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# 2016 - 2017 Comprehensive Economic Development Strategy Annual Performance Report for Northeastern Pennsylvania

**Submitted to the:**

U.S. Department of Commerce  
Economic Development Administration

July 2017

## **ACKNOWLEDGEMENTS**

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.

### **2017 Northeastern Pennsylvania CEDS Committee**

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Mary Beth Wood	Wayne Economic Development Corporation	Private



**RESOLUTION  
OF THE NORTHEASTERN PENNSYLVANIA ALLIANCE  
EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS ADOPTING THE  
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)  
ANNUAL PERFORMANCE REPORT FOR THE YEARS 2016 - 2017**

**WHEREAS,** The Northeastern Pennsylvania Alliance (NEPA), as the Economic Development District for the seven-county region of Northeastern Pennsylvania, is required to submit an Annual Performance Report on its Comprehensive Economic Development Strategy (CEDS) to the Economic Development Administration; and

**WHEREAS,** The CEDS Annual Performance Report documents the progress achieved on economic development activities, adjusts the 2013 - 2018 CEDS Five-Year Plan, reports on the changing economic conditions in the region and identifies projects for Economic Development Administration funding consideration.

**NOW, THEREFORE, BE IT RESOLVED, BY THE Executive Committee of the Board of Directors of the Northeastern Pennsylvania Alliance that:**

1. The CEDS Annual Performance Report for the period July 1, 2016 - June 30, 2017 is hereby adopted.
2. The President & CEO of the Northeastern Pennsylvania Alliance is authorized to transmit the report to the Philadelphia Regional Office of the United States Department of Commerce, Economic Development Administration, and share the report with Economic and Community Development organizations within the region.

**ADOPTED THIS 27th DAY of July, 2017**

**ATTEST:**

  
Stephen M. Barrouk, Secretary

  
Noble C. Quandt, Chairperson



**2016 - 2017 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY  
ANNUAL PERFORMANCE REPORT FOR NORTHEASTERN PENNSYLVANIA**

Submitted to the:

U.S. Department of Commerce  
Economic Development Administration

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July 2017



**pennsylvania**  
DEPARTMENT OF COMMUNITY  
& ECONOMIC DEVELOPMENT

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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, which consists of Carbon, Lackawanna, Luzerne, Monroe, Pike, Schuylkill and Wayne counties. 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 2016 - 2017 Fiscal Year.

### Economic Development Events, Observations and Trends

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

#### *Business Growth and Entrepreneurship*

- Business Incubators are located in five of the seven counties. There are three incubators in Lackawanna County, two incubators in Luzerne and Wayne counties, and one incubator in Monroe and Schuylkill counties.
- According to 2015 “County Business Patterns” from the U.S. Census Bureau, the region, at 12.6 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.
- Northeastern Pennsylvania’s business base is overwhelmingly dominated by small businesses. According to 2015 “County Business Patterns” from the U.S. Census Bureau, there were 21,981 businesses in the region and 73.5 percent of them employed between 1 and 9 people. The nation had 72.9 percent and the state had 70.8 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 U.S. 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.
- According to "Defense Spending by State for Fiscal Year 2015," a publication by the U.S. Department of Defense, Office of Economic Adjustment, Pennsylvania is ranked sixth in the nation defense spending with \$12.7 billion, which is 3.1 percent of the total spending in the nation.
- According to GovernmentContractsWon.com, during 2016, there were 1,861 defense contracts, with an amount of \$351.6 million awarded, within the region.

### *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 region. 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 2016, the Natural Gas Electric Power Price in Pennsylvania was \$1.95 per Thousand Cubic Feet. This is well below the U.S. price of \$2.99. Among surrounding states, Maryland, New Jersey, New York and Ohio had prices of \$2.97, \$2.20, \$2.76 and \$2.36, respectively. The prices in Delaware and West Virginia were not available.

### *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 and Warehousing industry to locate to the region. According to 2011 and 2015 “County Business Patterns” from the U.S. Census Bureau, there has been an increase of 59 firms and 4,304 employees within this industry.

### *Housing*

- Housing costs within the region are lower than the state and nation. According to 2011 - 2015 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 2016, the percentage rose to 16.8 percent.

### *Tourism*

- The Pocono Mountains provide many recreational activities that attract visitors to the region. According to a 2016 Visitor Report about the Pocono Mountains from Longwoods Travel USA, which is the most current available, there were an estimated 26.6 million total person-trips that consisted of 9.5 million overnight trips and 17.1 million day trips during 2016. Total spending from overnight visits was \$1.5 billion and total spending from day visits was \$1.0 billion. According to the Pocono Mountains Visitors Bureau, it contracts every two years with Longwoods Travel USA for the development of a new Visitor Report.

## **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 2016 - 2017 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 2016 - 2017:

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 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 Northeastern Pennsylvania 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 Northeastern Pennsylvania Alliance is now a public / private sector partnership with representation from government and private sector organizations. The goal of the Northeastern Pennsylvania 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 Northeastern Pennsylvania Alliance carries out its mission within the counties of Carbon, Lackawanna, Luzerne, Monroe, Pike, Schuylkill and Wayne, which have a total population of 1,007,241 people (according to estimates provided by the U.S. Census Bureau, July 1, 2016) and covers 4,476 square miles.

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

The Northeastern Pennsylvania 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 Northeastern Pennsylvania Alliance is guided by a forty-nine (49) member Board of Directors, headed by Board Chairperson, Noble C. Quandel, 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.

Jeffrey K. Box, President & CEO of the Northeastern Pennsylvania 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](mailto: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 2016 the estimated population was 1,007,241. This population decline was concentrated in Wayne County (-4.0 percent), Schuylkill County (-3.2 percent), Pike County (-3.1 percent), Carbon County (-2.5 percent) and Monroe County (-2.2 percent). Lackawanna and Luzerne counties also experienced a decrease of 1.5 percent and 1.4 percent, respectively.

Overall, the region continues to experience a relatively high median age. According to July 1, 2016 population estimates from the U.S. Census Bureau, the median age in the United States was 37.9 years, in Pennsylvania, it was 40.7 years, and the average in the region was 44.9 years.

The population has become more diverse. In 2010, the region's population had a minority percentage of 13.3 percent. In 2016, the percentage rose to 16.8 percent.

Housing costs within the region are lower than the state and nation. According to 2011 - 2015 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 2015 per capita personal income in the region (\$40,558) was below that of the state (\$49,745) and the nation (\$48,112).

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 2015 "County Business Patterns" from the U.S. Census Bureau, there were 21,981 businesses in the region and 73.5 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 2015, the nation had 72.9 percent of its businesses employed between 1 and 9 people and the state had 70.8 percent.

According to 2015 “County Business Patterns” from the U.S. Census Bureau, the region, at 12.6 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. In the region, from 2005 to 2010, employment in the Manufacturing sector declined by 7,201 jobs or 14.5 percent. During the same period, employment in the Manufacturing sector decreased by 18.2 percent in the state and 20.5 percent in the nation. However, from 2010 to 2015, employment in the Manufacturing sector in the region increased by 972 jobs. The region experienced a percent increase of 2.3 percent as compared to percent increases in the state (1.7 percent) and the nation (6.8 percent).

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 2011, the not seasonally adjusted unemployment rate in the seven-county Northeastern Pennsylvania region was 9.4 percent, as compared to the nation, which was 8.9 percent, and the state, which was 7.9 percent. From 2011 to 2016, the regional not seasonally adjusted unemployment rate decreased to 6.2 percent as compared to the nation and state, which decreased to 4.9 percent and 5.4 percent, respectively. In 2015, the not seasonally adjusted unemployment rate in the seven-county Northeastern Pennsylvania region was 6.2 percent, as compared to the nation and the state (5.3 percent). In April 2017, the not seasonally adjusted unemployment rate in the region was 5.5 percent as compared to the nation with 4.1 percent and the state with 4.7 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 March 2015, in June 2015, and from September 2015 to December 2015. In September 2016, the MSA, along with Johnstown and Williamsport, had the second highest unemployment rate with 6.3 percent, trailing Erie, with 6.4 percent. 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 MSA also had the second highest unemployment rate in March 2015, July 2015 and August 2015.

The Pocono Mountains provide many recreational activities that attract visitors to the region. According to a 2016 Visitor Report about the Pocono Mountains from Longwoods Travel USA, which is the most current available, there were an estimated 26.6 million total person-trips that consisted of 9.5 million in overnight trips and 17.1 million day trips during 2016. Total spending

from overnight visits was \$1.5 billion and total spending from day visits was \$1.0 billion. 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 major tourist attractions.

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, an 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 continues to occur 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 U.S. 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, 2016, the population in the region declined by 21,685 people or 2.1 percent. Schuylkill County had the highest population loss with 4,716 people and Luzerne County was second with a loss of 4,535 people.

All of the counties, along with the region, state and nation, had decreases in the number of people who are under 18 years of age from April 1, 2010 to July 1, 2016. Pike County had the largest percent decrease (-22.2 percent) and Lackawanna County (-2.9 percent) had the lowest percent decrease. Four counties experienced decreases in the population between the ages of 18 and 24 years during the period. Lackawanna County had the highest percent decrease (-11.5 percent) and Schuylkill County had the lowest percent decrease (-4.1 percent).

In the population 25 to 44 years of age group, all seven counties and the region experienced a population decline from April 1, 2010 to July 1, 2016. The nation had a 3.7 percent increase during the period. Pike County had the highest percent decrease (-13.9 percent) and it was followed by Carbon County (-8.9 percent), Schuylkill County (-8.6 percent), Monroe County (-7.7 percent) and Wayne County (-6.9 percent).

The 45 to 64 years age group decreased in all areas, with the exception of the nation and Monroe County. Wayne County had the highest percent decrease (-6.7 percent) and it was followed by Lackawanna County (-3.5 percent), Schuylkill County (-2.8 percent) and Luzerne County (-2.5 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 two chapters of POWER! in Northeastern Pennsylvania: Hazleton and Wilkes-Barre.

#### **Aging Infrastructure**

According to the Pennsylvania Department of Transportation (PennDOT), in 2017, there were 656 structurally deficient bridges that are either state- or locally-owned in the seven-county Northeastern Pennsylvania region. This reflects 11.9 percent of the statewide total. Luzerne

County had the most bridges, with 159, and it was followed by Schuylkill County, with 126. Next was Monroe County, with 97 bridges, and it was followed by Wayne County, with 96, and Lackawanna County, with 86. Pike County had next to the lowest amount, with 55 bridges, and Carbon County had the least, with 37. According to March 2017 data for the state from PennDOT, there are 25,394 bridges on state roads that have a length of at least 8 feet and 6,479 bridges on local roads that have a length of at least 20 feet. In Northeastern Pennsylvania, there are:

- 2,324 bridges on state roads and 503 on local roads
- 7 closed bridges on state roads (21.2 percent of the state total) and 19 closed bridges on local roads (10.2 percent of the state total)
- 96 posted bridges on state roads (14.3 percent of the state total) and 159 posted bridges on local roads (9.7 percent of the state total)
- 423 structurally deficient bridges on state roads (12.1 percent of the state total) and 233 structurally deficient bridges on local roads (11.4 percent of the state total)

Based on the above information, 33.1 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 12 bridges scheduled to be replaced with a completion date of 2017. Twenty-five bridges have been replaced. There were also two bridges that have a stated completion date of 2018.

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. 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 with bridge reconstruction at Mile Marker 175 in Luzerne County.

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 2011 - 2015 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 1941, with a margin of error of 2 years. Lackawanna County (1952, with a margin of error of 2 years) and Luzerne County (1954, with a margin of error of a year) are ranked as fourth and sixth oldest median year housing structure built in the state, respectively. 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 and Pike counties 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 second most recent median year housing structure built in the state, which is 1979, with a margin of error of a year. In comparison, the median year housing structure built in the U.S. is 1976, with a margin of error of a year.

### **Shortage of Skilled Technical Labor**

There continues to be 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, and the local career technical schools, this shortage continues to be 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**

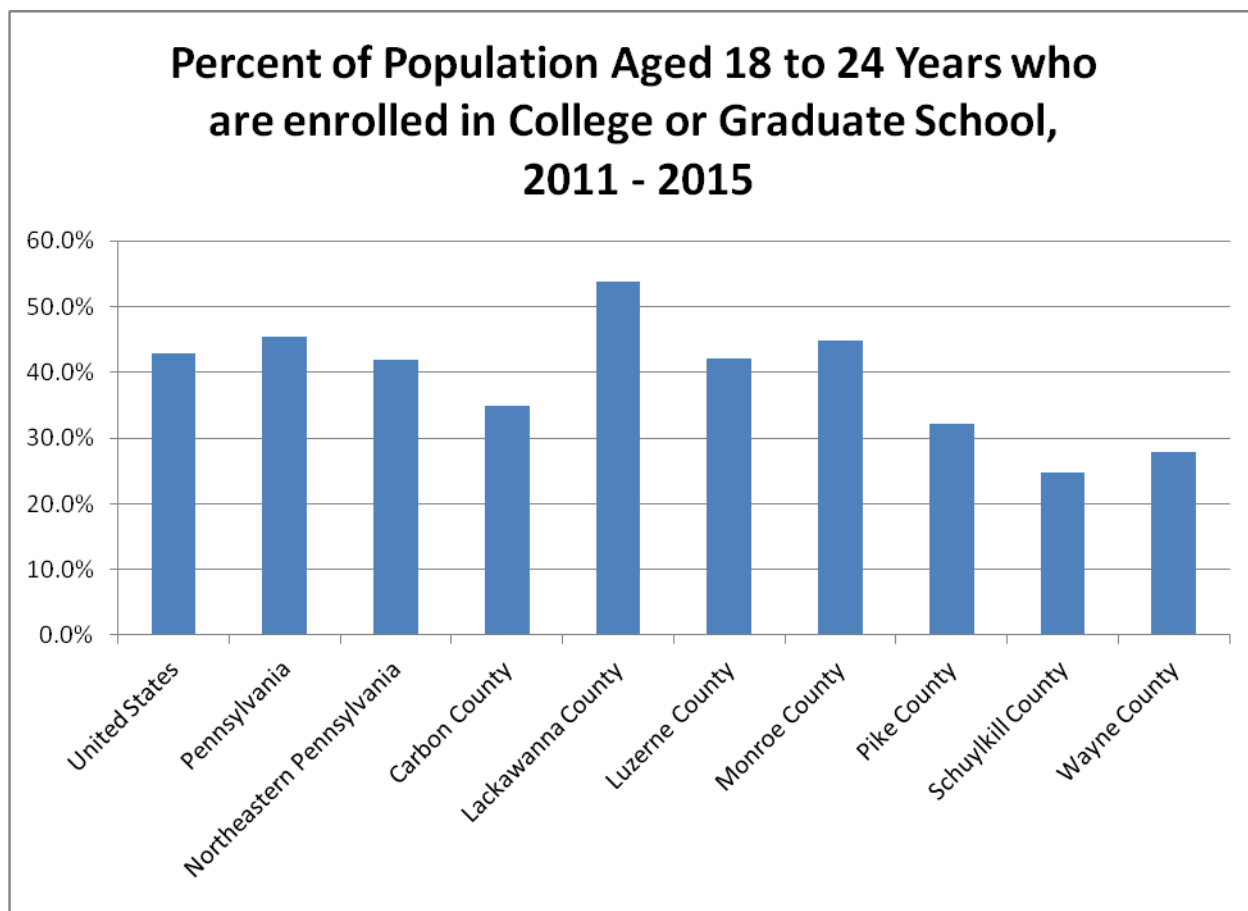
There are 18 colleges and universities located in the Northeastern Pennsylvania region, including: East Stroudsburg University of Pennsylvania, Johnson College of Technology, Keystone College, King's College, Lackawanna College, Lehigh Carbon Community College, Luzerne County Community College, Marywood 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), Geisinger Commonwealth School of Medicine (formerly The Commonwealth Medical College), The University of Scranton and Wilkes University. There are 46 public school districts, many private schools and seven 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 (41.9 percent) who are age 18 to 24 and enrolled either in college or graduate school was lower than the nation (42.9 percent) and the state (45.4 percent). In Lackawanna County, the percentage (53.8 percent) was higher than the region, state and nation and in Monroe County (44.9 percent), the percentage was higher than the region and nation. In Luzerne County (42.1 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, 2011 – 2015**



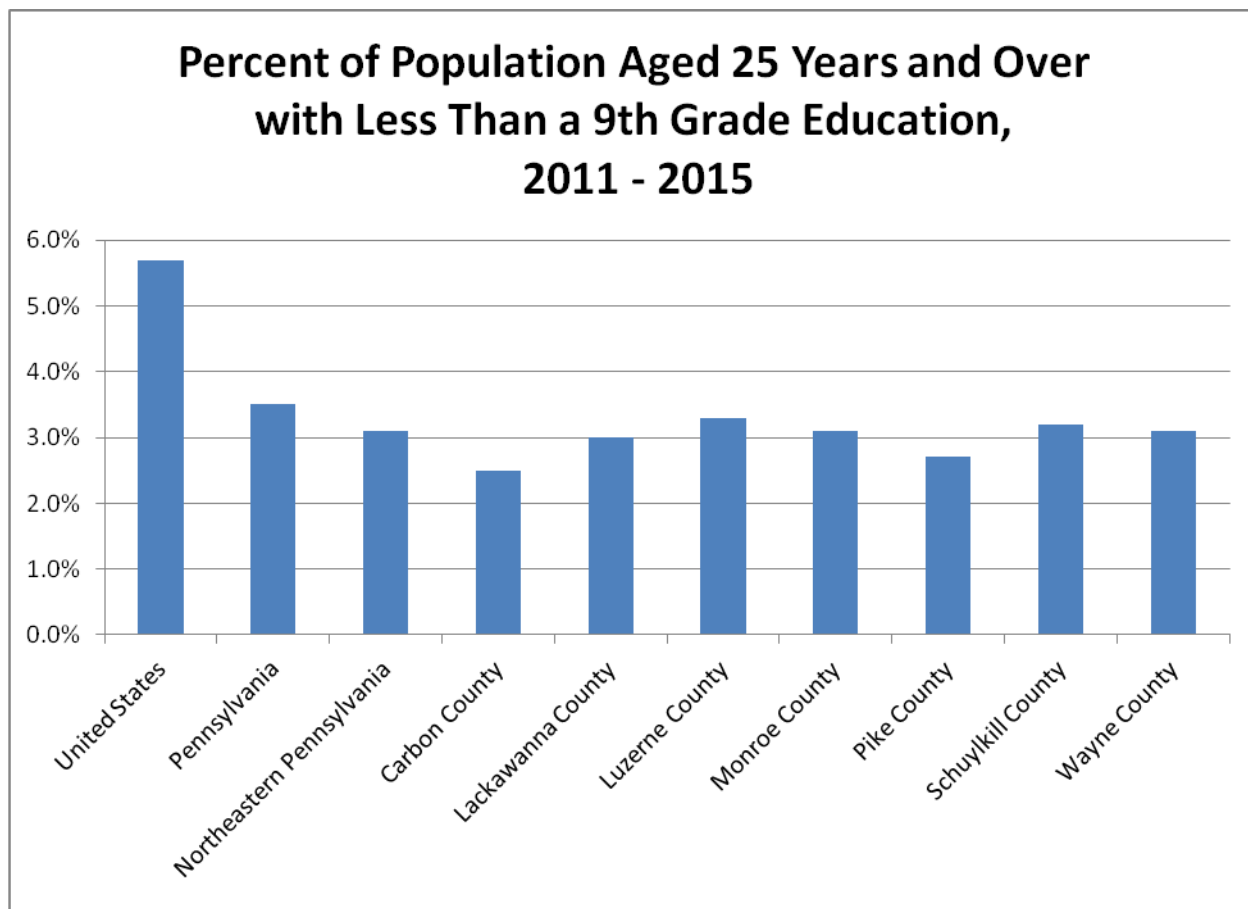
Sources: U.S. Census Bureau, Table S1401, “2011 – 2015 American Community Survey 5-Year Estimates for School Enrollment,”

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

According to Figure 2, Carbon (2.5 percent), Lackawanna (3.0 percent) and Pike (2.7 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 (3.3 percent) and Schuylkill (3.2 percent) counties had a percentage that was higher than the region. Monroe and Wayne counties had the same percentage as the region. However, none of the percentages exceeded the nation (5.7 percent).



**Figure 2. Percent of Population Aged 25 Years and Over with Less Than a 9th Grade Education, 2011 – 2015**

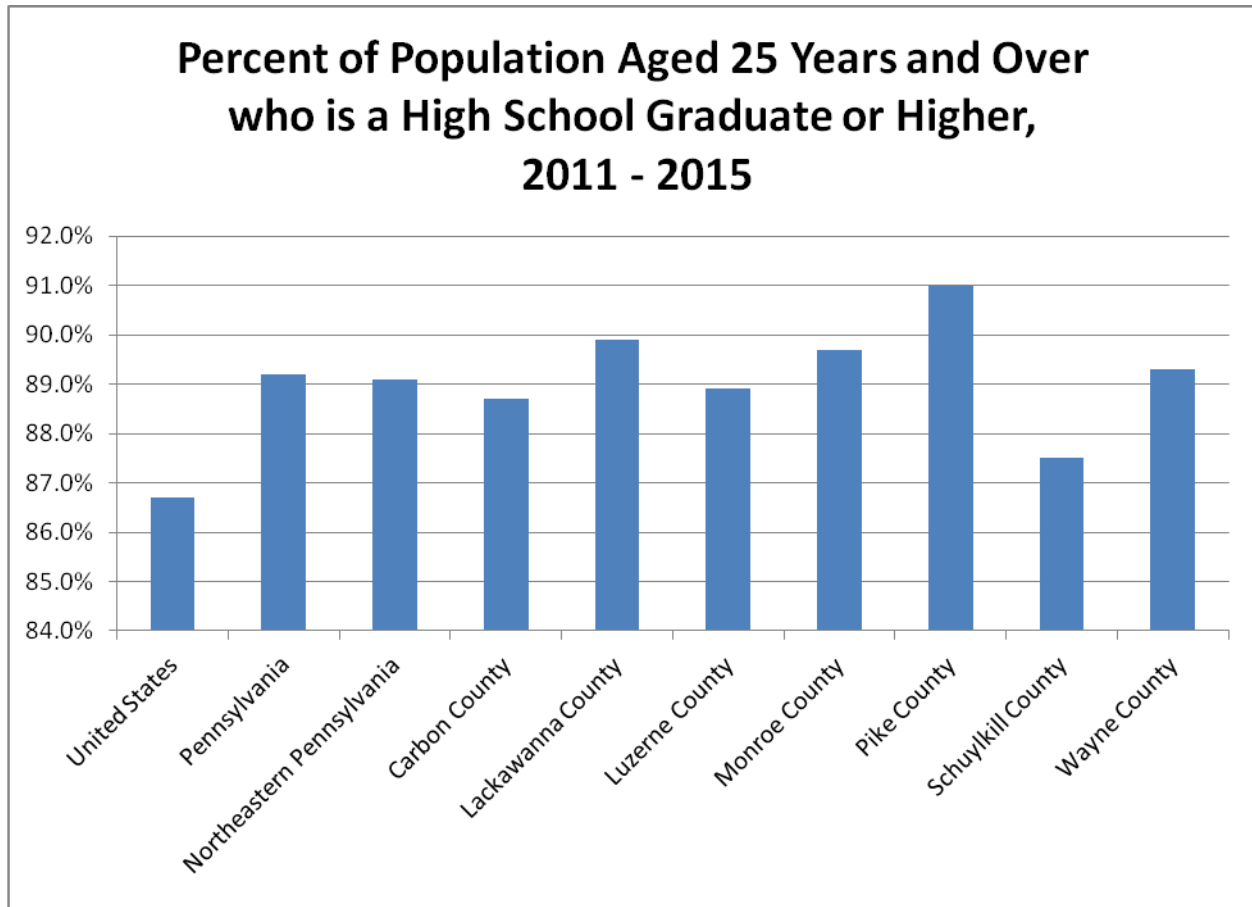


Sources: U.S. Census Bureau, Table S1501, “2011 – 2015 American Community Survey 5-Year Estimates for Educational Attainment,”

<<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 (89.1 percent) had a percentage that was higher than the nation (86.7 percent) and lower than the state (89.2 percent). Lackawanna (89.9 percent), Monroe (89.7 percent), Pike (91.0 percent) and Wayne (89.3 percent) counties each had percentages that exceeded the region, state and nation, and Carbon (88.7 percent), Luzerne (88.9 percent) and Schuylkill (87.5 percent) counties exceeded the national percentage.

**Figure 3. Percent of Population Aged 25 Years and Over who is a High School Graduate or Higher, 2011 – 2015**

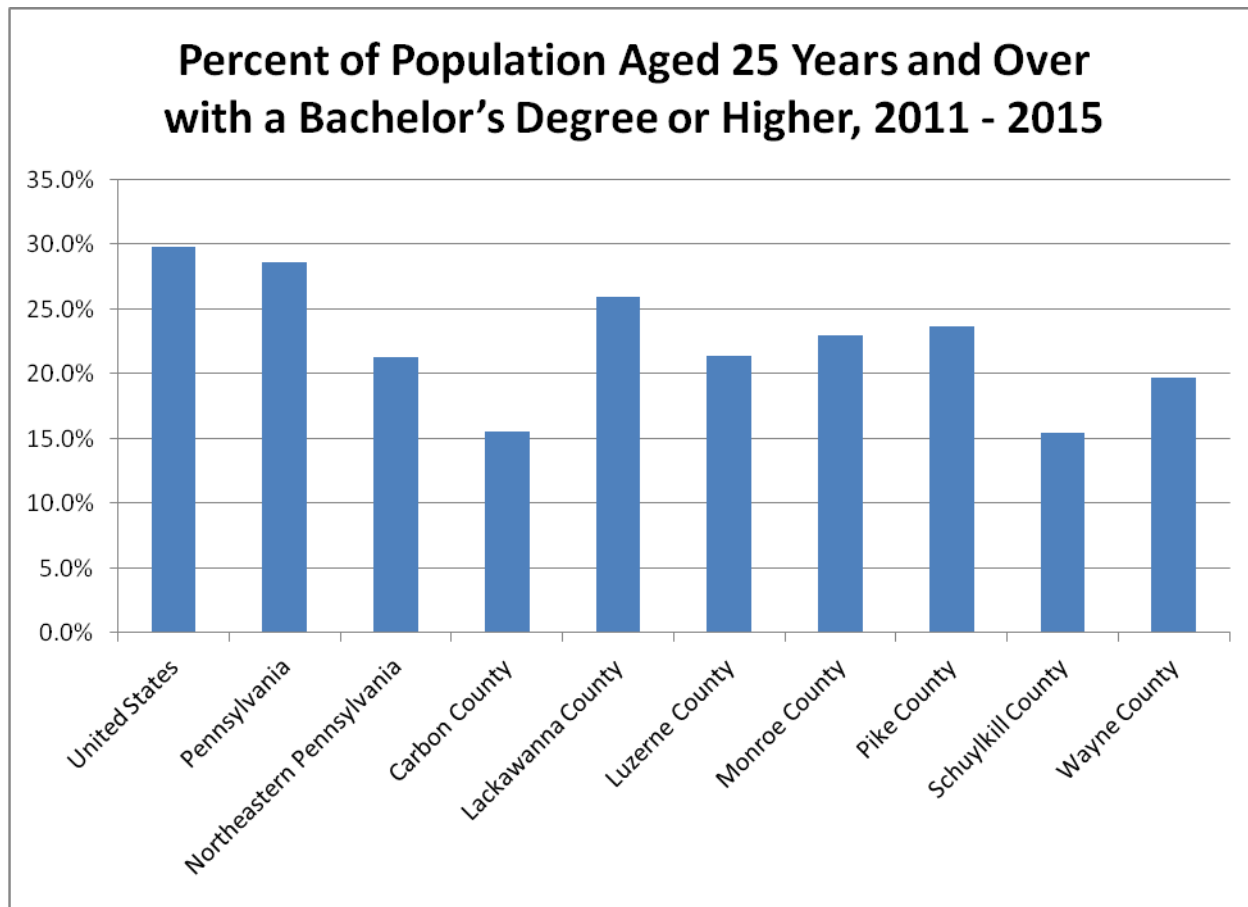


Sources: U.S. Census Bureau, Table S1501, “2011 – 2015 American Community Survey 5-Year Estimates for Educational Attainment,”

<<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 (28.6 percent) and national (29.8 percent) percentages. However, Lackawanna (25.9 percent), Luzerne (21.4 percent), Monroe (23.0 percent) and Pike (23.7 percent) counties each had percentages that exceeded the regional (21.3 percent) percentage.

**Figure 4. Percent of Population Aged 25 Years and Over with a Bachelor's Degree or Higher, 2011 – 2015**

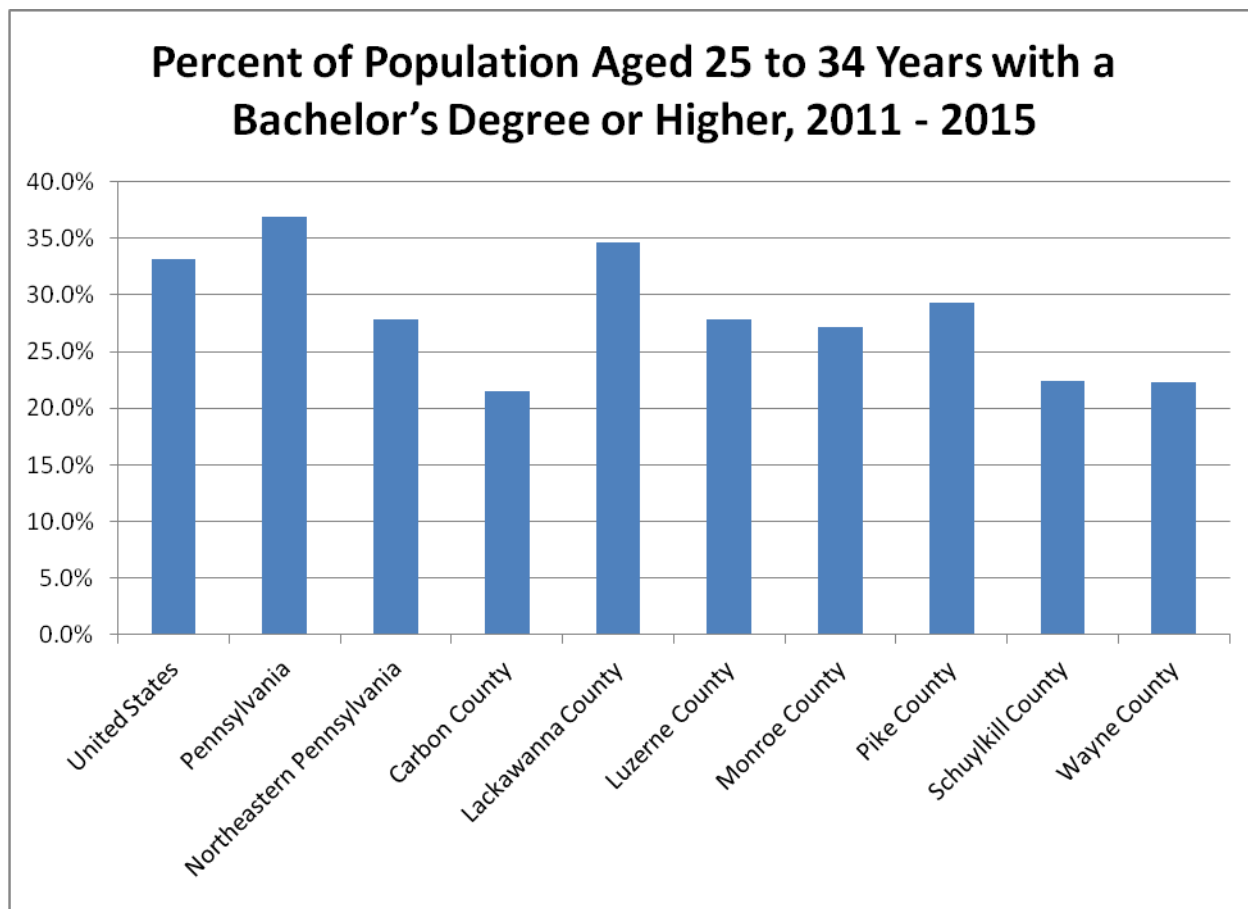


Sources: U.S. Census Bureau, Table S1501, “2011 – 2015 American Community Survey 5-Year Estimates for Educational Attainment,”

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

According to Figure 5, Lackawanna County (34.6 percent) exceeded the national (33.1 percent) and regional (27.8 percent) percentages in population who were age 25 to 34 years with a Bachelor's Degree or higher. Pike County (29.3 percent) had a percentage that exceeded the regional percentage and Luzerne County (27.8 percent) had a percentage that was identical to the regional percentage.

**Figure 5. Percent of Population Aged 25 to 34 Years with a Bachelor's Degree or Higher, 2011 – 2015**



Sources: U.S. Census Bureau, Table S1501, “2011 – 2015 American Community Survey 5-Year Estimates for Educational Attainment,”

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

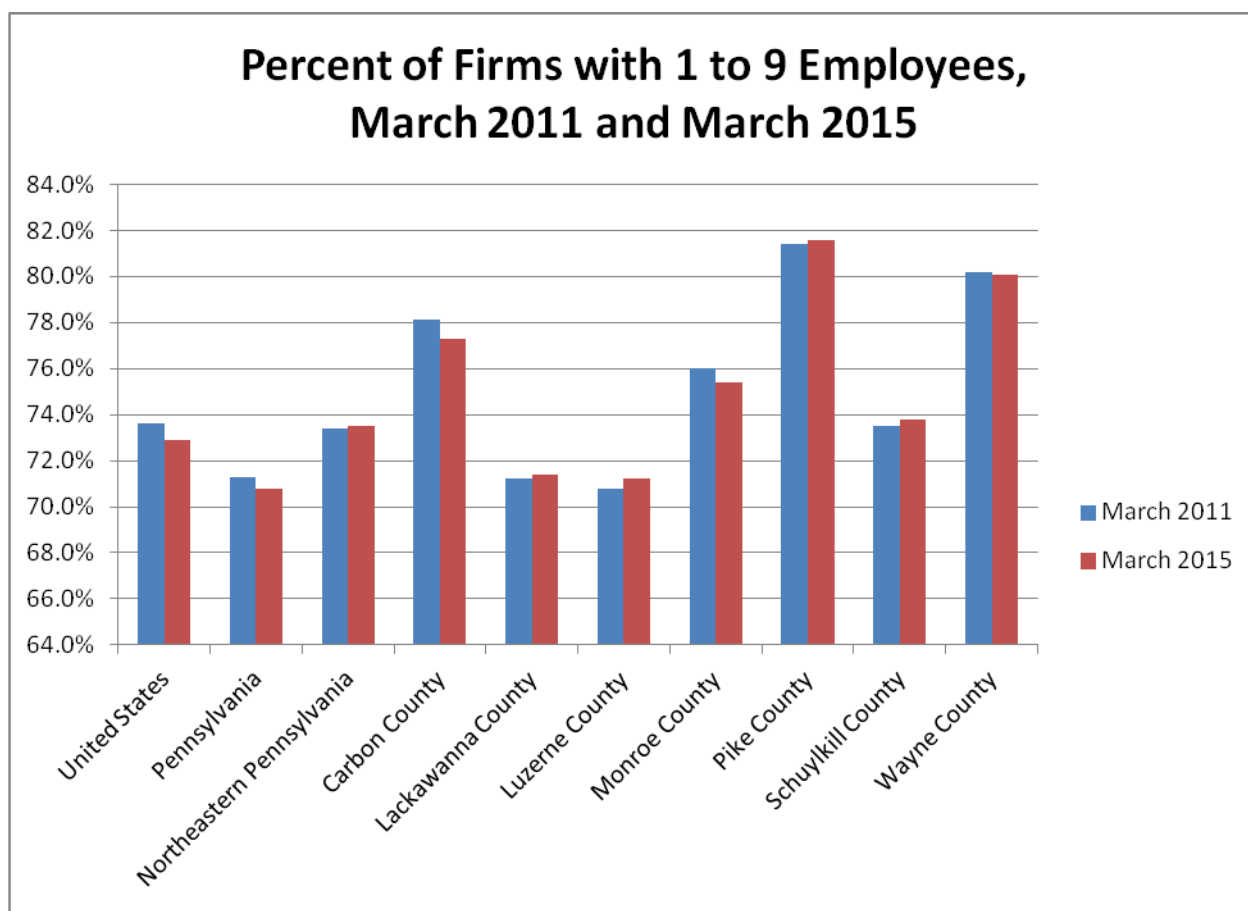
### **Lack of Terminal Degree Programs**

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 Geisinger Commonwealth School of Medicine, formerly The Commonwealth Medical College, has been in existence since 2008 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

**Figure 6. Percent of Firms with 1 to 9 Employees, March 2011 and March 2015**



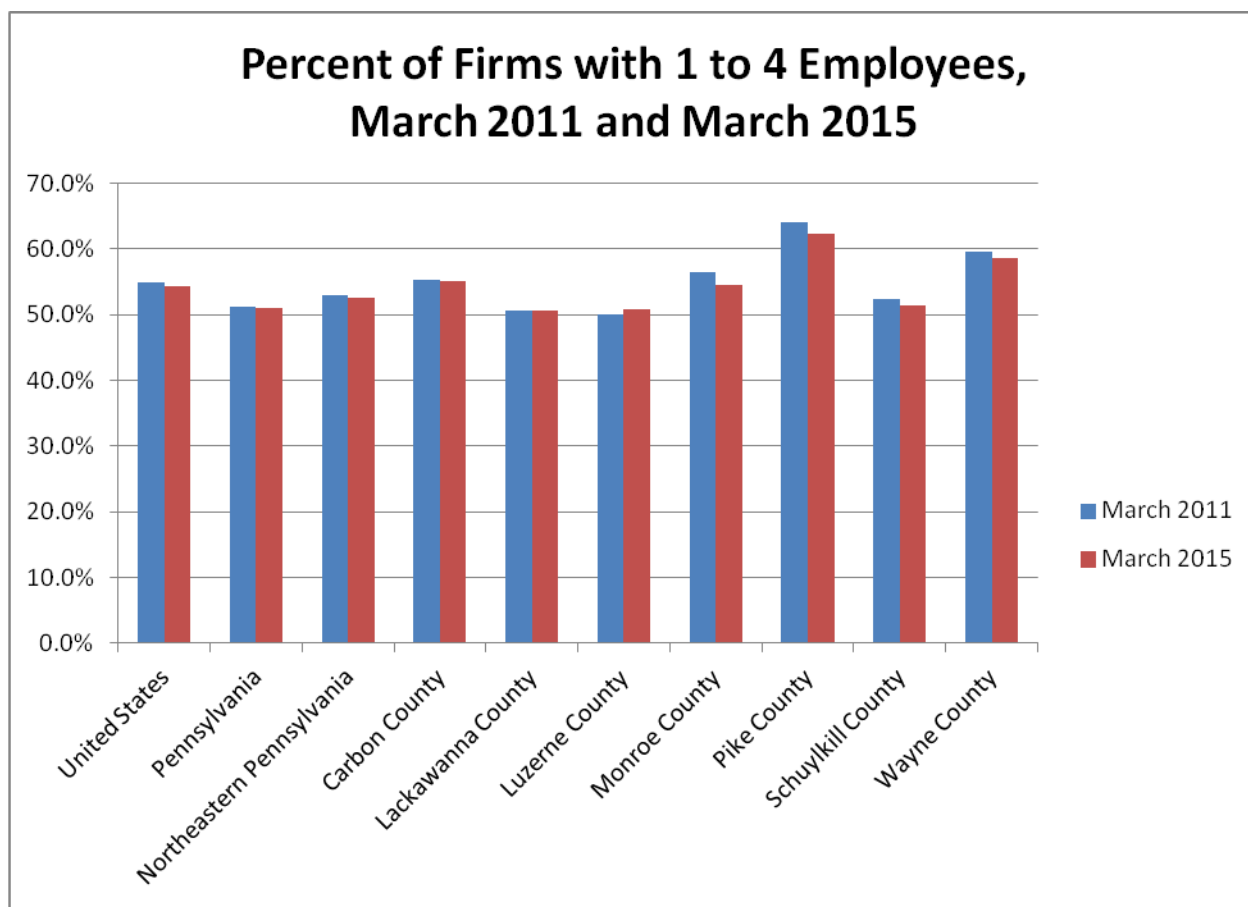
Sources: U.S. Census Bureau, “2011 – 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

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, 73.4 percent of all firms located within the Northeastern Pennsylvania region in March 2011 had 1 to 9 employees and this percentage increased to 73.5 percent in March 2015. These percentages were higher than the state (71.3 percent in March 2011 and 70.8

percent in March 2015) and in March 2015 in the nation (72.9 percent). Figure 6, on the previous page, provides more information.

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 2011, the region had 52.9 percent as compared to the nation (54.8 percent) and the state (51.2 percent). In March 2015, the region had 52.6 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 0.1 percentage points. Figure 7, below, provides more information.

**Figure 7. Percent of Firms with 1 to 4 Employees, March 2011 and March 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <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 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.

The chart indicates that in 2015, 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 2005 to 2015.

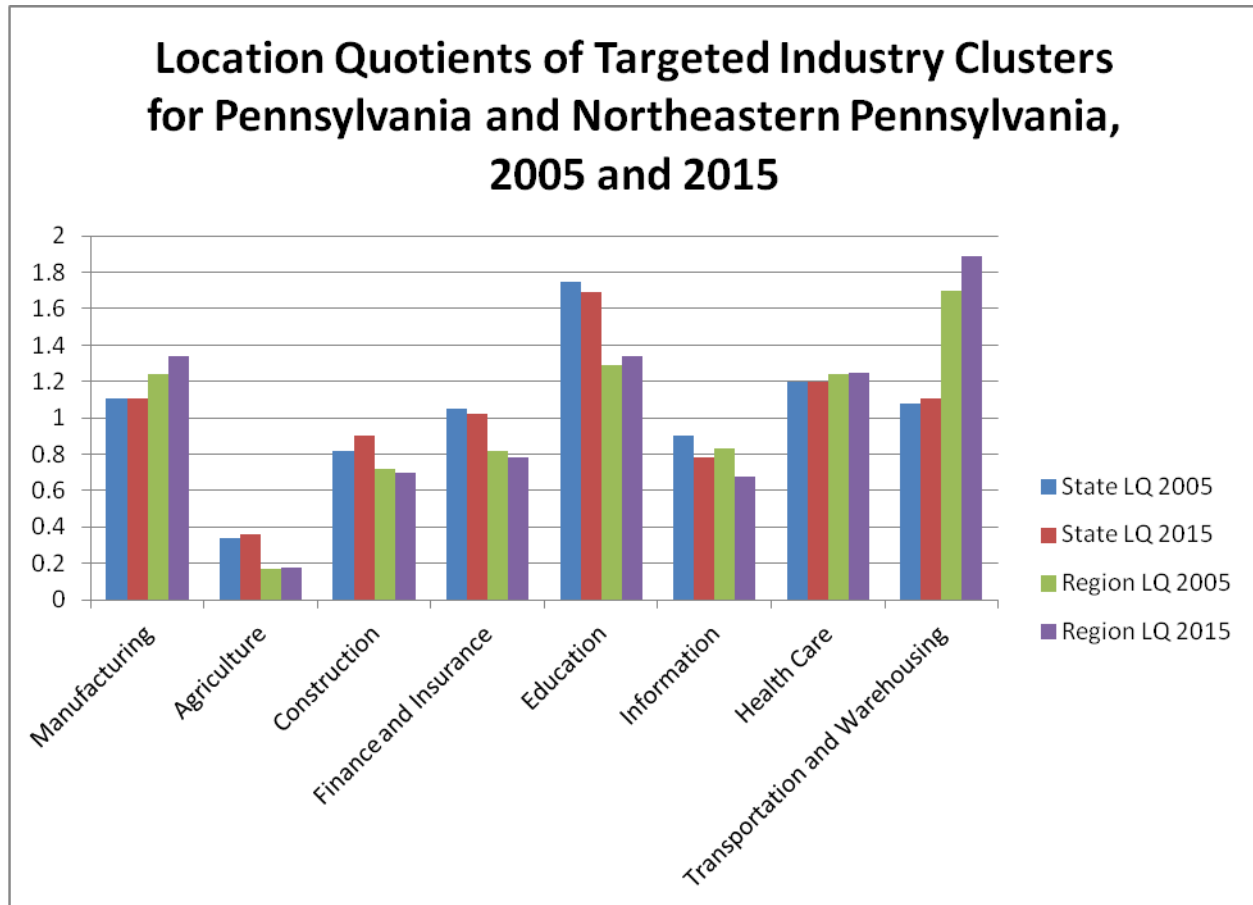
In Northeastern Pennsylvania, Manufacturing, Health Care and Transportation and Warehousing are exporting industries. This means that people are coming to the region to obtain the goods and services that are provided by these industries.

The location quotient for the Transportation and Warehousing industry in the region had a substantial increase between 2005 and 2015. 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, continues to have significance on the Northeastern Pennsylvania economy due to 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.

**Figure 8. Location Quotients of Targeted Industry Clusters for Pennsylvania and Northeastern Pennsylvania, 2005 and 2015**



Sources: U.S. Census Bureau, “2005 and 2015 County Business Patterns,” 2005 information released June 2007 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.



## 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. 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.

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
  - Sewer, water, internet in certain locations of core urban areas
  - However, Wayne and Pike counties need to develop infrastructure
- Bio Tech Industry (Sanofi) / Geisinger Commonwealth School of Medicine
- Tobyhanna Army Depot
- Identify strengths & weaknesses
- Do we develop the Pocono Brand?
- **Summary**
  - Northeastern Pennsylvania is a great place to live, visit and bring a business
  - Northeastern Pennsylvania has an older population, which reflects wisdom
  - Quality of life
    - Pennsylvania 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
- Workforce 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 mindset
- **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 into 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 2011 to 2015, 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, 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. There was no change in the number of firms that had 50 to 99 employees.

### **Goal 1: Retain and Expand Existing Businesses**

This continues to be one of the region's goals because of the decline in the number of firms and employment within the region from 2011 to 2015. 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 March 2015, in June 2015, and from September 2015 to December 2015. In September 2016, the MSA, along with Johnstown and Williamsport, had the second highest unemployment rate with 6.3 percent, trailing Erie, with 6.4 percent. 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 MSA also had the second highest unemployment rate in March 2015, July 2015 and August 2015.

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 this 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 because the region experienced increases in the number of reductions in the number of firms from 2011 to 2015. 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 2015 “County Business Patterns” from the U.S. Census Bureau, 73.5 percent of all firms in Northeastern Pennsylvania had less than ten employees, as compared to Pennsylvania (70.8 percent) and the United States (72.9 percent). In 2011, 73.4 percent of all firms in Northeastern Pennsylvania, 71.3 percent of all firms in Pennsylvania and 73.6 percent of all firms in the United States had less than ten employees. The region experienced a decrease in the number of firms that had less than ten

employees of 0.4 percent while the nation and state experienced an increase of 3.2 percent and 0.5 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 U.S. 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 in Fiscal Year 2015 – 2016 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 available from March 12, 2015 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 were: 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 continues to be 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. 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 2017, there were 656 structurally deficient bridges that are either state- or locally-owned in the seven-county Northeastern Pennsylvania region. This reflects 11.9 percent of the statewide total. Luzerne County had the most bridges, with 159, and it was followed by Schuylkill County, with 126. Next was Monroe County, with 97 bridges, and it was followed by Wayne County, with 96, and Lackawanna County, with 86. Pike County had next to the lowest amount, with 55 bridges, and Carbon County had the least, with 37. According to March 2017 data for the state from PennDOT, there are 25,394 bridges on state roads that have a length of at least 8 feet and 6,479 bridges on local roads that have a length of at least 20 feet. In Northeastern Pennsylvania, there are:

- 2,324 bridges on state roads and 503 on local roads
- 7 closed bridges on state roads (21.2 percent of the state total) and 19 closed bridges on local roads (10.2 percent of the state total)
- 96 posted bridges on state roads (14.3 percent of the state total) and 159 posted bridges on local roads (9.7 percent of the state total)
- 423 structurally deficient bridges on state roads (12.1 percent of the state total) and 233 structurally deficient bridges on local roads (11.4 percent of the state total)

Based on the above information, 33.1 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 12 bridges scheduled to be replaced with a completion date of 2017. Twenty-five bridges have been replaced. There were also two bridges that have a stated completion date of 2018.

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 in the *Pocono Record*, "Interstate 80 Task Force Has Work Cut Out for It," "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. 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 with bridge reconstruction at Mile Marker 175 in Luzerne County.

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. Engineering Design Funding was released during the fiscal year for dams at Belmont Lake and Lower Woods Pond, both in Wayne County. Funds will originate from Oil Company Franchise Tax (OCFT) revenues. According to an August 17, 2016 press release from Pennsylvania Governor Tom Wolf, "The Pennsylvania Fish and Boat Commission (PFBC) plans to use OCFT revenues for the design and construction of Miller and White Oak ponds, and plans to use future OCFT revenues for the construction of dams at Belmont Lake and Lower Woods Pond. OCFT revenues will also be used to remove a portion of the dam at Hankins Pond, which is no longer needed to support operation of the PFBC's Pleasant Mount State Fish Hatchery. All five of these projects are in Wayne County.

In Fiscal Year 2016 - 2017, according to the Pennsylvania Infrastructure Investment Authority (PENNVEST), there were \$7.8 million in loans and \$1.7 million in grants awarded for drinking water system improvements. There were \$3.8 million in loans awarded for wastewater system improvements.

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 U.S.,” that used July 2011 Current Population Survey data, 16.3 percent of individuals 3 years and older in Pennsylvania (1,956,652 individuals) 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 U.S.,” 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 U.S. 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 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. Department of Commerce, 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 2017 - 2018. 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 2016 - 2017, the following project received funding from the U.S. Department of Commerce, Economic Development Administration.

- East Stroudsburg University Business Accelerator Expansion Project - \$600,000

The following projects were awarded grant funding from the Appalachian Regional Commission during Fiscal Year 2016 - 2017.

- Monroe County Energy Conservation & Efficiency Initiative - \$110,000
- Wayne County Business Technology Enterprise Center - \$25,000
- NeighborWorks Home Matters Repair Initiative - \$32,500
- Scranton School for Deaf and Hard of Hearing Children Technology Equipment Advancement - \$25,000
- Community Foundation Initiative - \$110,000
- Northeastern Pennsylvania Alliance Administrative Grant - \$103,000
- Northeastern Pennsylvania Alliance PREP Program - \$400,000

**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 to 5 outputs / outcomes
1	Northeastern Pennsylvania Regional Site Readiness	TBD	Business Retention & Expansion		CA, LA, LU, MO, PI, SC, WA	\$400 k	\$20 k	This Appalachian Regional Commission grant would augment the Northeastern Pennsylvania Regional Site Readiness Program ("Program"), which is managed through a unique collaboration of Northeastern Pennsylvania Partnerships for Regional Economic Performance Industrial Development Corporations (IDCs). The Program was established to assist the IDCs with upfront engineering, permitting and other soft costs associated with developing commercial and industrial sites. In many areas, especially rural counties, the IDC is the primary developer of industrial sites. Because of Northeastern Pennsylvania's challenging topography and geology, IDCs incur considerable expense to qualify and permit sites. The introduction of new and ever-changing stormwater regulations within Pennsylvania makes that task even more cumbersome. The Program provides a financing option to mitigate escalating permitting costs. The Appalachian Regional Commission grant would provide further assistance to the IDCs to increase the inventory of marketable sites.	1) Number of sites / acres engineered / permitted: 11 sites / 300 acres 2) Number of new jobs projected upon build-out of sites: 1,400 jobs
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction	2					
2	Northeastern Pennsylvania Partnerships for Regional Economic Performance (PREP)	Northeastern Pennsylvania Alliance	Business Retention & Expansion	1	CA, LA, LU, MO, PI, SC, WA	TBD	TBD	The Northeastern Pennsylvania Alliance 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 /	<b>Outputs:</b> 1) Approximately 635 entrepreneurs / businesses / organizations are served 2) 39 new businesses are served 3) 15 loans are closed <b>Projected Outcomes:</b> 1) \$2.5 m in leveraged private investment 2) \$2.5 m in public financing
			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 to 5 outputs / outcomes
								retention in Northeastern Pennsylvania communities. The Core Activities include: 1) Business Finance, 2) International Trade and 3) Government Contracting	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
3	Wayne Memorial Hospital Inpatient Geropsychiatric Program	Wayne Memorial Hospital	Business Retention & Expansion		WA, LA, PI, SUS	\$300 k	\$150 k	Wayne Memorial Hospital, a 97-year old nonprofit, acute care, Centers for Medicare and Medicaid Services (CMS)-designated sole-community provider in rural Wayne County, Pennsylvania is planning a major Hospital Expansion project involving two elements: 1) Renovation of 45,000 SF in its main facility at 601 Park Street, in Honesdale, to comply with structural, rehabilitation and code requirements. 2) Construction of a new hospital wing of 85,000 SF, expanding the current 3rd and 4th floors of the hospital, and adding two new floors over the 3rd / 4th floor expansion. An important element of the rehabilitation component will be the development and implementation of a program that is currently unavailable in the 4-county service area of the Hospital outside of central Lackawanna County. The program will be a 14-bed inpatient Geropsychiatric unit to serve the fragile, underserved elderly residents of the area in need of geriatric psychiatry and other mental	<u>Outputs:</u> 1) 213 patients served 2) 30 communities served <u>Outcomes:</u> 1) 213 patients improved 2) 30 communities improved
			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 to 5 outputs / outcomes
								health care. The 18-month construction project will begin in September 2017. Appalachian Regional Commission funds will be used to purchase equipment, including beds, for this new unit.	
4	The Greenhouse	Allied Services Foundation	Business Retention & Expansion		LA, LU	\$220 k	\$110 k	The project will support the purchase of interior fixtures for a pre-fabricated, fully-accessible greenhouse that will be erected on Allied Services' Vocational Services campus in the Stauffer Industrial Park, in Taylor, in October 2018. The Greenhouse will expand and diversify skill training, job-readiness, life skills and community participation opportunities for up to 130 workers with disabilities, during the first 12 months of operation.	<u>Outputs:</u> 1) 130 workers / trainees served with job readiness, work skills and life / social skills training and education 2) Implementation of a social enterprise program model, which will generate income that will allow the program to be self-sustaining within approximately 24 months 3) Volunteer In-Kind contributions received, estimated 1,040 hours (\$23,000) in Year 1 <u>Outcomes:</u> 1) 120 workers with disabilities have improved job readiness, earning potential and employability (i.e., have additional knowledge or skills) 2) 120 workers with disabilities experience improved life quality, daily living environment and social / recreational options 3) Improved sustainability and revenue diversification for vocational services (social enterprise) program 4) Volunteer In-Kind contributions estimated at \$23,000 in Year 1 5) Improved life quality and social / recreational opportunities to 50 Allied Services patients / residents who visit the greenhouse in Year 1
			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 to 5 outputs / outcomes
5	Community Advantage Program	Northeastern Pennsylvania Business Finance Center / NEPA Alliance	Business Retention & Expansion	1	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 (CFs) in Northeastern Pennsylvania. The Nonprofit & Community Assistance Center, 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 CF.	<u>Outputs:</u> 1) 25 businesses served 2) Marketing materials <u>Outcomes:</u> 1) Five businesses improved 2) 10 jobs created 3) 100 jobs retained 4) \$100,000 in leveraged private investment (from loan clients) 5) New income stream created to sustain core programming and to match federal initiatives
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building						
			Business Start-up / Attraction						
6	New Market Tax Credit (NMTC) Launch	Northeastern Pennsylvania Business Finance Center / NEPA Alliance	Business Retention & Expansion		CA, LA, LU, MO, PI, SC, WA	\$163 k	\$83 k	Funding is needed to develop organizational (board and staff) capacity to apply to become a Community Development Entity (CDE) and to seek a direct allocation of available NMTCs. The NMTC program was established in 2000 to stimulate investment and economic growth in low income urban neighborhoods and rural communities that lack access to the patient capital needed to support and grow businesses, create jobs and improve local economies. Funding will be used to: 1) Procure a consultant to develop an application for the Community Development Financial Institution (CDFI) to become a certified CDE. 2) Provide training to appropriate board members and staff. 3) Develop program marketing materials (brochure, presentations, website and social media-ready pieces) to educate developers,	<u>Outputs:</u> 1) 40 communities served 2) 10 businesses served 3) Three businesses / communities identified for project development 4) New program launch <u>Outcomes:</u> 1) CDE status received 2) \$80,000 in leveraged private investment (from loan clients) 3) New income stream created to sustain core programming and to match federal initiatives
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			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 to 5 outputs / outcomes
								entrepreneurs, public officials and nonprofit leaders on the program's opportunities. 4) Create and launch project solicitation sessions to build program demand for developing a pipeline of eligible projects to assure program readiness. 5) Refinement of the region's CEDS to include a deeper understanding of low-income communities and distressed areas.	
7	Hanover Industrial Estates Access Road Improvements	Luzerne County	Business Retention & Expansion	2	LU	\$503 k	\$103 k	The proposed road improvements, including resurfacing, swale reconstruction and stormwater improvements, to Stewart Road, Young Street, Lasley Avenue and Robinson Circle, will attract additional businesses and improve the flow of goods and individuals in Hanover Industrial Estates, an industrial park that is located near Exit 164 off Interstate 81. These roads connect with New Commerce Boulevard, which was improved through a previous Appalachian Regional Commission award. Luzerne County owns and maintains the roadways.	<u>Outputs:</u> 1) 3.25 miles of new pavement 2) 25,200 linear feet of pavement markings <u>Outcomes:</u> 1) 70 current businesses are served by this project 2) 4,000 current jobs are affected 3) Safety conditions are improved
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction	3					
8	Y.E.S. (Your Employability Skills) Northeast Certificate Program	Northeast PA Manufacturers & Employers Council, Inc.	Business Retention & Expansion		LU, SC	\$100 k	\$50 k	The Y.E.S. (Your Employability Skills) Northeast Certificate Program is a 1-credit, 120-hour, yearlong elective course targeted at high school seniors. The program is	<u>Outputs:</u> 1) Students Served (Raise the basic employability skill knowledge of approximately 825 high school students (primarily
			Energy, Environmental, Agricultural						

#	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 to 5 outputs / outcomes
			Entrepreneurship & Innovation					designed to bridge the worlds of education and work by developing and enhancing students' basic job skills that managers in all businesses and industries require. The course curriculum consists of 36 modules that are meant to give students the "real life" knowledge they can apply both on and off the job.	ages 16-18)) 2) Students receiving industry-recognized credentials 3) 300 businesses served 4) Four organizations served 5) Partnering opportunities for educational, governmental, community / economic development, and business organizations <b>Outcomes:</b> 1) 825 Students improved; Students trained, YES enrollment and school district growth 2) Certificates received 3) 300 Businesses improved 4) Four organizations improved 5) Addition of appropriate organizations to existing partnership that reflects the region's economic direction; increase support for entrepreneurial community
			Workforce Investment	1					
			Infrastructure / Capacity Building						
			Business Start-up / Attraction						
9	911 Regional Communications / Value Added Services Sequel	Luzerne County	Business Retention & Expansion		LU	\$420 k	\$30 k	This Appalachian Regional Commission project entails the construction of a 180 ft self-supporting tower that will be added into the county's communication system. This tower will allow for the completion of a Multiprotocol Label Switching (MPLS) microwave ring (\$2,200,000) network across the county and provide connectivity into the Commonwealth's Broadband Middle Mile System (The county has also applied for a line of credit with the U.S. Department of Agriculture for funding the MPLS network and radio coverage improvements).	<b>Outputs:</b> 1) A 180 ft self-supporting tower is constructed 2) 76 municipalities will be served with a population of 318,829 (entire project) 3) The Multiprotocol Label Switching (MPLS) microwave ring network will provide connectivity into the Commonwealth's broadband middle mile system 4) 19,000 residents who currently do not have adequate public safety radio coverage are served by the project
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	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 to 5 outputs / outcomes
			Business Start-up / Attraction						<u>Outcomes:</u> 1) A 180 ft self-supporting tower is completed 2) Implementation of an Internet Protocol (IP)-based broadband microwave network that would increase public safety to all municipalities, county departments and state agencies served by the 911 center 3) Provide opportunity for greater access to wireless / broadband that would promote business growth 4) 76 municipalities are improved
10	Homeownership and Financial Literacy Learning Center	Scranton Neighborhood Housing Services, DBA NeighborWorks NEPA (NWNEPA)	Business Retention & Expansion		LA, LU	\$56 k	\$28 k	This project will create a lower-level learning center on the site of NeighborWorks Northeastern Pennsylvania's new West Scranton headquarters, located in the heart of an underserved neighborhood. The learning center will contain cutting-edge technology that allows NWNEPA staffers to reach community members on a personal level as well as work with them remotely by providing distance education and support in all facets of homeownership and financial education. Specifically, the funding will help pay for center furnishings and educational technology (as well as installation of and training on that technology) such as smartboards and companion equipment, as well as individual computer workstations.	<u>Outputs:</u> 1) 40 communities served with 200 community members served and 10 community meetings hosted for neighborhood-based organizations (Boy Scouts, Neighborhood Watch, recreation committees, youth sports committees etc.) 2) 80 households served with 80 homeowners served 3) Four homebuyer education classes per year 4) Four financial literacy / foreclosure prevention sessions per year 5) Four or more capacity-building forums or strategy sessions by other community groups per year <u>Outcomes:</u> 1) 40 communities improved 2) 90 households improved with 40 new homeowners created 3) Five foreclosures mitigated
			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 to 5 outputs / outcomes
11	Lackawanna County Stauffer Road Paving Project Phase I	Lackawanna County	Business Retention & Expansion	2	LA	\$715 k	\$143 k	This county-owned industrial park road has never been formally paved since the park's creation in 1970, but has been paved in piecemeal sections, dependent upon funding available and access for business tenants as land was purchased and utilities installed. It is Lackawanna County's desire to complete this project in phases and abide by Pennsylvania Department of Transportation (PennDOT) standards to provide safer, more efficient access to this 17-tenant, fully developed industrial park with approximately 3,000 employees and an average daily volume of 5,000 vehicles, with 25 percent of this number being truck traffic. A recent survey of Lackawanna County-owned roads rated this infrastructure as Poor. This application is a request for support with Phase I of this project and would complete almost half of the 2.3 mile road.	<u>Outputs:</u> 1) Paving of Phase I of Stauffer Industrial Park Road that services 390 acres 2) 17 businesses served <u>Outcomes:</u> 1) 17 businesses improved 2) Retention of 3,000 jobs 3) 25 potential new jobs
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction	3					
12	Carbondale Technology Transfer Center (CTTC) Electronic Makerspace, Kitchen Incubator and Light Industry Expansion and Upgrade	Carbondale Center for Small Business Technology Transfer DBA Carbondale Technology Transfer Center (CTTC)	Business Retention & Expansion	2	LA, WA, WY, SUS	\$110 k	\$55 k	The project will promote major improvements at the 30,000SF CTTC facility, including air handling and heater units, major upgrades to the lift for shipping and receiving, and upgrades to an air conditioning unit. A recent graduate company had been allowing other tenants to use their forklift. The other tenants are too small and are early stage to afford their own forklifts, but were able to take on new work because of the unit borrowed. A Power Pallet Jack Truck will allow these businesses to continue this work. In addition, the CTTC is seeking to purchase a production quality candy kettle for the Kitchen Incubator. CTTC intends	<u>Outputs:</u> 1) Eight kitchen incubator tenants will be assisted 2) Five electronics industry firms will use the electronics makerspace for prototyping, custom parts runs and production runs, which would frequently be off-shored if this facility did not exist 3) Four light industry companies will be assisted by having access to the Power Pallet Jack Truck <u>Outcomes:</u> 1) 15 new jobs created 2) 30 existing jobs retained 3) Projected sales increases of 15 percent (excepting raw start-ups,
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						

#	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 to 5 outputs / outcomes
			Workforce Investment					to purchase a 3-D printer for its Electronic Makerspace. The Kitchen Incubator is the first in Northeastern Pennsylvania. CTTC is located in Census Tract 1107, which is designated as a distressed area in Fiscal Year 2017, with a population of 2,315, a median family income of \$42,500 (65.7 percent of the United States' average) and a poverty level of 30.6 percent (199.3 percent of the United States' average). CTTC is in Lackawanna County, an Appalachian Regional Commission transitional county.	which could be 100 percent) in the first year and 7 to 10 percent per year thereafter 4) It is anticipated that start-up costs for companies in the Kitchen Incubator will not exceed \$35,000. Of this amount at least 20 percent will be equity investments by the founders and 33 percent from banks with the balance from low-interest loan funds. Electronics industry investment will be in the \$75,000 range. Of this amount, at least 20 percent will be equity investments by the founders and 33 percent from banks, with the balance being from low-interest loan funds. 5) Private / public investment from incubator tenants is projected to be \$500,000 within 3 years 6) 17 businesses are improved
			Infrastructure / Capacity Building						
			Business Start-up / Attraction	1					
13	King's College Civil 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, Engineering Materials, Engineering Structures, Fluid Mechanics and Hydrology, and Fabrication.	<u>Outputs:</u> 1) Offer a new Civil Engineering Program at King's College 2) Serve and improve 87 Civil Engineering students over the next five years. <u>Outcomes:</u> 1) Provide \$100,000 in Leveraged Private Investment. 2) 87 Civil Engineering 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 to 5 outputs / outcomes
14	Rotary Drive – Borough of West Hazleton	Greater Hazleton Community Area New Development Organization (CAN DO, Inc.)	Business Retention & Expansion	2	LU	\$470 k	\$94 k	The estimated cost of the needed improvements to the access road is \$469,504, with construction scheduled to start in summer 2018 after all federal, state and local permits are approved and funding is finalized. The proposed project would improve a roadway that is approximately 40 years old and serves several industries and businesses in Valmont Industrial Park in West Hazleton. An independent engineering inspection determined that the roadway is severely deteriorated and has been patched numerous times. Consequently, an overlay will fail due to the condition of the sub-base and sub-grade, necessitating the road's structural improvements. In addition, a 96 inch culvert that discharges along the northern side of the cul-de-sac has failed, leading to massive erosion and collapsing a portion of the cul-de-sac. The cul-de-sac at the terminus of the road has subsided and is currently closed. The current condition of the road and cul-de-sac on Rotary Drive impacts traffic flow and the capacity for future growth in Valmont Industrial Park. Structural and safety improvements to the road and culvert will serve over 15 businesses, including a flex building near the road's terminus. CAN DO, Inc.'s business incubator, Community Association for New Business Entrepreneurship (CAN BE), is located in this flex building.	<u>Outputs:</u> 1) 15 businesses located in Valmont Industrial Park benefit from this project 2) 1,970 feet of existing roadway improved <u>Outcomes:</u> 1) 400 existing jobs are served 2) 47 new jobs are created
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction	3					

#	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 to 5 outputs / outcomes
15	Hanover 9 Local Access Road	Earth Conservancy (EC)	Business Retention & Expansion	2	LU	\$1.2 m	\$239 k	EC is requesting funds from the Appalachian Regional Commission's Local Access Roads program to construct one new access road, which will connect the reclaimed legacy mine land site of Hanover 9 to the under-construction South Valley Parkway. The roadway will be three lanes with curb and gutter. The road will be designed in accordance with all applicable standards as established by the Pennsylvania Department of Transportation (PennDOT) and the American Association of State Highway and Transportation Officials <i>Green Book</i> . Pre-development design of the roadway has already been completed by an engineering firm, Reilly Associates, to ensure feasibility and adherence to required specifications. It is expected the project will take six to nine months to complete, depending on the date of the grant award and permitting (e.g., National Pollutant Discharge Elimination System).	<b>Outputs:</b> 1) Construction of one access road, measuring 650 feet 2) Transportation access to 150 acres of land where new businesses can locate and expand <b>Outcomes:</b> 1) Retained / Increased employment during road construction 2) Improved conditions for economic growth (jobs / investment) through access to site 3) Conservation of natural resources through brownfield reuse
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction	3					
16	Expansion of the Northeastern Pennsylvania Alliance - Business Finance Corporation (NEPA - BFC)	Northeastern Pennsylvania Alliance	Business Retention & Expansion	2	CA, LA, LU, MO, PI, SC, WA	\$100 k	\$50 k	Appalachian Regional Commission funding is requested to provide staff assistance to the Northeastern Pennsylvania Alliance - Business Finance Corporation (NEPA - BFC), a new not-for-profit corporation, in launching a Small Business Administration (SBA) 504 loan program to provide long-term, fixed-rate financing to a myriad of eligible Northeastern Pennsylvania businesses. The costs that will be covered include dedicated personnel, organizational and marketing expenses associated with launching and expanding the operations of this corporation.	<b>Outputs:</b> 1) Contact 400 businesses advising them about the SBA 504 loan program 2) Meet with a minimum of 50 businesses to discuss the SBA 504 loan program 3) 2 to 3 loans processed and approved 4) \$1.2 million in SBA 504 loans are approved 5) Administrative / Financial marketing program structure, plans and procedures are established and implemented <b>Outcomes:</b> 1) NEPA - BFC attains Certified Development Company
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation	1					
			Workforce Investment						
			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 to 5 outputs / outcomes
									certification 2) \$1.5 million in private funds are leveraged 3) \$1 million in SBA 504 loans are closed 4) Two loans are closed 5) 50 jobs supported (created / retained)
17	Hanover 7A Local Access Road	Earth Conservancy (EC)	Business Retention & Expansion	2	LU	\$521 k	\$104 k	EC is requesting funds from the Appalachian Regional Commission's Local Access Roads program to construct one new access road, which will connect the reclaimed legacy mine land site of Hanover 7A to a roundabout on the under-construction South Valley Parkway. The roadway will be two lanes with curb and gutter. The road will be designed in accordance with all applicable standards as established by the Pennsylvania Department of Transportation (PennDOT) and the American Association of State Highway and Transportation Officials <i>Green Book</i> . Pre-development design of the roadway has already been completed by an engineering firm, Reilly Associates, to ensure feasibility and adherence to required specifications. It is expected the project will take six to nine months to complete, depending on the date of the grant award and permitting (e.g., National Pollutant Discharge Elimination System).	<u>Outputs:</u> 1) Construction of one access road, measuring 240 feet 2) Transportation access to 50 acres of land where new businesses can locate and expand <u>Outcomes:</u> 1) Retained / Increased employment during road construction 2) Improved conditions for economic growth (jobs / investment) through access to site 3) Conservation of natural resources through brownfield reuse
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction	3					
18	Bliss Bank Local Access Road	Earth Conservancy (EC)	Business Retention & Expansion	2	LU	\$1.8 m	\$366 k	EC is requesting funds from the Appalachian Regional Commission's Local Access Roads program to construct one new access road, which will connect the reclaimed legacy mine land site of Bliss Bank to a roundabout on the under construction	<u>Outputs:</u> 1) Construction of one access road, measuring 2,050 feet 2) Transportation access to 100 acres of land where new businesses can locate and expand
			Energy, Environmental, Agricultural						

#	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 to 5 outputs / outcomes
			Entrepreneurship & Innovation					South Valley Parkway. The roadway will be two lanes with curb and gutter. The road will be designed in accordance with all applicable standards as established by the Pennsylvania Department of Transportation (PennDOT) and the American Association of State Highway and Transportation Officials <i>Green Book</i> . Pre-development design of the roadway has already been completed by an engineering firm, Reilly Associates, to ensure feasibility and adherence to required specifications. It is expected that the project will take six to nine months to complete, depending on the date of the grant award and permitting (e.g., National Pollutant Discharge Elimination System).	<u>Outcomes:</u> 1) Retained / Increased employment during road construction 2) Improved conditions for economic growth (jobs / investment) through access to site 3) Conservation of natural resources through brownfield reuse
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction	3					
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 the region's 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	<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
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation	1					
			Workforce Investment						

#	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 to 5 outputs / outcomes
			Infrastructure / Capacity Building	2				Strategy focused on Incubators 5) Develop and Implement a Comprehensive Broadband Study with 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
			Business Start-up / Attraction						
20	Training Technology Expansion	Johnson College	Business Retention & Expansion		LA, LU and WA	\$79 k	\$79 k	Johnson College is a private, two-year technical college located in Scranton, Pennsylvania. Johnson College has served the region by providing technical education programs that continually evolve to meet the needs of local industry. The Program Advisory Committee (PAC) members of each program area are key advisors in this evaluation process. PAC members are community leaders and representatives of regional business who meet biannually to advise technical faculty on curriculum content, length of programs, current materials and equipment, and job placement and retention statistics. Technical faculty (who must have a minimum of four years employment history in their fields) and PAC members work together to ensure that students receive an education that reflects the latest developments in materials, tools, machinery, equipment, methods and techniques. As part of this collaborative process, PAC members and technical faculty	<u>Outputs:</u> 1) 315 students served 2) 60 percent will receive a degree or certificate within two years of enrollment <u>Outcomes:</u> 1) 315 students improved 2) 70 percent will report employment in their field, continuing education or service in the military at graduation
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment	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 to 5 outputs / outcomes
			Infrastructure / Capacity Building					have identified equipment needs in the following technology program areas: Advanced Manufacturing Engineering, Electronic Engineering, Electrical Construction and Maintenance, Automotive, Diesel Truck and Welding. These equipment upgrades guarantee that students gain practical experience with technology that employers will expect them to show proficient use during their first professional positions in industry.	
			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 2016**

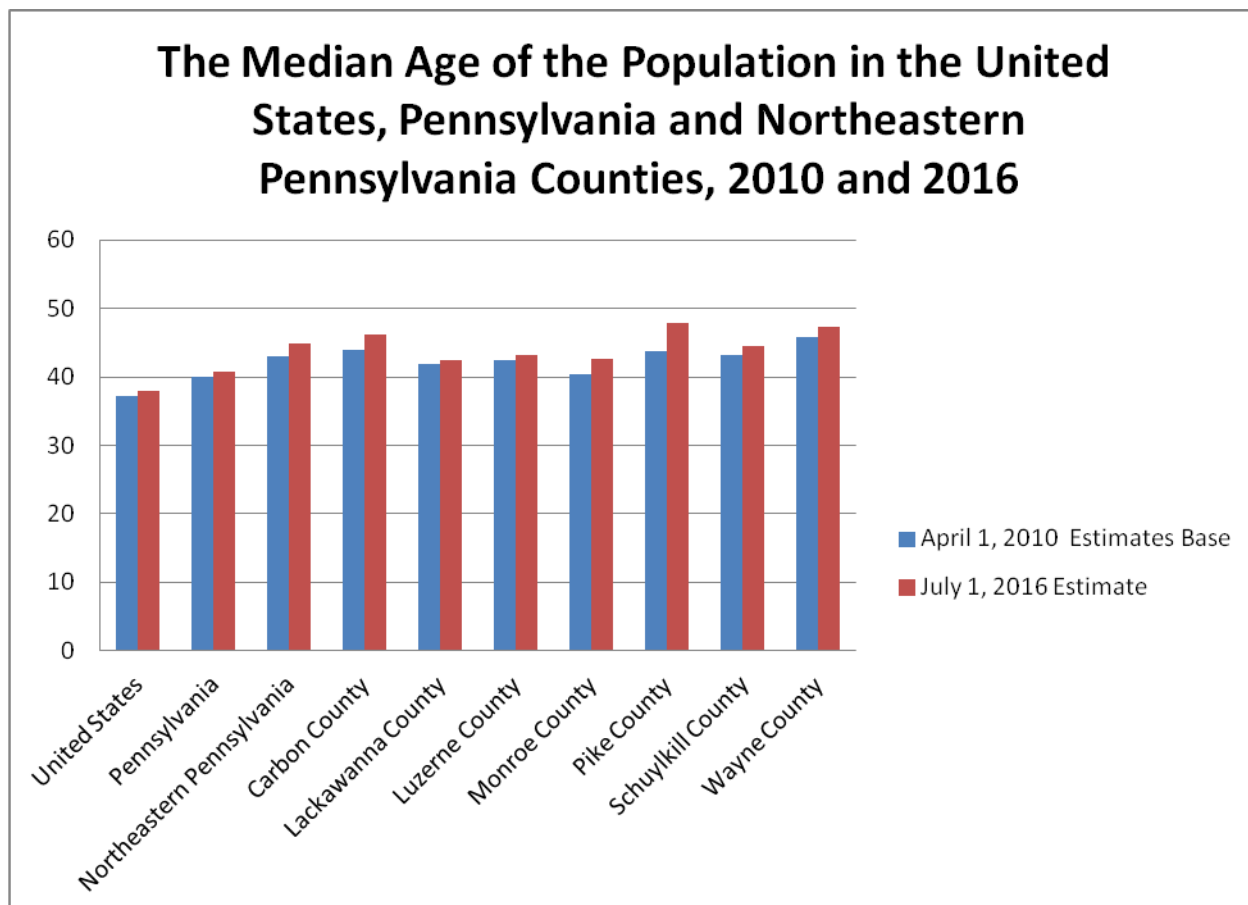
Area	April 1, 2010 Estimate Base	July 1, 2016 Estimate	Change	Percent Change
United States	308,758,105	323,127,513	14,369,408	4.7%
Pennsylvania	12,702,887	12,784,227	81,340	0.6%
Northeastern Pennsylvania	1,028,926	1,007,241	-21,685	-2.1%
Carbon County	65,250	63,594	-1,656	-2.5%
Lackawanna County	214,436	211,321	-3,115	-1.5%
Luzerne County	320,918	316,383	-4,535	-1.4%
Monroe County	169,842	166,098	-3,744	-2.2%
Pike County	57,366	55,562	-1,804	-3.1%
Schuylkill County	148,289	143,573	-4,716	-3.2%
Wayne County	52,825	50,710	-2,115	-4.0%

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, 2016," Release Dates: December 2016 and March 2017, <https://www.census.gov/programs-surveys/popest/data/tables.html>.

#### Age

Figure 9 provides information regarding the median age of the population. At 44.9 years, the median age of the population of the Northeastern Pennsylvania region is higher than the United States (37.9 years) and Pennsylvania (40.7 years). Between April 1, 2010 and July 1, 2016, the percent change in median age was the highest in Pike County (9.4 percent) and it was followed by Monroe County (6.0 percent), Carbon County (5.0 percent) and Northeastern Pennsylvania (4.4 percent).

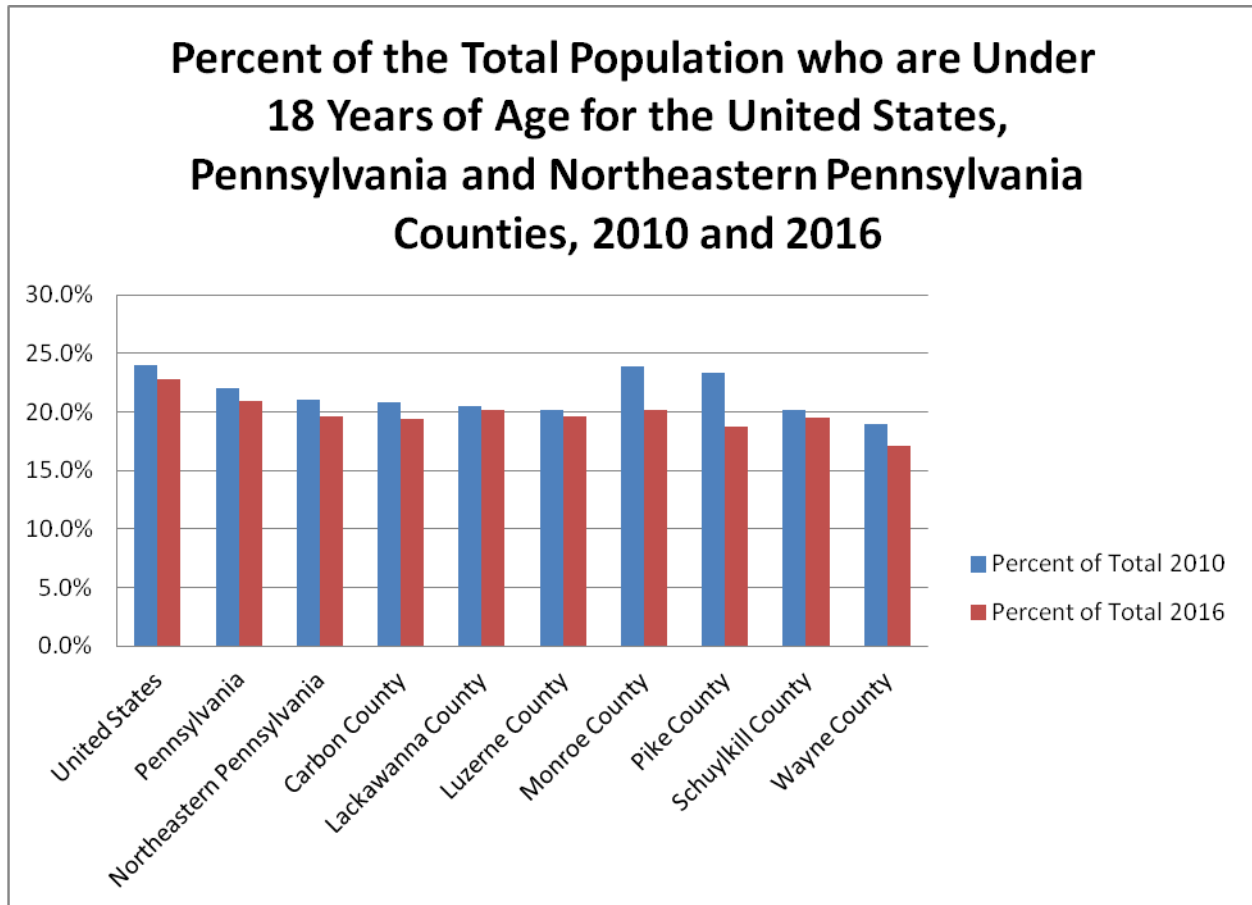
**Figure 9. The Median Age of the Population in the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2016**



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, 2016,” Release Date: June 2017, <<https://www.census.gov/programs-surveys/popest/data/tables.html>>.

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 (-7,002 people) and Pike County had the largest percent decrease (-22.2 percent). The nation had the smallest decrease in percent change (-0.7 percent), as compared to the state (-4.2 percent) and region (-8.5 percent).

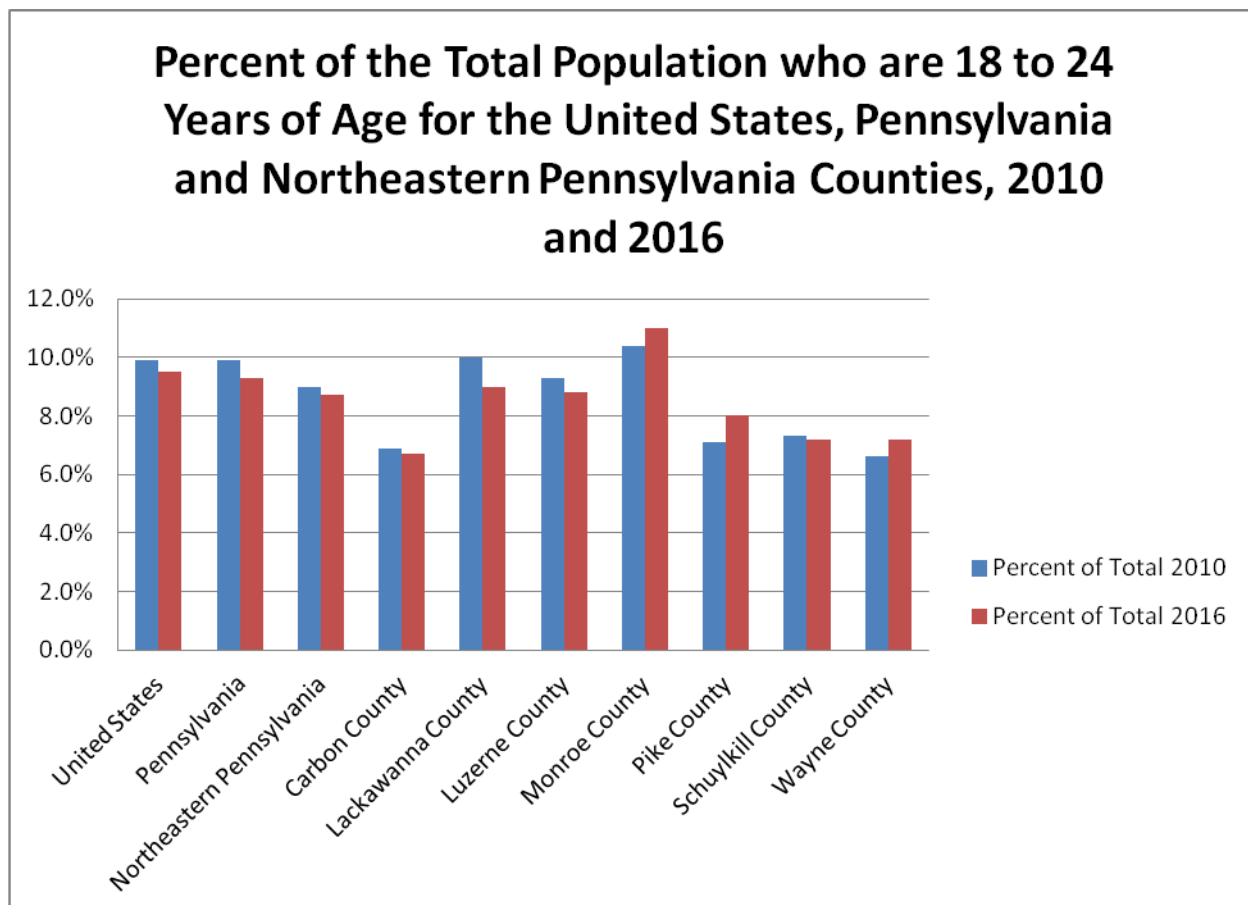
**Figure 10. Percent of the Total Population who are Under 18 Years of Age for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2016**



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, 2016,” Release Date: June 2017, <<https://www.census.gov/programs-surveys/popest/data/tables.html>>.

In Figure 11, the Pocono Mountain counties of Pike (9.3 percent), Wayne (4.3 percent) and Monroe (3.2 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 5.9 percent, 11.5 percent, 6.8 percent and 4.1 percent, respectively. The overall increase in the Poconos of 829 people could be from migration from the New York City, Long Island, Northern New Jersey and Philadelphia areas.

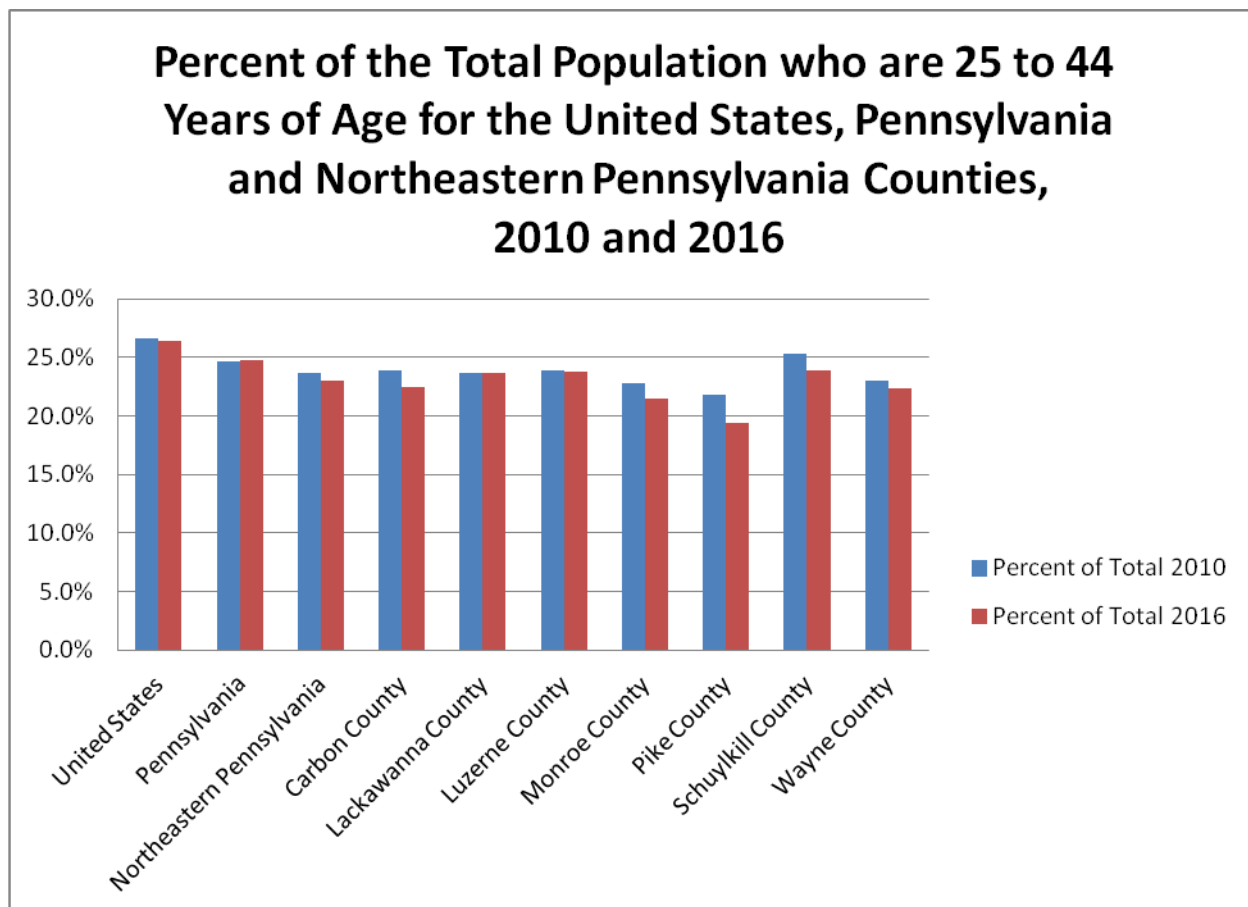
**Figure 11. Percent of the Total Population who are 18 to 24 Years of Age for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2016**



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, 2016,” Release Date: June 2017, <<https://www.census.gov/programs-surveys/popest/data/tables.html>>.

In Figure 12, all of the Northeastern Pennsylvania counties had decreases in population who are between 25 and 44 years of age. Pike County (-13.9 percent) had the highest decrease and it was followed by Carbon County (-8.9 percent), Schuylkill County (-8.6 percent), Monroe County (-7.7 percent), and Wayne County (-6.9 percent). The smallest decreases occurred in Lackawanna (-1.2 percent) and Luzerne (-1.9 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.

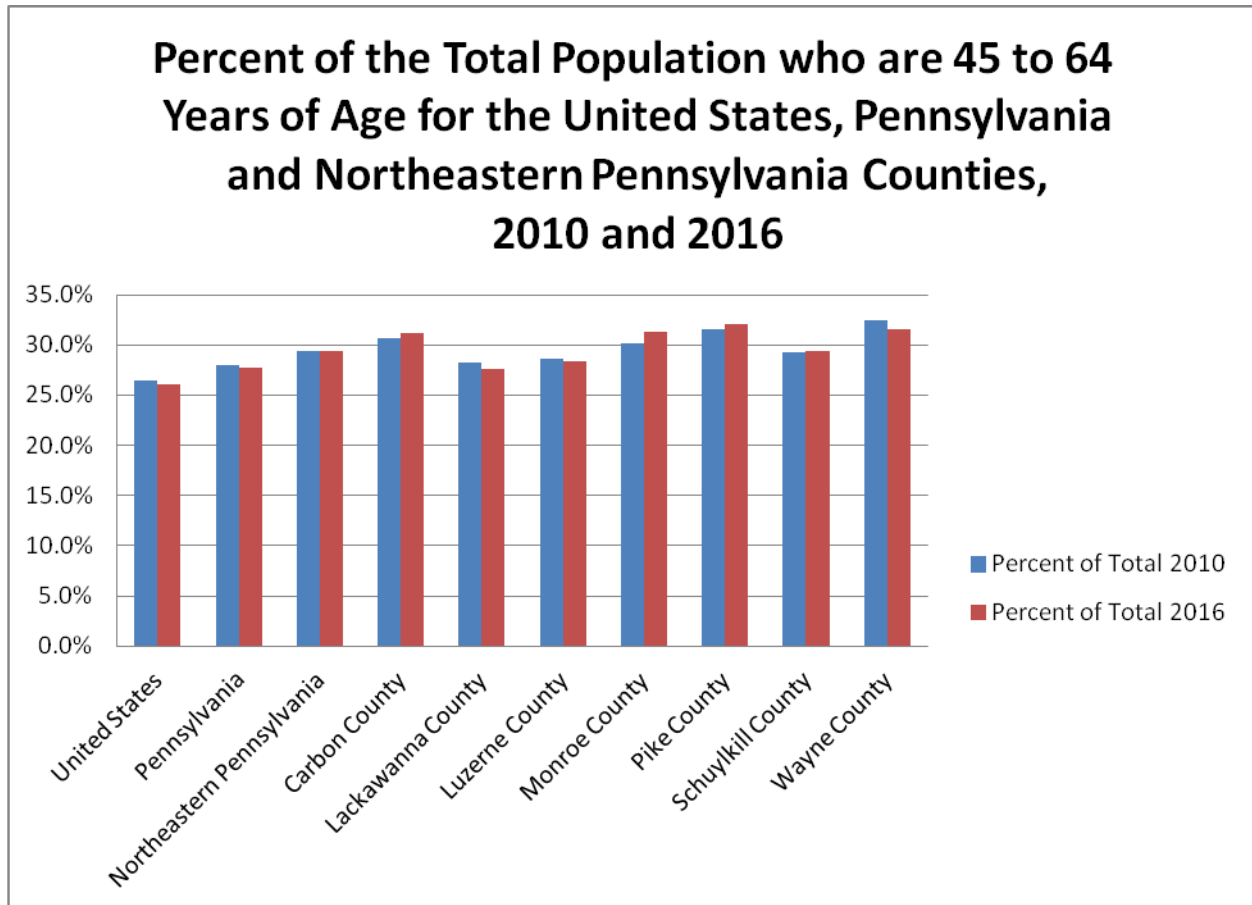
**Figure 12. Percent of the Total Population who are 25 to 44 Years of Age for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2016**



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, 2016,” Release Date: June 2017, <<https://www.census.gov/programs-surveys/popest/data/tables.html>>.

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 705 people (1.4 percent). Overall, the region experienced a decrease of 6,361 people (2.1 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.

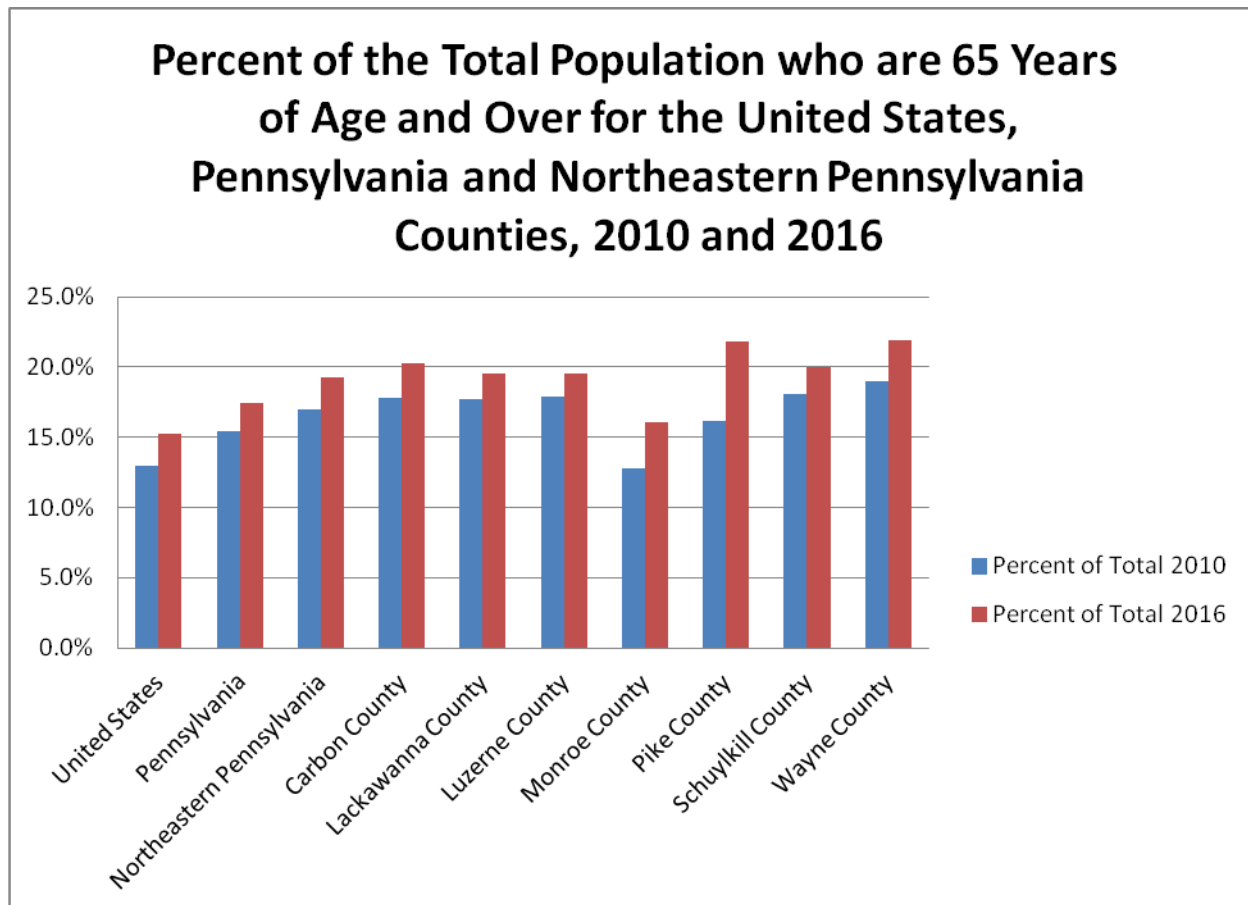
**Figure 13. Percent of the Total Population who are 45 to 64 Years of Age for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2016**



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, 2016,” Release Date: June 2017, <<https://www.census.gov/programs-surveys/popest/data/tables.html>>.

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 (4,977 people) and Pike County had the largest percent increase (30.1 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 2016**

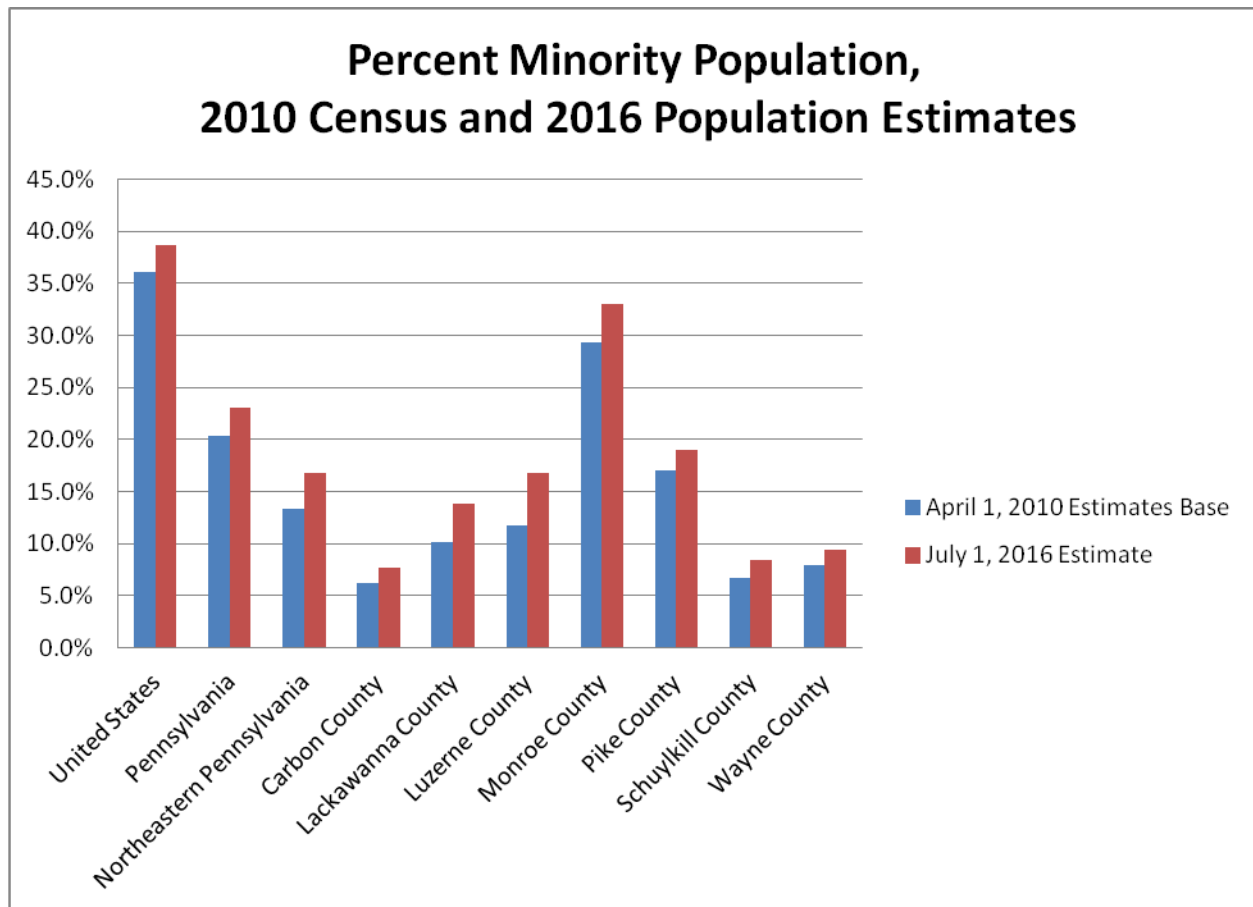


Source: U.S. Census Bureau, Population Division, “Annual Estimates of the Resident Population for Selected Age Groups by Sex for the United States, Pennsylvania and Pennsylvania Counties: April 1, 2010 to July 1, 2016,” Release Date: June 2017, <<https://www.census.gov/programs-surveys/popest/data/tables.html>>.

### **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, 2016 Population Estimates, the percent of minority population has increased to 16.8 percent. Figure 15 provides detailed information.

**Figure 15. Percent Minority Population, 2010 Census and 2016 Population Estimates**

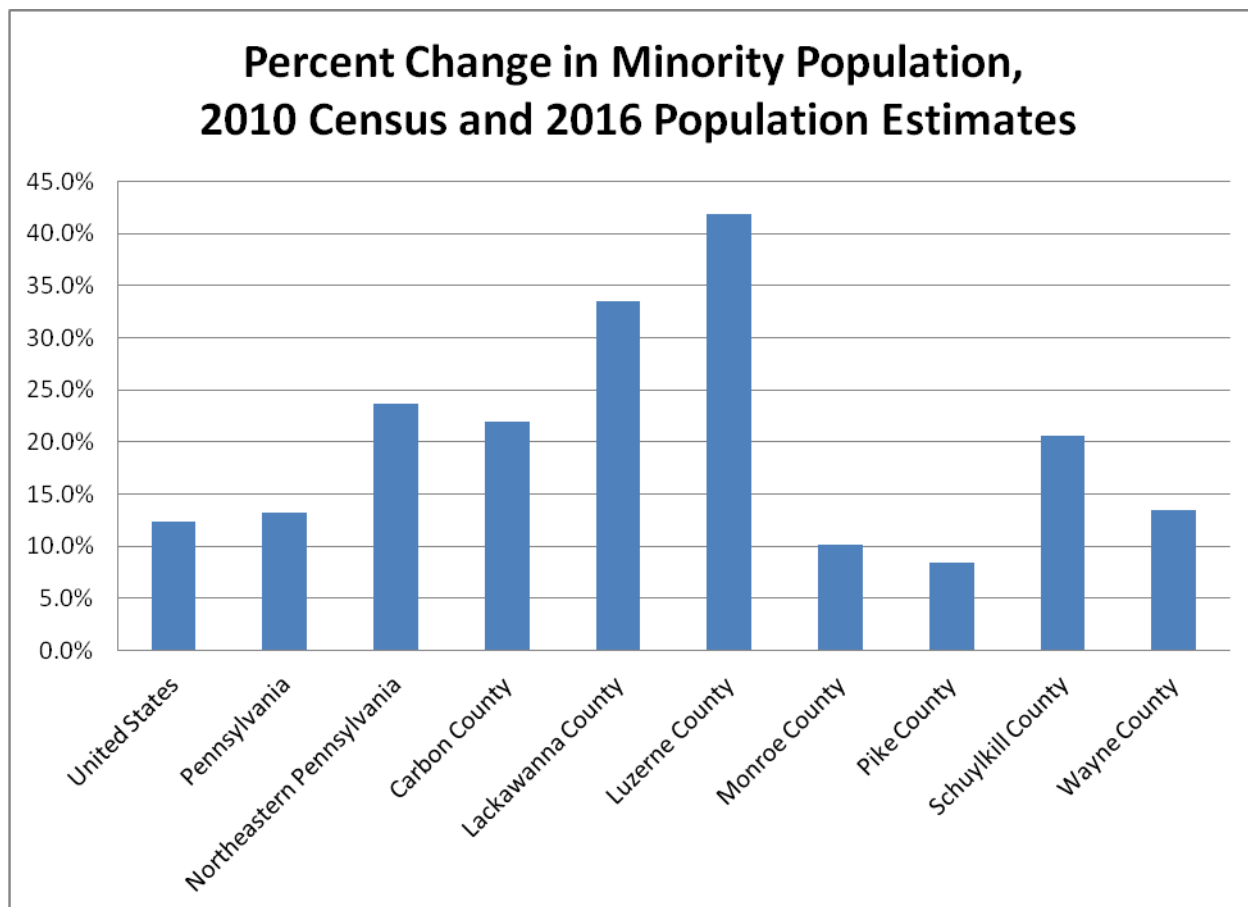


Source: U.S. Census Bureau, Population Division, “Annual Estimates of the Resident Population by Sex, Race and Hispanic Origin for the United States, Pennsylvania and Pennsylvania Counties: April 1, 2010 to July 1, 2016,” Release Date: June 2017, <https://www.census.gov/programs-surveys/popest/data/tables.html>.

According to Figure 16, all of the counties, with the exception of Monroe and Pike, and the region, had percent increases in minority population that were greater than the nation (12.3 percent) and state (13.2 percent) from 2010 to 2016. The percent minority has increased in all areas and Luzerne County had the highest increase with 41.8 percent. In addition to Luzerne County, Lackawanna County, with 33.5 percent, had a higher percent increase than Northeastern Pennsylvania’s 23.6 percent.



**Figure 16. Percent Change in Minority Population, 2010 Census and 2016 Population Estimates**



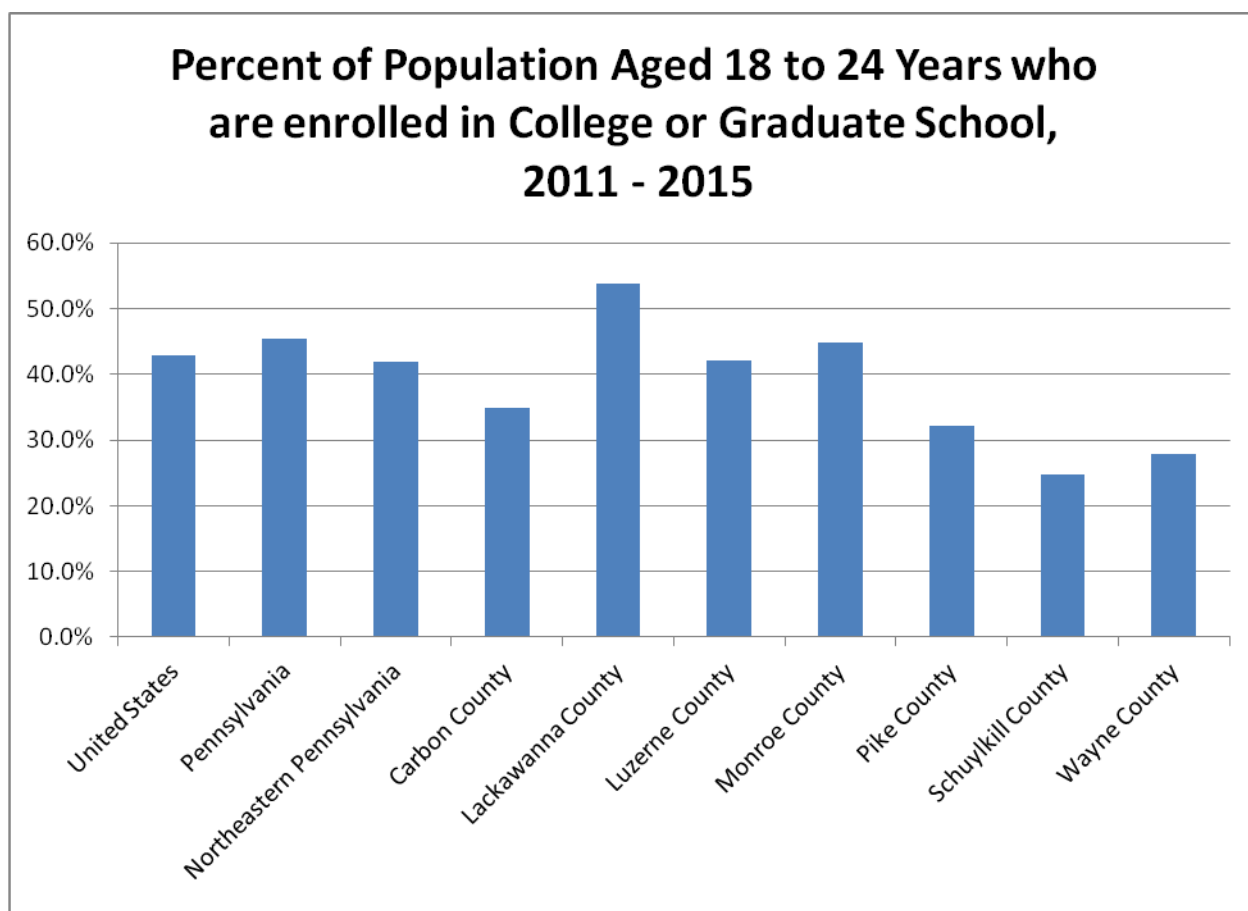
Source: U.S. Census Bureau, Population Division, “Annual Estimates of the Resident Population by Sex, Race and Hispanic Origin for the United States, Pennsylvania and Pennsylvania Counties: April 1, 2010 to July 1, 2016,” Release Date: June 2017, <https://www.census.gov/programs-surveys/popest/data/tables.html/>.

## **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), Geisinger Commonwealth School of Medicine (formerly 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 (41.9 percent) who are age 18 to 24 and enrolled in either college or graduate school was lower than the nation (42.9 percent) and the state (45.4 percent). In Lackawanna County, the percentage (53.8 percent) was higher than the region, state and nation and in Monroe County (44.9 percent), the percentage was higher than the region and nation. In Luzerne County (42.1 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, 2011 – 2015**

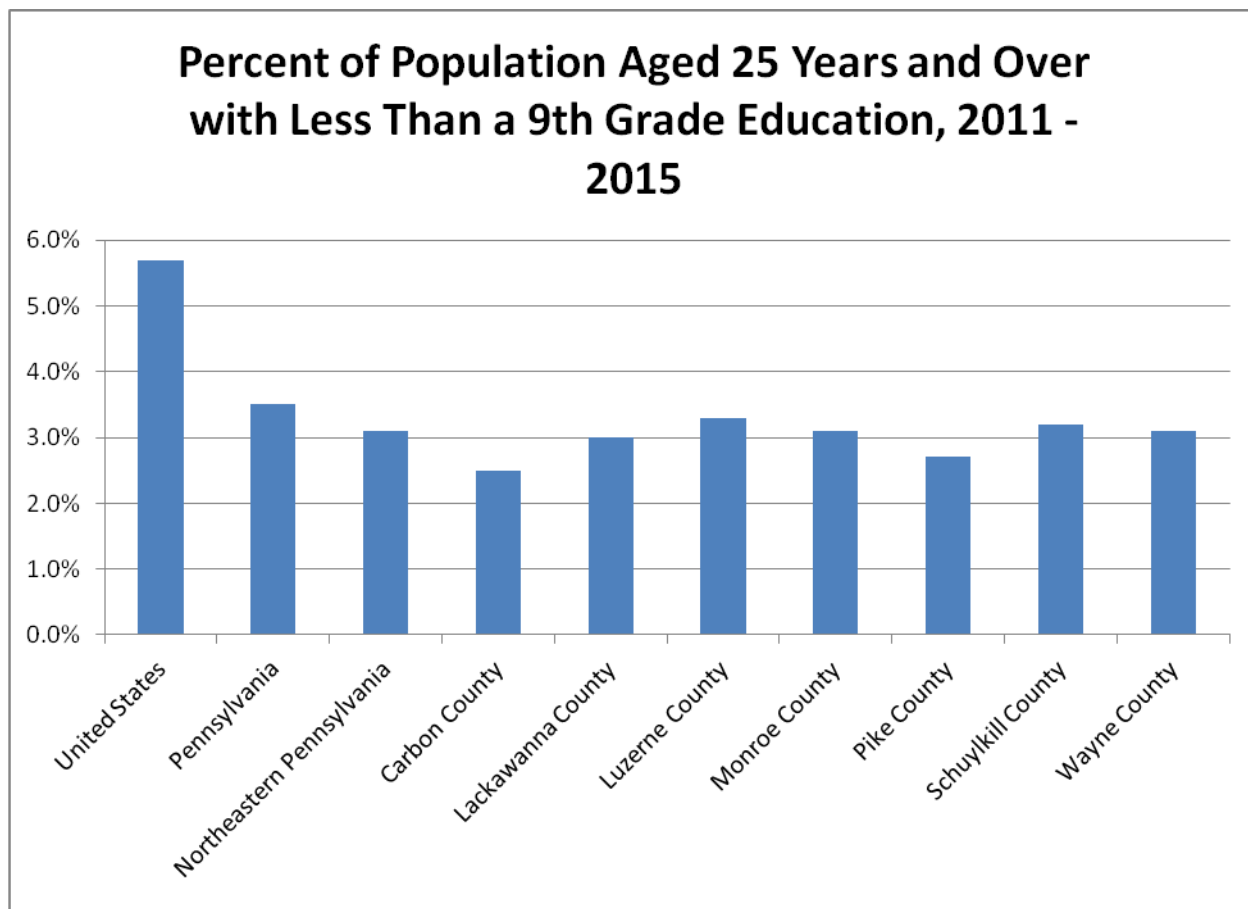


Source: U.S. Census Bureau, Table S1401, “2011 – 2015 American Community Survey 5-Year Estimates for School Enrollment,”

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

According to Figure 18, Carbon (2.5 percent), Lackawanna (3.0 percent) and Pike (2.7 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 (3.3 percent) and Schuylkill (3.2 percent) counties had a percentage that was higher than the region. Monroe and Wayne counties had the same percentage as the region. However, none of the percentages exceeded the nation (5.7 percent).

**Figure 18. Percent of Population Aged 25 Years and Over with Less Than a 9th Grade Education, 2011 – 2015**

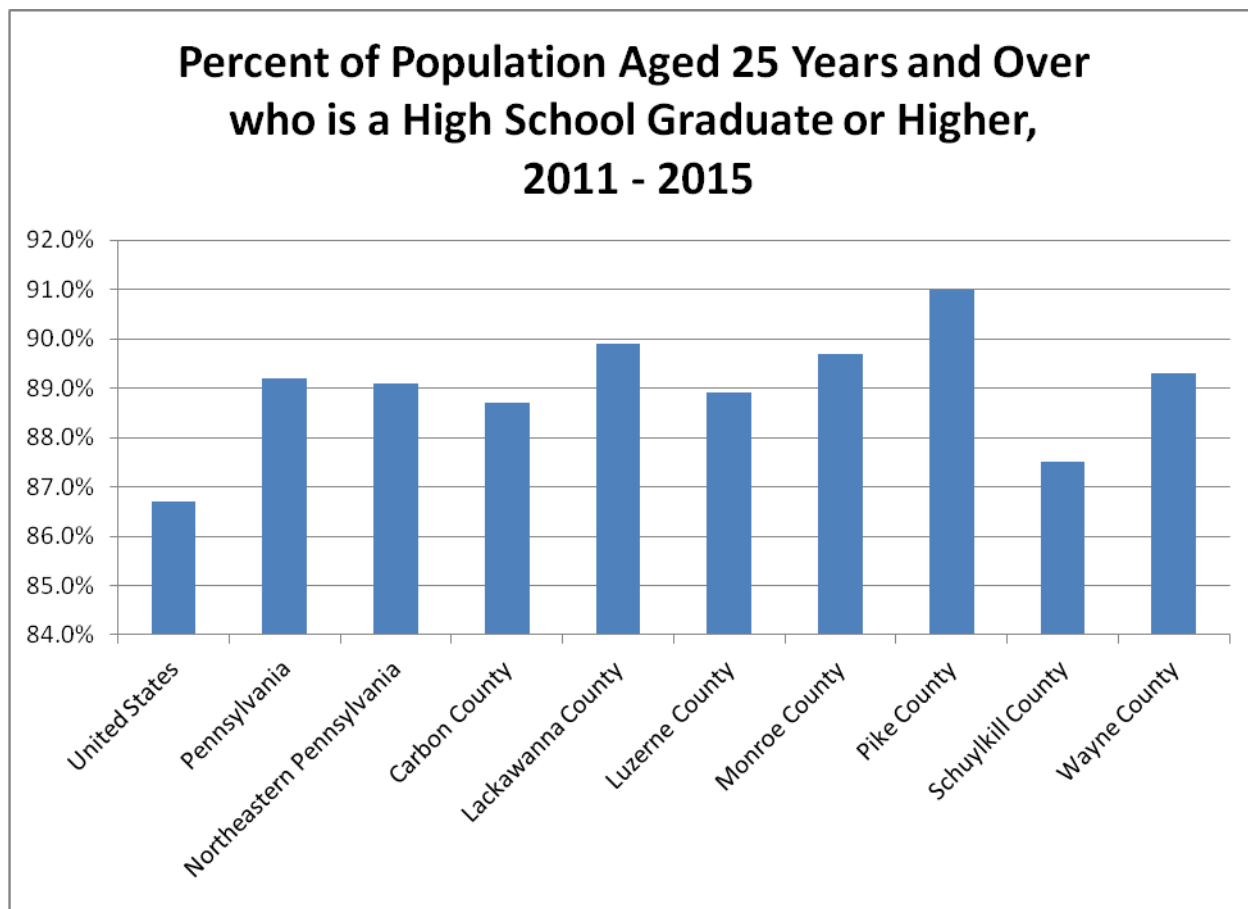


Source: U.S. Census Bureau, Table S1501, “2011 – 2015 American Community Survey 5-Year Estimates for Educational Attainment,”

<<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 (89.1 percent) had a percentage that was higher than the nation (86.7 percent) and lower than the state (89.2 percent). Lackawanna (89.9 percent), Monroe (89.7 percent), Pike (91.0 percent) and Wayne (89.3 percent) counties each had percentages that exceeded the region, state and nation and Carbon (88.7 percent), Luzerne (88.9 percent) and Schuylkill (87.5 percent) counties exceeded the national percentage.

**Figure 19. Percent of Population Aged 25 Years and Over who is a High School Graduate or Higher, 2011 – 2015**

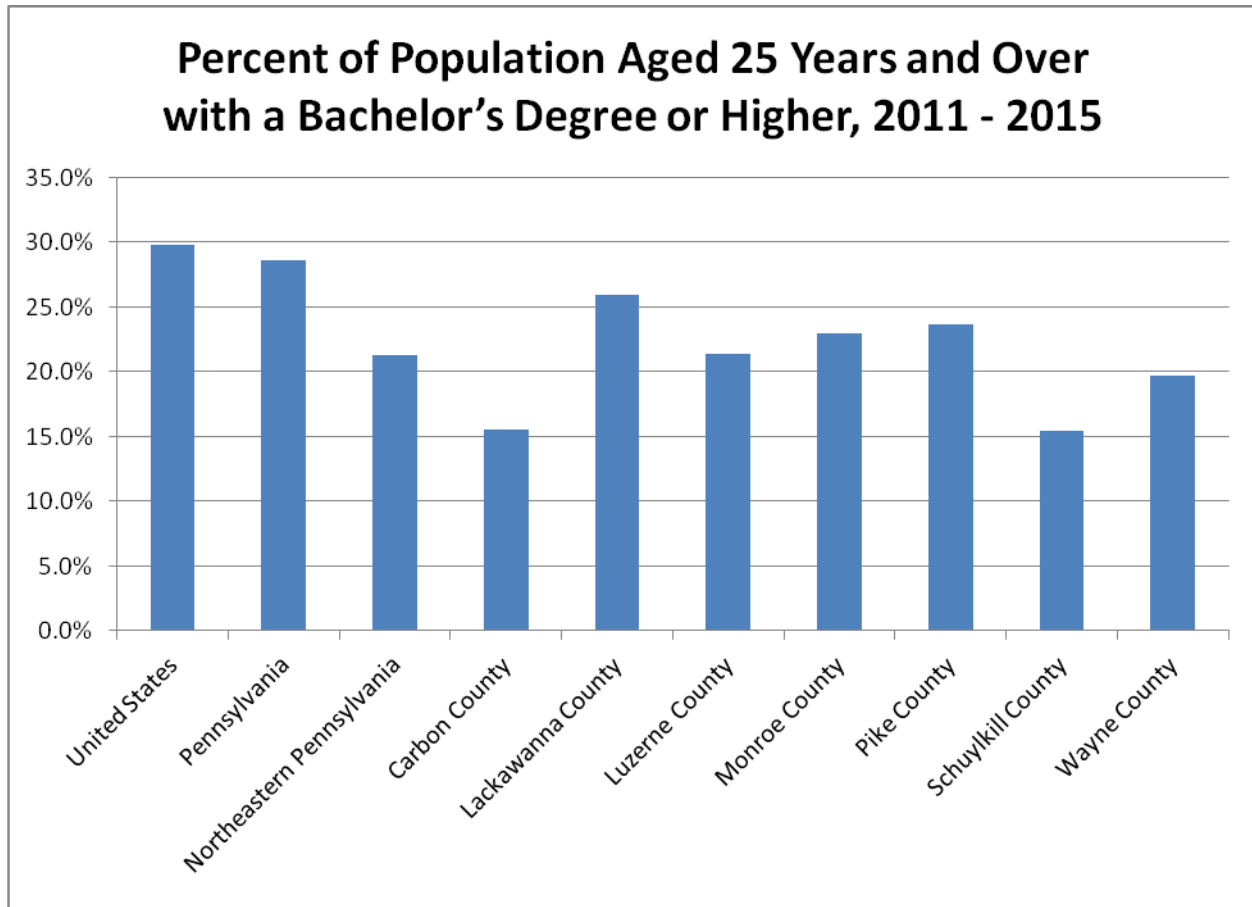


Source: U.S. Census Bureau, Table S1501, “2011 – 2015 American Community Survey 5-Year Estimates for Educational Attainment,”

<<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 (28.6 percent) and national (29.8 percent) percentages. However, Lackawanna (25.9 percent), Luzerne (21.4 percent), Monroe (23.0 percent) and Pike (23.7 percent) counties each had percentages that exceeded the regional (21.3 percent) percentage.

**Figure 20. Percent of Population Aged 25 Years and Over with a Bachelor's Degree or Higher, 2011 – 2015**

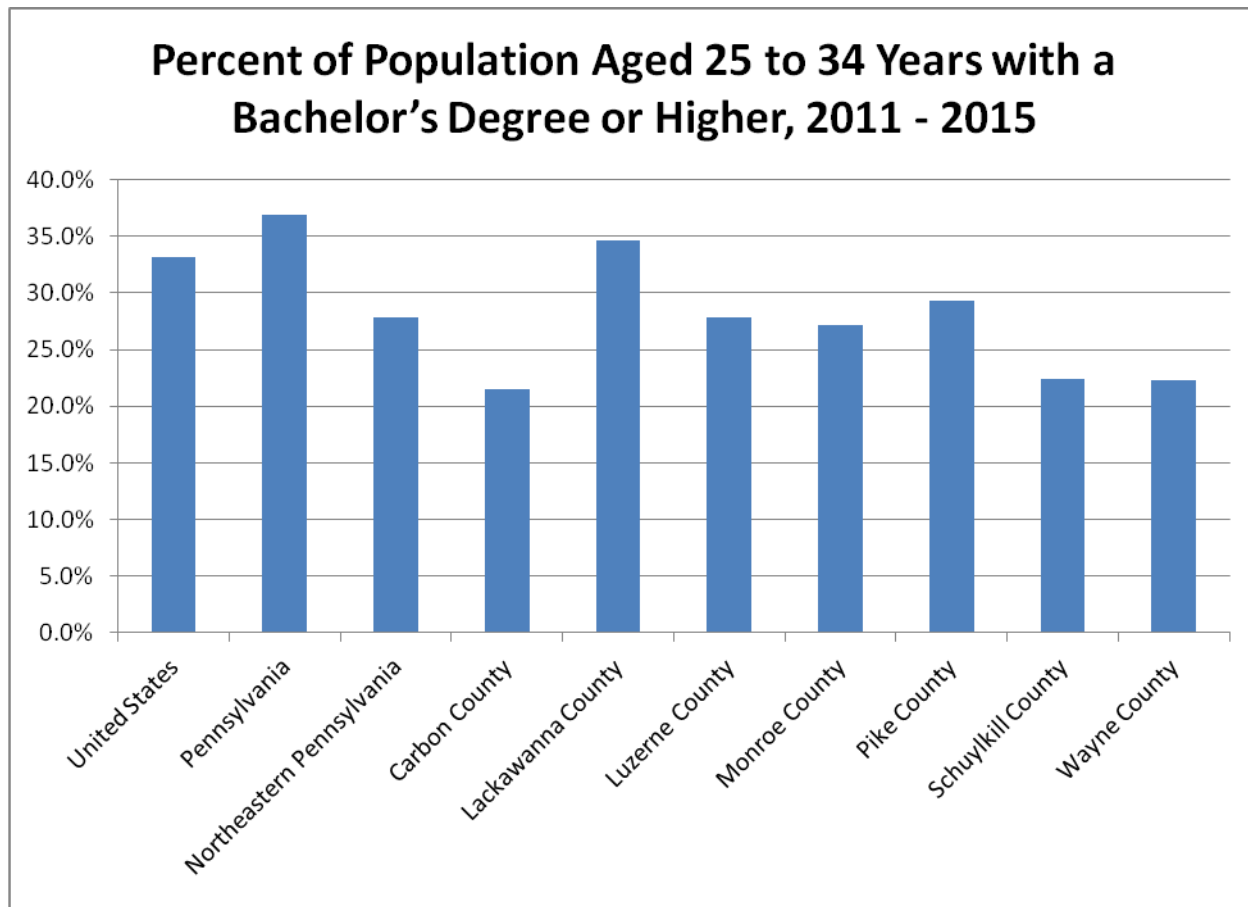


Source: U.S. Census Bureau, Table S1501, “2011 – 2015 American Community Survey 5-Year Estimates for Educational Attainment,”

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

According to Figure 21, Lackawanna County (34.6 percent) exceeded the national (33.1 percent) and regional (27.8 percent) percentages in population who were age 25 to 34 years with a Bachelor's Degree or higher. Pike County (29.3 percent) had a percentage that exceeded the regional percentage and Luzerne County (27.8 percent) had a percentage that was identical to the regional percentage.

**Figure 21. Percent of Population Aged 25 to 34 Years with a Bachelor's Degree or Higher, 2011 – 2015**



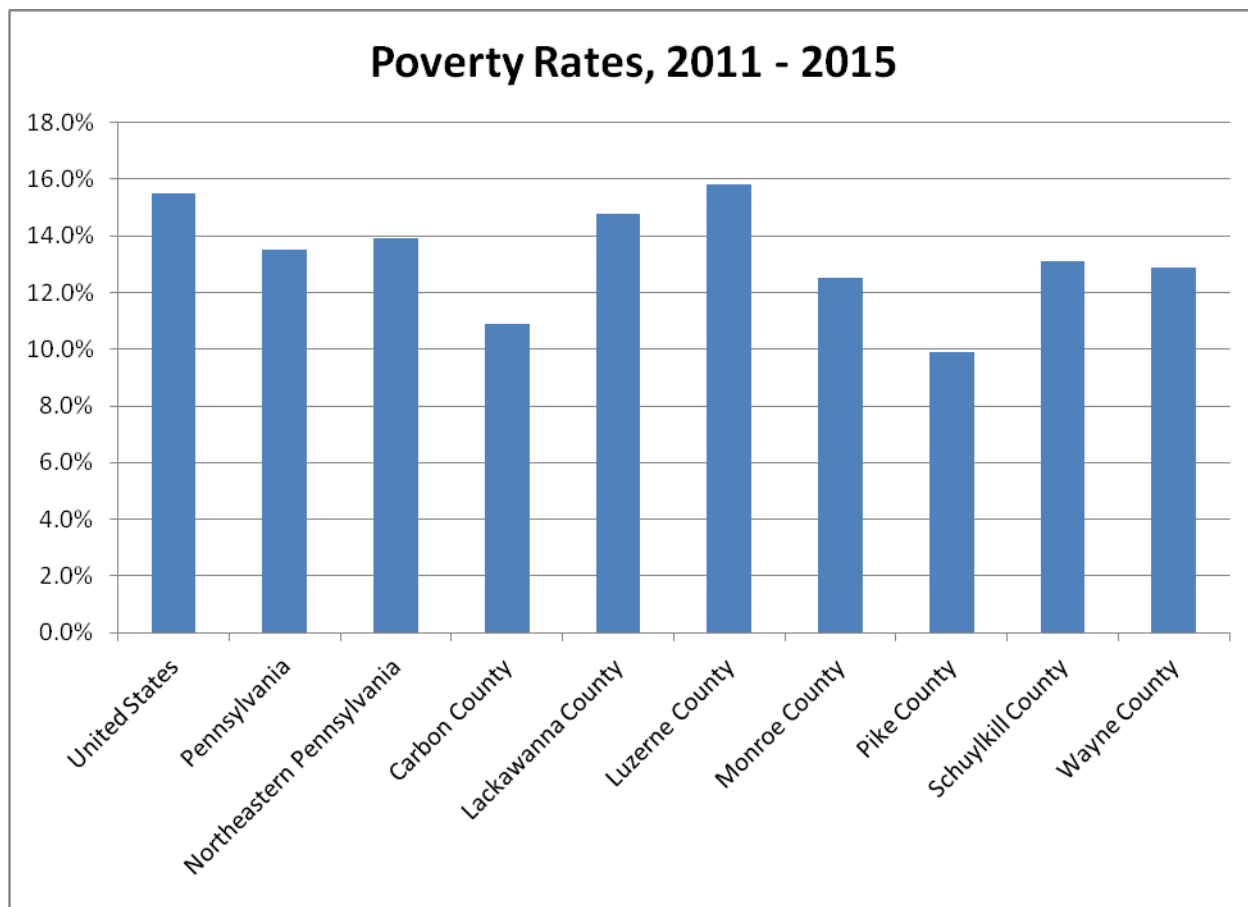
Source: U.S. Census Bureau, Table S1501, “2011 – 2015 American Community Survey 5-Year Estimates for Educational Attainment,”

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

## **Poverty**

According to 2011 - 2015 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 (15.5 percent). Luzerne County had a poverty rate of 15.8 percent. The poverty rate in Lackawanna County (14.8 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 (10.9 percent), Monroe (12.5 percent), Pike (9.9 percent), Schuylkill (13.1 percent) and Wayne (12.9 percent) counties had a poverty rate that was lower than the region, state and nation. In the region, Pike County had the lowest poverty rate and Luzerne County had the highest poverty rate. These rates are indicated in Figure 22.

**Figure 22. Poverty Rates, 2011 – 2015**



Source: U.S. Census Bureau, Table S1701, “2011 – 2015 American Community Survey 5-Year Estimates for Poverty Status in the Past 12 Months,”

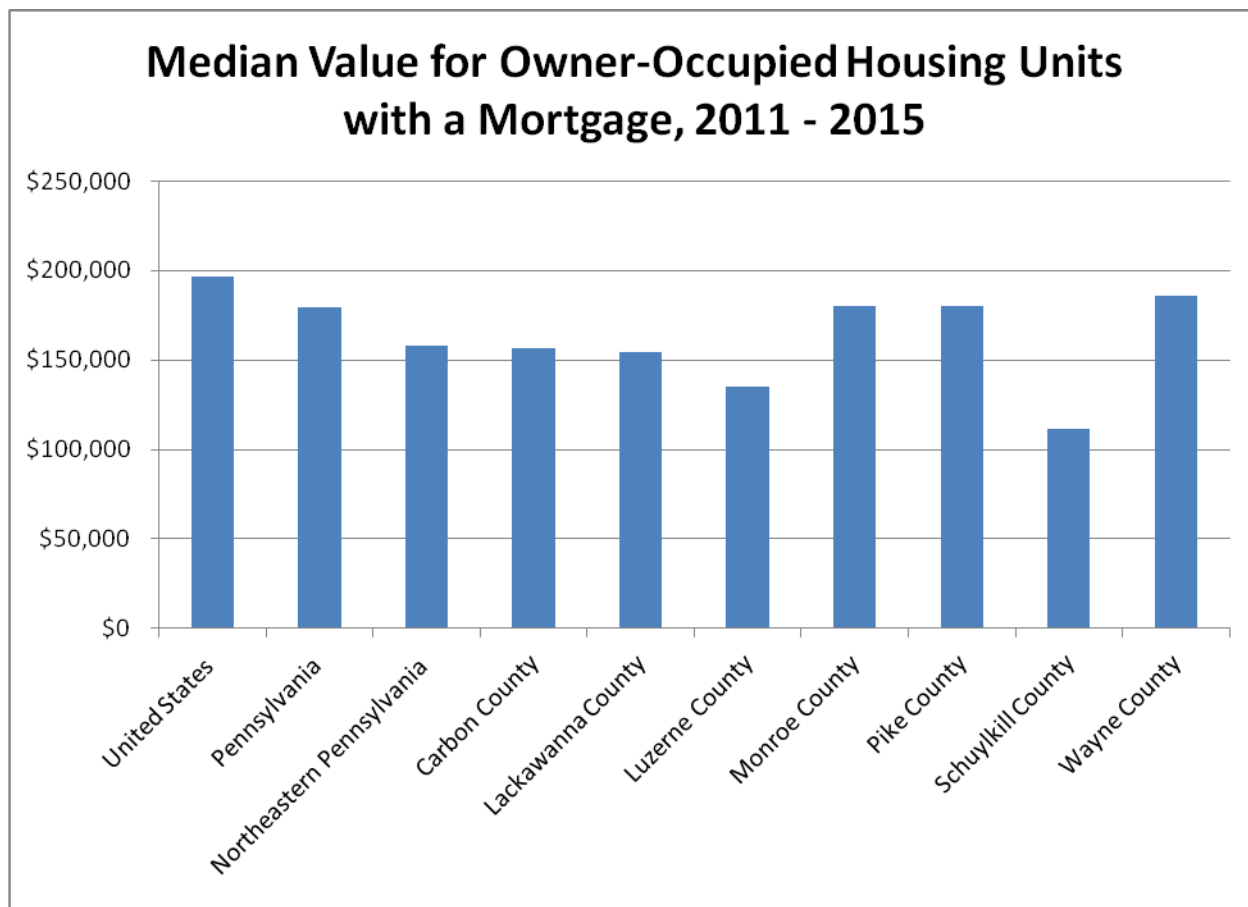
<<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

## **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 (\$157,700) and in Carbon (\$156,400), Lackawanna (\$154,200), Luzerne (\$135,200) and Schuylkill (\$111,500) counties than in the state (\$179,800) and nation (\$196,500). In Monroe (\$180,100), Pike (\$180,300) and Wayne (\$186,200) counties, it was higher than the region and state.

**Figure 23. Median Value for Owner-Occupied Housing Units with a Mortgage, 2011 – 2015**

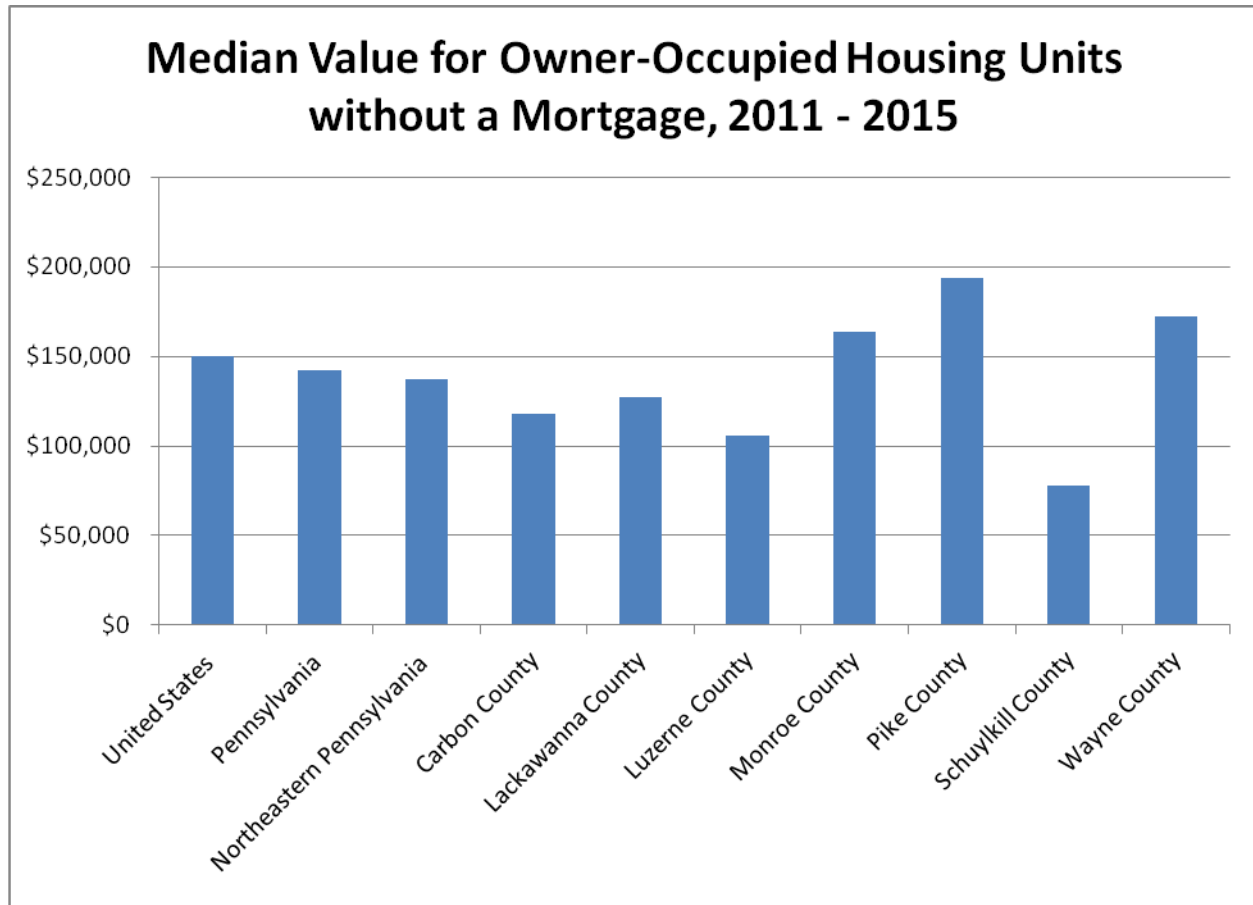


Sources: U.S. Census Bureau, Table S2506, “2011 – 2015 American Community Survey 5-Year Estimates for Financial Characteristics for Housing Units with a Mortgage,”  
<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>.

According to Figure 24, when looking at the median value for owner-occupied housing units without a mortgage, the average for Northeastern Pennsylvania (\$137,000) was lower than the state (\$142,500) and the nation (\$149,800). This median value was lower than the region, state and nation in Carbon (\$118,000), Lackawanna (\$127,300), Luzerne (\$106,100) and Schuylkill (\$78,000) counties. In Monroe (\$163,400), Pike (\$193,900) and Wayne (\$172,100) counties, this median value exceeded the region, state and nation.



**Figure 24. Median Value for Owner-Occupied Housing Units without a Mortgage, 2011 – 2015**

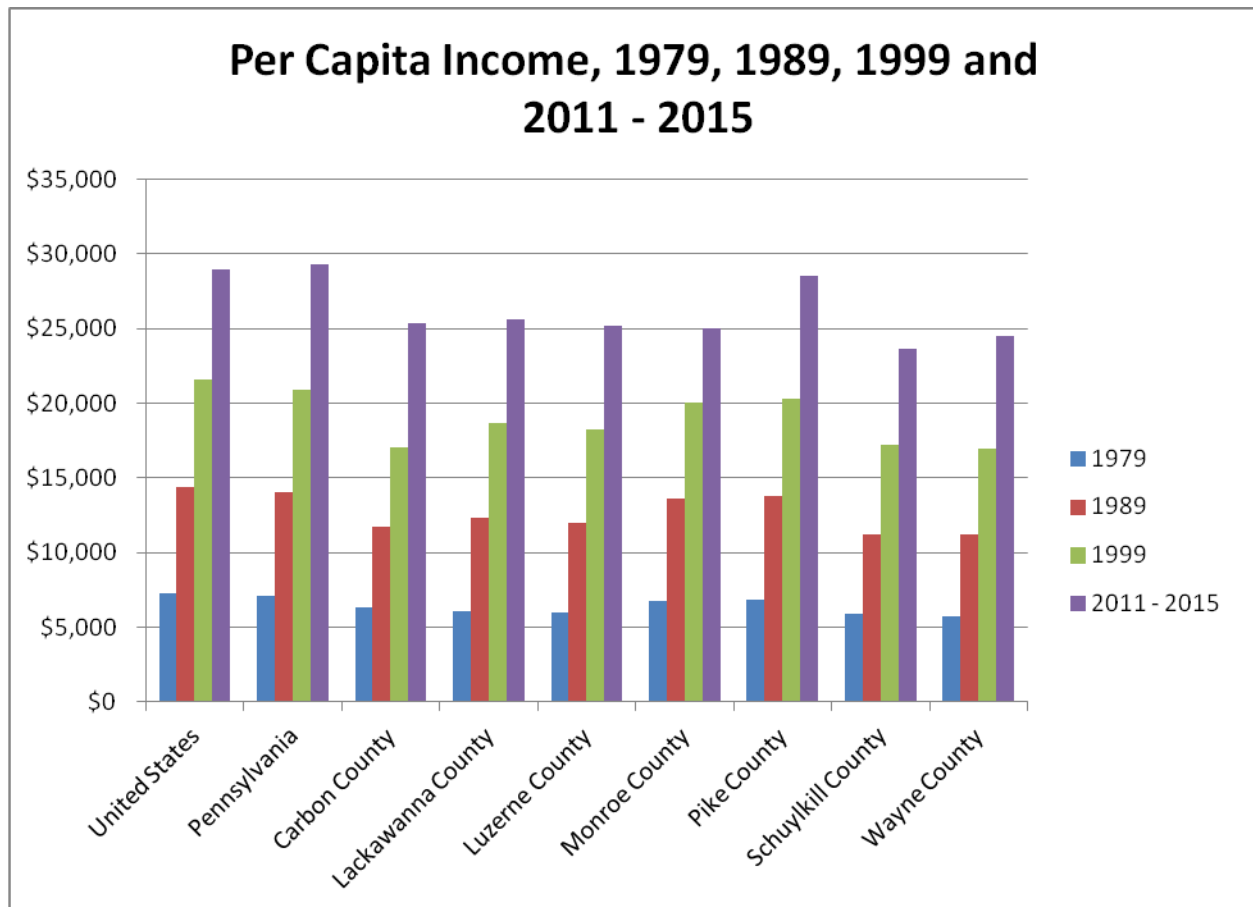


Sources: U.S. Census Bureau, Table S2507, “2011 – 2015 American Community Survey 5-Year Estimates for Financial Characteristics for Housing Units without a Mortgage,” <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>.

### **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 detailed information from 1979, 1989, 1999 and the average over 2011 - 2015. 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 closest to the nation and state. According to 2011 - 2015 American Community Survey 5-year estimates by the U.S. Census Bureau, Pike County had the highest per capita income in the region (\$28,533). However, it was lower than the state (\$28,930) and nation (\$29,291).

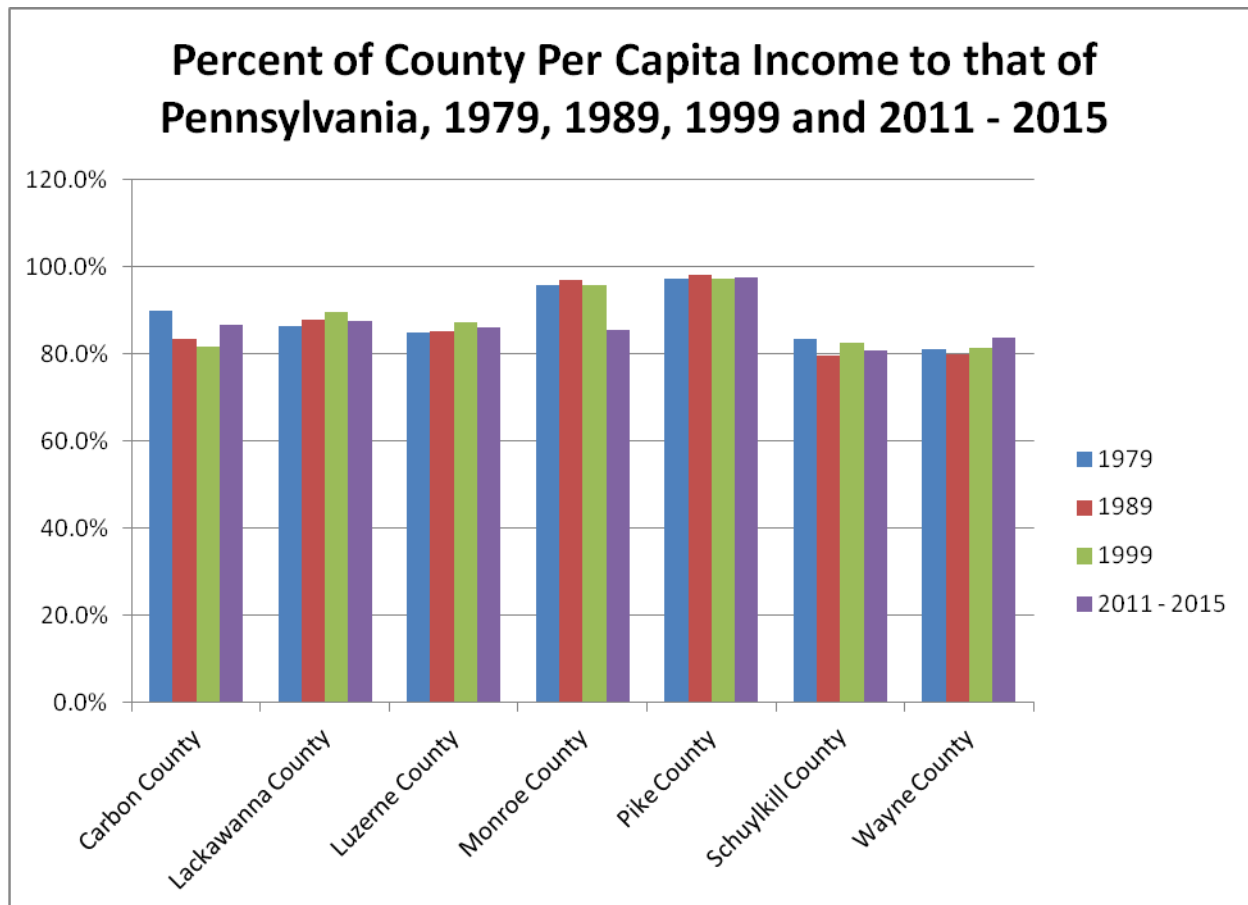
**Figure 25. Per Capita Income, 1979, 1989, 1999 and 2011 – 2015**



Sources: U.S. Bureau of the Census, County and City Data Book, 1983 and 1994, original documents from the University of Minnesota accessed from the HathiTrust Digital Library <<https://catalog.hathitrust.org/Record/000070752>>, Pennsylvania State Data Center, <<http://www.pasdc.hbg.psu.edu>> and U.S. Census Bureau American Community Survey, <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

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.

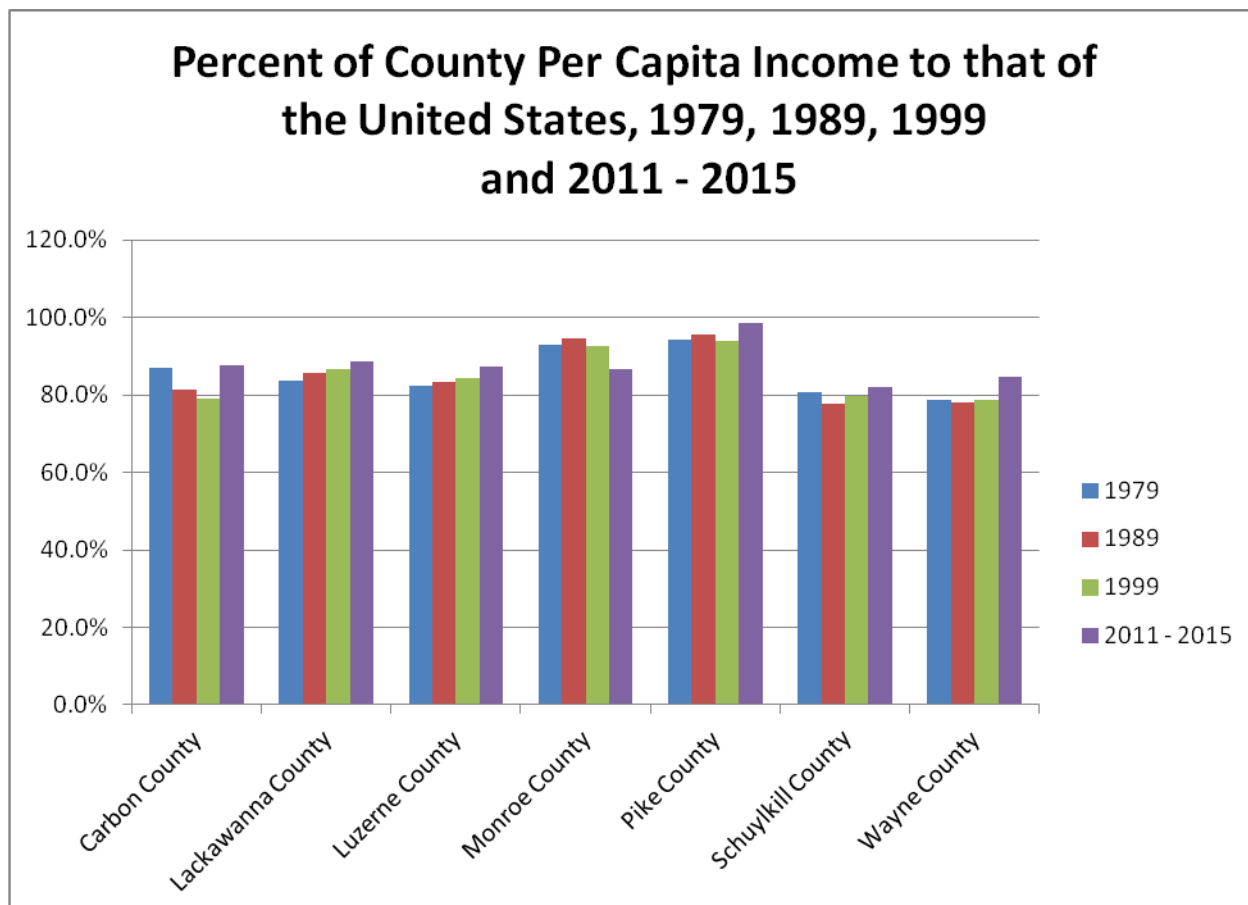
**Figure 26. Percent of County Per Capita Income to that of Pennsylvania, 1979, 1989, 1999 and 2011 – 2015**



Sources: U.S. Bureau of the Census, County and City Data Book, 1983 and 1994, original documents from the University of Minnesota accessed from the HathiTrust Digital Library <<https://catalog.hathitrust.org/Record/000070752>>, Pennsylvania State Data Center, <<http://www.pasdc.hbg.psu.edu>> and U.S. Census Bureau American Community Survey, <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

According to Figure 27, from 1999 to 2011 - 2015, 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 2011 – 2015**



Sources: U.S. Bureau of the Census, County and City Data Book, 1983 and 1994, original documents from the University of Minnesota accessed from the HathiTrust Digital Library <<https://catalog.hathitrust.org/Record/000070752>>, Pennsylvania State Data Center, <<http://www.pasdc.hbg.psu.edu>> and U.S. Census Bureau American Community Survey, <<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>>.

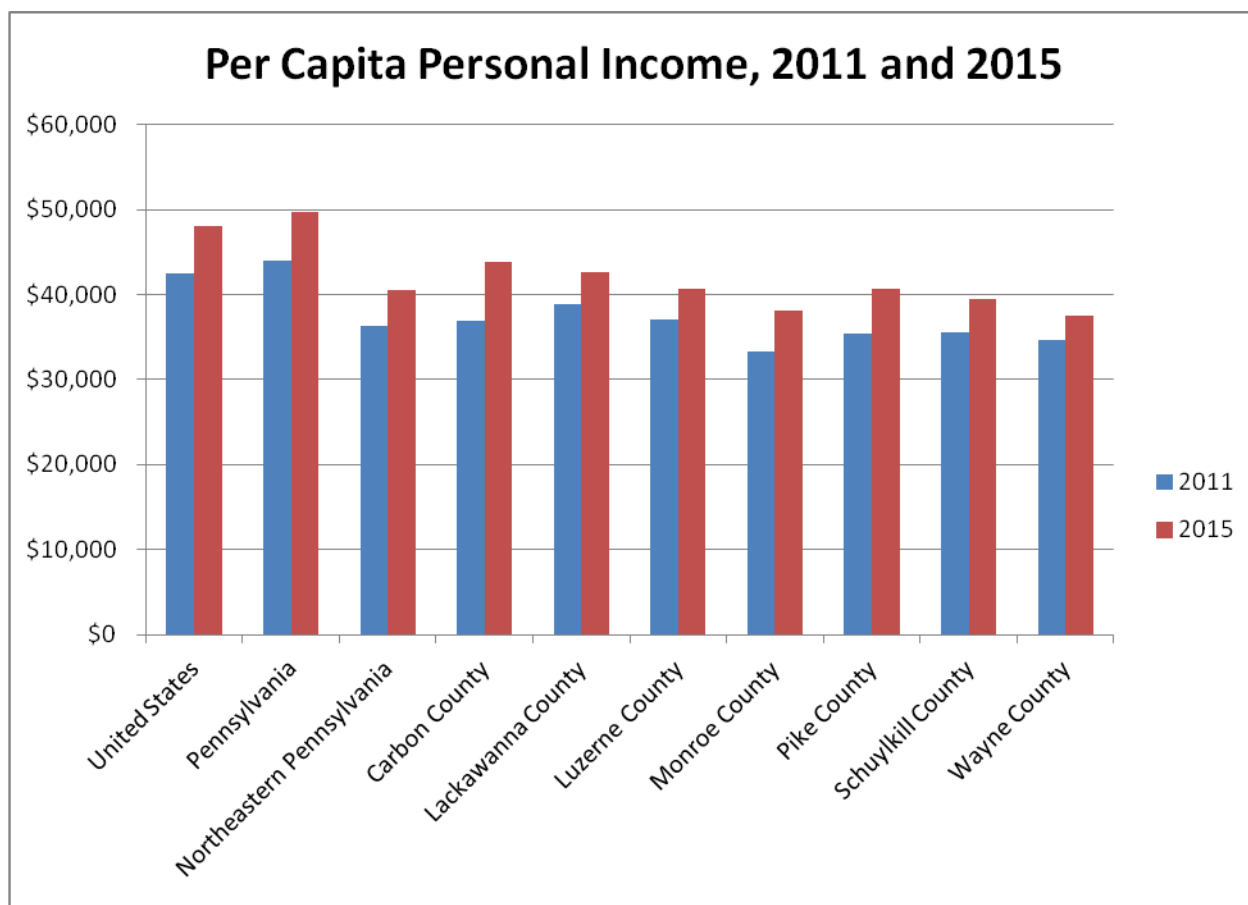
### **Per Capita Personal Income**

Figure 28 provides a comparison of 2011 and 2015 per capita personal income for the nation, state, region and each of the seven counties. Carbon County (18.7 percent) had the highest percent increase in per capita personal income and it exceeded the national percent increase (13.3 percent), the state percent increase (13.0 percent) and the regional percent increase (11.5 percent). All of the percent increases exceeded the inflation rate of 5.0 percent, which is from the U.S. Bureau of Labor Statistics Consumer Price Index Inflation Calculator.

In 2011, the United States had a Per Capita Personal Income (PCPI) of \$42,453 and Pennsylvania had a PCPI of \$44,018. Northeastern Pennsylvania had a PCPI of approximately \$36,370. The difference between the region and nation was \$6,083 and the difference between the region and state was \$7,648. In 2015, the United States had a PCPI of \$48,112 and

Pennsylvania had a PCPI of \$49,745. Northeastern Pennsylvania had a PCPI of approximately \$40,558. The difference was \$7,554 between the region and nation and \$9,187 between the region and state. Therefore, from 2011 to 2015, the difference increased by \$1,471 between the region and nation and increased by \$1,539 between the region and state.

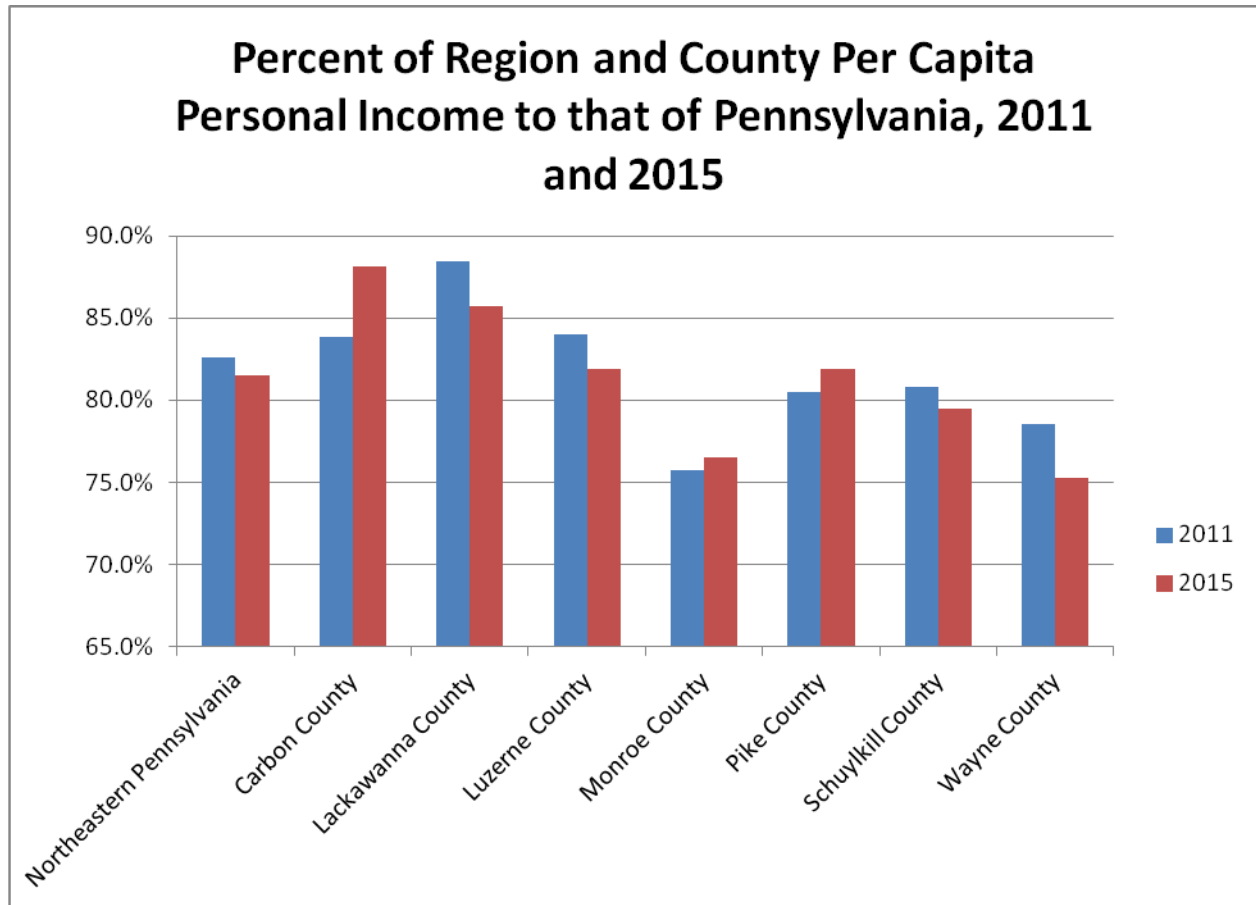
**Figure 28. Per Capita Personal Income, 2011 and 2015**



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

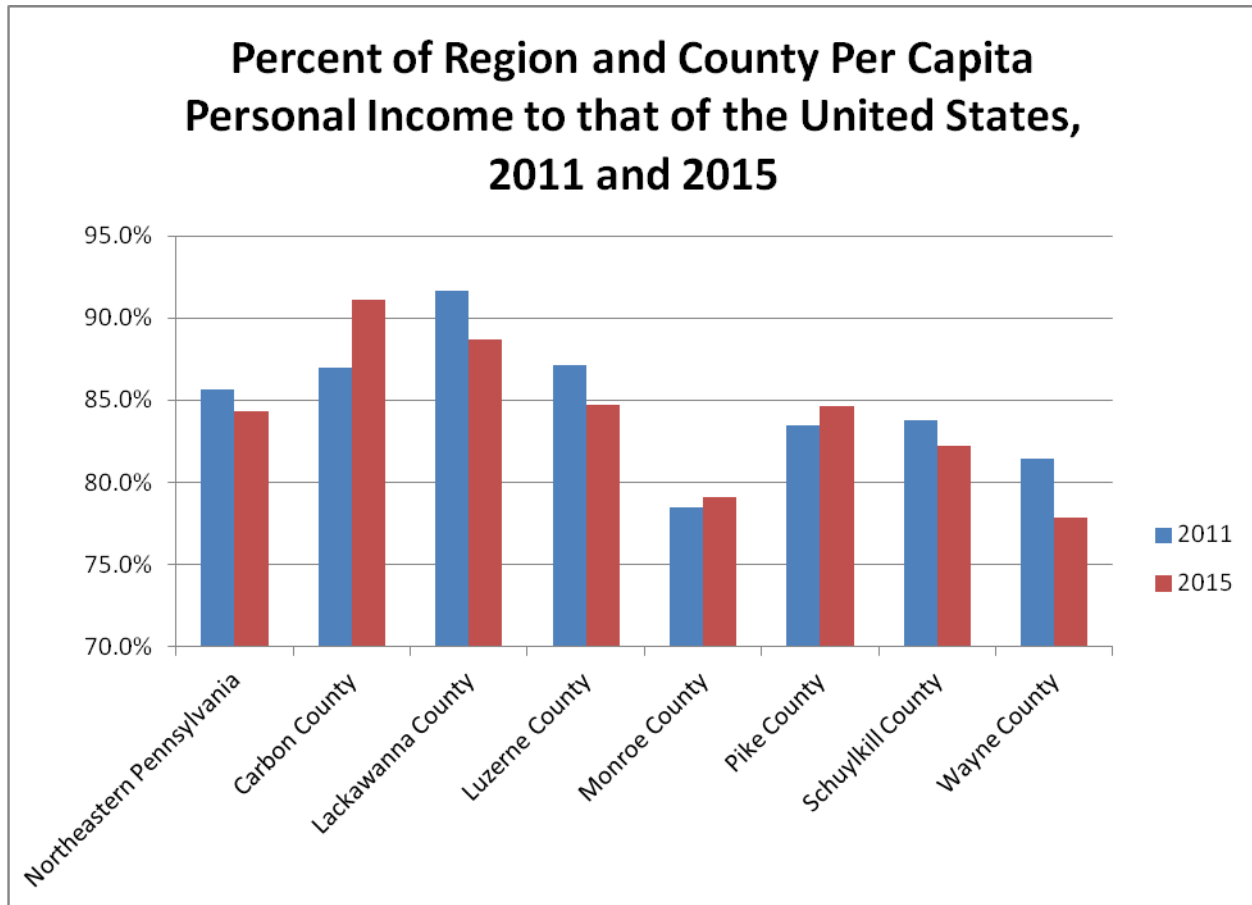
Figures 29 and 30 compare the percentage of region and county PCPI to that of Pennsylvania and the United States, respectively. Between 2011 and 2015, the percentage of area PCPI based on the state and nation increased in Carbon, Monroe and Pike counties.

**Figure 29. Percent of Region and County Per Capita Personal Income to that of Pennsylvania, 2011 and 2015**



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

**Figure 30. Percent of Region and County Per Capita Personal Income to that of the United States, 2011 and 2015**

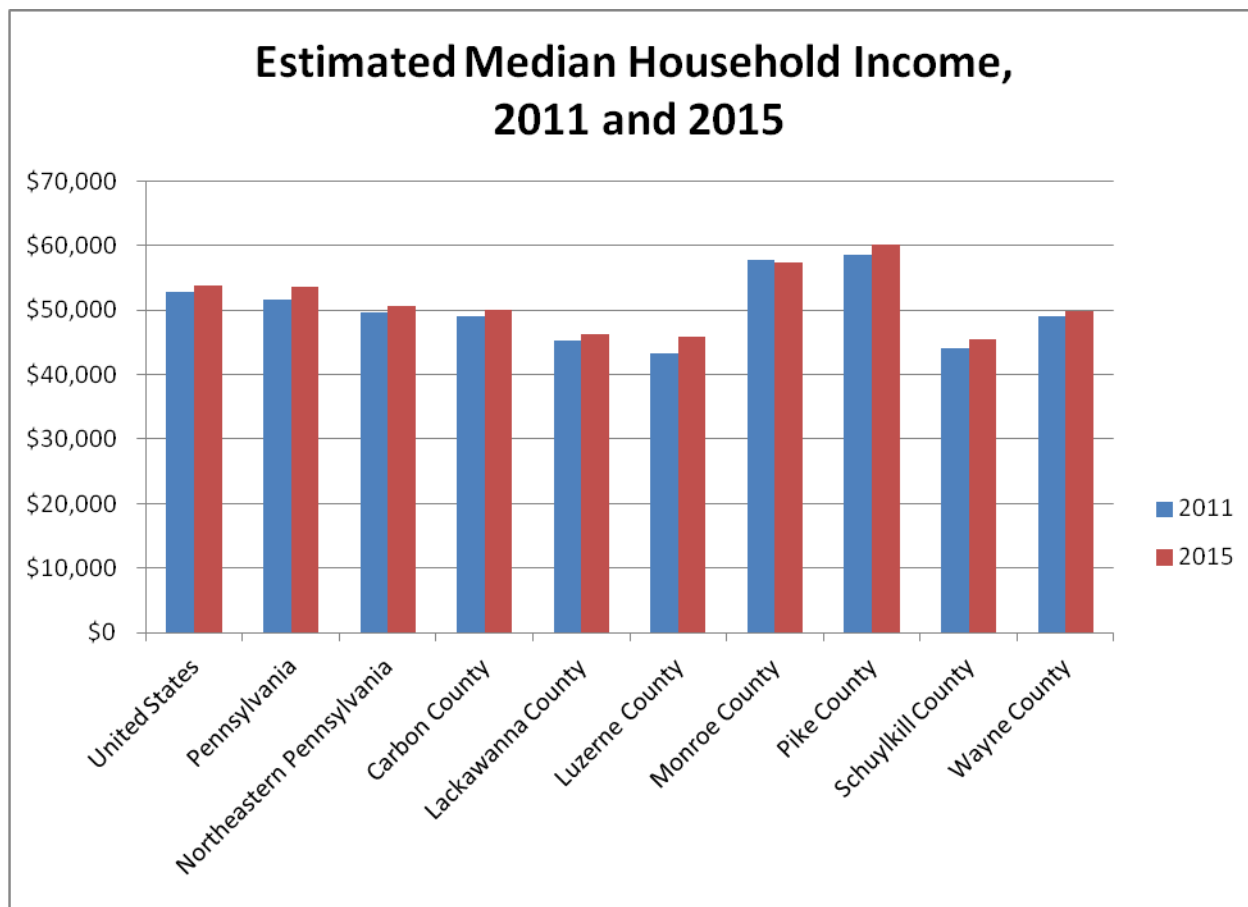


Source: U.S. Bureau of Economic Analysis, Regional Economic Accounts, Table CA1-3, "Local Area Personal Income," <<https://www.bea.gov/>>.

### **Median Household Income**

According to Figure 31, Luzerne County (6.0 percent) had the highest percent increase in median household income and it was followed by Schuylkill County (3.1 percent). Luzerne County exceeded the percent increase for the nation (2.1 percent), state (3.8 percent) and region (2.3 percent). Only Luzerne County had a percent increase that was above the 5.0 percent rate of inflation between 2011 and 2015.

**Figure 31. Estimated Median Household Income, 2011 and 2015**



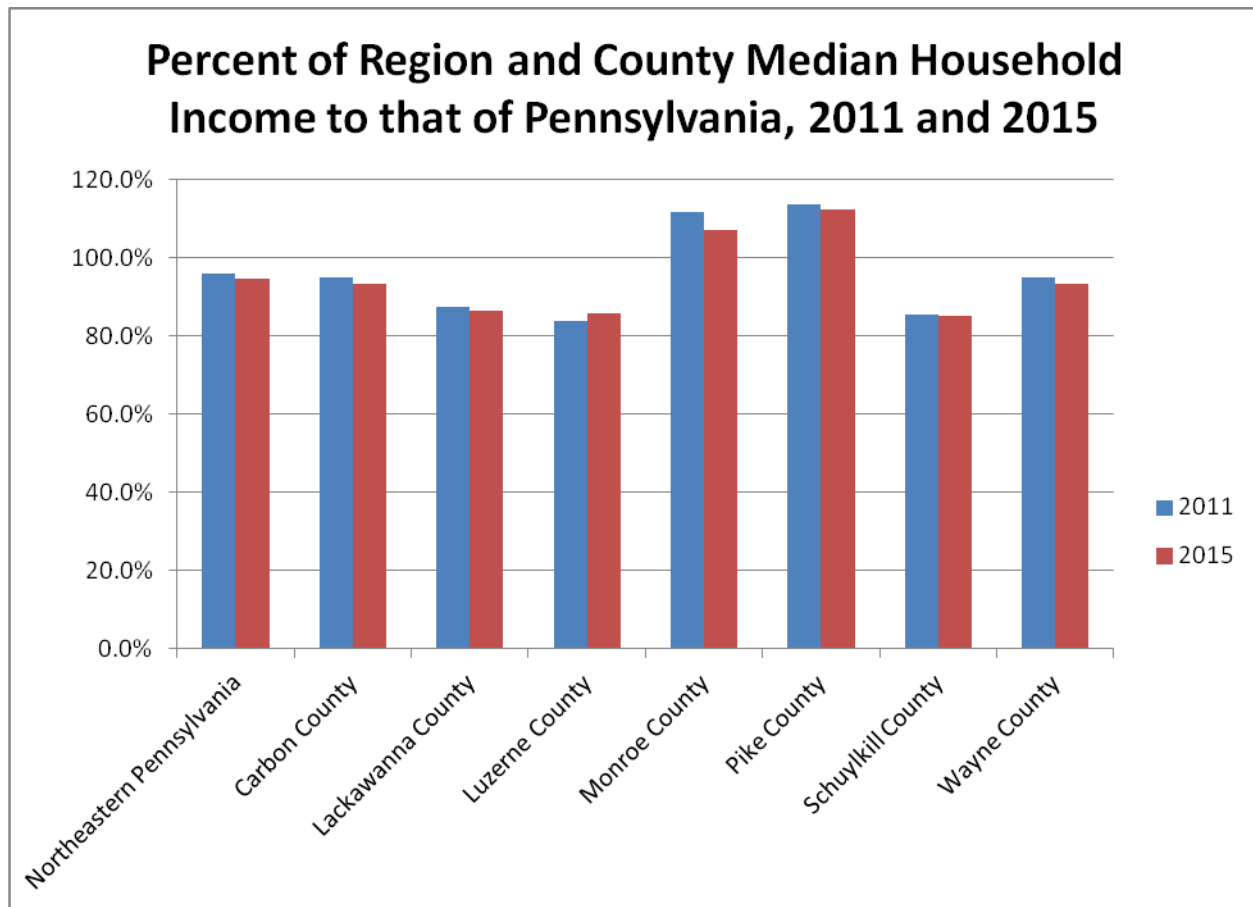
Source: U.S. Census Bureau, Table B19013, “2007 – 2011 and 2011 – 2015 American Community Survey 5-Year Estimates for Median Household Income in the Past 12 Months (In 2011 and 2015 Inflation-Adjusted Dollars,”

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

Figures 32 and 33 provide the percent of region and county median household income to that of Pennsylvania and the United States, respectively. Between 2011 and 2015, the percentage of area median household income increased in Luzerne County when based on the state and Lackawanna, Luzerne, Pike and Schuylkill counties and the Northeastern Pennsylvania region 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 as a result of the migration to those two counties by people who work in the New York City area.



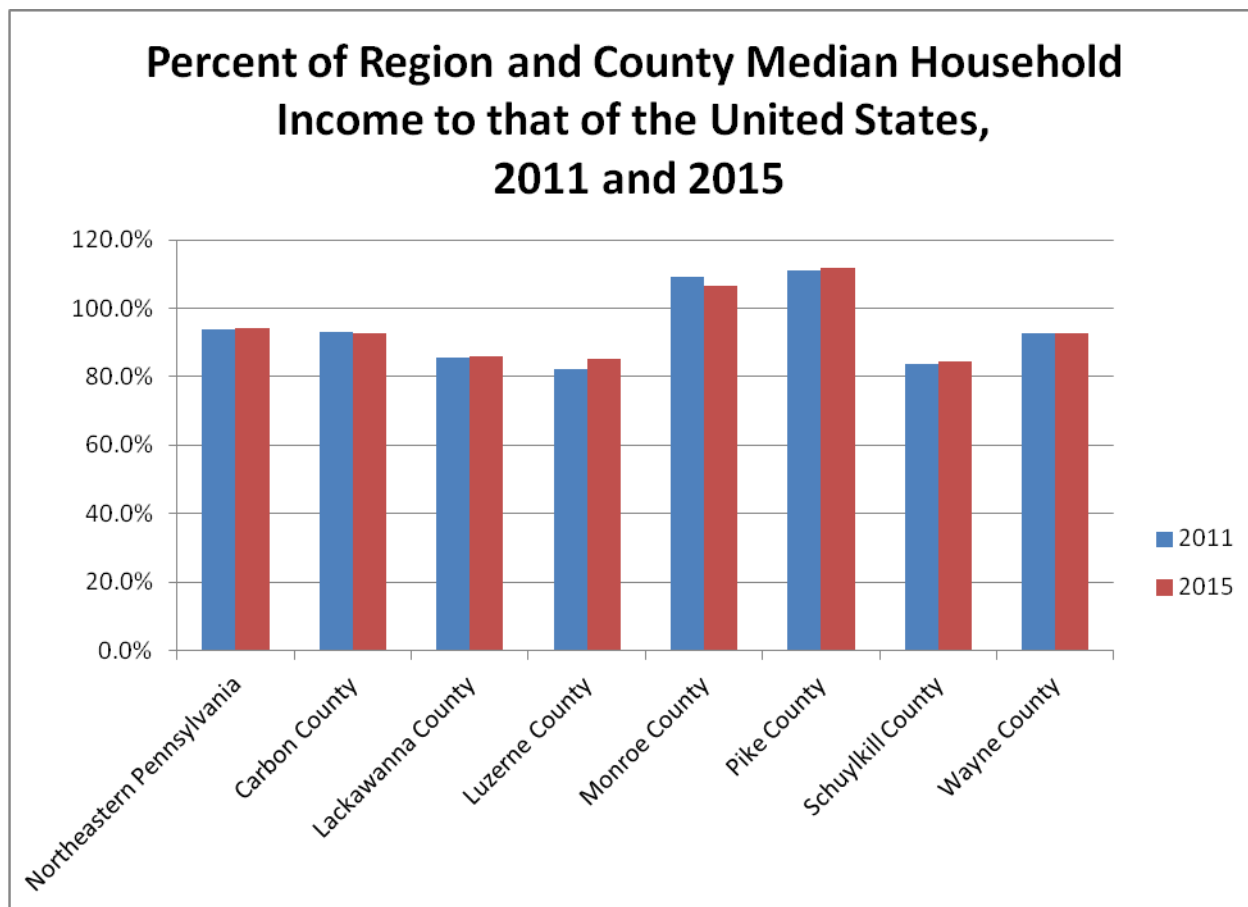
**Figure 32. Percent of Region and County Median Household Income to that of Pennsylvania, 2011 and 2015**



Source: U.S. Census Bureau, Table B19013, “2007 – 2011 and 2011 – 2015 American Community Survey 5-Year Estimates for Median Household Income in the Past 12 Months (In 2011 and 2015 Inflation-Adjusted Dollars,”

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

**Figure 33. Percent of Region and County Median Household Income to that of the United States, 2011 and 2015**



Source: U.S. Census Bureau, Table B19013, “2007 – 2011 and 2011 – 2015 American Community Survey 5-Year Estimates for Median Household Income in the Past 12 Months (In 2011 and 2015 Inflation-Adjusted Dollars,”  
<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>.

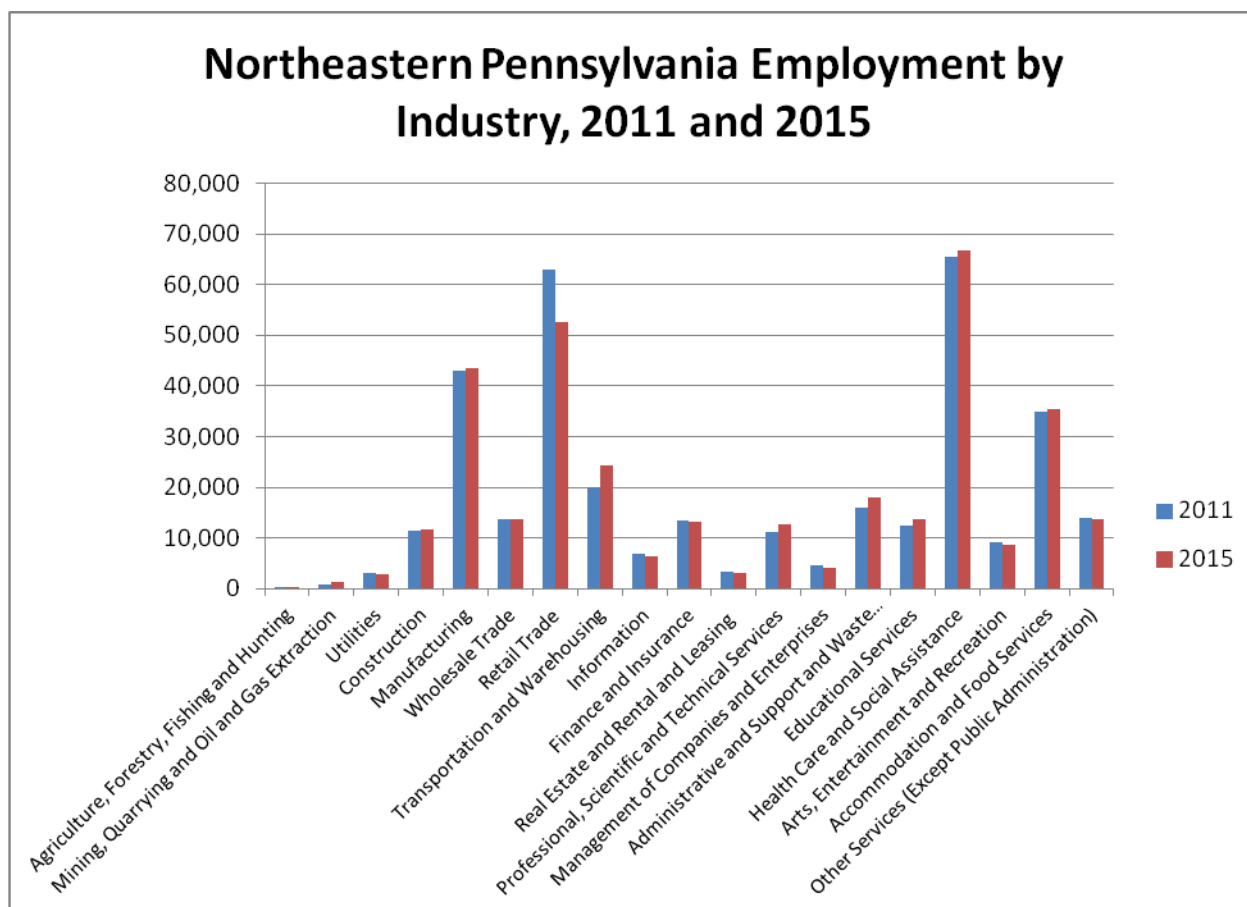
### **Employment by Industry**

Figures 34, 35 and 36 provide the employment by industry for Northeastern Pennsylvania, Pennsylvania and the United States, respectively. These statistics are from 2011 and 2015 and were selected because it is the most current five-year interval possible and 2015 was the most current year that employment data were available from U.S. Census Bureau “County Business Patterns.”

Figure 34 indicates that actual employment growth in 2011 - 2015 occurred in ten industries of the Northeastern Pennsylvania economy. The growth occurred in Transportation and Warehousing (4,304 jobs); Administrative and Support and Waste Management and Remediation Services (1,884 jobs); Professional, Scientific and Technical Services (1,531 jobs); Health Care and Social Assistance (1,327 jobs); Educational Services (1,110 jobs); Manufacturing (434 jobs); Accommodation and Food Services (373 jobs); Mining, Quarrying,

and Oil and Gas Extraction (341 jobs); Construction (130 jobs); and Agriculture, Forestry, Fishing and Hunting (10 jobs). Employment in Northeastern Pennsylvania grew at its highest rate of 36.4 percent in Mining, Quarrying and Oil and Gas Extraction and was followed by Transportation and Warehousing at 21.5 percent. Retail Trade had the highest job loss (-10,462 jobs) and was followed by Information (-571 jobs). There were 508 jobs lost in Management of Companies and Enterprises, 410 jobs lost in Arts, Entertainment and Recreation, 333 jobs lost in Utilities, 258 jobs lost in Real Estate and Rental and Leasing and 250 jobs lost in Finance and Insurance. The two industries with the largest percent decreases were Retail Trade (-16.6 percent) and Management of Companies and Enterprises (-10.9 percent).

**Figure 34. Northeastern Pennsylvania Employment by Industry, 2011 and 2015**

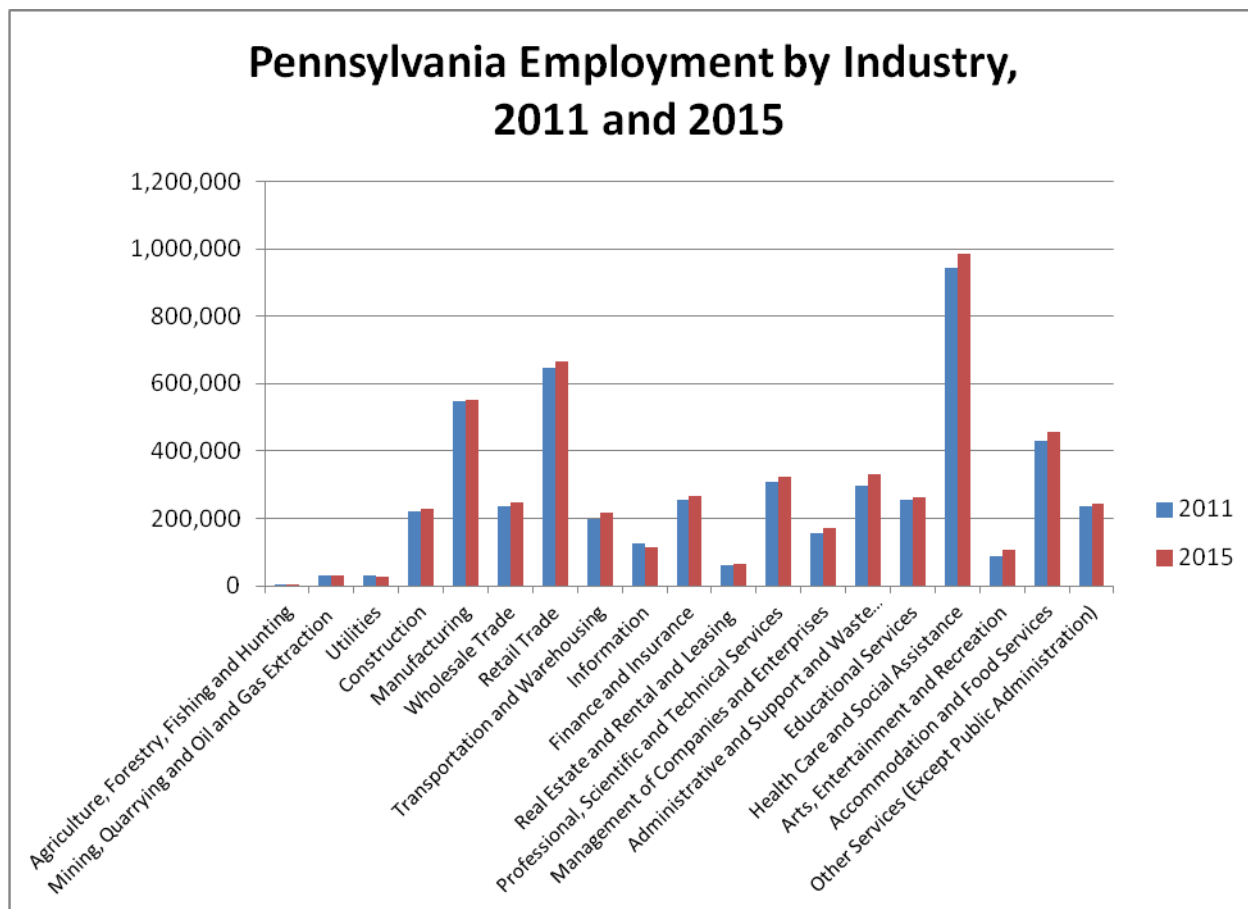


Sources: U.S. Census Bureau, "2011 and 2015 County Business Patterns," 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

Figure 35 indicates that actual employment increase in 2011 - 2015 occurred in sixteen industries of the Pennsylvania economy. The highest increase occurred in Health Care and Social Assistance (40,726 jobs); Administrative and Support and Waste Management and Remediation Services (35,357 jobs); Accommodation and Food Services (26,876 jobs); Transportation and Warehousing (21,881 jobs); Retail Trade (17,928 jobs); and Arts, Entertainment and Recreation

(16,245 jobs). Employment in the state grew at its highest rate of 18.2 percent in Arts, Entertainment and Recreation and was followed by Administrative and Support and Waste Management and Remediation Services (11.9 percent). Information had the highest job loss (-10,990 jobs) and was followed by Utilities with 3,026 jobs lost and 747 jobs lost in Agriculture, Forestry, Fishing and Mining. The two industries with the largest percent decreases were Agriculture, Forestry, Fishing and Mining (-23.0 percent) and Utilities (-9.5 percent).

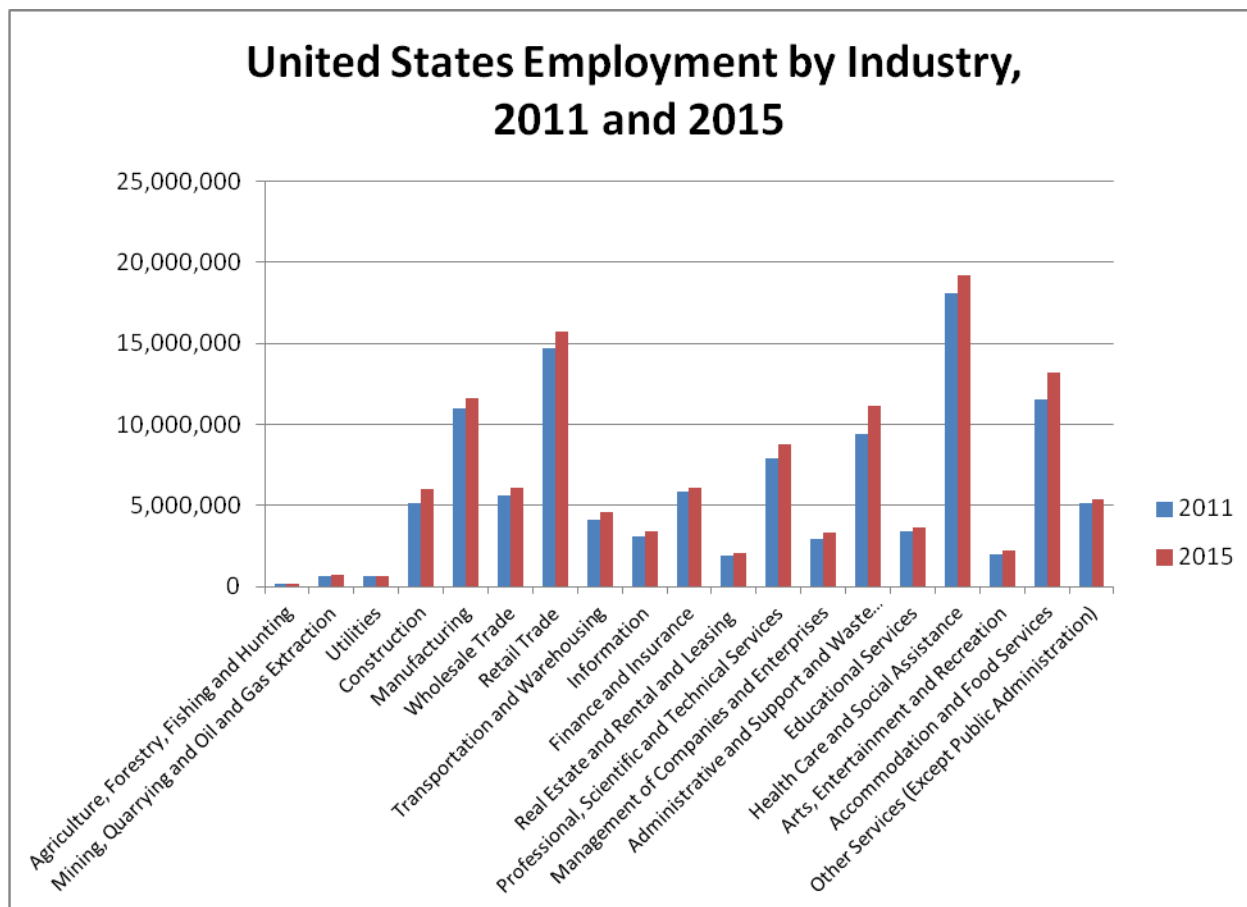
**Figure 35. Pennsylvania Employment by Industry, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

Figure 36 indicates that an employment increase in 2011 - 2015 occurred in eighteen sectors of the national economy. Utilities was the only industry that had a job loss (-561 jobs) and had a 0.1 percent decrease. The highest growth occurred in Administrative and Support and Waste Management and Remediation Services (1,722,515 jobs) and Accommodation and Food Services (1,640,607 jobs). Employment in the nation grew at its highest rate of 18.3 percent in Administrative and Support and Waste Management and Remediation Services and was followed by Construction (15.7 percent) and Mining, Quarrying and Oil and Gas Extraction; and Accommodation and Food Services, each with 14.2 percent.

**Figure 36. United States Employment by Industry, 2011 and 2015**



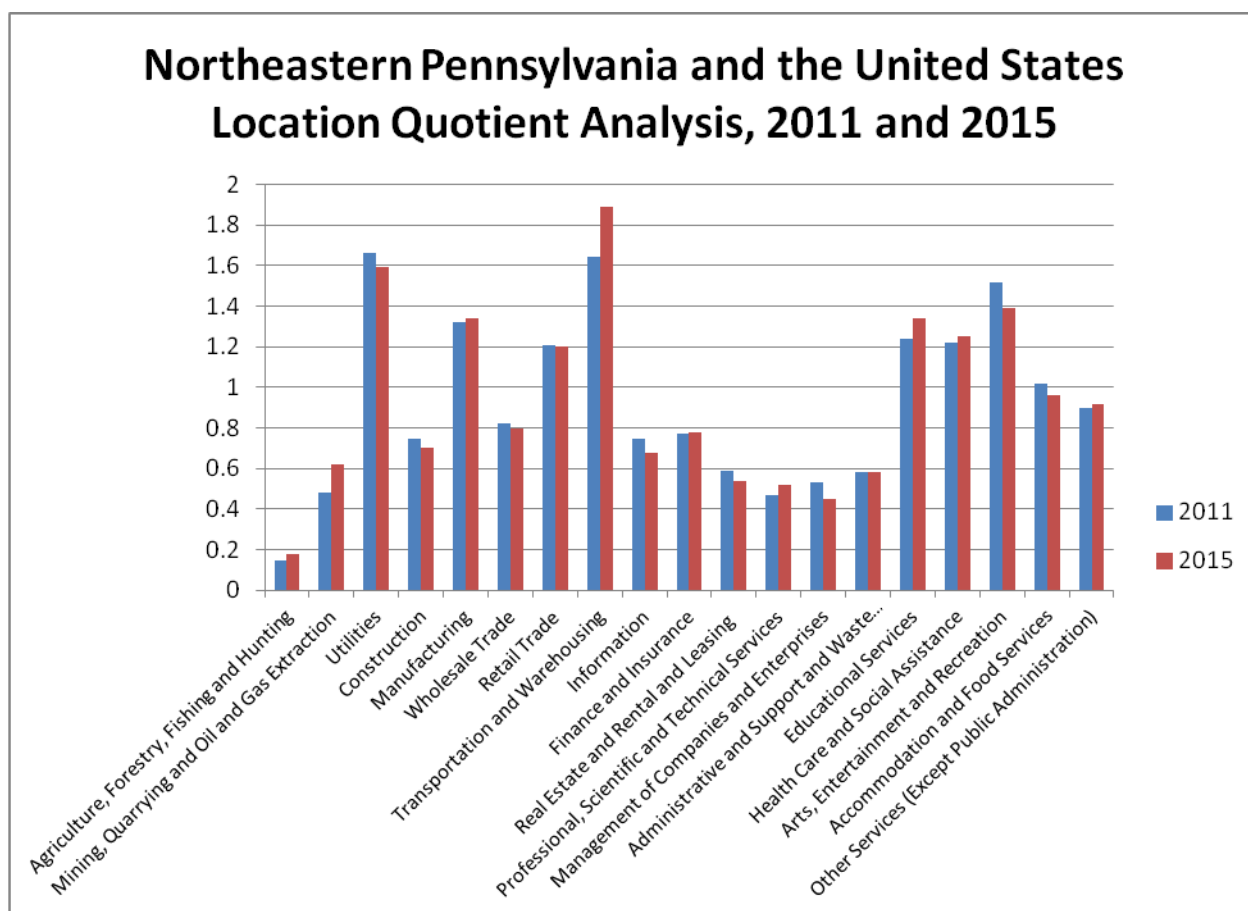
Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

### **Location Quotient Analysis**

Figure 37 provides a comparison between location quotients for 2011 and 2015. The location quotients above 1.00 in both years were in Utilities, Manufacturing, Retail Trade, Transportation and Warehousing, Educational Services, Health Care and Social Assistance, and Arts, Entertainment and Recreation. There were decreases in Utilities; Construction; Wholesale Trade; Retail Trade; Information; Real Estate and Rental and Leasing; Management of Companies and Enterprises; Arts, Entertainment and Recreation; and Accommodation and Food Services. According to the Penn State Agricultural Research and 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 2011 and 2015 being greater than 1.00 occurred in Manufacturing, Transportation and Warehousing, Educational Services, and Health Care and Social Assistance. Other industries that experienced an increase in the location quotient are: Agriculture, Forestry, Fishing and Hunting; Mining, Quarrying and Oil and Gas Extraction; Finance and Insurance; Professional, Scientific and Technical Services; and Other Services (Except Public Administration).

**Figure 37. Northeastern Pennsylvania and the United States Location Quotient Analysis, 2011 and 2015**



Sources: U.S. Census Bureau, "2011 and 2015 County Business Patterns," 2011 information released May 2013 and 2015 information released April 2017, <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 five industries that had a positive Competitive Component over the five-year period: Agriculture, Forestry, Fishing and Hunting; Mining, Quarrying and Oil and Gas Extraction; Transportation and Warehousing; Professional, Scientific and Technical Services; and Educational Services.

**Table 4. Shift-Share Analysis for the Seven-County Northeastern Pennsylvania Region, 2011 - 2015**

Industry	National Share	Industrial Mix	Competitive Component
Agriculture, Forestry, Fishing and Hunting	7	-5	8
Mining, Quarrying and Oil and Gas Extraction	88	45	208
Utilities	298	-300	-330
Construction	1,084	733	-1,686
Manufacturing	4,043	-1,610	-2,000
Wholesale Trade	1,296	-193	-1,271
Retail Trade	4,982	-1,354	-4,090
Transportation and Warehousing	1,878	606	1,820
Information	657	-45	-1,183
Finance and Insurance	1,269	-697	-822
Real Estate and Rental and Leasing	315	-57	-516
Professional, Scientific and Technical Services	1,044	173	314
Management of Companies and Enterprises	436	179	-1,123
Administrative and Support and Waste Management and Remediation Services	1,513	1,442	-1,071
Educational Services	1,176	-229	163
Health Care and Social Assistance	6,149	-1,935	-2,887
Arts, Entertainment and Recreation	853	179	-1,442
Accommodation and Food Services	3,285	1,679	-4,592
Other Services (Except Public Administration)	1,302	-715	-678
Total	31,675	-2,105	-21,178

Sources: U.S. Census Bureau, "2011 and 2015 County Business Patterns," 2011 information released May 2013 and 2014 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

Therefore, two industries had an increasing location quotient from 2011 to 2015, had a location quotient of at least 1.00 in 2010, and had a positive Competitive Component. These industries were Transportation and Warehousing, and Educational Services. Among the industries that had an increasing location quotient that was below 1.00 and had a positive Competitive Component were Agriculture, Forestry, Fishing and Hunting; Mining, Quarrying and Oil and Gas Extraction; and Professional, Scientific and Technical Services.



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:

- Transportation and Warehousing
- Educational Services
- Agriculture, Forestry, Fishing and Hunting
- Mining, Quarrying and Oil and Gas Extraction
- Professional, Scientific and Technical Services

According to County Business Patterns, the region experienced a decrease in employment from 347,164 in 2011 to 345,557 in 2015. Three of the goals of the current Comprehensive Economic Development Strategy Five-Year Plan pertain to this issue.

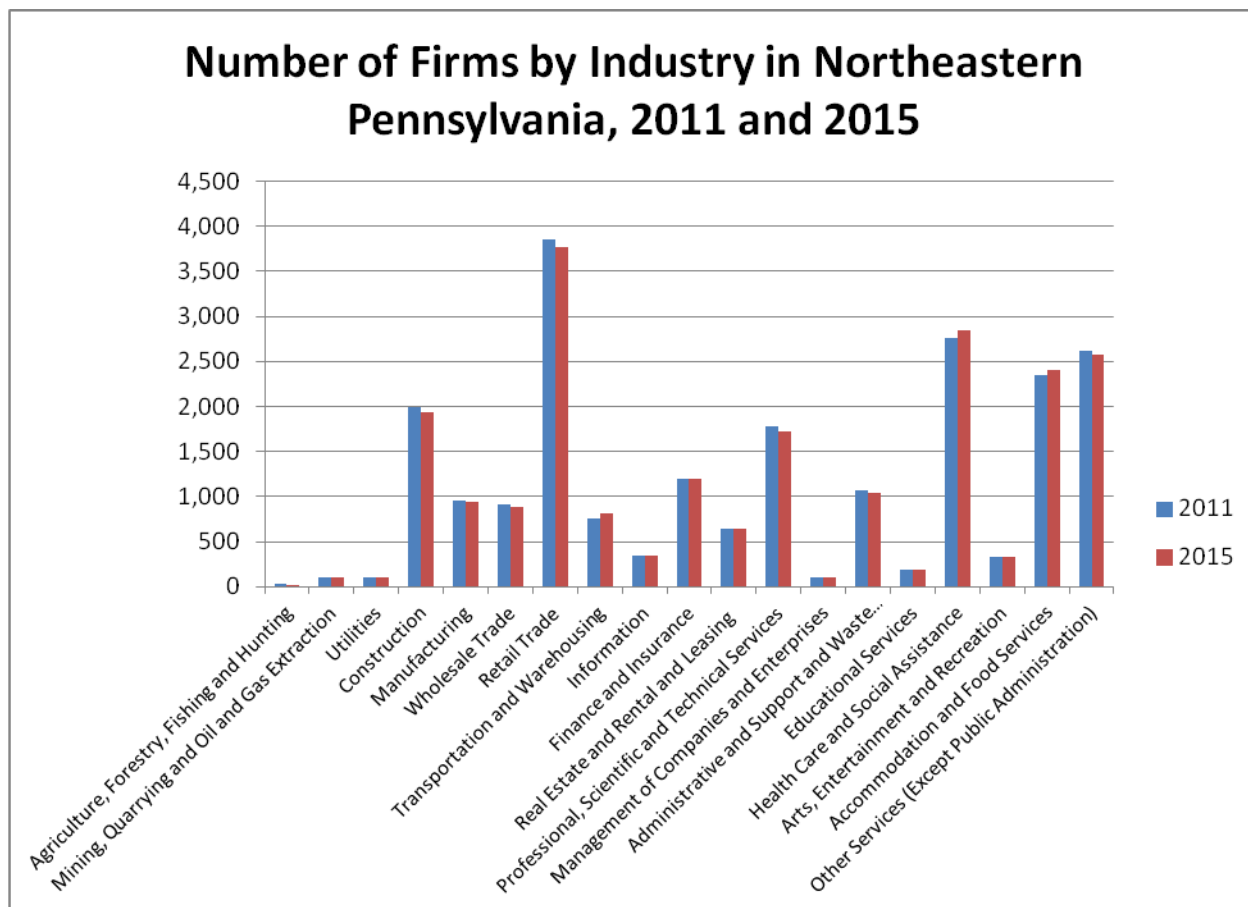
### **Number of Firms by Industry**

From 2011 to 2015, 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, 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. There was no change in the number of firms that had 50 to 99 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 2011 to 2015 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 38, 39 and 40. In Northeastern Pennsylvania, according to Figure 38, there was a decrease in the number of firms in Agriculture, Forestry, Fishing and Hunting; Construction; Manufacturing; Wholesale Trade; Retail Trade; Information; Professional, Scientific and Technical Services; Administrative and Support and Waste Management and Remediation Services; and Other Services (Except Public Administration). Retail Trade had the highest decrease (-96 firms) and Agriculture, Forestry, Fishing and Hunting had the highest percent decrease (-10.3 percent). The highest increase in the number of firms occurred in Health Care and Social Assistance (93 firms) and the highest percent increase was in Utilities (12.1 percent).



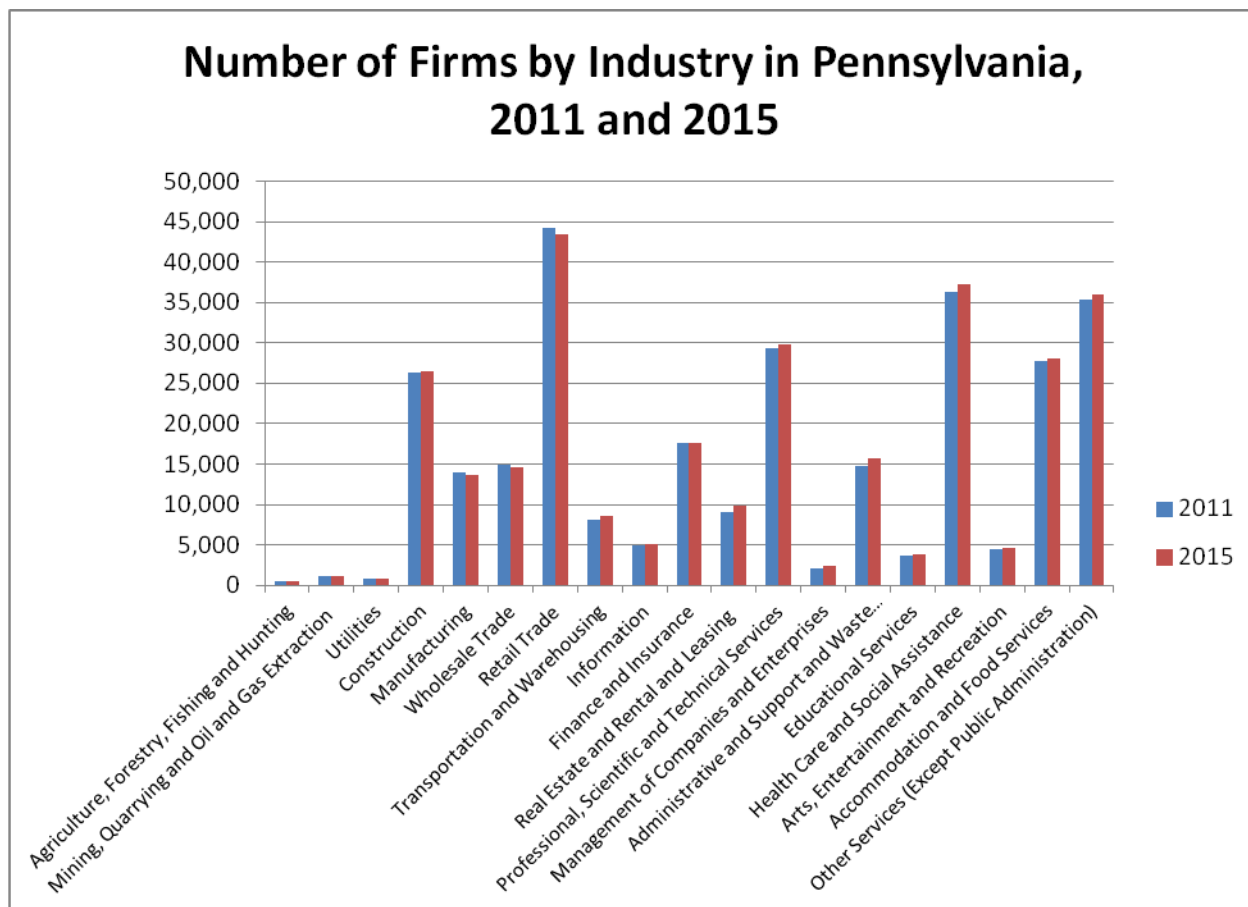
**Figure 38. Number of Firms by Industry in Northeastern Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Pennsylvania, according to Figure 39, there was an increase in the number of firms in Agriculture, Forestry, Fishing and Hunting; Utilities; Construction; Transportation and Warehousing; Information; 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; Health Care and Social Assistance; Arts, Entertainment and Recreation; Accommodation and Food Services; and Other Services (Except Public Administration). Health Care and Social Assistance had the highest increase in the number of firms (990 firms) and Utilities had the highest percent increase (9.2 percent). Retail Trade had the highest decrease in the number of firms (-794 firms) and Wholesale Trade had the highest percent decrease (-2.4 percent).

**Figure 39. Number of Firms by Industry in Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Figure 40, Manufacturing was the only industry that had a decrease in the number of firms (-2,818 firms) and a percent decrease of 1.0 percent in the United States, from 2011 to 2015. The industry with the highest increase in the number of firms was Health Care and Social Assistance (57,346 firms) and Educational Services had the highest percent increase (11.5 percent). It was followed by Real Estate and Rental and Leasing (10.5 percent) and Management of Companies and Enterprises (9.0 percent).

**Figure 40. Number of Firms by Industry in the United States, 2011 and 2015**



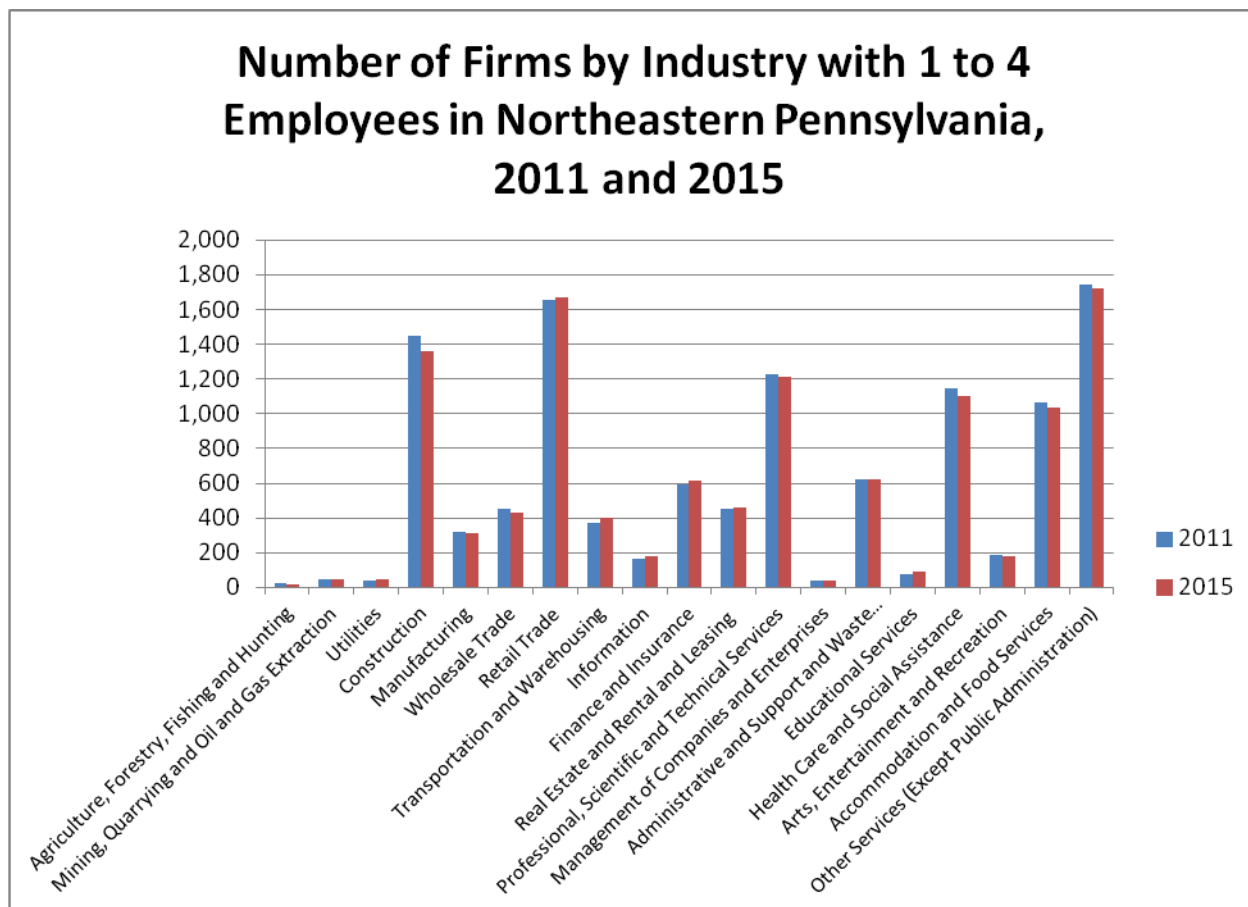
Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

### **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 2011 to 2015 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 41, 42 and 43. In Northeastern Pennsylvania, according to Figure 41, there was a decrease in the number of firms in Agriculture, Forestry, Fishing and Hunting; Construction; Manufacturing; Wholesale Trade; Professional, Scientific and Technical Services; Health Care and Social Assistance; Arts, Entertainment and Recreation; Accommodation and Food Services; and Other Services (Except Public Administration). Construction had the highest decrease (-86 firms) and Agriculture, Forestry, Fishing and Hunting had the highest percent decrease (-20.8 percent). The highest increase in the number of firms occurred in Transportation and Warehousing (29 firms) and the highest percent increase was in Educational Services (19.7 percent).

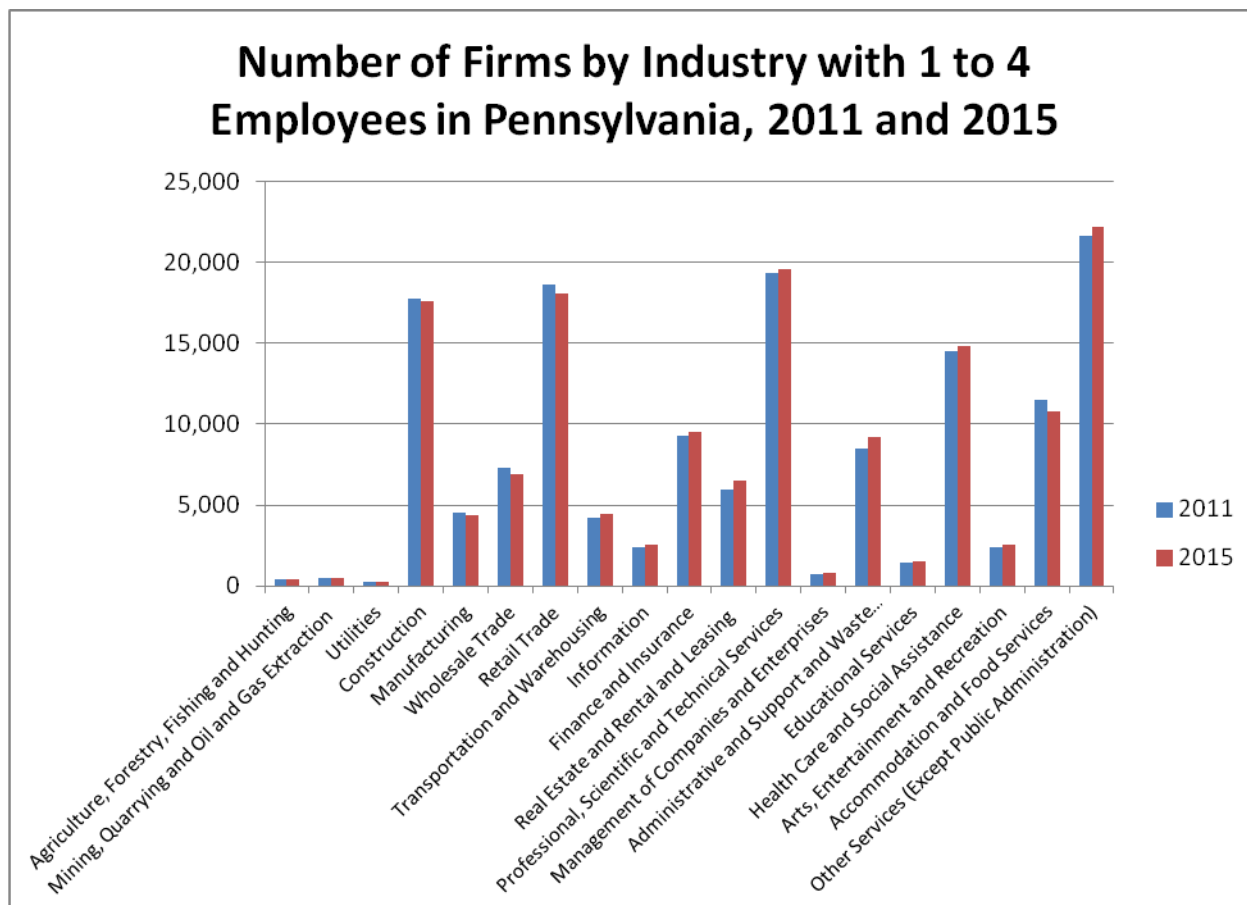
**Figure 41. Number of Firms by Industry with 1 to 4 Employees in Northeastern Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Pennsylvania, according to Figure 42, there was an increase in the number of firms with 1 to 4 employees in Agriculture, Forestry, Fishing and Hunting; Utilities; Transportation and Warehousing; 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; Health Care and Social Assistance; Arts, Entertainment and Recreation; and Other Services (Except Public Administration). Administrative and Support and Waste Management and Remediation Services had the highest increase in the number of firms (675 firms) and Utilities had the highest percent increase (14.2 percent). The highest decrease in the number of firms occurred in Accommodation and Food Services (-666 firms) and the highest percent decrease was in Mining, Quarrying and Oil and Gas Extraction (-6.1 percent).

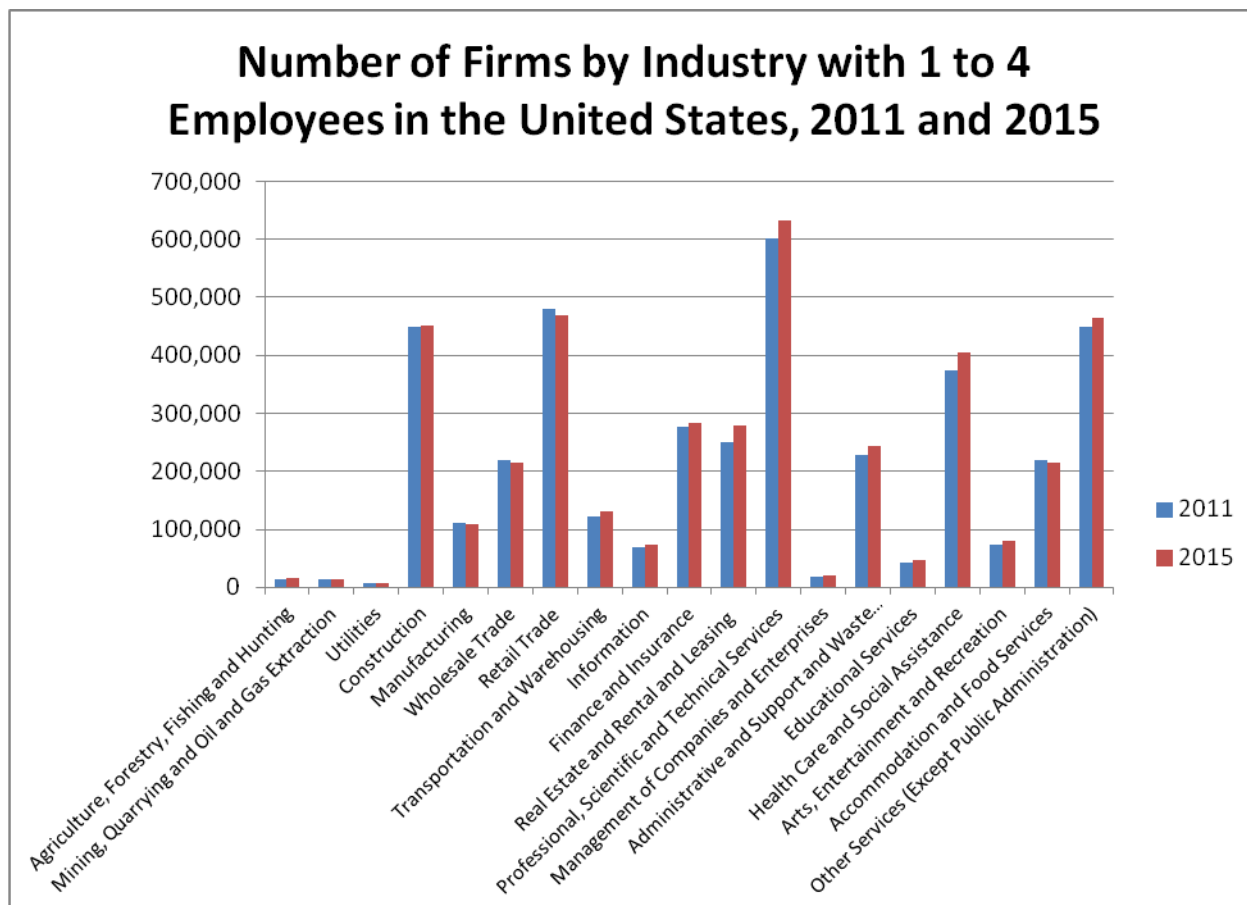
**Figure 42. Number of Firms by Industry with 1 to 4 Employees in Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, "County Business Patterns – 2011 and 2015," 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Figure 43, there were four industries with 1 to 4 employees that had a decrease in the number of firms in the United States, from 2011 to 2015. These industries were Manufacturing; Wholesale Trade; Retail Trade; and Accommodation and Food Services. Retail Trade lost the most firms (-10,332 firms) and Wholesale Trade (-5,127 firms) was second. In terms of percent decrease, Manufacturing was the highest (-3.3 percent) and was followed by Wholesale Trade (-2.3 percent) and Retail Trade (-2.2 percent). The industry with the highest increase in the number of firms was Health Care and Social Assistance (32,520 firms) and Educational Services had the highest percent increase (12.1 percent). It was followed by Real Estate and Rental and Leasing (11.8 percent) and Management of Companies and Enterprises (10.8 percent).

**Figure 43. Number of Firms by Industry with 1 to 4 Employees in the United States, 2011 and 2015**

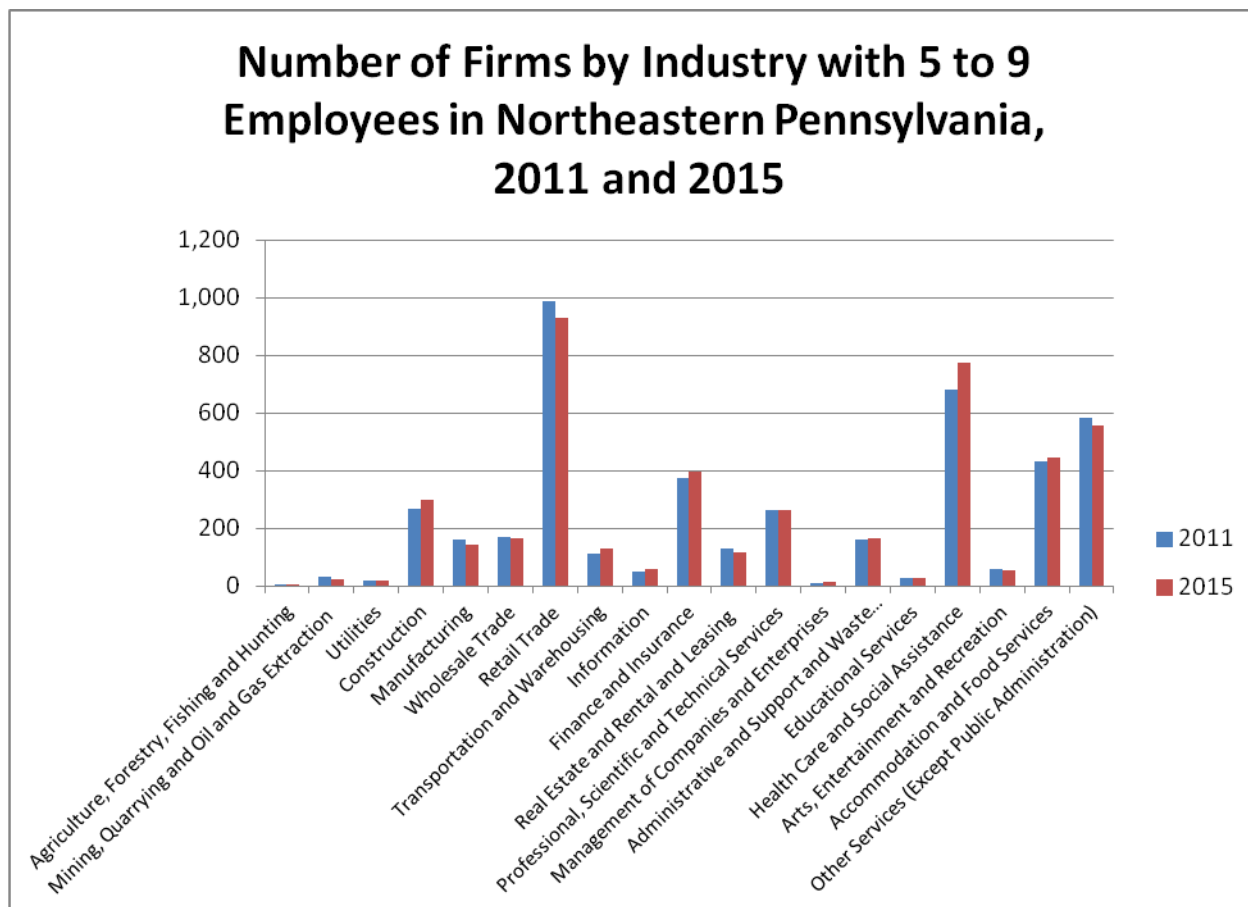


Sources: U.S. Census Bureau, “County Business Patterns – 2011 and 2015,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

### 5 to 9 Employees

The number of firms by industry with 5 to 9 employees for the period from 2011 to 2015 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 44, 45 and 46. In Northeastern Pennsylvania, according to Figure 44, there was a decrease in the number of firms in Manufacturing; Retail Trade; Real Estate and Rental and Leasing; Arts, Entertainment and Recreation; and Other Services (Except Public Administration). Retail Trade had the highest decrease (-57 firms) and Mining, Quarrying and Oil and Gas Extraction had the highest percent decrease (-31.2 percent). The highest increase in the number of firms occurred in Health Care and Social Assistance (94 firms) and the highest percent increase was in Management of Companies and Enterprises (50.0 percent).

**Figure 44. Number of Firms by Industry with 5 to 9 Employees in Northeastern Pennsylvania, 2011 and 2015**

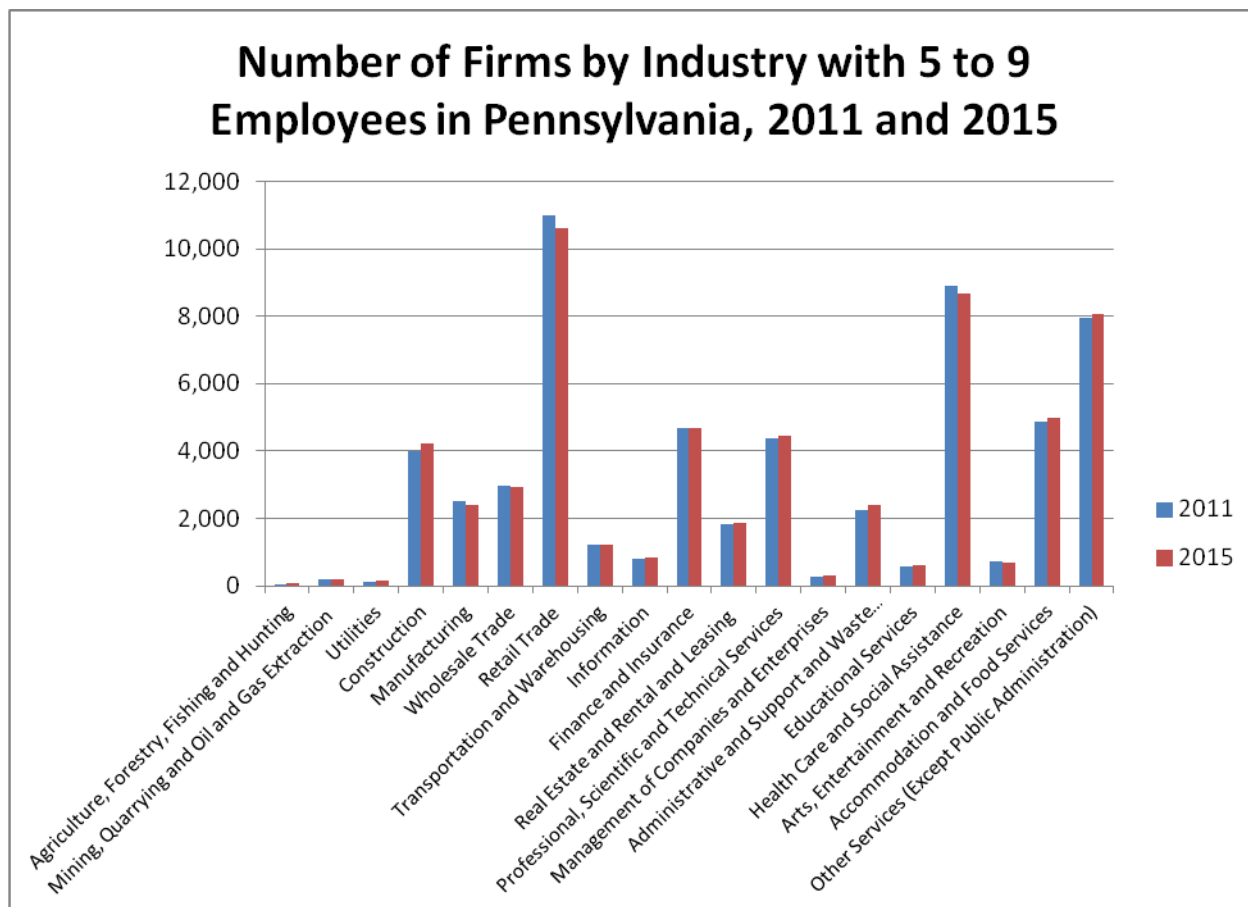


Sources: U.S. Census Bureau, “County Business Patterns – 2011 and 2015,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Pennsylvania, according to Figure 45, there was an increase in the number of firms with 5 to 9 employees in Agriculture, Forestry, Fishing and Hunting; Utilities; Construction; Transportation and Warehousing; 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; Accommodation and Food Services; and Other Services (Except Public Administration). Construction had the highest increase in the number of firms (199 firms) and Management of Companies and Enterprises had the highest percent increase (12.8 percent). Retail Trade had the highest decrease in the number of firms (-412 firms) and Arts, Entertainment and Recreation had the highest percent decrease (-6.4 percent).



**Figure 45. Number of Firms by Industry with 5 to 9 Employees in Pennsylvania, 2011 and 2015**

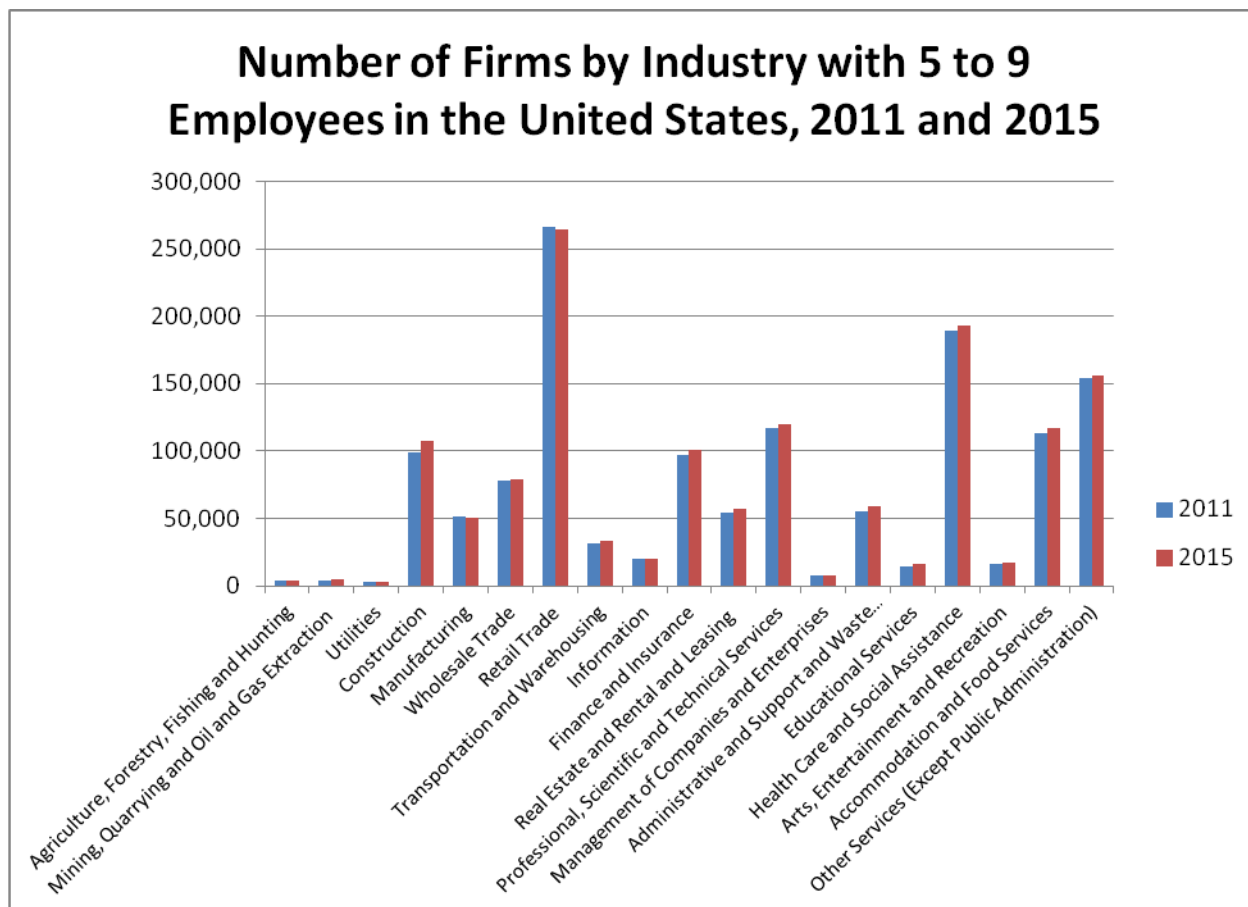


Sources: U.S. Census Bureau, “County Business Patterns – 2011 and 2015,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Figure 46, there were three industries with 5 to 9 employees that had a decrease in the number of firms in the United States, from 2011 to 2015. These industries were Utilities, Manufacturing and Retail Trade. Retail Trade lost the most firms (-1,889 firms) and Manufacturing (-1,344 firms) was second. In terms of percent decrease, Manufacturing had the highest (-2.6 percent) and was followed by Retail Trade (-0.7 percent) and Utilities (-0.3 percent). Construction had the highest increase in the number of firms (8,685 firms) and Educational Services had the highest percent increase (13.8 percent). Construction was next (8.8 percent) and Administrative and Support and Waste Management and Remediation Services (6.0 percent) followed.



**Figure 46. Number of Firms by Industry with 5 to 9 Employees in the United States, 2011 and 2015**

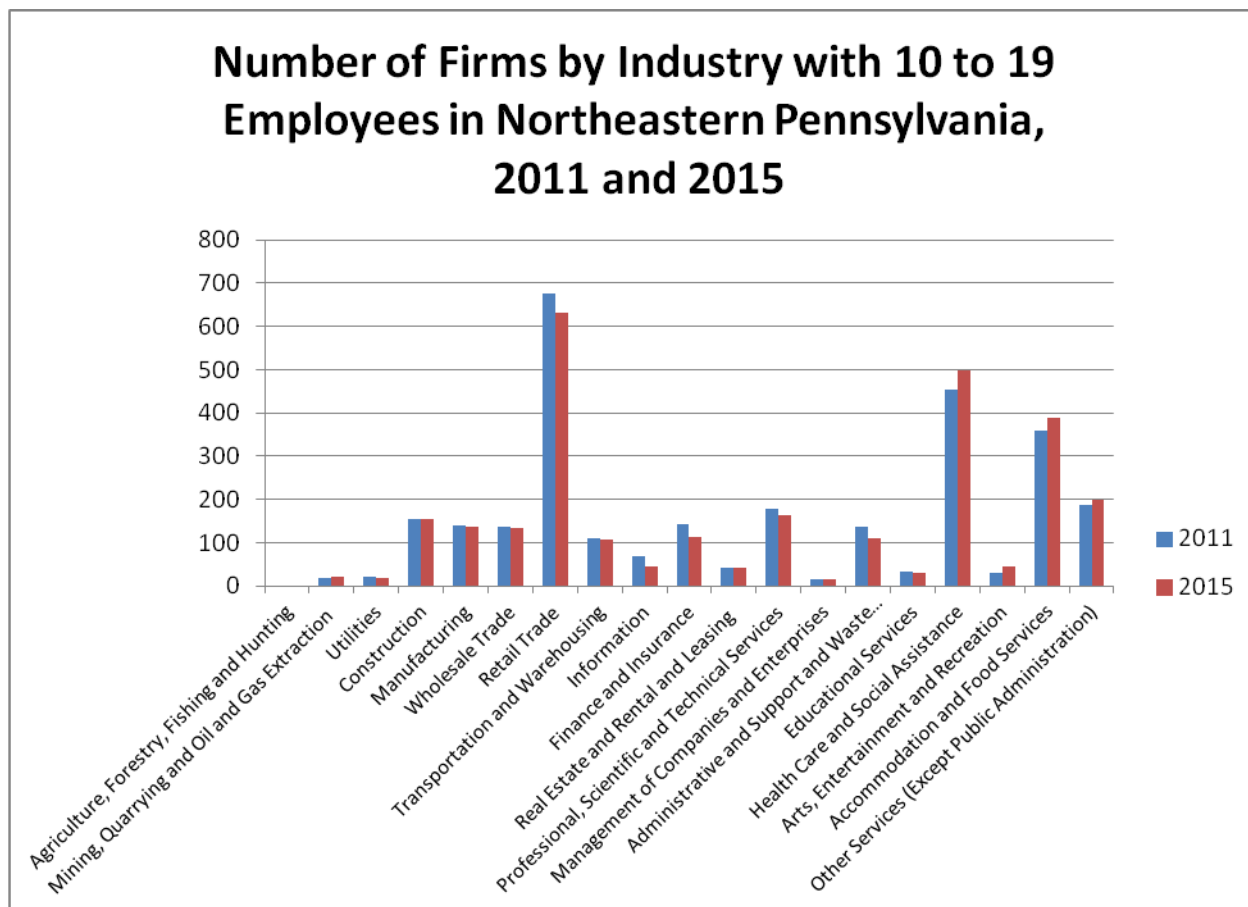


Sources: U.S. Census Bureau, “County Business Patterns – 2011 and 2015,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

### 10 to 19 Employees

The number of firms by industry with 10 to 19 employees from 2011 to 2015 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 47, 48 and 49. In Northeastern Pennsylvania, according to Figure 47, there was a decrease in the number of firms in Utilities; 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; and Educational Services. Retail Trade had the highest decrease (-44 firms) and Information had the highest percent decrease (-32.4 percent). The highest increase in the number of firms occurred in Health Care and Social Assistance (44 firms) and Arts, Entertainment and Recreation had the highest percent increase (41.9 percent).

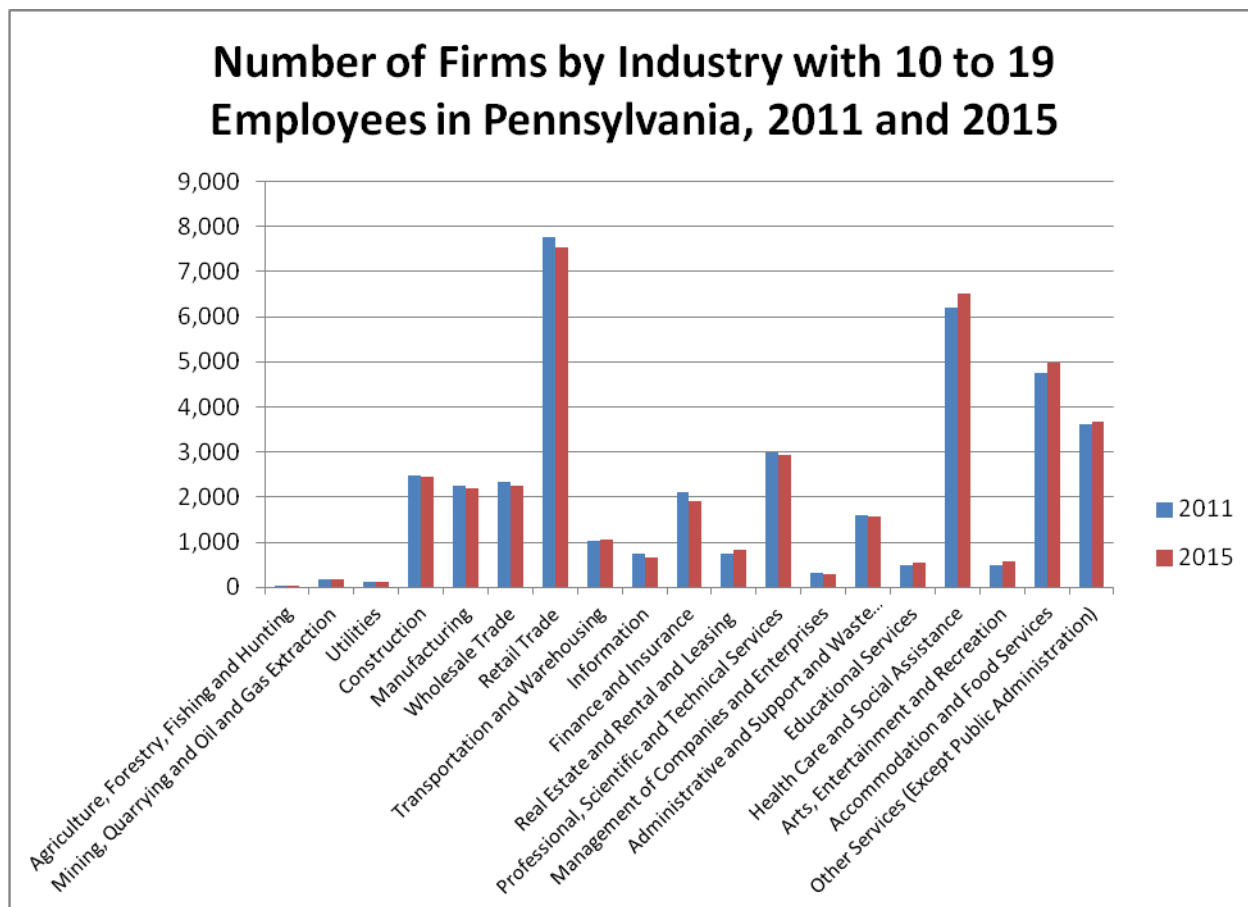
**Figure 47. Number of Firms by Industry with 10 to 19 Employees in Northeastern Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “County Business Patterns – 2011 and 2015,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Pennsylvania, according to Figure 48, 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; Arts, Entertainment and Recreation; Accommodation and Food Services; and Other Services (Except Public Administration). Health Care and Social Assistance had the highest increase in the number of firms (315 firms) and Real Estate and Rental and Leasing had the highest percent increase (13.3 percent). The highest decrease in the number of firms occurred in Retail Trade (-238 firms) and Information had the highest percent decrease (-11.2 percent).

**Figure 48. Number of Firms by Industry with 10 to 19 Employees in Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Figure 49, there were two industries with 10 to 19 employees that had a decrease in the number of firms in the United States, from 2011 to 2015. These industries were Manufacturing, and Finance and Insurance. Finance and Insurance lost the most firms (-4,838 firms) and Manufacturing lost 430 firms. In terms of percent decrease, Finance and Insurance had the highest (-9.2 percent) and Manufacturing had a 1.0 percent decrease. Health Care and Social Assistance had the highest increase in the number of firms (7,872 firms) and Educational Services had the highest percent increase (11.0 percent). It was followed by Utilities (9.1 percent) and Arts, Entertainment and Recreation (9.0 percent).

**Figure 49. Number of Firms by Industry with 10 to 19 Employees in the United States, 2011 and 2015**

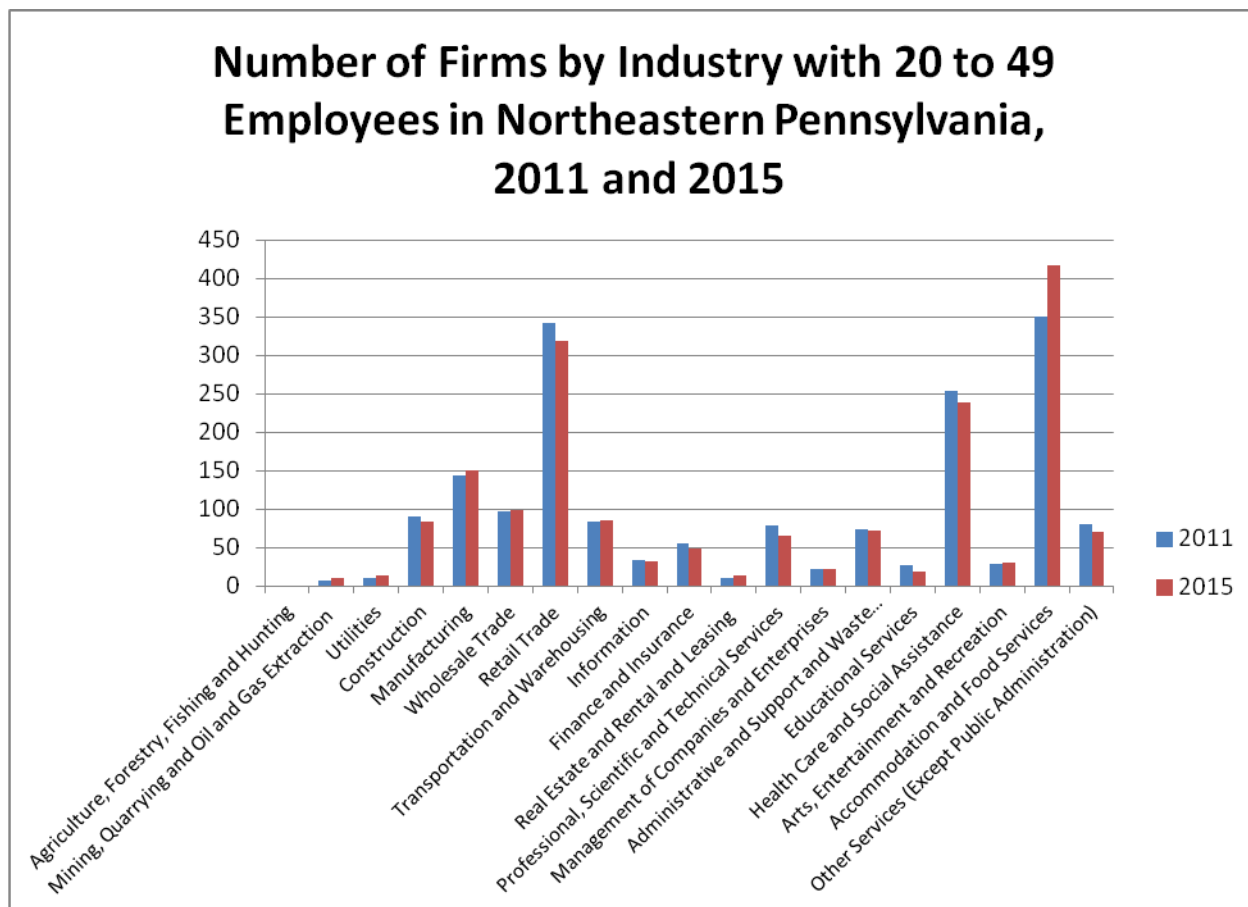


Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

### 20 to 49 Employees

The number of firms by industry with 20 to 49 employees from 2011 to 2015 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 50, 51 and 52. In Northeastern Pennsylvania, according to Figure 50, there was a decrease in the number of firms in Construction; Retail Trade; Information; Finance and Insurance; Professional, Scientific and Technical Services; Administrative and Support and Waste Management and Remediation Services; Educational Services; Health Care and Social Assistance; and Other Services (Except Public Administration). Retail Trade had the highest decrease (-24 firms) and Educational Services had the highest percent decrease (-29.6 percent). Accommodation and Food Services had the highest increase in the number of firms (67 firms) and Mining, Quarrying and Oil and Gas Extraction had the highest percent increase (42.9 percent).

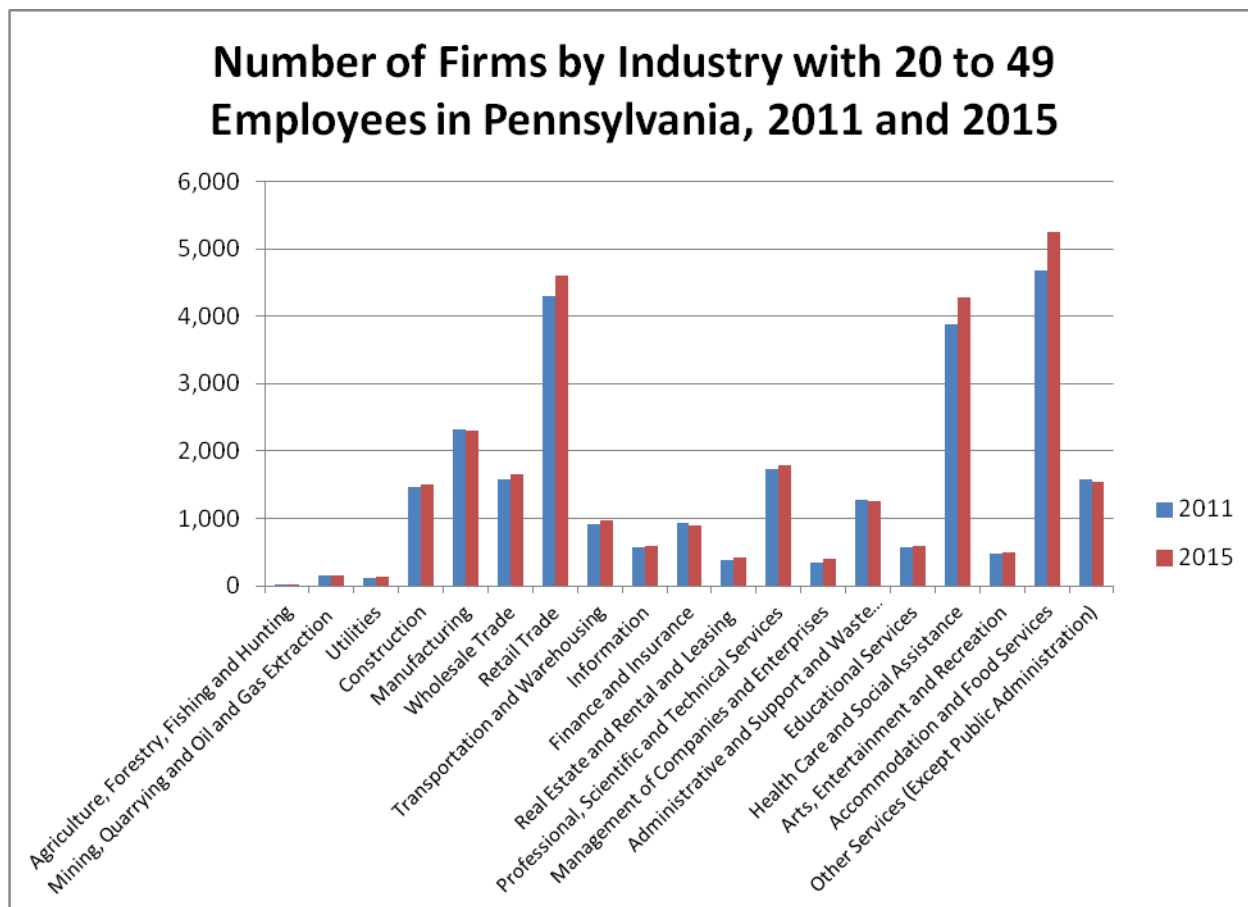
**Figure 50. Number of Firms by Industry with 20 to 49 Employees in Northeastern Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “County Business Patterns – 2011 and 2015,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Pennsylvania, according to Figure 51, there was a decrease in the number of firms with 20 to 49 employees in Agriculture, Forestry, Fishing and Hunting; Manufacturing; Finance and Insurance; Administrative and Support and Waste Management and Remediation Services; and Other Services (Except Public Administration). Finance and Insurance had the highest decrease in the number of firms (-32 firms) and Agriculture, Forestry, Fishing and Hunting had the highest percent decrease (-23.1 percent). Accommodation and Food Services had the highest increase in the number of firms (569 firms) and Utilities had the highest percent increase (15.3 percent).

**Figure 51. Number of Firms by Industry with 20 to 49 Employees in Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “County Business Patterns – 2011 and 2015,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Figure 52, there were two industries with 20 to 49 employees that had a decrease in the number of firms in the United States, from 2011 to 2015. They were Finance and Insurance with a decrease of 1,429 firms and a percent decrease of 5.7 percent, and Information with a decrease of 140 firms and a percent decrease of 1.0 percent. Accommodation and Food Services had the highest increase in the number of firms (25,827 firms) and had the highest percent increase (19.6 percent).

**Figure 52. Number of Firms by Industry with 20 to 49 Employees in the United States, 2011 and 2015**



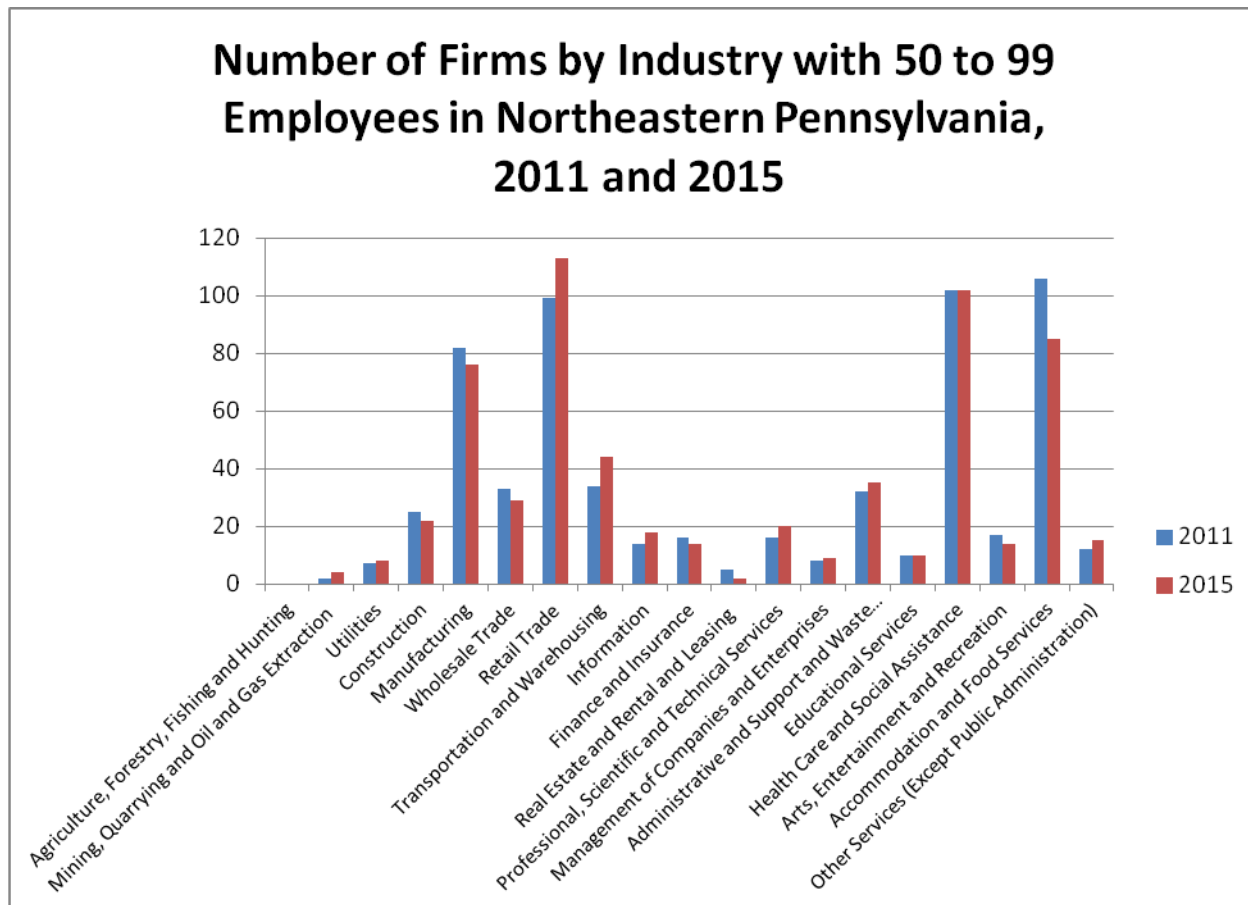
Sources: U.S. Census Bureau, “County Business Patterns – 2011 and 2015,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

### 50 to 99 Employees

The number of firms by industry with 50 to 99 employees for the period from 2011 to 2015 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 53, 54 and 55. In Northeastern Pennsylvania, according to Figure 53, there was a decrease in the number of firms in Construction; Manufacturing; Wholesale Trade; Finance and Insurance; Real Estate and Rental and Leasing; Arts, Entertainment and Recreation; and Accommodation and Food Services, which had the highest decrease (-21 firms). Real Estate and Rental and Leasing had the highest percent decrease (-60.0 percent). The highest increase in the number of firms occurred in Retail Trade (14 firms) and the highest percent increase was in Mining, Quarrying and Oil and Gas Extraction (100.0 percent).



**Figure 53. Number of Firms by Industry with 50 to 99 Employees in Northeastern Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Pennsylvania, according to Figure 54, there was a decrease in the number of firms with 50 to 99 employees in Finance and Insurance (-37 firms), Information (-13 firms) and Utilities (-1 firm). Finance and Insurance had a 12.1 percent decrease, Information had a 5.2 percent decrease and Utilities had a 1.4 percent decrease. Health Care and Social Assistance had the highest increase in the number of firms (85 firms) and Agriculture, Forestry, Fishing and Hunting had the highest percent increase (33.3 percent).



**Figure 54. Number of Firms by Industry with 50 to 99 Employees in Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Figure 55, 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 2011 to 2015. Finance and Insurance had a decrease of 98 firms and a percent decrease of 1.3 percent. Accommodation and Food Services had the highest increase in the number of firms (6,339 firms) and Mining, Quarrying and Oil and Gas Extraction had the highest percent increase (19.0 percent). It was followed by Construction (18.3 percent), Accommodation and Food Services (16.8 percent), and Professional, Scientific and Technical Services (14.8 percent).

**Figure 55. Number of Firms by Industry with 50 to 99 Employees in the United States, 2011 and 2015**

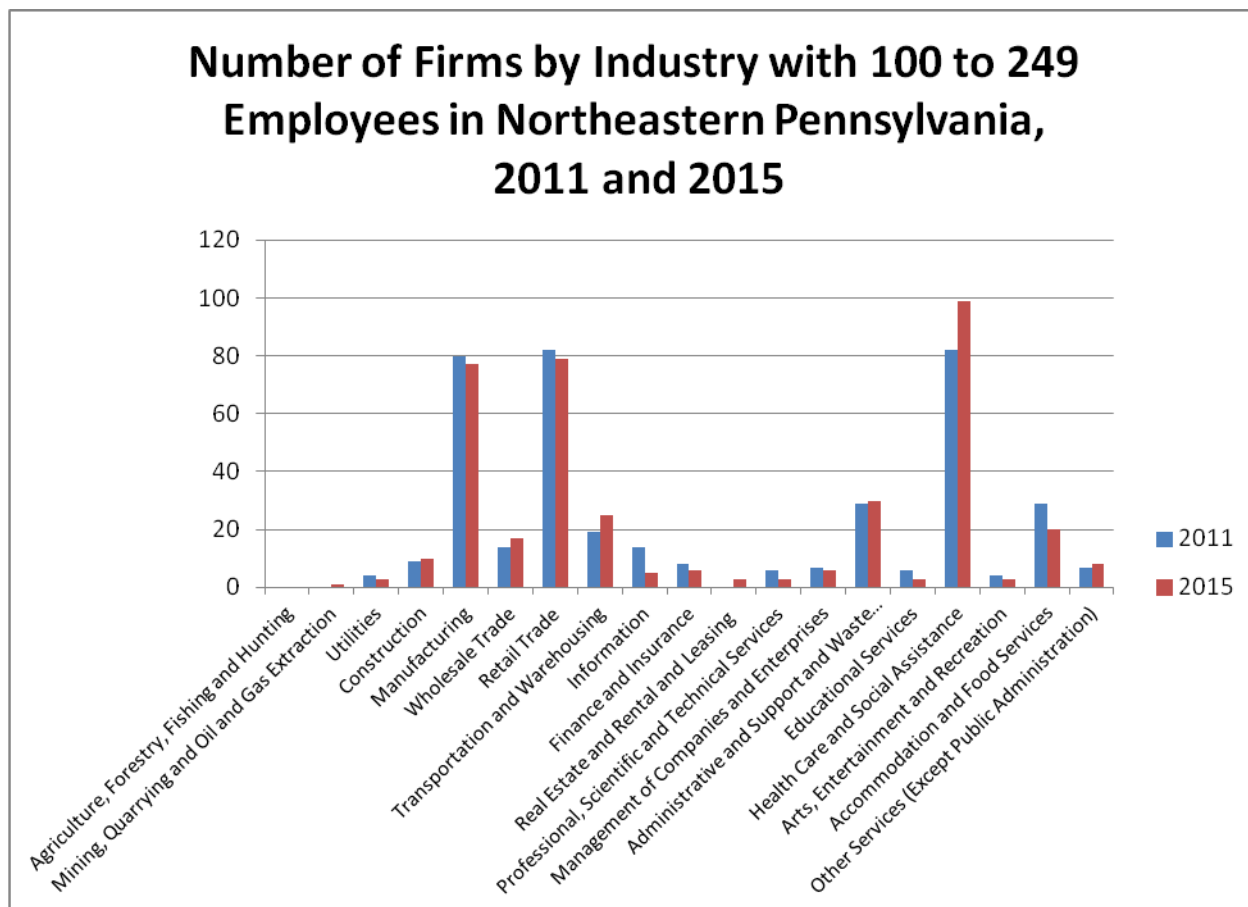


Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

### *100 to 249 Employees*

The number of firms by industry with 100 to 249 employees for the period from 2011 to 2015 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 56, 57 and 58. In Northeastern Pennsylvania, according to Figure 56, there was a decrease in the number of firms in Utilities; Manufacturing; Retail Trade; Information; Finance and Insurance; Professional, Scientific and Technical Services; Management of Companies and Enterprises; Educational Services; Arts, Entertainment and Recreation; and Accommodation and Food Services. Information, and Accommodation and Food Services had the highest decrease (-9 firms) and Professional, Scientific and Technical Services, and Educational Services had the highest percent decrease (-50.0 percent). The highest increase in the number of firms occurred in Health Care and Social Assistance (17 firms) and Real Estate and Rental and Leasing had the highest percent increase (300.0 percent).

**Figure 56. Number of Firms by Industry with 100 to 249 Employees in Northeastern Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Pennsylvania, according to Figure 57, there was a decrease in the number of firms with 100 to 249 employees in Agriculture, Forestry, Fishing and Hunting; Mining, Quarrying and Oil and Gas Extraction; Information; Educational Services; and Accommodation and Food Services, which had the highest decrease in the number of firms (-30 firms). Agriculture, Forestry, Fishing and Hunting had the highest percent decrease (-33.3 percent). The highest increase in the number of firms occurred in Health Care and Social Assistance (94 firms) and the highest percent increase was in Real Estate and Rental and Leasing (53.3 percent).

**Figure 57. Number of Firms by Industry with 100 to 249 Employees in Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Figure 58, there were eighteen industries with 100 to 249 employees that had an increase in the number of firms in the United States, during the period from 2011 to 2015. These industries were 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; 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; Health Care and Social Assistance; Arts, Entertainment and Recreation; Accommodation and Food Services; and Other Services (Except Public Administration). Retail Trade gained the most firms (2,454 firms) and Health Care and Social Assistance (1,463 firms) was second. In terms of percent increase, Construction had the highest (28.8 percent). Real Estate and Rental and Leasing had a 21.5 percent increase and Professional, Scientific and Technical Services had an 18.2 percent increase. The only industry with a decrease was Utilities (-4 firms) and a percent decrease of 0.5 percent.

**Figure 58. Number of Firms by Industry with 100 to 249 Employees in the United States, 2011 and 2015**

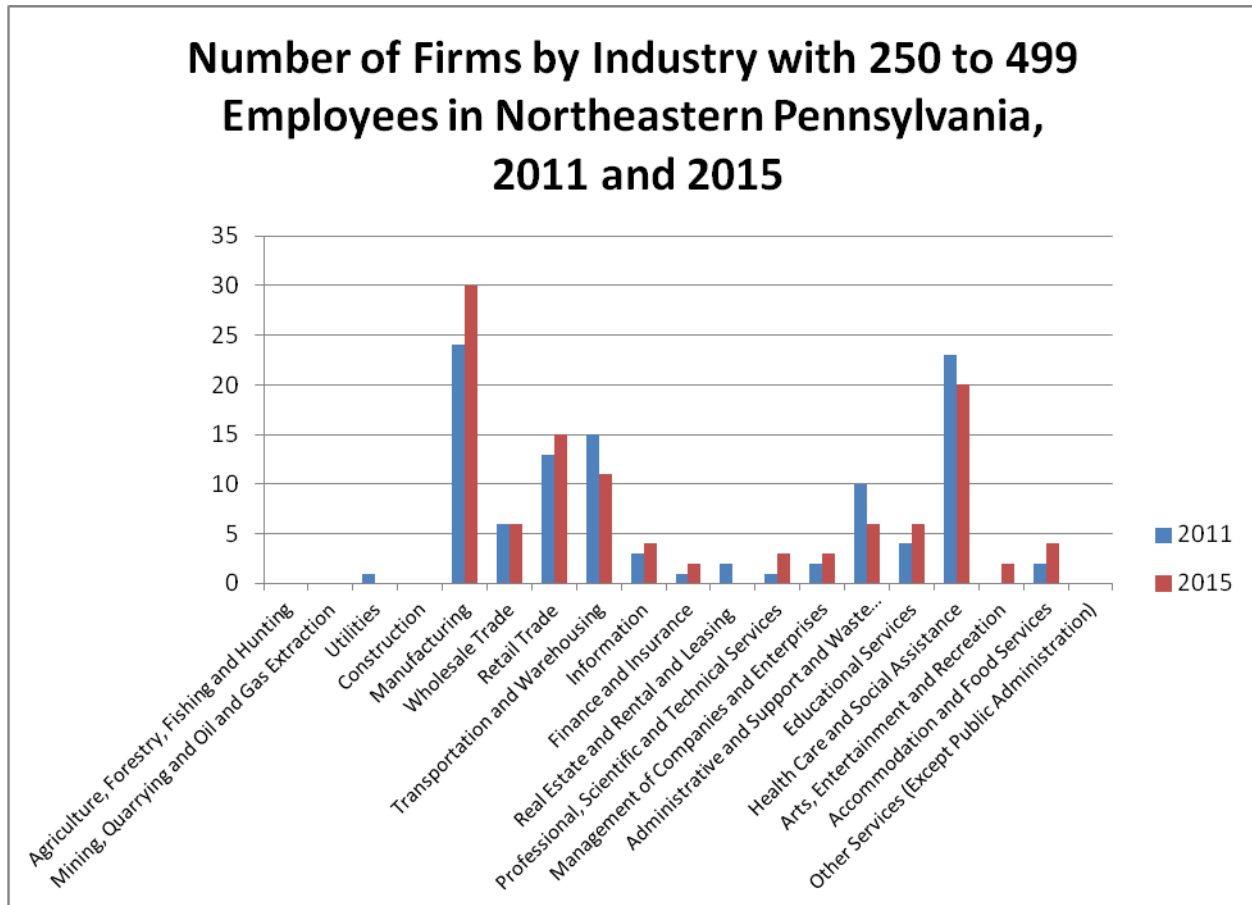


Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

### 250 to 499 Employees

The number of firms by industry with 250 to 499 employees for the period from 2011 to 2015 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 Utilities (-1 firm); Transportation and Warehousing (-4 firms); Real Estate and Rental and Leasing (-2 firms); and Administrative and Support and Waste Management and Remediation Services (-4 firms). Utilities, and Real Estate and Rental and Leasing had a percent decrease of 100.0 percent and Administrative and Support and Waste Management and Remediation Services had a 40.0 percent decrease. Manufacturing had the highest increase in the number of firms (6 firms) and Professional, Scientific and Technical Services; and Arts, Entertainment and Recreation had the highest percent increase (200.0 percent).

**Figure 59. Number of Firms by Industry with 250 to 499 Employees in Northeastern Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Pennsylvania, according to Figure 60, 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 Administrative and Support and Waste Management and Remediation Services. Professional, Scientific and Technical Services had the highest decrease in the number of firms (-20 firms) and had the highest percent decrease (-21.5 percent). The highest increase in the number of firms occurred in Health Care and Social Assistance (40 firms) and the highest percent increase was in Mining, Quarrying and Oil and Gas Extraction (133.3 percent).

**Figure 60. Number of Firms by Industry with 250 to 499 Employees in Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Figure 61, there were two industries with 250 to 499 employees that had a decrease in the number of firms in the United States, from 2011 to 2015. These industries were Agriculture, Forestry, Fishing and Hunting (-4 firms); and Utilities (-18 firms). In terms of percent decrease, Agriculture, Forestry, Fishing and Hunting had the highest (-11.8 percent) and Utilities was second (-6.7 percent). The industry with the highest increase in the number of firms was Retail Trade (689 firms) and Arts, Entertainment and Recreation was the highest in terms of percent increase (32.1 percent). It was followed by Construction (30.3 percent) and Accommodation and Food Services (24.3 percent).



**Figure 61. Number of Firms by Industry with 250 to 499 Employees in the United States, 2011 and 2015**



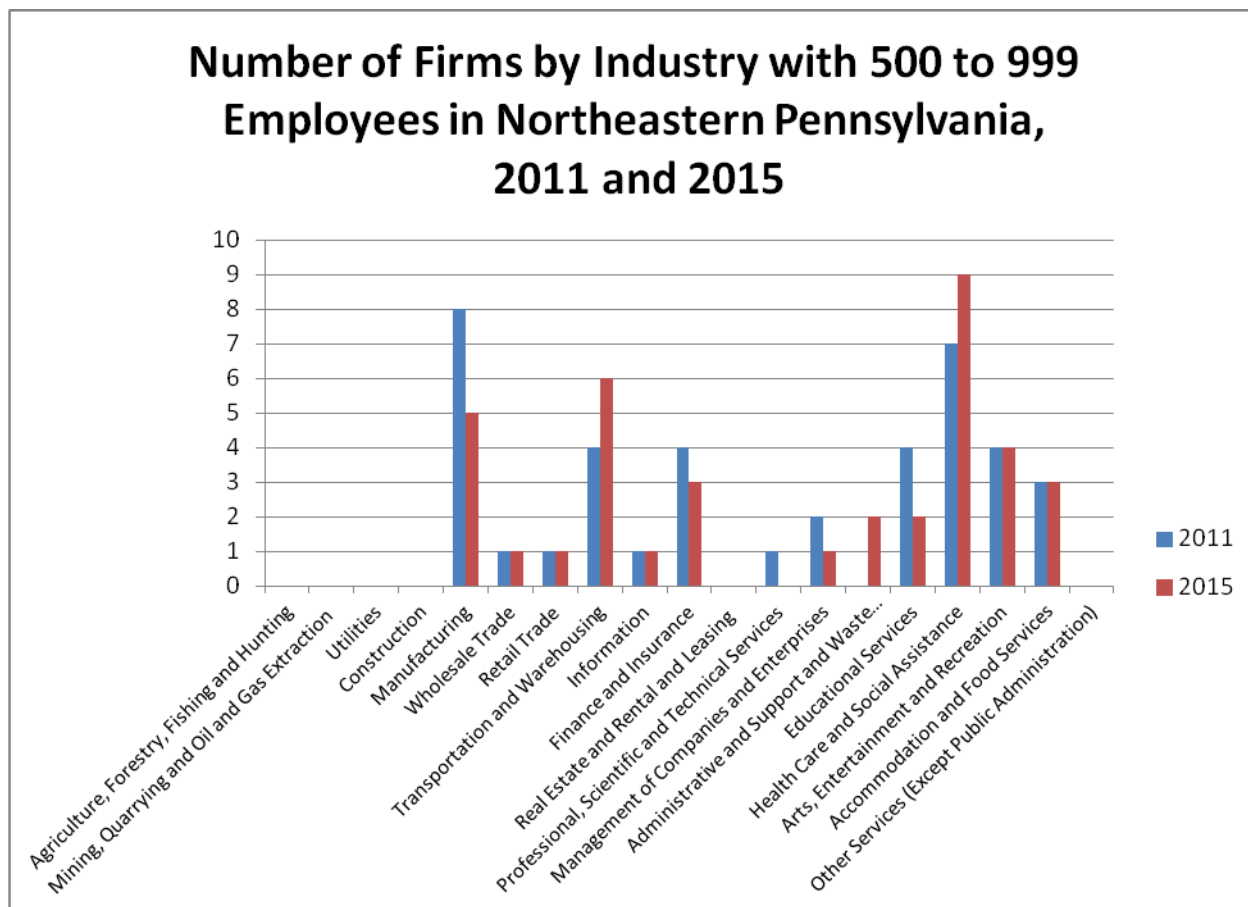
Sources: U.S. Census Bureau, "2011 and 2015 County Business Patterns," 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

### 500 to 999 Employees

The number of firms by industry with 500 to 999 employees for the period from 2011 to 2015 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 62, 63 and 64. In Northeastern Pennsylvania, according to Figure 62, there was a decrease in the number of firms in Manufacturing; Finance and Insurance; Professional, Scientific and Technical Services; Management of Companies and Enterprises; and Educational Services. Manufacturing had the highest decrease (-3 firms). Professional, Scientific and Technical Services had the highest percent decrease (-100.0 percent). The highest increase in the number of firms occurred in the Transportation and Warehousing, the Administrative and Support and Waste Management and Remediation Services, and the Health Care and Social Assistance industries (2 firms); and the Administrative and Support and Waste Management and Remediation Services industry had the highest percent increase (200.0 percent).



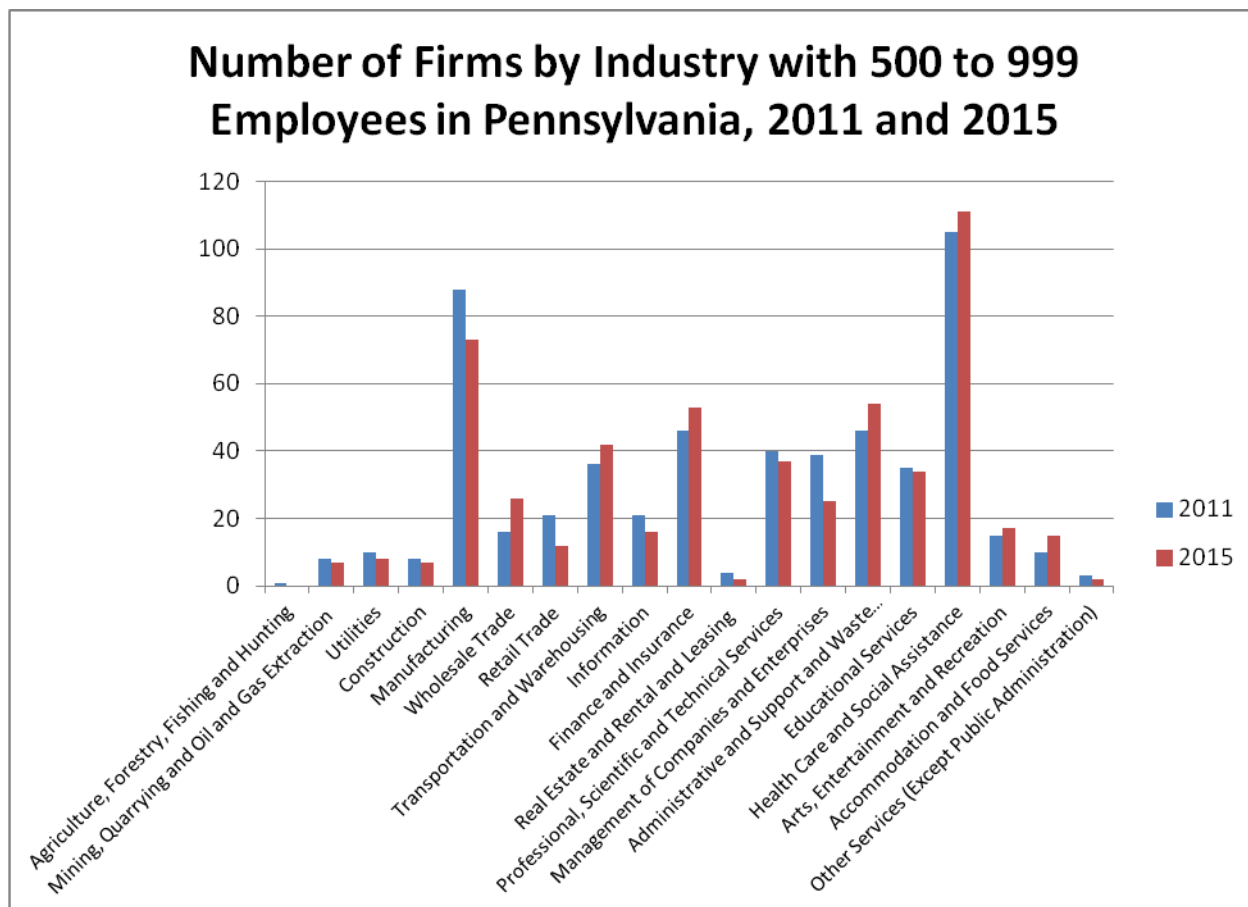
**Figure 62. Number of Firms by Industry with 500 to 999 Employees in Northeastern Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Pennsylvania, according to Figure 63, there was an increase in the number of firms with 500 to 999 employees in Wholesale Trade; Transportation and Warehousing; Finance and Insurance; Administrative and Support and Waste Management and Remediation Services; Health Care and Social Assistance; Arts, Entertainment and Recreation; and Accommodation and Food Services. Wholesale Trade had the highest increase in the number of firms (10 firms) and had the highest percent increase (62.5 percent). Manufacturing had the highest decrease in the number of firms (-15 firms) and Agriculture, Forestry, Fishing and Hunting had the highest percent decrease (-100.0 percent).

**Figure 63. Number of Firms by Industry with 500 to 999 Employees in Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Figure 64, there were six industries with 500 to 999 employees that had a decrease in the number of firms in the United States, from 2011 to 2015. These industries were Agriculture, Forestry, Fishing and Hunting; Utilities; Retail Trade; Real Estate and Rental and Leasing; Educational Services; and Other Services (Except Public Administration). Real Estate and Rental and Leasing had the highest decrease in the number of firms (-8 firms) and Utilities was second (-7 firms). Agriculture, Forestry, Fishing and Hunting had the highest percent decrease (-28.6 percent) and Real Estate and Rental and Leasing was second (-8.6 percent). Administrative and Support and Waste Management and Remediation Services gained the most firms (251 firms) and Manufacturing (201 firms) was second. In terms of percent increase, Construction had the highest (33.7 percent). Wholesale Trade had a 21.4 percent increase and Transportation and Warehousing had a 20.5 percent increase.

**Figure 64. Number of Firms by Industry with 500 to 999 Employees in the United States, 2011 and 2015**

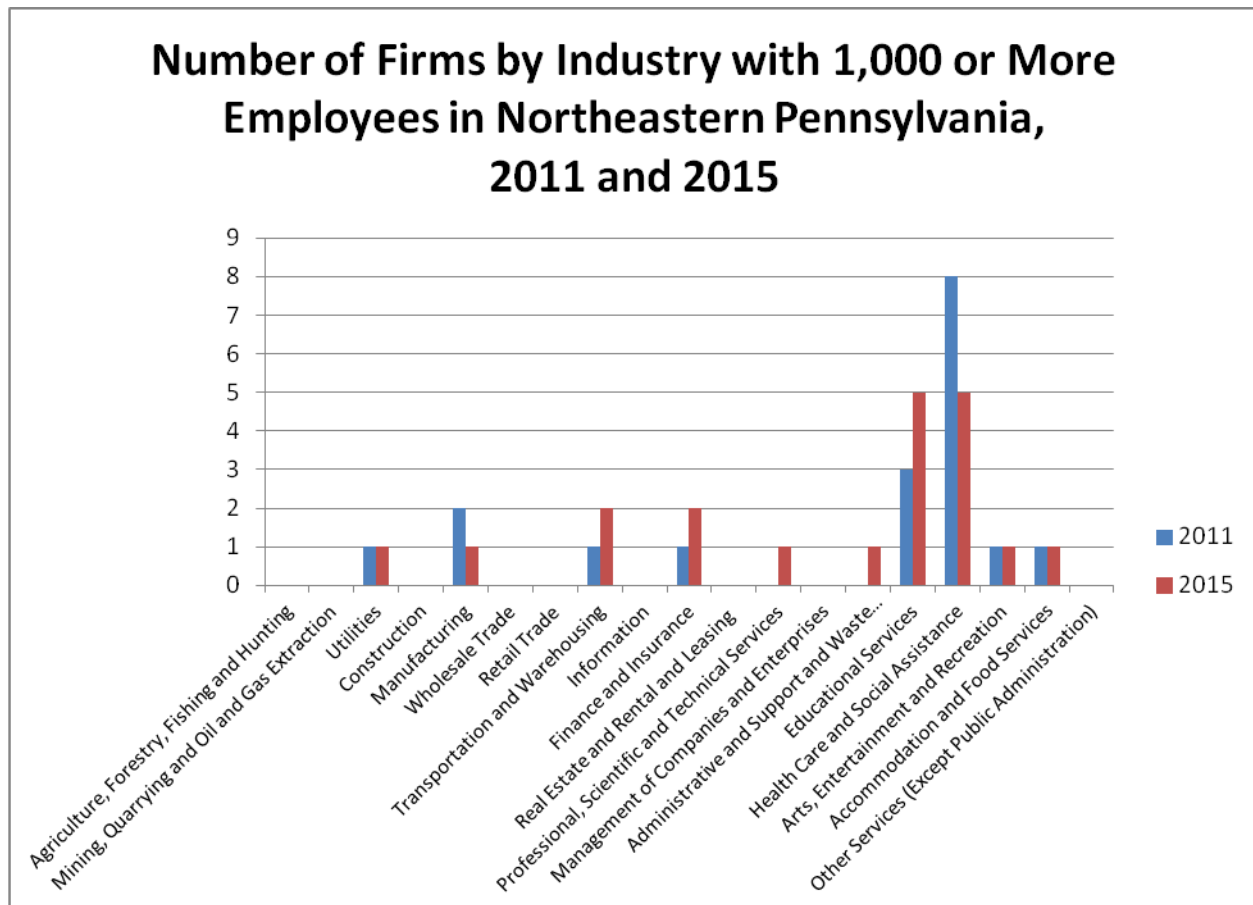


Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

### *1,000 or More Employees*

The number of firms by industry with 1,000 or more employees for the period from 2011 to 2015 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 65, 66 and 67. In Northeastern Pennsylvania, according to Figure 65, there was a decrease in the number of firms in Health Care and Social Assistance (-3 firms), and Manufacturing (-1 firm). Manufacturing had a 50.0 percent decrease and Health Care and Social Assistance had a 37.5 percent decrease. The highest increase in the number of firms occurred in the Educational Services industry (2 firms). The Transportation and Warehousing; Finance and Insurance; Professional, Scientific and Technical Services; and Administrative and Support and Waste Management and Remediation Services industries had the highest percent increase (100.0 percent).

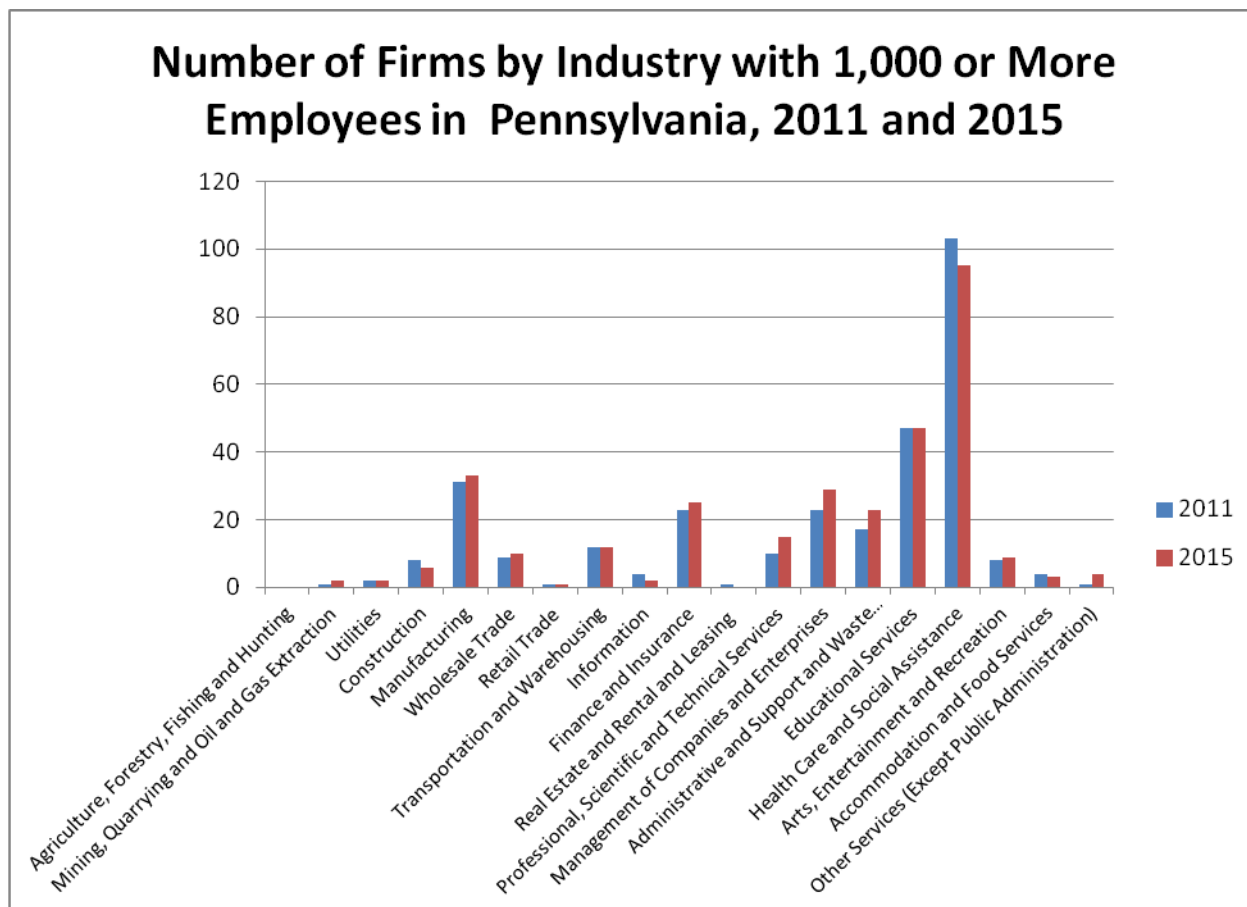
**Figure 65. Number of Firms by Industry with 1,000 or More Employees in Northeastern Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Pennsylvania, according to Figure 66, 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; Finance and Insurance; Professional, Scientific and Technical Services; Management of Companies and Enterprises; Administrative and Support and Waste Management and Remediation Services; Arts, Entertainment and Recreation; and Other Services (Except Public Administration). Management of Companies and Enterprises, and Administrative and Support and Waste Management and Remediation Services had the highest increase in the number of firms (6 firms) and Other Services (Except Public Administration) had the highest percent increase (300.0 percent). The highest decrease in the number of firms occurred in Health Care and Social Assistance (-8 firms) and Real Estate and Rental and Leasing had the highest percent decrease (-100.0 percent).

**Figure 66. Number of Firms by Industry with 1,000 or More Employees in Pennsylvania, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <http://www.census.gov/programs-surveys/cbp.html>.

In Figure 67, there were fifteen industries with 1,000 or more employees that had an increase in the number of firms in the United States, during the period from 2011 to 2015. These industries were: Mining, Quarrying and Oil and Gas Extraction; Utilities; 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; Accommodation and Food Services; and Other Services (Except Public Administration). Administrative and Support and Waste Management and Remediation Services gained the most firms (226 firms) and Finance and Insurance (104 firms) was second. In terms of percent increase, Construction had the highest (30.0 percent). Mining, Quarrying and Oil and Gas Extraction had a 29.6 percent increase and Administrative and Support and Waste Management and Remediation Services had a 26.2 percent increase. The industry with the highest decrease in the number of firms was Real Estate and Rental and Leasing (-17 firms) and had the highest percent decrease (-34.7 percent). It was followed by Agriculture, Forestry, Fishing and Hunting (-25.0 percent) and Arts, Entertainment and Recreation (-9.3 percent).

**Figure 67. Number of Firms by Industry with 1,000 or More Employees in the United States, 2011 and 2015**



Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <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 2011 and 2015, there was a decrease in the number of Retail Trade firms in all areas, with the exception of the United States, which had an increase of 7,267 firms, and Pike County, which had an increase of 3 firms. Schuylkill County (-6.4 percent), Carbon County (-6.3 percent), Wayne County (-4.9 percent) and Lackawanna County (-3.5 percent) had greater percent decreases than the state (-1.8 percent) and region (-2.5 percent). Monroe County (-1.1 percent) and Luzerne County (-0.2 percent) had percent decreases that were less than the state and region.

**Table 5. The Number of Retail Trade Firms in the United States, Pennsylvania and Northeastern Pennsylvania, 2011 and 2015**

Area	2011	2015	Change	Percent Change
United States	1,062,942	1,070,209	7,267	0.7%
Pennsylvania	44,193	43,399	-794	-1.8%
Northeastern Pennsylvania	3,857	3,761	-96	-2.5%
Carbon County	191	179	-12	-6.3%
Lackawanna County	931	898	-33	-3.5%
Luzerne County	1,227	1,224	-3	-0.2%
Monroe County	631	624	-7	-1.1%
Pike County	134	137	3	2.2%
Schuylkill County	518	485	-33	-6.4%
Wayne County	225	214	-11	-4.9%

Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <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, 2011 and March 12, 2015. The number of employees decreased in Northeastern Pennsylvania, Lackawanna County, Luzerne County and Schuylkill County. Schuylkill County had the highest percent decrease (-5.4 percent) and Luzerne County had the second highest (-4.3 percent). Northeastern Pennsylvania had the lowest percent decrease (-0.9 percent).

**Table 6. The Number of Retail Trade Employees in the United States, Pennsylvania and Northeastern Pennsylvania for the Weeks Including March 12, 2011 and March 12, 2015**

Area	2011	2015	Change	Percent Change
United States	14,698,563	15,704,167	1,005,604	6.8%
Pennsylvania	646,970	664,898	17,928	2.8%
Northeastern Pennsylvania	53,027	52,565	-462	-0.9%
Carbon County	2,011	2,096	85	4.2%
Lackawanna County	13,149	12,983	-166	-1.3%
Luzerne County	18,608	17,810	-798	-4.3%
Monroe County	8,836	9,522	686	7.8%
Pike County	1,805	1,907	102	5.7%
Schuylkill County	6,004	5,678	-326	-5.4%
Wayne County	2,614	2,569	-45	-1.7%

Sources: U.S. Census Bureau, “2011 and 2015 County Business Patterns,” 2011 information released May 2013 and 2015 information released April 2017, <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 495,600 in 2016. This was down from the 2011 average of 500,700. From 2011 to 2016, Northeastern Pennsylvania’s civilian labor force decreased by 1.0 percent. During the same period, the United



States' civilian labor force grew by 3.6 percent and there was a 1.2 percent increase in Pennsylvania's civilian labor force. Luzerne and Monroe counties had the lowest negative percent change (-0.2 percent) and Pike County had the highest negative percent change (-3.4 percent).

**Table 7. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Civilian Labor Force, 2011 and 2016**

Area	2011	2016	Change	Percent Change
United States	153,617,000	159,187,000	5,570,000	3.6%
Pennsylvania	6,396,000	6,472,000	76,000	1.2%
Northeastern Pennsylvania	500,700	495,600	-5,100	-1.0%
Carbon County	31,900	31,800	-100	-0.3%
Lackawanna County	107,300	106,800	-500	-0.5%
Luzerne County	159,800	159,500	-300	-0.2%
Monroe County	82,200	82,000	-200	-0.2%
Pike County	26,100	25,100	-1,000	-3.8%
Schuylkill County	70,100	67,900	-2,200	-3.1%
Wayne County	23,300	22,500	-800	-3.4%

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 493,200, in 2015. In comparison to the 2016 civilian labor force of Northeastern Pennsylvania of 495,600, there was an increase of 2,400. Percentage wise, Northeastern Pennsylvania's civilian labor force increased at the rate of 0.5 percent between 2015 and 2016. During the same period, Pennsylvania's increased by 0.7 percent and the United States' grew by 1.3 percent. In the region, Monroe County had the highest percent change (1.5 percent) and Carbon County had the second highest (1.0 percent). Schuylkill County was the only county with a decrease and had a percent change of -0.4 percent.



**Table 8. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Civilian Labor Force, 2015 and 2016**

Area	2015	2016	Change	Percent Change
United States	157,130,000	159,187,000	2,057,000	1.3%
Pennsylvania	6,426,000	6,472,000	46,000	0.7%
Northeastern Pennsylvania	493,200	495,600	2,400	0.5%
Carbon County	31,500	31,800	300	1.0%
Lackawanna County	106,500	106,800	300	0.3%
Luzerne County	158,900	159,500	600	0.4%
Monroe County	80,800	82,000	1,200	1.5%
Pike County	25,000	25,100	100	0.4%
Schuylkill County	68,200	67,900	-300	-0.4%
Wayne County	22,300	22,500	200	0.9%

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 2016, consisted of 465,000 residents. This was up 2.5 percent from the 453,500 average for 2011. During this period, Pennsylvania's employment increased by 3.9 percent and the United States' increased by 8.3 percent. Carbon County (4.2 percent) was the only county that had a percent increase that was higher than the region and state. Wayne and Pike counties were the only counties with a negative percent change, -1.4 percent and -0.4 percent, respectively.

**Table 9. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Employment, 2011 and 2016**

Area	2011	2016	Change	Percent Change
United States	139,869,000	151,436,000	11,567,000	8.3%
Pennsylvania	5,889,000	6,120,000	231,000	3.9%
Northeastern Pennsylvania	453,500	465,000	11,500	2.5%
Carbon County	28,700	29,900	1,200	4.2%
Lackawanna County	97,800	100,700	2,900	3.0%
Luzerne County	144,500	149,300	4,800	3.3%
Monroe County	74,300	76,800	2,500	3.4%
Pike County	23,600	23,500	-100	-0.4%
Schuylkill County	63,200	63,700	500	0.8%
Wayne County	21,400	21,100	-300	-1.4%

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 2015 to 2016, according to Table 10, the employment of Northeastern Pennsylvania in 2015 averaged 462,500. In comparison to the 2016 employment of Northeastern Pennsylvania of 465,000, there was an increase of 2,500. Percentage wise, Northeastern Pennsylvania's employment climbed at the rate of 0.5 percent. Pennsylvania's grew by 0.6 percent and the United States' grew by 1.7 percent. Monroe County, with a percent change of 1.6 percent, and Carbon County, with a percent change of 1.0 percent, exceeded the

percent change of the state and region. Luzerne and Wayne counties, both with a percent change of 0.5 percent, had the same percent change as the region.

**Table 10. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Employment, 2015 and 2016**

Area	2015	2016	Change	Percent Change
United States	148,834,000	151,436,000	2,602,000	1.7%
Pennsylvania	6,085,000	6,120,000	35,000	0.6%
Northeastern Pennsylvania	462,500	465,000	2,500	0.5%
Carbon County	29,600	29,900	300	1.0%
Lackawanna County	100,300	100,700	400	0.4%
Luzerne County	148,600	149,300	700	0.5%
Monroe County	75,600	76,800	1,200	1.6%
Pike County	23,400	23,500	100	0.4%
Schuylkill County	64,000	63,700	-300	-0.5%
Wayne County	21,000	21,100	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 30,500, in 2016, which was down 35.5 percent from 2011. At the same time, Pennsylvania's level decreased by 30.6 percent and the nation's decreased by 43.6 percent. The percent decrease in unemployed exceeded the region and state in Carbon County (-40.6 percent), Pike County (-38.5 percent), Schuylkill County (-38.2 percent) and Lackawanna County (-35.8 percent). The percent decrease in unemployed in Luzerne County (-33.3 percent) and in Wayne County (-31.6 percent) were greater than the state.

**Table 11. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Unemployment, 2011 and 2016**

Area	2011	2016	Change	Percent Change
United States	13,747,000	7,751,000	-5,996,000	-43.6%
Pennsylvania	507,000	352,000	-155,000	-30.6%
Northeastern Pennsylvania	47,300	30,500	-16,800	-35.5%
Carbon County	3,200	1,900	-1,300	-40.6%
Lackawanna County	9,500	6,100	-3,400	-35.8%
Luzerne County	15,300	10,200	-5,100	-33.3%
Monroe County	8,000	5,200	-2,800	-35.0%
Pike County	2,600	1,600	-1,000	-38.5%
Schuylkill County	6,800	4,200	-2,600	-38.2%
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 2015 to 2016, according to Table 12, the unemployment of Northeastern Pennsylvania in 2015 averaged 30,800. In comparison to the 2016 unemployment of Northeastern Pennsylvania of 30,500, there was a decrease of 300 or 1.0 percent. Pennsylvania's unemployment increased by 3.2 percent and unemployment in the United States' decreased by 6.6 percent. Three Northeastern Pennsylvania counties experienced a decrease in the number of unemployed from 2015 to 2016, with Schuylkill County having the highest percent decrease (-2.3 percent). It was followed by Lackawanna County, with a percent decrease of 1.6 percent, and Luzerne County, with a percent decrease of 1.0 percent. The remaining four counties, which are Carbon, Monroe, Pike and Wayne, had no change between the two years.

**Table 12. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Unemployment, 2015 and 2016**

Area	2015	2016	Change	Percent Change
United States	8,296,000	7,751,000	-545,000	-6.6%
Pennsylvania	341,000	352,000	11,000	3.2%
Northeastern Pennsylvania	30,800	30,500	-300	-1.0%
Carbon County	1,900	1,900	0	0.0%
Lackawanna County	6,200	6,100	-100	-1.6%
Luzerne County	10,300	10,200	-100	-1.0%
Monroe County	5,200	5,200	0	0.0%
Pike County	1,600	1,600	0	0.0%
Schuylkill County	4,300	4,200	-100	-2.3%
Wayne County	1,300	1,300	0	0.0%

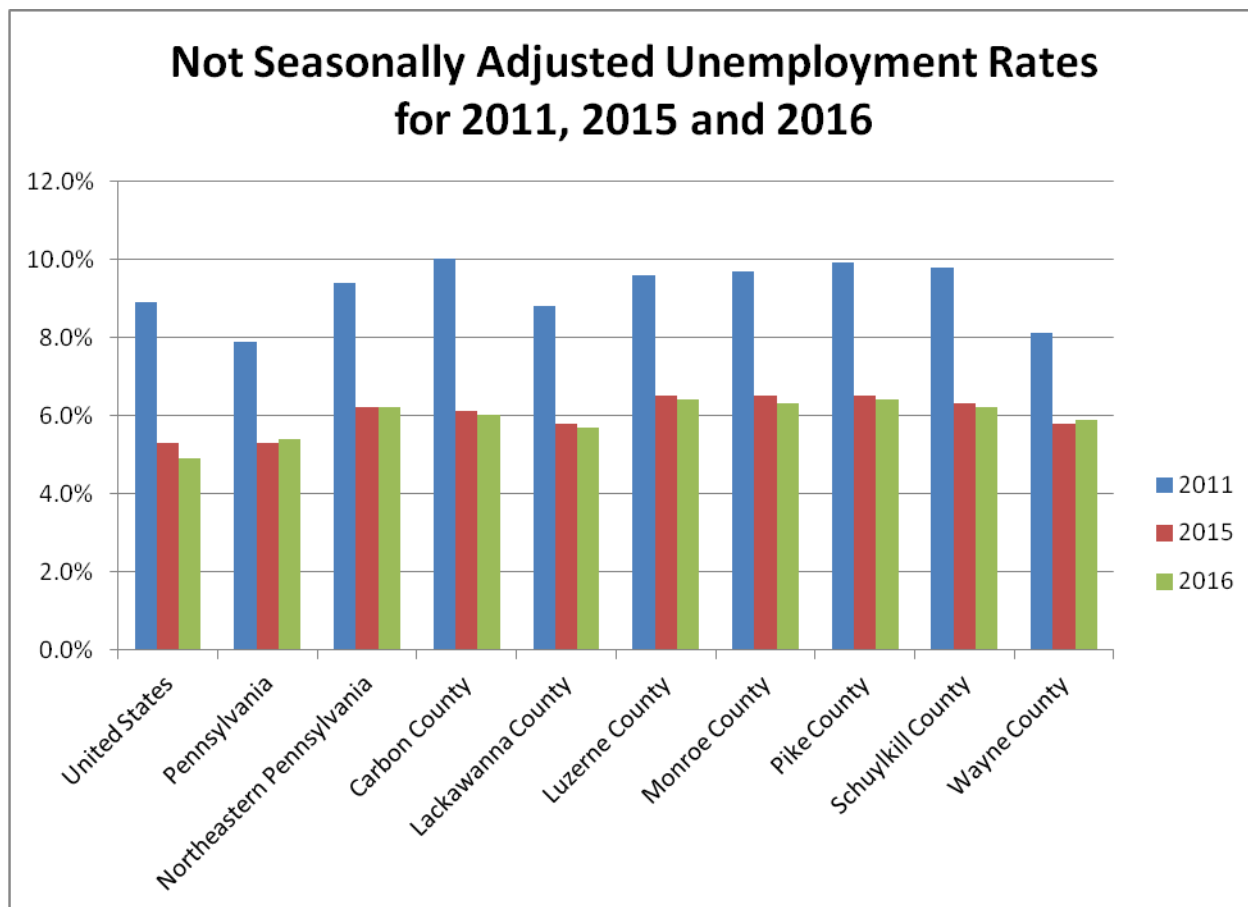
Source: Commonwealth of Pennsylvania, Department of Labor and Industry, Center for Workforce Information and Analysis, PA Work Stats, <<http://www.paworkstats.pa.gov>>.

### **Unemployment Rate**

The not seasonally adjusted rate of unemployment in Northeastern Pennsylvania, as indicated in Figure 68, averaged 6.2 percent in 2016, as compared to 9.4 percent in 2011. Pennsylvania's rate decreased by 2.5 percentage points, by going from 7.9 percent to 5.4 percent, while the United States' rate decreased by 4.0 percentage points, by going from 8.9 percent to 4.9 percent. None of the seven Northeastern Pennsylvania counties experienced an increase during the period. Carbon County had the highest percent decrease (-40.0 percent) and it was followed by Schuylkill County (-36.7 percent) and Pike County (-35.4 percent).

When looking at the period from 2015 to 2016, according to Figure 68, the unemployment rate of Northeastern Pennsylvania averaged 6.2 percent in 2015. In comparison to the 2016 unemployment rate of Northeastern Pennsylvania (6.2 percent), there was no change. During the same period, Pennsylvania experienced an increase of 1.9 percent and there was a -7.5 percent decrease in the unemployment rate for the nation. All of the counties in Northeastern Pennsylvania had a decrease in the unemployment rate with the exception of Wayne County, which had an increase of 1.7 percent. Monroe County had the highest percent decrease (-3.1 percent) and it was followed by Lackawanna County (-1.7 percent), Carbon and Schuylkill counties (-1.6 percent) and Luzerne and Pike counties (-1.5 percent).

**Figure 68. Not Seasonally Adjusted Unemployment Rates for 2011, 2015 and 2016**



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 69, 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/st99\\_1\\_001\\_001.pdf](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/](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%

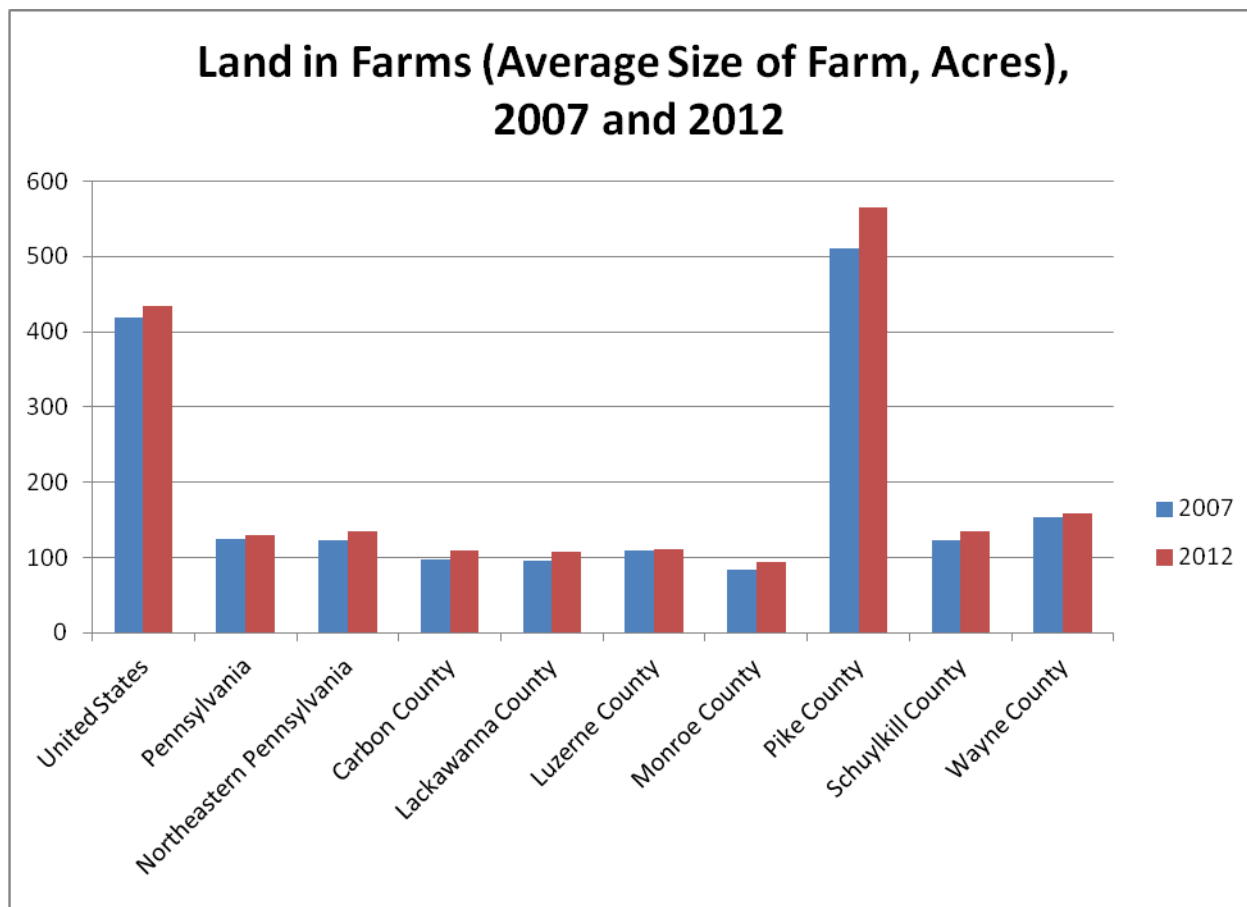
Sources: U.S. Department of Agriculture; Census of Agriculture; 2012 Census Volume 1, Chapter 1: U.S. National Level Data; “Table 1. Historical Highlights: 2012 and Earlier Census Years;”

<[http://www.agcensus.usda.gov/Publications/2012/Full\\_Report/Volume\\_1,\\_Chapter\\_1\\_US/st99\\_1\\_001\\_001.pdf](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/](https://www.agcensus.usda.gov/Publications/2012/Online_Resources/County_Profiles/Pennsylvania/)>

**Figure 69. Land in Farms (Average Size of Farm, Acres), 2007 and 2012**



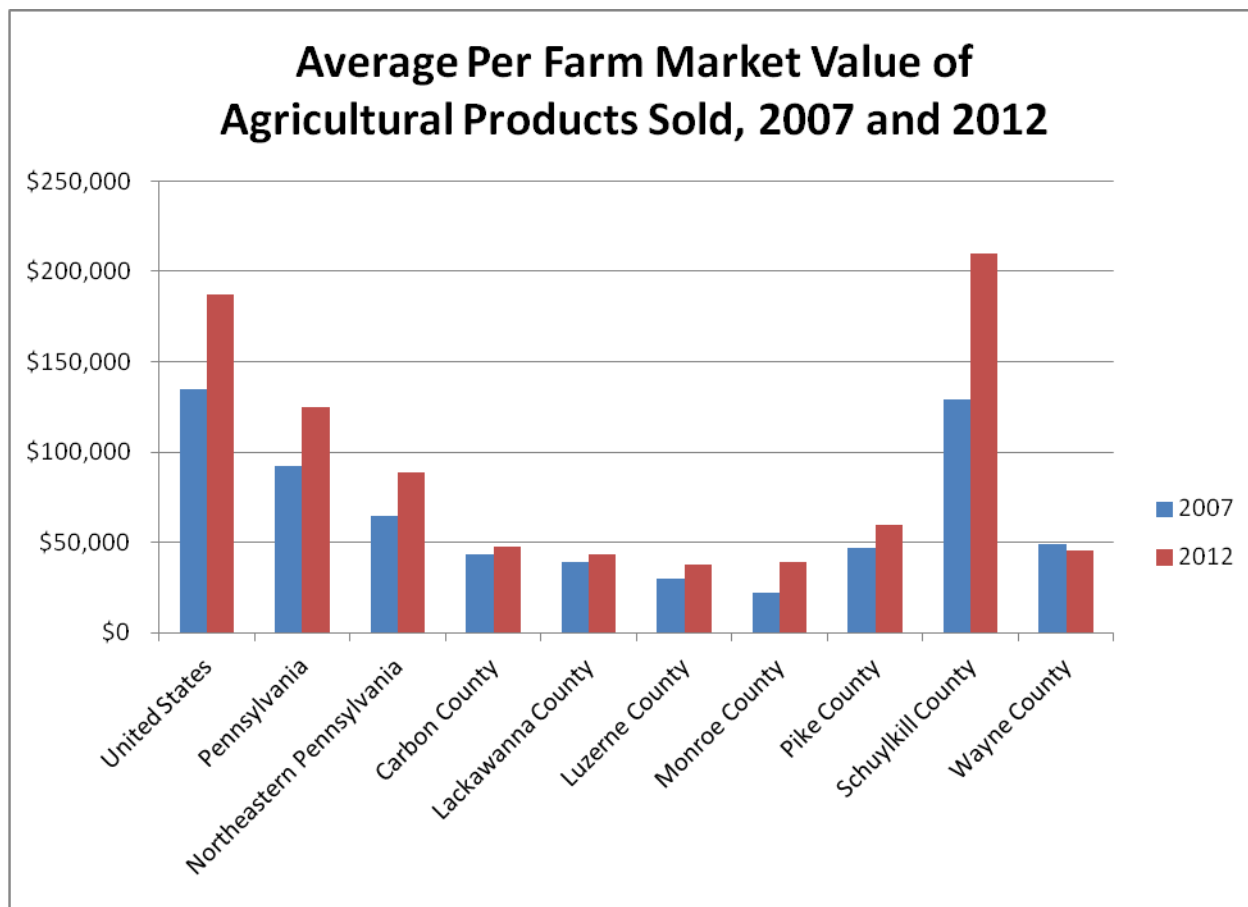
Sources: U.S. Department of Agriculture; Census of Agriculture; 2012 Census Volume 1, Chapter 1: U.S. National Level Data; "Table 1. Historical Highlights: 2012 and Earlier Census Years;"

<[http://www.agcensus.usda.gov/Publications/2012/Full\\_Report/Volume\\_1,\\_Chapter\\_1\\_US/st99\\_1\\_001\\_001.pdf](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/](https://www.agcensus.usda.gov/Publications/2012/Online_Resources/County_Profiles/Pennsylvania/)>

In Figure 70, 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 70. Average Per Farm Market Value of Agricultural Products Sold, 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](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/](https://www.agcensus.usda.gov/Publications/2012/Online_Resources/County_Profiles/Pennsylvania/)>

According to the 2012 Census of Agriculture by the U.S. 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; the Schuylkill Health System, which consists of two medical centers in Pottsville; and Allied Services. On April 26, 2017, an announcement was made that, with an investment of \$80 million, the Regional Hospital of Scranton and Moses Taylor Hospital will merge into a Commonwealth Health Scranton Campus. One of the reasons of the merger is that there is a block and a half between the two hospitals.

## **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 U.S. Department of Commerce National Oceanic and Atmospheric Administration National Weather Service Forecast Office in Binghamton, New York, the average temperature over the period was 49.5 degrees and the average annual precipitation was 36.7 inches. Annual snowfall averaged 44.1 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 30.5 minutes and this is far less than most metropolitan areas. According to 2011 - 2015 American Community Survey 5-year estimates from the U.S. Census Bureau, Lackawanna County has the lowest mean travel time to work in the region (20.6 minutes) and Pike County has the highest in the region and the state (44.0 minutes). Monroe County has the second highest in the state (38.7 minutes). 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 U.S., 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 fourth quarter of 2016, the top two employers in each county are: Carbon County - Gnadon Huetten Memorial Hospital and Blue Mountain Resort; Lackawanna County - Allied Services Foundation and State Government; Luzerne County - Federal Government and Amazon.com DEDC, LLC; Monroe County - Federal Government and Aventis Pasteur, Inc.; Pike County - Delaware Valley School District and Woodloch Pines, Inc.; 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 10 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 2017 - 2018, 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 (20) 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, 2017**

	NAME	COUNTY OR OTHER AFFILIATION	OFFICER (1=YES)	VOTING MEMBER (1=YES)	MINORITY (1=YES)	FEMALE (1=YES)	PUBLIC OFFICIAL (1=YES)	REPRESENTING
1	Henderson, Kathy	Carbon		1		1		Carbon Chamber and Economic Development Corporation
2	McAward, Jerry	Carbon		1				Northeast PA Kayak School
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, Inc.
7	Condron, Philip	Lackawanna	1	1				Condron & 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	Mikitish, Michelle	Luzerne		1		1		Greater Pittston Chamber of Commerce
17	O'Donnell, W. Kevin	Luzerne		1			1	CAN DO, Inc.
18	Casella, John	Monroe	1	1			1	Monroe County Career Link
	Garris, Charles*	Monroe						Monroe County Board of Commissioners

	NAME	COUNTY OR OTHER AFFILIATION	OFFICER (1=YES)	VOTING MEMBER (1=YES)	MINORITY (1=YES)	FEMALE (1=YES)	PUBLIC OFFICIAL (1=YES)	REPRESENTING
19	Leonard, Charles	Monroe		1			1	Pocono Mountains Economic Development Corporation
20	Moyer, John	Monroe		1			1	Monroe County Board of Commissioners
21	Postupack, Mary Frances	Monroe		1		1	1	East Stroudsburg University of Pennsylvania
22	Wilgus, Carl	Monroe		1				Pocono Mountains Visitors Bureau
22	Bellinger, Derek	Pike		1				Wayne Bank
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	Wulfhorst, Peter	Pike		1			1	Penn State Extension
27	Carl, Robert	Schuylkill		1				Schuylkill Chamber of Commerce
28	Gursky, Micah	Schuylkill		1				St. Luke's University Health Network – Miners Campus
29	McCord, Michael	Schuylkill		1			1	Office of State Representative Neal P. Goodman
30	Quandel, Noble	Schuylkill	1	1				The Quandel Group, Inc.
31	Staudenmeier, Frank	Schuylkill		1			1	Schuylkill County Board of Commissioners
32	Adams, Joseph	Wayne		1			1	Wayne County Board of Commissioners
33	Graziadio, Mark	Wayne	1	1				The Honesdale National Bank
34	Hoff, David	Wayne		1				Wayne Memorial Health System
35	Rickard, Craig	Wayne		1			1	Wayne County Department of Planning
36	Wood, Mary Beth	Wayne	1	1		1		Wayne Economic Development Corporation
37	Connell, Matthew	At-Large		1			1	Northampton Community College
38	Durst, Ricky	At-Large		1				Pocono Raceway
39	Malski, Lawrence	At-Large		1			1	Pennsylvania Northeast Regional Railroad Authority
40	Pleau, Donald	At-Large		1				Kalahari Resorts & Conventions
41	Roberts, Alana	At-Large		1		1		PPL Electric Utilities
	Augustine, John*	Ex Officio						Penn's Northeast, Inc.
42	Barber, Charles	Ex Officio						The Luzerne Foundation
43	Box, Jeffrey	Ex Officio						Northeastern Pennsylvania Alliance
44	Lettiere, Joseph	Ex Officio						Penn's Northeast, Inc.
45	Brandwene, Phyllis	Emeritus						Brandwene Marketing
46	Donlin, David	Emeritus						Private Citizen
47	Fahmy, Mahmoud	Emeritus						Private Citizen
48	Maher, Paul	Emeritus						Private Citizen
49	Preate, Ernest, Jr.	Emeritus						The Law Office of Ernest D. Preate, Jr.
	TOTALS BASED ON VOTING MEMBERS		8	41	1	7	21	
	% OF TOTAL				2.4%	17.1%	51.2%	

\* 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**



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