recruitment of new business, including supply chain industries
2. Encourage the safe and efficient transfer of natural gas throughout the region from shale gas formations
3. Assist in the development of Compressed / Liquefied Natural Gas public fueling stations
4. Encourage the continued construction of LEED certified green buildings and infrastructure in the region
5. Continue to support renewable energy opportunities including solar, wind and geothermal
6. Develop and support policies that provide incentives for natural gas conversions and renewables
7. Assist businesses in managing their energy use
8. Increase the demand for locally-produced food and other products by promoting their use at places that use large quantities
9. Promote the purchase of PA Preferred products
10. Preserve and expand the agricultural industry as a primary economic development component of the region

Performance Measures

1. Number of firms using alternate energy sources
2. Number of jobs established from alternate energy sources and from the increased demand of locally-produced products
3. Number of households and businesses with decreased energy consumption
4. Average sale of locally-produced products

Goal 6: Inventory and Strengthen the Infrastructure within the Region

Like the nation, Pennsylvania's current infrastructure, especially its roads and bridges, needs to be addressed. According to the Pennsylvania Department of Transportation (PennDOT), in 2016, there were 662 structurally deficient bridges that are either state- or locally-owned in the seven-county Northeastern Pennsylvania region. This reflects 11.5 percent of the statewide total. Luzerne County had the most bridges, with 144, and it was followed by Schuylkill County, with 130. Next was Monroe County, with 105 bridges, and it was followed by Wayne County, with 98, and Lackawanna County, with 85. Pike County had next to the lowest amount, with 54 bridges, and Carbon County had the least, with 38. According to October 2016 data for the state from PennDOT, there are 23,567 bridges on state roads that have a length of at least 8 feet and 6,421 bridges on local roads that have a length of at least 20 feet. In Northeastern Pennsylvania, there are:

- 2,321 bridges on state roads and 506 on local roads
- 11 closed bridges on state roads (26.8 percent of the state total) and 32 closed bridges on local roads (11.5 percent of the state total)
- 102 posted bridges on state roads (14.6 percent of the state total) and 227 posted bridges on local roads (9.4 percent of the state total)
- 429 structurally deficient bridges on state roads (11.7 percent of the state total) and 233 structurally deficient bridges on local roads (11.0 percent of the state total)

Based on the above information, 36.6 percent of the bridges in the region that are at least 8 feet in length are closed, posted or structurally deficient. These bridges need to be upgraded or replaced in order for goods to be transported and for markets to remain open and functional.

The Pennsylvania Department of Transportation, through its Rapid Bridge Replacement Project, has 8 bridges scheduled to be replaced with a completion date of 2017. Thirteen bridges have been replaced. There were also seven bridges that have a stated completion date of late 2016.

Northeastern Pennsylvania's major arterial highways, such as Interstates 80 and 81, continue to have improvements. A task force, the "Safe 80 Task Force," has been started to address the high accident rate on Interstate 80 in Monroe County. According to a December 17, 2012 editorial, "Interstate 80 Task Force Has Work Cut Out for It" in the *Pocono Record*, "The stretch of I-80 through the Stroudsburgs is one of the oldest parts of the coast-to-coast highway. Experts say it is under-designed for the volume of traffic it now carries." A major need is the widening of Interstate 81 from two to three lanes in each direction from Milepost 164, the Nanticoke exit in

Luzerne County, to Milepost 197, the Waverly exit in Lackawanna County. This is needed because the amount of traffic has exceeded the capacity of the highway. Truck transportation has increased considerably from the additional logistics facilities that have come to the region and Interstate 81 continues to serve as a major North - South route from New England and New York State to the Southeast.

Several improvements to Interstate 81 have occurred or have commenced during the year. There is a reconstruction event occurring southbound in Schuylkill County from Mile Marker 105 where traffic has been diverted to share the southbound lanes with one lane in each direction to the Lebanon County line. In Luzerne County, starting at Mile Marker 170, bridges have been reconstructed in both directions of the highway. This reconstruction has increased the capability for a third lane in anticipation of a widening of the highway from two to three lanes in each direction. Reconstruction of the highway continues to be in progress between Mile Marker 175 in Luzerne County and Mile Marker 180 in Lackawanna County. This reconstruction includes the reconstruction of the interchange that provides access to the Wilkes-Barre / Scranton International Airport. The road from the interstate to the airport has also been reconstructed. In Lackawanna County, construction has been completed in a section that is near Dickson City, a suburb of Scranton. This construction involved several bridge improvements and a reconstruction of a hillside that is adjacent to the northbound lanes between Dickson City and Clarks Summit.

Regional initiatives, such as Safe 80 and Focus 81, are addressing the needs for safety improvements on Interstate 80 in Monroe County and Interstate 81 in Lackawanna and Luzerne counties. These safety improvements, which include the exploration of potential widening of a 33-mile section of Interstate 81 from Waverly in Lackawanna County to Nanticoke in Luzerne County, will decrease accident rates and improve the flow of goods and services both within and through the region.

Other infrastructure, such as dams, is in dire need of repair or reconstruction. According to the Pennsylvania Fish & Boat Commission, who manages 20 Commonwealth-owned dams that were, or currently are, considered as high-hazard and unsafe, two of these dams are located in Wayne County. The dam projects at Belmont Lake and Lower Woods Pond are unfunded and have repair work that is not scheduled. Belmont Lake has an estimated construction cost of \$3.5 million and a capital budget authorization of \$2.55 million. Lower Woods Pond has an estimated construction cost of \$5.0 million and a capital budget authorization of \$2.55 million.

In Fiscal Year 2015 - 2016, according to the Pennsylvania Infrastructure Investment Authority (PENNVEST), there were \$9.7 million in loans and \$3.2 million in grants awarded for drinking water system improvements. There were \$9.1 million in loans awarded for wastewater system improvements and \$5.5 million in loans and \$1.8 million in grants were awarded for Non-Point Source Water Quality Improvement Projects.

Another infrastructure need that should be addressed is broadband connectivity, especially in rural areas. According to a May 2013 report by the U.S. Census Bureau, "Computer and Internet Use in the United States," that used July 2011 Current Population Survey data, 16.3 percent (1,956,652 individuals) of individuals 3 years and older in Pennsylvania had no computer in the

household and 14.2 percent (1,704,568 individuals) had a computer with no connection anywhere. The percentages for the nation were 15.9 percent and 14.4 percent, respectively. Another category was “No connection at home, but connect somewhere else.” In this category, 2.4 percent (288,096 individuals) did not have a computer in the household and 3.1 percent (372,124 individuals) had a computer present in the household. The percentages for the nation were 3.0 percent and 2.6 percent, respectively. These data indicate that there is a need for both computers in households and broadband connectivity in the state. Unfortunately, county-level data were not available.

In a November 2014 report by the U.S. Census Bureau, “Computer and Internet Use in the United States, which used 2013 American Community Survey data, 87.5 percent of individuals in Pennsylvania live in a household with a computer as compared to 88.4 percent in the United States. In Pennsylvania, 78.9 percent of individuals live in a household with high-speed Internet as compared to 78.1 percent in the United States.

Strategies

1. Continue to support funding for improving or replacing aging bridges, and water and sewer systems
2. Develop regional opportunities for multi-modal hubs that support rail, truck and air freight to enhance the movement of goods
3. Inventory and expand broadband capabilities, especially in rural areas
4. Utilize our transportation network as an asset for increased economic development
5. Explore Public-Private Partnerships (P3) to expedite localized infrastructure needs
6. Continue to support the widening and safety enhancements on Interstate 81 and safety and corridor improvements on Interstate 80
7. Develop and implement expanded Intelligent Transportation Systems (ITS) to improve safety and congestion

Performance Measures

1. Number of accidents on Interstates 80 and 81
2. Number of jobs established from infrastructure improvements
3. Number of people who use public transportation
4. Number of households who have broadband capabilities

Monitoring of Performance Measures by the Northeastern Pennsylvania Alliance

As the Economic Development District organization for Northeastern Pennsylvania, the Northeastern Pennsylvania Alliance will monitor the following performance measures:

1. Number of U.S. Department of Commerce, Economic Development Administration (EDA) investments
2. Number of new jobs established after the implementation of the Comprehensive Economic Development Strategy (CEDS)
3. Number of jobs retained
4. Amount of private sector investment
5. Types of investments to attract key business clusters
6. Lower unemployment rates
7. Higher regional income averages

As a Local Development District for the Pennsylvania Department of Community & Economic Development Appalachian Development Center, the Northeastern Pennsylvania Alliance routinely utilizes the Comprehensive Economic Development Strategy (CEDS) goals and strategies as a component of its project review process for Appalachian Regional Commission funding consideration.

Of particular importance in this process is the Commonwealth's State Appalachian Development Plan. The goals, objectives and strategies contained in this document influence the types of projects chosen for funding consideration. It further helps to establish the framework for certain Northeastern Pennsylvania Alliance work programs. Thus, the CEDS and the State Appalachian Development Plan have a strong connectivity in order to help guide investments into the region based upon need and opportunities.

The Northeastern Pennsylvania Alliance recognizes the need to integrate state strategies into its regional planning efforts. Both are viewed as an economic roadmap to diversify and strengthen the economy of Northeastern Pennsylvania that is based upon national and global conditions.

CHAPTER 4

ECONOMIC RESILIENCY

There are two types of shocks that can occur in a regional economy. Shocks can be caused by natural disasters or changing economic conditions. In regards to natural disasters, the Northeastern Pennsylvania region has experienced flooding over several decades, with the most recent events being from Hurricane Irene that, according to the Federal Emergency Management Agency (FEMA), affected Luzerne, Monroe, Pike and Wayne counties in August 2011; Tropical Storm Lee in September 2011 that affected Lackawanna, Luzerne, Monroe, Schuylkill and Wayne counties; and Hurricane Sandy, that affected Monroe and Pike counties in November 2012. The most devastating flood that affected the region was from Hurricane Agnes in June 1972. At the time, Hurricane Agnes was called by the President of the United States as the “Greatest natural disaster in the history of the United States.”

To address the damage that is caused by natural disasters in Pennsylvania, Hazard Mitigation Plans have been developed at the state and county levels. Plans for each of the seven counties, along with the Pennsylvania Emergency Management Agency state plan were reviewed and in all of the plans, a presentation about economic resiliency was not included.

Among the goals and objectives in several of the county Hazard Mitigation Plans, were working with media outlets and posting information online that promotes public awareness on the potential impacts of natural hazards. These plans note that educational programs, which lead to hazard reduction, should be considered. The targeted audiences for these programs are residents, business owners and potential property buyers. Penn State Cooperative Extension could possibly be one of the sources for the delivery of these educational programs.

According to the Hazard Mitigation Plans for Lackawanna and Luzerne counties, one of the four regional recovery projects is Business Continuity Planning. These plans indicate that “Activities include awareness, identifying resources, working with PEMA (Pennsylvania Emergency Management Agency) and facilitating training for local business owners on subjects such as employee preparedness, disaster-resistant construction, flood insurance and protecting business data.”

In addressing the need of when a disaster arises, a toolkit from the International Economic Development Council (IEDC), “Leadership in a Time of Crisis: A Toolkit for Economic Recovery and Resiliency (<http://restoreyoureconomy.org/toolkit>) would be consulted.

Business owners should be willing to provide information regarding their economic shock-related needs through surveys, such as those of the Business Retention & Expansion type, to workforce development, economic development and community development professionals. These surveys would be used in matching business needs with necessary resources.

The retention of existing businesses is important in the resiliency of a regional economy. Research shows that up to 86 percent of new jobs are created by existing businesses in a community, rather than businesses attracted to a community. Consequently, most job growth

occurs through the addressing of needs by existing businesses rather than through business recruitment.

The Northeastern Pennsylvania Alliance, as the Economic Development District organization, would have a role in coordinating a recovery center that will have as its resources the U.S. Small Business Administration (SBA), the Small Business Development Centers (SBDCs) and possibly the U.S. Internal Revenue Service (IRS). These agencies would provide guidance to affected businesses. The SBA would offer loans to eligible businesses.

Other federal agencies, such as the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Agriculture Rural Development, the U.S. Department of Labor and the U.S. Department of Commerce Economic Development Administration, would be engaged for providing disaster funding assistance from either a grant or a loan. HUD would provide assistance through its Community Development Block Grant (CDBG) program. The U.S. Department of Labor has national emergency grants available and the U.S. Economic Development Administration operates a revolving loan fund.

When disaster strikes, the essence of economic resiliency is to have open communication networks that are needed for the rebuilding process. The local chamber of commerce and / or the local Pennsylvania Partnerships for Regional Economic Performance (PREP) partner would be a conduit of communication. This communication could include a list of businesses that are either operating or planning to re-open, a list of available financial services and a list of upcoming community meetings. A list of licensed contractors would be made available so that business and home owners would not be subject to illegal activities.

Critical facilities in the case of natural disasters are airports, bridges, dams, emergency response buildings, government buildings, hazardous storage sites, hospitals, nursing homes, pipelines, power plants, primary electrical substations, prisons, pumping stations (storm and sanitary) and schools. It is essential that these facilities be protected from flood waters.

County and municipal governments in the region have and will continue to seek funding for the purchase of properties that are in flood-prone areas. Property owners, who are located in these areas, should be thinking about retrofitting their properties to minimize property damage due to floods and other natural disasters.

Along with the purchase of properties, county and municipal governments would establish preventative measures from zoning and subdivision regulations; building codes; hazard mapping; floodplain regulations; stormwater management; drainage system maintenance; and capital improvements programs. Natural resource protection from erosion and sediment control; stream and wetland restoration; habitat preservation; and slope stabilization would also be necessary in remediating flood damage.

To rebuild a regional economy after a natural disaster, such as a flood, workers, who are trained in construction trades, need to be prepared. These workers can be local or non-local because the key to rebuilding is to complete it in a safe and efficient manner so that businesses can start operating.

When there is a change in economic conditions, such as a manufacturing plant ceasing operations, steps should be taken to find employment for those who are affected by the closing. The affected workers can gain new job skills through training programs and can work with the two Small Business Development Centers that serve the region in developing their business plan if they desire to open a business.

Workforce training is essential for an economy to recover from a shock. A workforce that is trained, along with the proper infrastructure, is required for business attraction. Participation of high school students in leadership programs that provide job shadowing skills as part of their curricula builds a sense of community pride, which could lead to younger people returning to the region after completing their formal education.

Economic developers should be working with workforce development professionals to determine the current and future needs of existing and prospective businesses. In addition to the proper infrastructure, such as water, sewer, three-phase power and broadband, prospective businesses desire to have a trained workforce that can be an asset as soon as production starts.

Within the last couple of years, the Northeastern Pennsylvania Alliance has added to its array of services Geographic Information System (GIS) capabilities. GIS has many features that can be used in taking preventative measures that address the economic shocks from natural disasters and provide information that can be used in determining what steps should be taken to help affected areas.

Economic diversification is necessary for a regional economy to function and remain competitive. This diversification could occur in industries that provide intermediate goods that are used in producing a final product.

CHAPTER 5

COMMUNITY AND PRIVATE SECTOR PARTICIPATION

The Northeastern Pennsylvania Alliance acknowledges that a vibrant, engaged private / public sector partnership is critical to the development and implementation of the CEDS. In the initial planning of the CEDS Five-Year Plan, the private and public, as well as the not for profit, sectors were heavily involved in the identification of regional goals and objectives through a series of three meetings that averaged 49 attendees, as well as a survey where there were approximately 440 respondents.

The composition of the Northeastern Pennsylvania Comprehensive Economic Development Strategy Committee and the Northeastern Pennsylvania Alliance Board of Directors, as well as the various Northeastern Pennsylvania Alliance Committees, draws upon the expertise and resources of these volunteers to add additional capacity to the delivery of regional programs and services.

Historically, the Northeastern Pennsylvania Alliance has enjoyed strong participation from the region's private sector in its management structure and operations. Private sector representation has come from banks, legal firms, private industries, business owners, utilities, insurance companies etc. Their perspective and capacity brings additional value to the Northeastern Pennsylvania Alliance and its various programs and services.

The participation and interaction of community and private sector organizations is necessary for any region to improve its quality of life and advance its economic scorecard. As a regional community and economic development organization, the Northeastern Pennsylvania Alliance strives to be as inclusive as possible and bring together all resources in addressing issues of significance. Examples of regional private / public partnerships include:

- Interstate 81 Transportation Advisory Committee
- The Northeastern Pennsylvania Alliance Business Finance Center / Loan Review Committee
- Regional Project Priority Committee
- Tobyhanna Army Depot Blue Ribbon Task Force
- The Northeastern Pennsylvania Alliance Executive Committee / Board of Directors
- Northeastern Pennsylvania Entrepreneurial Network
- Industry Partnership Initiatives

The Northeastern Pennsylvania Alliance also strongly acknowledges that the private sector generates jobs and wealth. The role of the Northeastern Pennsylvania Alliance is to work in partnership with various organizations throughout Northeastern Pennsylvania to help establish conditions that promote economic growth. Investments that have incurred in the region arise out of partnerships. Time and time again, evidence has been accumulated to demonstrate that economic growth does not come about as a result of a single instance. It comes about because the private sector decides that a given region or community contains the appropriate characteristics to support an investment.

A holistic and integrated approach is required for the Northeastern Pennsylvania region to achieve its economic potential. This has many factors including:

- Trained and available workforce
- Integrated transportation network
- Infrastructure (highway, water, technology/telecommunications)
- Affordable housing
- Educational attainment
- Recreational/leisure/cultural amenities
- Access to capital
- Environmental awareness
- Entrepreneurial development

These requirements for economic growth are included in the CEDS goals, objectives and strategies.

Examples of regional private / public sector partnerships, which are included in this CEDS plan, have resulted in increased investment and related jobs in the region. Many of these investments have occurred in the U.S. Department of Commerce Economic Development Administration (EDA) funded projects including industrial / business parks, technology incubators, multi-tenant buildings and revitalization of downtowns or had its foundation in technical assistance and planning projects.

Each of these initiatives has a common foundation, which is community-related organizations planning and implementing a project in order to attract private sector investment, based upon market-based opportunities and assets. This approach brings together all available resources to enhance economic development in Northeastern Pennsylvania.

CHAPTER 6

STRATEGIC PROJECTS

This chapter provides a table of non-prioritized regional projects for Fiscal Year 2015 - 2016. Table 2 provides information about projects within the region in regards to which counties would benefit from the project, the project cost, the local match that would be used in obtaining the funds for the project, a project description and the anticipated project outputs and / or outcomes. These projects are not prioritized.

During Fiscal Year 2015 – 2016, the following projects were awarded grant funding from the Appalachian Regional Commission.

- Monroe County Energy Conservation & Efficiency Initiative - \$110,000
- Lincoln Drive Sanitary Sewer Line Extension Project - \$50,000
- University of Scranton Center for Rehabilitation Education – Workforce Training - \$90,883
- King’s College Health Sciences Equipment - \$50,000
- Northeastern Pennsylvania Alliance Energy Resource Center - \$45,000
- Northeastern Pennsylvania Alliance Admin. Grant - \$102,055
- Northeastern Pennsylvania Alliance PREP Program - \$400,000

During Fiscal Year 2015 – 2016, the following project received funding from other sources.

- CAN DO, Inc. for the extension of White Birch Road in the Humboldt Industrial Park and turning radius and signalization improvements to the main intersection at Maplewood Drive and Forest Road - \$1.24 million from the Commonwealth Financing Authority and PennDOT.

Table 2. Comprehensive Economic Development Strategy Project List

#	Project Title	Project Sponsor(s)	Project Classification		Location	Project Cost	Match/LPI	Project Description	Project Outputs / Outcomes
			Choose the project's classification by using "1" and "2" in the box	#	List counties			Provide a brief project description	List 3-5 outputs / outcomes
1	Regional Defense Transition Partnership	Pennsylvania Department of Community & Economic Development (PA DCED) & Northeastern Pennsylvania Partnerships for Regional Economic Performance (PREP) Partners	Business Retention & Expansion	1	CA, LA, LU, MO, PI, SC, WA	\$2.9 m	\$450 k	Implementation of a customized economic development strategy designed to provide regional businesses and manufacturers with the market diversification planning assistance and business / technical support services needed to respond to the cancellation of Department of Defense (DoD) contracts. DoD assessment not to proceed with previously approved major weapons systems, publicly-announced reductions in DoD spending, and/or the downsizing of Northeastern Pennsylvania regional DoD facilities.	1) Companies engaged: 50 2) Companies assisted (with Diversification Plan): 25 3) Number of Defense Supplier Assessments Delivered: 20 4) Market Diversification Plan Management from Phase I: 30 5) Number of Department of Defense Consultants Qualified for Implementation Assistance: 15
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation	2					
			Workforce Investment						
			Infrastructure / Capacity Building						
			Business Start-up / Attraction						
2	Northeastern Pennsylvania Partnerships for Regional Economic Performance (PREP)	Northeastern Pennsylvania Alliance (NEPA)	Business Retention & Expansion	1	CA, LA, LU, MO, PI, SC, WA	\$800 k	\$400 k	NEPA proposes the continued use of Appalachian Regional Commission funds supplemented by additional federal, state and local funds to maintain the multi-faceted services provided through this program, which primarily focuses directly on business development resulting in employment creation / retention in Northeastern Pennsylvania communities. The Core Activities include: 1) Business Finance, 2) International Trade and 3) Government Contracting	<u>Outputs:</u> 1) Approximately 635 entrepreneurs / businesses / organizations are served 2) 39 new businesses are served 3) 15 loans are closed <u>Projected Outcomes:</u> 1) \$2.5 m in leveraged private investment 2) \$2.5 m in public financing provided 3) \$500 k in public financing leveraged 4) 53 businesses are improved 5) \$30.0 m total export sales 6) 95 jobs created 7) 480 jobs retained
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building						
			Business Start-up / Attraction	2					

#	Project Title	Project Sponsor(s)	Project Classification		Location	Project Cost	Match/LPI	Project Description	Project Outputs / Outcomes
			Choose the project's classification by using "1" and "2" in the box	#	List counties			Provide a brief project description	List 3-5 outputs / outcomes
3	Wayne County Community Investment Model	Wayne County / Wayne County Economic Development Corporation (WEDCO)	Business Retention & Expansion		WA, LA, PI	\$125 k	\$62.5 k	Grant funds are sought to provide technical assistance to Wayne County to define a community investment and implementation model aligned with a two-year, County-wide strategic planning initiative (<i>Wayne Tomorrow!</i>). As a result, local government, economic development and non-profit organizations would build capacity and have the tools to advance <i>Wayne Tomorrow!</i> projects that support the goals of a vibrant economy and sustainable communities.	Outputs: 1) An overall plan is developed to define and develop a community investment model 2) All communities in Wayne County are served by this project 3) Five organizations in Wayne County are served by this project Outcomes: 1) Four <i>Wayne Tomorrow!</i> projects are implemented 2) All communities in Wayne County are improved by this project 3) Five organizations in Wayne County are improved by this project
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction						
4	Allied Services Safe Care Equipment	Allied Services Foundation	Business Retention & Expansion		LA, LU	\$200 k	\$100 k	The project will support the purchase of new equipment to enhance safety, care quality and efficiency for Allied Services' patients and residents; individuals with disabilities, chronic illnesses and life-changing injuries. This equipment will also reduce the risk of work-related injuries among nurses, aides and other direct care workers. Specifically, funds will be used for patient care equipment – e.g. bariatric / specialty beds, lifts, transfer devices, assistive devices and / or monitoring equipment to be used in Allied Services' facilities.	Outputs: 1) 100 patients served during the first twelve months that the equipment is in service 2) 75 care workers assisted during the first twelve months that the equipment is in service Outcomes: 1) 100 patients are improved 2) \$25,000 projected reduction in injury-related costs is experienced
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment	1					
			Infrastructure / Capacity Building						
			Business Start-up / Attraction						

#	Project Title	Project Sponsor(s)	Project Classification		Location	Project Cost	Match/LPI	Project Description	Project Outputs / Outcomes
			Choose the project's classification by using "1" and "2" in the box	#	List counties			Provide a brief project description	List 3-5 outputs / outcomes
5	Community Foundation Initiative	Northeastern Pennsylvania Nonprofit & Community Assistance Center (NCAC)	Business Retention & Expansion		CA, LA, LU, MO, PI, SC, WA	\$110 k	\$55 k	This initiative is designed to provide seed capital and technical assistance for the start-up of three community foundations in Northeastern Pennsylvania. NCAC, in collaboration with the Northeastern Pennsylvania Grantmakers Committee and The Luzerne Foundation, will develop start-up committees in each county to discuss feasibility and formation options for the development of a community foundation (CF).	Outputs: 1) Developing multiple community foundations endowments/partnerships 2) \$150,000 in seed capital for endowment 3) Marketing/Fundraising Materials for CF launch Outcomes: 1) Increased capacity of community leaders to address community needs and deficiencies 2) Increased opportunities for existing CFs to partner with new foundations, reducing operating costs through economies of scale 3) The reduction of the out-migration of wealth to other areas outside Appalachia 4) Leveraging of new resources for long-term growth and sustainability of foundation initiatives and community needs
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction						
6	PA Made Again	United States Department of Commerce Economic Development Administration (Award No. 01-69-14381)	Business Retention & Expansion		52 County Region in Rural PA	\$1.0 m	\$500 k from EDA and \$508 k from local sources	Marketing a region that consists of 52 counties that form a “T” in Pennsylvania to foreign prospects or domestic companies that had previously moved their production overseas in an effort to get them to locate to Pennsylvania. These counties do not include the Philadelphia and Pittsburgh areas.	1) Develop a comprehensive marketing piece and brand, which will include information for the region 2) Each of at least two locations within the region will have a networking reception and a seminar or presentation highlighting the assets of the region 3) Have 5 publication mentions internationally 4) A foreign company will establish a physical presence in the region, which will result in 50 jobs created within 6 to 9 years of the project’s conclusion
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment	2					
			Infrastructure / Capacity Building						
			Business Start-up / Attraction	1					

#	Project Title	Project Sponsor(s)	Project Classification		Location	Project Cost	Match/LPI	Project Description	Project Outputs / Outcomes
			Choose the project's classification by using "1" and "2" in the box	#	List counties			Provide a brief project description	List 3-5 outputs / outcomes
7	Preparing Students to Succeed in the Workforce	Misericordia University	Business Retention & Expansion		LU, LA, WY, CO and contiguous counties	\$100 k	\$50 k	Via its Health Sciences and Education Programs, Misericordia provides advanced training in job accommodations that allow individuals to prepare for the workplace or return to work after sustaining a disability. However, the high churn rate in assistive technology means the resources that were available only a few years ago quickly become antiquated and limited in properly preparing students for today's workplace. Misericordia seeks to modernize the resources that are available to its students with disabilities (both in the Alternative Learners Program and the general student body), and to update the resources used to train service providers and educators to recommend and provide up-to-date accommodations for the workplace, school and in personal life.	Outputs: 1) 300 students with disabilities are served, 200 service provision students (Occupational Therapy, Speech-Language Pathology, Special Education) per year 2) 40 faculty trained / served Outcomes: 1) 300 students with disabilities per year are improved 2) 40 faculty members improved
			Energy, Environmental, Agricultural	1					
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	2					
			Business Start-up / Attraction						
8	Creating Carbondale's Community Health Plan	The Wright Center for Graduate Medical Education	Business Retention & Expansion		LA, WA and Susq.	\$200 k	\$100 k	This project is a systematic process involving the community to identify and analyze community health needs and assets in order to prioritize those needs, and to plan and act upon unmet community health needs. <i>Creating Carbondale's Community Health Action Plan</i> is designed to be the organizing framework for the future physical, dental and behavioral health of Carbondale.	Outputs: 1) Strategic / Action Plan is developed 2) 6 organizations served 3) 3 counties served 4) 1,600 school children and 5,000 adults served annually Outcomes: 1) 3 programs implemented (primary care, oral health care, mental and behavioral health) 2) Evidence-based interventions and innovative practices instituted with thorough evaluation 3) Proactive, broad and diverse community engagement in place to improve health results
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment	1					
			Infrastructure / Capacity Building						
			Business Start-up / Attraction						

#	Project Title	Project Sponsor(s)	Project Classification		Location	Project Cost	Match/LPI	Project Description	Project Outputs / Outcomes
			Choose the project's classification by using "1" and "2" in the box	#	List counties			Provide a brief project description	List 3-5 outputs / outcomes
9	911 Regional Communications / Value Added Services Sequel	Luzerne County	Business Retention & Expansion		LU	\$300 k	\$150 k	This project will add infrastructure supporting municipal, state and public safety communications and provide connectivity into the commonwealth's broadband middle mile system allowing for implementation of critical communications and broadband services deployment while providing growth opportunities for this region through the next two decades for both the county and the state.	<u>Outputs:</u> 1) 76 municipalities will be served with a population of 318,829. 2) The Multiprotocol Label Switching (MPLS) microwave ring network will have excess capacity available to broadband providers 3) Self-support tower is added into the county's communication system <u>Outcomes:</u> 1) Implementation of an Internet Protocol (IP)-based broadband microwave network, therefore increasing public safety to all municipalities, county departments and state agencies served by the 911 center 2) Provide opportunity for greater access to wireless / broadband 3) 76 municipalities are improved
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction						
10	Leadership Development Advancement & Training Program	Luzerne County	Business Retention & Expansion		LU	\$20 k	\$10 k	This project aims to provide more effective, efficient and responsive governmental operations through leadership development and capacity enhancement for Luzerne County staff. Luzerne County will partner with the Governor's Office and Leadership Wilkes-Barre or a similar organization to provide training for both new and existing County staff. Sessions will focus on best practices to help develop better relationships, create an extraordinary culture and high-functioning employees for a more productive organization.	<u>Outputs:</u> 1) Train approximately 100 Luzerne County management staff and employees 2) Leadership Training program is designed <u>Outcomes:</u> 1) 100 Luzerne County management staff are improved 2) Leadership Training program is implemented
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment	1					
			Infrastructure / Capacity Building						
			Business Start-up / Attraction						

#	Project Title	Project Sponsor(s)	Project Classification		Location	Project Cost	Match/LPI	Project Description	Project Outputs / Outcomes
			Choose the project's classification by using "1" and "2" in the box	#	List counties			Provide a brief project description	List 3-5 outputs / outcomes
11	Lackawanna County Wireless Broadband Expansion and City of Scranton Fiber Project	Lackawanna County	Business Retention & Expansion		LA	\$180 k	\$90 k	The goal of the Lackawanna County Broadband Initiative is to increase access to broadband and wireless technologies to increase connectivity, promote business growth and create jobs. Lackawanna County's plan is to expand upon its existing county-wide wireless broadband infrastructure in an effort to increase job growth by expanding low cost broadband into areas of limited development and by upgrading the microwave radio equipment currently in place on the area's business and technical incubators.	<u>Outputs:</u> This project will serve Lackawanna County in its entirety. Currently, the wireless network is serving over 21 customers, including schools, local governments and businesses. The goal is to double that number within two years. The following outcomes are intended: 1) 2 miles of broadband installed 2) 20 communities served 3) 30 businesses served <u>Outcomes:</u> 1) 10 communities improved 2) 10 businesses improved 3) 2 businesses created
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction						

#	Project Title	Project Sponsor(s)	Project Classification		Location	Project Cost	Match/LPI	Project Description	Project Outputs / Outcomes
			Choose the project's classification by using "1" and "2" in the box	#	List counties			Provide a brief project description	List 3-5 outputs / outcomes
12	Purchase of Equipment for Allied Medical Programs at Lackawanna College	Lackawanna College	Business Retention & Expansion		LA, LU, MO, PI, WA, WY, SUS, BR, TI, COL	\$150 k	\$75 k	Lackawanna College proposes to purchase equipment for its Allied Health programs. This would include three pieces of Sonography equipment and outfit the Occupational Therapist Assistant Lab, Sonography and a new Occupational Therapist Assistant Associate Degree program. The tools are essential to the success of these programs and will allow Lackawanna College to continue to be the primary source for community institutions to draw expertly trained, highly motivated medical professionals.	<u>Outputs:</u> 1) Purchase and install three Advanced M7 Ultrasound Systems with transducers to be used for adult and pediatric cardiac, abdominal, neonatal and adult cranial, carotid, vascular, arterial, neurology, gynecology and obstetrics by late fall 2017. 2) An Occupational Therapy lab containing equipment and supplies necessary to support everyday living while accommodating diverse disabilities and impediments. This equipment will include clinical equipment such as wheelchairs, walkers, canes and ready-to-wear orthotics; assessment equipment including Goniometers, Dynamometers and Pinch Meters; and adaptive equipment such as durable medical equipment for the bathroom and kitchen. 3) Sixty-three additional students will be served in the Sonography programs over three years. 4) Forty-eight new students are served in the Occupational Therapist Assistant (OTA) program over three years. <u>Outcomes:</u> 1) Sixty-three additional students are improved in the Sonography programs over three years. 2) Forty-eight students are improved in the OTA program over three years. 3) The OTA program is implemented and accredited and the three Sonography programs are expanded.
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment	1					
			Infrastructure / Capacity Building	2					
			Business Start-up / Attraction						

#	Project Title	Project Sponsor(s)	Project Classification		Location	Project Cost	Match/LPI	Project Description	Project Outputs / Outcomes
			Choose the project's classification by using "1" and "2" in the box	#	List counties			Provide a brief project description	List 3-5 outputs / outcomes
13	King's College Engineering Program	King's College	Business Retention & Expansion		LU	\$200 k	\$100 k	King's College will begin offering two new undergraduate programs, Civil Engineering and Mechanical Engineering, at its campus starting in fall 2017. These programs will require the acquisition of equipment for the following laboratories: Mechatronics Lab, Engineering Materials Lab, Engineering Structures Lab, Fluid Mechanics and Hydrology Lab, and Fabrication Lab.	Outputs: 1) Offer two new engineering programs, Civil Engineering and Mechanical Engineering. 2) Serve and improve 174 Civil Engineering and Mechanical Engineering students over the next five years. Outcomes: 1) Provide \$718,670 in Leveraged Private Investment (Total Equipment Cost). 2) 174 students are improved over the project budget period and 3 years after.
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment	1					
			Infrastructure / Capacity Building						
			Business Start-up / Attraction						

#	Project Title	Project Sponsor(s)	Project Classification		Location	Project Cost	Match/LPI	Project Description	Project Outputs / Outcomes
			Choose the project's classification by using "1" and "2" in the box	#	List counties			Provide a brief project description	List 3-5 outputs / outcomes
14	Expanding the Regional Health Care Workforce	Northampton Community College	Business Retention & Expansion		MO, PI, WA	\$200 k	\$100 k	Northampton Community College is requesting funding to purchase three high-tech simulation mannequins; two hospital beds with bedside cabinets and headwall units; two IV pumps; one pulse oximeter and other supporting equipment and software needed to recreate a hospital room, providing a variety of authentic treatment scenarios where students can test their competencies. High-tech simulation mannequins replicate as patients, allowing students to practice professional communication, team management, task performance and care decision making. Additionally, students will be introduced to the best practices in patient safety and quality of care while critically evaluating, solving problems and treating diverse client needs in a safe, educational environment where mistakes can be made without risk of harm to patients.	<u>Outputs:</u> 1) \$200,000 in equipment is purchased. Physical evidence of equipment and supplies needed to promote teaching and learning. 2) 210 new, incumbent and displaced workers will be served in the first three years by this equipment. <u>Outcome:</u> 1) 178 students (85%) will receive enhanced training and job-related skills that allow them to complete their program, continue their education, or obtain or retain employment.
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment	1					
			Infrastructure / Capacity Building						
			Business Start-up / Attraction						

#	Project Title	Project Sponsor(s)	Project Classification		Location	Project Cost	Match/LPI	Project Description	Project Outputs / Outcomes
			Choose the project's classification by using "1" and "2" in the box	#	List counties			Provide a brief project description	List 3-5 outputs / outcomes
15	The University of Scranton Nursing Department Simulation Laboratory Expansion in the J.A. Panuska College of Professional Studies	The University of Scranton	Business Retention & Expansion		LA	\$137,640	\$68,820	This grant will support the purchase of simulation equipment necessary for the education of University of Scranton undergraduate nursing and graduate nursing anesthesia students. Use of simulation for teaching in the University's Department of Nursing is an ongoing feature of nursing education. University students also participate in inter-professional simulations with medical students from The Commonwealth Medical College and Marywood university social work students to enhance their inter-professional communication skills and the knowledge of the role of other healthcare professionals. Critical patient events happen within these simulations and these activities, which are simply not available in the clinical setting, and also better prepare the future nurse to provide safe patient care upon graduation.	Outputs: 1) An estimated 225 undergraduate and 60 graduate nursing students will be served in each of the next three years. 2) 175 community students and nurses at other institutions will also be served. 3) Two pieces of specialized nursing simulation equipment are purchased. Outcomes: 1) An estimated 72 new nurses in 2017, 80 in 2018 and 79 in 2019 will be improved by the project, graduating from the undergraduate nursing program with a B.S.N. to serve as health professionals. 2) An estimated 20 new anesthesia nurses in 2017, 31 in 2018 and 24 in 2019 will be improved, graduating from the graduate nurse anesthesia program with a M.S.N. to serve as health professionals. 3) 175 community students and nurses at other institutions will also be improved.
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment	1					
			Infrastructure / Capacity Building						
			Business Start-up / Attraction						

#	Project Title	Project Sponsor(s)	Project Classification		Location	Project Cost	Match/LPI	Project Description	Project Outputs / Outcomes
			Choose the project's classification by using "1" and "2" in the box	#	List counties			Provide a brief project description	List 3-5 outputs / outcomes
16	Blue Ribbon Task Force (BRTF)	Tobyhanna Army Depot (TYAD) and Northeastern Pennsylvania Alliance (NEPA)	Business Retention & Expansion	1	CA, LA, LU, MO, PI, SC, WA	\$100 k	\$0	Funding is requested to implement strategies that protect Tobyhanna Army Depot from the Base Relocation and Closure (BRAC) process, to seek opportunities to diversify services offered by the Depot, and to retain and expand technology-related employment in the electronic sector.	Outputs: 1) 267 communities are served 2) Media materials are produced 3) 200 participants / stakeholders are educated on the BRTF 4) Nearly 3,000 employees at TYAD are served Outcomes: 1) 267 communities are improved 2) 200 participants / stakeholders are improved 3) 2 programs are launched or expanded and implemented 4) 3,000 jobs at TYAD are improved
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment	2					
			Infrastructure / Capacity Building						
			Business Start-up / Attraction						
17	Lackawanna Cut-Off Passenger Rail Service Restoration Project	The Pennsylvania Northeast Regional Rail Authority (PNRRA)	Business Retention & Expansion	2	MO, LA	\$300 k	\$150 k	Funding will be used to hire and work with a professional engineering consultant offering expertise in executing passenger rail service projects. The engineering consultant will provide cost estimates and updated specifications based on the original 2006 rail design. Additionally, they would be tasked with developing a strategy for construction, operations and service options. The funding for this project will be 50 percent from an Appalachian Regional Commission POWER Grant and 50 percent from local sources.	Output: 1) Engineering study is developed Outcomes: When this project and construction are completed three years thereafter, the following outcomes are projected: 1) Engineering study is implemented. 2) Two businesses expand into the project service area. 3) Two new businesses are launched. 4) 50 jobs are created.
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction						

#	Project Title	Project Sponsor(s)	Project Classification		Location	Project Cost	Match/LPI	Project Description	Project Outputs / Outcomes
			Choose the project's classification by using "1" and "2" in the box	#	List counties			Provide a brief project description	List 3-5 outputs / outcomes
18	Carbon County Fire and Emergency Operations Training Facility Access Road	Carbon County Board of Commissioners	Business Retention & Expansion		CA	\$683 k	\$0	The proposed access road improvements will widen the existing roadway from 12 feet to 21 feet, which will provide the needed width for training and emergency vehicles to pass and promote easier ingress to and egress to and from the new Fire and Emergency Operations Training facilities, the existing County Correctional Facility and the new 911 Center. In addition to the road widening, the swale on the north side of the existing road will be replaced with a storm sewer and Emergency Lane will be extended 500 feet to provide paved access to the site. A new bituminous paved roadway will be constructed off the Emergency Lane to provide access to the new fire training facility. This new roadway will be 475 feet long, 26 feet wide and include culverts for two stream crossings and a pipe to drain a low point.	<u>Output Measures:</u> 1) 983 feet of extended access road constructed 2) 1,118 feet of existing roadways improved <u>Projected Outcomes:</u> 1) Three operational jobs created 2) 113 construction jobs created 3) \$13.2 million leveraged investment related to the construction of the new facilities 4) 85 existing jobs are served
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction	2					

#	Project Title	Project Sponsor(s)	Project Classification		Location	Project Cost	Match/LPI	Project Description	Project Outputs / Outcomes
			Choose the project's classification by using "1" and "2" in the box	#	List counties			Provide a brief project description	List 3-5 outputs / outcomes
19	Northeastern Pennsylvania Jump Start	To be determined	Business Retention & Expansion		CA, LA, LU, MO, PI, SC, WA	\$3.4 m	\$800 k	The Northeastern Pennsylvania Jump Start Initiative seeks to rekindle the region's entrepreneurial heritage, help nurture local entrepreneurs and small business owners and expand our broadband infrastructure to foster redevelopment and business expansion. The objectives will be accomplished through the following activities: 1) Accelerate Local Incubator Success by Capitalizing on Regional Strengths 2) Eliminate Incubator Company Talent Gaps to Drive Growth 3) Establish Strategic "Co-Op" Relationships to Maximize Incubator Seed Investment Opportunities 4) Implement a Regional Marketing Strategy focused on Incubators 5) Develop and Implement a Comprehensive Broadband Study with Demonstration Projects	<u>Outputs:</u> 1) 50 jobs created 2) 20 jobs retained 3) Formation of Incubator Roundtable 4) Eight professional development sessions designed to increase staff capacity at the incubators 5) Formation of an Entrepreneurial Roundtable 6) Formation of an Entrepreneurial Mentorship Program 7) Broadband Needs Assessment 8) Delivery of two Broadband / Technology Demonstration Projects <u>Outcomes:</u> 1) Improved Health Care Accessibility and Delivery 2) Advanced Regional Initiatives 3) Invest in Critical Infrastructure 4) Strengthen Entrepreneurial Ecosystems 5) Enhance Public Safety 6) Connect at-risk populations (senior citizens, low income) to the Information Highway 7) Enhance the competitiveness of regional manufacturers
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation	1					
			Workforce Investment						
			Infrastructure / Capacity Building	2					
			Business Start-up / Attraction						

APPENDIX A

NORTHEASTERN PENNSYLVANIA REGIONAL STATISTICS

APPENDIX A

NORTHEASTERN PENNSYLVANIA REGIONAL STATISTICS

Population

The Northeastern Pennsylvania region has a land area of 4,388 square miles and consists of seven counties: Carbon, Lackawanna, Luzerne, Monroe, Pike, Schuylkill and Wayne. Wayne and Pike counties border the state of New York and Pike and Monroe counties share a border with the state of New Jersey. The population for each of the seven counties, along with the state and nation, is indicated in Table 3.

Table 3. Population for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2015

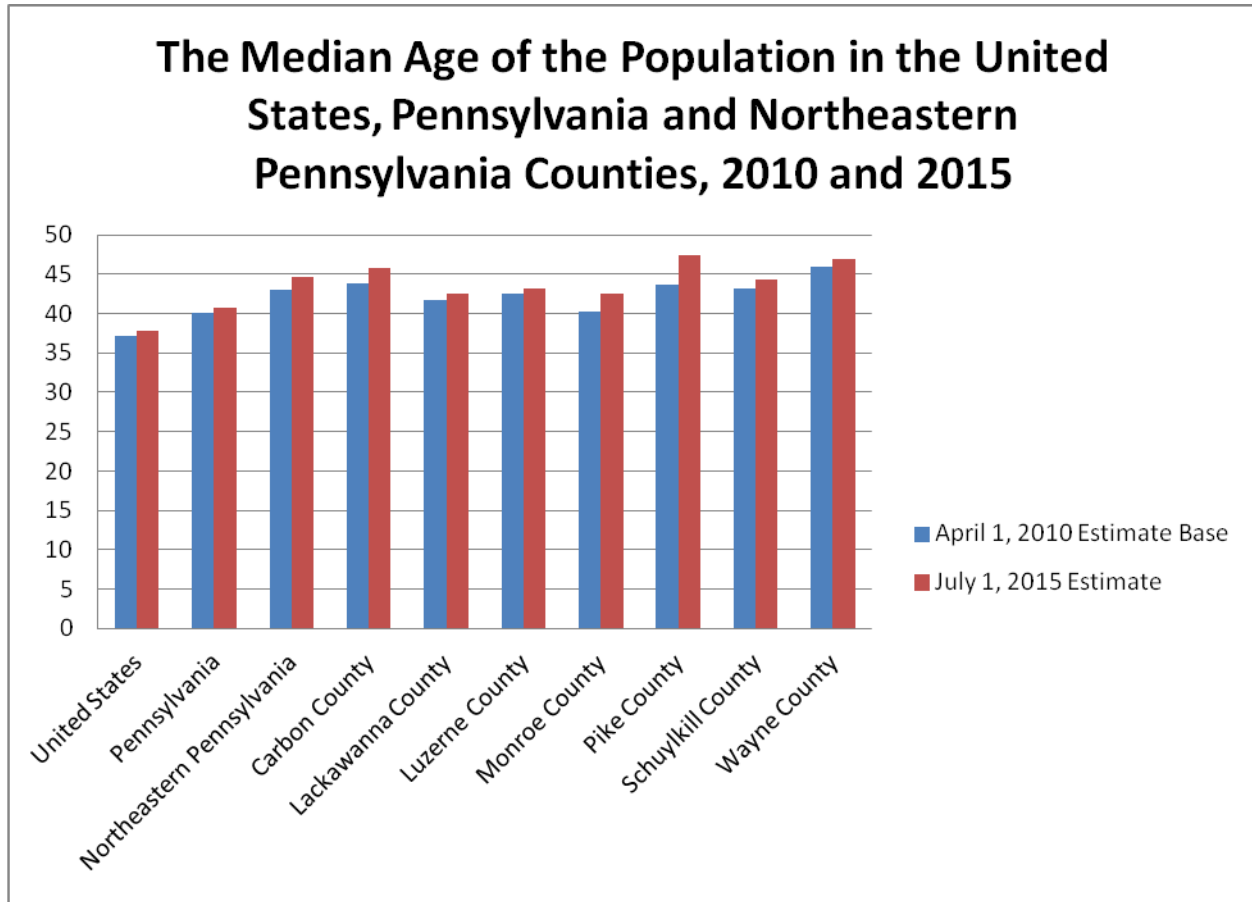
Area	April 1, 2010 Estimate Base	July 1, 2015 Estimate	Change	Percent Change
United States	308,758,105	321,418,820	12,660,715	4.1%
Pennsylvania	12,702,887	12,802,503	99,616	0.8%
Northeastern Pennsylvania	1,028,926	1,012,460	-16,466	-1.6%
Carbon County	65,250	63,960	-1,290	-2.0%
Lackawanna County	214,436	211,917	-2,519	-1.2%
Luzerne County	320,918	318,449	-2,469	-0.8%
Monroe County	169,842	166,397	-3,445	-2.0%
Pike County	57,366	55,949	-1,417	-2.4%
Schuylkill County	148,289	144,590	-3,699	-2.5%
Wayne County	52,825	51,198	-1,627	-3.1%

Source: U.S. Census Bureau, Population Division, “Annual Estimates of the Resident Population for Selected Age Groups by Sex for the United States, Pennsylvania and Pennsylvania Counties: April 1, 2010 to July 1, 2015,” Release Date: March 2016, <<http://www.census.gov/popest/>>.

Age

Figure 9 provides information regarding the median age of the population. At 44.7 years, the median age of the population of the Northeastern Pennsylvania region is higher than the United States (37.8 years) and Pennsylvania (40.7 years). Between April 1, 2010 and July 1, 2015, the percent change in median age was the highest in Pike County (8.5 percent) and it was followed by Monroe County (5.5 percent), Carbon County (4.3 percent) and Northeastern Pennsylvania (3.5 percent).

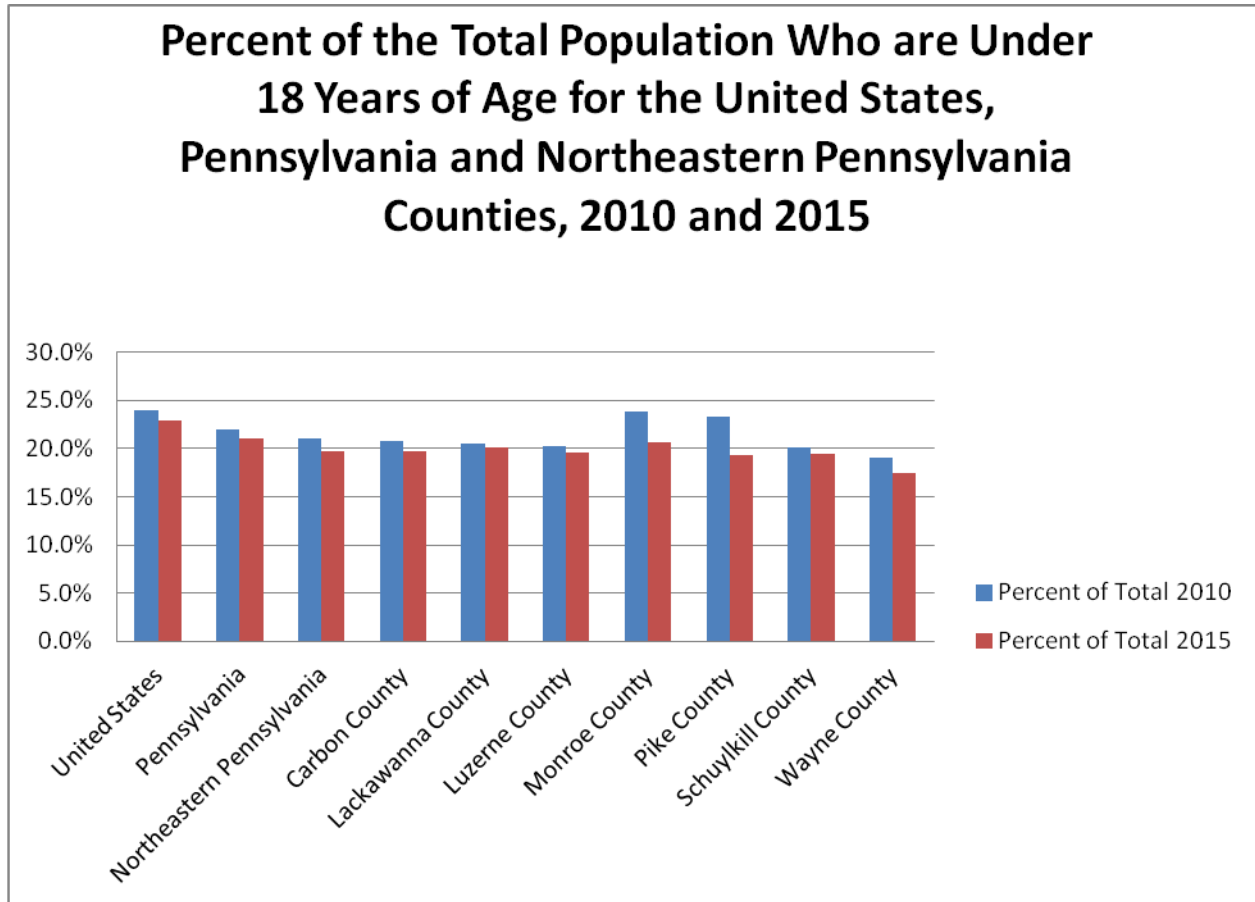
Figure 9. The Median Age of the Population in the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2015



Source: U.S. Census Bureau, Population Division, “Annual Estimates of the Resident Population for Selected Age Groups by Sex for the United States, Pennsylvania and Pennsylvania Counties: April 1, 2010 to July 1, 2015,” Release Date: June 2016, <http://www.census.gov/popest/>.

In Figure 10, all areas experienced a decrease in the number of people who are under 18 years of age. Monroe County had the largest decrease (-6,317 people) and Pike County had the largest percent decrease (-19.2 percent). The nation had the smallest decrease in percent change (-0.7 percent), as compared to the state (-3.7 percent) and region (-7.5 percent).

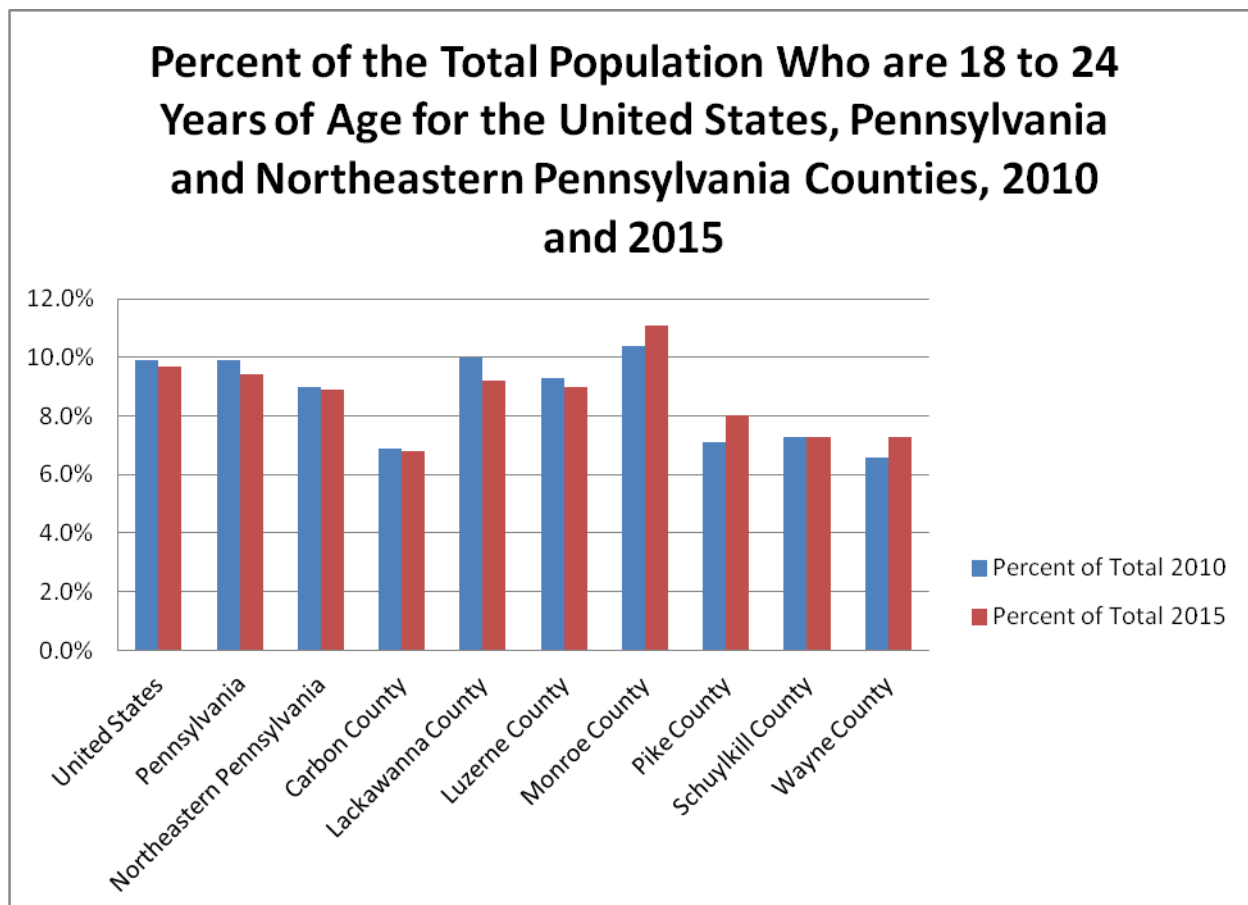
Figure 10. Percent of the Total Population Who are Under 18 Years of Age for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2015



Source: U.S. Census Bureau, Population Division, “Annual Estimates of the Resident Population for Selected Age Groups by Sex for the United States, Pennsylvania and Pennsylvania Counties: April 1, 2010 to July 1, 2015,” Release Date: June 2016, <http://www.census.gov/popest/>.

In Figure 11, the Pocono Mountain counties of Pike (10.1 percent), Wayne (7.3 percent) and Monroe (4.1 percent) had the largest percent increases in people who are between the ages of 18 and 24. On the other hand, Carbon, Lackawanna, Luzerne and Schuylkill counties had decreases of 3.8 percent, 9.0 percent, 4.0 percent and 2.5 percent, respectively. The overall increase in the Poconos of 1,226 people could be from migration from the New York City, Long Island, Northern New Jersey and Philadelphia areas.

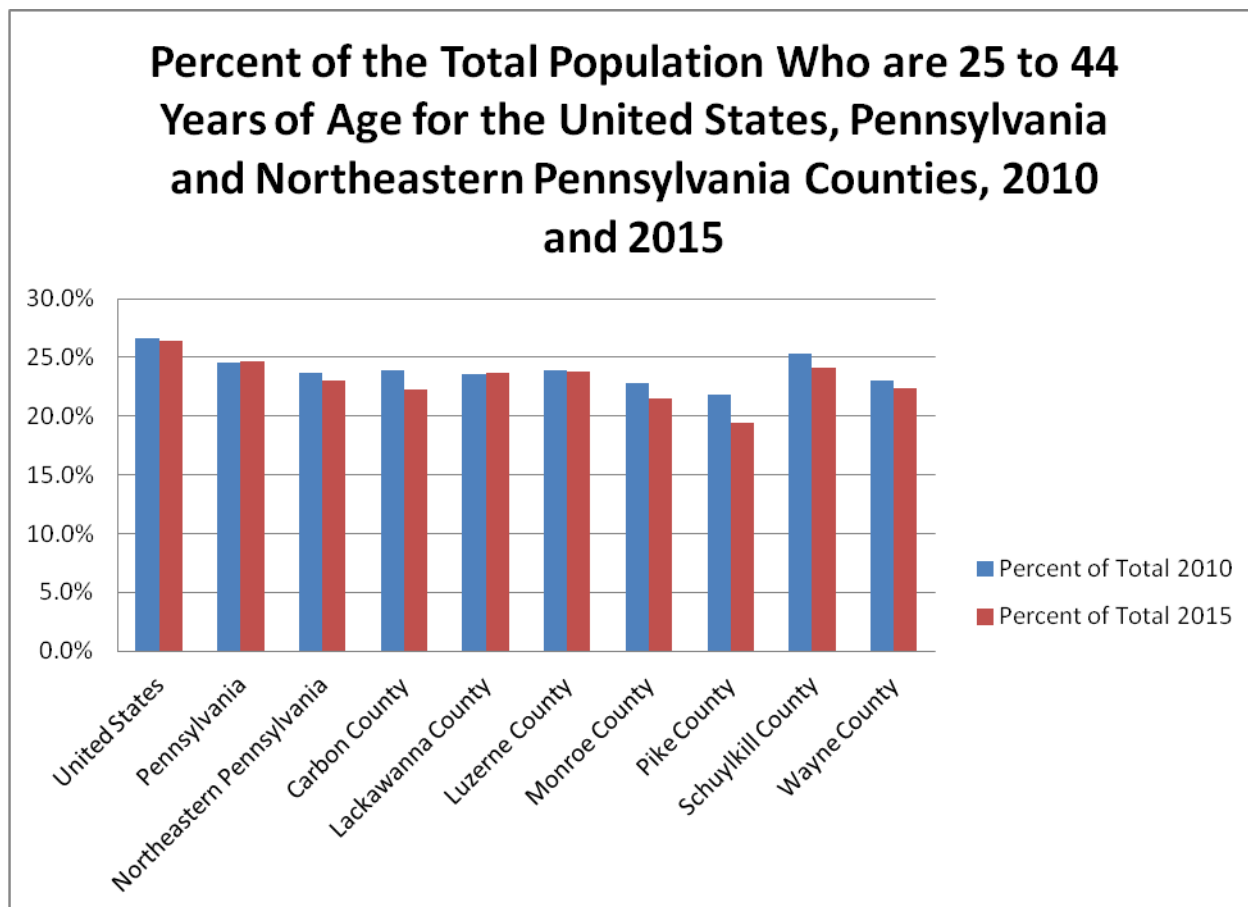
Figure 11. Percent of the Total Population Who are 18 to 24 Years of Age for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2015



Source: U.S. Census Bureau, Population Division, “Annual Estimates of the Resident Population for Selected Age Groups by Sex for the United States, Pennsylvania and Pennsylvania Counties: April 1, 2010 to July 1, 2015,” Release Date: June 2016, <http://www.census.gov/popest/>.

In Figure 12, all of the Northeastern Pennsylvania counties had decreases in population who are between 25 and 44 years of age. Pike County (-13.2 percent) had the highest decrease and it was followed by Carbon County (-8.7 percent), Monroe County (-7.5 percent), Schuylkill County (-7.1 percent) and Wayne County (-5.7 percent). The smallest decreases occurred in Lackawanna (-0.9 percent) and Luzerne (-1.2 percent) counties. At the regional level, this decline could be attributed to people leaving for employment opportunities and this is being addressed through the efforts of several organizations.

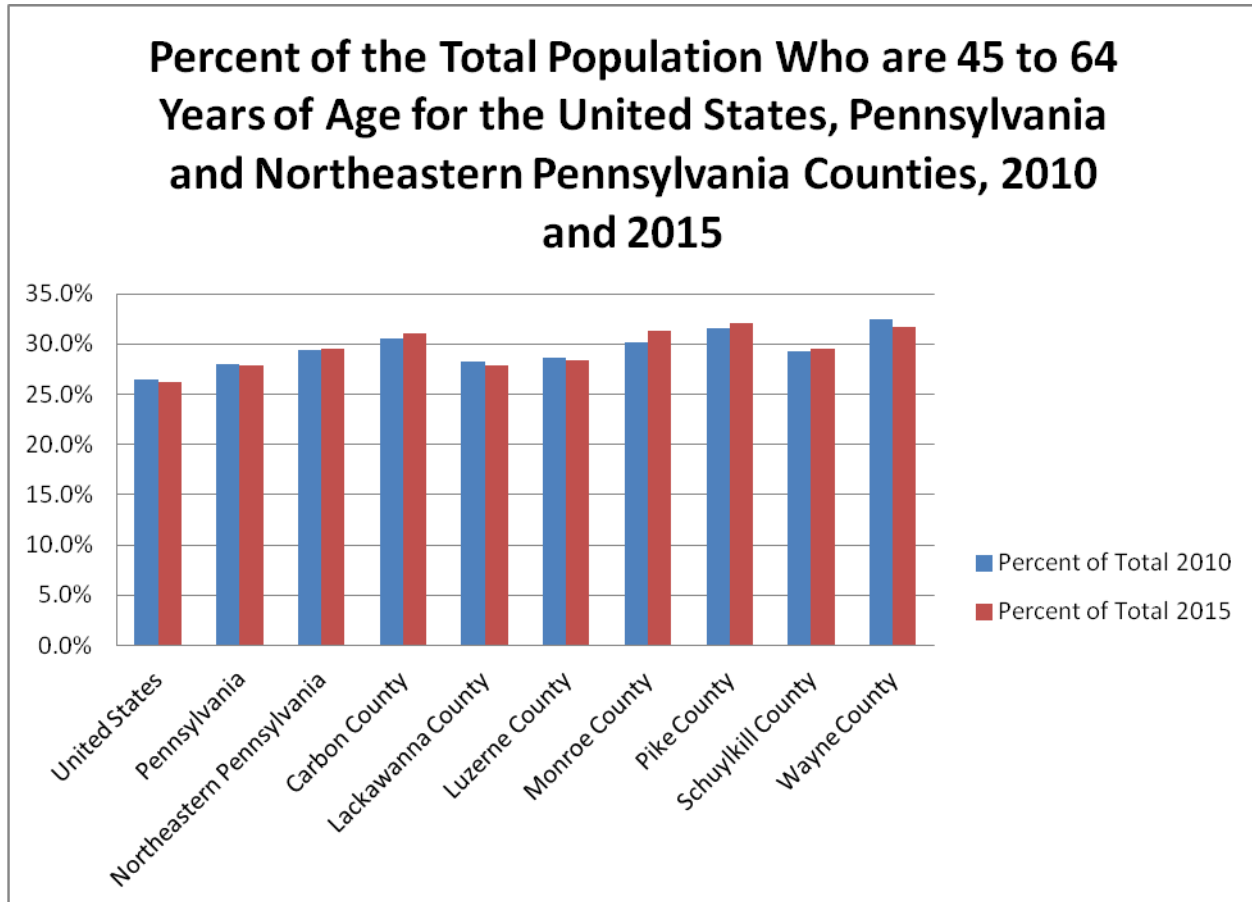
Figure 12. Percent of the Total Population Who are 25 to 44 Years of Age for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2015



Source: U.S. Census Bureau, Population Division, “Annual Estimates of the Resident Population for Selected Age Groups by Sex for the United States, Pennsylvania and Pennsylvania Counties: April 1, 2010 to July 1, 2015,” Release Date: June 2016, <http://www.census.gov/popest/>.

Figure 13 indicates that Carbon, Lackawanna, Luzerne, Pike, Schuylkill and Wayne counties had decreases in the number of people who are between the ages of 45 and 64. Monroe County had an increase of 885 people (1.7 percent). Overall, the region experienced a decrease of 3,872 people (-1.3 percent). As a result of the migration of people, many of whom could be people who had left when they were in their twenties and thirties, increases have occurred in the state and in some counties.

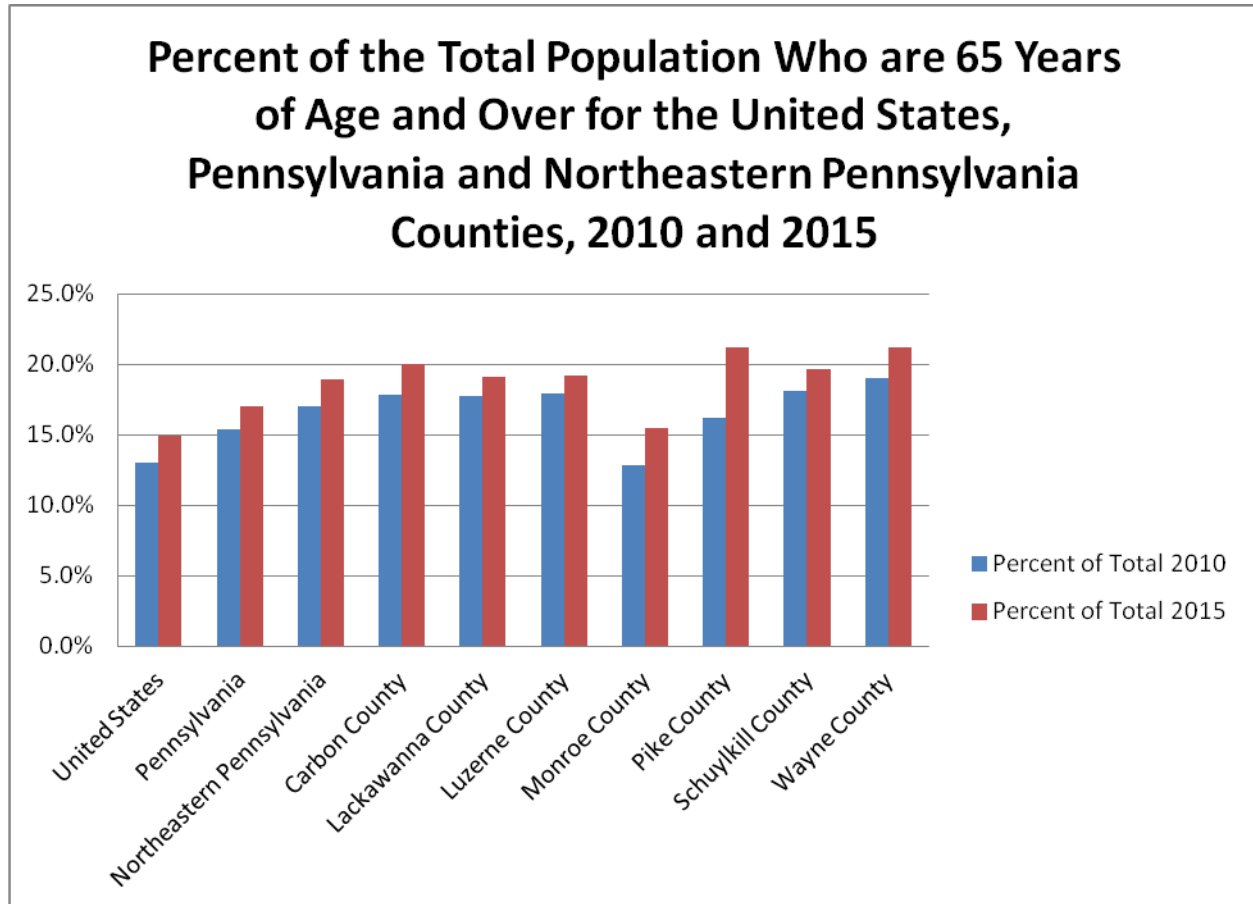
Figure 13. Percent of the Total Population Who are 45 to 64 Years of Age for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2015



Source: U.S. Census Bureau, Population Division, “Annual Estimates of the Resident Population for Selected Age Groups by Sex for the United States, Pennsylvania and Pennsylvania Counties: April 1, 2010 to July 1, 2015,” Release Date: June 2016, <http://www.census.gov/popest/>.

Figure 14 indicates that there were percent increases in all areas in the number of people who are at least age 65. Monroe County had the greatest increase (4,169 people) and Pike County had the largest percent increase (27.6 percent). These increases occur as a result of migration of people into the region and some of them could be converting their vacation homes into primary residences.

Figure 14. Percent of the Total Population Who are 65 Years of Age and Over for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2015

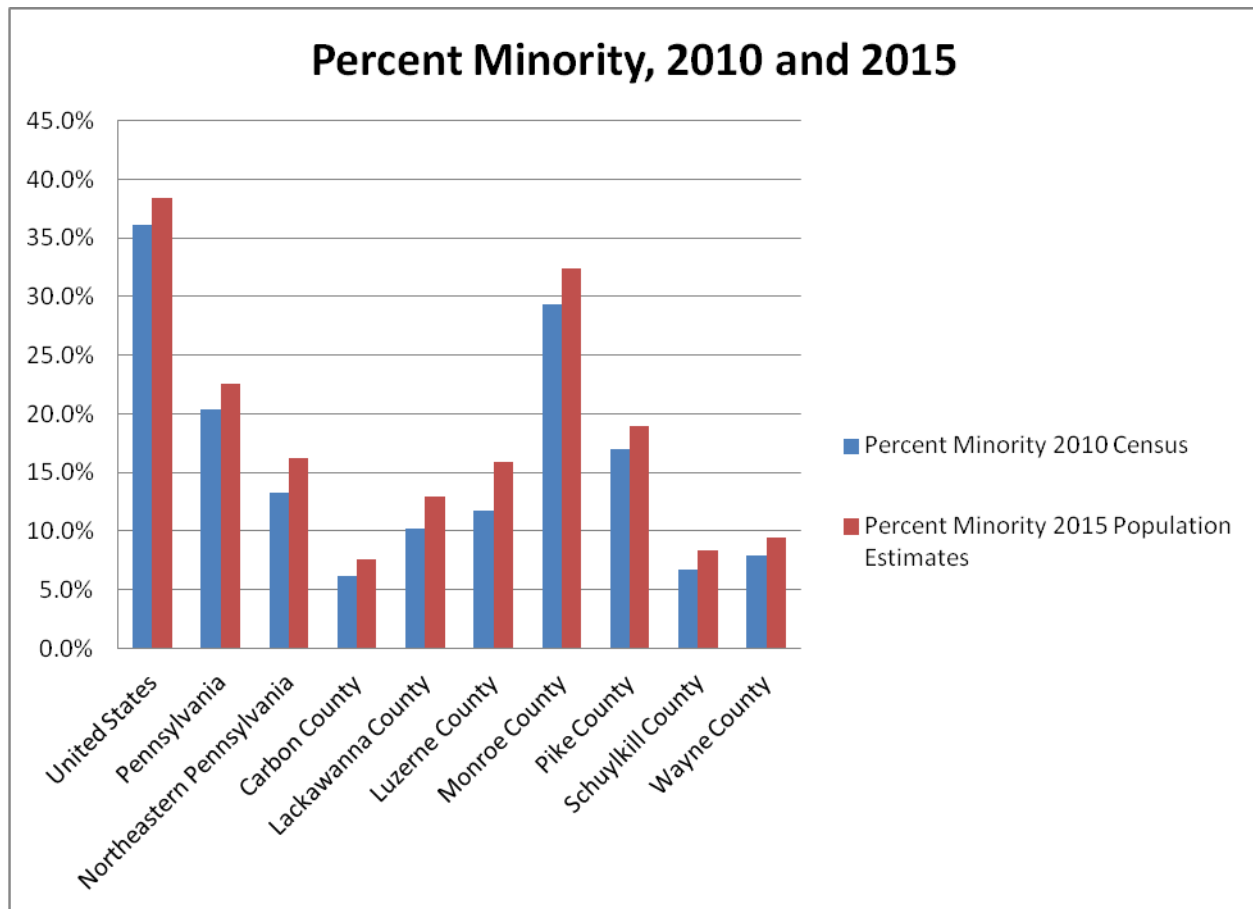


Source: U.S. Census Bureau, Population Division, “Annual Estimates of the Resident Population for Selected Age Groups by Sex for the United States, Pennsylvania and Pennsylvania Counties: April 1, 2010 to July 1, 2015,” Release Date: June 2016, <<http://www.census.gov/popest/>>.

Diversity

Since April 2010, the population of the region has become more diverse. In April 2010, the percent of the population who are minority was 13.3 percent. Based on July 1, 2015 Population Estimates, the percent of minority population has increased to 16.2 percent. Figure 15 provides detailed information.

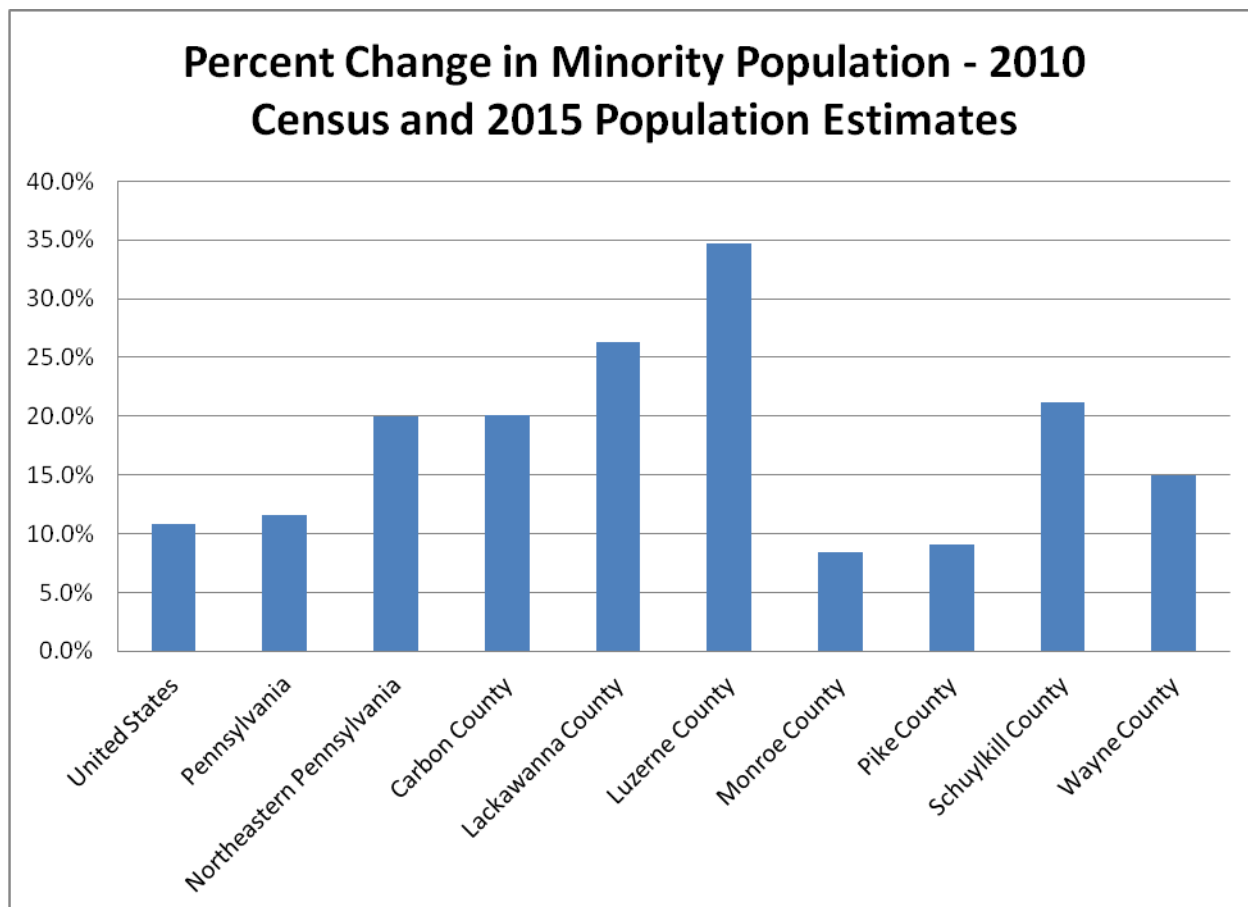
Figure 15. Percent Minority, 2010 and 2015



Source: U.S. Census Bureau, April 1, 2010 Population Count and July 1, 2015 Population Estimates <<http://www.census.gov/popest/data/index.html>>

According to Figure 16, all of the counties, with the exception of Monroe and Pike counties, and the region, had percent increases in minority population that were greater than the nation (10.8 percent) and state (11.6 percent) from 2010 to 2015. The percent minority has increased in all areas and Luzerne County had the highest increase with 34.7 percent. In addition to Luzerne County, Carbon (20.1 percent), Lackawanna (26.3 percent) and Schuylkill (21.2 percent) counties have a higher percent increase than Northeastern Pennsylvania's 20.0 percent.

Figure 16. Percent Change in Minority Population - 2010 Census and 2015 Population Estimates



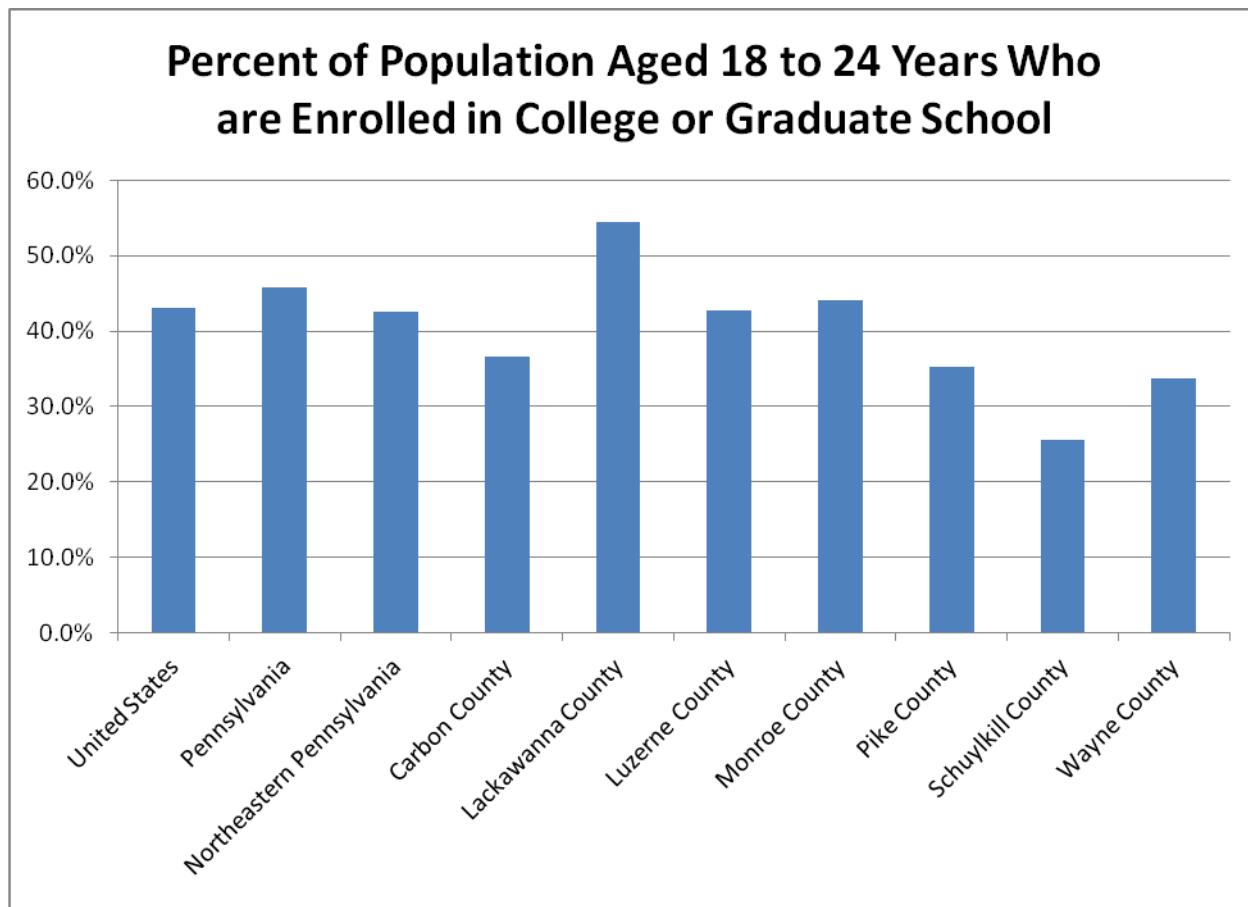
Source: U.S. Census Bureau, April 1, 2010 Population Count and July 1, 2015 Population Estimates <<http://www.census.gov/popest/data/index.html>>

Education

There are 18 colleges and universities located in Northeastern Pennsylvania, including: East Stroudsburg University of Pennsylvania, Johnson College of Technology, Keystone College, King's College, Lackawanna College, Lehigh Carbon Community College, Luzerne County Community College, Marywood University, Misericordia University, Northampton Community College, Penn State Hazleton, Penn State Schuylkill, Penn State Wilkes-Barre, Penn State Worthington Scranton, Clarks Summit University (formerly Baptist Bible College and Seminary), The Commonwealth Medical College, The University of Scranton and Wilkes University. There are 43 public school districts and parts of seven others that are in the region. There are also many private schools and seven Vocational - Technical schools in the region.

Figure 17 provides the educational attainment level by county and comparing it to the state and nation. In the region, the percentage of people (42.5 percent) who are age 18 to 24 and enrolled either in college or graduate school was lower than the nation (43.1 percent) and the state (45.8 percent). In Lackawanna County, the percentage (54.5 percent) was higher than the region, state and nation and in Monroe County (44.1 percent), the percentage was higher than the region and nation. In Luzerne County (42.7 percent), the percentage was higher than the region.

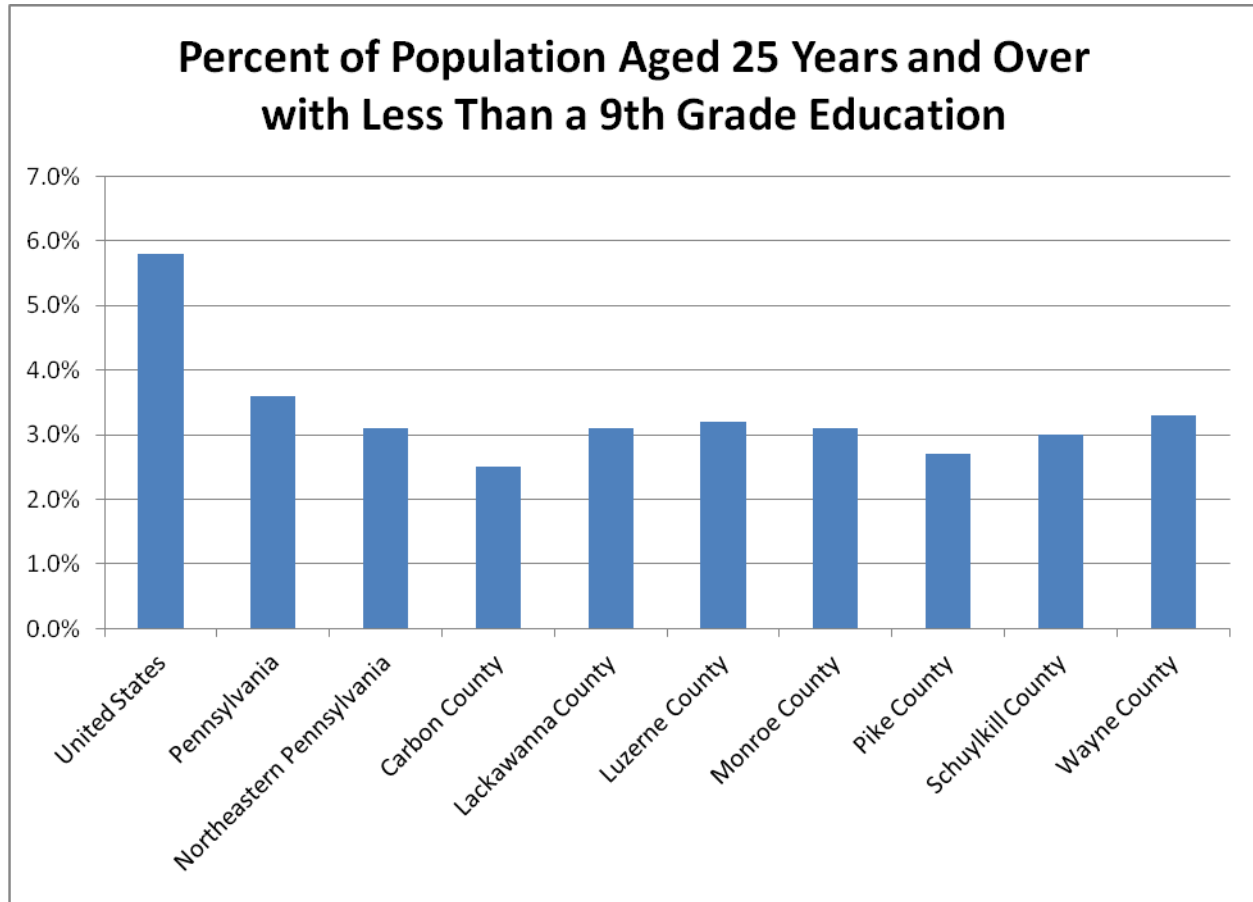
Figure 17. Percent of Population Aged 18 to 24 Years Who are Enrolled in College or Graduate School



Source: U.S. Census Bureau, Table S1401, "American Community Survey 5-Year Estimates for School Enrollment," <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

According to Figure 18, Carbon (2.5 percent), Pike (2.7 percent) and Schuylkill (3.0 percent) counties had a lower percentage of people 25 years of age and over who do not have a ninth grade education than the region (3.1 percent) and state (3.6 percent). Luzerne (3.2 percent) and Wayne (3.3 percent) counties had a percentage that was higher than the region. Lackawanna and Monroe counties, each with 3.1 percent, had the same percentage as the region. However, none of the percentages exceeded the nation (5.8 percent).

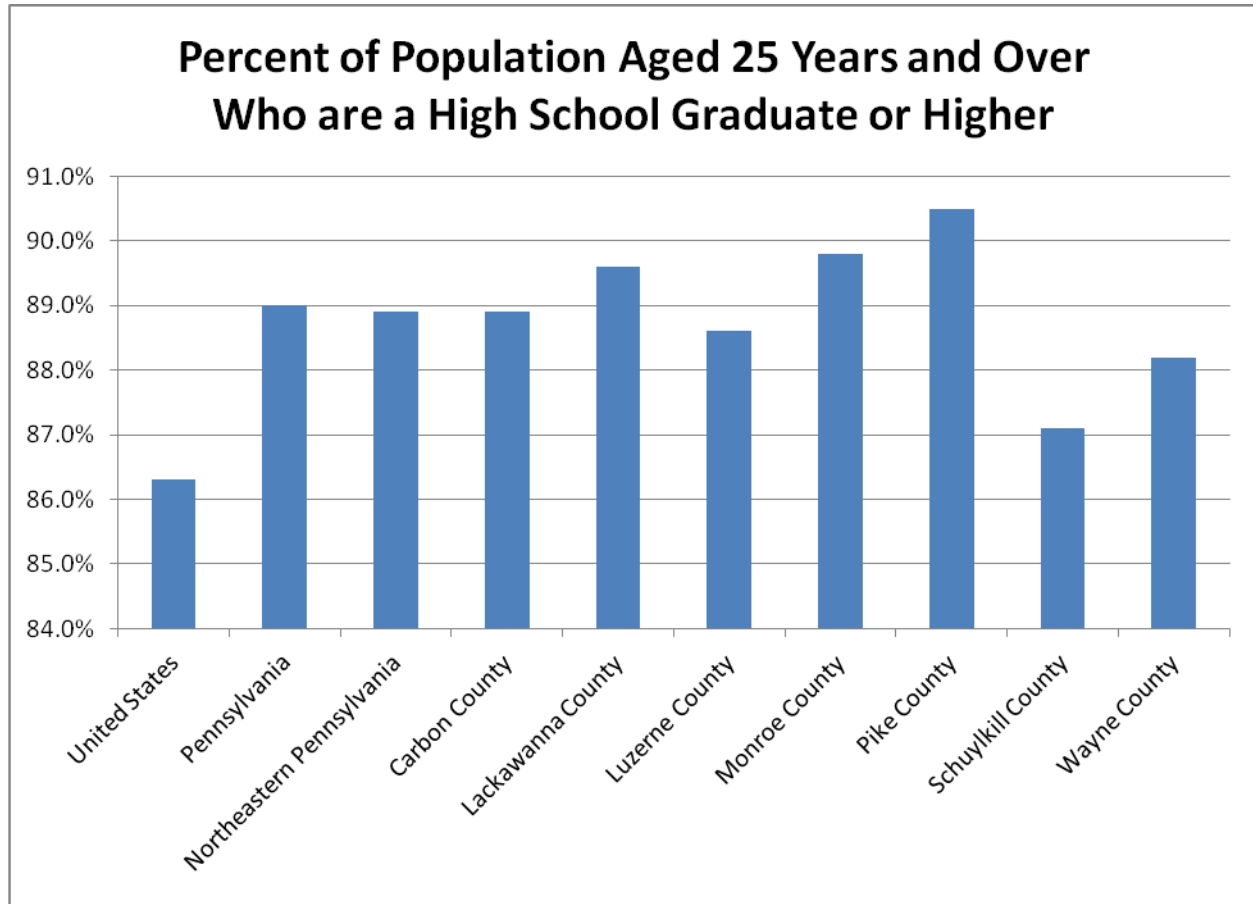
Figure 18. Percent of Population Aged 25 Years and Over with Less Than a 9th Grade Education



Source: U.S. Census Bureau, Table S1501, "American Community Survey 5-Year Estimates for Educational Attainment," <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

According to Figure 19, in the percent of the population who were age 25 years and over and were at least a high school graduate group, the region (88.9 percent) had a percentage that was higher than the nation (86.3 percent) and lower than the state (89.0 percent). Lackawanna (89.6 percent), Monroe (89.8 percent) and Pike (90.5 percent) counties each had percentages that exceeded the region, state and nation and Carbon (88.9 percent), Luzerne (88.6 percent), Schuylkill (87.1 percent) and Wayne (88.2 percent) counties exceeded the national percentage.

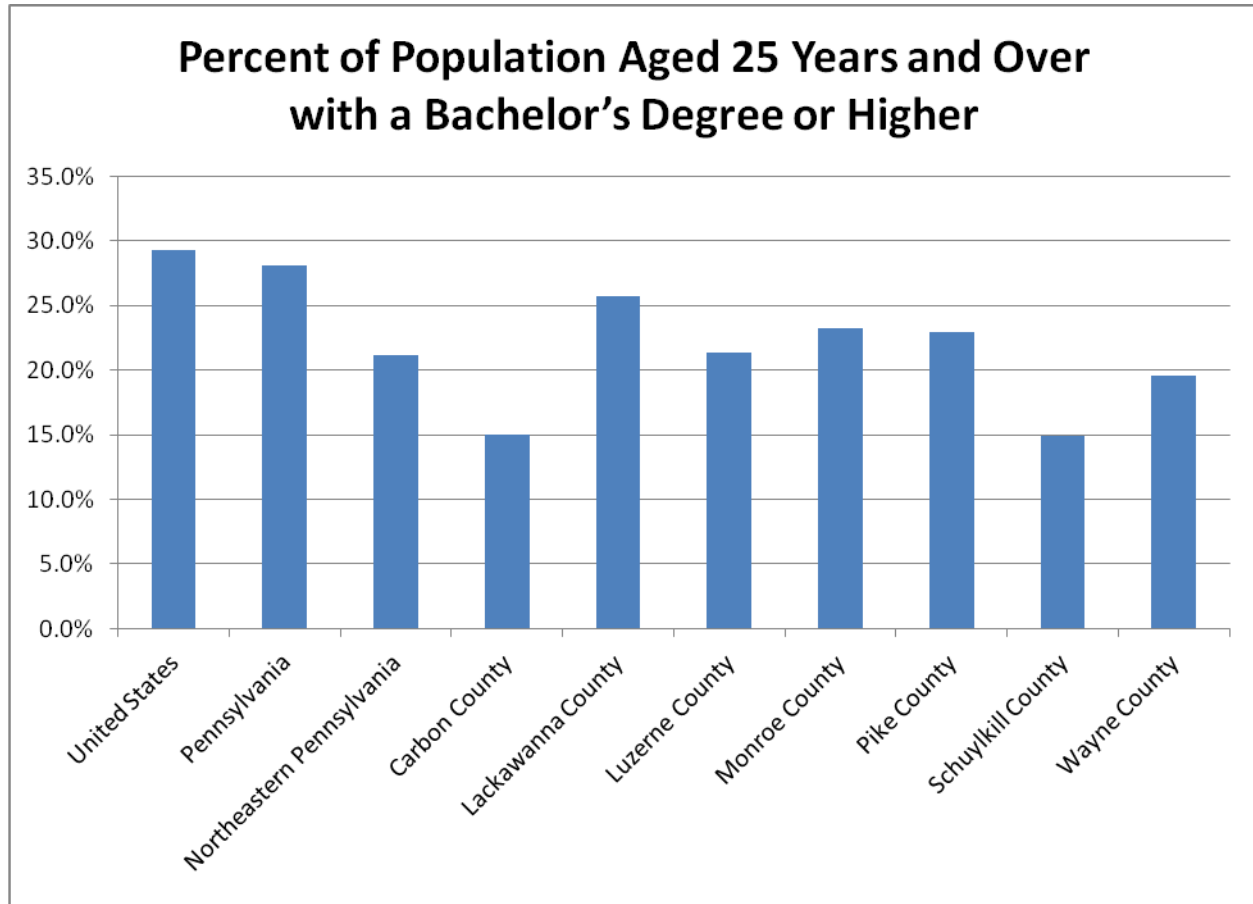
Figure 19. Percent of Population Aged 25 Years and Over Who are a High School Graduate or Higher



Source: U.S. Census Bureau, Table S1501, "American Community Survey 5-Year Estimates for Educational Attainment," <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

According to Figure 20, there were no counties in Northeastern Pennsylvania that had a percentage in population who were age 25 years and over with at least a Bachelor's Degree that exceeded the state (28.1 percent) and national (29.3 percent) percentages. However, Lackawanna (25.7 percent), Luzerne (21.4 percent), Monroe (23.2 percent) and Pike (22.9 percent) counties each had percentages that exceeded the regional (21.2 percent) percentage.

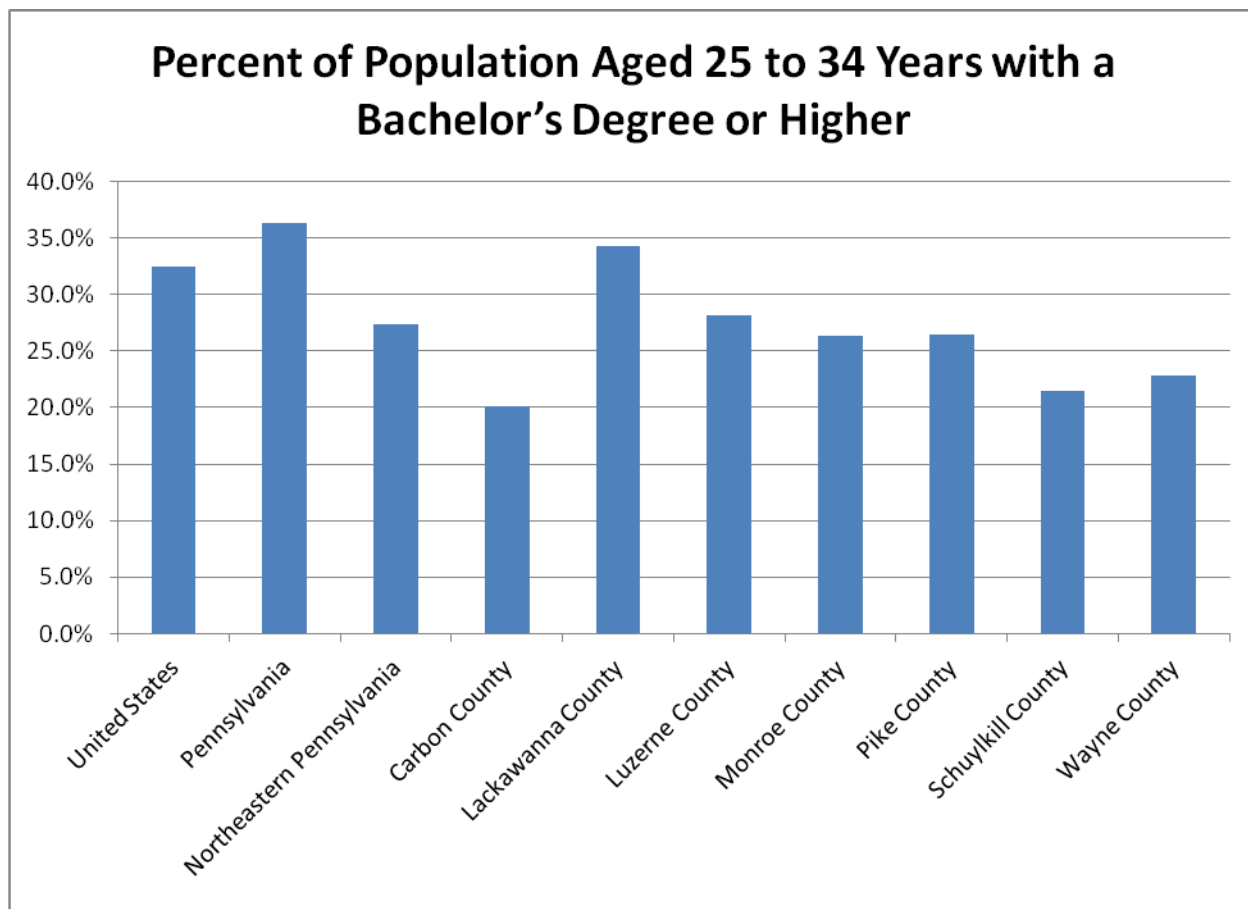
Figure 20. Percent of Population Aged 25 Years and Over with a Bachelor's Degree or Higher



Source: U.S. Census Bureau, Table S1501, "American Community Survey 5-Year Estimates for Educational Attainment," <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

According to Figure 21, Lackawanna County (34.3 percent) exceeded the national (32.4 percent) and regional (27.4 percent) percentages in population who were age 25 to 34 years with a Bachelor's Degree or higher. Luzerne County (28.1 percent) had a percentage that exceeded the regional percentage.

Figure 21. Percent of Population Aged 25 to 34 Years with a Bachelor's Degree or Higher

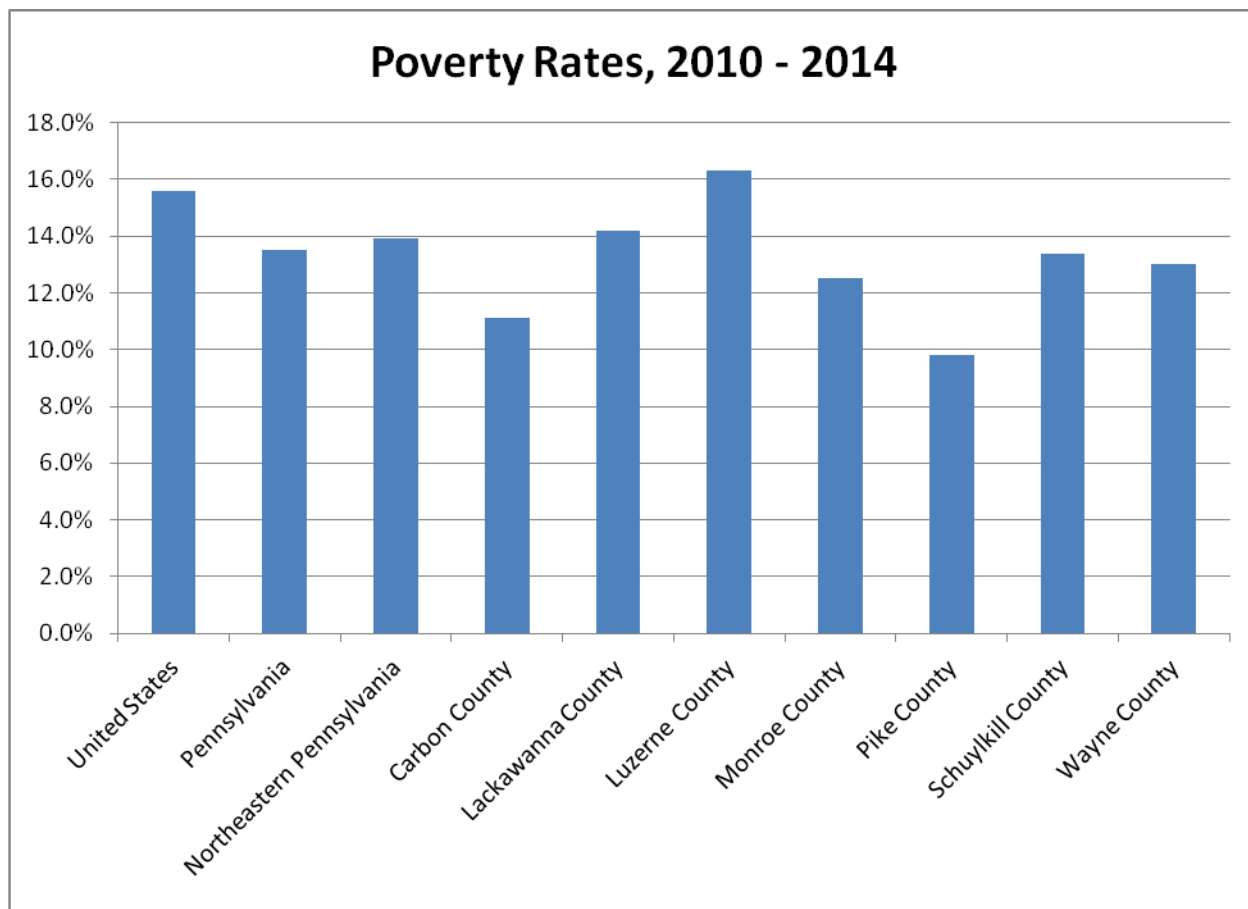


Source: U.S. Census Bureau, Table S1501, "American Community Survey 5-Year Estimates for Educational Attainment," <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

Poverty

According to 2010 - 2014 American Community Survey 5-year estimates by the U.S. Census Bureau, the poverty rate in six of the seven Northeastern Pennsylvania counties was lower than the nation (15.6 percent). Luzerne County had a poverty rate of 16.3 percent. The poverty rate in Lackawanna County (14.2 percent) exceeded the state (13.5 percent). Poverty at the regional level (13.9 percent) was lower than the nation and higher than the state. Carbon (11.1 percent), Monroe (12.5 percent), Pike (9.8 percent), Schuylkill (13.4 percent) and Wayne (13.0 percent) counties had a poverty rate that was lower than the region, state and nation. Pike County had the lowest poverty rate and Luzerne County had the highest poverty rate in the region. These rates are indicated in Figure 22.

Figure 22. Poverty Rates, 2010 - 2014



Source: U.S. Census Bureau, Table S1701, "American Community Survey 5-Year Estimates for Poverty Status in the Past 12 Months,"

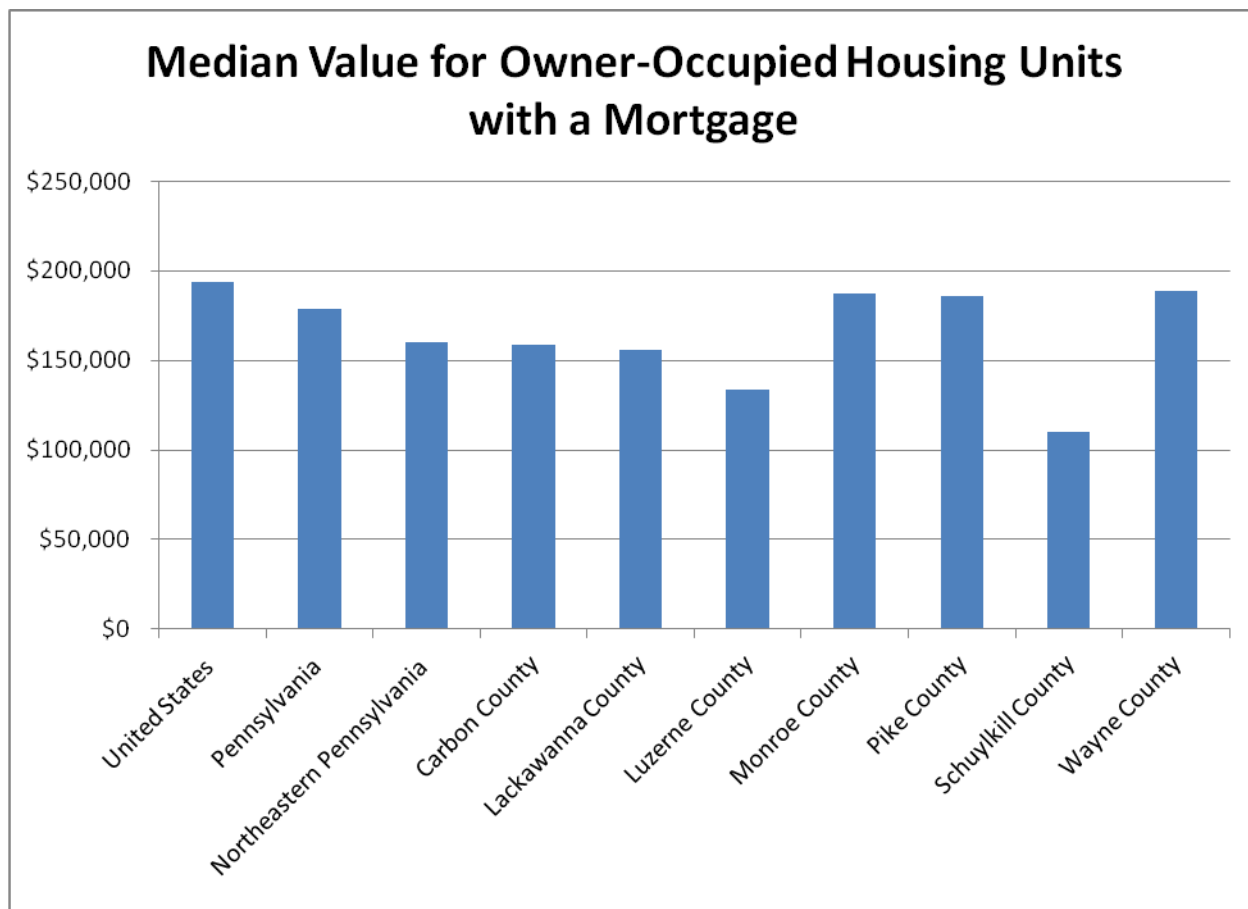
<<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

Housing

When coupled with Per Capita Income indicators, comparisons of the Median Value for Owner-Occupied Housing Units with a mortgage and without a mortgage between the nation, state and region provide a measure of how well a regional economy is performing.

According to Figure 23, the median value for owner-occupied housing units with a mortgage was lower in the Northeastern Pennsylvania region (\$160,029) and in Carbon (\$158,500), Lackawanna (\$155,600), Luzerne (\$133,900) and Schuylkill (\$110,000) counties than in the state (\$179,100) and nation (\$193,500). In Monroe (\$187,600), Pike (\$185,900) and Wayne (\$188,700) counties, it was higher than the region and state.

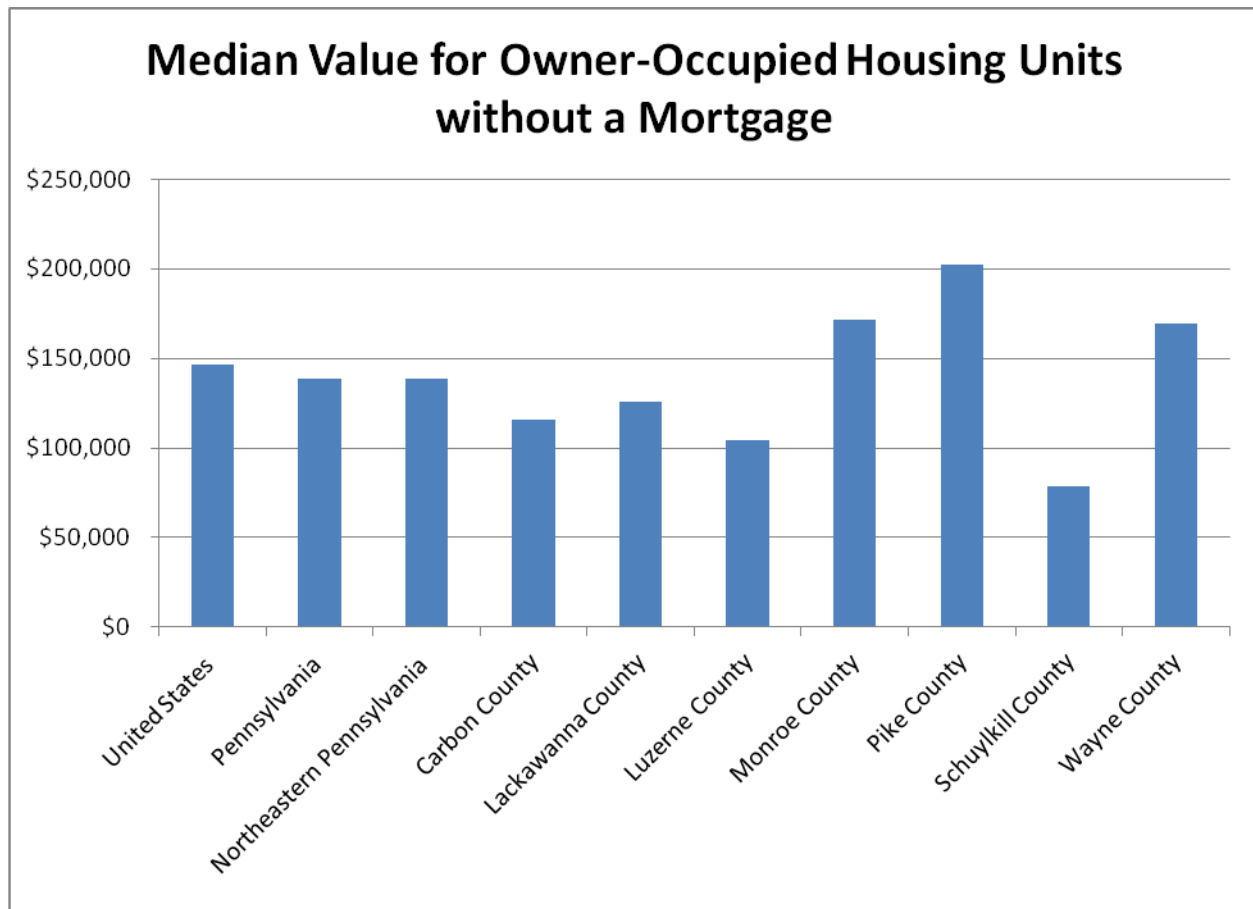
Figure 23. Median Value for Owner-Occupied Housing Units with a Mortgage



Sources: U.S. Census Bureau, Table S2506, “Financial Characteristics for Housing Units with a Mortgage,” <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

According to Figure 24, when looking at the median value for owner-occupied housing units without a mortgage, the average for Northeastern Pennsylvania (\$138,457) was lower than the state (\$139,000) and the nation (\$146,300). This median value was lower than the region, state and nation in Carbon (\$116,100), Lackawanna (\$126,100), Luzerne (\$104,500) and Schuylkill (\$78,900) counties. In Monroe (\$171,700), Pike (\$202,500) and Wayne (\$169,400) counties, this median value exceeded the region, state and nation.

Figure 24. Median Value for Owner-Occupied Housing Units without a Mortgage

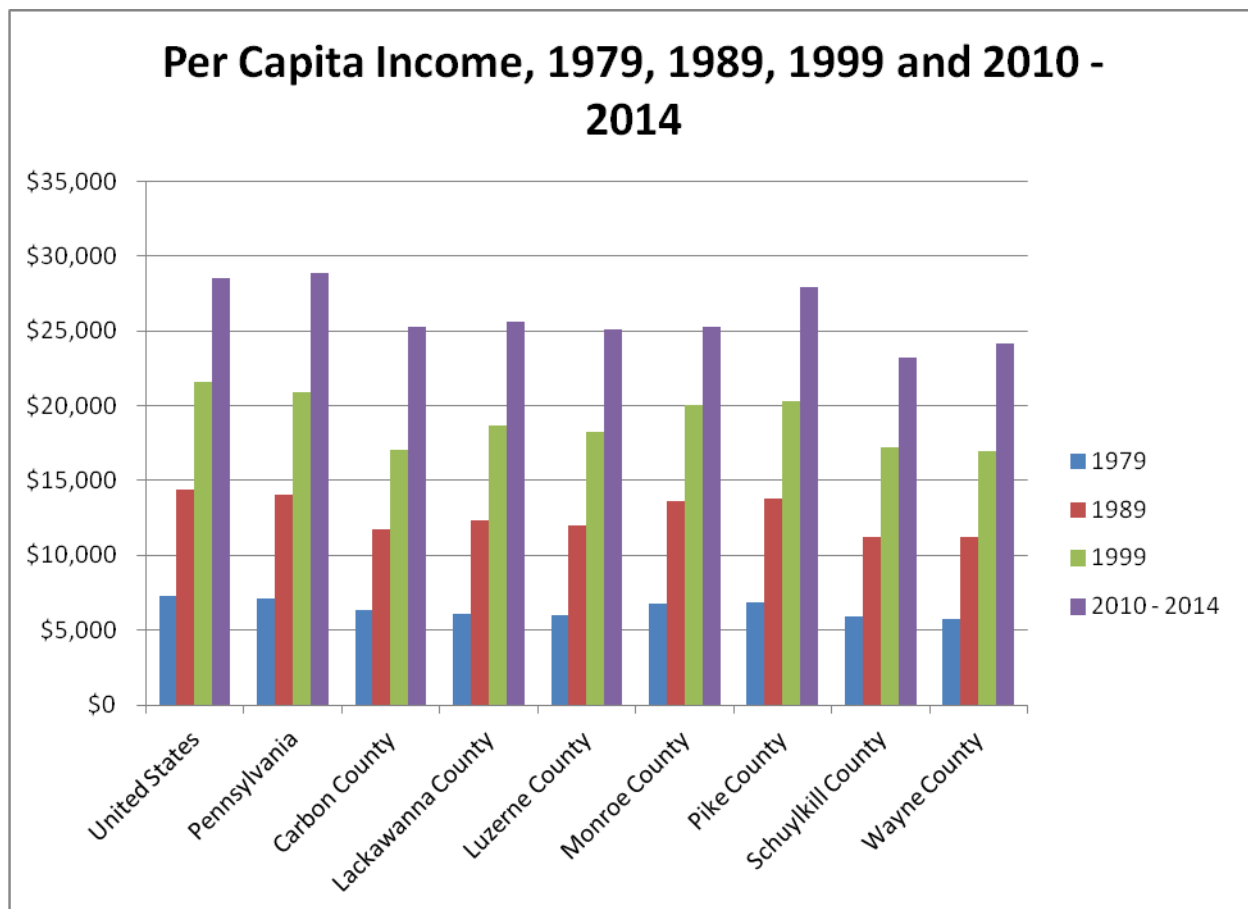


Sources: U.S. Census Bureau, Table S2507, "Financial Characteristics for Housing Units without a Mortgage," <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

Per Capita Income

Per capita income in the seven-county Northeastern Pennsylvania region has historically been lower than the state and nation. Figure 25 provides some detailed information from 1979, 1989, 1999 and the average over 2010 - 2014. In 1979, 1989 and 1999, the United States and Pennsylvania had a per capita income that was higher than all seven Northeastern Pennsylvania counties. In 1979, 1989 and 1999, Pike and Monroe counties had a per capita income that was the closest to the nation and state. According to 2010 - 2014 American Community Survey 3-year estimates by the U.S. Census Bureau, Pike County had the highest per capita income in the region (\$27,935). However, it was lower than the state (\$28,912) and nation (\$28,555).

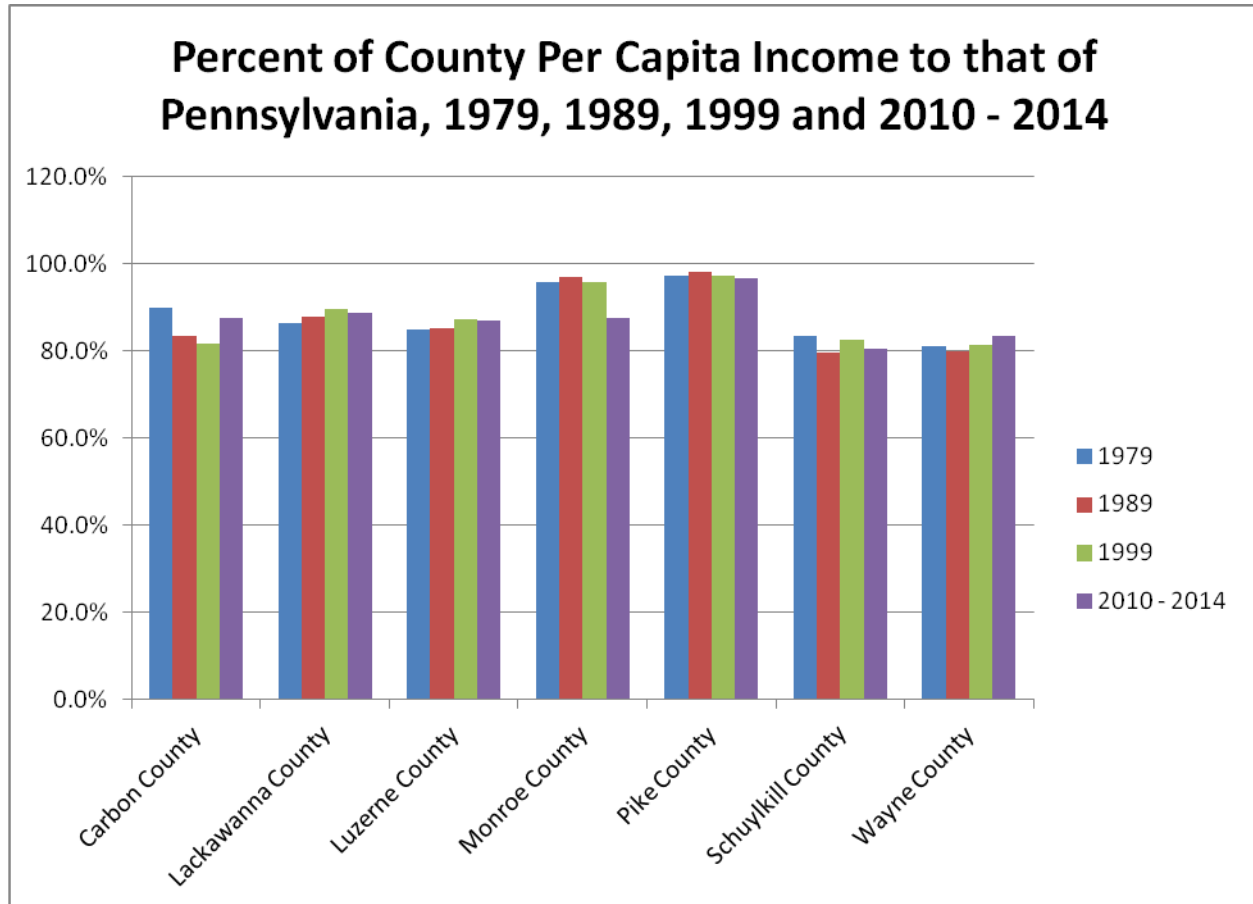
Figure 25. Per Capita Income, 1979, 1989, 1999 and 2010 - 2014



Sources: University of Virginia Library Scholars' Lab, <<http://www2.lib.virginia.edu/ccdb>>, Pennsylvania State Data Center, <<http://www.pasdc.hbg.psu.edu>> and U.S. Census Bureau American Community Survey, <http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?_afpt=table>

A comparison of the per capita income between the nation, state and counties over time that is based on the percent that the county is to the state and the nation is provided in Figure 26. These percentages can be compared to see whether the difference between the county and state or region has increased.

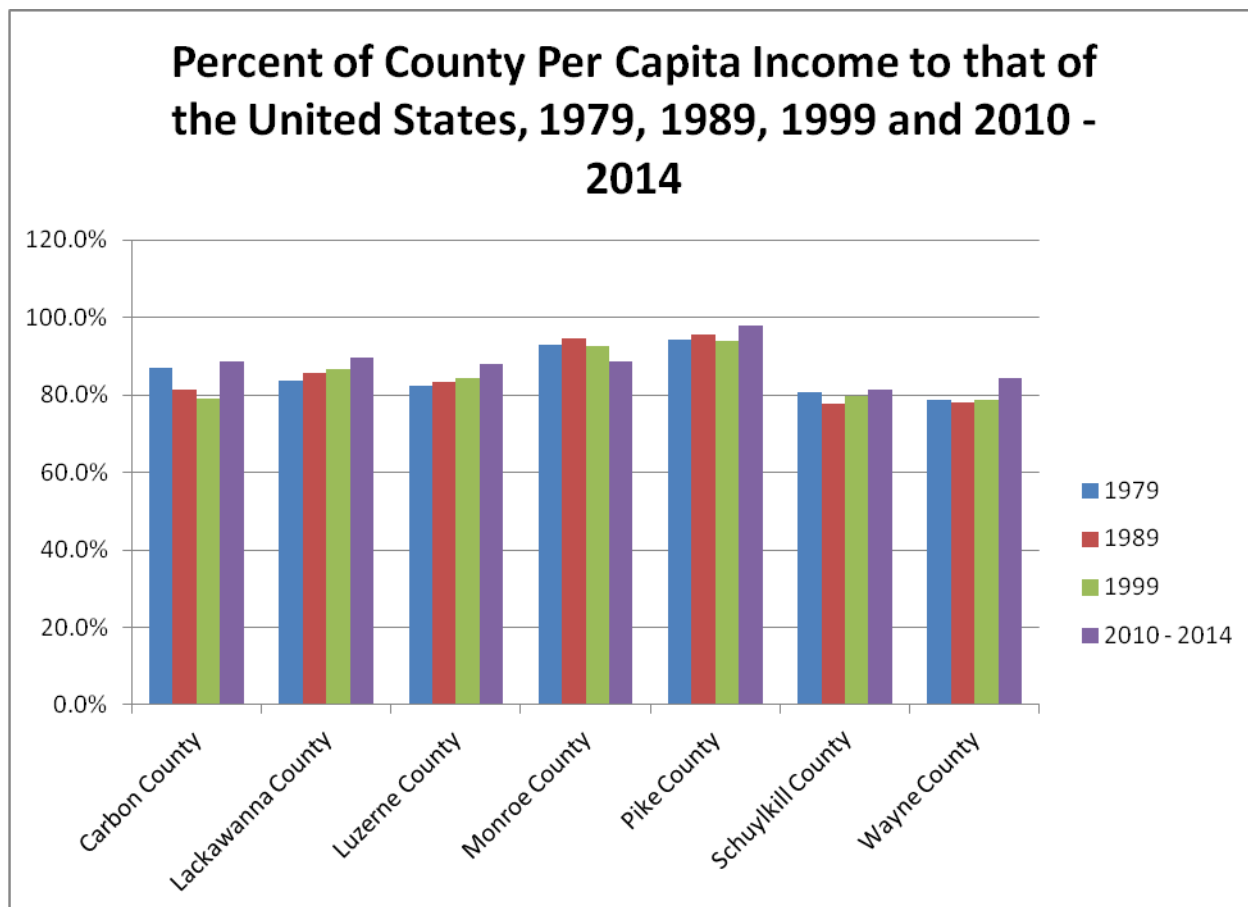
Figure 26. Percent of County Per Capita Income to that of Pennsylvania, 1979, 1989, 1999 and 2010 – 2014



Sources: University of Virginia Library Scholars' Lab, <<http://www2.lib.virginia.edu/ccdb>>, Pennsylvania State Data Center, <<http://www.pasdc.hbg.psu.edu>> and U.S. Census Bureau American Community Survey, <http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?_afpt=table>

According to Figure 27, from 1999 to 2010 - 2014, the percentage increased in Carbon and Wayne counties when using Pennsylvania as a benchmark. When using the United States as a benchmark, all of the counties, with the exception of Monroe County, experienced an increase in percentage.

Figure 27. Percent of County Per Capita Income to that of the United States, 1979, 1989, 1999 and 2010 - 2014



Sources: University of Virginia Library Scholars' Lab, <<http://www2.lib.virginia.edu/ccdb>>, Pennsylvania State Data Center, <<http://www.pasdc.hbg.psu.edu>> and U.S. Census Bureau American Community Survey, <http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?_afpt=table>

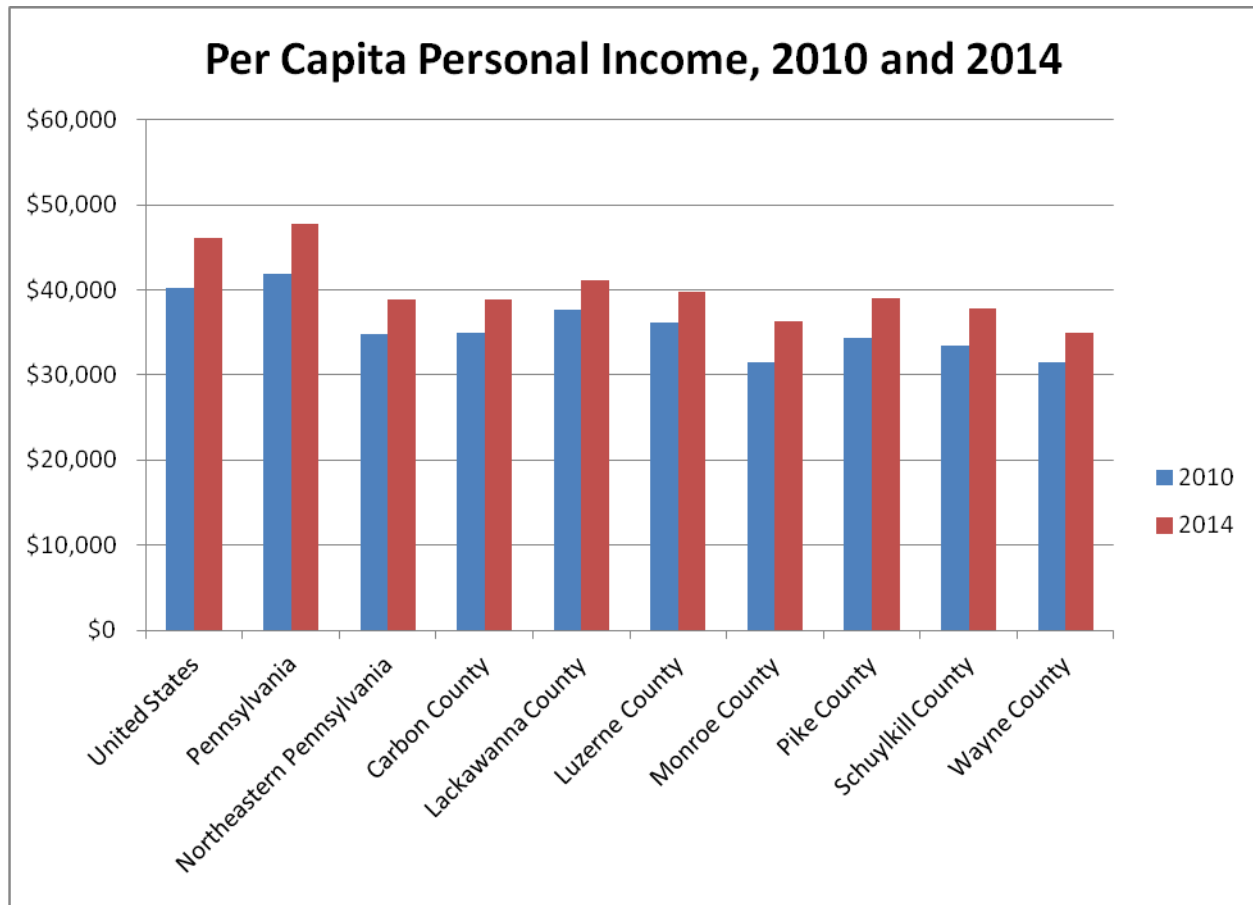
Per Capita Personal Income

Figure 28 provides a comparison of 2010 and 2014 per capita personal income for the nation, state, region and each of the seven counties. Monroe County (15.1 percent) had the highest percent increase in per capita personal income and it exceeded the national percent increase (14.3 percent), the state percent increase (13.7 percent) and the regional percent increase (11.5 percent). All of the percent increases exceeded the inflation rate of 9.0 percent, which is from the U.S. Bureau of Labor Statistics Consumer Price Index Inflation Calculator.

In 2010, the United States had a Per Capita Personal Income (PCPI) of \$40,277 and Pennsylvania had a PCPI of \$41,918. Northeastern Pennsylvania had a PCPI of approximately \$34,880. The difference between the region and nation was \$5,397 and the difference between the region and state was \$7,038. In 2014, the United States had a PCPI of \$46,049 and Pennsylvania had a PCPI of \$47,679. Northeastern Pennsylvania had a PCPI of approximately

\$38,879. The difference was \$7,170 between the region and nation and \$8,800 between the region and state. Therefore, from 2010 to 2014, the difference increased by \$1,773 between the region and nation and increased by \$1,762 between the region and state.

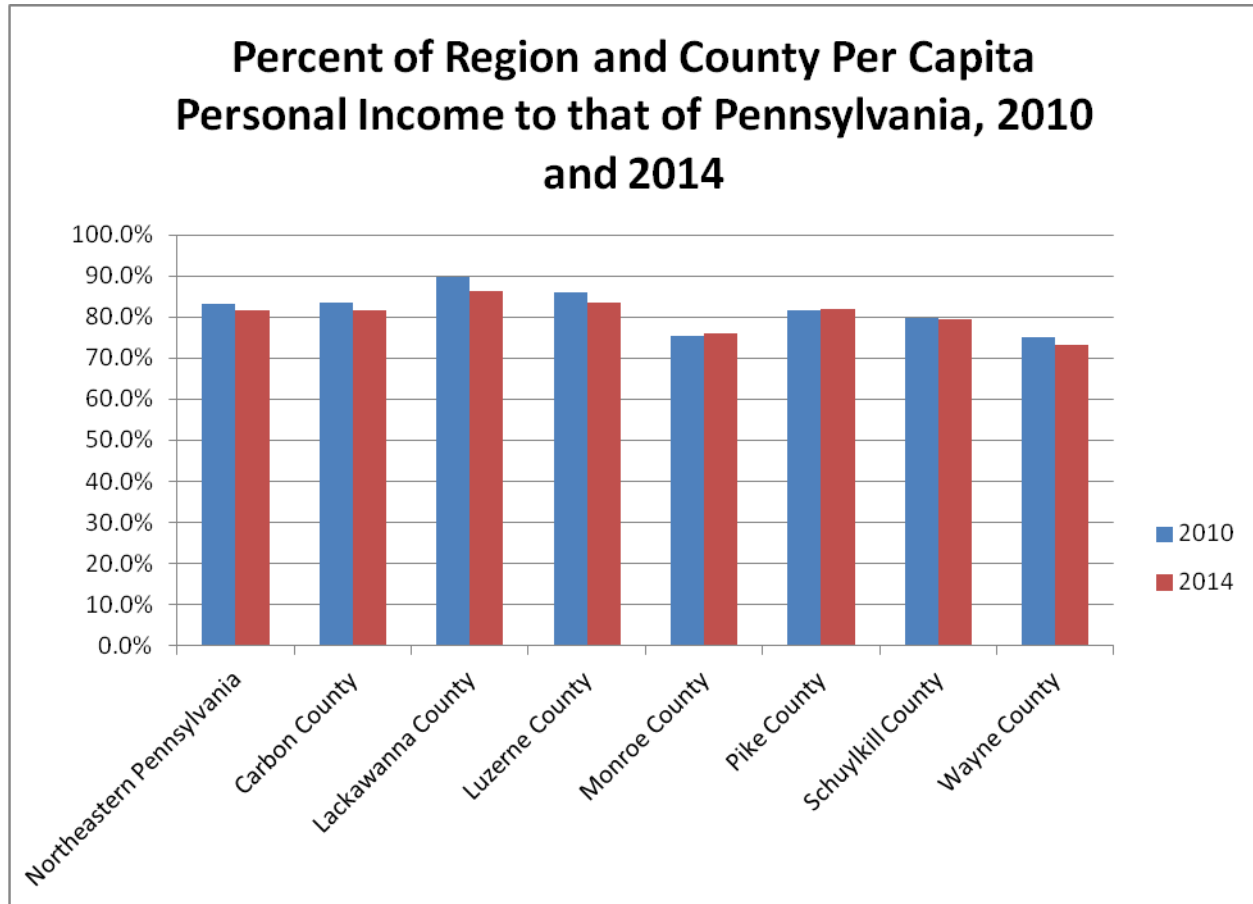
Figure 28. Per Capita Personal Income, 2010 and 2014



Source: U.S. Bureau of Economic Analysis, Regional Economic Accounts, Table CA1-3, "Local Area Personal Income," <<http://www.bea.gov/bea/regional/index.htm>>.

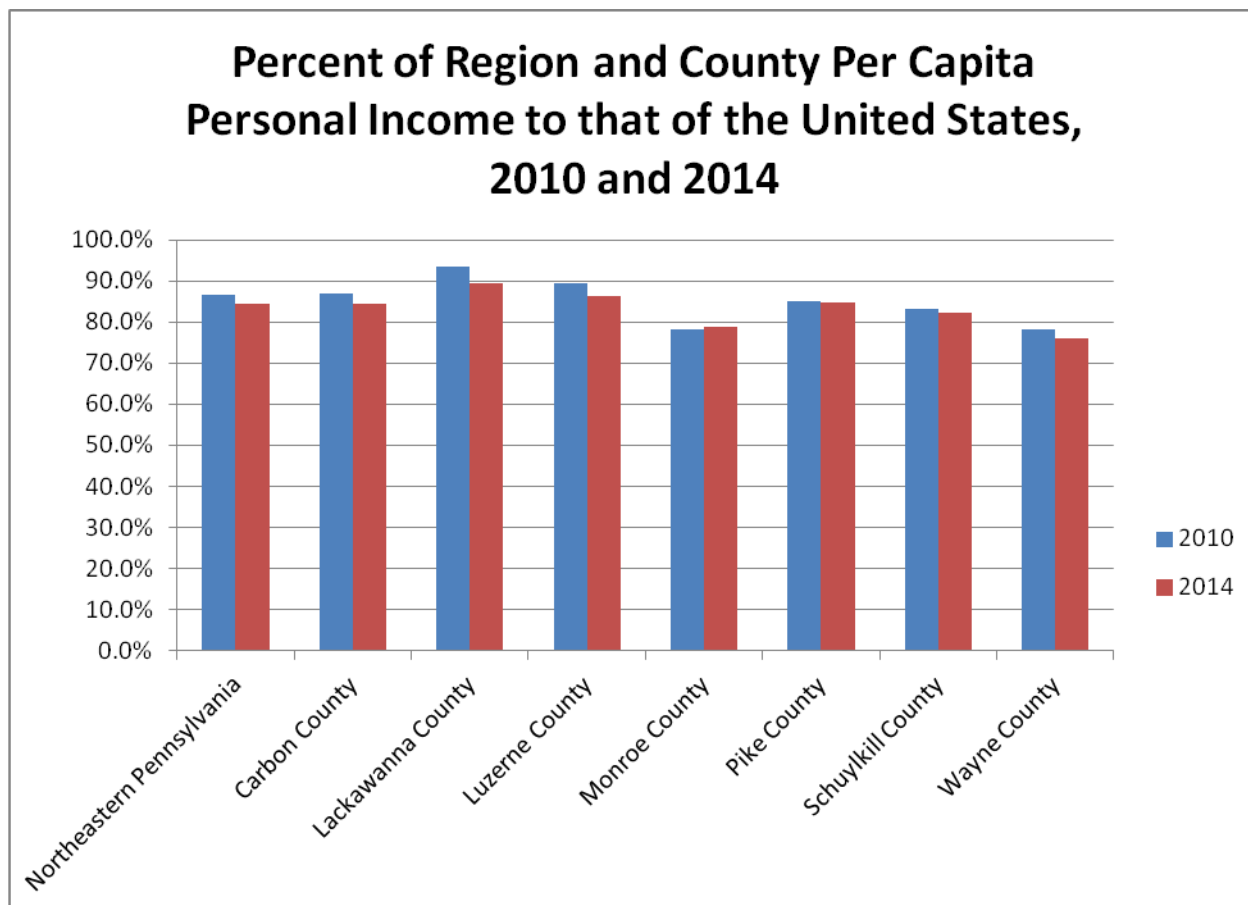
Figures 29 and 30 compare the percentage of region and county PCPI to that of Pennsylvania and the United States. Between 2010 and 2014, the percentage of area PCPI based on the state increased in Monroe and Pike counties and when it is based on the nation, it increased in Monroe County.

Figure 29. Percent of Region and County Per Capita Personal Income to that of Pennsylvania, 2010 and 2014



Source: U.S. Bureau of Economic Analysis, Regional Economic Accounts, Table CA1-3, "Local Area Personal Income," <<http://www.bea.gov/region/index.htm>>.

Figure 30. Percent of Region and County Per Capita Personal Income to that of the United States, 2010 and 2014

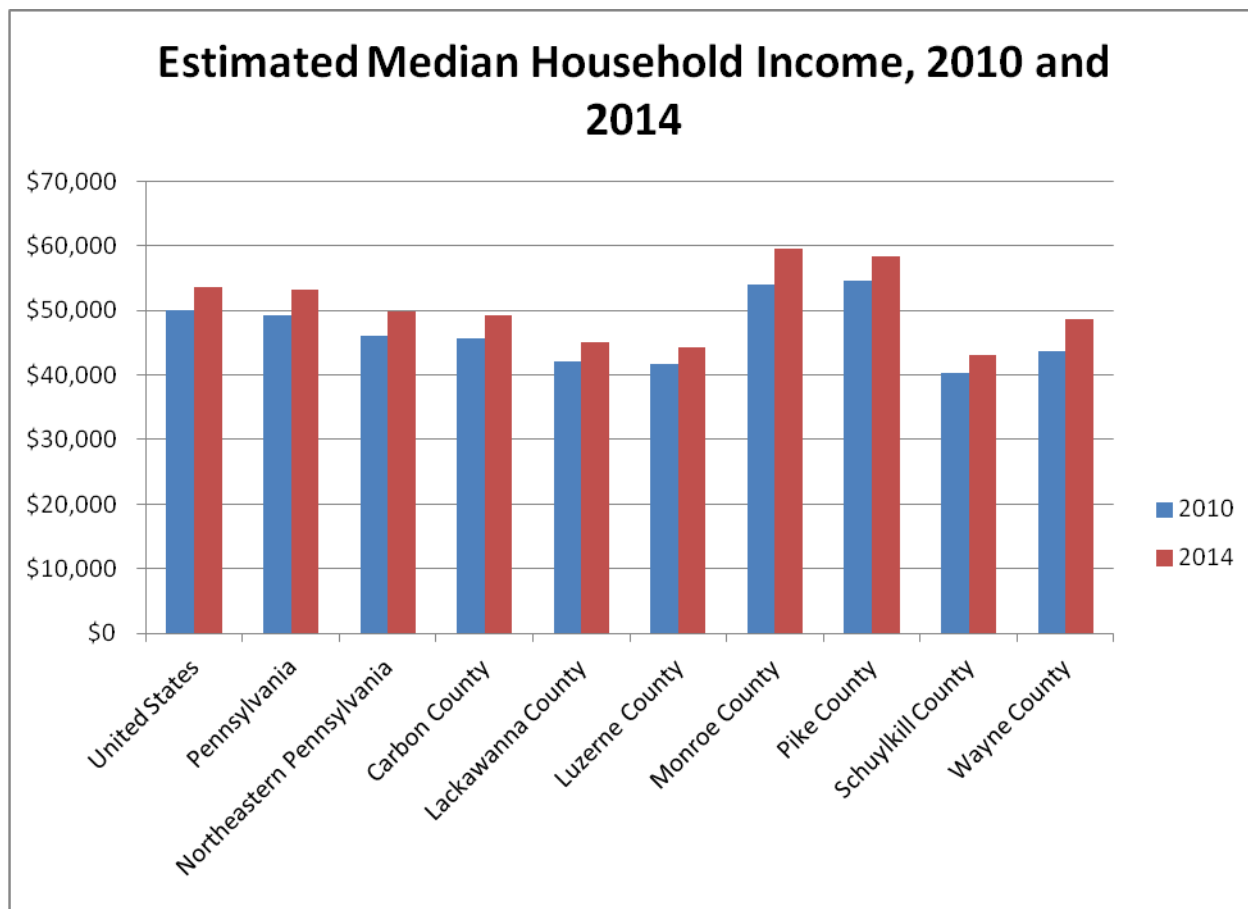


Source: U.S. Bureau of Economic Analysis, Regional Economic Accounts, Table CA1-3, "Local Area Personal Income," <<http://www.bea.gov/bea/regional/index.htm>>.

Median Household Income

According to Figure 31, Wayne County (11.5 percent) had the highest percent increase in median household income and it was followed by Monroe County (9.9 percent). These two counties exceeded the percent increases for the nation (7.2 percent), state (8.1 percent) and region (8.1 percent). Only Wayne and Monroe counties had a percent increase that was above the 9.0 percent rate of inflation between 2010 and 2014.

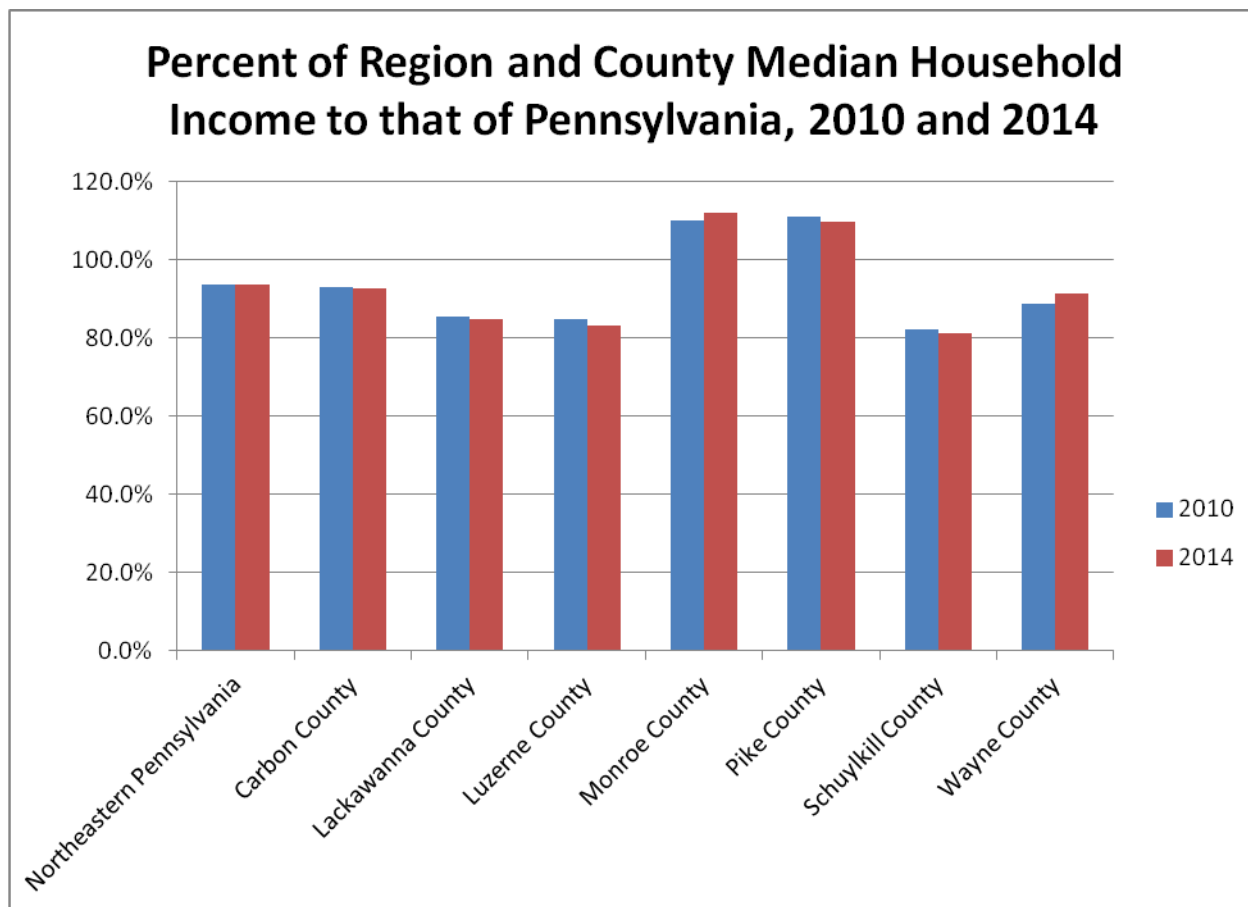
Figure 31. Estimated Median Household Income, 2010 and 2014



Source: U.S. Census Bureau, Small Area Income and Poverty Estimates Program, <http://www.census.gov/did/www/saie>.

Figure 32 provides the percent of region and county median household income to that of Pennsylvania and the United States. Between 2010 and 2014, the percentage of area median household income increased in Monroe and Wayne counties when based on the state and the Northeastern Pennsylvania region, and Carbon, Monroe and Wayne counties when based on the nation. The percentage of median household income to the state and nation exceeded 100 percent in Monroe and Pike counties. This occurred from the migration of people who work in the New York City area to those two counties.

Figure 32. Percent of Region and County Median Household Income to that of Pennsylvania, 2010 and 2014



Source: U.S. Census Bureau, Small Area Income and Poverty Estimates Program, <http://www.census.gov/did/www/saipe>.

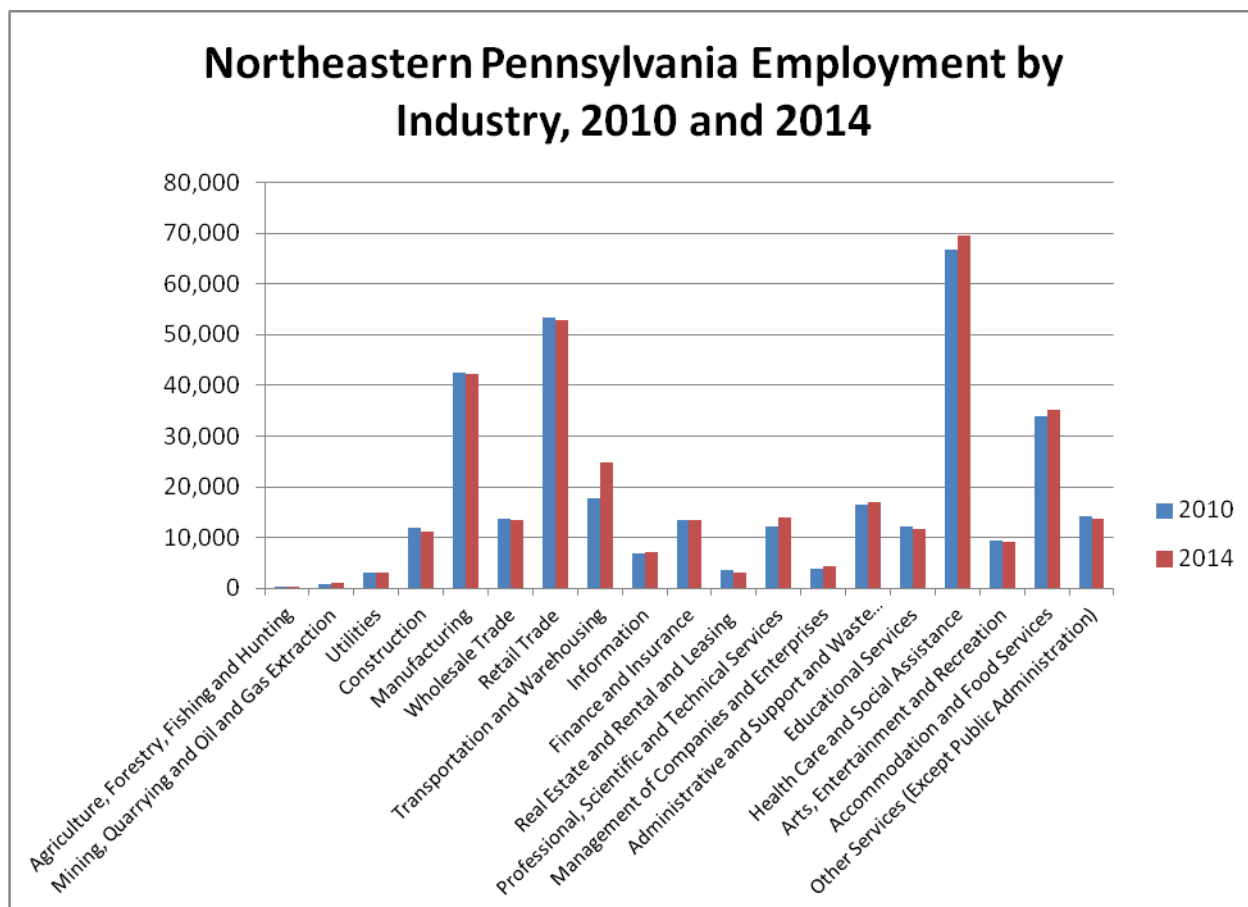
Employment by Industry

Figures 33, 34 and 35 provide the employment by industry for Northeastern Pennsylvania, Pennsylvania and the United States, respectively. These statistics are from 2010 and 2014 and were selected because it is the most current five-year interval possible and 2014 was the most current year that employment data were available from U.S. Census Bureau “County Business Patterns.”

Figure 33 indicates that actual employment growth in 2010 - 2014 occurred in eight industries of the Northeastern Pennsylvania economy. The growth occurred in Transportation and Warehousing (7,135 jobs); Health Care and Social Assistance (2,742 jobs); Professional, Scientific and Technical Services (1,718 jobs); Accommodation and Food Services (1,296 jobs); Management of Companies and Enterprises (611 jobs); Administrative and Support and Waste Management and Remediation Services (572 jobs); Mining, Quarrying, and Oil and Gas Extraction (241 jobs); Information (158 jobs); and Utilities (81 jobs). Employment in Northeastern Pennsylvania grew at its highest rate of 40.2 percent in Transportation and

Warehousing and was followed by Mining, Quarrying and Oil and Gas Extraction at 26.0 percent. Construction had the highest job loss (-640 jobs) and was followed by Educational Services (-634 jobs). There were 570 jobs lost in Other Services, 511 jobs lost in Retail Trade, 424 jobs lost in Real Estate and Rental and Leasing, 349 jobs lost in Wholesale Trade and 310 jobs lost in Manufacturing. The two industries with the largest percent decreases were Agriculture, Forestry, Fishing and Hunting (-42.2 percent) and Real Estate and Rental and Leasing (-11.8 percent).

Figure 33. Northeastern Pennsylvania Employment by Industry, 2010 and 2014

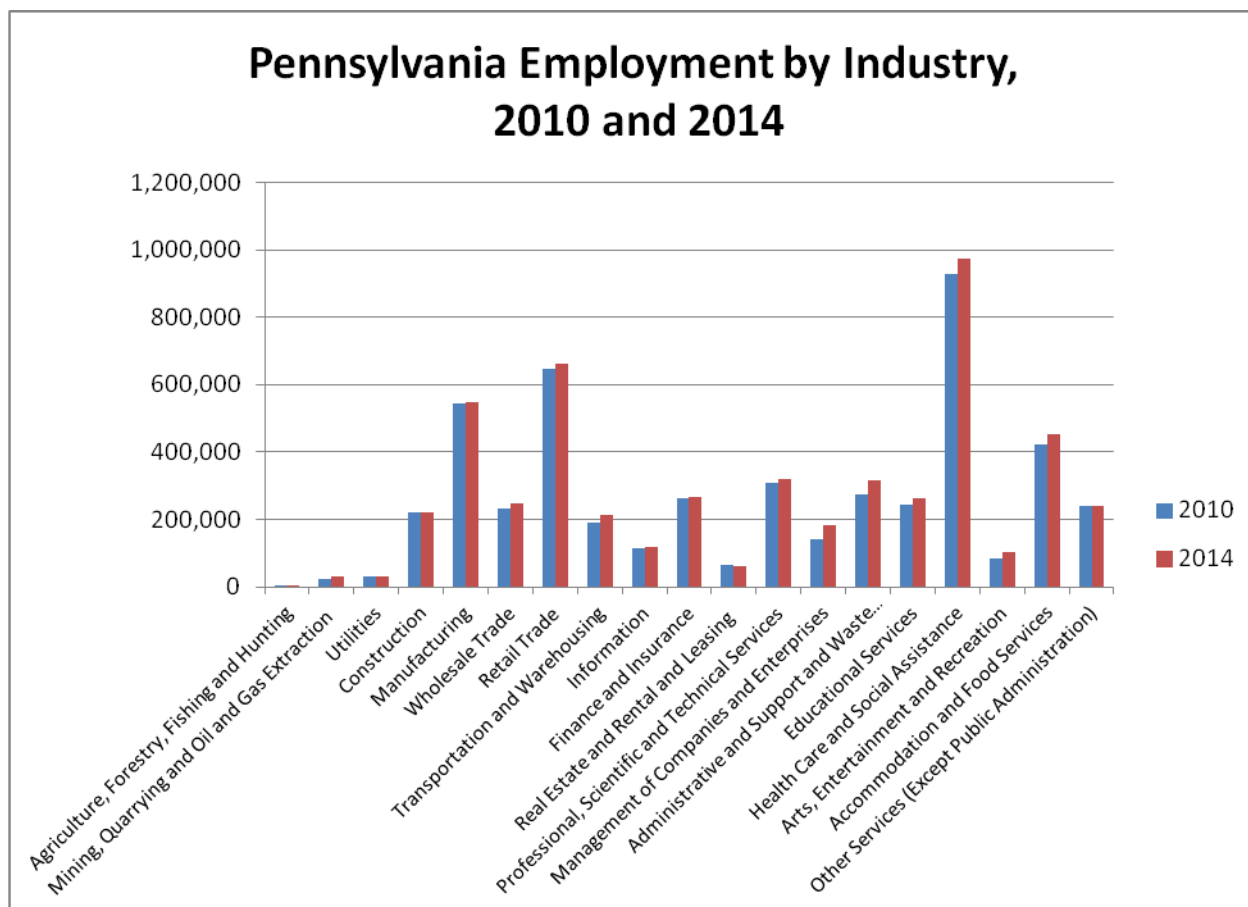


Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014;" 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

Figure 34 indicates that actual employment increase in 2010 - 2014 occurred in fifteen industries of the Pennsylvania economy. The highest increase occurred in Administrative and Support and Waste Management and Remediation Services (44,403 jobs); Health Care and Social Assistance (44,198 jobs); Management of Companies and Enterprises (43,057 jobs); Accommodation and Food Services (29,836 jobs); and Transportation and Warehousing (22,418 jobs). Employment in the state grew at its highest rate of 41.9 percent in Mining, Quarrying and Oil and Gas Extraction and was followed by Management of Companies and Enterprises (30.4 percent). Real Estate and Rental and Leasing had the highest job loss (-2,126 jobs) and was followed by Utilities with

1,677 jobs lost. There were 597 jobs lost in Agriculture, Forestry, Fishing and Mining and 548 jobs lost in Construction. The two industries with the largest percent decreases were Agriculture, Forestry, Fishing and Mining (-19.7 percent) and Utilities (-5.4 percent).

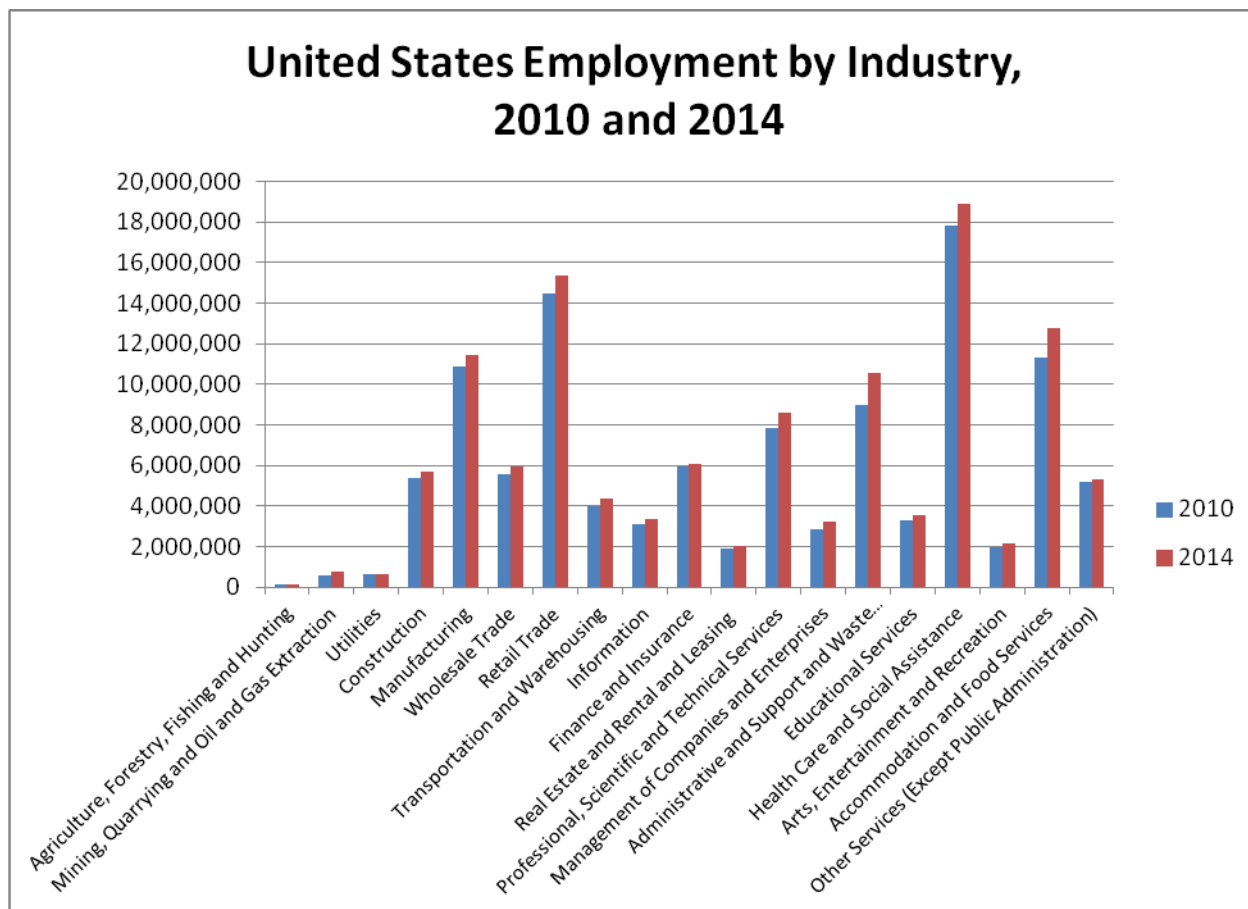
Figure 34. Pennsylvania Employment by Industry, 2010 and 2014



Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014;" 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

Figure 35 indicates that an employment increase in 2010 - 2014 occurred in eighteen sectors of the national economy. Utilities was the only industry that had a job loss (-218 jobs) and had no percent decrease. The highest growth occurred in Administrative and Support and Waste Management and Remediation Services (1,602,059 jobs) and Accommodation and Food Services (1,479,806 jobs). Employment in the nation grew at its highest rate of 30.5 percent in Mining, Quarrying and Oil and Gas Extraction and was followed by Administrative and Support and Waste Management and Remediation Services (17.8 percent) and Management of Companies and Enterprises (14.2 percent).

Figure 35. United States Employment by Industry, 2010 and 2014



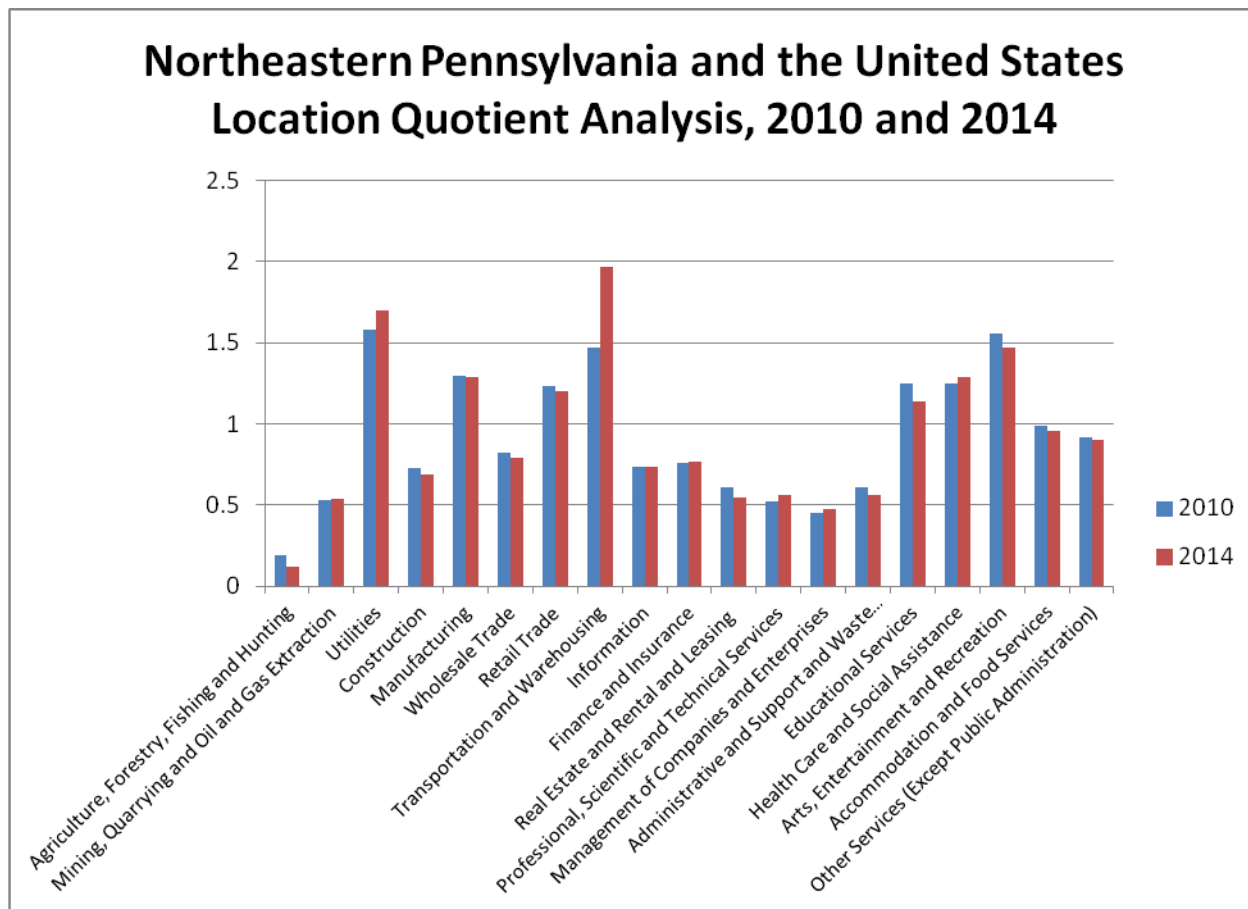
Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014;” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

Location Quotient Analysis

Figure 36 provides a comparison between location quotients for 2010 and 2014. The location quotients above 1.00 in both years are in Utilities, Manufacturing, Retail Trade, Transportation and Warehousing, Educational Services, Health Care and Social Assistance, and Arts, Entertainment and Recreation. Educational Services had the largest decrease in the location quotient during the period. There were also decreases in Agriculture, Forestry, Fishing and Hunting; Construction; Manufacturing, Wholesale Trade; Retail Trade; Real Estate and Rental and Leasing; Administrative and Support and Waste Management and Remediation Services; Arts, Entertainment and Recreation; Accommodation and Food Services; and Other Services. According to the Penn State Cooperative Extension publication, “Using Employment Data to Better Understand Your Local Economy - Tool 3 - Use Location Quotients to Identify Local Strengths, Opportunities and Industry Clusters,” “An industry that has at least a location quotient of 1.25 is an exporting industry and an importing industry has a location quotient less than 0.75. If an industry has a location quotient greater than 1.00, then it is at least self-sufficient and could be an exporter of goods and services.”

An increase in the location quotient with both the location quotient in 2010 and 2014 being greater than 1.00 occurred in Utilities, Transportation and Warehousing, and Health Care and Social Assistance. Other industries that experienced an increase in the location quotient are: Mining, Quarrying and Oil and Gas Extraction; Finance and Insurance; Professional, Scientific and Technical Services; and Management of Companies and Enterprises.

Figure 36. Northeastern Pennsylvania and the United States Location Quotient Analysis, 2010 and 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014;” 2010 information released June 2012 and 2014 information released April 2016;

<<http://www.census.gov/programs-surveys/cbp.html>>

Shift-Share Analysis

There are three components to Shift-Share Analysis: National Share, Industrial Mix and Competitive Component. The National Share measures how much of the region’s total growth can be attributed to overall growth in the national economy. It answers the question about how much regional employment would have grown if it had grown at the national rate. The Industrial Mix indicates how much of the region’s overall growth is related to its mix of industries. The Competitive Component indicates how much of the region’s overall growth can be attributed to local effects or local competitive advantage. According to a 2005 Clemson University

publication, “Targeting Industry Clusters for Regional Economic Development: An Overview of the Regional Economic Development Research Laboratory (REDRL) Approach,” if an industry has a positive Competitive Component, it is one of the factors used in identifying industries that have a competitive advantage.

According to Table 4, there were four industries that had a positive Competitive Component over the five-year period: Utilities; Transportation and Warehousing; Professional, Scientific and Technical Services; and Management of Companies and Enterprises.

Table 4. Shift-Share Analysis for the Seven-County Northeastern Pennsylvania Region, 2010 - 2014

Industry	National Share	Industrial Mix	Competitive Component
Agriculture, Forestry, Fishing and Hunting	-38	0	-38
Mining, Quarrying and Oil and Gas Extraction	241	282	-41
Utilities	81	-1	82
Construction	-640	696	-1,336
Manufacturing	-310	2,196	-2,506
Wholesale Trade	-349	910	-1,259
Retail Trade	-511	3,231	-3,742
Transportation and Warehousing	7,135	1,745	5,390
Information	158	536	-378
Finance and Insurance	-141	342	-483
Real Estate and Rental and Leasing	-424	138	-562
Professional, Scientific and Technical Services	1,718	1,245	473
Management of Companies and Enterprises	611	546	65
Administrative and Support and Waste Management and Remediation Services	572	2,934	-2,362
Educational Services	-634	1,084	-1,718
Health Care and Social Assistance	2,742	4,036	-1,294
Arts, Entertainment and Recreation	-207	779	-986
Accommodation and Food Services	1,296	4,422	-3,126
Other Services (Except Public Administration)	-570	393	-963
Total	10,730	25,516	-14,786

Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014,” 2010 information released June 2012 and 2014 information released April 2016;
<<http://www.census.gov/programs-surveys/cbp.html>>

Therefore, two industries had an increasing location quotient from 2010 to 2014, had a location quotient of at least 1.00 in 2010, and had a positive Competitive Component. These industries were: Utilities, and Transportation and Warehousing. Among the industries that had an increasing location quotient that was below 1.00 and had a positive Competitive Component were: Professional, Scientific and Technical Services; and Management of Companies and Enterprises.

In sum, based on the Clemson University methodology that calls for an increase in employment, an increase in the location quotient and a positive Competitive Component, the industries that should be considered for targeting in Northeastern Pennsylvania are:

- Utilities
- Transportation and Warehousing
- Professional, Scientific and Technical Services
- Management of Companies and Enterprises

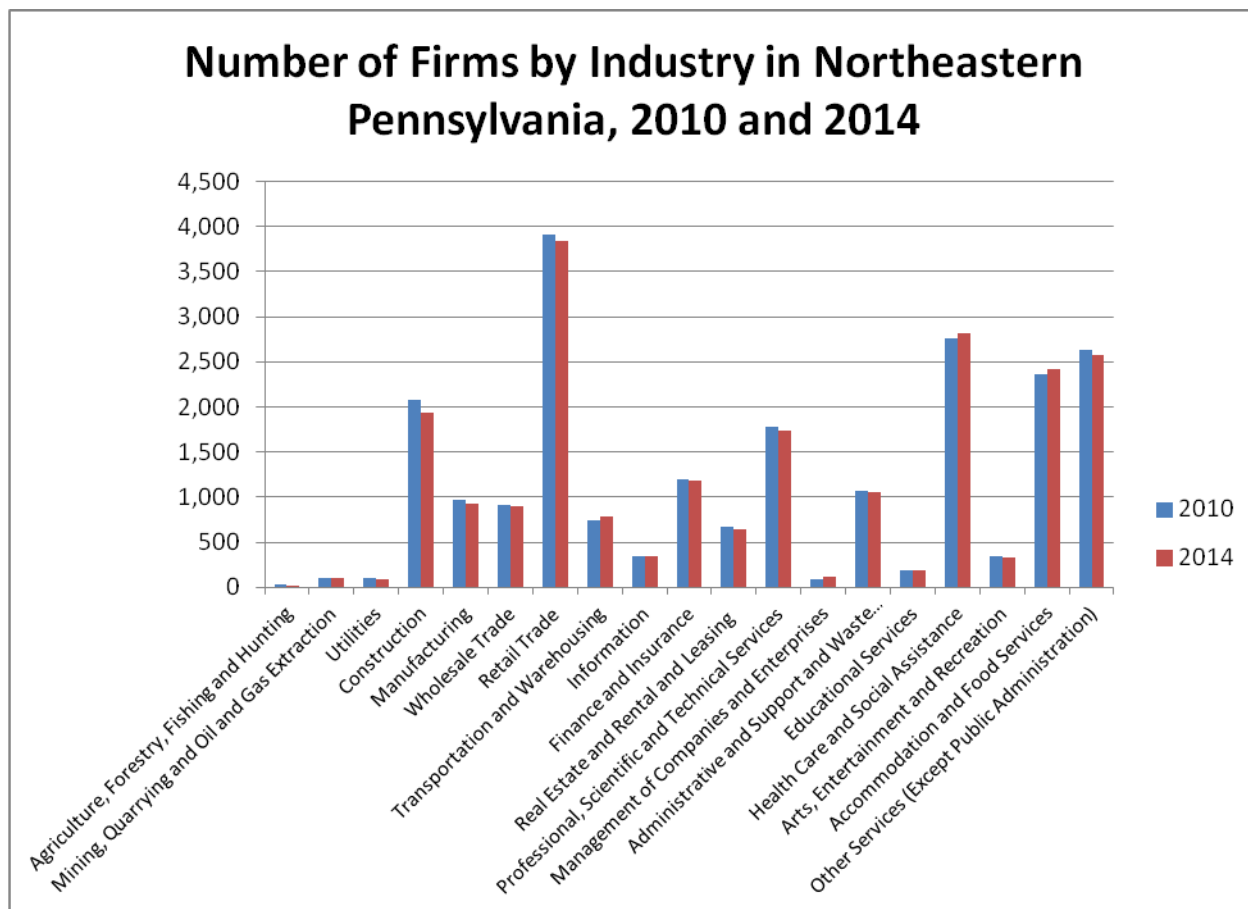
Although the recession ended in 2009, the region continues to experience a decrease in employment and three of the goals of the current Comprehensive Economic Development Strategy Five-Year Plan pertain to this issue.

Number of Firms by Industry

From 2010 to 2014, the Northeastern Pennsylvania region experienced a decline in the percentage that exceeded the state and nation of the number of firms that had 1 to 4 employees, 10 to 19 employees, 50 to 99 employees, 100 to 249 employees and 500 to 999 employees. Northeastern Pennsylvania experienced an increase in the number of firms that had 5 to 9, 20 to 49, 250 to 499 and 1,000 or more employees. In the region, as a result of many ranges in the number of firms that experienced a decline, this information supports having the three goals of Retain and Expand Existing Businesses, Attract New Businesses and Encourage Entrepreneurial Activity and Innovation.

The number of firms by industry for the period from 2010 to 2014 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 37, 38 and 39. In Northeastern Pennsylvania, according to Figure 37, there was a decrease in the number of firms in Agriculture, Forestry, Fishing and Hunting; Utilities; Construction; Manufacturing; Wholesale Trade; Retail Trade; Information; Finance and Insurance; Real Estate and Rental and Leasing; Professional, Scientific and Technical Services; Management of Companies and Enterprises; Administrative and Support and Waste Management and Remediation Services; Educational Services; Arts, Entertainment and Recreation; and Other Services. Construction had the highest decrease (-148 firms) and Agriculture, Forestry, Fishing and Hunting had the highest percent decrease (-29.0 percent). The highest increase in the number of firms occurred in Health Care and Social Assistance (56 firms) and the highest percent increase was in Management of Companies and Enterprises (17.5 percent).

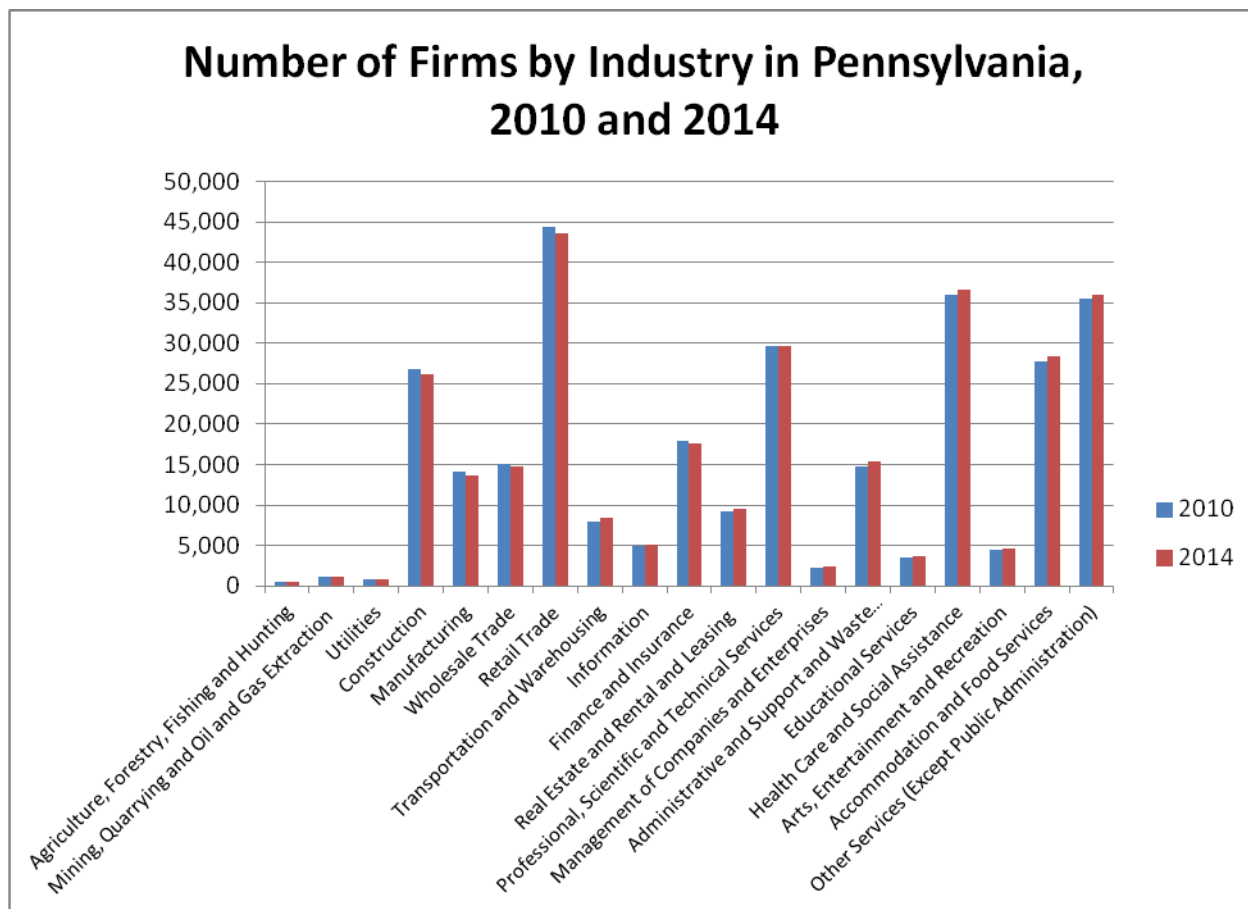
Figure 37. Number of Firms by Industry in Northeastern Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014;” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Pennsylvania, according to Figure 38, there was an increase in the number of firms in Mining, Quarrying and Oil and Gas Extraction; Utilities; Transportation and Warehousing; Information; Real Estate and Rental and Leasing; Management of Companies and Enterprises; Administrative and Support and Waste Management and Remediation Services; Educational Services; Health Care and Social Assistance; Arts, Entertainment and Recreation; Accommodation and Food Services; and Other Services. Accommodation and Food Services had the highest increase in the number of firms (688 firms) and Mining, Quarrying and Oil and Gas Extraction had the highest percent increase (9.2 percent). Construction had the highest decrease in the number of firms (-626 firms) and Manufacturing had the highest percent decrease (-3.4 percent).

Figure 38. Number of Firms by Industry in Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014;” 2010 information released June 2012 and 2014 information released April 2016;

<<http://www.census.gov/programs-surveys/cbp.html>>

In Figure 39, there were four industries that had a decrease in the number of firms in the United States, from 2010 to 2014. These industries were: Construction; Manufacturing; Retail Trade and Finance and Insurance. Construction lost the most firms (-15,585 firms) and Manufacturing (-7,439 firms) was second. In terms of percent decrease, Manufacturing had the highest (-2.5 percent) and Construction (-2.3 percent) was second. The industry with the highest increase in the number of firms was Health Care and Social Assistance (42,393 firms) and Educational Services had the highest percent increase (10.3 percent). It was followed by Mining, Quarrying and Oil and Gas Extraction (9.8 percent) and Transportation and Warehousing (5.8 percent).

Figure 39. Number of Firms by Industry in the United States, 2010 and 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014;” 2010 information released June 2012 and 2014 information released April 2016;

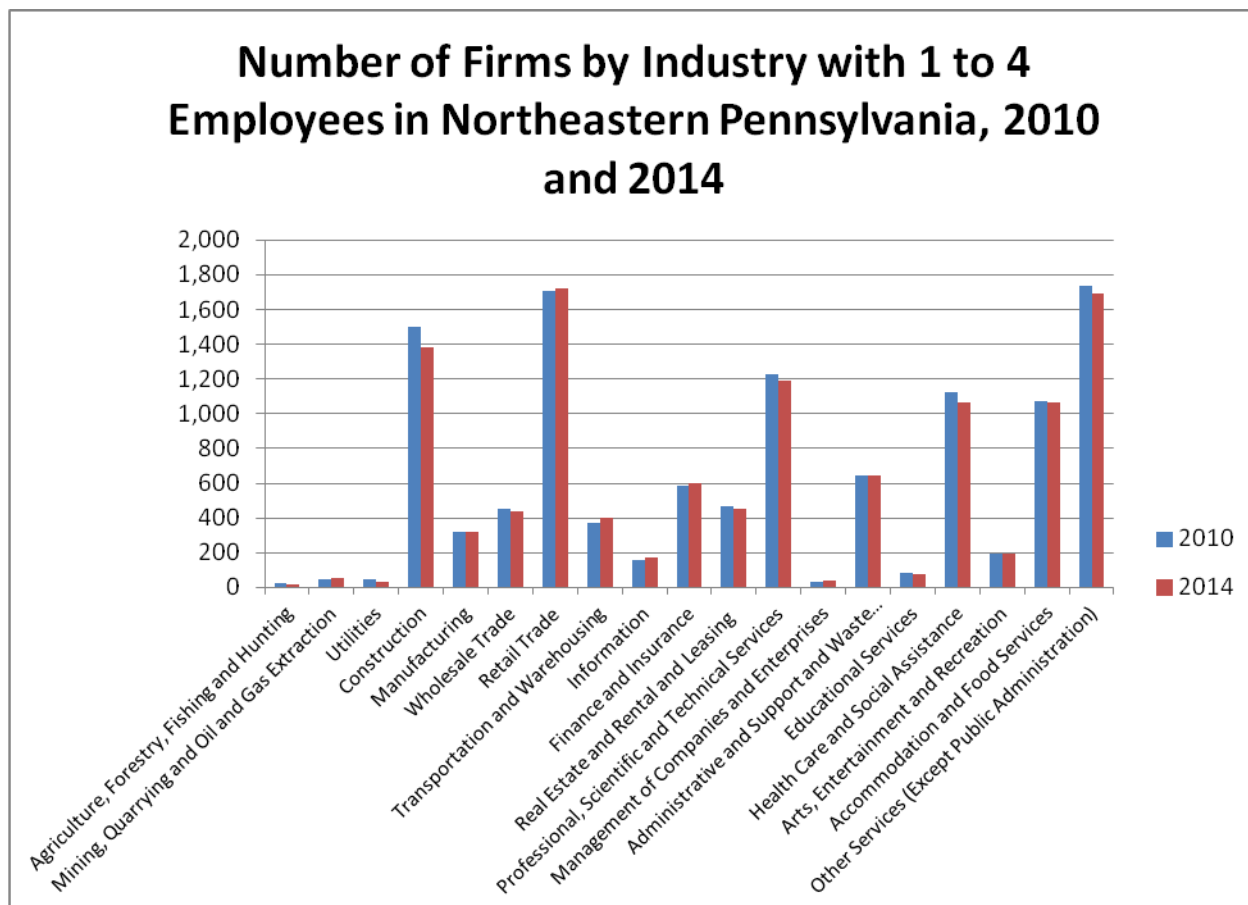
<http://www.census.gov/programs-surveys/cbp.html>

Change in the Number of Firms by Employee Range

1 to 4 Employees

The number of firms by industry with 1 to 4 employees from 2010 to 2014 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 40, 41 and 42. In Northeastern Pennsylvania, according to Figure 40, there was a decrease in the number of firms in Agriculture, Forestry, Fishing and Hunting; Utilities; Construction; Wholesale Trade; Real Estate and Rental and Leasing; Professional, Scientific and Technical Services; Administrative and Support and Waste Management and Remediation Services; Educational Services; Health Care and Social Assistance; Accommodation and Food Services; and Other Services. Construction had the highest decrease (-124 firms) and Utilities had the highest percent decrease (-33.3 percent). The highest increase in the number of firms occurred in Transportation and Warehousing (25 firms) and the highest percent increase was in Management of Companies and Enterprises (23.3 percent).

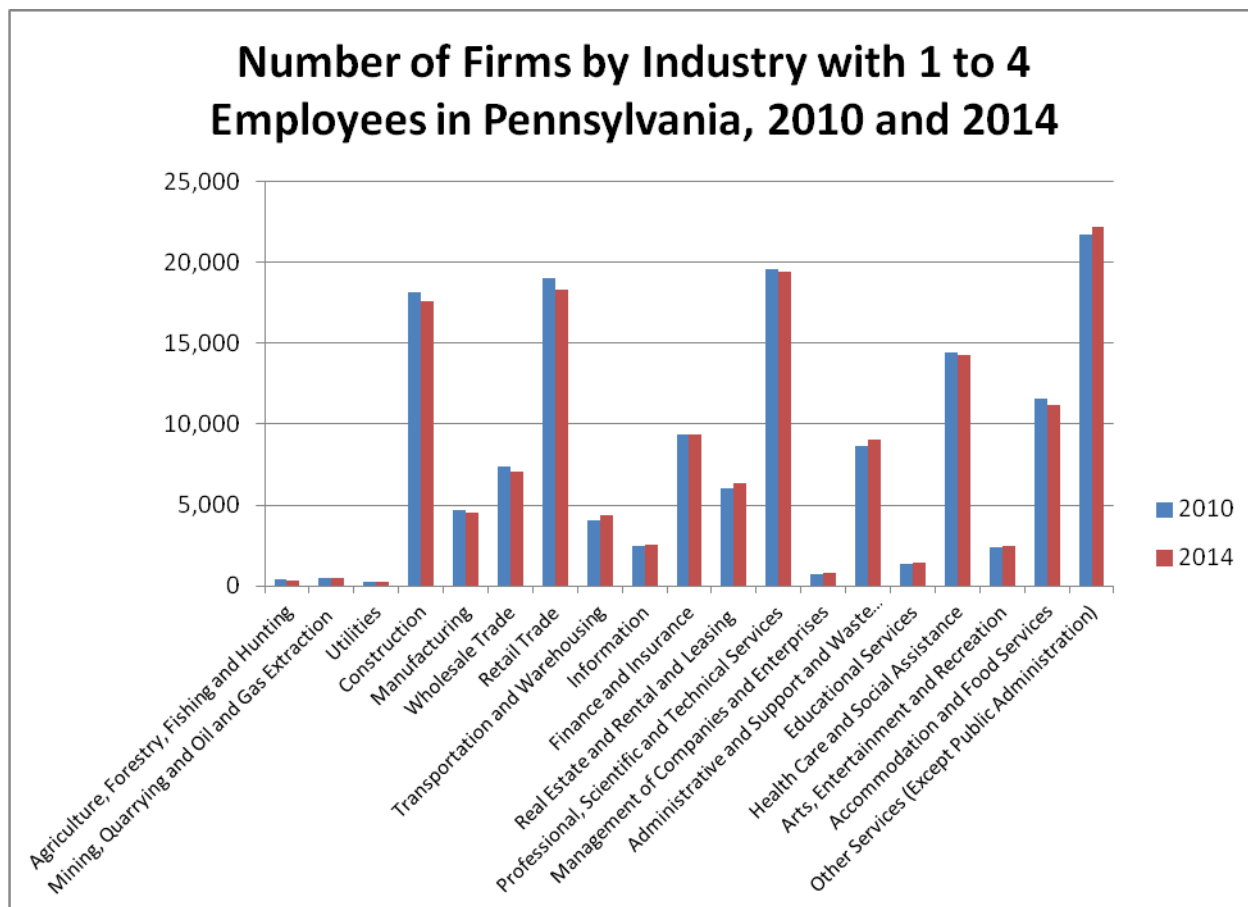
Figure 40. Number of Firms by Industry with 1 to 4 Employees in Northeastern Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014;" 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Pennsylvania, according to Figure 41, there was an increase in the number of firms with 1 to 4 employees in Mining, Quarrying and Oil and Gas Extraction; Transportation and Warehousing; Information; Finance and Insurance; Real Estate and Rental and Leasing; Management of Companies and Enterprises; Administrative and Support and Waste Management and Remediation Services; Educational Services; Arts, Entertainment and Recreation; and Other Services. Other Services had the highest increase in the number of firms (475 firms) and Transportation and Warehousing had the highest percent increase (6.6 percent). The highest decrease in the number of firms occurred in Retail Trade (-754 firms) and the highest percent decrease was in Utilities (-5.4 percent).

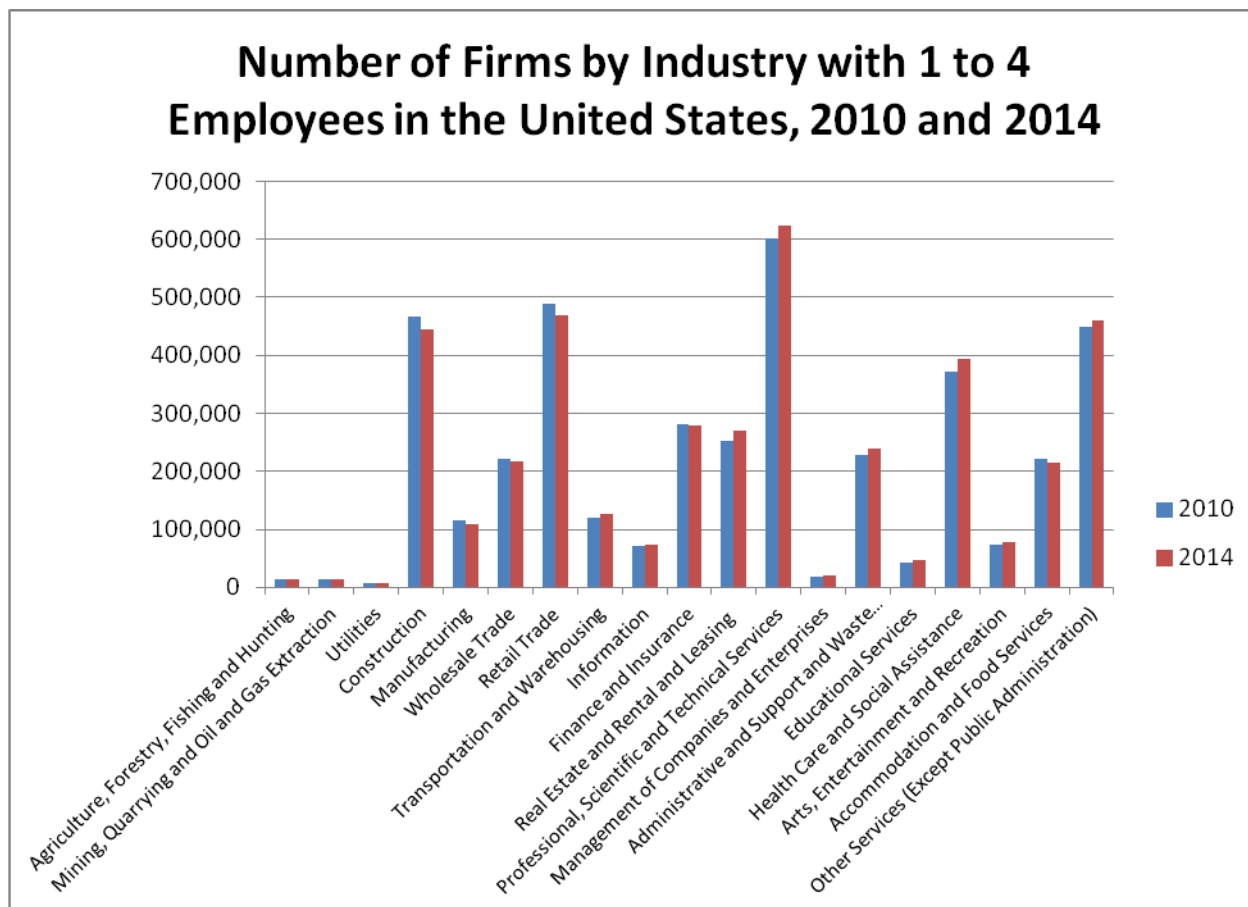
Figure 41. Number of Firms by Industry with 1 to 4 Employees in Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014;” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Figure 42, there were six industries with 1 to 4 employees that had a decrease in the number of firms in the United States, from 2010 to 2014. These industries were: Construction; Manufacturing; Wholesale Trade; Retail Trade; Finance and Insurance; and Accommodation and Food Services. Construction lost the most firms (-22,099 firms) and Retail Trade (-18,036 firms) was second. In terms of percent decrease, Manufacturing was the highest (-5.8 percent) and was followed by Construction (-4.7 percent) and Retail Trade (-3.7 percent). The industry with the highest increase in the number of firms was Professional, Scientific and Technical Services (23,565 firms) and Educational Services had the highest percent increase (10.2 percent). This was followed by Mining, Quarrying and Oil and Gas Extraction (8.6 percent) and Real Estate and Rental and Leasing (7.1 percent).

Figure 42. Number of Firms by Industry with 1 to 4 Employees in the United States, 2010 and 2014

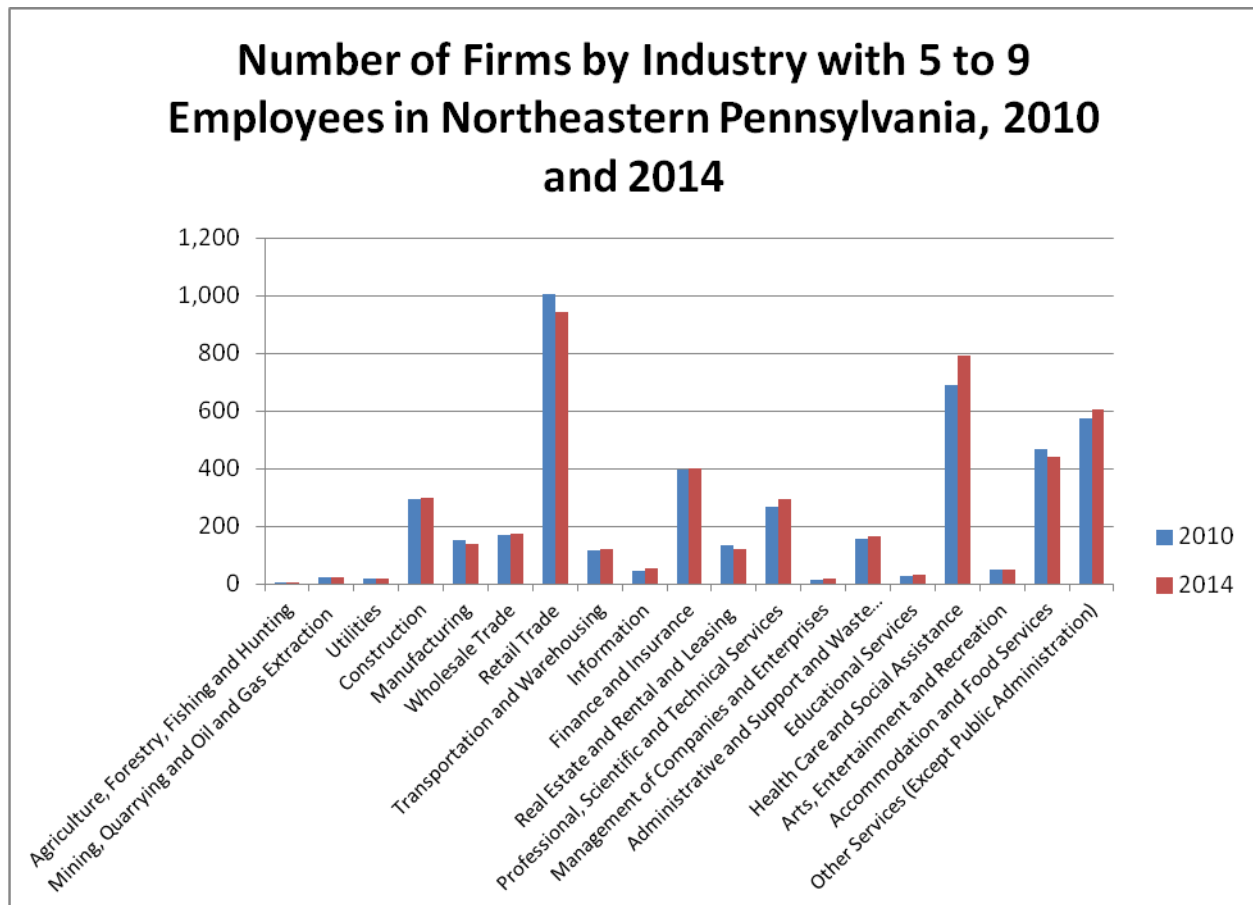


Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014," 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

5 to 9 Employees

The number of firms by industry with 5 to 9 employees for the period from 2010 to 2014 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 43, 44 and 45. In Northeastern Pennsylvania, according to Figure 43, there was a decrease in the number of firms in Mining, Quarrying and Oil and Gas Extraction; Manufacturing; Retail Trade; Real Estate and Rental and Leasing; Arts, Entertainment and Recreation; and Accommodation and Food Services. Retail Trade had the highest decrease (-66 firms) and Real Estate and Rental and Leasing had the highest percent decrease (-11.9 percent). The highest increase in the number of firms occurred in Health Care and Social Assistance (105 firms) and the highest percent increase was in Agriculture, Forestry, Fishing and Hunting (50.0 percent).

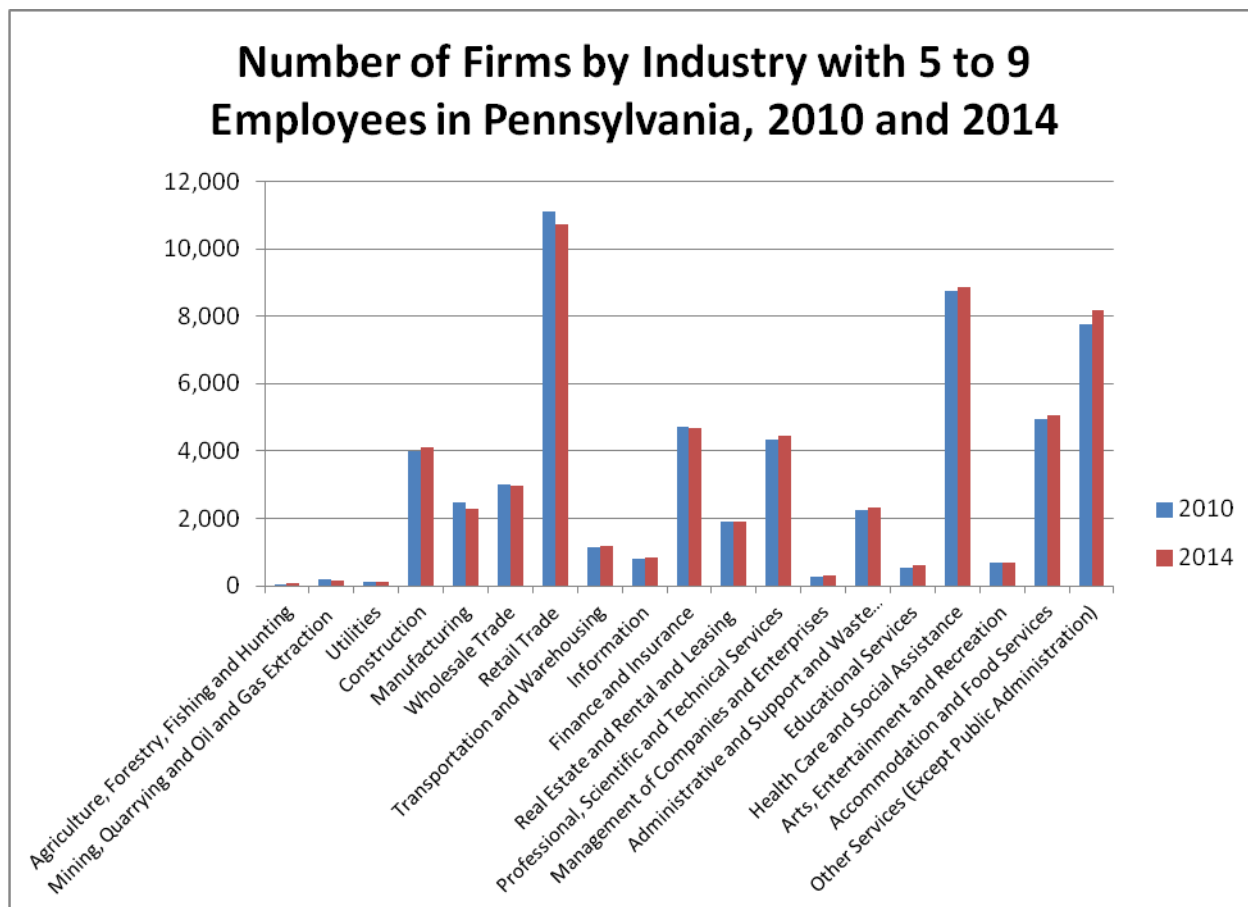
Figure 43. Number of Firms by Industry with 5 to 9 Employees in Northeastern Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014,” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Pennsylvania, according to Figure 44, there was an increase in the number of firms with 5 to 9 employees in Agriculture, Forestry, Fishing and Hunting; Construction; Transportation and Warehousing; Information; Professional, Scientific and Technical Services; Management of Companies and Enterprises; Administrative and Support and Waste Management and Remediation Services; Educational Services; Health Care and Social Assistance; Accommodation and Food Services; and Other Services. Other Services had the highest increase in the number of firms (401 firms) and Agriculture, Forestry, Fishing and Hunting had the highest percent increase (32.1 percent). Retail Trade had the highest decrease in the number of firms (-356 firms) and Mining, Quarrying and Oil and Gas Extraction had the highest percent decrease (-9.2 percent).

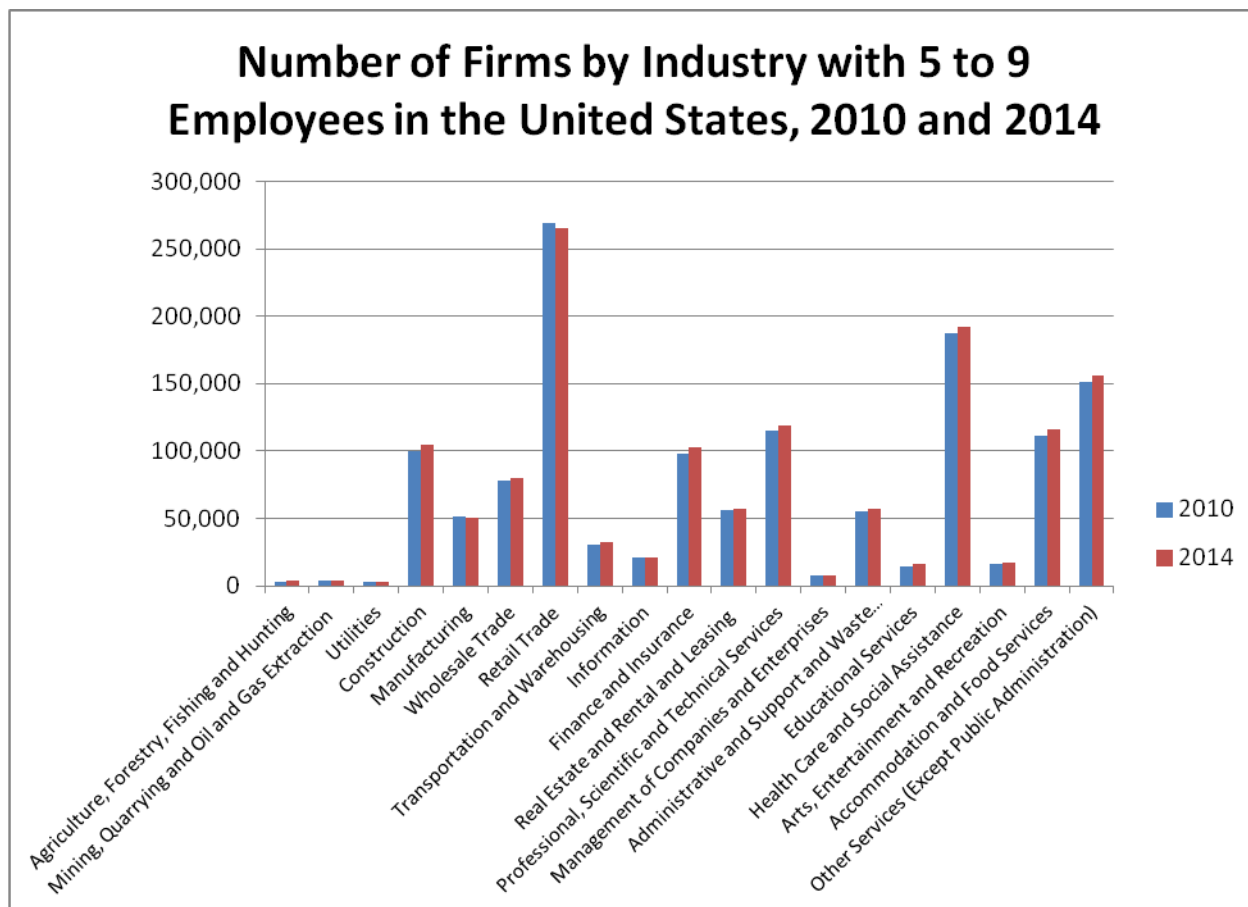
Figure 44. Number of Firms by Industry with 5 to 9 Employees in Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014,” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Figure 45, there were three industries with 5 to 9 employees that had a decrease in the number of firms in the United States, from 2010 to 2014. These industries were: Manufacturing; Retail Trade; and Management of Companies and Enterprises. Retail Trade lost the most firms (-4,386 firms) and Manufacturing (-1,181 firms) was second. In terms of percent decrease, Manufacturing had the highest (-2.3 percent) and was followed by Retail Trade (-1.6 percent) and Management of Companies and Enterprises (-0.4 percent). Accommodation and Food Services had the highest increase in the number of firms (4,980 firms) and Educational Services had the highest percent increase (12.9 percent). Transportation and Warehousing was next (6.4 percent) and Administrative and Support and Waste Management and Remediation Services (5.0 percent) followed.

Figure 45. Number of Firms by Industry with 5 to 9 Employees in the United States, 2010 and 2014

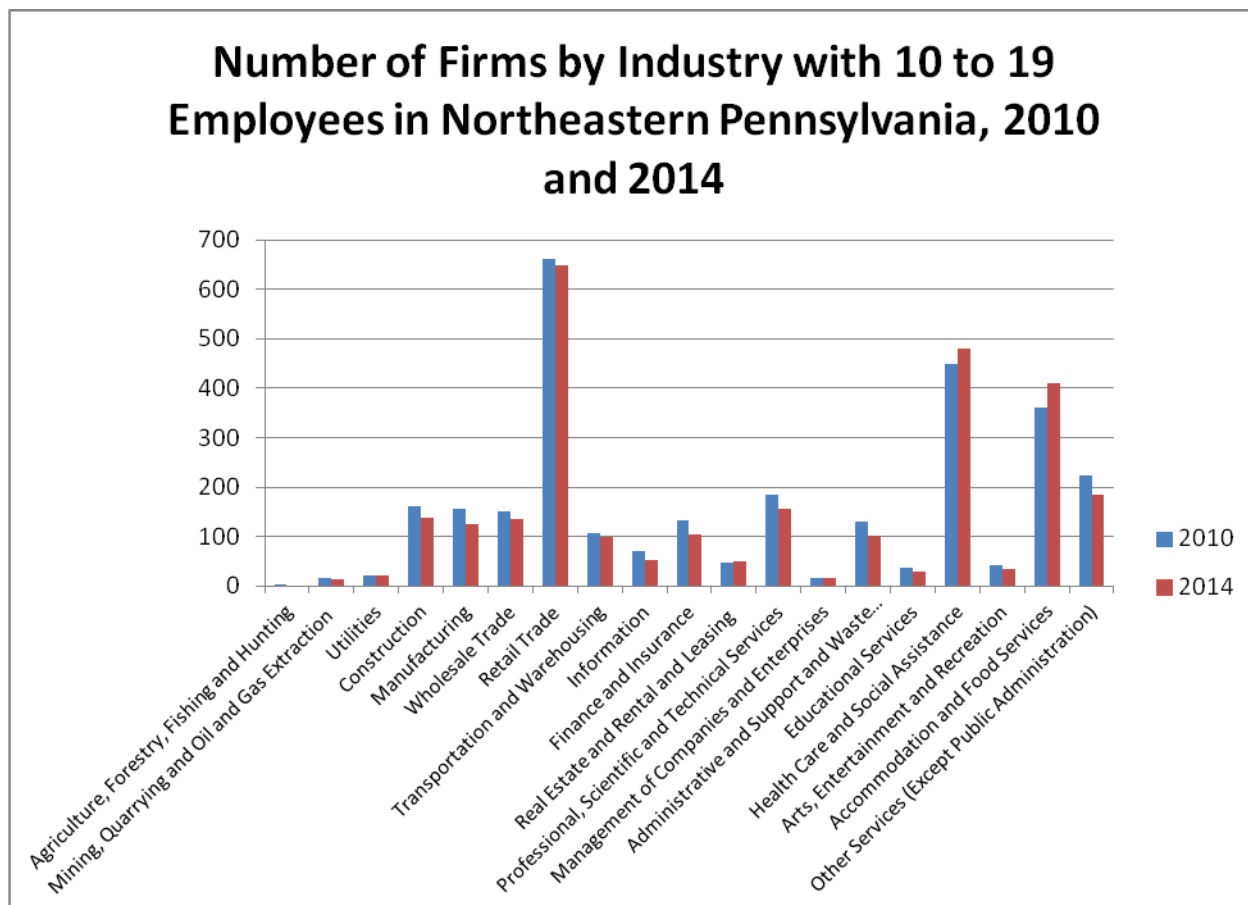


Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014," 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

10 to 19 Employees

The number of firms by industry with 10 to 19 employees from 2010 to 2014 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 46, 47 and 48. In Northeastern Pennsylvania, according to Figure 46, there was a decrease in the number of firms in Agriculture, Forestry, Fishing and Hunting; Mining, Quarrying and Oil and Gas Extraction; Construction; Manufacturing; Wholesale Trade; Retail Trade; Transportation and Warehousing; Information; Finance and Insurance; Professional, Scientific and Technical Services; Management of Companies and Enterprises; Administrative and Support and Waste Management and Remediation Services; Educational Services; Arts, Entertainment and Recreation; and Other Services. Other Services had the highest decrease (-38 firms) and Agriculture, Forestry, Fishing and Hunting had the highest percent decrease (-100.0 percent). The highest increase in the number of firms occurred in Accommodation and Food Services (49 firms) and it had the highest percent increase (13.6 percent).

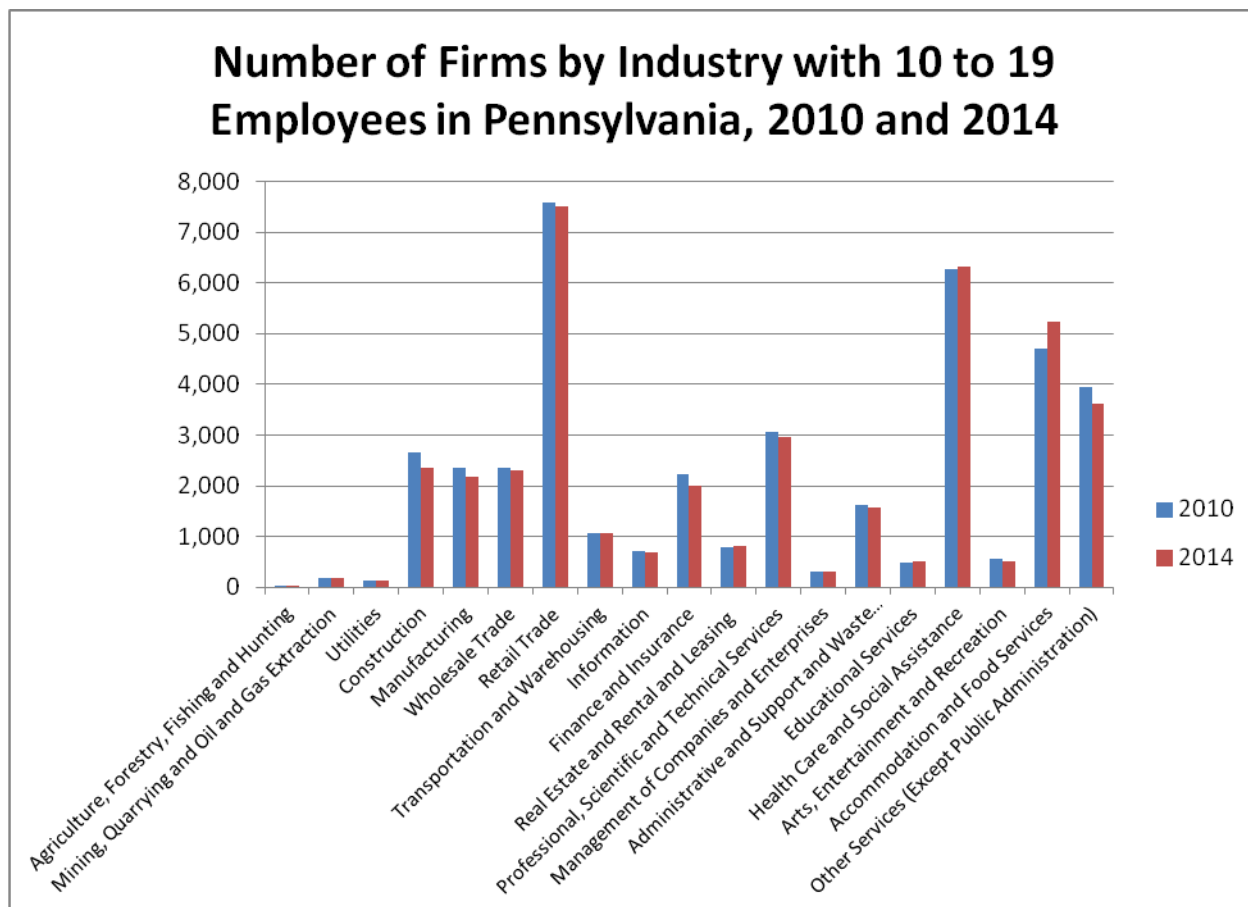
Figure 46. Number of Firms by Industry with 10 to 19 Employees in Northeastern Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014;” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Pennsylvania, according to Figure 47, there was an increase in the number of firms with 10 to 19 employees in Mining, Quarrying and Oil and Gas Extraction; Utilities; Transportation and Warehousing; Real Estate and Rental and Leasing; Management of Companies and Enterprises; Educational Services; Health Care and Social Assistance; and Accommodation and Food Services. Accommodation and Food Services had the highest increase in the number of firms (527 firms) and had the highest percent increase (11.2 percent). The highest decrease in the number of firms occurred in Other Services (-336 firms) and Agriculture, Forestry, Fishing and Hunting had the highest percent decrease (-35.5 percent).

Figure 47. Number of Firms by Industry with 10 to 19 Employees in Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014," 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Figure 48, there were nine industries with 10 to 19 employees that had a decrease in the number of firms in the United States, from 2010 to 2014. These industries were: Agriculture, Forestry, Fishing and Hunting; Construction; Manufacturing; Information; Finance and Insurance; Real Estate and Rental and Leasing; Professional, Scientific and Technical Services; Administrative and Support and Waste Management and Remediation Services; and Other Services. Finance and Insurance lost the most firms (-3,995 firms) and Other Services (-3,322 firms) was second. In terms of percent decrease, Finance and Insurance had the highest (-7.3 percent) and was followed by Agriculture, Forestry, Fishing and Hunting (-5.7 percent) and Manufacturing (-5.2 percent). Retail Trade had the highest increase in the number of firms (8,330 firms) and Educational Services had the highest percent increase (10.1 percent). It was followed by Utilities (5.8 percent) and Accommodation and Food Services (5.5 percent).

Figure 48. Number of Firms by Industry with 10 to 19 Employees in the United States, 2010 and 2014

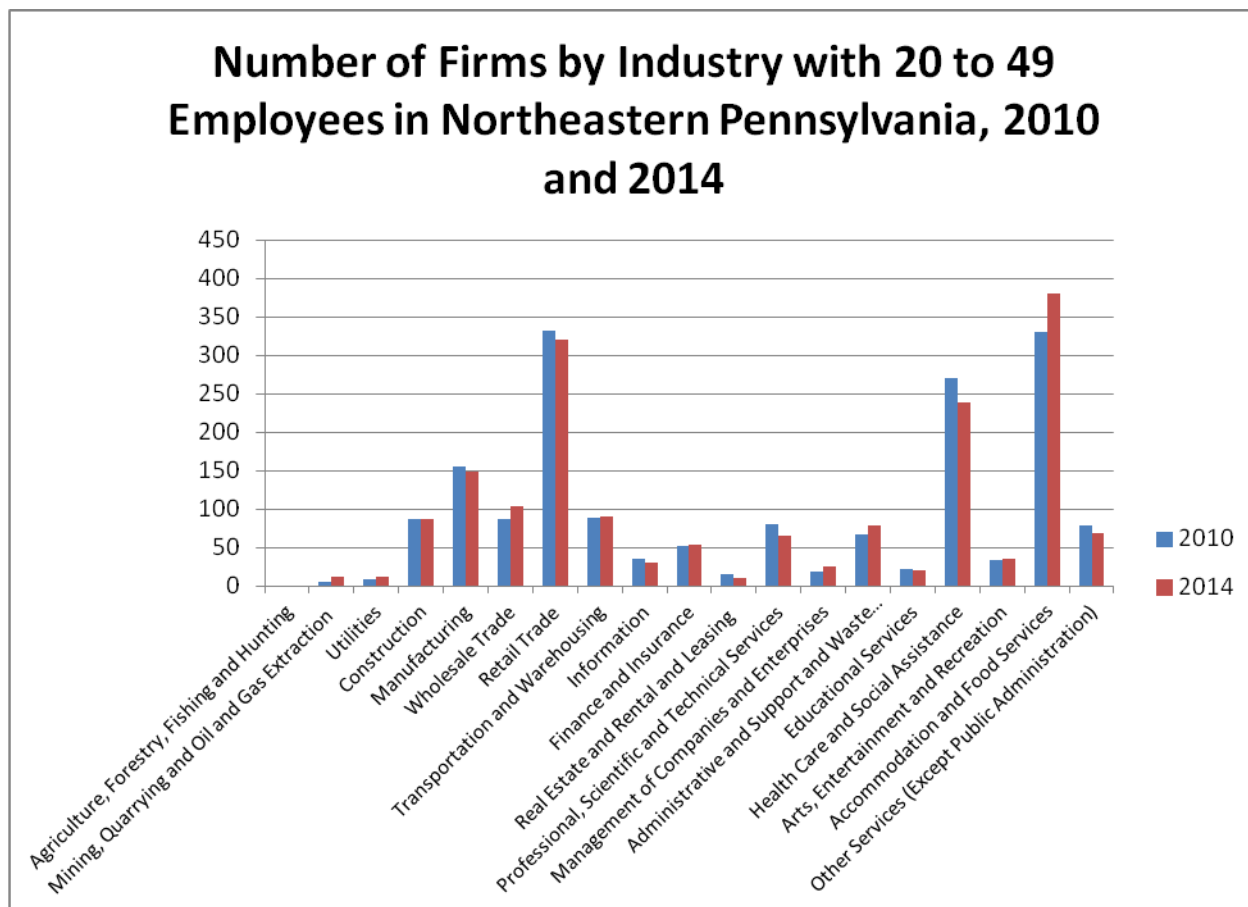


Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014,” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

20 to 49 Employees

The number of firms by industry with 20 to 49 employees from 2010 to 2014 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 49, 50 and 51. In Northeastern Pennsylvania, according to Figure 49, there was a decrease in the number of firms in Manufacturing; Retail Trade; Information; Real Estate and Rental and Leasing; Professional, Scientific and Technical Services; Educational Services; Health Care and Social Assistance; and Other Services. Health Care and Social Assistance had the highest decrease (-33 firms) and Real Estate and Rental and Leasing had the highest percent decrease (-33.3 percent). Accommodation and Food Services had the highest increase in the number of firms (51 firms) and Mining, Quarrying and Oil and Gas Extraction had the highest percent increase (140.0 percent).

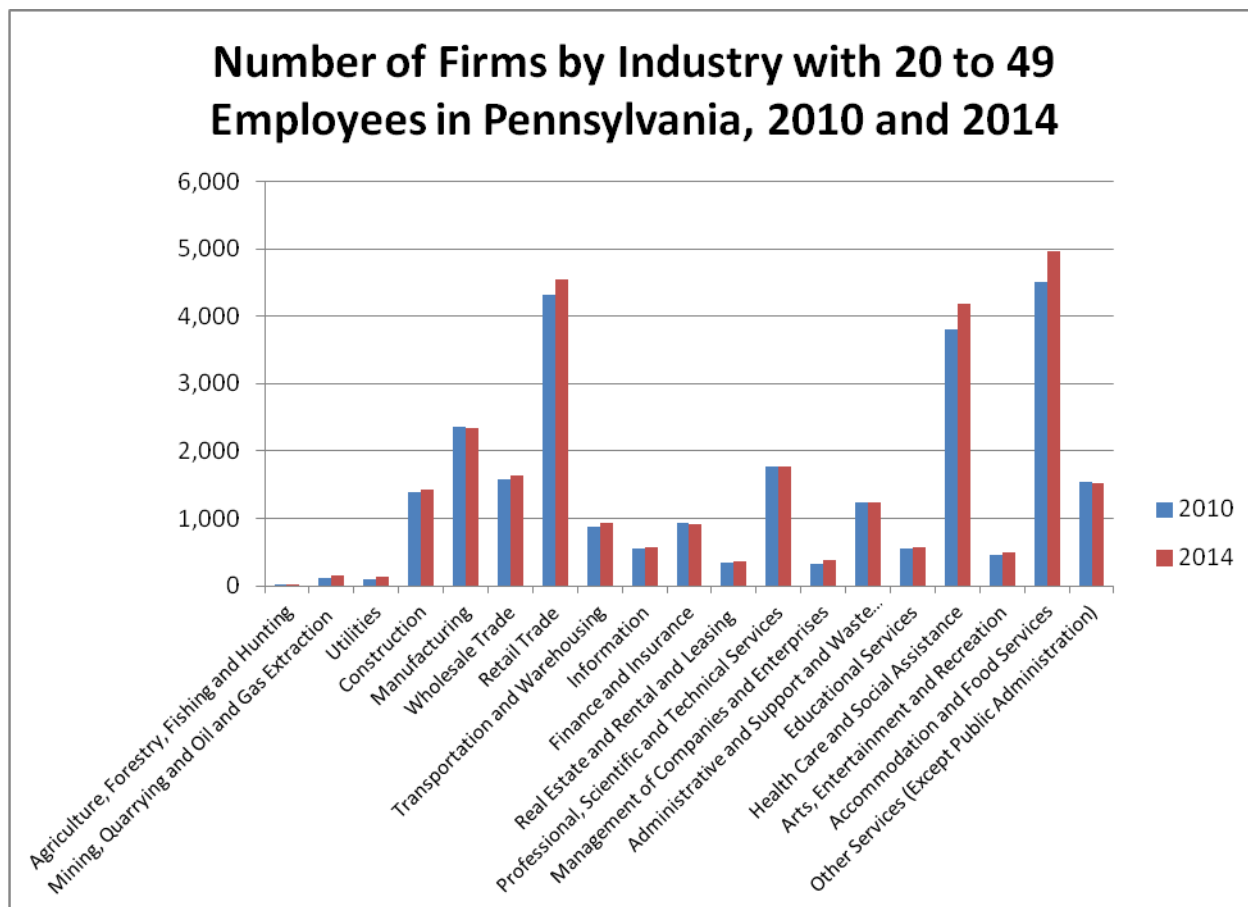
Figure 49. Number of Firms by Industry with 20 to 49 Employees in Northeastern Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014,” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Pennsylvania, according to Figure 50, there was a decrease in the number of firms with 20 to 49 employees in Manufacturing; Finance and Insurance; Professional, Scientific and Technical Services; Administrative and Support and Waste Management and Remediation Services; and Other Services. Manufacturing and Other Services both had the highest decrease in the number of firms (-29 firms) and Finance and Insurance; and Other Services both had the highest percent decrease (-1.9 percent). Accommodation and Food Services had the highest increase in the number of firms (454 firms) and Mining, Quarrying and Oil and Gas Extraction had the highest percent increase (34.4 percent).

Figure 50. Number of Firms by Industry with 20 to 49 Employees in Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014," 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Figure 51, there was one industry with 20 to 49 employees that had a decrease in the number of firms in the United States, from 2010 to 2014. It was Finance and Insurance with a decrease of 1,613 firms and a percent decrease of 6.4 percent. Accommodation and Food Services had the highest increase in the number of firms (20,871 firms) and Mining, Quarrying and Oil and Gas Extraction had the highest percent increase (20.6 percent).

Figure 51. Number of Firms by Industry with 20 to 49 Employees in the United States, 2010 and 2014

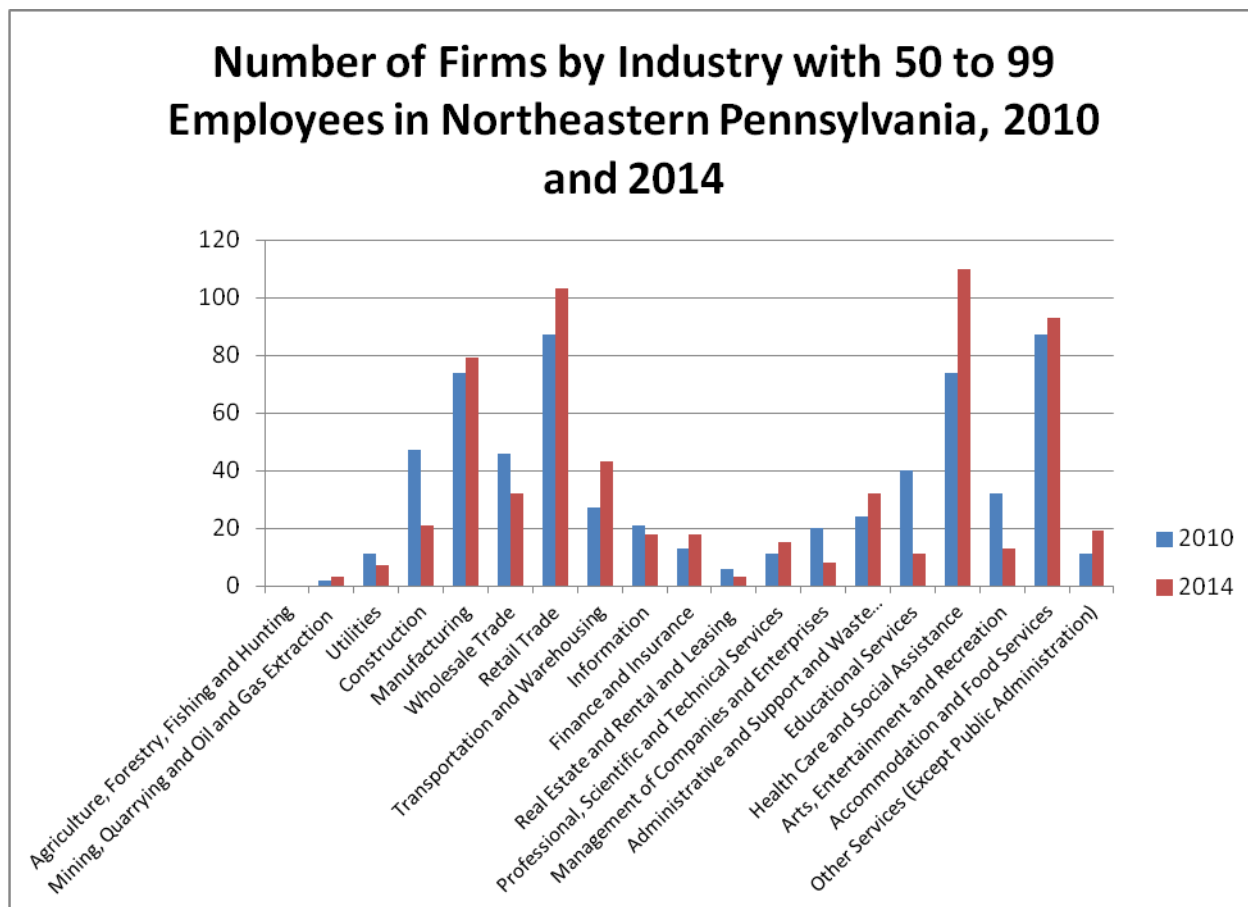


Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014," 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

50 to 99 Employees

The number of firms by industry with 50 to 99 employees for the period from 2010 to 2014 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 52, 53 and 54. In Northeastern Pennsylvania, according to Figure 52, there was a decrease in the number of firms in Utilities; Construction; Wholesale Trade; Information; Real Estate and Rental and Leasing; Management of Companies and Enterprises; Educational Services; and Arts, Entertainment and Recreation. Educational Services had the highest decrease (-29 firms); and had the highest percent decrease (-72.5 percent). The highest increase in the number of firms occurred in Health Care and Social Assistance (36 firms) and the highest percent increase was in Other Services (72.7 percent).

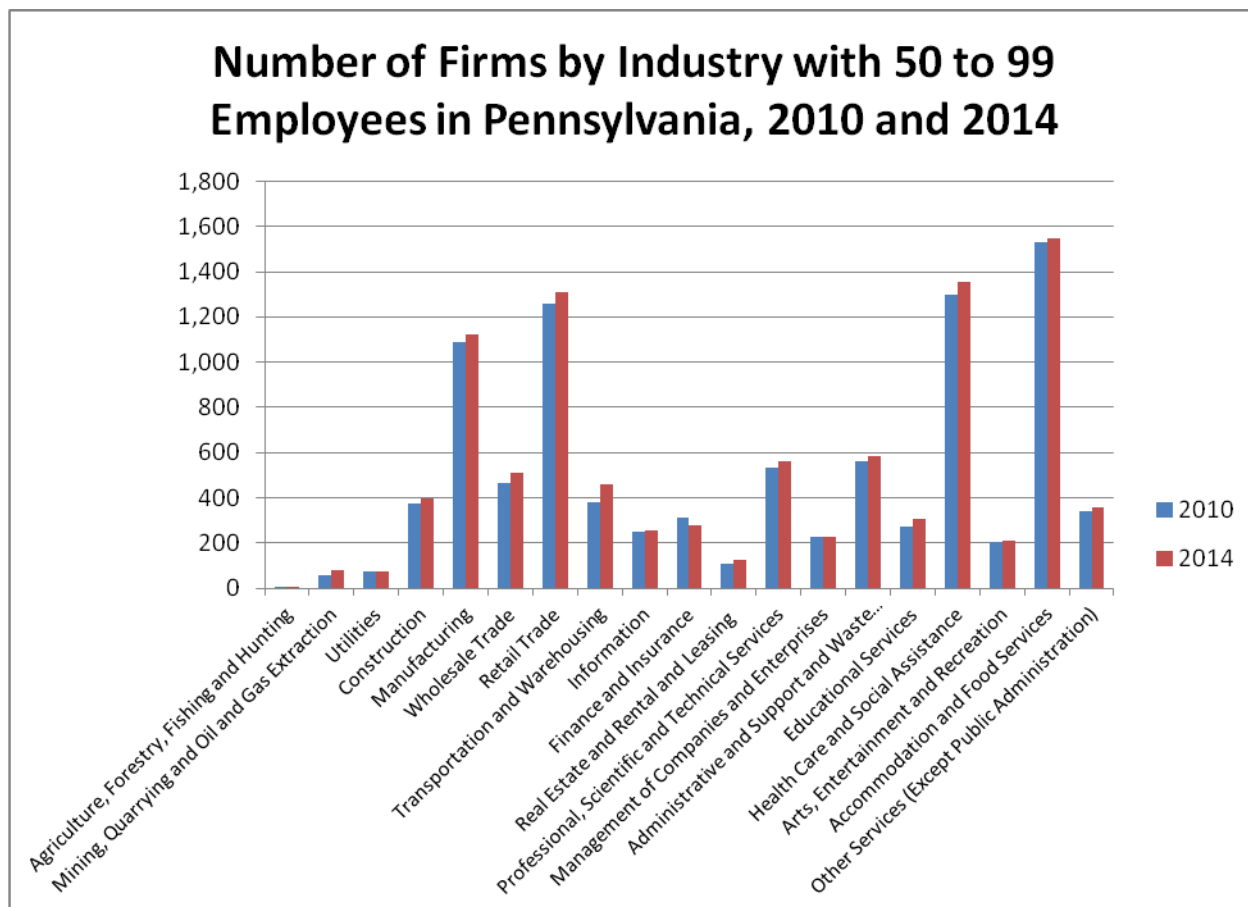
Figure 52. Number of Firms by Industry with 50 to 99 Employees in Northeastern Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014," 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Pennsylvania, according to Figure 53, there was a decrease in the number of firms with 50 to 99 employees in Finance and Insurance (-38 firms) and Utilities (-2 firms). Finance and Insurance had a 12.1 percent decrease and Utilities had a 2.7 percent decrease. Transportation and Warehousing had the highest increase in the number of firms (83 firms) and Mining, Quarrying and Oil and Gas Extraction had the highest percent increase (41.8 percent).

Figure 53. Number of Firms by Industry with 50 to 99 Employees in Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014;” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Figure 54, there was one industry with 50 to 99 employees that had a decrease in the number of firms in the United States, during the period from 2008 to 2013. Finance and Insurance had a decrease of 157 firms and a percent decrease of 2.0 percent. Accommodation and Food Services had the highest increase in the number of firms (5,465 firms) and Mining, Quarrying and Oil and Gas Extraction had the highest percent increase (30.8 percent). It was followed by Accommodation and Food Services (15.1 percent), Agriculture, Forestry, Fishing and Hunting (15.0 percent) and Construction (14.7 percent).

Figure 54. Number of Firms by Industry with 50 to 99 Employees in the United States, 2010 and 2014

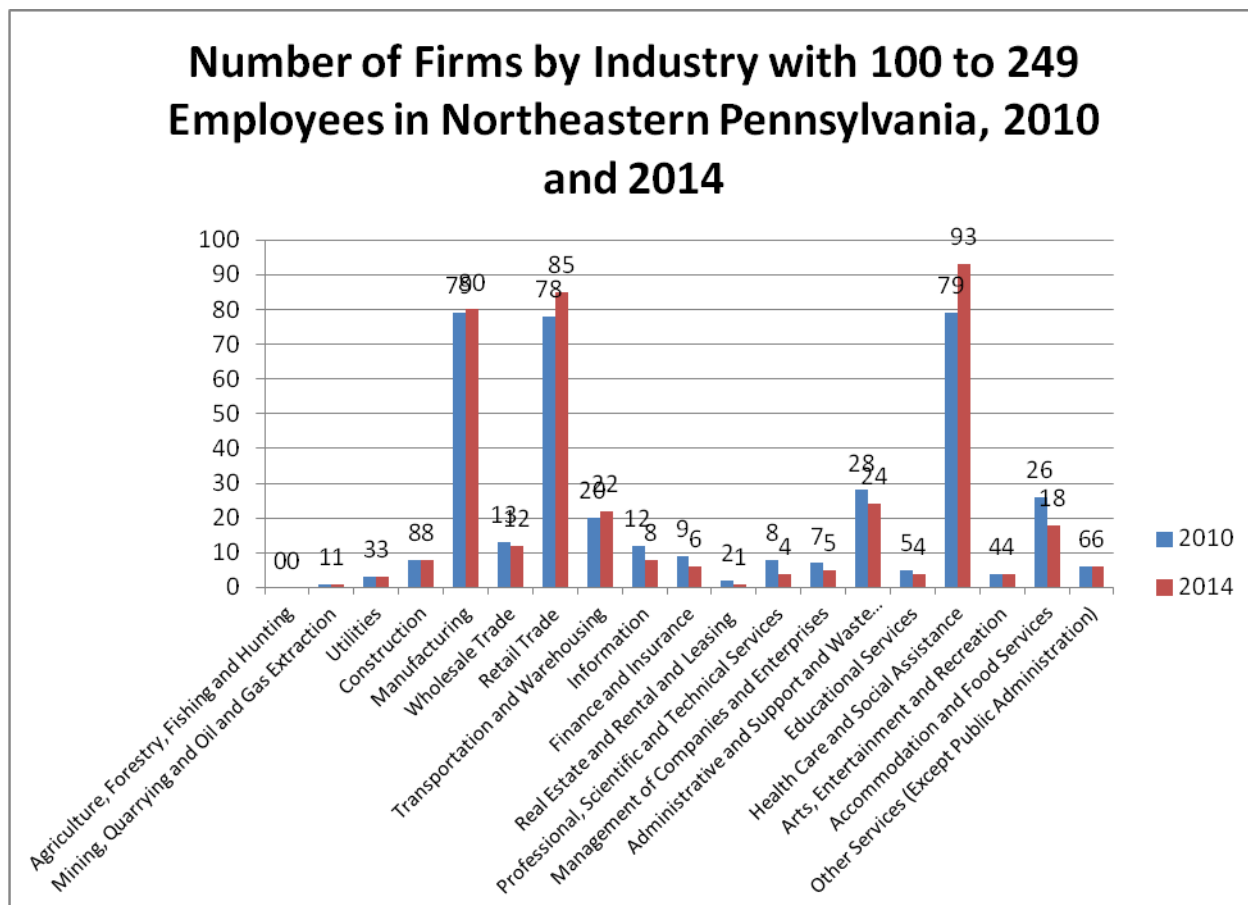


Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014,” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

100 to 249 Employees

The number of firms by industry with 100 to 249 employees for the period from 2010 to 2014 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 55, 56 and 57. In Northeastern Pennsylvania, according to Figure 55, there was a decrease in the number of firms in Wholesale Trade; Information; Finance and Insurance; Real Estate and Rental and Leasing; Professional, Scientific and Technical Services; Management of Companies and Enterprises; Administrative and Support and Waste Management and Remediation Services; Educational Services; and Accommodation and Food Services. Accommodation and Food Services had the highest decrease (-8 firms) and Real Estate and Rental and Leasing; and Professional, Scientific and Technical Services had the highest percent decrease (-50.0 percent). The highest increase in the number of firms occurred in Health Care and Social Assistance (14 firms) and it had the highest percent increase (17.7 percent).

Figure 55. Number of Firms by Industry with 100 to 249 Employees in Northeastern Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014,” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Pennsylvania, according to Figure 56, there was a decrease in the number of firms with 100 to 249 employees in Construction; Information; Finance and Insurance; Real Estate and Rental and Leasing; Administrative and Support and Waste Management and Remediation Services; and Other Services. Information had the highest decrease in the number of firms (-9 firms) and Other Services had the highest percent decrease (-5.9 percent). The highest increase in the number of firms occurred in Health Care and Social Assistance (84 firms) and the highest percent increase was in Mining, Quarrying and Oil and Gas Extraction (46.2 percent).

Figure 56. Number of Firms by Industry with 100 to 249 Employees in Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014,” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Figure 57, there were eight industries with 100 to 249 employees that had an increase in the number of firms in the United States, during the period from 2010 to 2014. These industries were Mining, Quarrying and Oil and Gas Extraction; Retail Trade; Transportation and Warehousing; Professional, Scientific and Technical Services; Management of Companies and Enterprises; Educational Services; Health Care and Social Assistance; and Arts, Entertainment and Recreation. Health Care and Social Assistance gained the most firms (2,026 firms) and Retail Trade (610 firms) was second. In terms of percent increase, Mining, Quarrying and Oil and Gas Extraction had the highest (14.0 percent). Educational Services had an 11.1 percent increase and Health Care and Social Assistance had an 11.0 percent increase. The industry with the highest decrease in the number of firms was Manufacturing (-2,399 firms). In terms of percent decrease, Construction was the highest (-23.4 percent). It was followed by Agriculture, Forestry, Fishing and Hunting (-17.8 percent) and Manufacturing (-12.8 percent).

Figure 57. Number of Firms by Industry with 100 to 249 Employees in the United States, 2010 and 2014

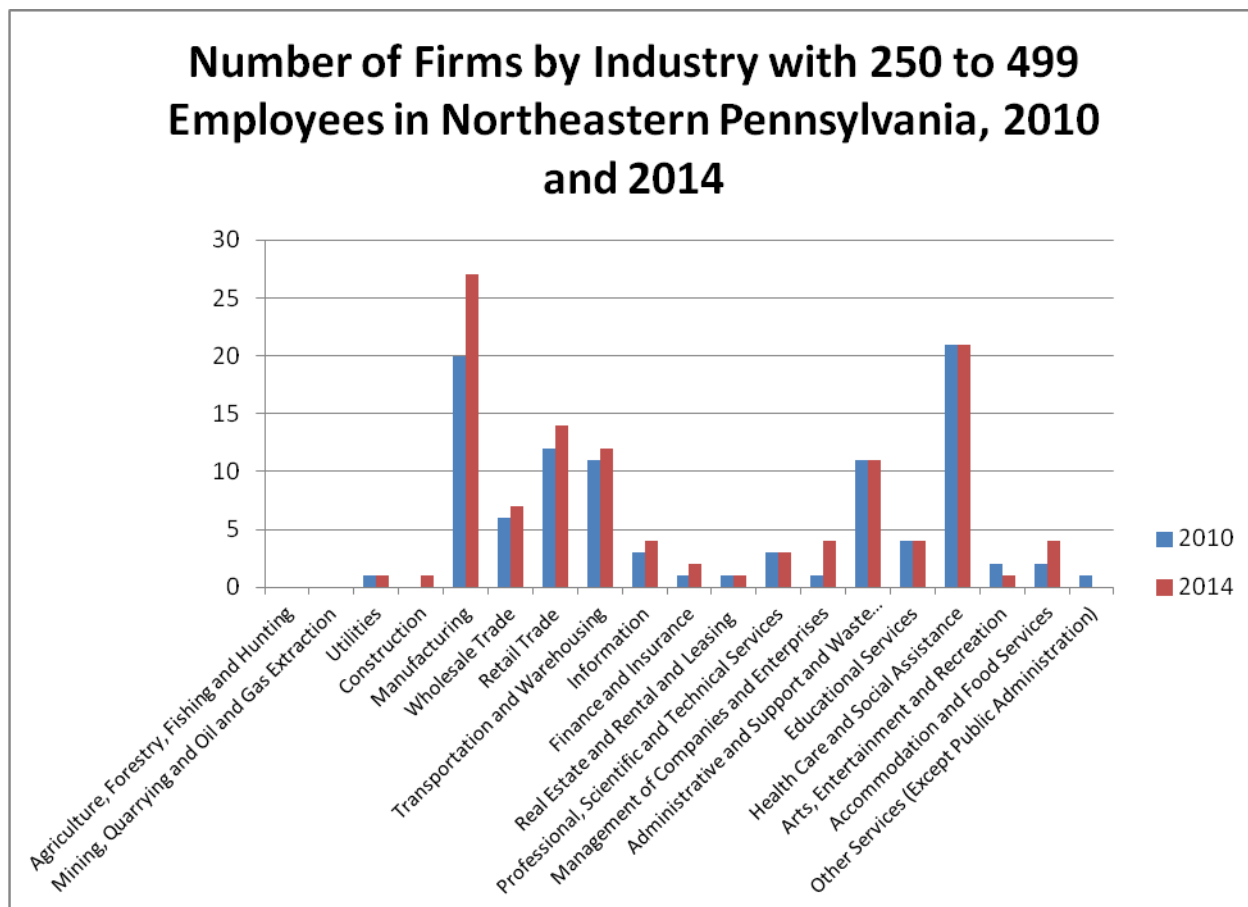


Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014," 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

250 to 499 Employees

The number of firms by industry with 250 to 499 employees for the period from 2010 to 2014 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 58, 59 and 60. In Northeastern Pennsylvania, according to Figure 58, there was a decrease in the number of firms in Arts, Entertainment and Recreation; and Other Services. Both of these industries had a 1 firm decrease and the percentage decrease was 100.0 percent for Other Services and 50.0 percent for Arts, Entertainment and Recreation. Manufacturing had the highest increase in the number of firms (7 firms) and Management of Companies and Enterprises had the highest percent increase (300.0 percent).

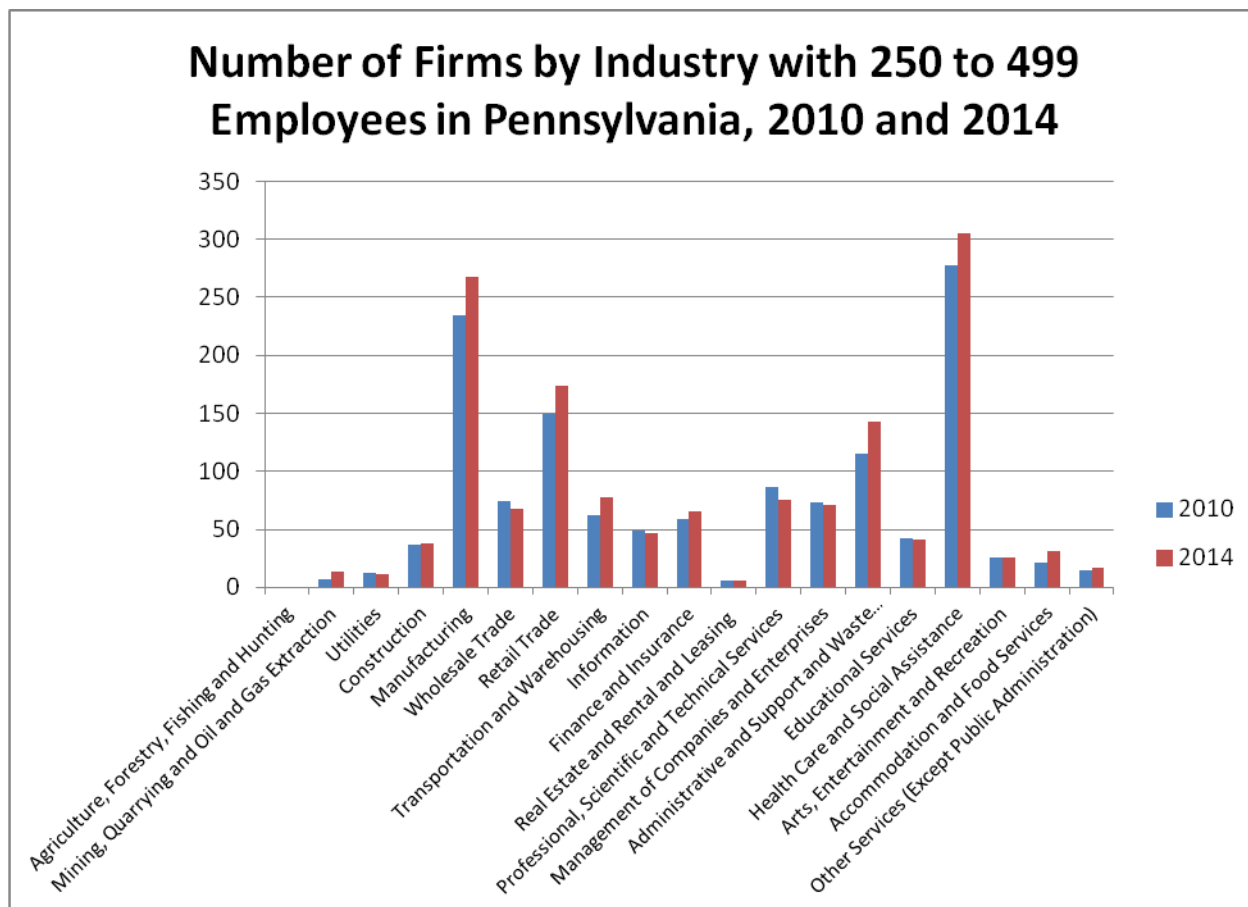
Figure 58. Number of Firms by Industry with 250 to 499 Employees in Northeastern Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014;" 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Pennsylvania, according to Figure 59, there was a decrease in the number of firms with 250 to 499 employees in Utilities; Wholesale Trade; Information; Professional, Scientific and Technical Services; Management of Companies and Enterprises; and Educational Services. Professional, Scientific and Technical Services had the highest decrease in the number of firms (-11 firms) and had the highest percent decrease (-12.6 percent). The highest increase in the number of firms occurred in Manufacturing (33 firms) and the highest percent increase was in Mining, Quarrying and Oil and Gas Extraction (100.0 percent).

Figure 59. Number of Firms by Industry with 250 to 499 Employees in Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014,” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Figure 60, there were eight industries with 250 to 499 employees that had a decrease in the number of firms in the United States, from 2010 to 2014. These industries were Agriculture, Forestry, Fishing and Hunting; Utilities; Construction; Manufacturing; Wholesale Trade; Information; Real Estate and Rental and Leasing; and Arts, Entertainment and Recreation. Manufacturing lost the most firms (-664 firms) and Construction was second (-363 firms). In terms of percent decrease, Construction had the highest (-25.7 percent). Real Estate and Rental and Leasing had a -19.9 percent decrease and Manufacturing had a -11.1 percent decrease. The industry with the highest increase in the number of firms was Health Care and Social Assistance (577 firms) and Mining, Quarrying and Oil and Gas Extraction was the highest in terms of percent increase (39.9 percent). It was followed by Health Care and Social Assistance (14.5 percent) and Professional, Scientific and Technical Services (14.3 percent).

Figure 60. Number of Firms by Industry with 250 to 499 Employees in the United States, 2010 and 2014

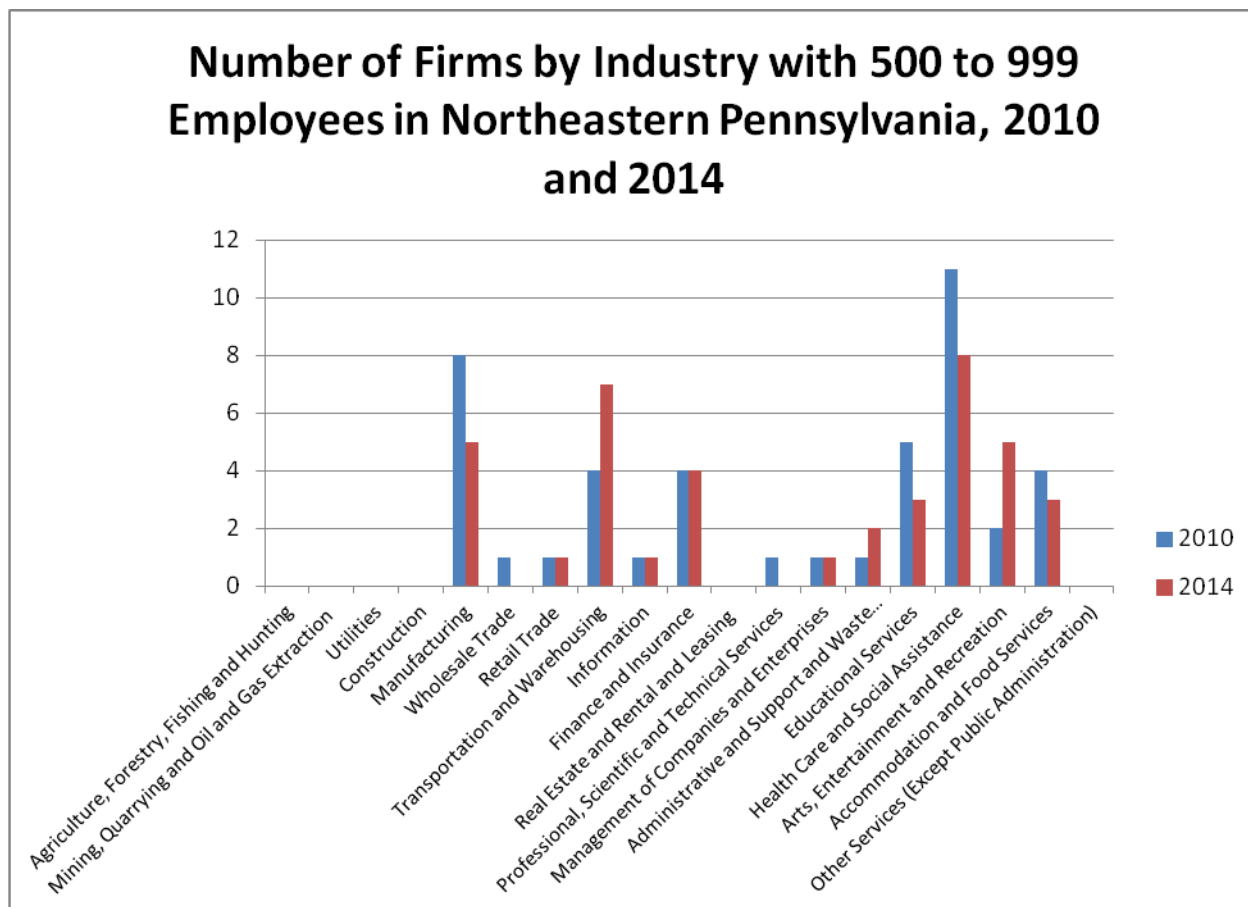


Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014," 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

500 to 999 Employees

The number of firms by industry with 500 to 999 employees for the period from 2010 to 2014 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 61, 62 and 63. In Northeastern Pennsylvania, according to Figure 61, there was a decrease in the number of firms in Manufacturing; Wholesale Trade; Professional, Scientific and Technical Services; Educational Services; Health Care and Social Assistance; and Accommodation and Food Services. Manufacturing, and Health Care and Social Assistance had the highest decrease (-3 firms). Wholesale Trade, and Real Estate and Rental and Leasing had the highest percent decrease (-100.0 percent). The highest increase in the number of firms occurred in the Transportation and Warehousing, and the Arts, Entertainment and Recreation industries (3 firms); and the Arts, Entertainment and Recreation industry had the highest percent increase (150.0 percent).

Figure 61. Number of Firms by Industry with 500 to 999 Employees in Northeastern Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014;" 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Pennsylvania, according to Figure 62, there was an increase in the number of firms with 500 to 999 employees in Mining, Quarrying and Oil and Gas Extraction; Wholesale Trade; Transportation and Warehousing; Information; Finance and Insurance; Administrative and Support and Waste Management and Remediation Services; Health Care and Social Assistance; and Arts, Entertainment and Recreation. Administrative and Support and Waste Management and Remediation Services had the highest increase in the number of firms (14 firms) and Arts, Entertainment and Recreation had the highest percent increase (70.0 percent). Manufacturing had the highest decrease in the number of firms (-8 firms) and Agriculture, Forestry, Fishing and Hunting had the highest percent decrease (-100.0 percent).

Figure 62. Number of Firms by Industry with 500 to 999 Employees in Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014," 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Figure 63, there were nine industries with 500 to 999 employees that had a decrease in the number of firms in the United States, from 2010 to 2014. These industries were Agriculture, Forestry, Fishing and Hunting; Utilities; Construction; Manufacturing; Retail Trade; Information; Finance and Insurance; Real Estate and Rental and Leasing; and Other Services. Manufacturing had the highest decrease in the number of firms (-327 firms) and Retail Trade was second (-146 firms). Real Estate and Rental and Leasing had the highest percent decrease (-36.1 percent) and Retail Trade was second (-36.0 percent). Administrative and Support and Waste Management and Remediation Services gained the most firms (245 firms) and Health Care and Social Assistance (174 firms) was second. In terms of percent increase, Mining, Quarrying and Oil and Gas Extraction had the highest (28.7 percent). Administrative and Support and Waste Management and Remediation Services had a 16.7 percent increase and Arts, Entertainment and Recreation had a 13.9 percent increase.

Figure 63. Number of Firms by Industry with 500 to 999 Employees in the United States, 2010 and 2014

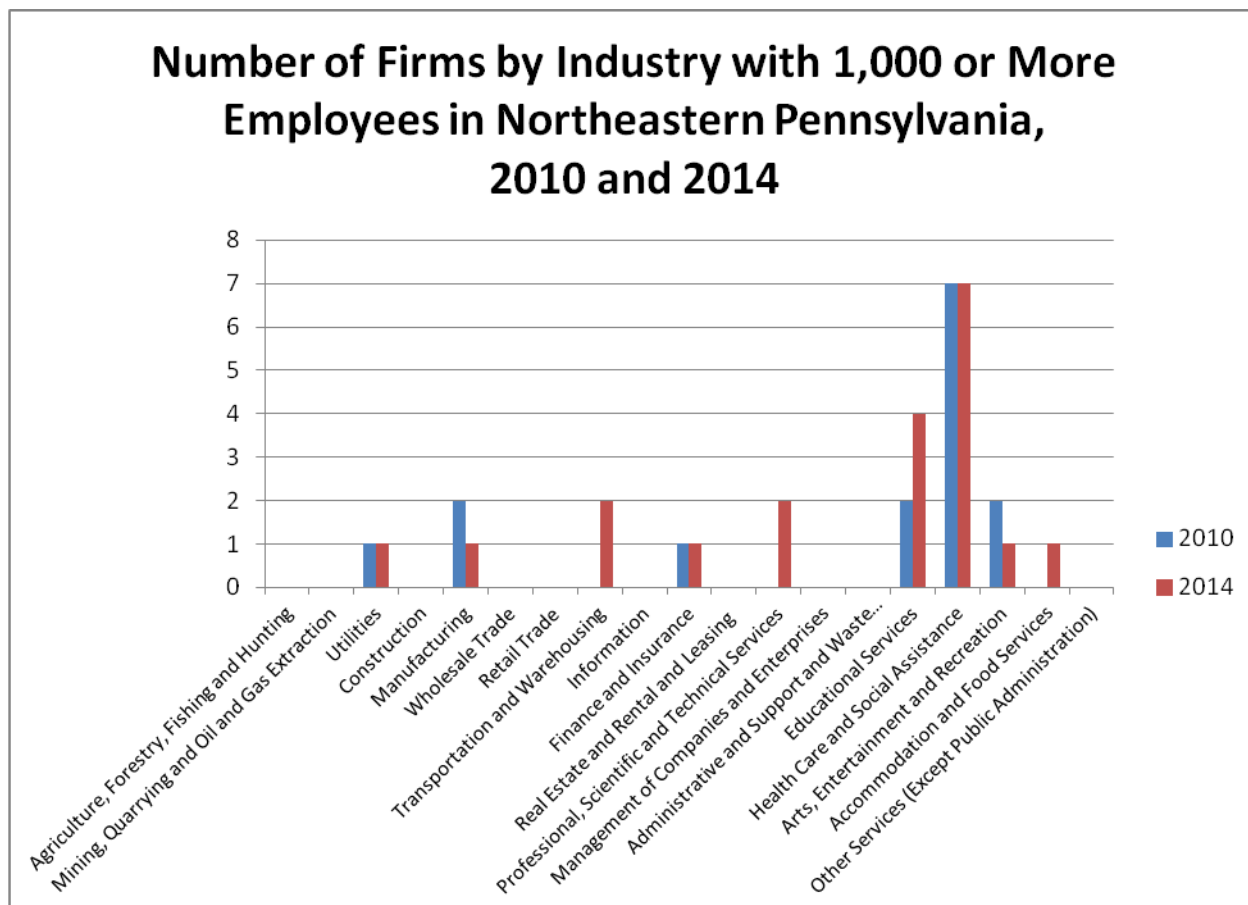


Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014," 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

1,000 or More Employees

The number of firms by industry with 1,000 or more employees for the period from 2010 to 2014 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 64, 65 and 66. In Northeastern Pennsylvania, according to Figure 64, there was a decrease in the number of firms in Manufacturing; and Arts, Entertainment and Recreation, each with 1 firm, and a 50.0 percent decrease. The highest increase in the number of firms occurred in the Transportation and Warehousing; Professional, Scientific and Technical Services; and the Educational Services industries (2 firms). The Transportation and Warehousing; and Professional, Scientific and Technical Services industries had the highest percent increase (200.0 percent).

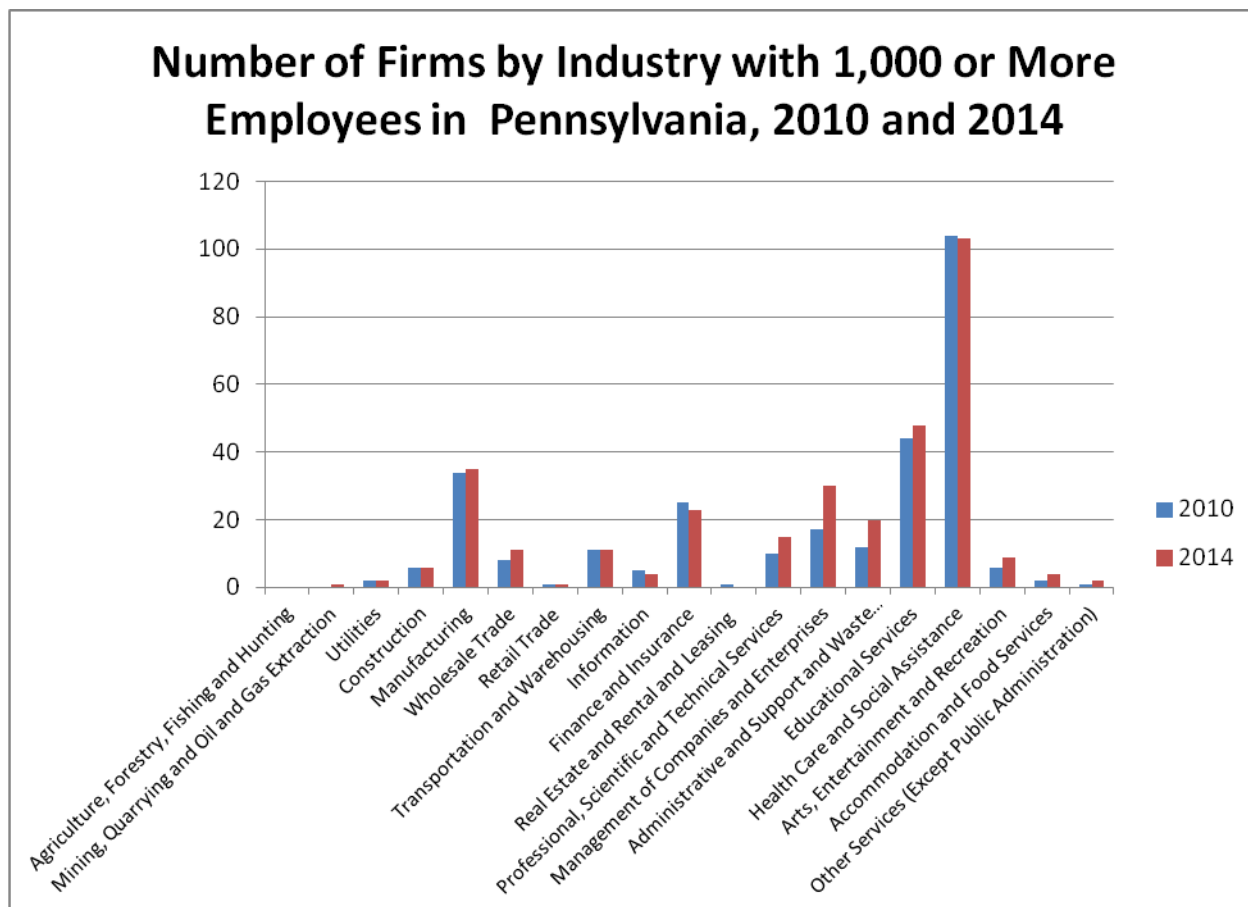
Figure 64. Number of Firms by Industry with 1,000 or More Employees in Northeastern Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; “County Business Patterns – 2010 and 2014,” 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Pennsylvania, according to Figure 65, there was an increase in the number of firms with 1,000 or more employees in Mining, Quarrying and Oil and Gas Extraction; Manufacturing; Wholesale Trade; Professional, Scientific and Technical Services; Management of Companies and Enterprises; Administrative and Support and Waste Management and Remediation Services; Educational Services; Arts, Entertainment and Recreation; Accommodation and Food Services; and Other Services. Management of Companies and Enterprises had the highest increase in the number of firms (13 firms) and Mining, Quarrying and Oil and Gas Extraction; Accommodation and Food Services; and Other Services had the highest percent increase (100.0 percent). The highest decrease in the number of firms occurred in Finance and Insurance (-2 firms) and Real Estate and Rental and Leasing had the highest percent decrease (-100.0 percent).

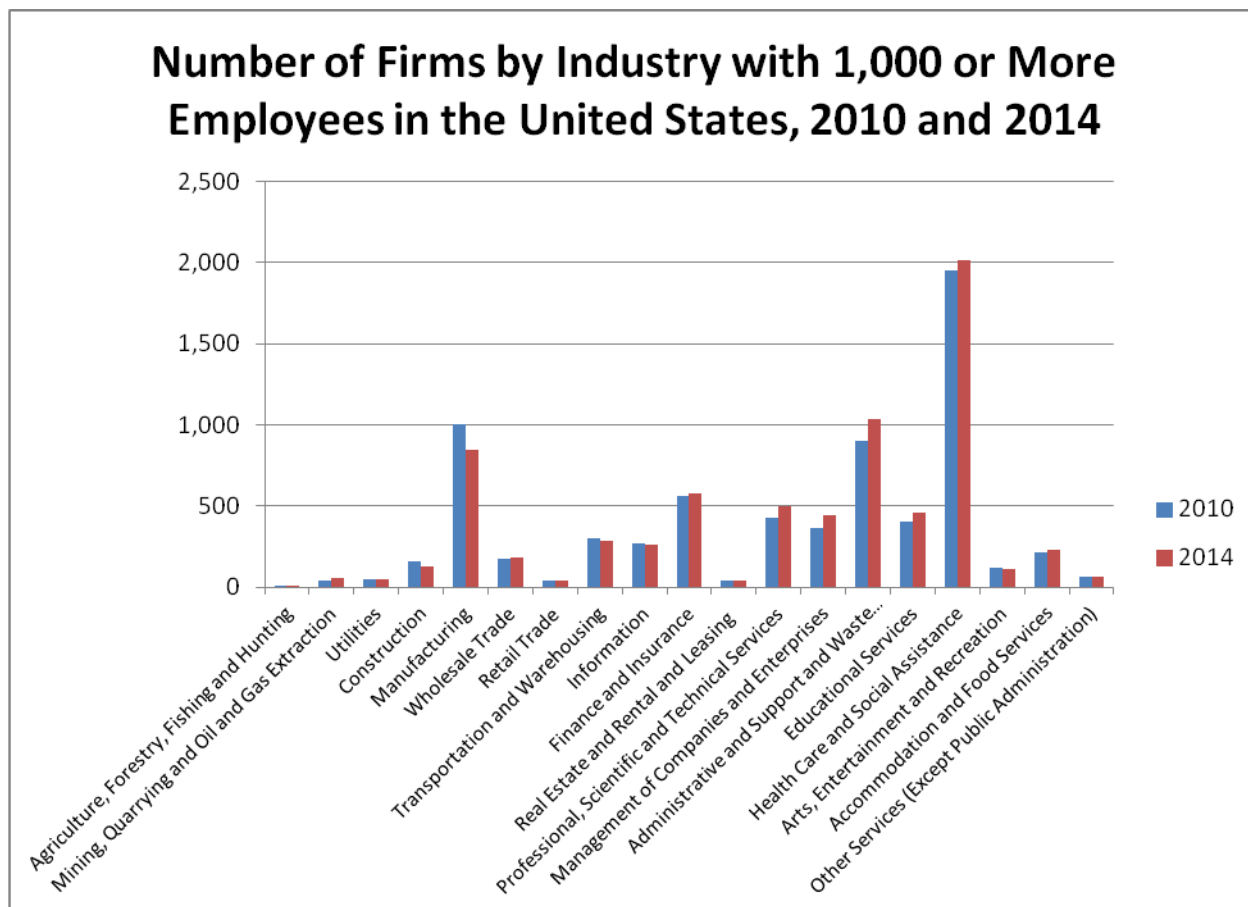
Figure 65. Number of Firms by Industry with 1,000 or More Employees in Pennsylvania, 2010 and 2014



Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014," 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

In Figure 66, there were eleven industries with 1,000 or more employees that had an increase in the number of firms in the United States, during the period from 2010 to 2014. These industries were: Mining, Quarrying and Oil and Gas Extraction; Utilities; Wholesale Trade; Retail Trade; Finance and Insurance; Professional, Scientific and Technical Services; Management of Companies and Enterprises; Administrative and Support and Waste Management and Remediation Services; Educational Services; Health Care and Social Assistance; and Accommodation and Food Services. Administrative and Support and Waste Management and Remediation Services gained the most firms (136 firms) and Management of Companies and Enterprises (80 firms) was second. In terms of percent increase, Mining, Quarrying and Oil and Gas Extraction had the highest (30.2 percent). Management of Companies and Enterprises had a 21.8 percent increase and Professional, Scientific and Technical Services had a 16.3 percent increase. The industry with the highest decrease in the number of firms was Manufacturing (-156 firms) and Agriculture, Forestry, Fishing and Hunting had the highest percent decrease (-40.0 percent). It was followed by Construction (-21.0 percent) and Manufacturing (-15.6 percent).

Figure 66. Number of Firms by Industry with 1,000 or More Employees in the United States, 2010 and 2014



Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014," 2010 information released June 2012 and 2014 information released April 2016;
<http://www.census.gov/programs-surveys/cbp.html>

Retail Trade

Table 5 describes the number of firms in the Retail Trade industry of the United States, Pennsylvania, the Northeastern Pennsylvania region and each of its seven counties. Between 2010 and 2014, there was a decrease in the number of Retail Trade firms in all areas. Carbon County (-4.6 percent), Schuylkill County (-3.9 percent) and Pike County (-2.9 percent) had greater percent decreases than the nation (-0.2 percent) and state and region (-1.9 percent). Wayne County (-1.8 percent), Lackawanna County (-1.5 percent), Luzerne County (-1.3 percent) and Monroe County (-0.9 percent) had percent decreases that were greater than the nation.

Table 5. The Number of Retail Trade Firms in the United States, Pennsylvania and Northeastern Pennsylvania, 2010 - 2014

Area	2010	2014	Change	Percent Change
United States	1,067,984	1,065,368	-2,616	-0.2%
Pennsylvania	44,430	43,598	-832	-1.9%
Northeastern Pennsylvania	3,911	3,838	-73	-1.9%
Carbon County	194	185	-9	-4.6%
Lackawanna County	949	935	-14	-1.5%
Luzerne County	1,249	1,233	-16	-1.3%
Monroe County	643	637	-6	-0.9%
Pike County	137	133	-4	-2.9%
Schuylkill County	513	493	-20	-3.9%
Wayne County	226	222	-4	-1.8%

Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014," 2010 information released June 2012 and 2014 information released April 2016;

<<http://www.census.gov/programs-surveys/cbp.html>>

Table 6 illustrates the number of people employed in Retail Trade for the weeks including March 12, 2010 and March 12, 2014. The number of employees decreased in all areas with the exception of Monroe County, which experienced an increase of 486 employees and a percent increase of 5.4 percent, and Pike County, which experienced an increase of 35 employees and a percent increase of 1.9 percent. Wayne County had the highest percent decrease (-6.7 percent) and Schuylkill County had the second highest (-4.3 percent). Carbon County had the lowest percent decrease (-0.1 percent).

Table 6. The Number of Retail Trade Employees in the United States, Pennsylvania and Northeastern Pennsylvania for the Weeks Including March 12, 2010 and March 12, 2014

Area	2010	2014	Change	Percent Change
United States	14,496,625	15,372,632	876,007	6.0%
Pennsylvania	645,005	660,341	15,336	2.4%
Northeastern Pennsylvania	53,462	52,951	-511	-1.0%
Carbon County	2,116	2,114	-2	-0.1%
Lackawanna County	13,406	12,955	-451	-3.4%
Luzerne County	18,433	18,295	-138	-0.7%
Monroe County	8,982	9,468	486	5.4%
Pike County	1,882	1,917	35	1.9%
Schuylkill County	5,910	5,653	-257	-4.3%
Wayne County	2,733	2,549	-184	-6.7%

Sources: U.S. Census Bureau; "County Business Patterns – 2010 and 2014," 2010 information released June 2012 and 2014 information released April 2016;

<<http://www.census.gov/programs-surveys/cbp.html>>

Civilian Labor Force

The civilian labor force of any economy is made up of non-military residents who are employed plus non-military residents who are unemployed but are actively seeking employment. According to Table 7, the civilian labor force of Northeastern Pennsylvania averaged 492,800 in

2015. This was down from the 2010 average of 501,800. From 2010 to 2015, Northeastern Pennsylvania's civilian labor force decreased by 1.8 percent. During the same period, the United States' civilian labor force grew by 2.1 percent and there was a 0.7 percent increase in Pennsylvania's civilian labor force. Carbon County had the lowest negative percent change (-0.3 percent) and Wayne County had the highest negative percent change (-5.9 percent).

Table 7. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Civilian Labor Force, 2010 - 2015

Area	2010	2015	Change	Percent Change
United States	153,889,000	157,130,000	3,241,000	2.1%
Pennsylvania	6,381,000	6,424,000	43,000	0.7%
Northeastern Pennsylvania	501,800	492,800	-9,000	-1.8%
Carbon County	31,800	31,700	-100	-0.3%
Lackawanna County	107,000	106,400	-600	-0.6%
Luzerne County	159,800	158,300	-1,500	-0.9%
Monroe County	82,700	80,700	-2,000	-2.4%
Pike County	26,200	25,200	-1,000	-3.8%
Schuylkill County	70,700	68,300	-2,400	-3.4%
Wayne County	23,600	22,200	-1,400	-5.9%

Source: Commonwealth of Pennsylvania; Department of Labor and Industry; Center for Workforce Information and Analysis; PA Work Stats; <<http://www.paworkstats.pa.gov>>

Since the above table reflects a five-year period, a look at a one-year period provides short-term information. According to Table 8, the civilian labor force of Northeastern Pennsylvania averaged 493,300, in 2014. In comparison to the 2015 civilian labor force of Northeastern Pennsylvania of 492,800, there was a decrease of 500. Percentage wise, Northeastern Pennsylvania's civilian labor force decreased at the rate of 0.1 percent between 2014 and 2015. During the same period, Pennsylvania's increased by 0.5 percent and the United States' grew by 0.8 percent. In the region, Monroe County had the highest percent change (1.1 percent) and Pike County had the second highest (0.4 percent). Schuylkill County had the highest negative percent change (-0.9 percent) and Luzerne and Wayne counties followed with -0.4 percent.

Table 8. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Civilian Labor Force, 2014 - 2015

Area	2014	2015	Change	Percent Change
United States	155,922,000	157,130,000	1,208,000	0.8%
Pennsylvania	6,391,000	6,424,000	33,000	0.5%
Northeastern Pennsylvania	493,300	492,800	-500	-0.1%
Carbon County	31,600	31,700	100	0.3%
Lackawanna County	106,700	106,400	-300	-0.3%
Luzerne County	158,900	158,300	-600	-0.4%
Monroe County	79,800	80,700	900	1.1%
Pike County	25,100	25,200	100	0.4%
Schuylkill County	68,900	68,300	-600	-0.9%
Wayne County	22,300	22,200	-100	-0.4%

Source: Commonwealth of Pennsylvania; Department of Labor and Industry; Center for Workforce Information and Analysis; PA Work Stats; <<http://www.paworkstats.pa.gov>>

Total Employment

Table 9 indicates that employment in Northeastern Pennsylvania, in 2015, consisted of 462,900 residents. This was up 2.2 percent from the 452,900 average for 2010. During this period, Pennsylvania's employment increased by 4.3 percent and United States' increased by 7.0 percent. Carbon County (4.9 percent) was the only county that had a percent increase that was higher than the region and state. Wayne County was the only county with a negative percent change (-3.2 percent).

Table 9. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Employment, 2010 - 2015

Area	2010	2015	Change	Percent Change
United States	139,064,000	148,834,000	9,770,000	7.0%
Pennsylvania	5,841,000	6,094,000	253,000	4.3%
Northeastern Pennsylvania	452,900	462,900	10,000	2.2%
Carbon County	28,400	29,800	1,400	4.9%
Lackawanna County	97,400	100,400	3,000	3.1%
Luzerne County	143,900	148,400	4,500	3.1%
Monroe County	74,700	75,600	900	1.2%
Pike County	23,600	23,600	0	0.0%
Schuylkill County	63,200	64,100	900	1.4%
Wayne County	21,700	21,000	-700	-3.2%

Source: Commonwealth of Pennsylvania; Department of Labor and Industry; Center for Workforce Information and Analysis; PA Work Stats; <<http://www.paworkstats.pa.gov>>

When looking at the period from 2014 to 2015, according to Table 10, the employment of Northeastern Pennsylvania in 2014 averaged 458,000. In comparison to the 2015 employment of Northeastern Pennsylvania of 462,900, there was an increase of 4,900. Percentage wise, Northeastern Pennsylvania's employment climbed at the rate of 1.1 percent. Pennsylvania's grew by 1.3 percent and the United States' grew by 1.7 percent. Monroe County, with a percent change of 2.4 percent, exceeded the percent change of the nation, state and region. Carbon and

Pike counties, both with a percent change of 1.7 percent, had the same percent change as the nation and exceeded the percent change of the state and region.

Table 10. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Employment, 2014 - 2015

Area	2014	2015	Change	Percent Change
United States	146,305,000	148,834,000	2,529,000	1.7%
Pennsylvania	6,016,000	6,094,000	78,000	1.3%
Northeastern Pennsylvania	458,000	462,900	4,900	1.1%
Carbon County	29,300	29,800	500	1.7%
Lackawanna County	99,600	100,400	800	0.8%
Luzerne County	147,200	148,400	1,200	0.8%
Monroe County	73,800	75,600	1,800	2.4%
Pike County	23,200	23,600	400	1.7%
Schuylkill County	64,000	64,100	100	0.2%
Wayne County	20,900	21,000	100	0.5%

Source: Commonwealth of Pennsylvania; Department of Labor and Industry; Center for Workforce Information and Analysis; PA Work Stats; <<http://www.paworkstats.pa.gov>>

Total Unemployment

According to Table 11, the number of unemployed Northeastern Pennsylvania residents stood at 29,900, in 2015, which was down 38.7 percent from 2010. At the same time, Pennsylvania's level decreased 38.9 percent and the nation's decreased 44.0 percent. The percent decrease in unemployed exceeded the region, state and nation in Carbon County (-47.1 percent) and in Schuylkill County the percent decrease in unemployed (-44.0 percent) was the same as the nation and was greater than the state and region.

Table 11. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Unemployment, 2010 - 2015

Area	2010	2015	Change	Percent Change
United States	14,825,000	8,296,000	-6,529,000	-44.0%
Pennsylvania	540,000	330,000	-210,000	-38.9%
Northeastern Pennsylvania	48,800	29,900	-18,900	-38.7%
Carbon County	3,400	1,800	-1,600	-47.1%
Lackawanna County	9,600	6,000	-3,600	-37.5%
Luzerne County	15,900	10,000	-5,900	-37.1%
Monroe County	8,000	5,000	-3,000	-37.5%
Pike County	2,500	1,600	-900	-36.0%
Schuylkill County	7,500	4,200	-3,300	-44.0%
Wayne County	1,900	1,300	-600	-31.6%

Source: Commonwealth of Pennsylvania; Department of Labor and Industry; Center for Workforce Information and Analysis; PA Work Stats; <<http://www.paworkstats.pa.gov>>

When looking at the period from 2014 to 2015, according to Table 12, the unemployment of Northeastern Pennsylvania in 2014 averaged 35,200. In comparison to the 2015 unemployment

of Northeastern Pennsylvania of 29,900, there was a decrease of 5,300 or 15.1 percent. Pennsylvania's decreased by 12.2 percent and the United States' decreased by 13.7 percent. All seven Northeastern Pennsylvania counties experienced a decrease in the number of unemployed from 2014 to 2015. Carbon and Monroe counties had the highest percent decreases with 18.2 percent and 16.7 percent, respectively. They were followed by Pike County, with a percent decrease of 15.8 percent, and Lackawanna County, with a percent decrease of 15.5 percent.

Table 12. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Unemployment, 2014 - 2015

Area	2014	2015	Change	Percent Change
United States	9,617,000	8,296,000	-1,321,000	-13.7%
Pennsylvania	376,000	330,000	-46,000	-12.2%
Northeastern Pennsylvania	35,200	29,900	-5,300	-15.1%
Carbon County	2,200	1,800	-400	-18.2%
Lackawanna County	7,100	6,000	-1,100	-15.5%
Luzerne County	11,700	10,000	-1,700	-14.5%
Monroe County	6,000	5,000	-1,000	-16.7%
Pike County	1,900	1,600	-300	-15.8%
Schuylkill County	4,900	4,200	-700	-14.3%
Wayne County	1,400	1,300	-100	-7.1%

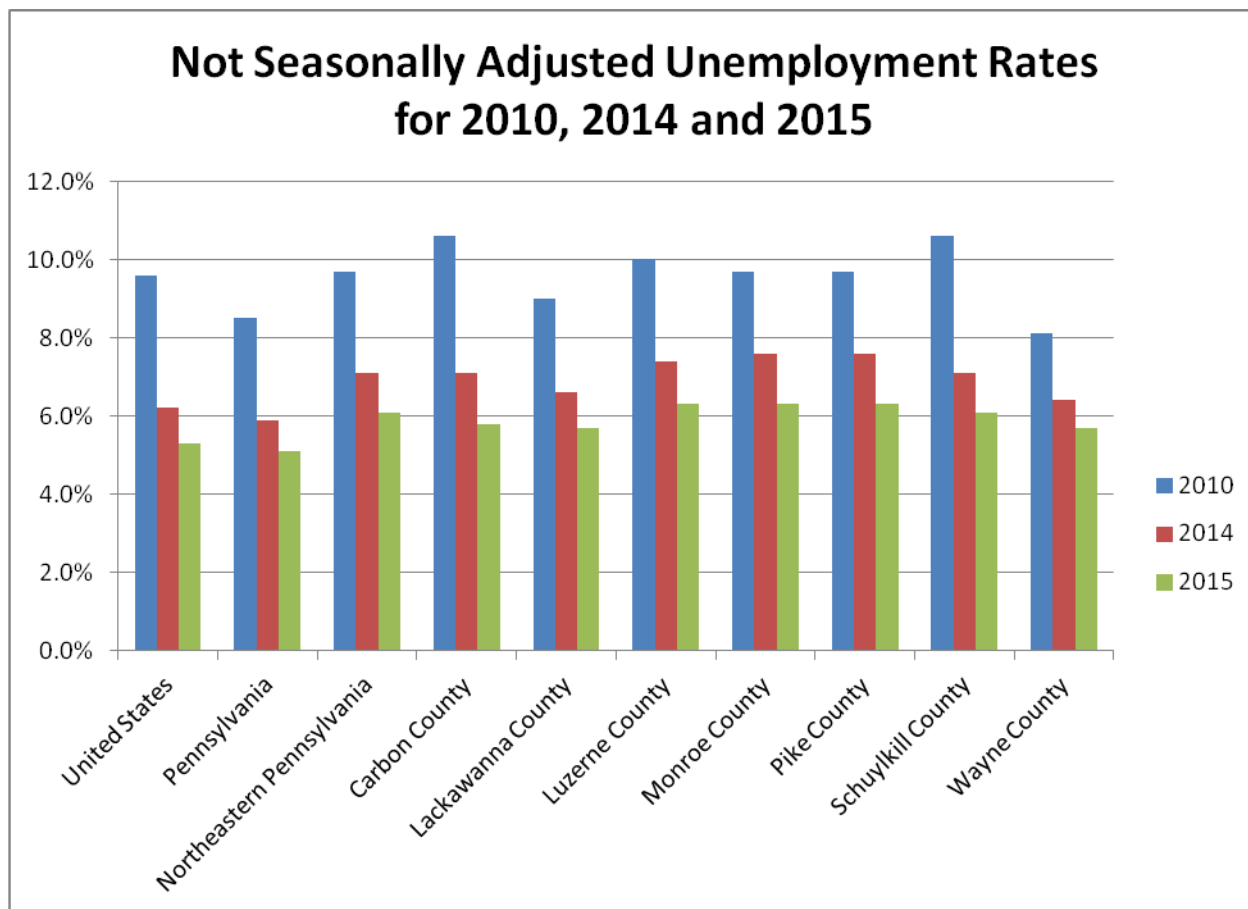
Source: Commonwealth of Pennsylvania; Department of Labor and Industry; Center for Workforce Information and Analysis; PA Work Stats; <<http://www.paworkstats.pa.gov>>

Unemployment Rate

The not seasonally adjusted rate of unemployment in Northeastern Pennsylvania, as indicated in Figure 67, averaged 6.1 percent in 2015, as compared to 9.7 percent in 2010. Pennsylvania's rate also decreased by 3.4 percentage points by going from 8.5 percent to 5.1 percent while the United States' rate decreased by 4.3 percentage points by going from 9.6 percent to 5.3 percent. None of the seven Northeastern Pennsylvania counties experienced an increase during the period. Carbon County had the highest percent decrease (-45.3 percent) and it was followed by Schuylkill County (-42.5 percent) and Luzerne County (-37.0 percent).

When looking at the period from 2014 to 2015, according to Figure 67, the unemployment rate of Northeastern Pennsylvania averaged 7.1 percent in 2014. In comparison to the 2015 unemployment rate of Northeastern Pennsylvania (6.1 percent), there was a decrease of 1.0 percentage points. Percentage wise, Northeastern Pennsylvania's unemployment rate had a decrease of 14.1 percent between 2014 and 2015. During the same period, Pennsylvania experienced a decrease of 13.6 percent and there was a 14.5 percent decrease in the unemployment rate for the nation. Carbon (-18.3 percent), Monroe (-17.1 percent), Pike (-17.1 percent) and Luzerne (-14.9 percent) counties had a negative percent change that was greater than the nation, state and region. The negative percent change for Schuylkill County (-14.1 percent) was the same as the region, less than the nation and greater than the state. The negative percent change for Lackawanna County (-13.6 percent) was the same as the state and less than the nation and region.

Figure 67. Not Seasonally Adjusted Unemployment Rates for 2010, 2014 and 2015



Source: Commonwealth of Pennsylvania; Department of Labor and Industry; Center for Workforce Information and Analysis; PA Work Stats; <<http://www.paworkstats.pa.gov>>

Agriculture

Changes in the Agriculture sector can be determined by looking at the number of farms, land in farms (acres), the average size of farm and the average per farm market value of agricultural products sold. Table 13 indicates that between 2007 and 2012, which is the most current data, the number of farms decreased in the United States, Pennsylvania and in all Northeastern Pennsylvania counties, with the exception of Wayne County. According to Table 14, the land in farms decreased in all areas during the period, with the exception of Carbon, Pike and Wayne counties. On the other hand, according to Figure 68, the average size of farms increased in all areas. Pike County had the largest increase (54 acres) and Lackawanna County had the largest percent increase (13.7 percent).

Table 13. The Number of Farms, United States, Pennsylvania and Northeastern Pennsylvania Counties, 2007 and 2012

Area	2007	2012	Change	Percent Change
United States	2,204,792	2,109,303	-95,489	-4.3%
Pennsylvania	63,163	59,309	-3,854	-6.1%
Northeastern Pennsylvania	3,206	2,889	-317	-9.9%
Carbon County	207	195	-12	-5.8%
Lackawanna County	417	303	-114	-27.3%
Luzerne County	610	556	-54	-8.9%
Monroe County	349	283	-66	-18.9%
Pike County	54	50	-4	-7.4%
Schuylkill County	966	791	-175	-18.1%
Wayne County	603	711	108	17.9%

Sources: U.S. Department of Agriculture; Census of Agriculture; 2012 Census Volume 1, Chapter 1: U.S. National Level Data; "Table 1. Historical Highlights: 2012 and Earlier Census Years;"

<http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_1_US/st991_001_001.pdf> and U.S. Department of Agriculture; Census of Agriculture; 2012 Census Publications; State and County Profiles for Pennsylvania
<https://www.agcensus.usda.gov/Publications/2012/Online_Resources/County_Profiles/Pennsylvania/>

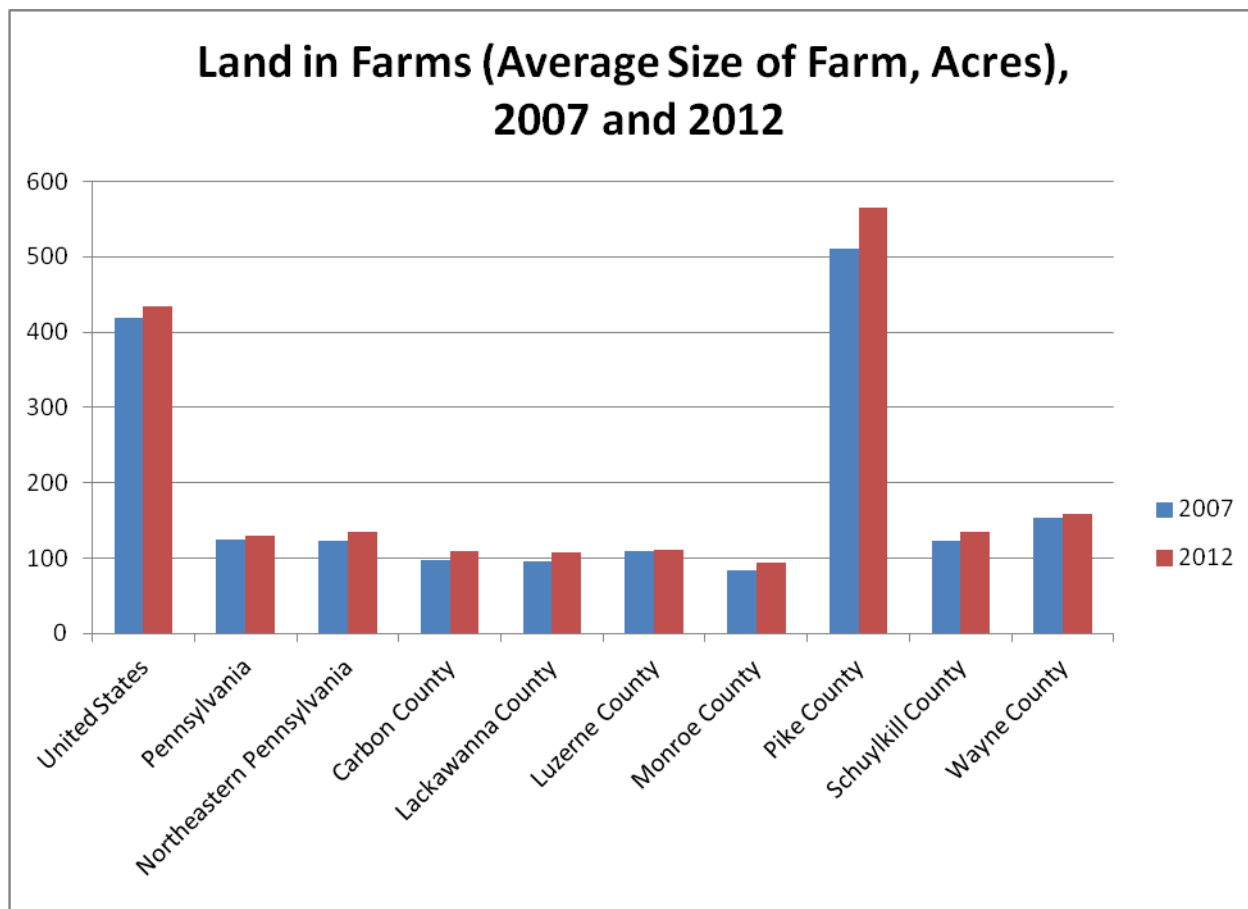
Table 14. The Land in Farms (Acres), United States, Pennsylvania and Northeastern Pennsylvania Counties, 2007 and 2012

Area	2007	2012	Change	Percent Change
United States	922,095,840	914,527,657	-7,568,183	-0.8%
Pennsylvania	7,809,244	7,704,444	-104,800	-1.3%
Northeastern Pennsylvania	394,542	388,332	-6,210	-1.6%
Carbon County	20,035	21,162	1,127	5.6%
Lackawanna County	39,756	32,750	-7,006	-17.6%
Luzerne County	66,577	60,930	-5,647	-8.5%
Monroe County	29,165	26,483	-2,682	-9.2%
Pike County	27,569	28,260	691	2.5%
Schuylkill County	118,501	105,749	-12,752	-10.8%
Wayne County	92,939	112,998	20,059	21.6%

Sources: U.S. Department of Agriculture; Census of Agriculture; 2012 Census Volume 1, Chapter 1: U.S. National Level Data; "Table 1. Historical Highlights: 2012 and Earlier Census Years;"

<http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_1_US/st991_001_001.pdf> and U.S. Department of Agriculture; Census of Agriculture; 2012 Census Publications; State and County Profiles for Pennsylvania<https://www.agcensus.usda.gov/Publications/2012/Online_Resources/County_Profiles/Pennsylvania/>

Figure 68. Land in Farms (Average Size of Farm, Acres), 2007 and 2012



Sources: U.S. Department of Agriculture; Census of Agriculture; 2012 Census Volume 1, Chapter 1: U.S. National Level Data; “Table 1. Historical Highlights: 2012 and Earlier Census Years;”

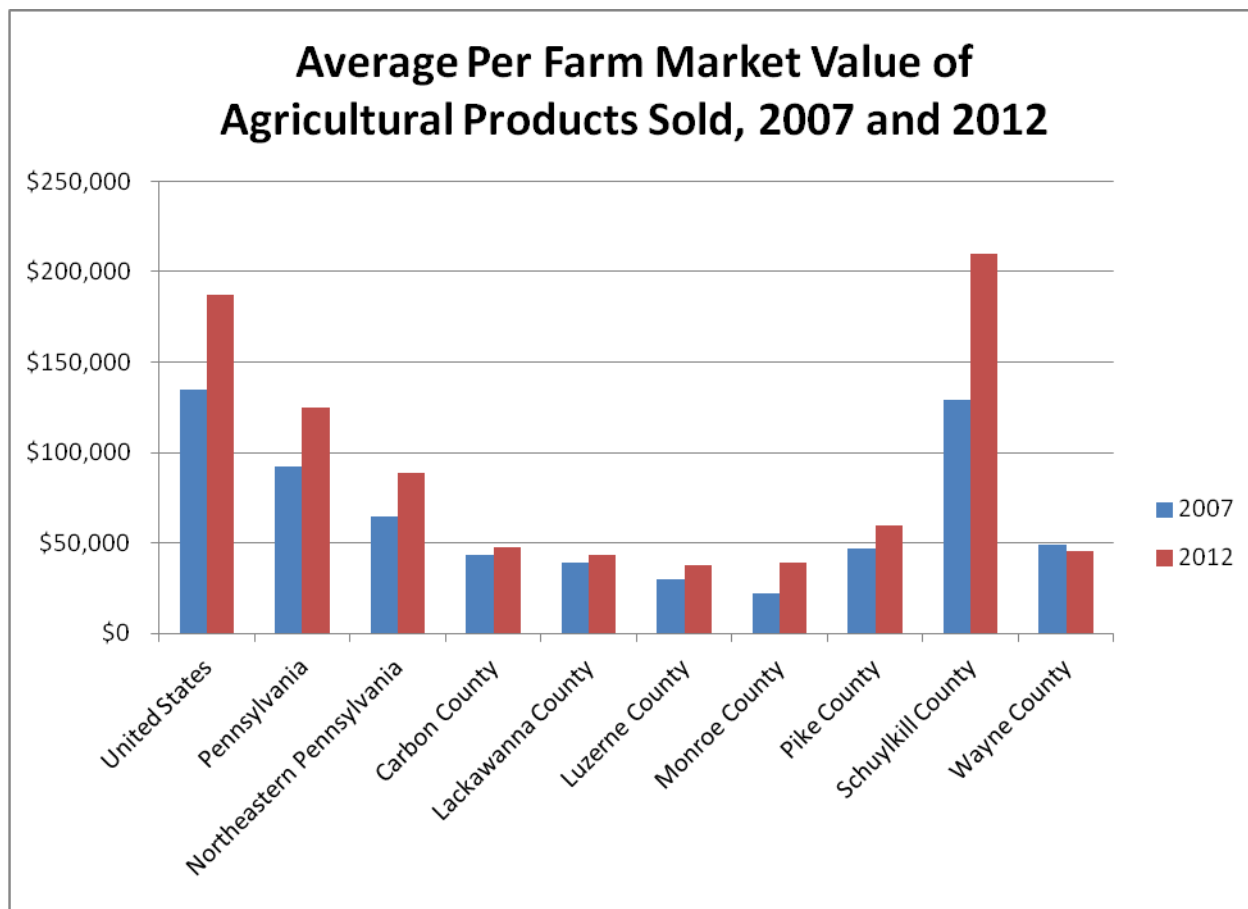
<http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_1_US/st99_1_001_001.pdf> and U.S. Department of Agriculture; Census of Agriculture; 2012 Census

Publications; State and County Profiles for Pennsylvania

<https://www.agcensus.usda.gov/Publications/2012/Online_Resources/County_Profiles/Pennsylvania/>

In Figure 69, all of the areas, with the exception of Wayne County, had percent increases in the average per farm market value of agricultural products sold. Schuylkill County had the highest increase (\$80,532) and Monroe County had the highest percent increase (73.1 percent). Schuylkill County was the only county that exceeded the increase in the United States of \$52,290. Both Monroe County and Schuylkill County (62.4 percent) exceeded the nation’s percent increase (38.8 percent). Northeastern Pennsylvania had a percent increase of 36.5 percent, which was greater than Pennsylvania (35.7 percent).

Figure 69. Average Per Farm Market Value of Agricultural Products Sold, 2007 and 2012



Source: U.S. Department of Agriculture; National Agricultural Statistics Service; "Table 1. County Summary Highlights;" <<http://www.nass.usda.gov/census>>

According to the 2012 Census of Agriculture by the United States Department of Agriculture National Agriculture Statistics Service, Schuylkill County, with sales of \$1,459,000, was ranked 3rd in the state and 27th nationally in sales of cut Christmas trees and short rotation woody crops. It was also ranked 4th in the state and 83rd nationally in nursery, greenhouse, floriculture and sod, with \$38,185,000 in sales; 6th in the state in vegetables, melons, potatoes and sweet potatoes, with \$5,688,000 in sales; and 6th in the state in poultry and eggs, with \$60,531,000 in sales. Carbon County was ranked 4th in the state and 33rd nationally in cut Christmas trees and short rotation woody crops, with sales of \$1,007,000. The Northeastern Pennsylvania region is noted for its Aquaculture, with state rankings of Wayne County being 1st and Monroe County being 4th.

Health Services

There are 13 Health Service providers that serve the region and they are: Lehigh Valley Hospital - Hazleton; Wilkes-Barre Veterans Affairs Medical Center; Commonwealth Health, which consists of Berwick Hospital in Berwick, First Hospital Wyoming Valley in Kingston, Mid-Valley Outpatient Center in Peckville, Moses Taylor Hospital in Scranton, Regional Hospital of

Scranton and Wilkes-Barre General Hospital; Geisinger Health System, which has two locations in the Wilkes-Barre area and a location in Scranton; Wayne Memorial Hospital; Blue Mountain Health System, which consists of Gnadon Huetten Memorial Hospital and Palmerton Hospital; Bon Secours Community Hospital; Newton Medical Center; Pocono Medical Center; St. Luke's Miners Memorial Hospital; Clarks Summit State Hospital; and the Schuylkill Health System, which consists of two medical centers in Pottsville, and Allied Services.

Topography

The topography of the region ranges from low elevations near the Delaware and Susquehanna Rivers to higher elevations in the Pocono Mountains.

Climate Profile

The climate for Scranton, the most populous city in the region, is seasonable. According to data from 1951 to 2016 from the United States Department of Commerce National Oceanic and Atmospheric Administration National Weather Service Forecast Office in Binghamton, New York, the average temperature over the period was 49.6 degrees and the average annual precipitation was 36.5 inches. Annual snowfall averaged 43.5 inches during the period.

Recreation Profile

Camping, kayaking, hunting, skiing, white water rafting, golfing, boating, hiking, fishing and numerous other outdoor activities are available in Northeastern Pennsylvania. State parks in the region are: Hickory Run, Beltzville, Archbald Pothole, Lackawanna, Frances Slocum, Nescopeck, Ricketts Glen, Gouldsboro, Tobyhanna, Big Pocono, Varden Conservation Area, Lehigh Gorge, Locust Lake, Tuscarora, Prompton and Promised Land. There is also a national recreation area located at Delaware Water Gap. Some of the other attractions in the area include: Claws 'N' Paws Wild Animal Park, Lackawanna Coal Mine Tour, the Houdini Museum, Eckley Miners' Village, Bushkill Falls, The Lodge at Woodloch, the Zane Grey Museum, the Columns Museum, Historic Milford, Historic Jim Thorpe, the Pocono Environmental Education Center and Lake Wallenpaupack. There are two historical sites in the region and they are the Steamtown National Historical Site in Scranton and the Grey Towers National Historic Site in Milford.

For the person who enjoys the arts and culture, there are several venues where performances can be seen. They are: Mohegan Sun Arena at Casey Plaza, Kirby Center for the Performing Arts, Scranton Cultural Center, The Pavilion at Montage Mountain, the J.J. Ferrara Performing Arts Center in Hazleton, the Alice C. Wiltsie Performing Arts Center in Hazleton, the Sherman Theater in Stroudsburg and the Shawnee Playhouse in Shawnee-on-Delaware. Within the region, there are also performances in the arts at colleges and universities.

The spectator sports enthusiast can see horse racing at Mohegan Sun Pocono and NASCAR at Pocono Raceway in Long Pond. The Scranton / Wilkes-Barre RailRiders baseball team, an AAA minor-league affiliate of the New York Yankees, can be seen at PNC Field in Moosic. The Wilkes-Barre / Scranton Penguins, an American Hockey League affiliate of the National Hockey League Pittsburgh Penguins, and dirt-bike racing, can be seen at Mohegan Sun Arena at Casey

Plaza in Wilkes-Barre. Several colleges in the area have teams in football, basketball, baseball and other intercollegiate sports.

The gaming industry is in the Northeastern Pennsylvania region with Mohegan Sun Pocono in the Wilkes-Barre area of Luzerne County and the Mount Airy Casino Resort in the Mount Pocono area of Monroe County. These gaming facilities contribute to the regional economy and provide investment dollars in counties and municipalities.

Infrastructure

Transportation

The region is served by five interstate highways (Interstates 80, 81, 84, 380 and 476, which is the Northeast Extension of the Pennsylvania Turnpike), three U.S. routes (U.S. 6, 11 and 209) and many state routes. The Wilkes-Barre / Scranton International Airport offers service to six hubs, which include Charlotte, Philadelphia, Atlanta, Newark, Chicago and Detroit, as well as over 400 one-stop destinations worldwide. Although there is currently no passenger rail service in the region, plans are underway to establish a commuter rail line between Scranton and New York City. Residents of Pike County currently have access to passenger rail service in adjacent Port Jervis, New York. Several areas in the region have bus systems including: Scranton, Wilkes-Barre, Hazleton, Monroe County and Schuylkill County. The average in the region commuting time from home to work is 30.1 minutes and this is far less than most metropolitan areas. According to 2010 - 2014 American Community Survey 3-year estimates from the U.S. Census Bureau, Lackawanna County has the lowest mean travel time to work in the region (20.3 minutes) and Pike County has the highest in the region and the state (42.8 minutes). Monroe County has the second highest in the state (38.9 minutes). The U.S. Census Bureau defines extreme commuting as a daily journey to work that takes 90 or more minutes each way. According to 2010 - 2014 American Community Survey 5-year estimates from the U.S. Census Bureau, Pike and Monroe counties have the highest percentages of extreme commuters at 16.4 percent and 14.4 percent, respectively. These high mean travel times are occurring in Pike and Monroe counties as a result of residents commuting to the New York City Metropolitan Area for employment.

Major Utility Companies Serving the Region

Natural Gas – UGI Utilities, Inc. is Northeastern and Central Pennsylvania's largest gas distribution company.

Water – Pennsylvania American Water Company

Telephone – Verizon's Scranton Central Office is the northeast tandem office for the entire Northeastern Pennsylvania Local Access Transport Area (LATA) and is the facility point of presence for all inter-exchange carriers (AT&T, Sprint etc.).

Electricity – PPL Corporation markets and delivers energy to nearly 6 million customers throughout the United States, Canada, the United Kingdom and Latin America. PPL Corporation

serves 1.4 million people in Pennsylvania alone. UGI Electric Service serves nearly 62,000 customers in Luzerne and Wyoming counties. Two First Energy Companies, Metropolitan Edison Company (Met-Ed) serves customers in Monroe and Pike counties and Pennsylvania Electric Company (Penelec) serves customers in northern Wayne County. Pike County Light & Power provides service to the eastern portion of Pike County, which includes the Matamoras and Milford areas.

Major Employers

According to the Pennsylvania Center for Workforce Information and Analysis, during the second quarter of 2016, the top two employers in each county are: Carbon County - Kovatch Mobile Equipment Corporation and Gnadon Huetten Memorial Hospital; Lackawanna County - Allied Services Foundation and State Government; Luzerne County - Federal Government and State Government; Monroe County - Federal Government and Aventis Pasteur, Inc.; Pike County - Woodloch Pines, Inc. and Delaware Valley School District; Schuylkill County - Wal-Mart Associates, Inc. and State Government; and Wayne County - State Government and Wayne County Memorial Hospital Association.

According to the Pennsylvania Center for Workforce Information and Analysis, the top manufacturer in each county is Kovatch Mobile Equipment Corporation in Carbon County, Gertrude Hawk Chocolates, Inc. in Lackawanna County, Pride Mobility Products Corporation in Luzerne County, Aventis Pasteur, Inc. in Monroe County; Clarion Safety Systems, LLC in Pike County; Sapa Extrusions, Inc. in Schuylkill County and Highlights Editorial Services, Inc. in Wayne County.

There are 23 banks and 16 Chambers of Commerce located within the region.

Media

The region is served by 8 television stations, 10 cable television providers, 57 radio stations and 21 newspapers.

Public Safety

In the Northeastern Pennsylvania region, there are 117 local police departments and 12 Pennsylvania State Police detachments. Fire service protection is provided by 306 companies.

Conclusion

This appendix provided some of the demographic, socioeconomic, economic and quality of life characteristics of the region. In most cases, the region lags behind the state and nation. The population of Northeastern Pennsylvania continues to become older as a result of many people returning to the region upon retirement and younger people leaving for the larger metropolitan areas after completing their formal education. People in their twenties and thirties are leaving because of more employment opportunities and social venues.

APPENDIX B

THE BOARD OF DIRECTORS OF THE NORTHEASTERN PENNSYLVANIA ALLIANCE

APPENDIX B

THE BOARD OF DIRECTORS OF THE NORTHEASTERN PENNSYLVANIA ALLIANCE

During Fiscal Year 2016 - 2017, the Northeastern Pennsylvania Alliance is guided by a forty-nine (49) member Board of Directors, of which forty-one (41) members have voting capabilities. Members of the Board of Directors represent industries, labor, governments, general businesses, professionals and citizens in each of the seven counties that the Northeastern Pennsylvania Alliance serves. The varied services available from the Northeastern Pennsylvania Alliance are performed by a twenty-three (23) member professional and administrative staff.

The officers and other board members of the Northeastern Pennsylvania Alliance are from both the private and public sectors. This is exemplified by the following list.

Table 15. The Board of Directors of the Northeastern Pennsylvania Alliance as of July 1, 2016

	NAME	COUNTY OR OTHER AFFILIATION	OFFICER (1=YES)	VOTING MEMBER (1=YES)	MINORITY (1=YES)	FEMALE (1=YES)	PUBLIC OFFICIAL (1=YES)	REPRESENTING
1	Beckett, Nicole	Carbon		1		1	1	Lehighton Borough
2	Henderson, Kathy	Carbon		1		1		Carbon Chamber and Economic Development Corporation
3	Nothstein, Wayne	Carbon		1			1	Carbon County Board of Commissioners
4	Pudliner, Harold	Carbon		1			1	Weatherly Borough
5	Sebelin, Joseph	Carbon	1	1			1	Pocono Counties Workforce Investment Board
6	Abitabilo, Lou	Lackawanna		1				Cruise One
7	Condrion, Philip	Lackawanna	1	1				Condrion & Cosgrove Advertising & Communications
8	Donohue, Tom	Lackawanna		1				Lamar Advertising
	Kelly, George*	Lackawanna						Lackawanna County Department of Economic Development
9	McNulty, John	Lackawanna		1			1	Pennsylvania Department of Labor & Industry
10	O'Malley, Patrick	Lackawanna		1			1	Lackawanna County Board of Commissioners
11	Stark, Alex	Lackawanna		1				Kane is Able, Inc.
12	Barrouk, Stephen	Luzerne	1	1				Mericle Commercial Real Estate Services
13	Carter, Ronald	Luzerne		1	1		1	Performance Biomedical, Inc.
14	Malone, Mary	Luzerne		1		1		Greater Hazleton Chamber of Commerce
15	McClosky Houck, Linda	Luzerne		1		1	1	Luzerne County Council
	McGinley, Tim*	Luzerne						Luzerne County Council
16	O'Donnell, W. Kevin	Luzerne		1			1	CAN DO, Inc.
17	Payer, Donna	Luzerne		1		1		Private Citizen
18	Casella, John	Monroe	1	1			1	Monroe County Career Link
	Garris, Charles*	Monroe						Monroe County Board of Commissioners
19	Gildea, Michael	Monroe		1			1	East Stroudsburg University of Pennsylvania Innovation Center

	NAME	COUNTY OR OTHER AFFILIATION	OFFICER (1=YES)	VOTING MEMBER (1=YES)	MINORITY (1=YES)	FEMALE (1=YES)	PUBLIC OFFICIAL (1=YES)	REPRESENTING
20	Leonard, Charles	Monroe		1			1	Pocono Mountains Economic Development Corporation
21	Moyer, John	Monroe		1			1	Monroe County Board of Commissioners
22	Wilgus, Carl	Monroe		1				Pocono Mountains Visitors Bureau
23	Farrington, David	Pike	1	1				SolutionPro, LLC – EnergySmart Buildings
24	Kerstetter, William	Pike		1			1	Pike County Public Library
25	Osterberg, Matthew	Pike		1			1	Pike County Board of Commissioners
26	Suljic, Fred	Pike		1				Private Citizen
27	Wulforth, Peter	Pike		1			1	Penn State Cooperative Extension
28	Carl, Robert	Schuylkill		1				Schuylkill Chamber of Commerce
29	Gursky, Micah	Schuylkill		1				St. Luke's University Health Network – Miners Campus
30	McCord, Michael	Schuylkill		1			1	Office of State Representative Neal P. Goodman
31	Quandel, Noble	Schuylkill	1	1				The Quandel Group, Inc.
32	Staudenmeier, Frank	Schuylkill		1			1	Schuylkill County Board of Commissioners
33	Fritz, Jonathan	Wayne		1			1	Wayne County Board of Commissioners
34	Graziadio, Mark	Wayne	1	1				The Honesdale National Bank
35	Hoff, David	Wayne		1				Wayne Memorial Health System
36	Rickard, Craig	Wayne		1			1	Wayne County Department of Planning
37	Wood, Mary Beth	Wayne	1	1		1		Wayne Economic Development Corporation
38	Connell, Matthew	At-Large		1			1	Northampton Community College
39	DeCesaris, Angelo	At-Large		1				PNC Financial Services Group
40	Durst, Ricky	At-Large		1				Pocono Raceway
41	Malski, Lawrence	At-Large		1			1	Pennsylvania Northeast Regional Railroad Authority
42	Pacyna, Michael	At-Large		1				The Fidelity Deposit & Discount Bank
	Augustine, John*	Ex Officio						Penn's Northeast, Inc.
43	Barber, Charles	Ex Officio						The Luzerne Foundation
44	Box, Jeffrey	Ex Officio						Northeastern Pennsylvania Alliance
45	Scranton, William, III	Ex Officio						Scranton Family Office
46	Brandwene, Phyllis	Emeritus						Brandwene Marketing
47	Donlin, David	Emeritus						Private Citizen
48	Fahmy, Mahmoud	Emeritus						Private Citizen
49	Maher, Paul	Emeritus						Private Citizen
50	Preate, Ernest, Jr.	Emeritus						The Law Office of Ernest D. Preate, Jr.
	TOTALS BASED ON VOTING MEMBERS		8	42	1	6	22	
	% OF TOTAL				2.4%	14.3%	52.4%	

* Alternate Member

Our Mission

The Northeastern Pennsylvania Alliance (NEPA) is a regional multi-county economic development agency providing leadership, planning, expertise and services to regional and local governments, businesses, institutions and individuals through innovative and beneficial collaborations and partnerships to enhance the economic development and quality of life of the area.

Northeastern Pennsylvania Alliance

NEPA



1151 Oak Street • Pittston, PA 18640

Tel: 570.655.5581 & 866.758.1929 • Fax: 570.654.5137

www.nepa-alliance.org