



2017 - 2018 Comprehensive Economic Development Strategy Annual Performance Report for Northeastern Pennsylvania

Submitted to the:

U.S. Department of Commerce
Economic Development Administration

July 2018

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.

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**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 2017 - 2018**

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, 2017 - June 30, 2018 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 30th DAY of July 2018

ATTEST:


Jeffrey K. Box, President & CEO


Philip P. Condron, Chairperson

**2017 - 2018 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
ANNUAL PERFORMANCE REPORT FOR NORTHEASTERN PENNSYLVANIA**

Submitted to the:

U.S. Department of Commerce
Economic Development Administration

By the:



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pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT

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EXECUTIVE SUMMARY

Introduction

The Northeastern Pennsylvania Alliance (NEPA) is the regional community and economic development and planning agency that is 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 2017 - 2018 Fiscal Year.

Economic Development Events, Observations and Trends

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

Summary

As a result of the following, the seven-county Northeastern Pennsylvania regional economy is showing signs of improvement.

- From 2012 to 2016, the region experienced a 3.2 percent increase in the total number of jobs, according to County Business Patterns by the U.S. Census Bureau. Although, this percentage is below the state growth rate of 3.6 percent and the national growth rate of 9.3 percent, this is a sign of improvement. Three of the goals of the current Comprehensive Economic Development Strategy Five-Year Plan pertain to this issue.
- Employment growth percentages in the Manufacturing, Educational Services, and Management of Companies and Enterprises industries in the region have exceeded the percentages in the state and nation. An example is that in the Manufacturing industry, the region had a 5.2 percent increase as compared to a decline of 1.4 percent in the state and an increase of 3.6 percent in the nation.

- Using 2012 and 2016 County Business Patterns data, an industry cluster analysis was conducted and resulted in Agriculture, Forestry, Fishing and Hunting; Mining, Quarrying and Oil and Gas Extraction; Manufacturing; and Management of Companies and Enterprises being the industries that should be considered for recruitment.
- According to population estimates from the U.S. Census Bureau, the population increased by 0.2 percent from July 1, 2016 to July 1, 2017.
- Poverty rates in five of the seven counties in the region are lower than the region itself, state and nation.
- Per Capita Income was lower in all seven Northeastern Pennsylvania counties than the state and nation.
- In all seven counties, the median value for owner-occupied housing units with a mortgage was lower than the nation and when there is no mortgage, it was lower than the nation in four of the seven counties. This indicates that, although the regional Per Capita Income is lower than the state and nation, housing is affordable.
- According to the Pennsylvania Department of Labor & Industry, Center for Workforce Information & Analysis:
 - The not seasonally adjusted unemployment rate in the region decreased from 9.5 percent in 2012 to 5.7 percent in 2017.
 - Employment in the region increased by 8,200 between 2012 and 2017.
 - Unemployment in the region decreased by 19,900 during the same period.
 - The Civilian Labor Force in the region decreased by 11,700 during the same period. This is caused by discouraged workers who are no longer seeking employment and retirees who are leaving the workforce.
- From 2012 to 2015, according to the U.S. Census Bureau, there was a decrease of 5,673 people who live within the three workforce investment areas and are employed outside of them.

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 2016 County Business Patterns from the U.S. Census Bureau, the region, at 12.4 percent, has a higher percentage of workers employed in the Manufacturing industry as compared to the state and nation with 10.1 percent and 9.1 percent, respectively.
- Northeastern Pennsylvania's business base is overwhelmingly dominated by small businesses. According to 2016 County Business Patterns from the U.S. Census Bureau, there were 22,023 businesses in the region and 73.2 percent of them employed between 1 and 9 people. The percentages in the nation and the state were 70.6 percent and 72.7 percent, respectively.

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 2017, there were 1,191 defense contracts, with an amount of \$420.4 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 2017, the Natural Gas Electric Power Price in Pennsylvania was \$2.58 per Thousand Cubic Feet. This is well below the U.S. price of \$3.52. Among surrounding states, Maryland, New Jersey, New York, Ohio and West Virginia had prices of \$3.71, \$3.02, \$3.44, \$3.05 and \$2.50, respectively. The price in Delaware was 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 2012 and 2016 “County Business Patterns” from the U.S. Census Bureau, there has been an increase of 33 firms and 2,579 employees within this industry.

Housing

- Housing costs within the region are lower than the state and nation. According to 2012 - 2016 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 2017, the percentage rose to 17.8 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 2017 - 2018 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 2017 - 2018:

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 1,009,468 people (according to estimates provided by the U.S. Census Bureau, July 1, 2017) 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 fifty-one (51) member Board of Directors, headed by Board Chairperson, Philip P. Condrón, of which forty-three (43) members have voting capabilities. Members of the Board of Directors represent industries, labor, governments, general businesses, professionals and citizens in each of the seven counties that the 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.

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.

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.

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.

Population

According to the U.S. Census Bureau, the population of Northeastern Pennsylvania in April 2010 was 1,028,904 and in July 2017 the estimated population was 1,009,468. This population decline was concentrated in Schuylkill County (-3.9 percent), Wayne County (-3.1 percent), Pike County (-2.9 percent), Carbon County (-2.1 percent) and Lackawanna County (-1.7 percent). Luzerne and Monroe counties both experienced a decrease of 1.1 percent.

Between 2010 and 2017, the population has been declining within the region, as compared to having been increasing in the nation and state. The population decreased by 1.9 percent in the region as compared to an increase of 0.8 percent in the state and an increase of 5.5 percent in the nation.

However, between 2016 and 2017, the population, along with the nation and state, has been increasing within the region. The population increased by 0.2 percent in the region as compared to an increase of 0.1 percent in the state and an increase of 0.7 percent in the nation. During the

period, Lackawanna County had a decrease of 0.1 percent and Schuylkill County had a decrease of 0.5 percent.

Age

Overall, the region continues to experience a relatively high median age. According to July 1, 2017 population estimates from the U.S. Census Bureau, the median age in the United States was 38.0 years, in Pennsylvania, it was 40.7 years, and the average in the region was 45.0 years.

All areas, including the state and nation, experienced a decrease in the number of people who are under 18 years of age. Monroe, Pike and Wayne counties had an increase in population who are between the ages of 18 to 24. In the 25 to 44 age group, all areas experienced a decrease in population with the exception of the state and nation. In the 45 to 64 age group, there were increases in the nation and Pike County. In the 65 and over age group, there were increases in the nation, state, region and all counties within the region.

Diversity

According to U.S. Census Bureau population estimates, the population of the region has become more diverse from April 2010 to July 2017. The percent of minority population was 13.3 percent in April 2010 as compared to 17.8 percent in July 2017. During the period, Luzerne County had a 54.5 percent change in minority population.

Poverty

According to U.S. Census Bureau 2012 - 2016 5-Year American Community Survey estimates, the poverty rate in five of the seven Northeastern Pennsylvania counties was lower than the nation, which was 15.1 percent. Luzerne County, at 15.7 percent, and Lackawanna County, at 15.3 percent, were higher. The Northeastern Pennsylvania region had a 14.0 percent poverty rate and Pennsylvania had a 13.3 percent poverty rate.

Housing

Housing costs within the region are lower than the state and nation. According to 2012 - 2016 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 U.S. Census Bureau 2012 - 2016 5-Year American Community Survey estimates, the median value for owner-occupied housing units with a mortgage was higher in Pike County (\$182,700), than the state (\$182,200) and region (\$156,986). Schuylkill County had the lowest, with \$114,100. The average median value for owner-occupied housing units without a mortgage for the region was \$134,129 and it was lower than the state (\$145,400) and nation (\$154,000). The median value exceeded that of the region, state and nation in three of the four Pocono counties: Monroe (\$157,700), Pike (\$174,000) and Wayne (\$171,100). Pike County had the highest value and Schuylkill County had the lowest (\$78,900).

Income

According to U.S. Census Bureau 2012 – 2016 5-Year American Community Survey estimates, Pike County had the highest Per Capita Income, with \$29,695, and Schuylkill County had the lowest, with \$24,275. The Per Capita Income in the nation was \$29,829 and it was \$30,137 in the state.

The Median Household Income in Monroe (\$57,365) and Pike (\$60,180) counties is considerably higher than the other five counties in the region. This is occurring because many residents travel to the New York City area for employment. Schuylkill County had the lowest with \$45,535. The nation had \$53,889; the state \$53,599 and the region \$50,734.

Commuting

An analysis of the flow of workers between residence and workplace provides information about whether there are an adequate number of jobs for residents at the county and workforce investment area levels. The Northeastern Pennsylvania region consists of three workforce investment areas: Lackawanna County, Luzerne and Schuylkill Counties and Pocono Counties, which consists of Carbon, Monroe, Pike and Wayne counties.

According to County Inflow / Outflow 2012 and 2015 data from the “OnTheMap” tool that is available from the U.S. Census Bureau, there were decreases in the Live in County, Employed Outside of County scenario in six counties, with Wayne County showing an increase. There were increases in all of the counties in the Employed and Live in County scenario. There were decreases in the Employed in County, Live Outside of the County scenario in all of the counties, with the exception of Monroe and Pike.

In all three Workforce Investment Areas (WIAs), there were decreases in the Live in Area, Employed Outside and there were increases in the other two scenarios. There were total increases in the Lackawanna County and the Luzerne / Schuylkill Counties WIAs. In the Pocono Counties WIA, the total was negative because the change in the number of residents who live within the WIA and are employed outside exceeded the sum of the number of people who work and reside within the WIA and the number of people who are employed within and live outside the WIA. This is a positive trend because more residents, at both the county and workforce investment area levels, are working and living in the same region.

According to 2009 - 2013 5-Year American Community Survey Residence County to Workplace County Commuting Flows data, which is the most current available, five of the seven counties have more workers working in other counties than those who travel to the county for work. Luzerne and Monroe counties have more workers working in the county than those who travel outside the county.

According to data from the same source about commuting that is based on Pennsylvania, in Pike County, there were 1,703 workers from areas outside Pennsylvania and 578 workers from other areas of Pennsylvania. This occurred because there are a number of industries that are located in the eastern portion of the county, within close proximity to New Jersey and New York.

Employment by Industry

According to 2016 County Business Patterns from the U.S. Census Bureau, the region, at 12.4 percent, has a higher percentage of workers employed in Manufacturing as compared to the state and nation with 10.1 percent and 9.1 percent, respectively. In the region, from 2006 to 2011, employment in Manufacturing declined by 7,972 jobs or 15.6 percent. During the same period, employment in Manufacturing decreased by 17.6 percent in the state and 19.4 percent in the nation. However, from 2011 to 2016, employment in Manufacturing increased by 657 jobs in the region. There was a 1.5 percent increase in the region as compared to a 1.3 percent decrease in the state and a 5.5 percent increase in the nation.

Using employment data from 2016 County Business Patterns, the Location Quotient was equal to or above 1.25 in the Utilities; Manufacturing; Transportation and Warehousing; Educational Services; Health Care and Social Assistance; and Arts, Entertainment and Recreation industries.

National Share, Industrial Mix and Competitive Component are the three components of Shift-Share Analysis. The Competitive Component indicates how much of the region's overall growth can be attributed to local effects or local competitive advantage. Using employment data from 2012 and 2016 to conduct a Shift-Share Analysis resulted in only the Manufacturing industry having a positive Competitive Component. When employment data from 2015 and 2016 were used, the industries with a positive Competitive Component were Manufacturing; Transportation and Warehousing; Educational Services; Health Care and Social Assistance; and Arts, Entertainment and Recreation.

According to 2012 and 2016 County Business Patterns from the U.S. Census Bureau, in the region, there was an increase in over 2,000 workers in the Manufacturing; Transportation and Warehousing; and Administrative and Support and Waste Management and Remediation Services industries. The Educational Services; Accommodation and Food Services; and Health Care and Social Assistance industries had increases in employment of between 1,000 and 2,000 workers. The Retail Trade; Management of Companies and Enterprises; Arts, Entertainment and Recreation; Information; and Other Services (Except Public Administration) industries had employment growth between 200 and 1,000 workers.

Number of Firms by Industry

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 2016 "County Business Patterns" from the U.S. Census Bureau, there were 22,059 businesses in the region and 73.2 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 Manufacturing is dominated by the Electronics,

Fabricated Metal Products, Plastics and Rubber Products, Food, and Chemical industries. In 2016, the nation had 72.7 percent of its businesses employed between 1 and 9 people and the state had 70.6 percent.

In the region, the highest increase in the number of firms occurred in the Other Services (Except Public Administration) industry with 65 firms. It was followed by Real Estate and Rental and Leasing with 46 firms, Health Care and Social Assistance with 43 firms and Transportation and Warehousing with 33 firms. The Arts, Entertainment and Recreation industry had an increase of 24 firms and the Information industry had an increase of 22 firms.

Civilian Labor Force

According to the Pennsylvania Department of Labor & Industry, Center for Workforce Information & Analysis, the Civilian Labor Force from 2012 to 2017 decreased by 11,700 or 2.3 percent in the region. All of the counties in the region experienced a decrease. There was an increase of 3.6 percent in the nation and 1.2 percent in the state.

From 2016 to 2017, there was an increase of 0.7 percent in the nation and there was a decrease of 0.4 percent in the state. The region had a decrease of 3,900 members of the Civilian Labor Force. Five of the seven counties in the region had decreases and there was no change in Monroe and Wayne counties.

Total Employment

Total Employment from 2012 to 2017 increased in all areas except Pike and Schuylkill counties, where there were decreases. The region increased by 1.8 percent as compared with the nation (7.6 percent) and state (2.6 percent). Among the counties, Monroe County had the largest increase with 3.6 percent.

From 2016 to 2017, total employment increased in the United States by 1.3 percent, in Pennsylvania by 0.1 percent, in Lackawanna County by 0.2 percent, in Monroe County by 0.4 percent and in Wayne County by 1.4 percent. There were decreases in Northeastern Pennsylvania (-0.3 percent), Carbon County (-0.7 percent), Luzerne County (-0.3 percent), Pike County (-0.4 percent) and Schuylkill County (-2.0 percent).

Total Unemployment

From 2012 to 2017, the number of people unemployed decreased in all areas with the nation having a 44.2 percent decrease and the region having a 41.5 percent decrease. Carbon County, with a 43.8 percent decrease, was the highest among the counties and Monroe County, with a 40.0 percent decrease, was the lowest. Pennsylvania had the lowest percent decrease with -37.5 percent. Luzerne County had the highest reduction in the number of unemployed with -6,400 people and it was followed by Lackawanna County with -4,000 people.

From 2016 to 2017, Wayne County had the highest percent decrease with -15.4 percent and it was followed by Lackawanna County with -9.8 percent. The nation, state and region had decreases of 9.9 percent, 9.2 percent and 8.2 percent, respectively.

Unemployment Rate

From 2012 to 2017, Carbon County had the highest decrease in unemployment rate with -4.4 percentage points. Pike County was second with -4.2 percentage points and Luzerne and Monroe counties both had decreases of 3.9 percentage points. Schuylkill County had a decrease of 3.8 percentage points. From 2016 to 2017, Lackawanna and Wayne counties had decreases of 0.6 percentage points and the nation, state and Pike County each had decreases of 0.5 percentage points. The region, along with the counties of Carbon, Luzerne and Monroe, had decreases of 0.4 percentage points, and Schuylkill County had a decrease of 0.3 percentage points.

In 2012, the not seasonally adjusted unemployment rate in the seven-county Northeastern Pennsylvania region was 9.5 percent, as compared to the nation, which was 8.1 percent, and the state, which was 7.8 percent. From 2012 to 2017, the regional not seasonally adjusted unemployment rate decreased to 5.7 percent as compared to the nation and state, which decreased to 4.4 percent and 4.9 percent, respectively. In 2016, the not seasonally adjusted unemployment rate in the seven-county Northeastern Pennsylvania region was 6.1 percent, as compared to the nation (4.9 percent) and the state (5.4 percent). In May 2018, the not seasonally adjusted unemployment rate in the region was 4.4 percent as compared to the nation with 3.6 percent and the state with 3.7 percent.

Agriculture

In regards to agriculture statistics from 2007 to 2012, Wayne County experienced an increase in the number of farms from 603 to 711, which resulted in a 17.9 percent increase. Lackawanna County had a decrease from 417 farms in 2007 to 303 farms in 2012. This reflects a 27.3 percent decrease. During the period, the region overall had a decrease from 3,206 farms to 2,889 farms, or a 9.9 percent decrease. The nation had a 4.3 percent decrease and the state had a 6.1 percent decrease.

During the period, Carbon, Pike and Wayne counties had increases in the number of acres by 1,127 acres, 691 acres and 20,059 acres, respectively. The percent increase was 5.6 percent, 2.5 percent and 21.6 percent. Lackawanna County had a decrease of 17.6 percent from 39,756 acres in 2007 to 32,750 acres in 2012. The United States had a 0.8 percent decrease and Pennsylvania had a 1.3 percent decrease during the period. The region exceeded the percent decreases in the nation and state with a 1.6 percent decrease.

The average size of farm in acres increased in all areas. Pike County had the largest increase with 54 acres and Lackawanna County had the largest percent increase with 13.7 percent. The average size of farm in acres was increased by 8.9 percent in the region, 4.8 percent in the state and 3.8 percent in the nation.

With the exception of Wayne County, the average per farm market value of agricultural products sold increased in all areas. Monroe County had the highest percent increase with 73.1 percent and Schuylkill County had the highest dollar increase with \$80,532, which was a 62.4 percent increase. The nation had a 38.8 percent increase, the region had a 36.5 percent increase and the state had a 35.7 increase. Wayne County had a decrease of \$3,301 and this reflects a 6.8 percent decrease.

Recreation

The Pocono Mountains provide many recreational activities that attract visitors to the region. The Pocono Mountains Visitors Bureau contracts every two years with Longwoods Travel USA for the development of a Visitor Report. According to the 2016 Visitor Report, 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. Total spending from overnight visits was \$1.5 billion and total spending from day visits was \$1.0 billion.

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.

According to the U.S. Green Building Council, there are 35 buildings in the region that are Leadership in Energy and Environmental Design (LEED) certified. There are also buildings that are either waiting for certification or are being constructed under this certification.

Strengths and Weaknesses of the Region

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 brief discussions about targeted industry clusters at the regional level and commuting.

Out-Migration of Younger Population

From April 1, 2010 to July 1, 2017, the population in the region declined by 19,436 people or 1.9 percent. Schuylkill County had the highest population loss with 5,720 people and Lackawanna County was second with a loss of 3,679 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 during the period. Pike County had the largest percent decrease (-22.5 percent) and Lackawanna County (-2.5 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 (-12.4 percent) and Schuylkill County had the lowest percent decrease (-5.6 percent).

In the population 25 to 44 years of age group, all seven counties and the region experienced a population decline during the period. The nation had a 5.0 percent increase during the period. Pike County had the highest percent decrease (-13.2 percent) and it was followed by Schuylkill County (-9.4 percent), Carbon County (-8.7 percent), Wayne County (-7.6 percent) and Monroe County (-5.6 percent).

With the exception of the nation and Monroe County, the 45 to 64 years age group decreased in all areas. Wayne County had the highest percent decrease (-8.4 percent) and it was followed by Lackawanna County (-4.3 percent), Schuylkill County (-3.7 percent) and Luzerne County (-3.2 percent).

Therefore, as a result of the out-migration that is occurring at the ages 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

Transportation

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 2018, there were 644 structurally deficient bridges that are either state- or locally-owned in the seven-county Northeastern Pennsylvania region. This reflects 12.9 percent of the statewide total. Luzerne County had the most bridges, with 161, and it was followed by Schuylkill County, with 122. Next was Wayne County, with 105 bridges, and it was followed by Monroe County, with 87, and Lackawanna County, with 80. Pike County had next to the lowest amount, with 51 bridges, and Carbon County had the least, with 38. According to April 2018 data for the state from PennDOT, there are 25,396 bridges on state roads that have a length of at least 8 feet and 6,423 bridges on local roads that have a length of at least 20 feet. In Northeastern Pennsylvania, there are:

- 2,326 bridges on state roads and 514 on local roads
- 8 closed bridges on state roads (26.7 percent of the state total) and 20 closed bridges on local roads (10.5 percent of the state total)
- 86 posted bridges on state roads (15.1 percent of the state total) and 154 posted bridges on local roads (10.0 percent of the state total)
- 421 structurally deficient bridges on state roads (13.6 percent of the state total) and 223 structurally deficient bridges on local roads (11.7 percent of the state total)

Based on the above information, 32.1 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 four bridges scheduled to be replaced with a completion date of 2018. Thirty-four bridges have been replaced and there is one bridge that is open to traffic.

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 addressing 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 the line between Schuylkill and Luzerne counties to the line between Lackawanna and Susquehanna counties. 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.

Utilities

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.

Housing

The housing stock in the seven-county Northeastern Pennsylvania region is one of the oldest in the state. According to 2012 - 2016 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 1943, with a margin of error of a year. Lackawanna County (1953, with a margin of error of 2 years) and Luzerne County (1955, with a margin of error of a year) are ranked as tied for fourth with Cambria County, and tied for fifth with Allegheny County, in the oldest median year housing structure built in the state, respectively. Pennsylvania had a median year housing structure built of 1962, with a margin of error of a year, and Carbon County had a median year housing structure built of 1968, with a margin of error of two 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 1977, 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 areas (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.

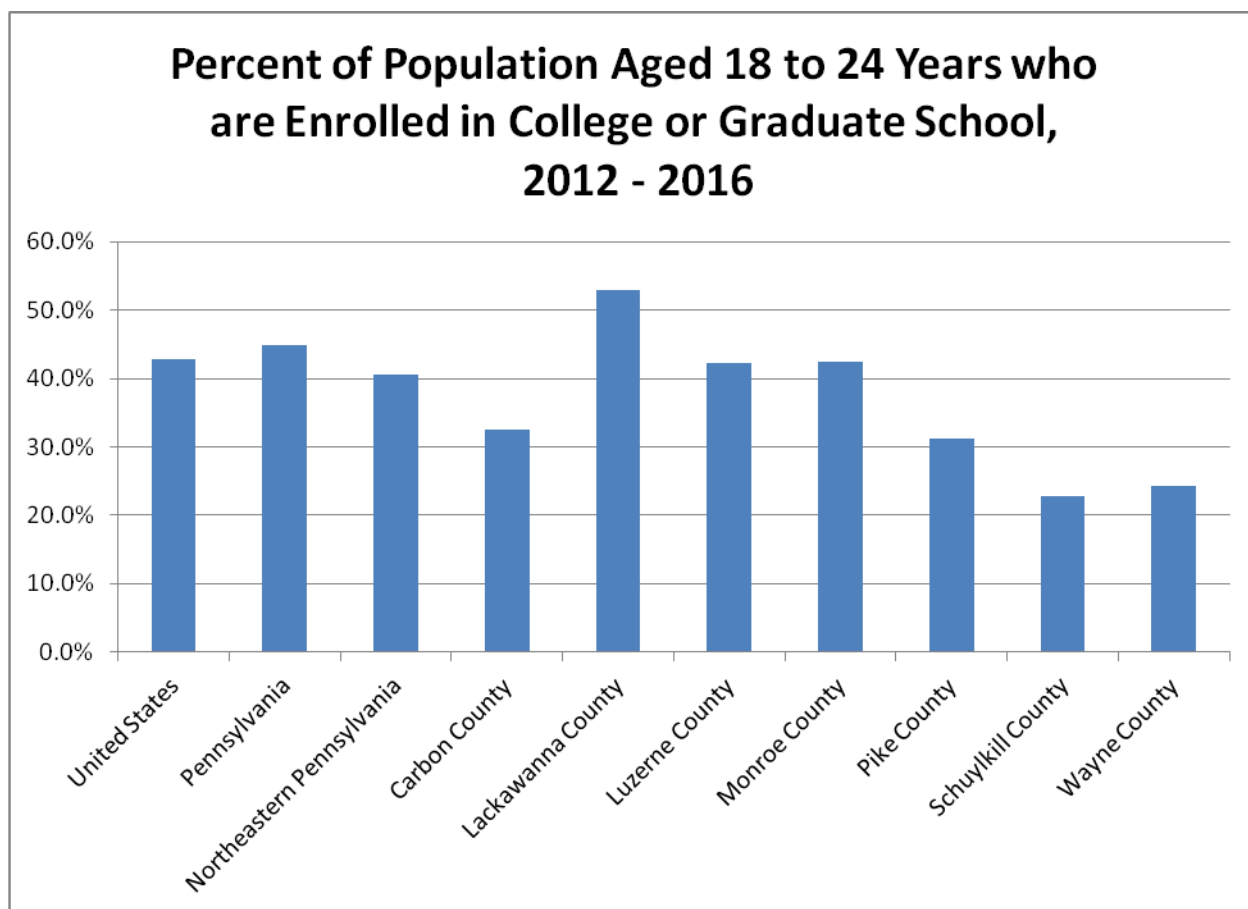
Low Educational Attainment Levels

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 Scranton, Penn State Wilkes-Barre, 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 (40.6 percent) who are age 18 to 24 and enrolled either in college or graduate school was lower than the nation (42.8 percent) and the state (44.9 percent). In Lackawanna County, the percentage (52.8 percent) was higher than the region, state and nation and in Monroe County (42.4 percent) and Luzerne County (42.2 percent) the percentage was higher than the region.

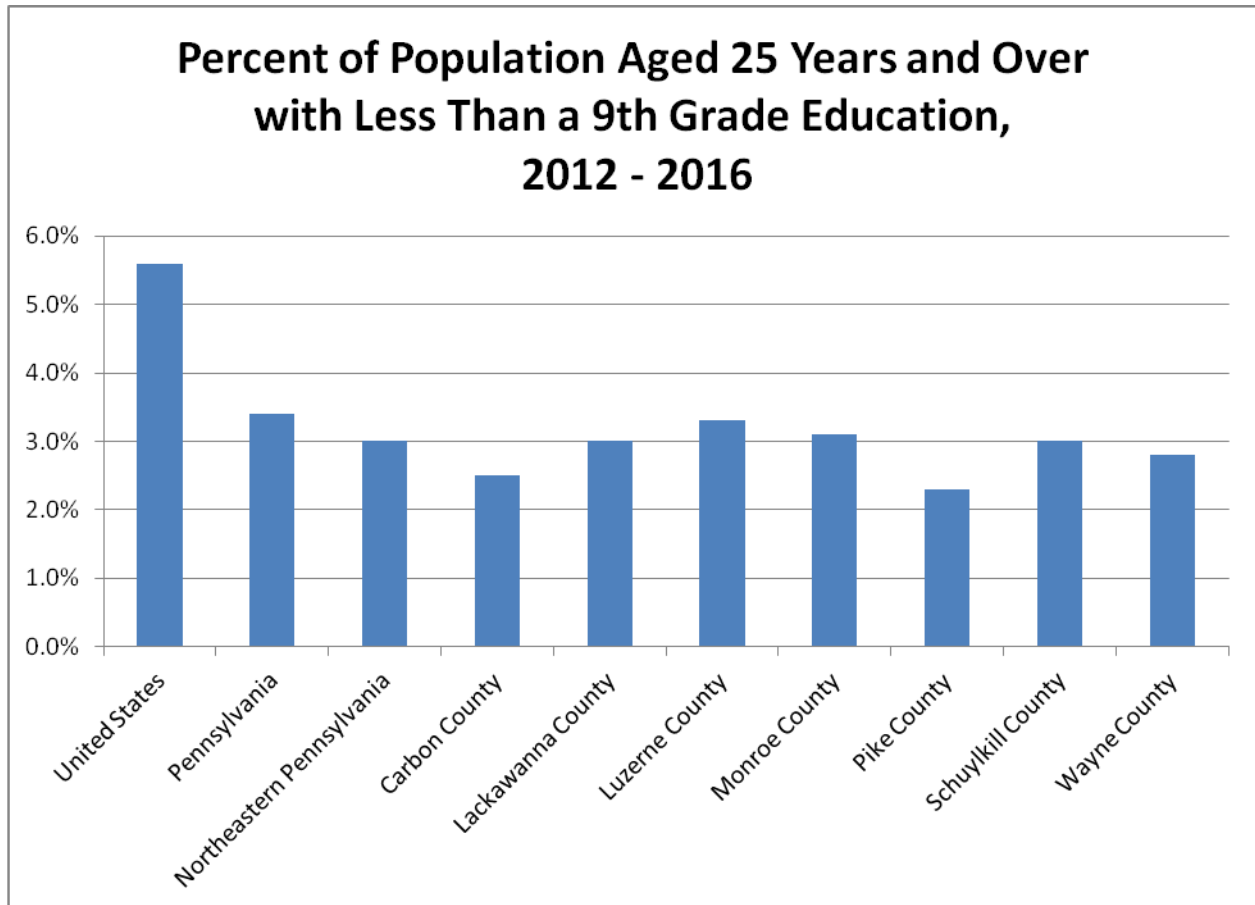
Figure 1. Percent of Population Aged 18 to 24 Years who are enrolled in College or Graduate School, 2012 - 2016



Source: U.S. Census Bureau

According to Figure 2, Carbon (2.5 percent), Lackawanna (3.0 percent), Pike (2.3 percent) and Schuylkill (3.0 percent) counties had a lower percentage of people 25 years of age and over who do not have a ninth grade education than the state (3.4 percent). Luzerne (3.3 percent) and Monroe (3.2 percent) counties had a percentage that was higher than the region (3.0 percent). Lackawanna and Schuylkill counties had the same percentage as the region. However, none of the percentages exceeded the nation (5.7 percent).

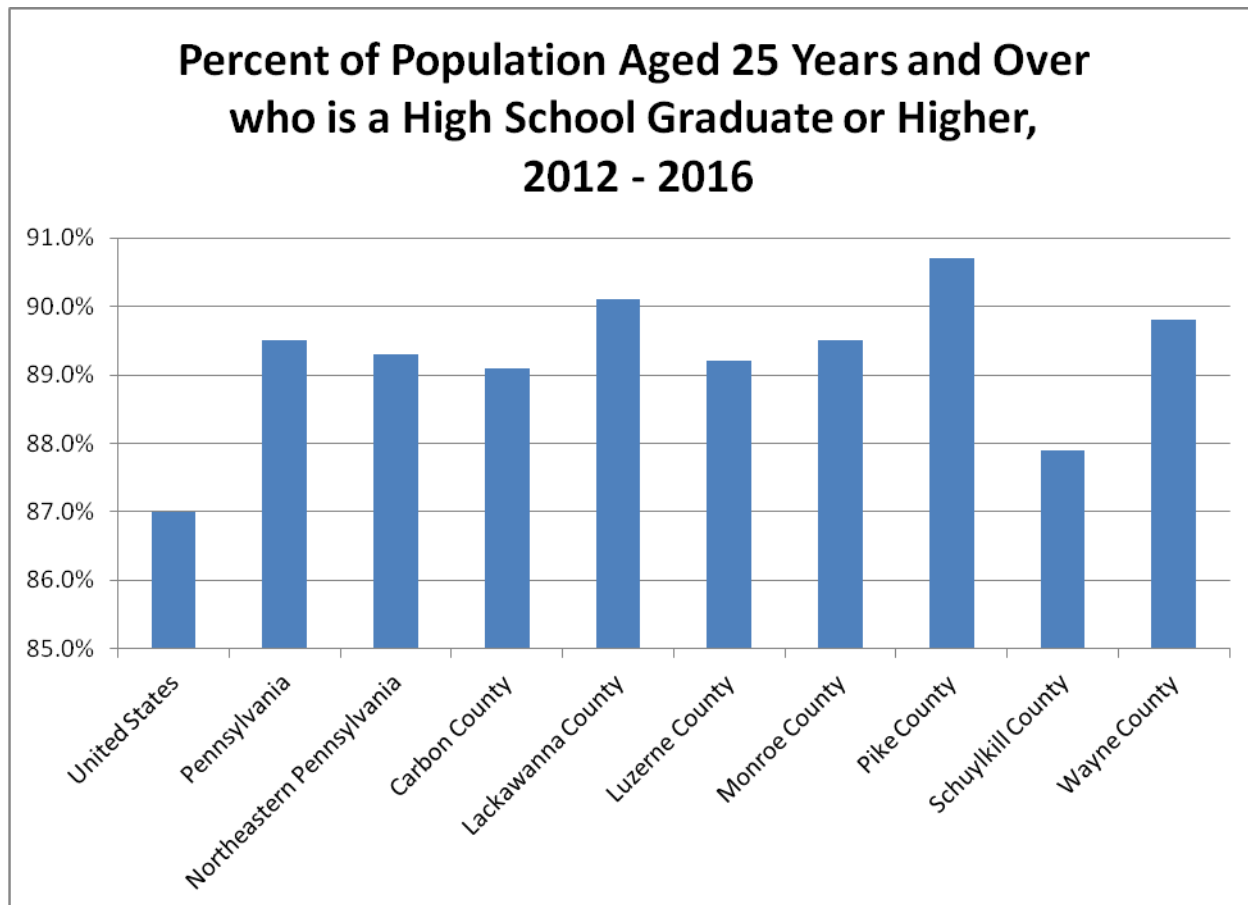
Figure 2. Percent of Population Aged 25 Years and Over with Less Than a 9th Grade Education, 2012 - 2016



Source: U.S. Census Bureau

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 (89.3 percent) had a percentage that was higher than the nation (87.0 percent) and lower than the state (89.5 percent). Lackawanna (90.0 percent), Monroe (89.6 percent), Pike (90.7 percent) and Wayne (89.9 percent) counties each had percentages that exceeded the region, state and nation. Carbon (89.2 percent), Luzerne (89.1 percent) and Schuylkill (87.9 percent) counties exceeded the national percentage.

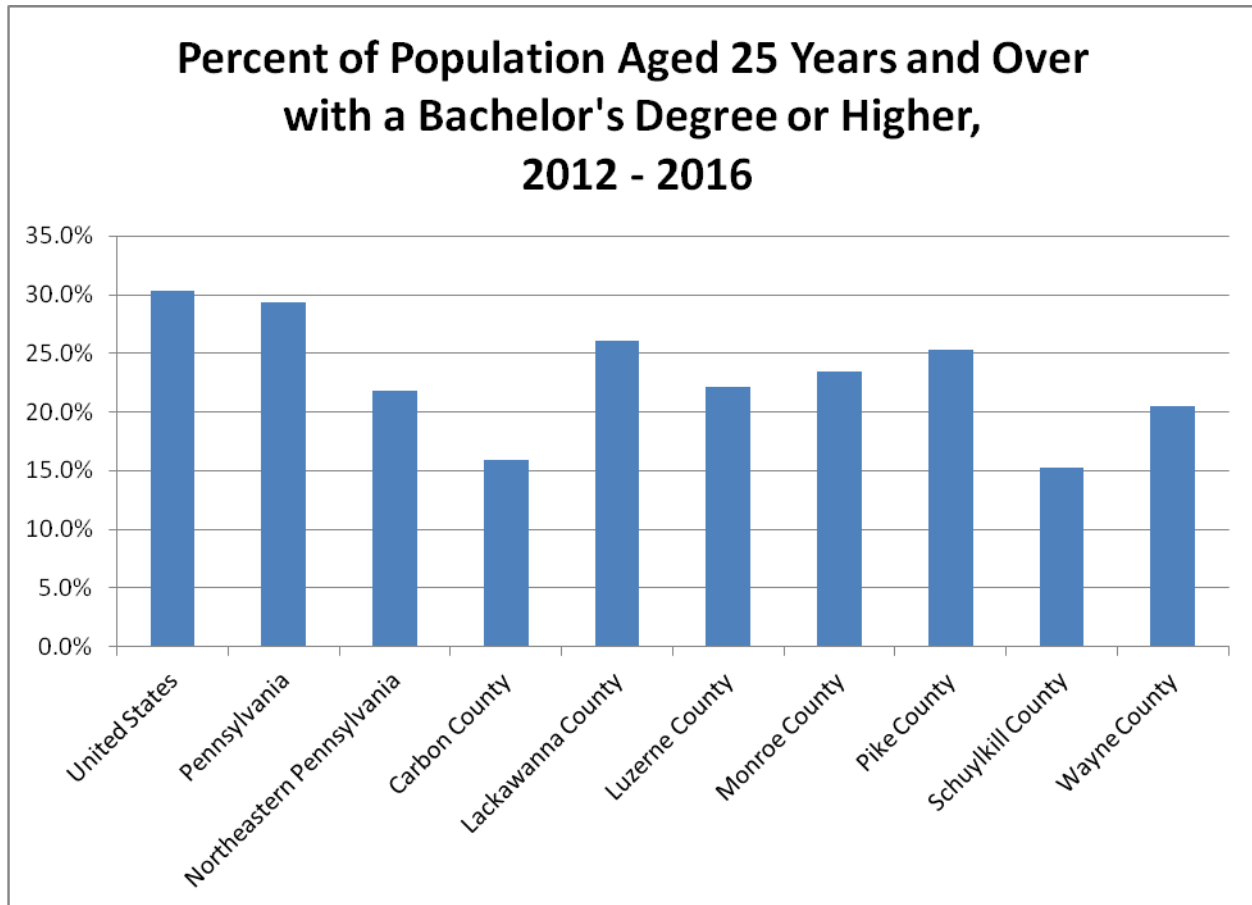
Figure 3. Percent of Population Aged 25 Years and Over who is a High School Graduate or Higher, 2012 - 2016



Source: U.S. Census Bureau

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 (29.3 percent) and national (30.3 percent) percentages. However, Lackawanna (26.1 percent), Luzerne (22.1 percent), Monroe (23.5 percent) and Pike (25.3 percent) counties each had percentages that exceeded the regional (21.8 percent) percentage.

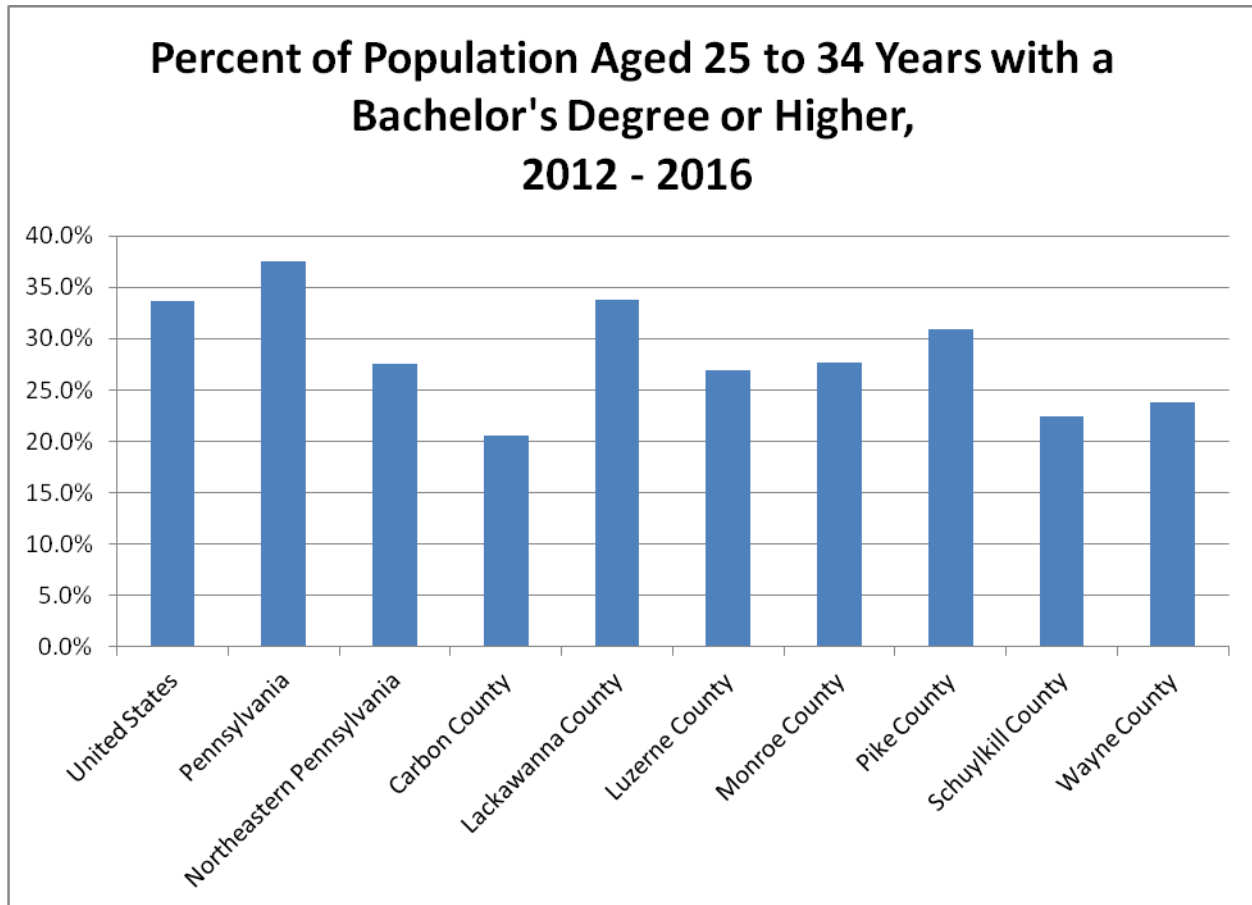
Figure 4. Percent of Population Aged 25 Years and Over with a Bachelor's Degree or Higher, 2012 - 2016



Source: U.S. Census Bureau

According to Figure 5, Lackawanna County (33.8 percent) exceeded the national (33.7 percent) and regional (27.6 percent) percentages in population who were age 25 to 34 years with a Bachelor's Degree or higher. Pike County (30.9 percent) and Monroe County (27.7 percent) had a percentage that exceeded the regional percentage of 27.6 percent. Luzerne County (26.9 percent), Wayne County (23.8 percent), Schuylkill County (22.4 percent) and Carbon County (20.5 percent) all were below the national, state and regional percentages.

Figure 5. Percent of Population Aged 25 to 34 Years with a Bachelor's Degree or Higher, 2012 - 2016



Source: U.S. Census Bureau

Lack of Terminal Degree Programs

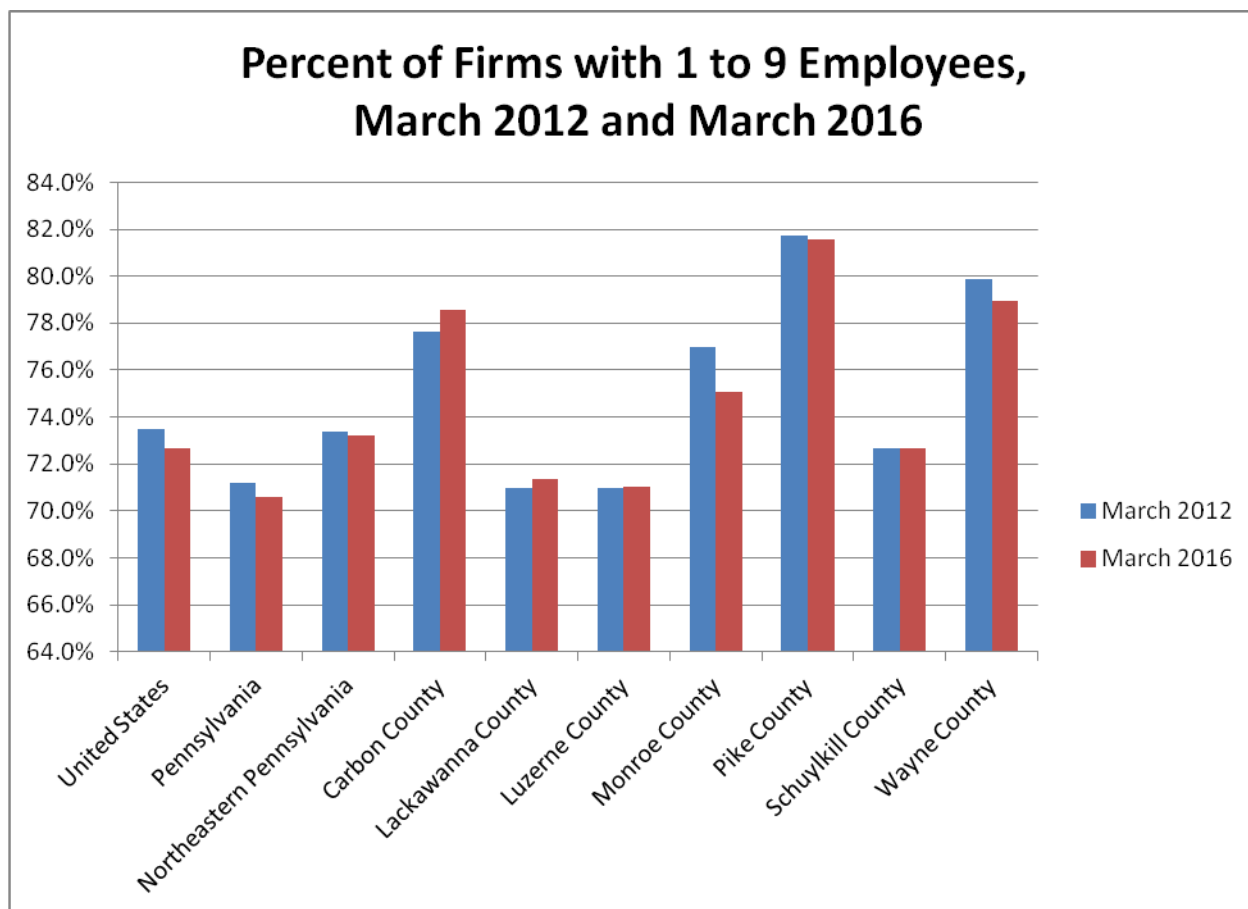
In the seven-county Northeastern Pennsylvania region, there is not a critical mass of terminal degree programs in certain fields, especially in the Engineering, Sciences and Technology-Related fields. By having this degree available, people could look into the possibilities of returning to school on 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.), Doctor of Nursing (Ph.D.) and a Doctor of Nursing Practice (DNP) degree are offered at Wilkes University in Wilkes-Barre. At Marywood University in Scranton, a Ph.D. degree in Administration & Leadership and a Psy.D. degree in Clinical Psychology are offered. At Misericordia University in Dallas, doctoral degrees in Physical Therapy, Nursing Practice and Occupational Therapy are offered. The University of Scranton offers a doctoral degree in Business Administration, Physical Therapy and a Doctor of Nursing Practice (DNP) degree. East Stroudsburg University of Pennsylvania offers an Ed.D. degree in Educational Leadership and

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

Lack of Entrepreneurial Culture

Continued exploration of entrepreneurship in niche markets is needed in the seven-county Northeastern Pennsylvania region. According to County Business Patterns by the U.S. Census Bureau, 73.4 percent of all firms located within the Northeastern Pennsylvania region in March 2012 had 1 to 9 employees and this percentage decreased to 73.2 percent in March 2016. These percentages were higher than the state (71.2 percent in March 2012 and 70.6 percent in March 2016) and in March 2016 in the nation (72.7 percent). Figure 6 provides more information.

Figure 6. Percent of Firms with 1 to 9 Employees, March 2012 and March 2016

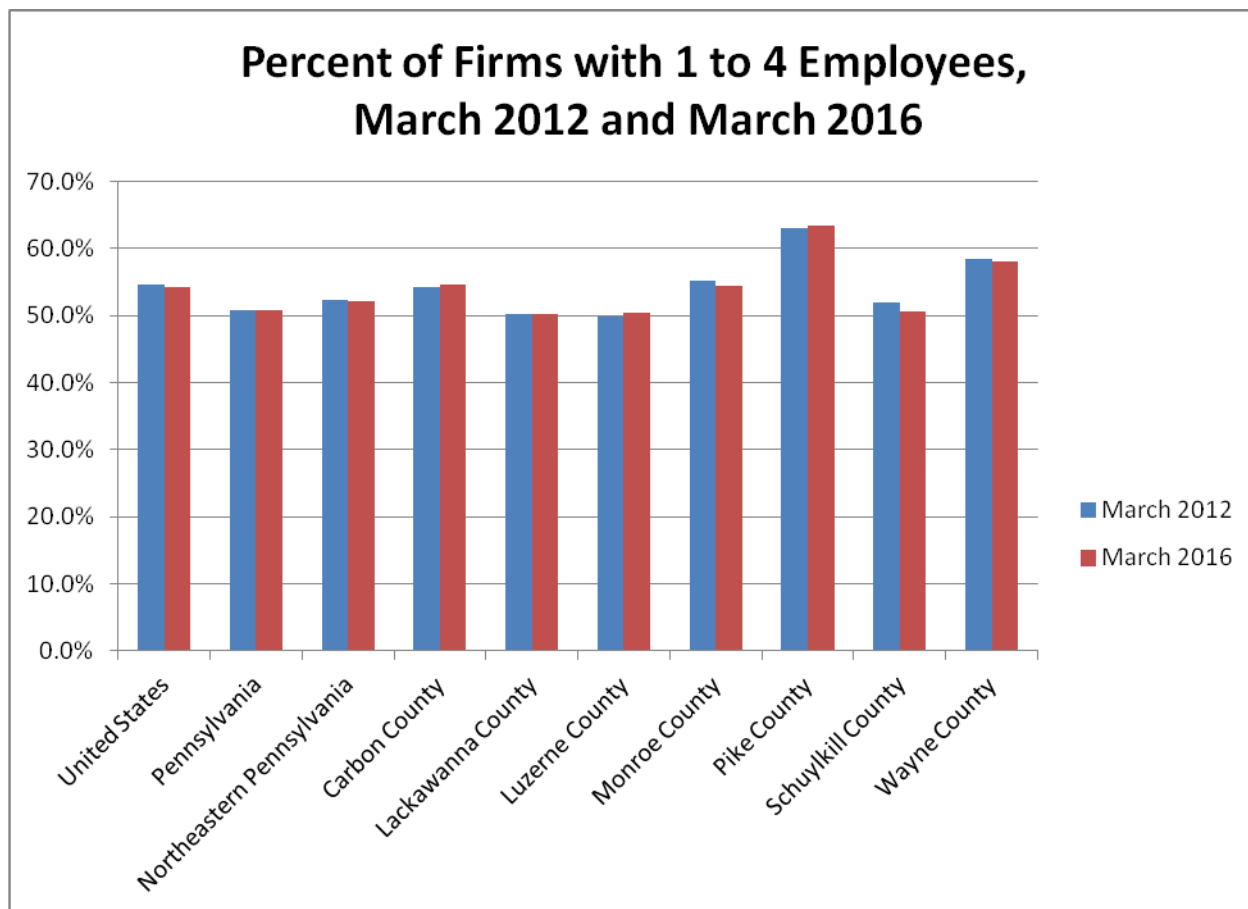


Source: U.S. Census Bureau

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 2012, the region had 52.3 percent as compared to the nation (54.6 percent) and the state (50.8 percent). In March 2016, the

region had 52.2 percent as compared to the nation (54.3 percent) and the state (50.8 percent). Consequently, the gap decreased between the region and the nation by 0.2 percentage points. Figure 7 provides more information.

Figure 7. Percent of Firms with 1 to 4 Employees, March 2012 and March 2016



Source: U.S. Census Bureau

Target Industry Analysis

There are two components of Target Industry Analysis: Location Quotient Analysis and Shift-Share Analysis.

Location Quotient Analysis 2012 - 2016

In regards to location quotients, according to the Penn State Cooperative Extension publication, “Using Employment Data to Better Understand Your Local Economy - Tool 3 - Use Location Quotients to Identify Local Strengths, Opportunities and Industry Clusters,” “An industry that has at least a location quotient of 1.25 is an exporting industry and an importing industry has a location quotient less than 0.75. If an industry has a location quotient greater than 1.00, then it is at least self-sufficient and could be an exporter of goods and services.”

Table 1 provides the Location Quotient in 2016, the Percent Change in Location Quotient from 2012 to 2016 and the Percent of 2016 Employment for each of the industries at the two digit North American Industrial Classification System (NAICS) level.

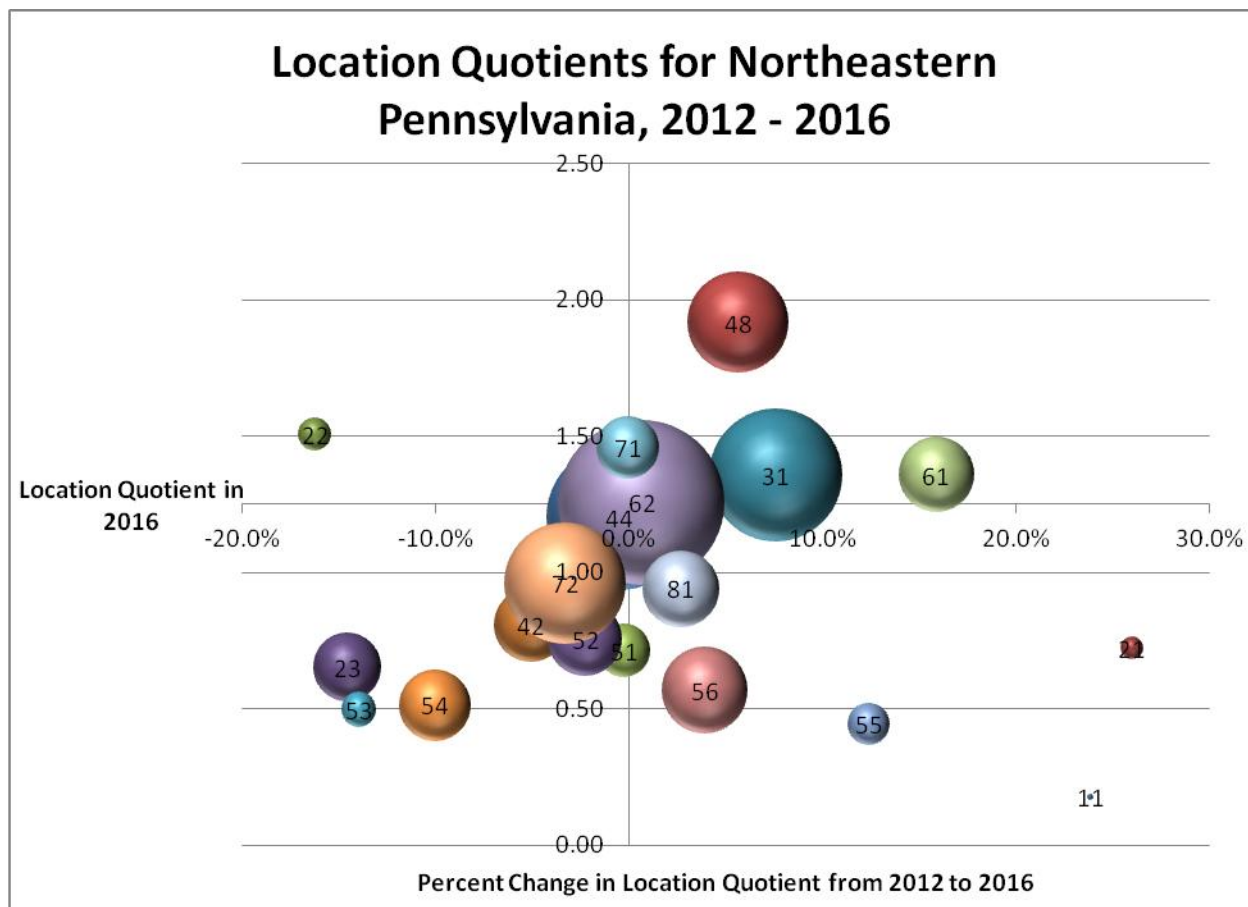
Table 1. Northeastern Pennsylvania Regional Location Quotients, 2012 - 2016

NAICS	Industry Description	Location Quotient in 2016	Percent Change in Location Quotient from 2012 to 2016	Percent of 2016 Employment
11	Agriculture, Forestry, Fishing and Hunting	0.17	23.9%	0.0%
21	Mining, Quarrying and Oil and Gas Extraction	0.72	26.0%	0.3%
22	Utilities	1.50	-16.2%	0.8%
23	Construction	0.65	-14.5%	3.2%
31	Manufacturing	1.36	7.6%	12.4%
42	Wholesale Trade	0.81	-5.0%	3.9%
44	Retail Trade	1.20	-0.5%	15.1%
48	Transportation and Warehousing	1.91	5.7%	7.1%
51	Information	0.71	-0.2%	1.9%
52	Finance and Insurance	0.76	-2.2%	3.8%
53	Real Estate and Rental and Leasing	0.50	-13.9%	0.8%
54	Professional, Scientific and Technical Services	0.51	-10.0%	3.6%
55	Management of Companies and Enterprises	0.44	12.4%	1.2%
56	Administrative and Support and Waste Management and Remediation Services	0.57	3.9%	5.2%
61	Educational Services	1.36	15.9%	3.9%
62	Health Care and Social Assistance	1.25	0.7%	19.5%
71	Arts, Entertainment and Recreation	1.46	0.0%	2.7%
72	Accommodation and Food Services	0.96	-3.3%	10.4%
81	Other Services (Except Public Administration)	0.94	2.7%	4.1%

Source: U.S. Census Bureau

Figure 8 illustrates Location Quotients for the seven-county Northeastern Pennsylvania region from 2012 to 2016. The size of the bubbles indicates the percent of total employment in 2016 according to County Business Patterns data from the U.S. Census Bureau. The numbers that are within the bubbles are the two-digit NAICS codes.

Figure 8. Location Quotients for Northeastern Pennsylvania, 2012 - 2016



The figure is divided into four quadrants. According to a February 2017 publication, “Indiana Economic Growth Regions,” by the Purdue University Center for Regional Development, the upper right quadrant is classified as “Stars.” The lower right quadrant is classified as “Emerging” and the lower left quadrant is classified as “Transforming.” The upper left quadrant is classified as “Mature.” Their interpretation is the following:

- “Star” industries are highly concentrated, exporting and still experiencing growth in the region.
- “Emerging” industries may be poised for future growth.
- “Transforming” industries are industries that are experiencing relative decline and limited export capability. Relatively large investments would be required for these industries to experience any amount of growth.
- “Mature” industries are relatively concentrated, but their growth is trending downward.

The “Star” industries in Northeastern Pennsylvania, with the two-digit NAICS code in parentheses, are: Manufacturing (31); Transportation and Warehousing (48); Educational Services (61); Health Care and Social Assistance (62); and Arts, Entertainment and Recreation (71).

The “Emerging” industries in the region are: Agriculture, Forestry, Fishing and Hunting (11); Mining, Quarrying and Oil and Gas Extraction (21); Management of Companies and Enterprises (55); Administrative and Support and Waste Management and Remediation Services (56); and Other Services (Except Public Administration) (81).

The “Transforming” industries in the region are: Construction (23); Wholesale Trade (42); Information (51); Finance and Insurance (52); Real Estate and Rental and Leasing (53); Professional, Scientific and Technical Services (54); and Accommodation and Food Services (72).

The “Mature” industries in the region are: Utilities (22) and Retail Trade (44).

Shift-Share Analysis 2012 - 2016

Another component of target industry analysis is Shift-Share Analysis, which consists of three components: National Share, Industrial Mix and Competitive Component. 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. Industrial Mix indicates how much of the region’s overall growth is related to its mix of industries. 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. Table 2 provides the calculation based on County Business Patterns data.

According to the table, the following industries have a positive competitive component: Agriculture, Forestry, Fishing and Hunting (11); Mining, Quarrying and Oil and Gas Extraction (21); Manufacturing (31); and Management of Companies and Enterprises (55).

Table 2. Shift-Share Analysis for the Seven-County Northeastern Pennsylvania Region, 2012 - 2016

NAICS	Industry	National Share	Industrial Mix	Competitive Component
11	Agriculture, Forestry, Fishing and Hunting	6	-7	11
21	Mining, Quarrying and Oil and Gas Extraction	114	-352	187
22	Utilities	316	-327	-707
23	Construction	1,100	1,258	-2,739
31	Manufacturing	3,870	-2,391	663
42	Wholesale Trade	1,347	-510	-1,591
44	Retail Trade	4,904	-780	-3,450
48	Transportation and Warehousing	2,105	544	-70
51	Information	613	42	-423
52	Finance and Insurance	1,268	-455	-1,116
53	Real Estate and Rental and Leasing	307	-17	-674
54	Professional, Scientific and Technical Services	1,251	62	-2,221
55	Management of Companies and Enterprises	329	70	239
56	Administrative and Support and Waste Management and Remediation Services	1,478	1,356	-359
61	Educational Services	1,116	-426	-1,188
62	Health Care and Social Assistance	6,280	-1,300	-3,608
71	Arts, Entertainment and Recreation	823	268	-561
72	Accommodation and Food Services	3,260	1,759	-3,485
81	Other Services (Except Public Administration)	1,319	-664	-454
	Total	31,807	-1,869	-19,168

Source: U.S. Census Bureau

Therefore, Manufacturing (31) was the only industry that has an increasing location quotient from 2012 to 2016, has a location quotient of at least 1.00 in 2016, and has a positive Competitive Component. Among the industries that had an increasing location quotient that is below 1.25 and has a positive Competitive Component are: Agriculture, Forestry, Fishing and Hunting (11); Mining, Quarrying and Oil and Gas Extraction (21); and Management of Companies and Enterprises (55).

Location Quotient Analysis, 2015 - 2016

In addition to the five-year period from 2012 to 2016, a comparison of the location quotient and shift-share information for the one-year period from 2015 to 2016 is conducted in order to look at short-term trends.

Table 3 provides the Location Quotient in 2016, the Percent Change in Location Quotient from 2015 to 2016 and the Percent of 2016 Employment for each of the industries at the two digit NAICS level.

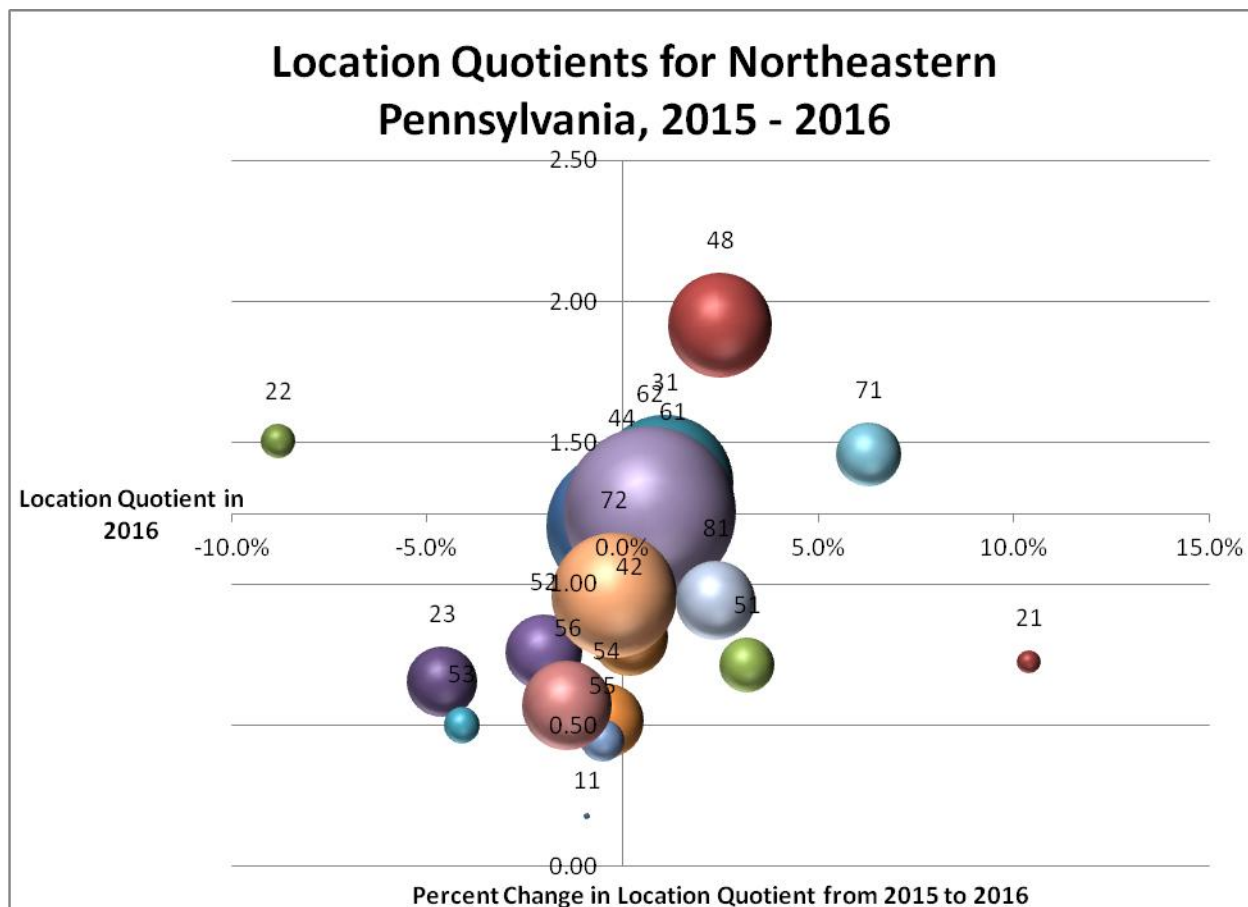
Table 3. Northeastern Pennsylvania Regional Location Quotients, 2015 - 2016

NAICS	Industry Description	Location Quotient in 2016	Percent Change in Location Quotient from 2015 to 2016	Percent of 2016 Employment
11	Agriculture, Forestry, Fishing and Hunting	0.17	-0.9%	0.0%
21	Mining, Quarrying and Oil and Gas Extraction	0.72	10.4%	0.3%
22	Utilities	1.50	-8.8%	0.8%
23	Construction	0.65	-4.6%	3.2%
31	Manufacturing	1.36	1.1%	12.4%
42	Wholesale Trade	0.81	0.2%	3.9%
44	Retail Trade	1.20	0.0%	15.1%
48	Transportation and Warehousing	1.91	2.5%	7.1%
51	Information	0.71	3.2%	1.9%
52	Finance and Insurance	0.76	-2.0%	3.8%
53	Real Estate and Rental and Leasing	0.50	-4.1%	0.8%
54	Professional, Scientific and Technical Services	0.51	-0.4%	3.6%
55	Management of Companies and Enterprises	0.44	-0.5%	1.2%
56	Administrative and Support and Waste Management and Remediation Services	0.57	-1.4%	5.2%
61	Educational Services	1.36	1.3%	3.9%
62	Health Care and Social Assistance	1.25	0.7%	19.5%
71	Arts, Entertainment and Recreation	1.46	6.3%	2.7%
72	Accommodation and Food Services	0.96	-0.2%	10.4%
81	Other Services (Except Public Administration)	0.94	2.4%	4.1%

Source: U.S. Census Bureau

In Figure 9, the numbers that are above the bubbles are the two-digit NAICS codes. The size of the bubbles indicates the percent of total employment in 2016 according to County Business Patterns data from the U.S. Census Bureau.

Figure 9. Location Quotients for Northeastern Pennsylvania, 2015 - 2016



The “Star” industries in Northeastern Pennsylvania, with the two-digit NAICS code in parentheses, are: Manufacturing (31); Transportation and Warehousing (48); Educational Services (61); Health Care and Social Assistance (62); and Arts, Entertainment and Recreation (71).

The “Emerging” industries in the region are Mining, Quarrying and Oil and Gas Extraction (21); Wholesale Trade (42); Retail Trade (44); Information (51); and Other Services (Except Public Administration) (81).

The “Transforming” industries in the region are Agriculture, Forestry, Fishing and Hunting (11); Construction (23); Finance and Insurance (52); Real Estate and Rental and Leasing (53); Professional, Scientific and Technical Services (54); Management of Companies and Enterprises (55); Administrative and Support and Waste Management and Remediation Services (56) and Accommodation and Food Services (72).

The “Mature” industry in the region is Utilities (22).

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:

- Agriculture, Forestry, Fishing and Hunting
- Mining, Quarrying and Oil and Gas Extraction
- Manufacturing
- Management of Companies and Enterprises

Shift - Share Analysis 2015 - 2016

Table 4. Shift-Share Analysis for the Seven-County Northeastern Pennsylvania Region, 2015 - 2016

NAICS	Industry	National Share	Industrial Mix	Competitive Component
11	Agriculture, Forestry, Fishing and Hunting	2	-2	-4
21	Mining, Quarrying and Oil and Gas Extraction	27	-297	168
22	Utilities	61	-62	-162
23	Construction	251	337	-826
31	Manufacturing	935	-991	278
42	Wholesale Trade	293	-215	8
44	Retail Trade	1,130	-247	-122
48	Transportation and Warehousing	522	73	280
51	Information	138	-37	289
52	Finance and Insurance	285	149	-382
53	Real Estate and Rental and Leasing	66	2	-245
54	Professional, Scientific and Technical Services	272	-269	-122
55	Management of Companies and Enterprises	89	1	-57
56	Administrative and Support and Waste Management and Remediation Services	387	449	-483
61	Educational Services	293	-162	105
62	Health Care and Social Assistance	1,436	349	222
71	Arts, Entertainment and Recreation	186	127	385
72	Accommodation and Food Services	760	598	-163
81	Other Services (Except Public Administration)	296	-46	338
	Total	7,429	-243	-492

Source: U.S. Census Bureau

According to Table 4, there were nine industries that have a positive Competitive Component over the one-year period: Mining, Quarrying and Oil and Gas Extraction (21); Manufacturing

(31); Wholesale Trade (42); Transportation and Warehousing (48); Information (51); Educational Services (61); Health Care and Social Assistance (62); Arts, Entertainment and Recreation (71) and Other Services (Except Public Transportation) (81).

Therefore, Manufacturing (31); Transportation and Warehousing (48); Educational Services (61); Health Care and Social Assistance (62); and Arts, Entertainment and Recreation (71) are the industries that have an increasing location quotient from 2015 to 2016, have a location quotient of at least 1.25 in 2016, and have a positive Competitive Component. Among the industries that have an increasing location quotient that is below 1.25 and have a positive Competitive Component are: Mining, Quarrying and Oil and Gas Extraction (21); Wholesale Trade (42); Information (51) and Other Services (Except Public Administration) (81).

Based on the Clemson University methodology, the industries that could be considered after reviewing the same criteria in future years are:

- Mining, Quarrying and Oil and Gas Extraction
- Manufacturing
- Wholesale Trade
- Transportation and Warehousing
- Information
- Educational Services
- Health Care and Social Assistance
- Arts, Entertainment and Recreation
- Other Services (Except Public Administration)

Mean Travel Time to Work

According to Table 5 on the next page, in all areas, with the exception of Luzerne, Schuylkill and Monroe counties, the Mean Travel Time to Work increased between the 2008 - 2012 and 2012 - 2016 U.S. Census Bureau American Community Survey 5-year estimates. It decreased by 0.1 minutes in Luzerne and Schuylkill counties and by 1.0 minutes in Monroe County. The largest increase was in Pike County, with 2.4 minutes. In regards to percent change, Pike County, at 5.8 percent, had the largest increase and it was followed by the United States, at 2.8 percent, and Pennsylvania, at 2.7 percent. Monroe County, at -2.5 percent, had the highest percent decrease.

Inflow / Outflow Analysis

The U.S. Census Bureau has a program, “OnTheMap,” that is used in providing county and workforce investment area estimates of the number of people who are employed and live in the same geography, the number of people who reside outside the geography and work within the geography, and residents who work outside the geography. For comparison purposes, data were gathered from 2012 and 2015, which is the most current year available.

Table 5. Mean Travel Time to Work, 2008 - 2012 and 2012 - 2016

	United States	Pennsylvania	Northeastern Pennsylvania	Carbon County	Lackawanna County	Luzerne County	Monroe County	Pike County	Schuylkill County	Wayne County
2008 - 2012	25.4	25.8	29.9	31.7	20.1	22.1	39.6	41.6	25.8	28.5
2012 - 2016	26.1	26.5	30.3	32.1	20.7	22.0	38.6	44.0	25.7	29.1
Change	0.7	0.7	0.4	0.4	0.6	-0.1	-1	2.4	-0.1	0.6
Percent Change	2.8%	2.7%	1.3%	1.3%	3.0%	-0.5%	-2.5%	5.8%	-0.4%	2.1%

Source: U.S. Census Bureau

County Based on Workplace, 2012 and 2015

In 2012, Luzerne County, with 88,308 people, had the highest number of people who are employed and live within the county and Lackawanna County was second with 57,490 people. This is in direct relation with the population because Luzerne County has the most people in the region and Lackawanna County is second. The same holds true for the number of people who work in those two counties and live outside them.

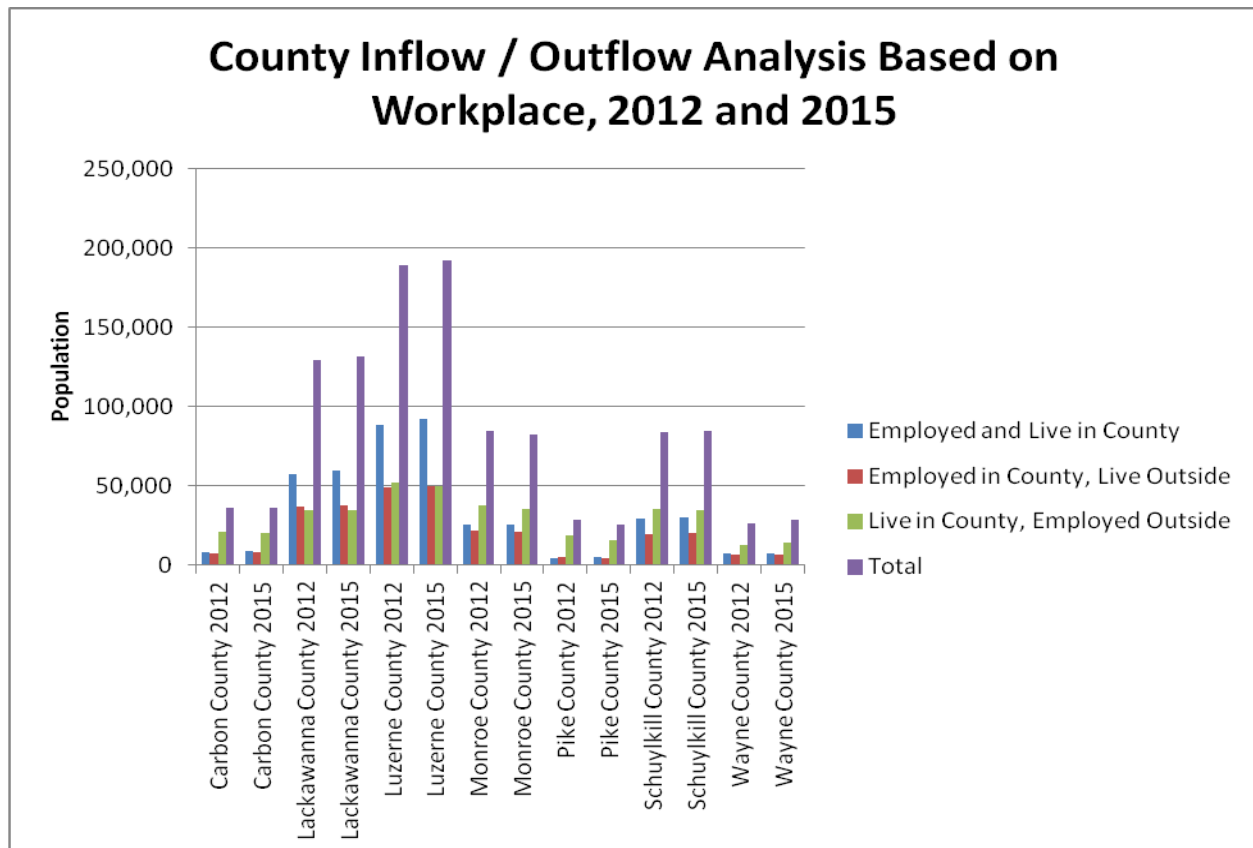
However, the ranking differs when there are residents who work outside their county. Luzerne County, with 52,005 people, is ranked first and then it is followed by Monroe County, with 37,346 people, Schuylkill County, with 35,003 people, and Lackawanna County, with 34,784 people.

In 2015, Luzerne County, with 92,045 residents, had the highest number of people who are employed and live within the county and Lackawanna County was second with 59,257 residents. As in 2012, this is in direct relation with the population because Luzerne County continued to have the most residents and Lackawanna County continued to be second in the region. The same holds true for the number of people who work in those two counties and live outside them.

However, the ranking again differs when there are residents who work outside their county. Luzerne County, with 49,924 residents, is ranked first and then it is followed by Monroe County, with 35,448 residents, Lackawanna County, with 34,566 residents, and Schuylkill County, with 34,380 residents.

Figure 10 illustrates the above information.

Figure 10. County Inflow / Outflow Analysis Based on Workplace, 2012 and 2015



Source: U.S. Census Bureau

County Change from 2012 to 2015

According to Table 6, in regards to change from 2012 to 2015, Wayne County was the only county that experienced an increase in the number of residents who work outside the county. Every county in the region had an increase in residents who work within their respective counties. Monroe and Pike counties experienced a decrease in the number of people who reside outside those counties and work in them and also had a decrease in total. Table 6 provides this information.

Table 6. Change in County Inflow / Outflow Analysis Based on Workplace, 2012 - 2015

Scenario	Carbon County	Lackawanna County	Luzerne County	Monroe County	Pike County	Schuylkill County	Wayne County
Employed and Live in County	402	1,767	3,737	97	356	558	538
Employed in County, Live Outside	395	489	1,344	-173	-274	292	420
Live in County, Employed Outside	-635	-218	-2,081	-1,898	-2,945	-623	1,530
Total	162	2,038	3,000	-1,974	-2,863	227	2,488

Source: U.S. Census Bureau

County Percent Change from 2012 to 2015

According to Table 7, Wayne County, at 9.6 percent, had the highest total percent change from 2012 to 2015. It also had the only positive percent change in residents who work outside the county. Wayne County also had the highest percent change of people employed within the county and live outside. Pike County had the highest percent increase in residents who also work within the county.

Table 7. Percent Change in County Inflow / Outflow Analysis Based on Workplace, 2012 - 2015

Scenario	Carbon County	Lackawanna County	Luzerne County	Monroe County	Pike County	Schuylkill County	Wayne County
Employed and Live in County	4.9%	3.1%	4.2%	0.4%	7.8%	1.9%	7.5%
Employed in County, Live Outside	5.4%	1.3%	2.8%	-0.8%	-5.6%	1.5%	6.4%
Live in County, Employed Outside	-3.1%	-0.6%	-4.0%	-5.1%	-15.7%	-1.8%	12.5%
Total	0.4%	1.6%	1.6%	-2.3%	-10.1%	0.3%	9.6%

Source: U.S. Census Bureau

Workforce Investment Area Based on Workplace, 2012 and 2015

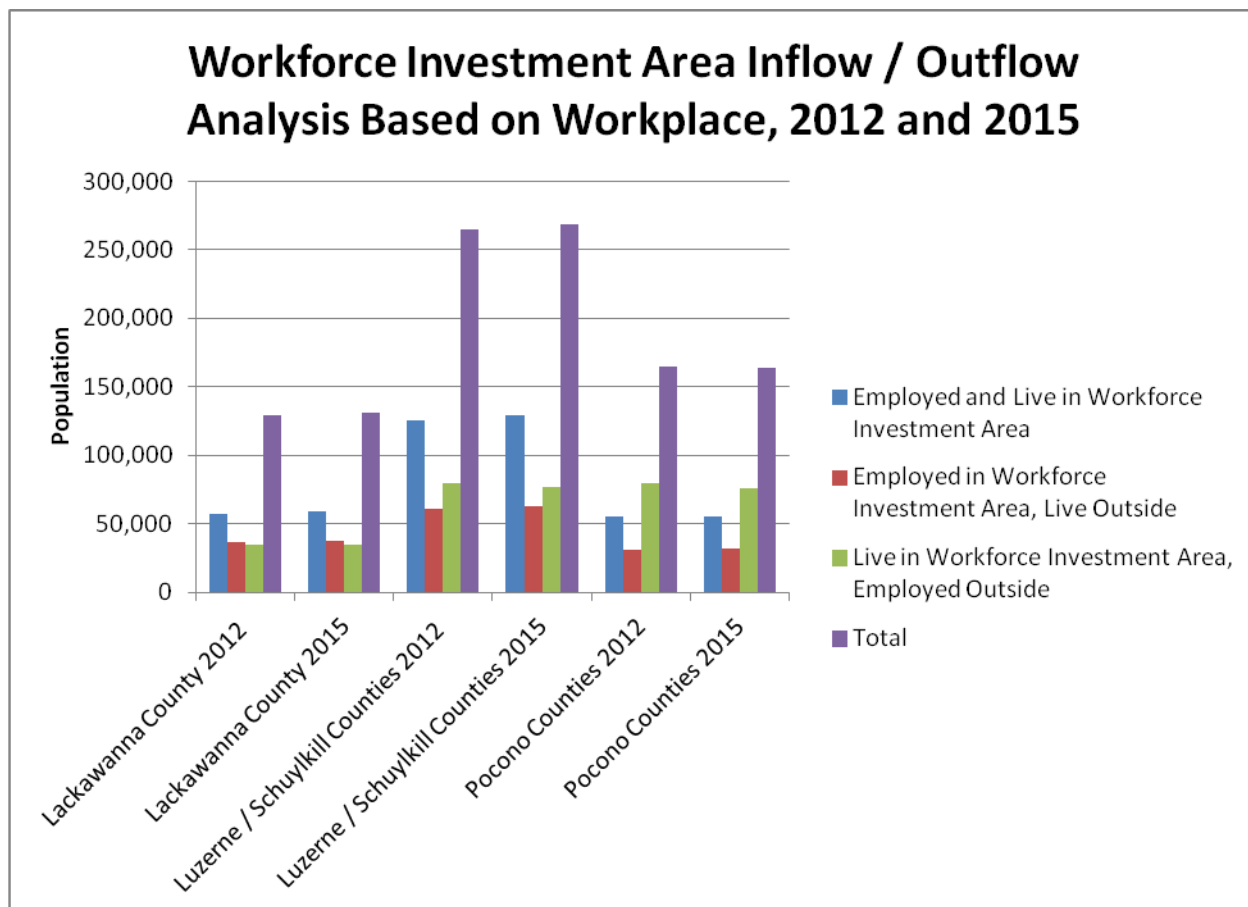
Workforce Development professionals are interested in seeing commuting information that is based on their Workforce Investment Areas (WIAs). The Northeastern Pennsylvania region is divided into three WIAs. The Lackawanna County WIA consists of Lackawanna County and the Luzerne / Schuylkill WIA consists of Luzerne and Schuylkill counties. The remaining four counties in the region: Carbon, Monroe, Pike and Wayne, are in the Pocono Counties WIA.

In 2012, the Luzerne / Schuylkill Counties WIA had the largest number of residents who were employed and lived within the WIA and it was second in the number of residents who live in the WIA and were employed outside. The Pocono Counties WIA had the highest number of residents who live in the WIA and were employed outside of it.

In 2015, the Luzerne / Schuylkill Counties WIA had the largest number of residents who were employed and lived within the WIA and it also had the largest number of residents who live in the WIA and were employed outside of it. The Pocono Counties WIA had the second highest number of residents who live in the WIA and were employed outside of it. The Lackawanna County WIA had the lowest number of residents who were employed outside the county.

Figure 11 illustrates the above information.

Figure 11. Workforce Investment Area Inflow / Outflow Analysis Based on Workplace, 2012 and 2015



Source: U.S. Census Bureau

Workforce Investment Area Change from 2012 to 2015

From 2012 to 2015, all three Workforce Investment Areas had decreases in residents who were employed outside their WIA. The Pocono Counties WIA had the highest decrease and it was followed by the Luzerne / Schuylkill Counties WIA and the Lackawanna County WIA. The Pocono Counties WIA had a decrease in total as compared to the other WIAs. However, it, along with the other two WIAs, experienced increases in the number of residents who work within the WIA and the number of workers who are employed within and reside outside the WIA. Table 8 provides this information in greater detail.

Table 8. Change in Workforce Investment Area Inflow / Outflow Analysis Based on Workplace, 2012 - 2015

Scenario	Lackawanna County	Luzerne / Schuylkill Counties	Pocono Counties
Employed and Live in Workforce Investment Area	1,767	3,870	621
Employed in Workforce Investment Area, Live Outside	489	2,061	1,140
Live in Workforce Investment Area, Employed Outside	-218	-2,279	-3,176
Total	2,038	3,652	-1,415

Source: U.S. Census Bureau

Workforce Investment Area Percent Change from 2012 to 2015

From 2012 to 2015, the Pocono Counties WIA had the highest percent decrease in residents who are employed outside the area and it was followed by the Luzerne / Schuylkill Counties WIA and the Lackawanna County WIA. The Lackawanna County WIA had the highest percent increase in total and had the same percent increase with the Luzerne / Schuylkill Counties WIA in the number of residents who are employed within their respective WIA. The Pocono Counties WIA had the highest percent increase in the number of workers who travel from other areas to work within the WIA. Table 9 provides this information in greater detail.

Table 9. Percent Change in Workforce Investment Area Inflow / Outflow Analysis Based on Workplace, 2012 - 2015

Scenario	Lackawanna County	Luzerne / Schuylkill Counties	Pocono Counties
Employed and Live in Workforce Investment Area	3.1%	3.1%	1.1%
Employed in Workforce Investment Area, Live Outside	1.3%	3.4%	3.7%
Live in Workforce Investment Area, Employed Outside	-0.6%	-2.9%	-4.0%
Total	1.6%	1.4%	-0.9%

Source: U.S. Census Bureau

Other Commuting Flows

The U.S. Census Bureau has available from the 2009 - 2013 5-Year American Community Survey Residence County to Workplace County Commuting Flows. Tables 10 and 11 read from the county that is listed vertically to the county that is listed horizontally.

Table 10. Residence County to Workplace County Commuting Flows, 2009 - 2013

From \ To	Carbon County	Lackawanna County	Luzerne County	Monroe County	Pike County	Schuylkill County	Wayne County	Total
Carbon County	12,511	213	2,435	1,804	17	1,217	0	18,197
Lackawanna County	69	77,212	7,796	4,012	384	68	2,305	91,846
Luzerne County	676	9,166	119,182	2,319	47	1,298	311	132,999
Monroe County	828	914	785	44,292	520	199	496	48,034
Pike County	0	518	72	2,542	9,054	27	1,318	13,531
Schuylkill County	1,202	151	4,414	81	22	42,379	0	48,249
Wayne County	0	3,493	415	896	940	3	12,397	18,144
Sum	15,286	91,667	135,099	55,946	10,984	45,191	16,827	371,000

Source: U.S. Census Bureau

The sum row is the inflow of workers who commute from the other Northeastern Pennsylvania counties to the county that is indicated at the top of the column. The total column represents the outflow of workers who commute from a county to the other Northeastern Pennsylvania counties. The net flow or difference, which is the inflow less the outflow, is the following:

- Carbon County - 2,911 more workers work in other counties than those who travel to the county for work. This is the result of 18,197 people leaving less 15,286 people coming.
- Lackawanna County - 179 more workers work in other counties than those who travel to the county for work. This is the result of 91,846 people leaving less 91,667 people coming.
- Luzerne County - 2,100 more workers work in the county than those who travel outside the county for work. This is the result of 132,999 people leaving less 135,099 people coming.
- Monroe County - 7,912 more workers work in the county than those who travel outside the county for work. This is the result of 48,034 people leaving less 55,946 people coming.
- Pike County - 2,547 more workers work in other counties than those who travel to the county for work. This is the result of 13,531 people leaving less 10,984 people coming.
- Schuylkill County - 3,058 more workers work in other counties than those who travel to the county for work. This is the result of 48,249 people leaving less 45,191 people coming.
- Wayne County - 1,317 more workers work in other counties than those who travel to the county for work. This is the result of 18,144 people leaving less 16,827 people coming.

Another analysis of commuting is how many workers commute from other areas of Pennsylvania, from areas outside Pennsylvania and from areas within the region to each of the seven Northeastern Pennsylvania counties. This is presented in Table 11.

Table 11. Commuting Based on Pennsylvania, 2009 - 2013

From \ To	Northeastern Pennsylvania	Carbon County	Lackawanna County	Luzerne County	Monroe County	Pike County	Schuylkill County	Wayne County
Other areas of Pennsylvania	27,641	1,619	6,371	7,375	4,646	578	6,510	542
Areas outside Pennsylvania	5,456	26	831	954	1,120	1,703	299	523
Northeastern Pennsylvania	371,000	15,286	91,667	135,099	55,946	10,984	45,191	16,827
Sum	404,097	16,931	98,869	143,428	61,712	13,265	52,000	17,892

Source: U.S. Census Bureau

Note that the row for the Northeastern Pennsylvania region is the same as the sum row in the previous table. Luzerne County, with 7,375 workers, had the highest number of workers who

come from other areas of Pennsylvania. Schuylkill County, with 6,510 workers, and Lackawanna County, with 6,371 workers, were second and third, respectively. Carbon County had 26 workers who come from outside Pennsylvania for employment and Pike County had the highest amount of workers who come from outside Pennsylvania for employment, with 1,703. Monroe County was second with 1,120 workers.

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 seven counties
- No two or three 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, according to 2016 “County Business Patterns” from the U.S. Census Bureau, from 2012 to 2016, the Northeastern Pennsylvania region experienced a decline in the number of firms that had 1 to 4 employees (-42), 5 to 9 employees (-24), 10 to 19 employees (-111), 50 to 99 employees (-1) and 500 to 999 employees (-1). Northeastern Pennsylvania experienced an increase in the number of firms that had 20 to 49 (133), 100 to 249 (3), 250 to 499 (6) and 1,000 or more employees (1). The overall decrease in Northeastern Pennsylvania was 36 firms as compared to increases of 4,308 firms in the state and 315,353 firms in the nation.

Goal 1: Retain and Expand Existing Businesses

According to the Pennsylvania Department of Labor & Industry, Center for Workforce Information & Analysis, the unemployment rate in the region continues to be higher than in the state and nation. 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 2012 to 2016. 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 2016 “County Business Patterns” from the U.S. Census Bureau, 73.2 percent of all firms in Northeastern Pennsylvania had less than ten employees, as compared to Pennsylvania (70.6 percent) and the United States (72.7 percent). In 2012, 73.4 percent of all firms in Northeastern Pennsylvania, 71.2 percent of all firms in Pennsylvania and 73.5 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 3.1 percent and 0.6 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 Areas or Boards within the region to notify the public about the survey through their websites.

The survey responses by county were as follows:

Table 12. 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, four wind farms have been constructed in the region with two being in Schuylkill County and one each in Luzerne and Wayne counties. The coal gasification plant in Schuylkill County has been put on hold. 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

As stated in Chapter 2, like the nation, Pennsylvania's current infrastructure, especially its roads and bridges, needs to be addressed. Some road surfaces and bridges, especially on interstate highways, continue to be in poor condition and require resurfacing and redecking, respectively. Some of the infrastructure is original and is from the 1950s, 60s and 70s. According to the pahighways.com website, the oldest section of Interstate 80 in Pennsylvania is in Monroe County and the oldest section of Interstate 81 in Pennsylvania is in Lackawanna County.

Other infrastructure, such as dams, is in dire need of repair or reconstruction. Engineering Design Funding was released during Fiscal Year 2016 - 2017 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.

According to the 2017 Annual Report of the Pennsylvania Fish & Boat Commission (PFBC), the Belmont Lake and Lower Woods dams in Wayne County, "Design agreement between the Pennsylvania Department of General Services (DGS) and the consultant engineer have been revisited and completed. The consultant submitted the programming / schematic submission, and design work is again underway." "A dam breach design and analysis were completed for the Hankins Pond Dam in Wayne County by the PFBC engineering staff. Pending a permit from the Pennsylvania Department of Environmental Protection, the breach project will be scheduled for late 2018." For the White Oak Pond and Miller Pond dams in Wayne County, "In coordination with the DGS, a consultant was selected for design; the engineering firm is currently negotiating a contract with the DGS."

Also in the report, there was work done to two dams in Luzerne County. Engineering and maintenance staff completed repairs to a sinkhole in the Harris Pond Dam. A breach project was completed by the PFBC to remove an unsafe Mountain Spring Lake Dam that had minimal public use and limited access.

In Fiscal Year 2017 - 2018, according to the Pennsylvania Infrastructure Investment Authority (PENNVEST), there was \$280,000 in grants awarded for stormwater system improvements and

there was \$3.2 million in loans and \$9.0 million in grants 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 United States as the “Greatest natural disaster in the history of the United States.”

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

Among the goals and objectives in several of the county Hazard Mitigation Plans were working with media outlets and posting information online that promotes public awareness on the potential impacts of natural hazards. These plans note that educational programs, which lead to hazard reduction, should be considered. The targeted audiences for these programs are residents, business owners and potential property buyers. Penn State 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 provide 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 based upon market-based opportunities and assets, community-related organizations planning and implementing a project in order to attract private sector investment. 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 2018 - 2019. Table 13 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.

The following projects were awarded grant funding from the Appalachian Regional Commission during Fiscal Year 2017 - 2018.

- Purchase of Equipment for the Allied Medical Program at Lackawanna College - \$80,000
- Lackawanna County Wireless Broadband Expansion Project - \$51,758
- Wayne County Community Investment Model and Agriculture Plan - \$50,000
- Northeastern Pennsylvania Alliance Administrative Grant - \$102,000
- Northeastern Pennsylvania Alliance PREP Program - \$400,000

Table 13. 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	Service Before Self: Expanding Access to Care through the Andrew C. Mazza Memorial Health Center	B-K Health Center, Inc. dba NE PA Community Health Care (CHC)	Business Retention & Expansion		LA	\$650 k	\$300 k	ARC grant support is requested to subsidize cost of equipment, supplies and furnishings to be purchased for the new dental service line at the Andrew C. Mazza Memorial Health Center. The existing facility located in Greenfield Township, Lackawanna County, currently provides comprehensive primary care as well as mental and behavioral health services available across the life span. Care is currently being delivered within 1,680 square feet housing just two medical exam rooms and one behavioral health office. Upon completed renovation, an additional 1,600 square feet will allow for a total of five medical exam rooms, three psychiatric and behavioral health offices and three stationary dental operatories. NE PA CHC's ultimate goal for completed renovations (and thereby expanded access) is within the fourth quarter of CY 2018. Upon build-out, the organization would then look to Year 2 to establish its dental service and to Year 3 to further expand into mobile dental services.	<u>Outputs:</u> 1) 1,800 patients served (Health Center) 2) 500 patients served (Mobile Dental Unit) 3) Nine workers employed <u>Outcomes:</u> 1) 1,800 patients improved (Health Center) 2) 500 patients served (Mobile Dental Unit) 3) Nine jobs created (5 in the clinic and four in the dental program) 4) Nine workers improved 5) Improved community health by adding additional facility in a rural area
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment	1					
			Infrastructure / Capacity Building						
			Business Start-up / Attraction						
2	Northeastern Pennsylvania Partnerships for Regional Economic Performance (PREP)	Northeastern Pennsylvania Alliance	Business Retention & Expansion	1	CA, LA, LU, MO, PI, SC, WA	\$800 k	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 / retention in Northeastern Pennsylvania communities.	<u>Outputs:</u> 1) 636 entrepreneurs / businesses / organizations are served 2) 46 new businesses are served 3) 20 business loans are closed <u>Outcomes:</u> 1) \$3.5 million in leveraged private investment 2) \$3.2 million in public financing provided 3) 45 businesses are improved
			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					<p>Additionally, services are provided to local governments and community-related organizations within the region.</p> <p>The NEPA Alliance will work closely with the regional PREP economic development partners to help advance its core business-related activities, which include Business Finance and Market Development Assistance (International Trade and Government Contracting) in a manner that fully integrates these business development services with additional services provided by the PREP partners.</p> <p>Assistance provided by the NEPA Alliance through this PREP service delivery network is as relevant as ever due to current economic conditions, which have led to a decline in regional business development that has resulted in higher unemployment rates, business down-sizing and reduced investment in capital goods and inventory.</p>	<p>4) \$32.0 million in total export sales</p> <p>5) \$25.5 million in non-export sales</p> <p>6) 90 jobs created</p> <p>7) 280 jobs retained</p>
			Workforce Investment						
			Infrastructure / Capacity Building						
			Business Start-up / Attraction	2					
3	Virtual Driving Simulator	County of Lackawanna, Community Traffic Safety Program	Business Retention & Expansion		LA, PI	\$48 k	\$24 k	<p>Through purchasing and use of the mobile Virtual Touch Driving Simulator, the Lackawanna County Highway safety program can focus on providing new drivers a practical sense of what driving includes before experiencing it real-time, where instant decision making is critical. The purchasing of this equipment guarantees that students gain practical experience with driving necessary to assist them in learning to drive safely in the highly aggressive and distracted highway environment where we live and work.</p>	<p><u>Outputs (Based on Year 3):</u></p> <p>1) 1,000 students served through simulation experience</p> <p>2) 100 communities served</p> <p><u>Outcomes:</u></p> <p>1) 1,000 students improved through simulation experience</p> <p>2) 100 communities improved</p>
			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						
4	Healthy Trails, Healthy Towns – D&L Trail Programs	Delaware & Lehigh National Heritage Corridor, Inc.	Business Retention & Expansion		CA, LU	\$160 k	\$80 k	This application seeks funding to support D&L Trail Programs in Carbon and Luzerne counties. These programs are part of their five-county effort to support trails as critical infrastructure that provide benefits to the environment, residents, tourists and economy. The D&L Trail Town Process is a program that helps communities benefit economically from investing in trails. The program uses an adaptive management framework to build the local capacity to set goals, monitor progress and implement work plans to make their trails and communities more trail user friendly. This can include trail improvements, downtown beautification, business support and tourism promotion. The Get Your Tail on the Trail (TOT) program introduces residents to the local trails as a fitness resource and promotes wellness through an in-depth, long-term active fitness program. In addition, it will familiarize residents with the resources available through a local major health provider and aligns like-minded organizations dedicated to the betterment of local communities. The long-term goal is to improve community health and reduce healthcare costs.	<u>Outputs:</u> 1) Four communities served by participating in the D&L Trail Town Process resulting in: a) 500 participants served - Improved health of 500 Get Your Tail on the Trail participants b) Local steering committee formed & work plans for the four communities completed c) Host three meet-up style trail events (walks / runs / bike rides) in the area to get people active <u>Outcomes:</u> 1) Four communities improved 2) Improved health of 500 Get Your Tail on the Trail participants 3) Increase the local capacity of communities to create sustainable economic development based on trails 4) Work plans will result in ground projects (beautification, trail amenities and events) 5) Support businesses through technical support and promotion to better connect them with trail users 6) Regional promotion of communities as destinations for outdoor recreation and heritage tourism
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction						
5	Community Foundation Initiative	Northeastern Pennsylvania Nonprofit & Community	Business Retention & Expansion		MO	\$130 k	\$65 k	NCAC, in collaboration with the NE PA Grantmakers Leadership Team, will lead a foundation formation committee in Monroe County to	<u>Projected Outputs:</u> 1) Newly formed Community Foundation 2) Strategic Plan

#	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
		Assistance Center (NCAC)	Energy, Environmental, Agricultural					<p>launch a new community foundation. NCAC will identify, cultivate and vet community leaders and prospective contributors to gauge interest, potential challenges and lead in developing a final formation strategy and founding Board of Directors. NCAC will assist the newly formed Board of Directors with:</p> <p>1) Organizational formation (bylaws, IRS application for 501(c)(3) status)</p> <p>2) Strategic Plan / Vision / Mission in terms of an Education Improvement Tax Credit Program Plan, a Sustainability Plan, and Committee Structure and Charters</p> <p>3) Board Governance Documents (Board Job Description, Investment & Conflict of Interest Policies)</p> <p>4) Branding / Logo / Website / Brochure</p>	<p>3) 125 participants served via grant seeking, grant writing and fundraising workshops</p> <p>4) 100 community leaders served and educated on the importance and utilization of a community foundation</p> <p><u>Projected Outcomes:</u></p> <p>1) Increased and improved capacity of three communities / counties through the formation of community foundations</p> <p>2) 125 participants improved through technical training and services offered</p> <p>3) 100 professional advisors improved through training and capacity building</p> <p>4) 100 community leaders improved and educated on the importance and utilization of a community foundation</p>
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction						
6	INVENT MakerSpace at Penn State Scranton	Penn State Scranton (PSSN)	Business Retention & Expansion		LA, LU, MO, PI, SC, WA	\$145 k	\$95 k	<p>Penn State Scranton endeavors to create and equip a MakerSpace (equipped with 3D printers and scanners; CAD / CAM equipment; mechanical tools; circuit kits etc.) where entrepreneurs, engineers, business persons, student investors etc. will have flexible access to computers with advanced software - allowing them to copy, create and modify prototypes; experiment with electronic mechanisms to build components; and develop computer programs through coding trials. This facility will be located in a building</p>	<p><u>Outputs:</u></p> <p>1) 75 businesses served over three years</p> <p>2) 175 students served over three years</p> <p><u>Outcomes:</u></p> <p>1) 50 businesses improved over three years</p> <p>2) 125 students improved over three years</p>
			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	1				recently purchased by the local campus for approximately \$800,000 that has great public accessibility. The remodeling cost for this lab alone is estimated at over \$400,000. The PSSN Center for Business Development and Community Outreach will be the point of contact for the utilization of the lab and will market the lab resources to the public. Any fees to the public will be directly related to cover the cost of materials used. The center also oversees the new PSSN LaunchBox, which helps area entrepreneurs from concept, through feasibility studies, business modeling, business education, to creation of business plans. This new effort engaged 17 entrepreneurs this year and had about 30 students involved.	
			Workforce Investment						
			Infrastructure / Capacity Building						
			Business Start-up / Attraction	2					
7	Black Diamond Drive – Humboldt Industrial Park North	Luzerne County	Business Retention & Expansion	2	LU	\$600 k	\$120 k	The estimated cost of constructing the access road is \$1,532,650, with construction scheduled to begin in fall 2019 after all federal, state and local permits are approved and funding is finalized. The proposed project would involve constructing a road / cul-de-sac in Humboldt Industrial Park North in Hazle	<u>Output:</u> 1,300 linear feet of road constructed, terminating at a cul-de-sac <u>Outcomes:</u> 1) At least 50 new jobs are created 2) Opens approximately 70 acres of undeveloped land to future employers 3) Four undeveloped lots would
			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					Township. There are approximately 70 acres of undeveloped land located along North Park Drive in Humboldt North. The construction of Black Diamond Drive would open this land for development, impacting the future of Hazle Township's economic development through the creation of new jobs. Black Diamond Drive would also improve safety within this section of the park, which has experienced traffic congestion due to continued growth.	benefit from having direct access to this road
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction	3					
8	Shred-Able Services - Vocation and Life-Skills Training Program	Human Resources Center (HRC) Foundation	Business Retention & Expansion		WA	\$100 k	\$50 k	The Human Resources Foundation (HRF) requests funding for the purchase of baling and mobile shredding equipment as well as supportive equipment to expand a piloted social venture project, Shred-Able Services, to serve as a vocational and life skills training program for Wayne County residents with disabilities. Shred-Able Services currently employs one HRC consumer to perform shredding services for local businesses in Wayne County, and is overseen by one full-time HRC staff member. Through this expansion project, consumers will have opportunities to gain vocational training skills such as scheduling, task management and time management while working with partnered businesses for baling	<u>First-Year Project Outputs:</u> 1) 61 workers / trainees served - individuals with disabilities will be provided job preparedness, education, as well as soft skills training 2) Ten businesses served by Shred-Able Services <u>First-Year Project Outcomes:</u> 1) Six individuals will have increased earning potential and employability through skills training, certification opportunities and improved task performances 2) Two jobs created and one job retained 3) 61 workers / trainees improved 4) One program implemented - Shred-Able Services provides a community-integrated vocational training program for individuals with
			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					and shredding paper products. In addition, consumers who have interest in advancing their skill sets through Shred-Able Services will have an opportunity to obtain a forklift certification. HRF will be using discretionary funds designated for the expansion of this program. Overall, HRF anticipates Shred-Able Services to be a self-sustaining business by 2021.	disabilities 5) Five tons of waste reduced per week
			Business Start-up / Attraction						
9	Regional Communications / Value Added Services Sequel	Luzerne County	Business Retention & Expansion		LU	\$320 k	\$160 k	This project will add the necessary microwave components to a self-support tower to be constructed in 2019 in the area of Sweet Valley in Ross Township, Luzerne County. The property belongs to the PA Fish and Boat Commission and Luzerne County has obtained a lease agreement. There will also be microwave equipment added to the two towers to which the Sweet Valley tower microwave will connect. The addition of the microwave components to the County's communication system will allow for the completion of a Multi-protocol Label Switching (MPLS) microwave ring network across the county and provide connectivity into the Commonwealth's broadband middle mile system. A consultant was hired by the county to assist with the planning and project management for the tower construction and will be used for project management to secure path studies, build the necessary microwave segments on the towers, test to ensure the support of the existing services and allow for 50 percent load growth for future services.	<u>Output:</u> 76 municipalities serviced <u>Outcomes:</u> 1) 76 municipalities improved 2) Growth opportunity for value added services (improved county public safety communications) to the region where none existed previously (50 percent growth) 3) Improved communications infrastructure 4) Better communications between agencies and first responders during emergencies 5) Higher data speeds for county agencies
			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
10	Irem Temple Building Planning and Design	Irem Temple Restoration Project (ITRP)	Business Retention & Expansion		LU	\$200 k	\$100 k	The Irem Temple Building, built in 1907 and located on N. Franklin Street in Wilkes-Barre, PA, is one of the nation's most significant examples of Moorish Revival Architecture and is the most visually spectacular Shriners temple in the world. Once restored, the building's thousands of square feet of usable space will serve two main purposes. By returning the first floor Main Hall to its original configuration and leaving the stage and balcony unchanged, it will be an event and performance space unlike anything in Northeastern Pennsylvania. The remaining 18,000 square feet of usable space will be turned into a first-class museum / virtual-learning experience focused on the remarkable history of the Wyoming Valley and Wilkes-Barre. Creating such a venue, paired with the area's rich revolutionary history and ideal location on the edge of the Northeast Megalopolis, will ultimately build heritage tourism, one of the fastest-growing segments of the tourism industry, which can have significant positive economic and social impacts on the community.	<u>Output:</u> Design and Engineering Study <u>Outcomes (Over 3 Years):</u> 1) Restoration of a regional cultural asset that will have a positive economic impact on the city of Wilkes-Barre 2) 20 new jobs created 3) \$5 million construction / restoration impact 4) Increased tourism
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction	2					
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 piece-meal sections, depending on 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	<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						

#	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 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.	
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction	3					
12	State of the Art Wireless (Wi-Fi) System for the Mohegan Sun Arena at Casey Plaza	Luzerne County Convention Center Authority	Business Retention & Expansion		LU	\$339 k	\$139 k	The Luzerne County Convention Center Authority will seek qualified consultants through a competitive bidding process to install a venue-wide wireless Internet system that will provide Wi-Fi access to its patrons, clients and various shows / events, which come to the venue. A venue-wide Wi-Fi system is something that patrons expect in 2018 due to increased technological advances and the use of personal mobile devices. The Wi-Fi project is planned for early 2019 and will make the arena competitive with its closest venues including the main campus of Penn State University, Hershey, Allentown and Reading in the area of wireless technology needed for its business. The installation of a wireless Internet system in the 10,000 seat capacity Mohegan Sun Arena at Casey Plaza in Wilkes-Barre will allow for an increase in economic impact in Northeastern Pennsylvania with an addition of trade shows, and sporting and other events. It will allow for possible educational opportunities through conferences as well as provide	<u>Outputs:</u> 1) 70 communities served 2) 2,000 daily visitors to the arena 3) 200 new overnight visitors annually <u>Outcomes:</u> 1) 70 communities improved 2) \$100,000 in leveraged private investment due to increase in events and programs
			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					wireless Internet in a current shelter location for weather / emergency events in Northeastern Pennsylvania.	
13	Expanding the Regional CDL Workforce	Northampton Community College - Monroe Campus (NCC)	Business Retention & Expansion		MO, PI, WA	\$200 k	\$100 k	This workforce development project will promote business-driven workforce training that bridges the skills gap identified in local planning. The region continues to be extremely competitive and successful as a location for warehousing and distribution centers, which are dependent upon transportation. Yet, there is a shortage of skilled, licensed professionals to meet the growing need. NCC requests funding to purchase and refurbish state-of-the-industry equipment for the Class A Commercial Driver's License (CDL) training program. Graduates of the program are prepared to obtain employment in a regional High Priority Occupation that provides stable, self-sustaining wages. The program focuses on safety and provides a realistic environment in which trainees can practice their skills. The refurbishment of NCC's existing truck driving simulator, which provides trainees with a simulated driving environment before they practice on the road, will add another ten years of useful life to a machine that costs several hundred thousand dollars. The purchase of four late model truck trailers will provide trainees with road skills practice which simulates driving with a full load of goods.	<u>Outputs:</u> 1) 240 new, incumbent and displaced workers will be served in the first three years by this equipment 2) \$200,000 in equipment is purchased 3) Physical evidence of equipment and supplies needed to promote teaching and learning <u>Outcome:</u> 216 displaced workers (90 percent) improved - each will receive enhanced training and job-related skills that allow them to complete their program, continue their education, or obtain or retain employment. Prior placement rates for this program have been approximately 95 percent of program completers
			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	Crestwood Industrial Park Access Road Improvements	Luzerne County	Business Retention & Expansion	2	LU	\$420 k	\$84 k	The proposed road improvements, including resurfacing, swale reconstruction and stormwater improvements, to Elmwood Road will improve the flow of goods and individuals in the Crestwood Industrial Park and will attract new businesses. A few undeveloped sites are still available in the Park, which is currently at 70 percent capacity. Approximately 1.2 miles of roadway within the Crestwood Industrial Park will be improved. The Crestwood Industrial Park is located off of SR 309 in Mountain Top, which is within Fairview and Wright townships, Luzerne County. The county is responsible for maintaining all the roads in the park which total 4.8 miles. Approximately 25 percent of the roads will be repaired by this project.	<u>Outputs:</u> 1) 1.2 miles of new pavement 2) 19,008 linear feet of pavement markings 3) 32 businesses served <u>Outcomes:</u> 1) 32 businesses improved 2) Improved safety conditions
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			Workforce Investment						
			Infrastructure / Capacity Building	1					
			Business Start-up / Attraction	3					
15	Pocono Mountains Business Park - Bensinger Ct. Access Road Improvements	Pocono Mountains Industrial Park Authority (PMIPA)	Business Retention & Expansion	2	MO	\$1.6 m	\$1.1 m	Pocono Mountains Industries (PMI) will construct a 0.2 mile, two-lane cul-de-sac on land owned by PMI in its existing Pocono Mountains Business Park located within Mount Pocono Borough and Coolbaugh Township, Monroe County. The total land area to be served is approximately 62 acres of industrial-zoned land. It is served by all utilities (electric, water, sewer, gas and phone / high speed Internet. It is approximately 3 miles to I-380 and 5 miles to I-80. The Pocono Mountains Business Park is approximately 75 percent sold and developed.	<u>Outputs:</u> 1) 0.2 miles of new road 2) 62 acres of industrial land accessed <u>Outcomes:</u> 1) 250,000 to 300,000 SF of potential new building construction 2) Potential for up to three new businesses created or existing business expansions 3) 100 jobs created
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			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	1					
			Business Start-up / Attraction	3					
16	Northeastern Pennsylvania Alliance - Community Advantage Loan Program	Northeastern Pennsylvania Business Finance Center / Northeastern Pennsylvania Alliance	Business Retention & Expansion		CA, LA, LU, MO, PI, SC, WA	\$208 k	\$108 k	Funding is needed for program development, marketing and capitalization of a new loan program that is designed to meet the needs of existing businesses and start-ups in the region. Funds will be used to develop internal protocols, purchase / update loan intake and servicing software, create marketing materials and provide capital to the program. Eighty-five percent of funds leveraged will be used for seed capital for the loan program with the remaining fifteen percent used for administrative / program launch costs.	<u>Outputs (Over 3 Years):</u> 1) 75 businesses served 2) Marketing materials <u>Outcomes (Over 3 Years):</u> 1) 25 businesses improved 2) 100 jobs created 3) 250 jobs retained 4) \$300,000 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	1					
			Workforce Investment						
			Infrastructure / Capacity Building						
			Business Start-up / Attraction	2					
17	Increasing Business, Entrepreneur and Student Awareness	Northeastern Pennsylvania Industrial Resource Center (NEPIRC)	Business Retention & Expansion	2	CA, LA, LU, MO, PI, SC, WA	\$112 k	\$56 k	NEPIRC will create a toolkit that will raise awareness of regional technology, innovation and makerspace resources among the business, entrepreneur and student populations, along with an action plan for their promotion, distribution and long-term maintenance / updating. The toolkit will consist of an interactive resource website, a directory of facilities and their equipment, a schedule of trainings at each facility, support of social media platforms and an online repository of materials that schools, economic developers and others can access to	<u>Outputs:</u> 1) 40 businesses served 2) 24 participants (entrepreneurs) served - Launch of www.NEPAMakers.com site; - Creation of supporting promotional material; - Eight training workshops; - 20 manufacturer tours of innovation spaces <u>Outcomes:</u> 1) 20 businesses improved 2) 24 participants improved
			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					promote the region's resources.	
			Business Start-up / Attraction						
18	Blooming Grove Complex Sewage Expansion Study	Pike County	Business Retention & Expansion		PI	\$85 k	\$42.5 k	<p>The project will provide long-term sewage disposal needs of the existing parcels located in the project area. Within this complex, there are approximately 250 acres of developable land owned by Pike County available. The provision of the increase in sewage capacity would allow the anticipated development to occur and would provide an increase in jobs, services and real estate taxes that will greatly benefit the region.</p> <p>The existing wastewater treatment facilities at the complex include an activated sludge wastewater treatment plant (WWTP) and a plus or minus 24 acre spray irrigation field which is utilized for effluent disposal during periods of warm weather. When winter conditions prohibit the use of the spray system, the facility discharges effluent to Billings Creek. The existing sewage facility has a National Pollutant Discharge Elimination System (NPDES) permit for 48,400 gallons per day. It is proposed that the spray irrigation area be expanded to allow for the 26,600 gallons per day expansion in capacity, bringing the total facility to 75,000 gallons per day.</p>	<p><u>Outputs:</u></p> <p>1) Completed Sewer Facility Expansion Study</p> <p>2) Construction & Permit Cost Estimates, Preliminary Design, Bid Documents for Construction</p> <p><u>Outcomes:</u></p> <p>1) Increase in existing plant capacity by 21,600 gallons per day from 48,400 gallons per day to 70,000 gallons per day</p> <p>2) The potential for economic development and public services expansion –</p> <ul style="list-style-type: none"> - A 70-bed nursing home is proposed for a portion of the Pike County Complex. The developer of this project has indicated that a similar 90-bed nursing home in Sayre, Pennsylvania uses an average of 3,400 gallons per day of water and would provide approximately 100 jobs. - The Pike County Jail is proposing a 50-bed expansion. Using the projected additional flow, the additional needed capacity would be 6,925 gallons per day. - PennDOT 4-4 Maintenance Facility – A new PennDOT facility is approved for this site at the
			Energy, Environmental, Agricultural						
			Entrepreneurship & Innovation						
			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	1					<p>intersection of Pike County Boulevard and SR 739. The sewage facilities planning module for the use indicated a wastewater flow of three Equivalent Dwelling Units (EDUs), which is 1,200 gallons per day.</p> <p>- Additional growth - Pike County owns additional property at the complex adjacent to SR 739. The potential exists for multiple future businesses or governmental facilities to be developed on this property. An estimate of approximately 15,000 gallons per day should allow for multiple uses similar in flow demand to those currently being proposed.</p>
			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 2010 and 2017 population for each of the seven counties, along with the state and nation, is indicated in Table 14 and the 2016 and 2017 population for the same geographies is indicated in Table 15.

Table 14. Population for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2017

Area	April 1, 2010 Estimate Base	July 1, 2017 Estimate	Change	Percent Change
United States	308,758,105	325,719,178	16,961,073	5.5%
Pennsylvania	12,702,857	12,805,537	102,680	0.8%
Northeastern Pennsylvania	1,028,904	1,009,468	-19,436	-1.9%
Carbon County	65,248	63,853	-1,395	-2.1%
Lackawanna County	214,440	210,761	-3,679	-1.7%
Luzerne County	320,916	317,343	-3,573	-1.1%
Monroe County	169,838	168,046	-1,792	-1.1%
Pike County	57,353	55,691	-1,662	-2.9%
Schuylkill County	148,289	142,569	-5,720	-3.9%
Wayne County	52,820	51,205	-1,615	-3.1%

Source: U.S. Census Bureau

Table 15. Population for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2016 and 2017

Area	April 1, 2016 Estimate	July 1, 2017 Estimate	Change	Percent Change
United States	323,405,935	325,719,178	2,313,243	0.7%
Pennsylvania	12,787,085	12,805,537	18,452	0.1%
Northeastern Pennsylvania	1,028,904	1,009,468	2,008	0.2%
Carbon County	63,515	63,853	338	0.5%
Lackawanna County	210,872	210,761	-111	-0.1%
Luzerne County	316,801	317,343	542	0.2%
Monroe County	166,516	168,046	1,530	0.9%
Pike County	55,191	55,691	500	0.9%
Schuylkill County	143,335	142,569	-766	-0.5%
Wayne County	51,230	51,205	-25	0.0%

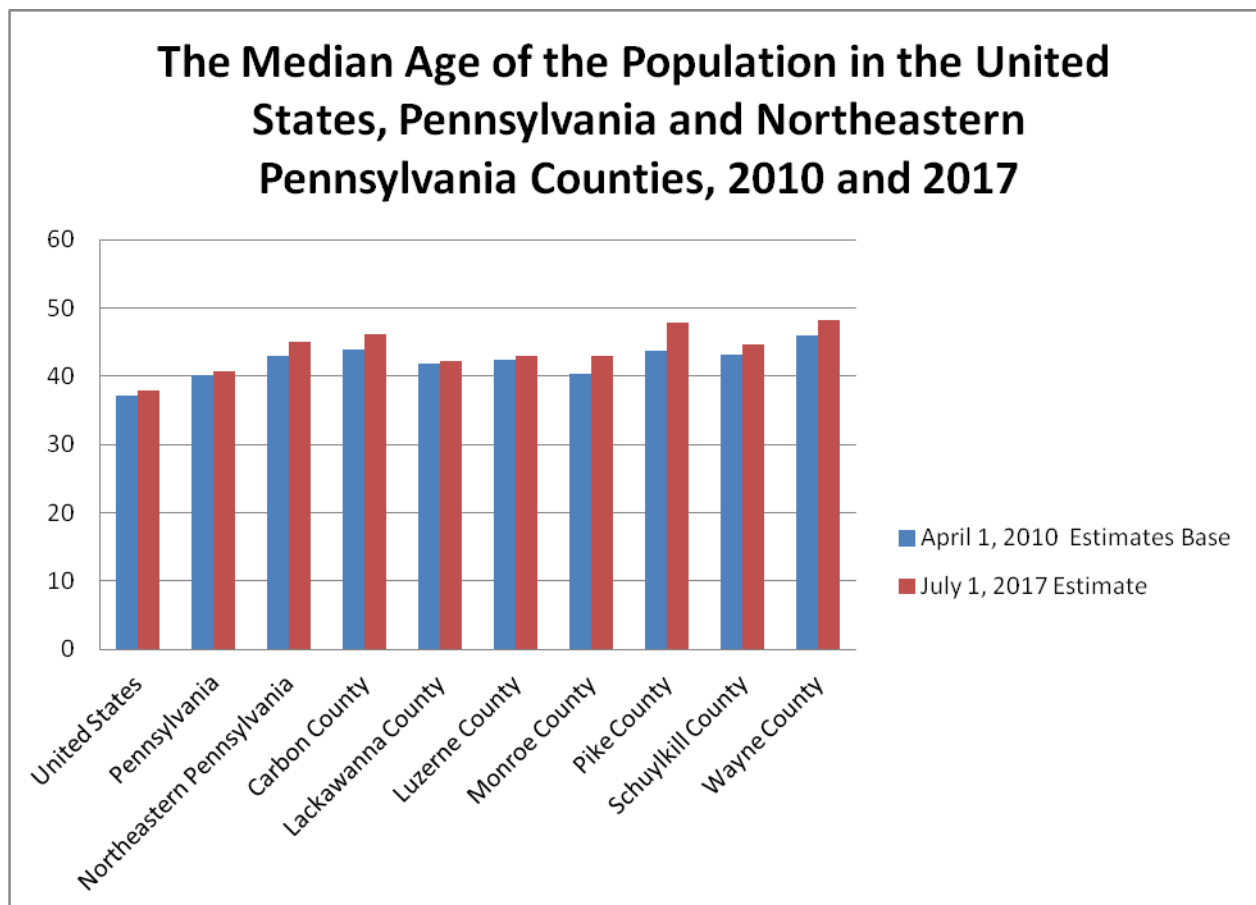
Source: U.S. Census Bureau

According to the two tables, the region experienced a population decline from 2010 to 2017. However, it experienced a population increase from 2016 to 2017. The percent increase of 0.2 percent in the region from 2016 to 2017 was higher than the 0.1 percent increase in the state during the same period.

Age

Figure 12 provides information regarding the median age of the population. At 45.0 years, the median age of the population of the Northeastern Pennsylvania region is higher than the United States (38.0 years) and Pennsylvania (40.7 years). Between April 1, 2010 and July 1, 2017, the percent change in median age was the highest in Pike County (9.6 percent) and it was followed by Monroe County (6.5 percent), Carbon County (5.2 percent), Wayne County (5.0 percent) and Northeastern Pennsylvania (4.7 percent).

Figure 12. The Median Age of the Population in the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2017

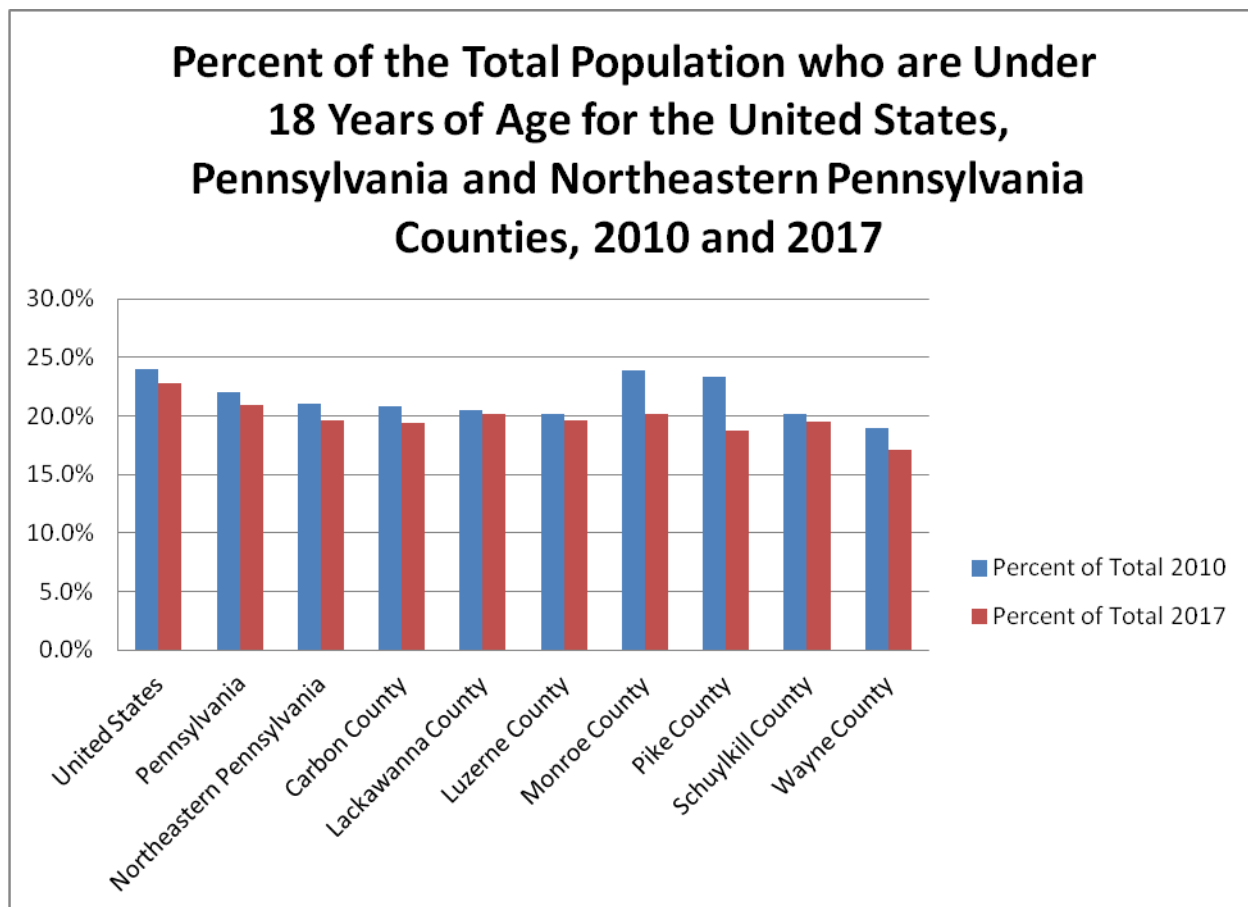


Source: U.S. Census Bureau

In Figure 13, all areas experienced a decrease in the number of people who are under 18 years of age. Monroe County had the largest decrease (-7,164 people) and Pike County had the largest

percent decrease (-22.5 percent). The nation had the smallest decrease in percent change (-0.7 percent), as compared to the state (-4.6 percent) and region (-8.5 percent).

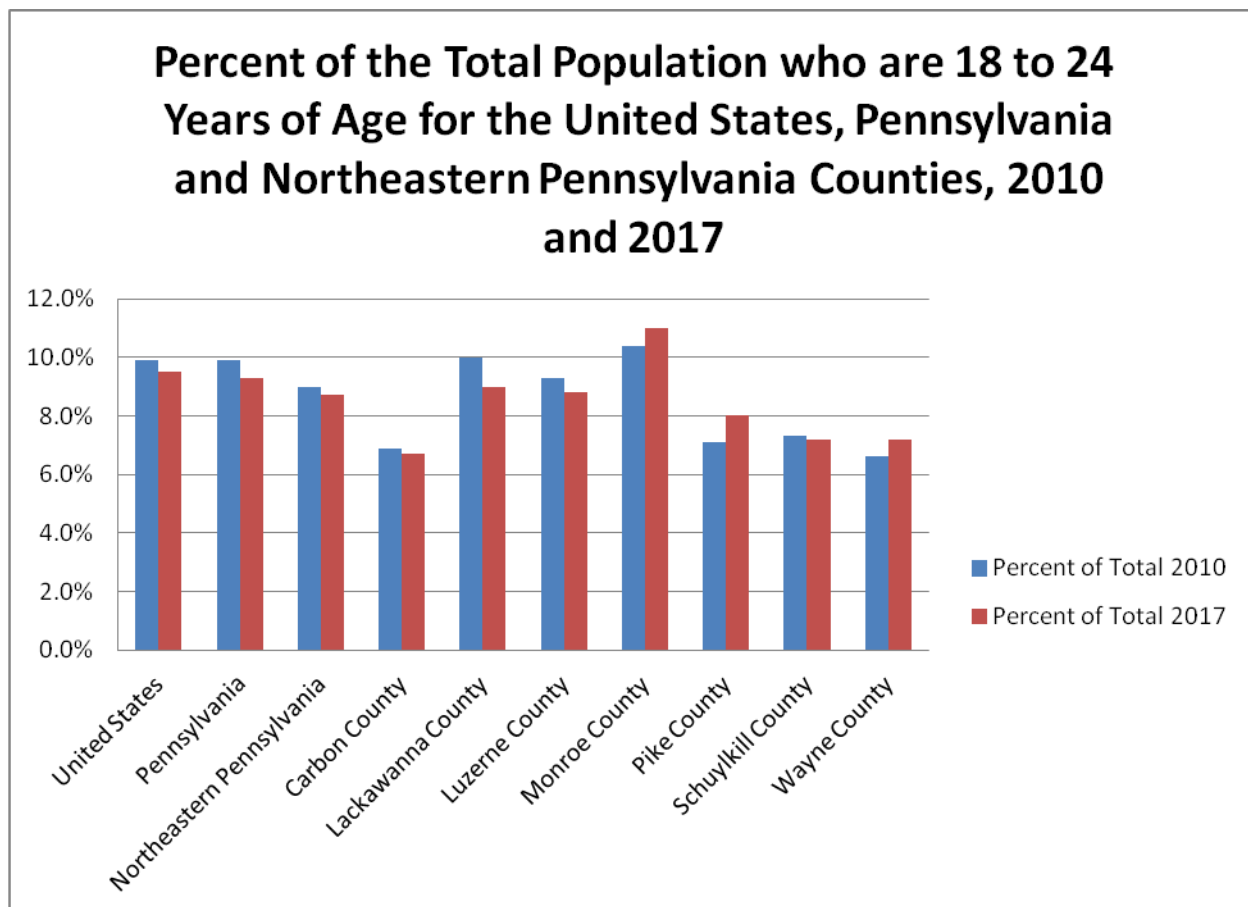
Figure 13. Percent of the Total Population who are Under 18 Years of Age for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2017



Source: U.S. Census Bureau

In Figure 14, the Pocono Mountain counties of Pike (8.6 percent), Wayne (3.6 percent) and Monroe (2.7 percent) had the largest percent increases in people who are between the ages of 18 and 24. On the other hand, Carbon, Lackawanna, Luzerne and Schuylkill counties had decreases of 3.9 percent, 12.4 percent, 7.0 percent and 5.6 percent, respectively. The overall increase in the Poconos of 783 people could be from migration from the New York City, Long Island, Northern New Jersey and Philadelphia areas.

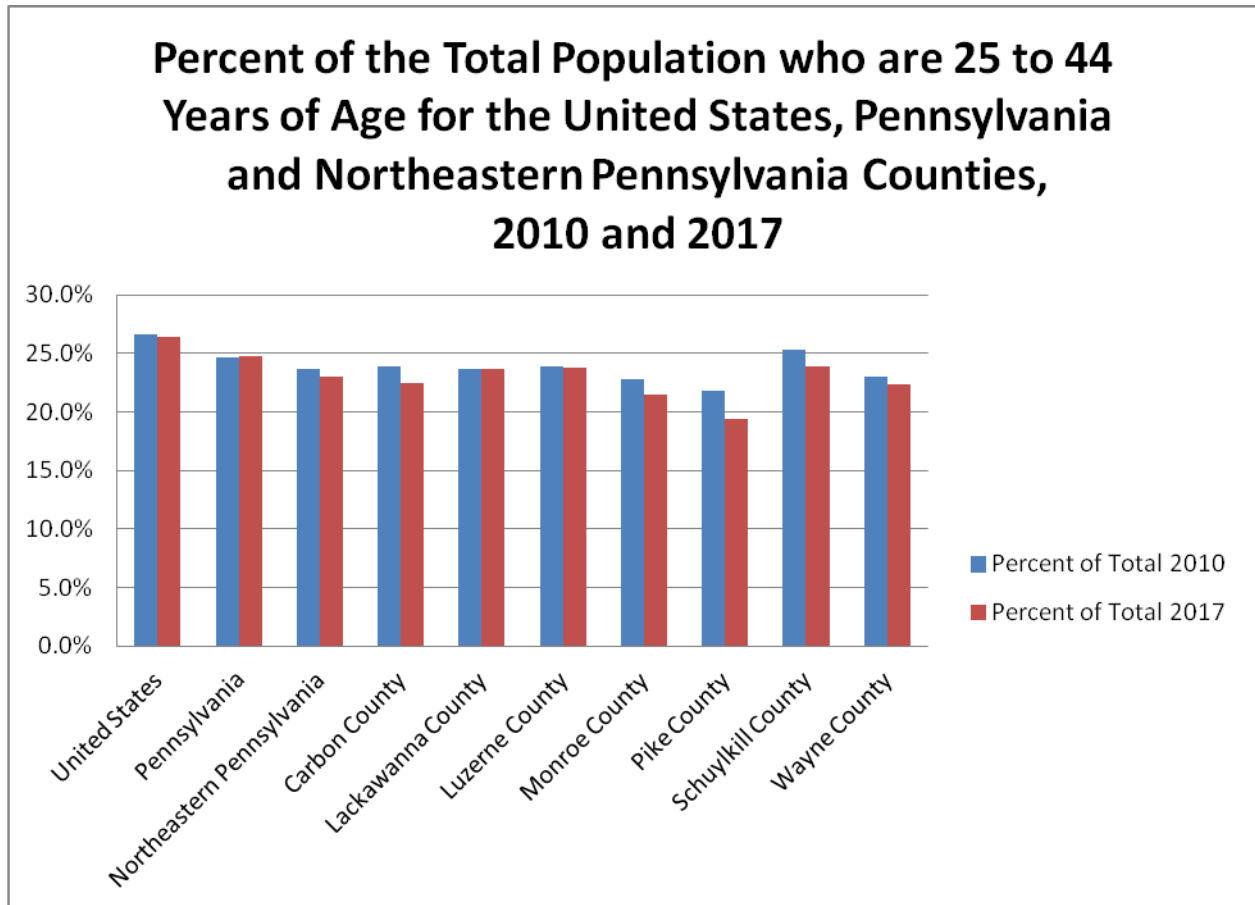
Figure 14. Percent of the Total Population who are 18 to 24 Years of Age for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2017



Source: U.S. Census Bureau

In Figure 15, all of the Northeastern Pennsylvania counties had decreases in population who are between 25 and 44 years of age. Pike County (-13.2 percent) had the highest decrease and it was followed by Carbon County (-8.7 percent), Schuylkill County (-9.4 percent), Wayne County (-7.6 percent), and Monroe County (-5.6 percent). The smallest decreases occurred in Lackawanna (-1.4 percent) and Luzerne (-0.8 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.

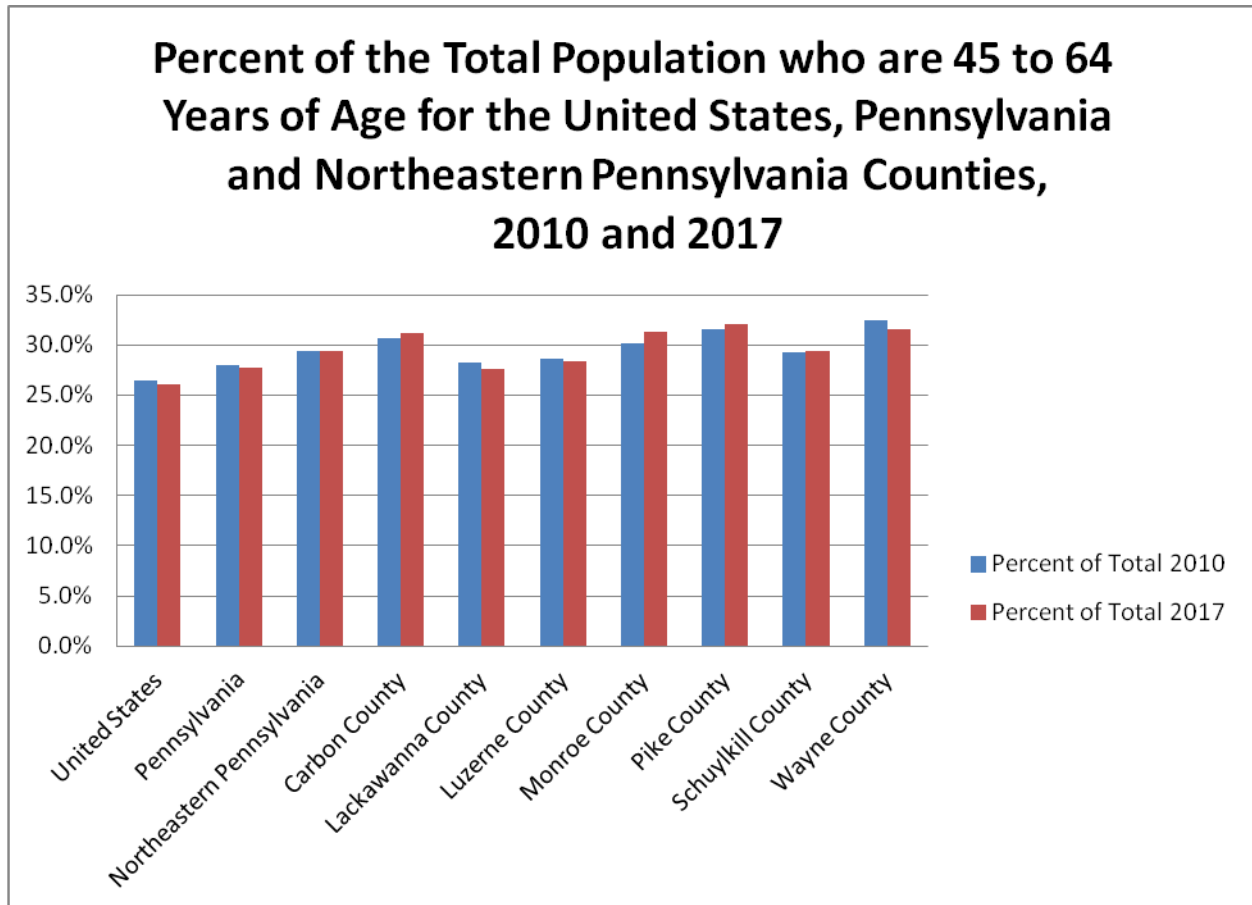
Figure 15. Percent of the Total Population who are 25 to 44 Years of Age for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2017



Source: U.S. Census Bureau

Figure 16 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 654 people (1.3 percent). Overall, the region experienced a decrease of 8,472 people (2.8 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.

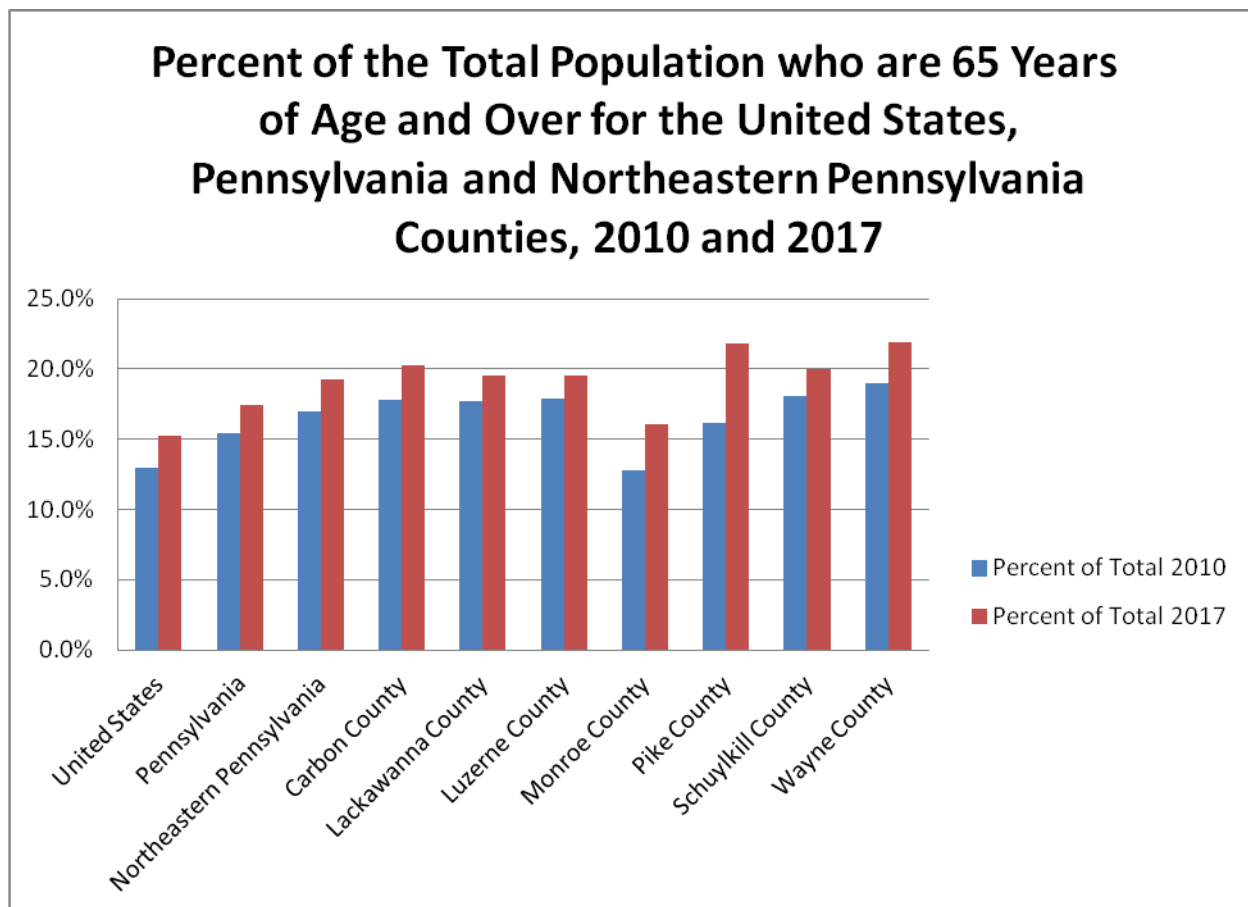
Figure 16. Percent of the Total Population who are 45 to 64 Years of Age for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2017



Source: U.S. Census Bureau

Figure 17 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 (6,388 people) and Pike County had the largest percent increase (31.5 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 17. Percent of the Total Population who are 65 Years of Age and Over for the United States, Pennsylvania and Northeastern Pennsylvania Counties, 2010 and 2017

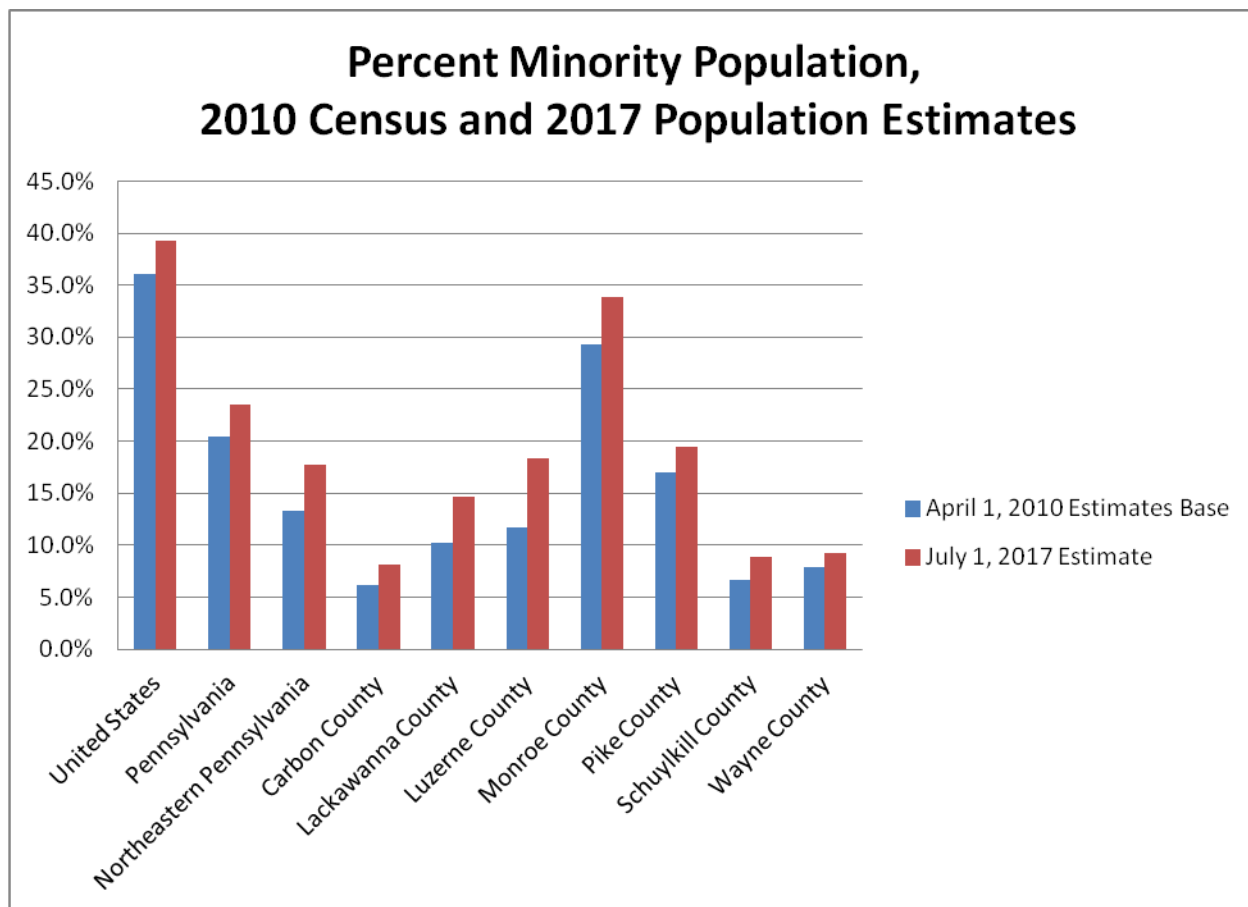


Source: U.S. Census Bureau

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, 2017 Population Estimates, the percent of minority population has increased to 17.8 percent. Figure 18 provides detailed information.

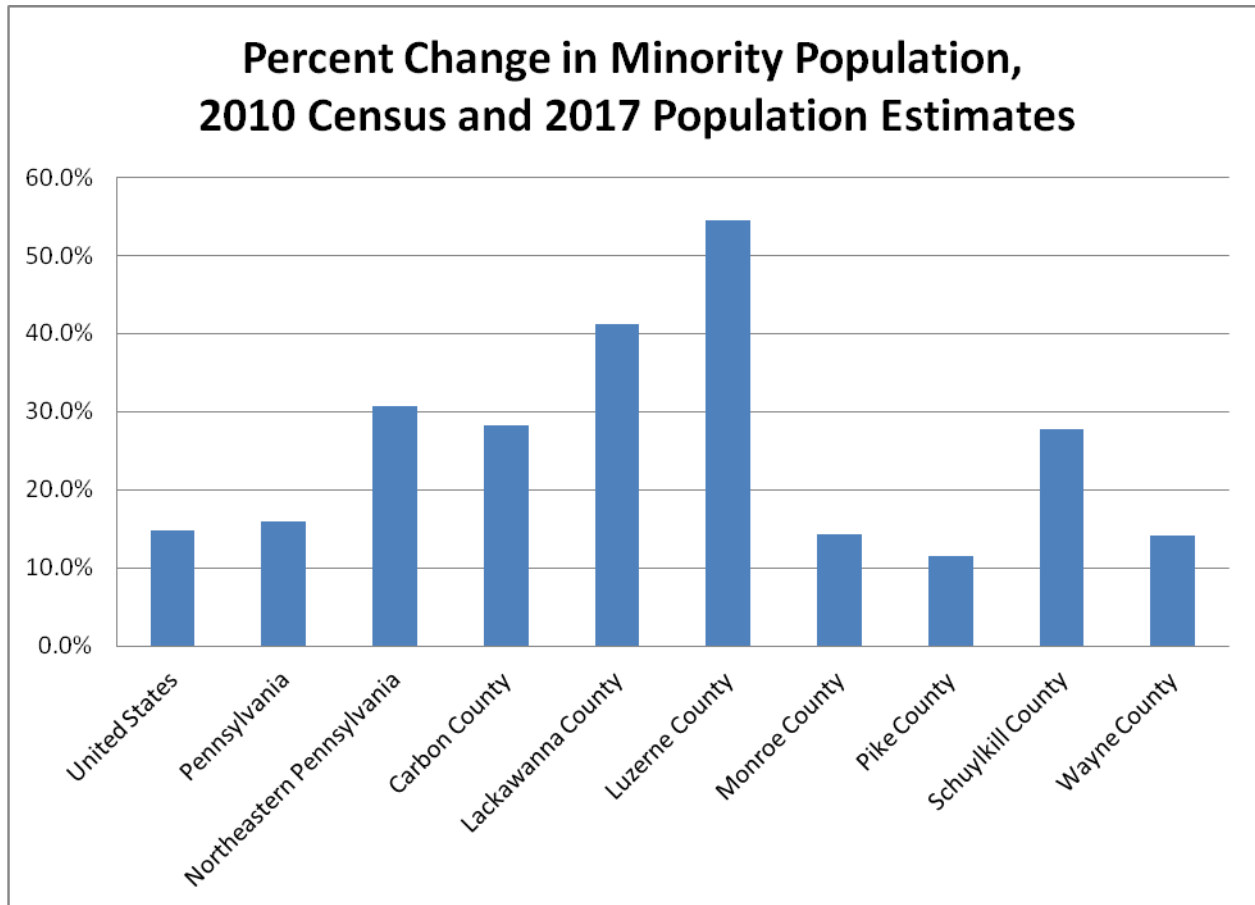
Figure 18. Percent Minority Population, 2010 Census and 2017 Population Estimates



Source: U.S. Census Bureau

According to Figure 19, all of the counties, with the exception of Monroe, Pike and Wayne, had percent increases from 2010 to 2017 in minority population that were greater than the nation (14.8 percent) and state (16.0 percent). The percent minority has increased in all areas and Luzerne County had the highest increase with 54.5 percent. In addition to Luzerne County, Lackawanna County, with 41.2 percent, had a higher percent increase than Northeastern Pennsylvania's 30.8 percent.

Figure 19. Percent Change in Minority Population, 2010 Census and 2017 Population Estimates

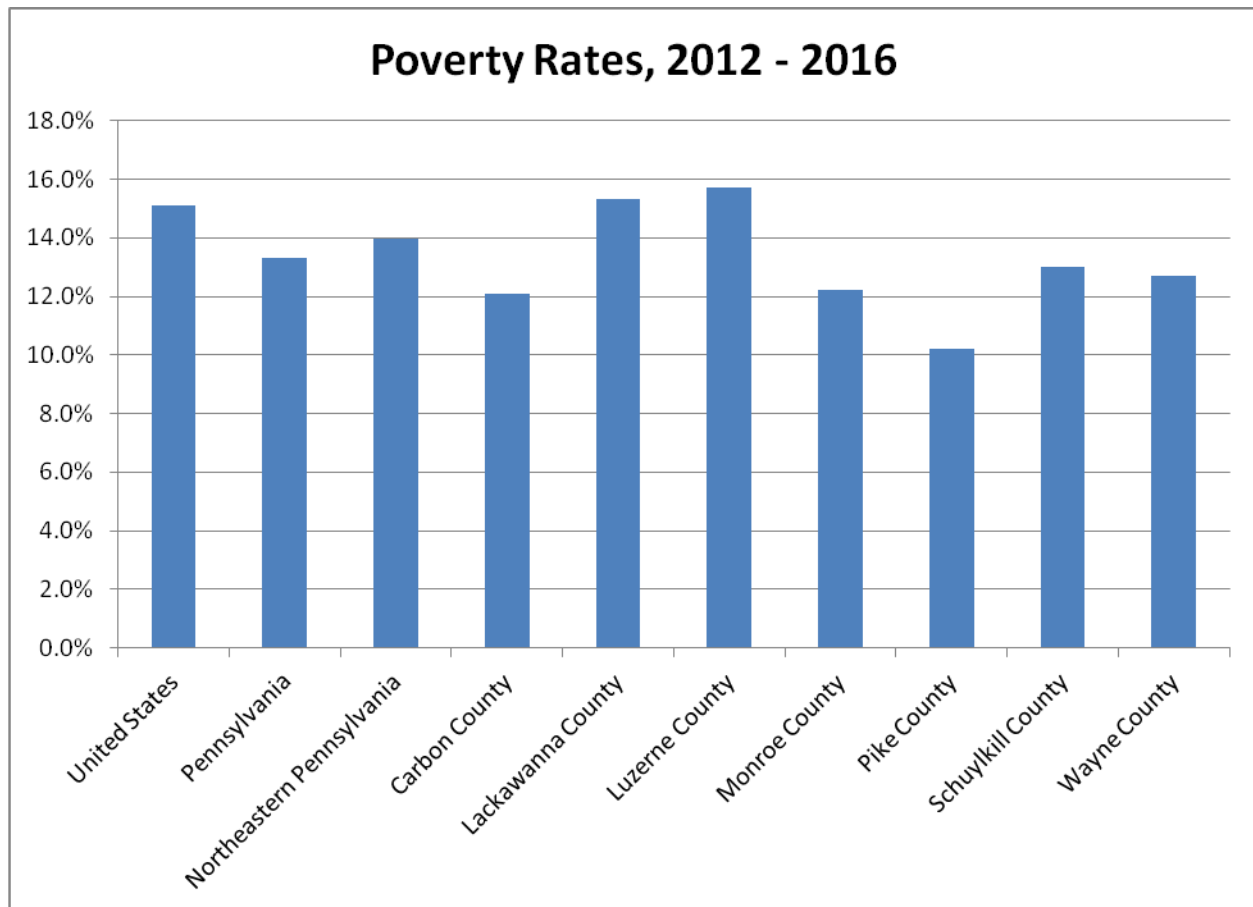


Source: U.S. Census Bureau

Poverty

According to 2012 - 2016 American Community Survey 5-year estimates by the U.S. Census Bureau, the poverty rate in five of the seven Northeastern Pennsylvania counties was lower than the nation (15.1 percent). Luzerne County had a poverty rate of 15.7 percent and Lackawanna County had a poverty rate of 15.3 percent. Poverty at the regional level (14.0 percent) was lower than the nation and higher than the state (13.3 percent). Carbon (12.1 percent), Monroe (12.2 percent), Pike (10.2 percent), Schuylkill (13.0 percent) and Wayne (12.7 percent) counties had a poverty rate that was lower than the region, state and nation. Pike County had the lowest poverty rate and Luzerne County had the highest poverty rate. These rates are indicated in Figure 20.

Figure 20. Poverty Rates, 2012 - 2016



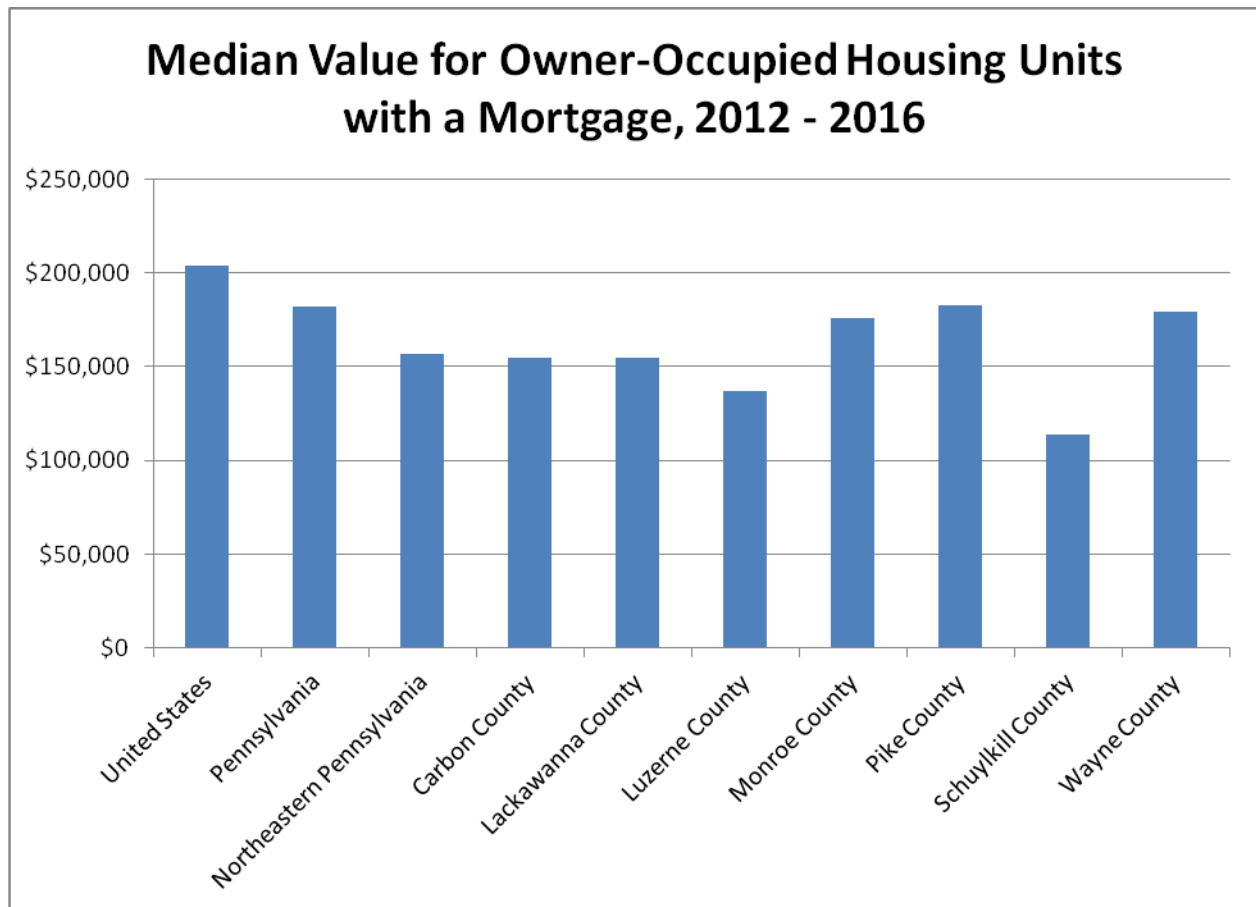
Source: U.S. Census Bureau

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 21, the median value for owner-occupied housing units with a mortgage was lower in the Northeastern Pennsylvania region (\$156,986) and in Carbon (\$155,000), Lackawanna (\$155,000), Luzerne (\$137,100) and Schuylkill (\$114,100) counties than in the state (\$182,200) and nation (\$203,600). In Pike County (\$182,700), it was higher than the state and region and in Monroe County (\$175,900) and Wayne County (\$179,100) it was higher than the region.

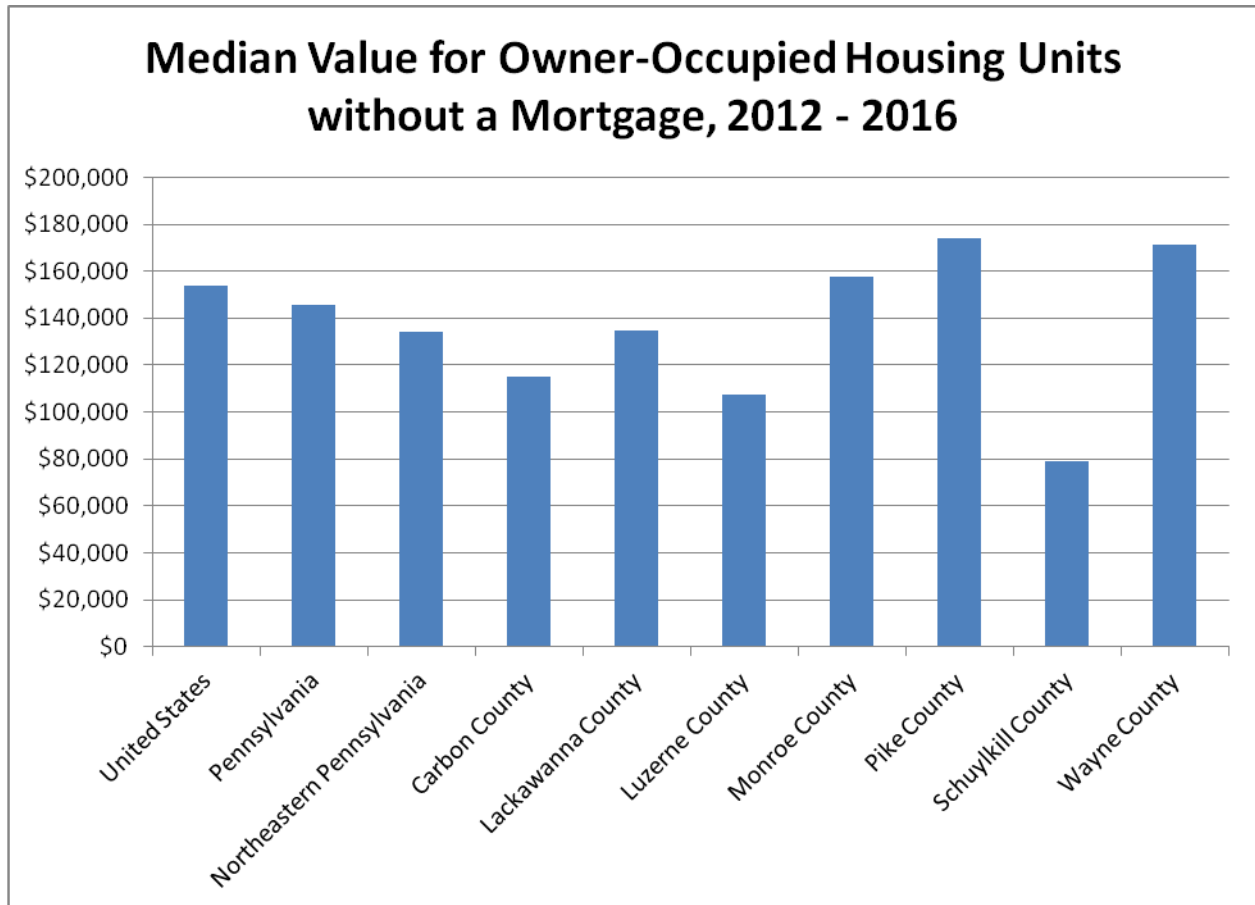
Figure 21. Median Value for Owner-Occupied Housing Units with a Mortgage, 2012 - 2016



Source: U.S. Census Bureau

According to Figure 22, when looking at the median value for owner-occupied housing units without a mortgage, the average for Northeastern Pennsylvania (\$134,129) was lower than the state (\$145,400) and the nation (\$154,000). This median value was lower than the state and nation in Lackawanna County (\$134,600). This median value was lower than the region, state and nation in Carbon (\$115,100), Luzerne (\$107,500) and Schuylkill (\$78,900) counties. In Monroe (\$157,700), Pike (\$174,000) and Wayne (\$171,100) counties, this median value exceeded the region, state and nation.

Figure 22. Median Value for Owner-Occupied Housing Units without a Mortgage, 2012 - 2016

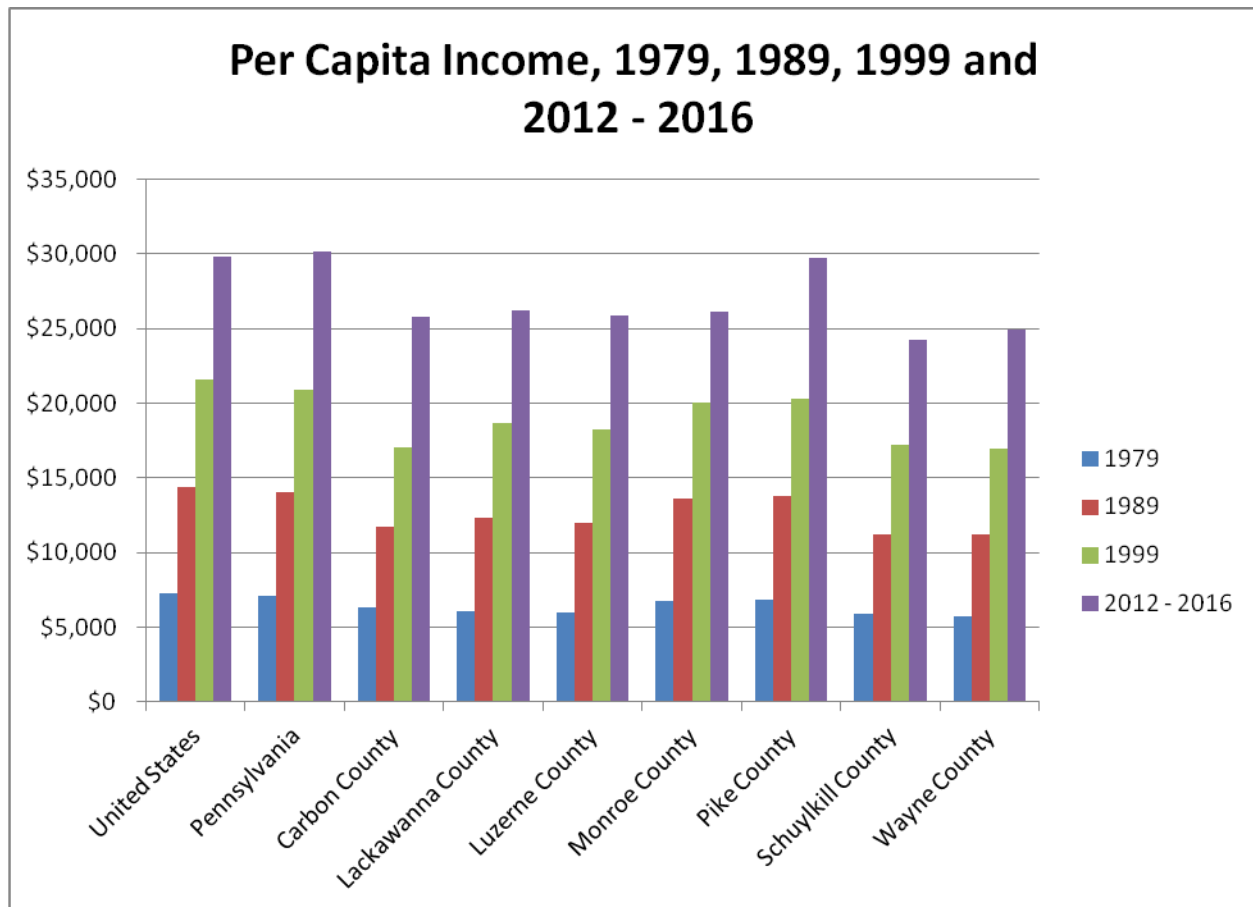


Source: U.S. Census Bureau

Per Capita Income

Per capita income in the seven-county Northeastern Pennsylvania region has historically been lower than the state and nation. Figure 23 provides detailed information from 1979, 1989, 1999 and the average over 2012 - 2016. 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 2012 - 2016 American Community Survey 5-year estimates by the U.S. Census Bureau, Pike County had the highest per capita income in the region (\$29,695). However, it was lower than the state (\$30,137) and nation (\$29,829).

Figure 23. Per Capita Income, 1979, 1989, 1999 and 2012 - 2016

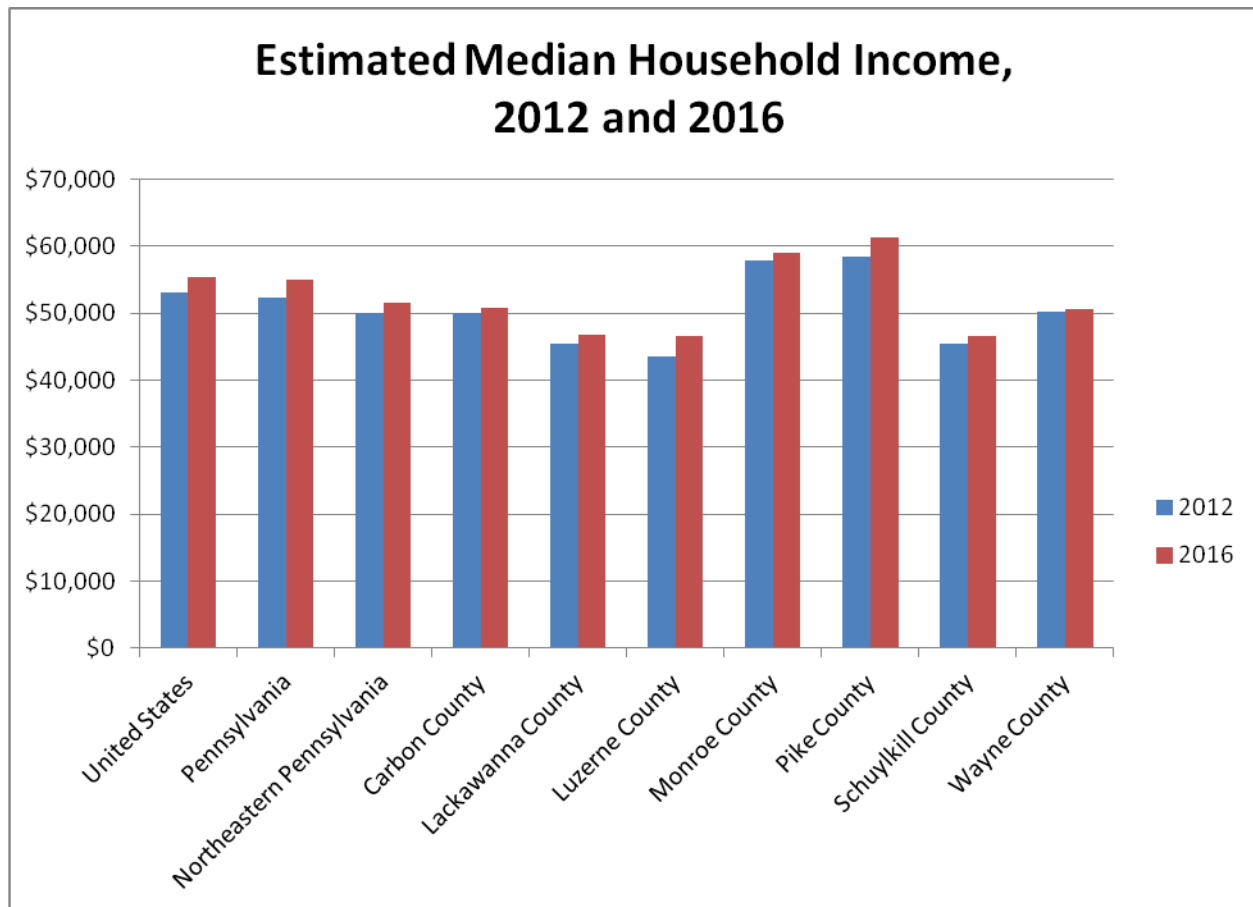


Sources: U.S. Census Bureau and Pennsylvania State Data Center

Median Household Income

According to Figure 24, Luzerne County (7.1 percent) had the highest percent increase in median household income and it was followed by Pike County (4.7 percent). Luzerne County exceeded the percent increase for the nation (4.3 percent), state (5.0 percent) and region (3.0 percent). None of the counties had a percent increase that was above the 9.0 percent rate of inflation between 2012 and 2016.

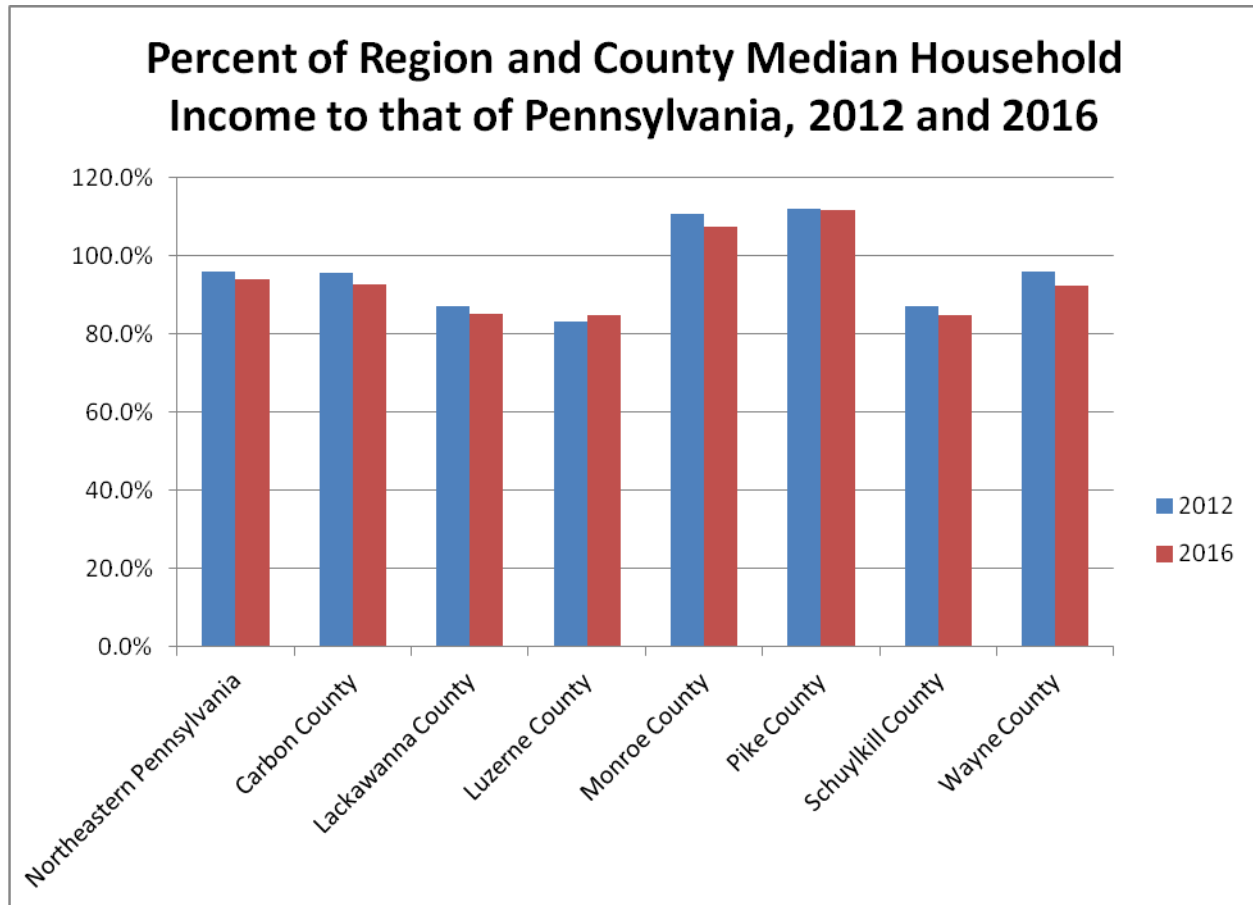
Figure 24. Estimated Median Household Income, 2012 and 2016



Source: U.S. Census Bureau

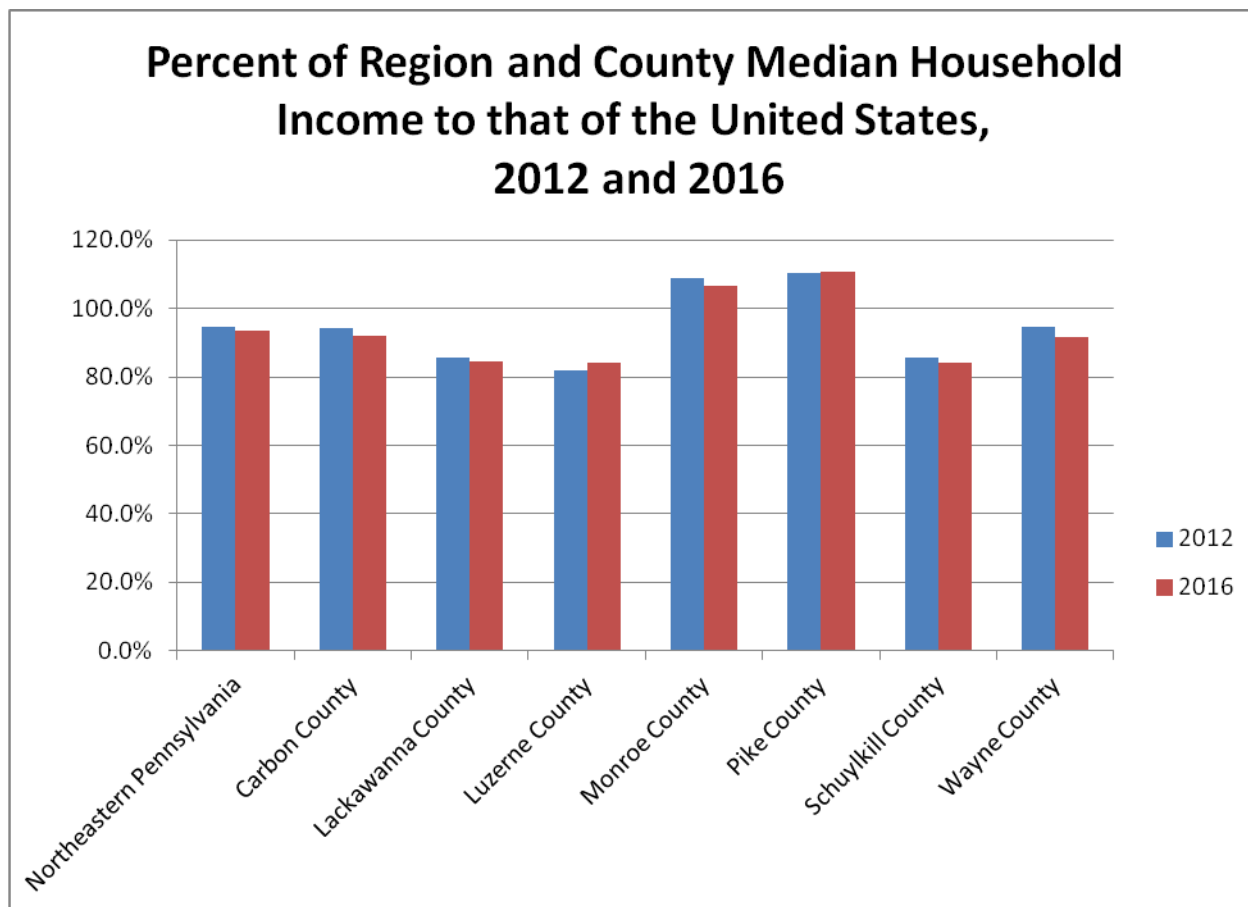
Figures 25 and 26 provide the percent of region and county median household income to that of Pennsylvania and the United States, respectively. Between 2012 and 2016, the percentage of area median household income increased in Luzerne County when based on the state and Luzerne and Pike counties when based on the nation. The percentage of median household income to the state and nation exceeded 100 percent in Monroe and Pike counties. This occurred as a result of the migration to those two counties by people who work in the New York City area.

Figure 25. Percent of Region and County Median Household Income to that of Pennsylvania, 2012 and 2016



Source: U.S. Census Bureau

Figure 26. Percent of Region and County Median Household Income to that of the United States, 2012 and 2016



Source: U.S. Census Bureau

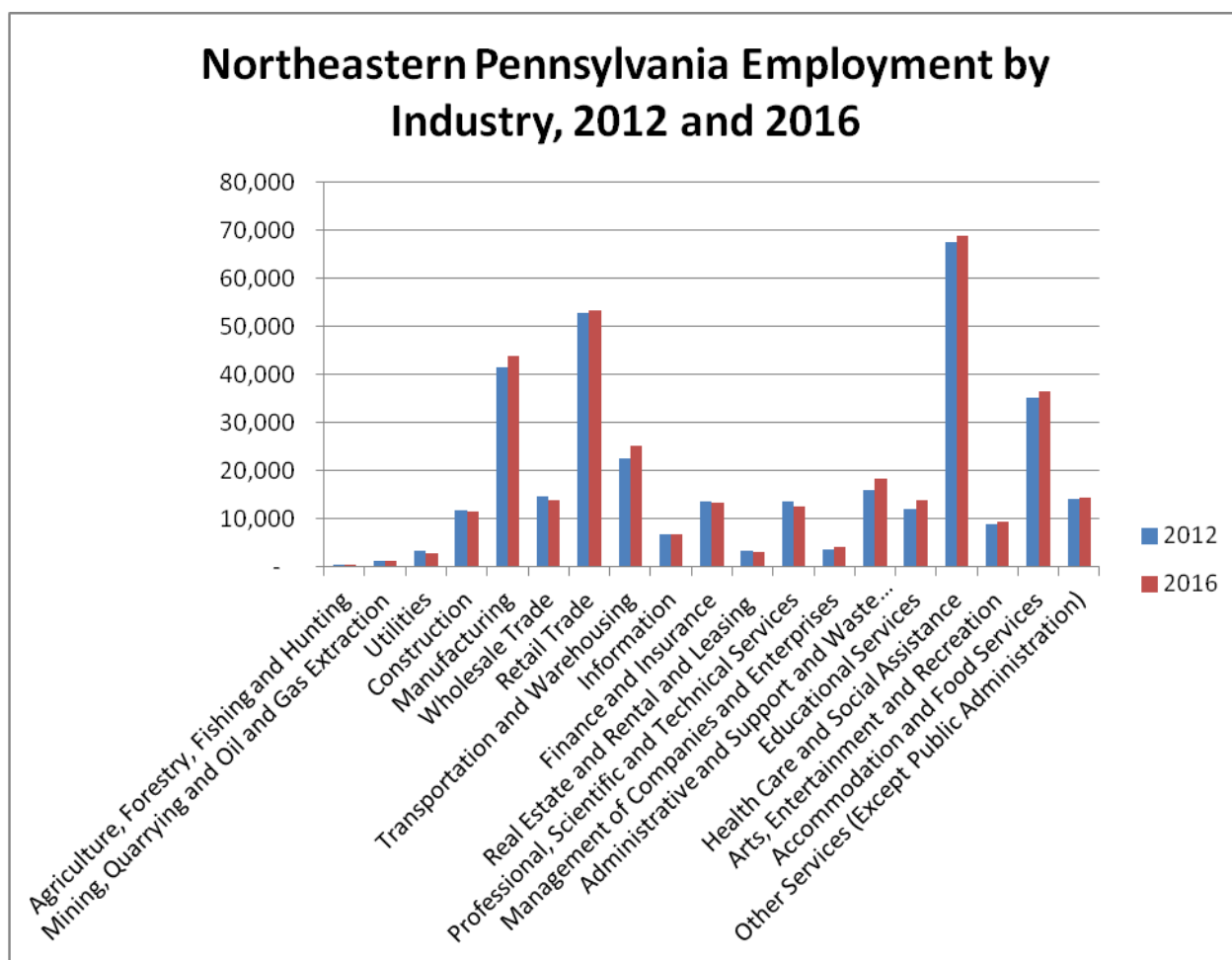
Employment by Industry

Figures 27, 28 and 29 provide the employment by industry for Northeastern Pennsylvania, Pennsylvania and the United States, respectively. These statistics are from 2012 and 2016 and were selected because it is the most current five-year interval possible and 2016 was the most current year that employment data were available from U.S. Census Bureau “County Business Patterns.”

Figure 27 indicates that actual employment growth in 2012 - 2016 occurred in twelve industries of the Northeastern Pennsylvania economy. The growth occurred in Transportation and Warehousing (2,579 jobs); Administrative and Support and Waste Management and Remediation Services (2,476 jobs); Manufacturing (2,142 jobs); Educational Services (1,878 jobs); Accommodation and Food Services (1,535 jobs); Health Care and Social Assistance (1,371 jobs); Retail Trade (674 jobs); Management of Companies and Enterprises (638 jobs); Arts, Entertainment and Recreation (530 jobs); Information (232 jobs); Other Services (Except Public Administration) (201 jobs); and Agriculture, Forestry, Fishing and Hunting (11 jobs). Employment in Northeastern Pennsylvania grew at its highest rate of 18.1 percent in

Management of Companies and Enterprises and was followed by Educational Services at 15.7 percent and Administrative and Support and Waste Management and Remediation Services at 15.6 percent. Professional, Scientific and Technical Services had the highest job loss (-908 jobs) and was followed by Wholesale Trade (-753 jobs). There were 718 jobs lost in Utilities, 384 jobs lost in Real Estate and Rental and Leasing, 381 jobs lost in Construction, 303 jobs lost in Finance and Insurance and 50 jobs lost in Mining, Quarrying and Oil and Gas Extraction. The two industries with the largest percent decreases were Utilities (-21.2 percent) and Real Estate and Rental and Leasing (-11.6 percent).

Figure 27. Northeastern Pennsylvania Employment by Industry, 2012 and 2016

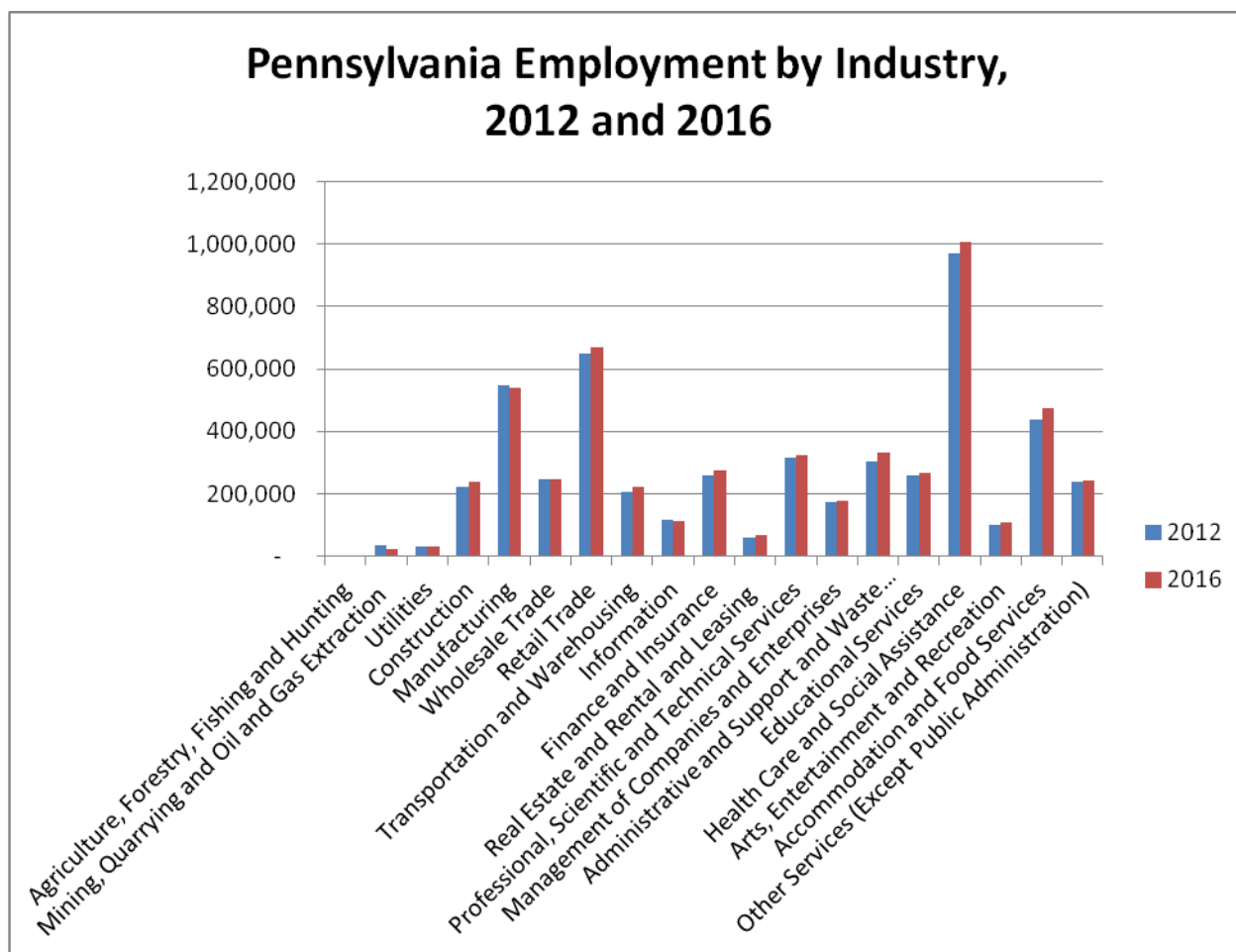


Source: U.S. Census Bureau

Figure 28 indicates that actual employment increase in 2012 - 2016 occurred in fifteen industries of the Pennsylvania economy. The highest increase occurred in Accommodation and Food Services (38,158 jobs); Health Care and Social Assistance (35,741 jobs); Administrative and Support and Waste Management and Remediation Services (29,541 jobs); Transportation and Warehousing (18,460 jobs); Retail Trade (17,869 jobs); and Construction (15,907 jobs). Employment in the state grew at its highest rate of 10.4 percent in Real Estate and Rental and Leasing and was followed by Administrative and Support and Waste Management and

Remediation Services (9.8 percent). Mining, Quarrying and Oil and Gas Extraction had the highest job loss (-12,877 jobs) and was followed by Manufacturing with 7,853 jobs lost and 6,986 jobs lost in Information. The two industries with the largest percent decreases were Mining, Quarrying and Oil and Gas Extraction (-37.0 percent) and Information (-5.9 percent).

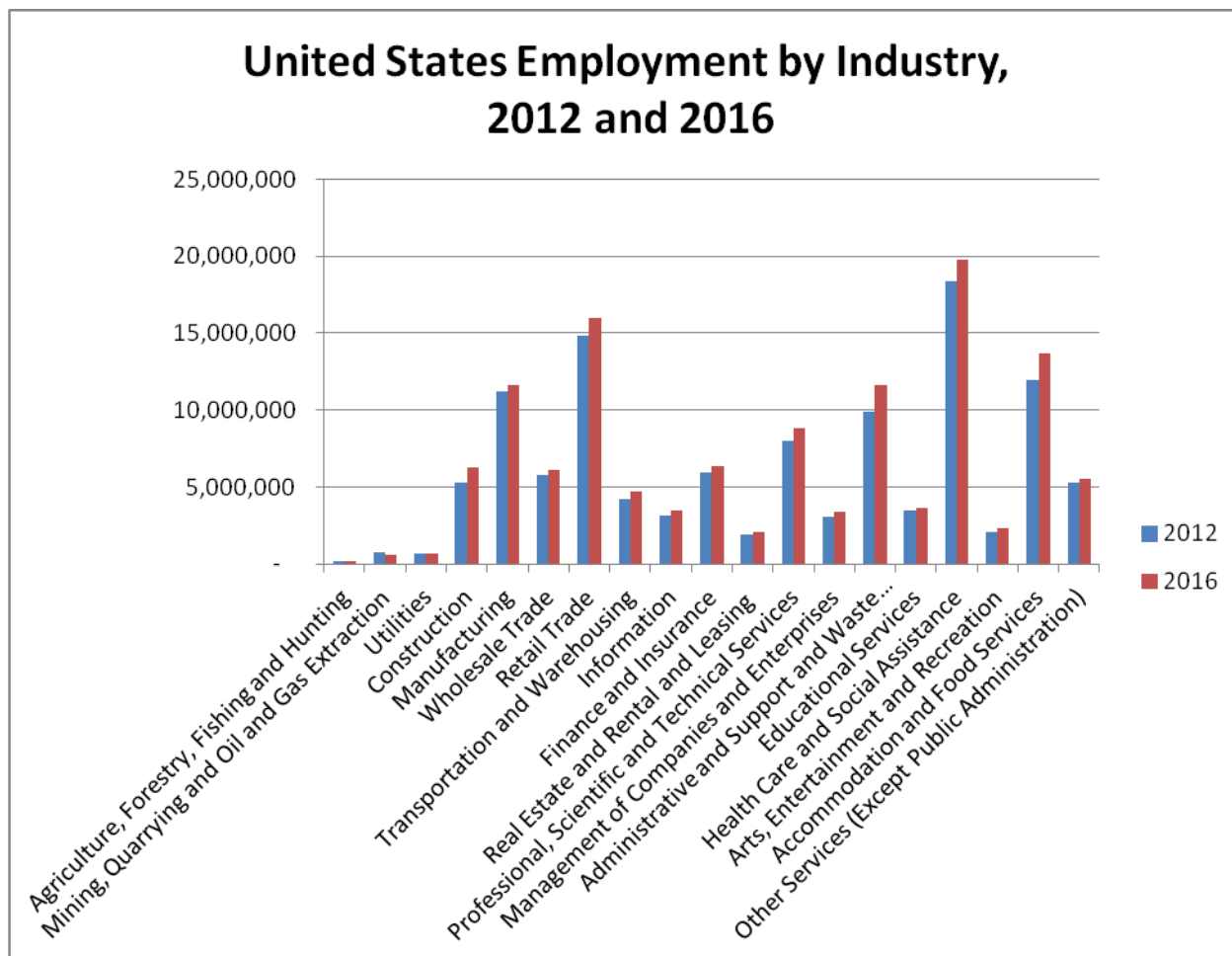
Figure 28. Pennsylvania Employment by Industry, 2012 and 2016



Source: U.S. Census Bureau

Figure 29 indicates that an employment increase in 2012 - 2016 occurred in sixteen sectors of the national economy. Mining, Quarrying and Oil and Gas Extraction had the highest job loss of 140,609 jobs and it was followed by Utilities with a loss of 2,146 jobs and Agriculture, Forestry, Fishing and Hunting with a loss of 666 jobs. Mining, Quarrying and Oil and Gas Extraction had the largest percent decrease at 19.3 percent. The highest growth occurred in Administrative and Support and Waste Management and Remediation Services (1,762,213 jobs) and Accommodation and Food Services (1,718,743 jobs). Employment in the nation grew at its highest rate of 20.0 percent in Construction and was followed by Administrative and Support and Waste Management and Remediation Services (17.9 percent) and Accommodation and Food Services with 14.3 percent.

Figure 29. United States Employment by Industry, 2012 and 2016



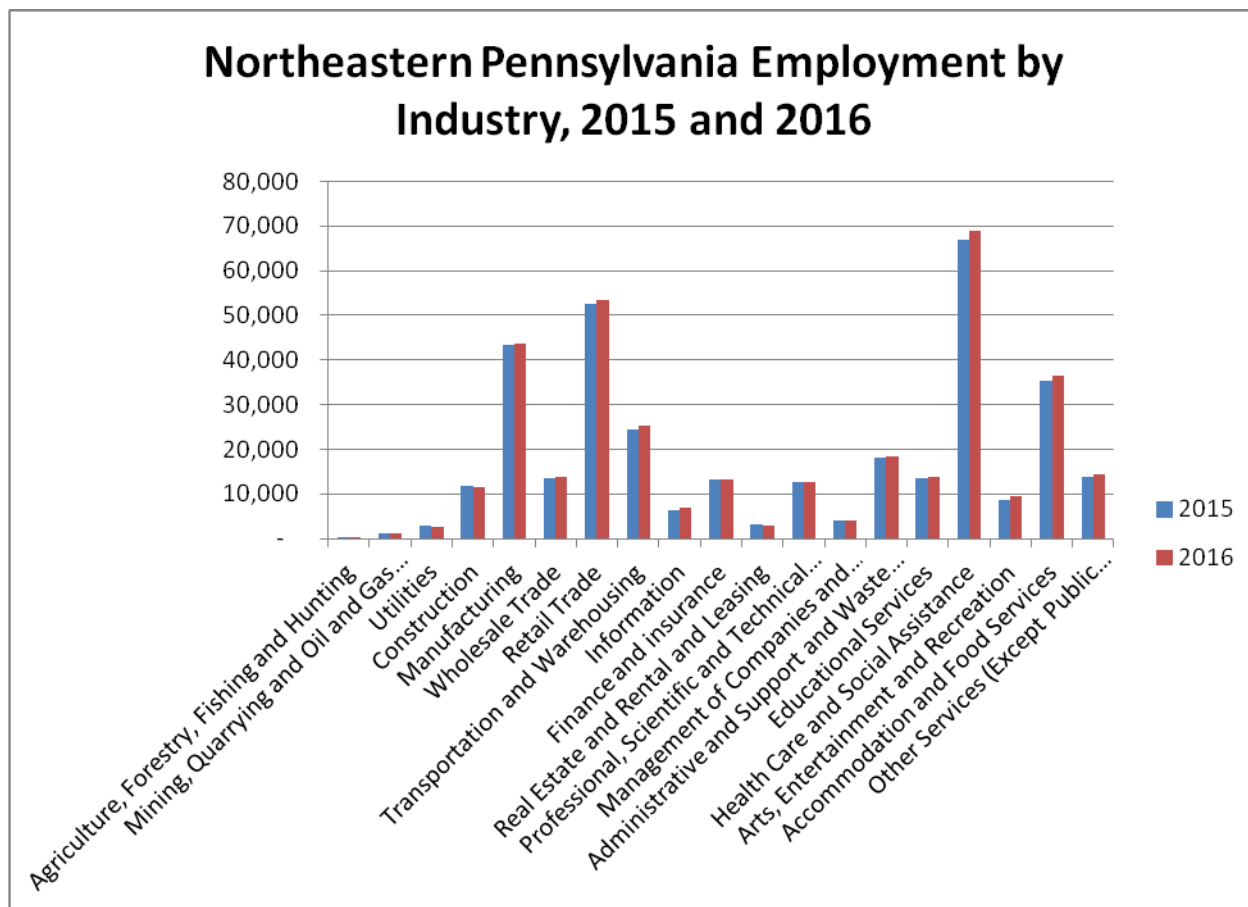
Source: U.S. Census Bureau

Figure 30 indicates that actual employment growth in 2015 - 2016 occurred in thirteen industries of the Northeastern Pennsylvania economy. The growth occurred in Health Care and Social Assistance (2,007 jobs); Accommodation and Food Services (1,195 jobs); Transportation and Warehousing (875 jobs); Retail Trade (761 jobs); Arts, Entertainment and Recreation (698 jobs); Other Services (Except Public Administration) (588 jobs); Information (391 jobs); Administrative and Support and Waste Management and Remediation Services (353 jobs); Educational Services (236 jobs); Manufacturing (222 jobs); Wholesale Trade (86 jobs); Finance and Insurance (52 jobs); and Management of Companies and Enterprises (33 jobs).

Employment in Northeastern Pennsylvania grew at its highest rate of 8.1 percent in Arts, Entertainment and Recreation and was followed by Information at 6.1 percent and Transportation and Warehousing at 3.6 percent. Construction had the highest job loss (-238 jobs) and was followed by Real Estate and Rental and Leasing (-176 jobs). There were 163 jobs lost in Utilities, 120 jobs lost in Professional, Scientific and Technical Services, 101 jobs lost in Mining, Quarrying and Oil and Gas Extraction, and 4 jobs lost in Agriculture, Forestry, Fishing and

Hunting. The two industries with the largest percent decreases were Mining, Quarrying and Oil and Gas Extraction (-7.9 percent) and Utilities (-5.8 percent).

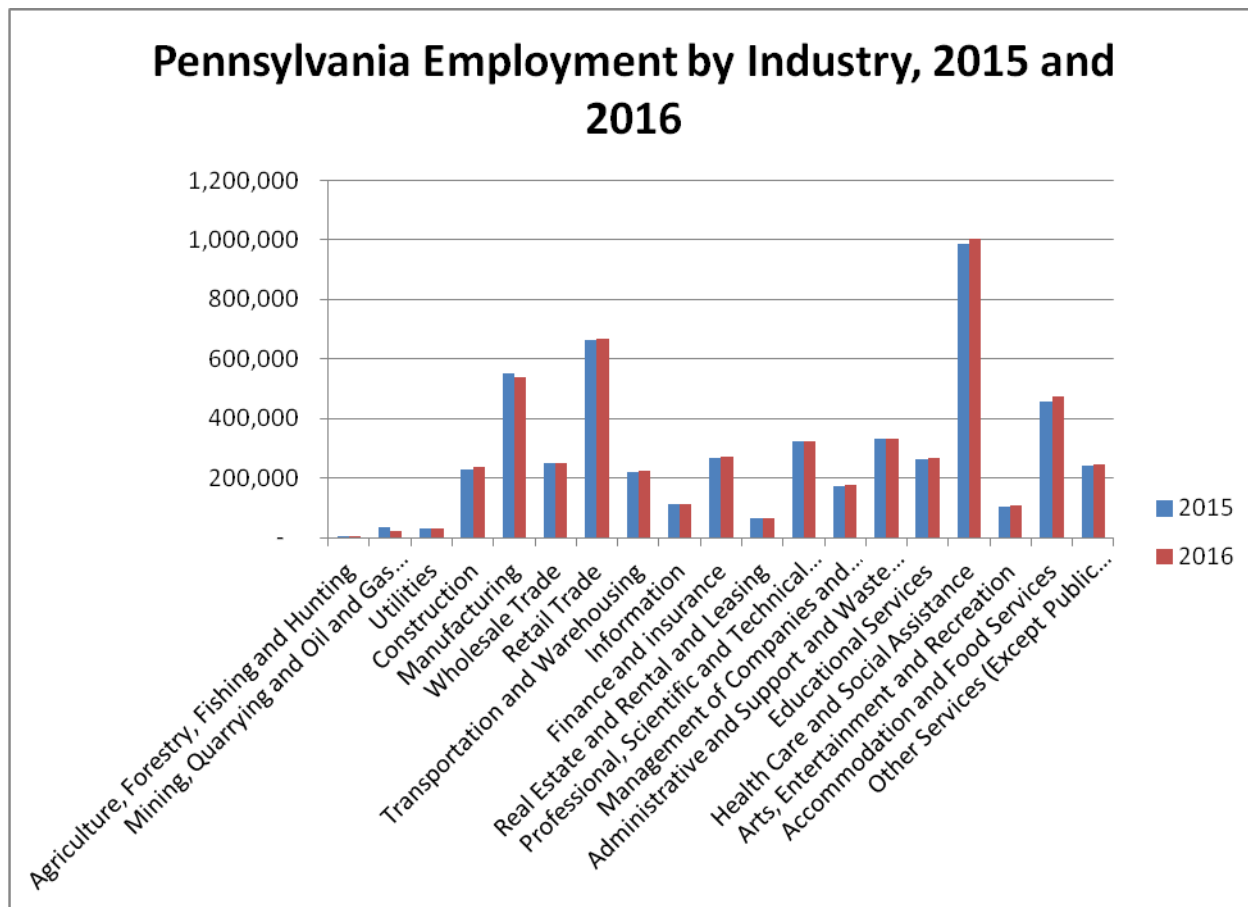
Figure 30. Northeastern Pennsylvania Employment by Industry, 2015 and 2016



Source: U.S. Census Bureau

Figure 31 indicates that actual employment increase in 2015 - 2016 occurred in fourteen industries of the Pennsylvania economy. The highest increases occurred in Health Care and Social Assistance (19,901 jobs); Accommodation and Food Services (17,738 jobs); Construction (7,719 jobs); Finance and Insurance (6,811 jobs); Management of Companies and Enterprises (4,719 jobs); and Educational Services (3,868 jobs). Employment in the state grew at its highest rate of 5.8 percent in Utilities and was followed by Accommodation and Food Services (3.9 percent). Manufacturing had the highest job loss (-11,725 jobs) and was followed by Mining, Quarrying and Oil and Gas Extraction with 10,632 jobs lost and 2,451 jobs lost in Information. The two industries with the largest percent decreases were Mining, Quarrying and Oil and Gas Extraction (-32.7 percent) and Information (-2.2 percent).

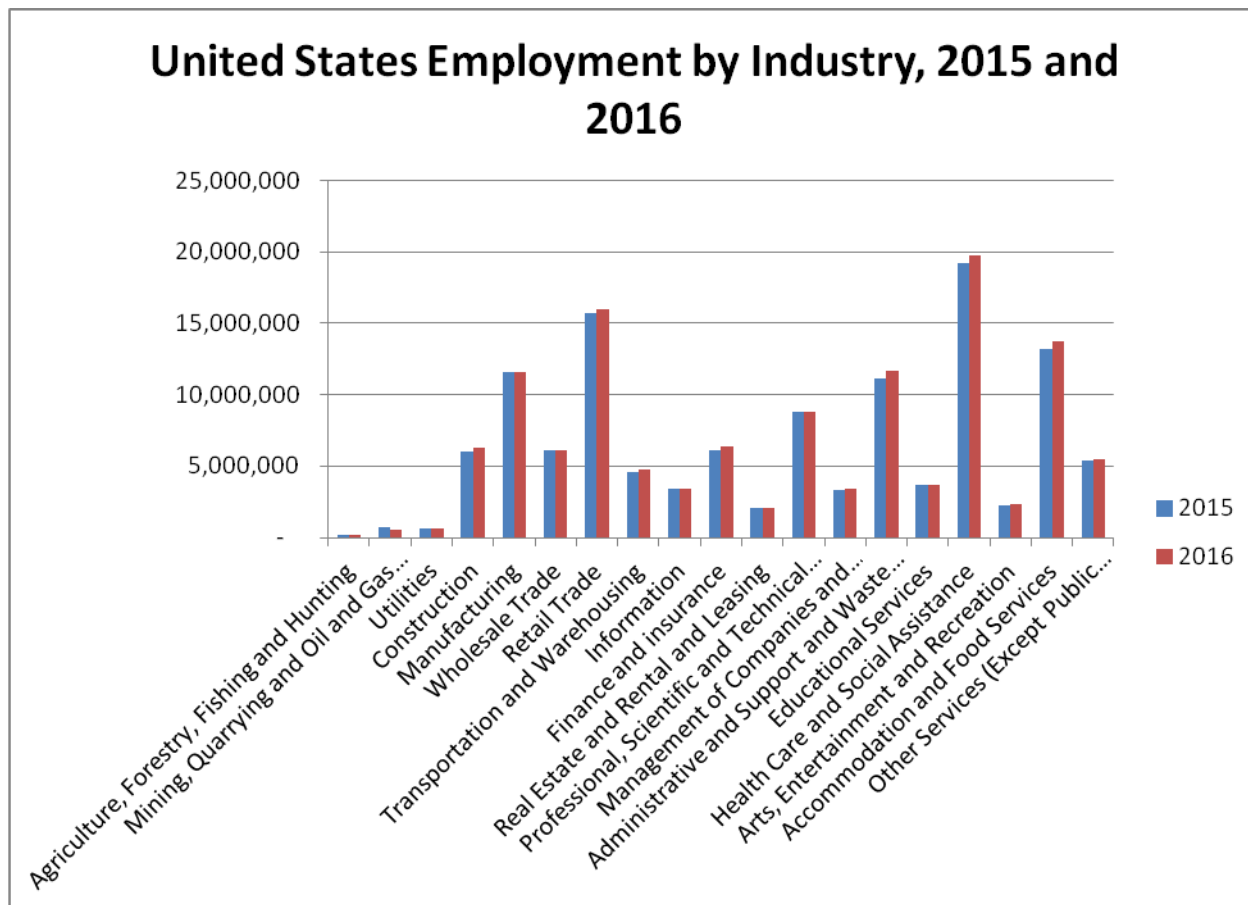
Figure 31. Pennsylvania Employment by Industry, 2015 and 2016



Source: U.S. Census Bureau

Figure 32 indicates that an employment increase in 2015 - 2016 occurred in sixteen sectors of the national economy. Mining, Quarrying and Oil and Gas Extraction had the highest job loss (-156,643 jobs) and it was followed by Manufacturing with a loss of 15,081 jobs and Utilities with a loss of 317 jobs. Mining, Quarrying and Oil and Gas Extraction had the largest percent decrease with a -21.1 percent decrease. The highest growth occurred in Administrative and Support and Waste Management and Remediation Services (516,044 jobs) and Health Care and Social Assistance (513,844 jobs). Employment in the nation grew at its highest rate of 5.0 percent in Construction and was followed by Administrative and Support and Waste Management and Remediation Services (4.6 percent) and Accommodation and Food Services with 3.8 percent.

Figure 32. United States Employment by Industry, 2015 and 2016



Source: U.S. Census Bureau

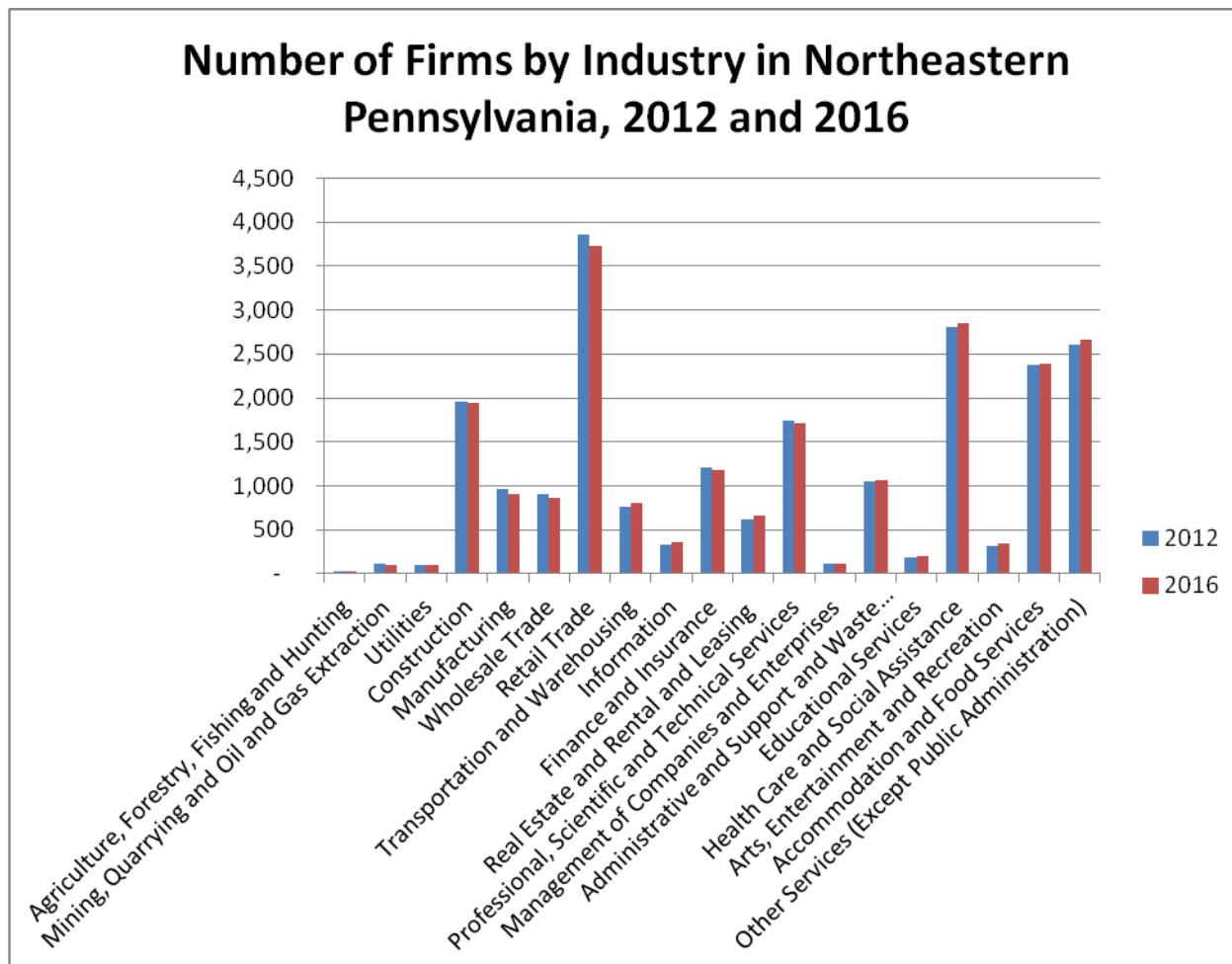
According to County Business Patterns, the region experienced an increase in employment from 341,482 in 2012 to 352,252 in 2016 and from 345,557 in 2015 to 352,252 in 2016. Three of the goals of the current Comprehensive Economic Development Strategy Five-Year Plan pertain to this issue.

Number of Firms by Industry

The number of firms by industry for the period from 2012 to 2016 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 33, 34 and 35. In Northeastern Pennsylvania, according to Figure 33, there was a decrease in the number of firms in Agriculture, Forestry, Fishing and Hunting; Mining, Quarrying and Oil and Gas Extraction; Utilities; Construction; Manufacturing; Wholesale Trade; Retail Trade; Finance and Insurance; and Professional, Scientific and Technical Services. Retail Trade had the highest decrease (-132 firms) and Mining, Quarrying and Oil and Gas Extraction had the highest percent decrease (-5.6 percent). The highest increase in the number of firms occurred in Other Services (Except Public Administration) (65 firms) and the highest percent increase was in Educational Services (8.0 percent). In the region, as a result of many industries 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.

Figure 33. Number of Firms by Industry in Northeastern Pennsylvania, 2012 and 2016



Source: U.S. Census Bureau

In Pennsylvania, according to Figure 34, there was an increase in the number of firms in 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 (1,085 firms) and Real Estate and Rental and Leasing had the highest percent increase (9.2 percent). Retail Trade had the highest decrease in the number of firms (-830 firms) and Mining, Quarrying and Oil and Gas Extraction had the highest percent decrease (-5.7 percent).

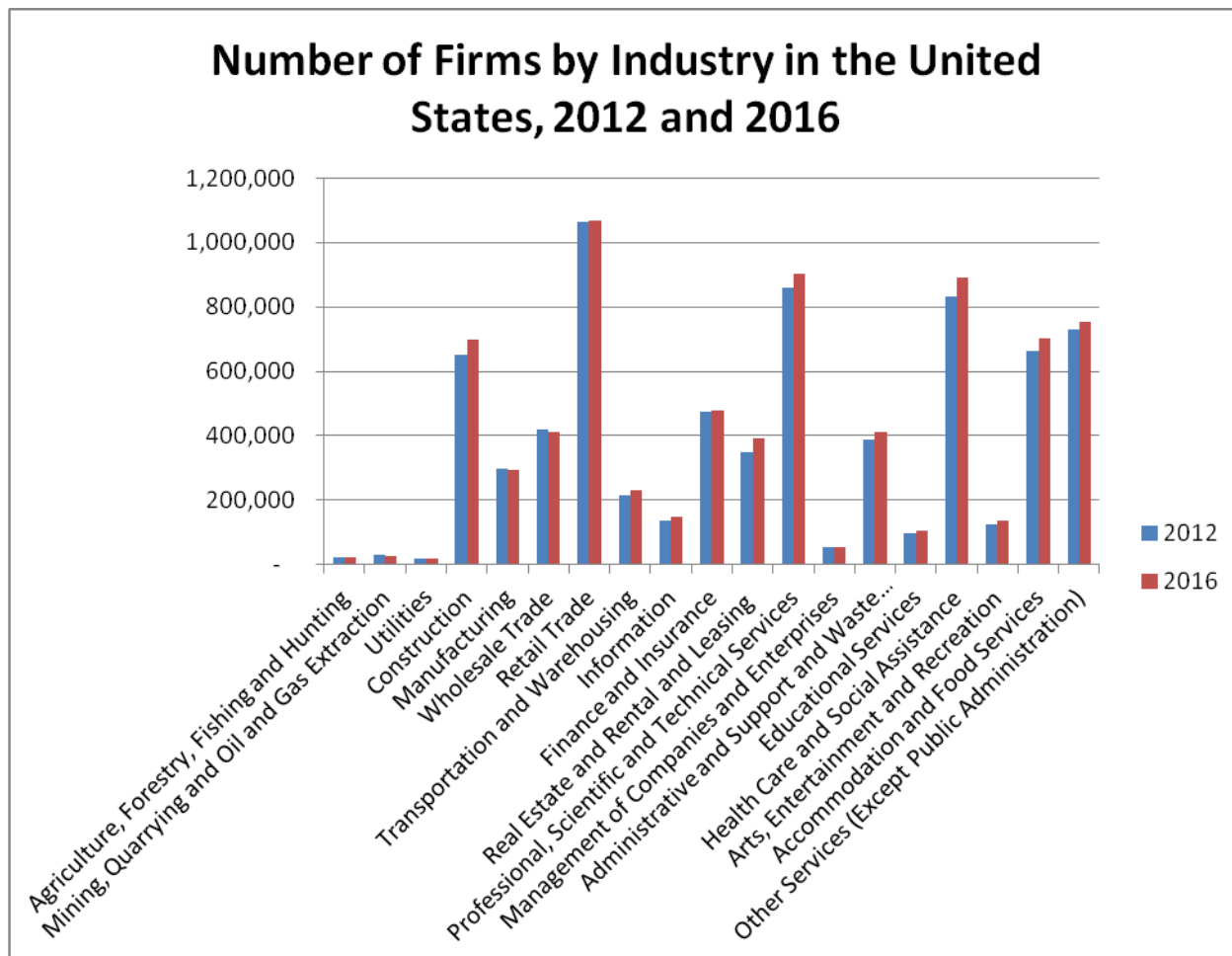
Figure 34. Number of Firms by Industry in Pennsylvania, 2012 and 2016



Source: U.S. Census Bureau

In Figure 35, Mining, Quarrying and Oil and Gas Extraction; Manufacturing and Wholesale Trade were the only industries that had a decrease in the number of firms in the United States, from 2012 to 2016. The industry with the highest decrease in the number of firms was Wholesale Trade (-7,975 firms) and Mining, Quarrying and Oil and Gas Extraction had the highest percent decrease (-5.8 percent). The industry with the highest increase in the number of firms was Health Care and Social Assistance (56,636 firms) and it was followed by Construction (43,831 firms). Real Estate and Rental and Leasing had the highest percent increase (11.6 percent) and it was followed by Arts, Entertainment and Recreation (9.7 percent).

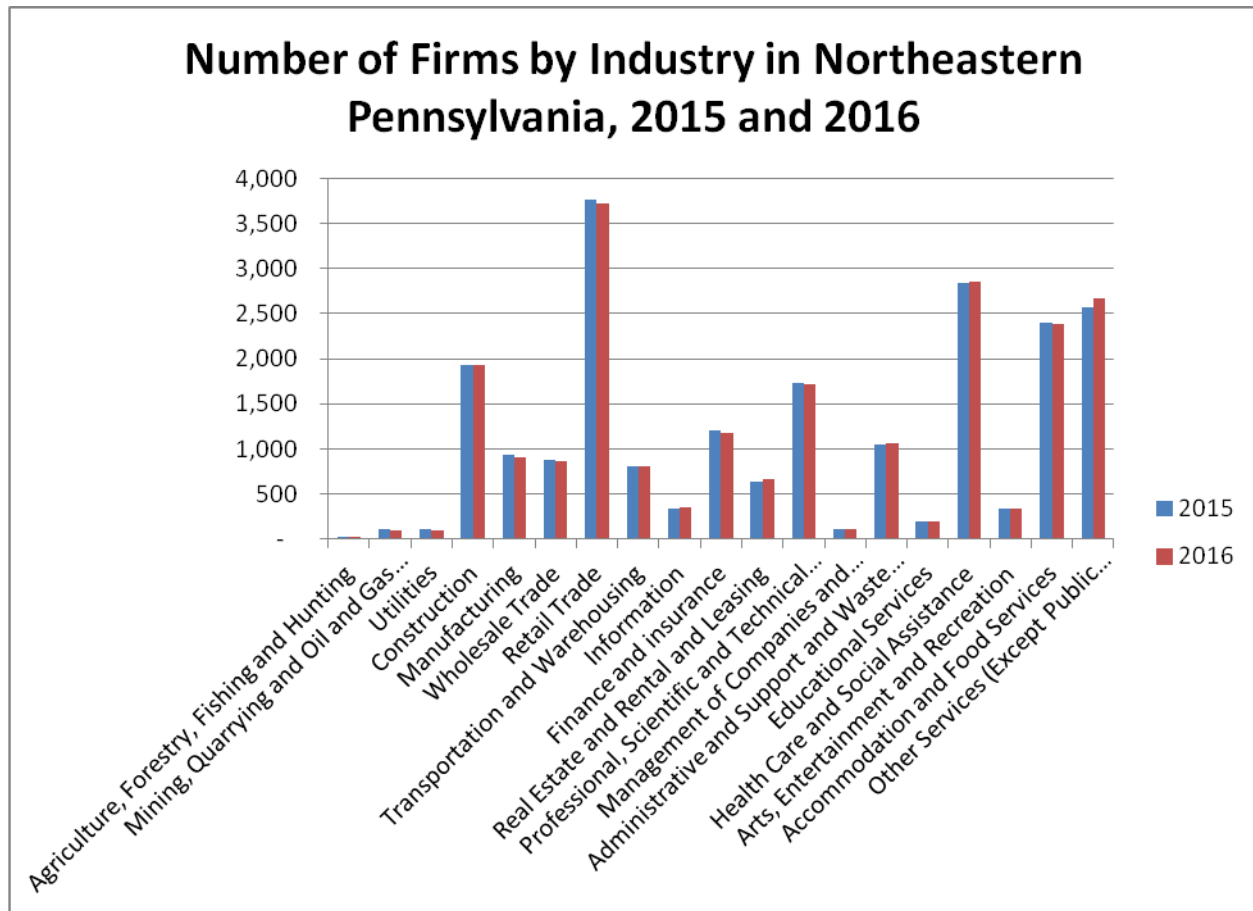
Figure 35. Number of Firms by Industry in the United States, 2012 and 2016



Source: U.S. Census Bureau

The number of firms by industry for the period from 2015 to 2016 is illustrated for Northeastern Pennsylvania, Pennsylvania and the United States in Figures 36, 37 and 38. In Northeastern Pennsylvania, according to Figure 34, there was a decrease in the number of firms in Agriculture, Forestry, Fishing and Hunting; Mining, Quarrying and Oil and Gas Extraction; Utilities; Manufacturing; Wholesale Trade; Retail Trade; Transportation and Warehousing; Finance and Insurance; Professional, Scientific and Technical Services; and Accommodation and Food Services. Retail Trade had the highest decrease (-32 firms) and Utilities had the highest percent decrease (-8.1 percent). The highest increase in the number of firms occurred in Other Services (Except Public Administration) (96 firms) and the highest percent increase was in Educational Services (4.1 percent). In the region, as a result of many industries 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.

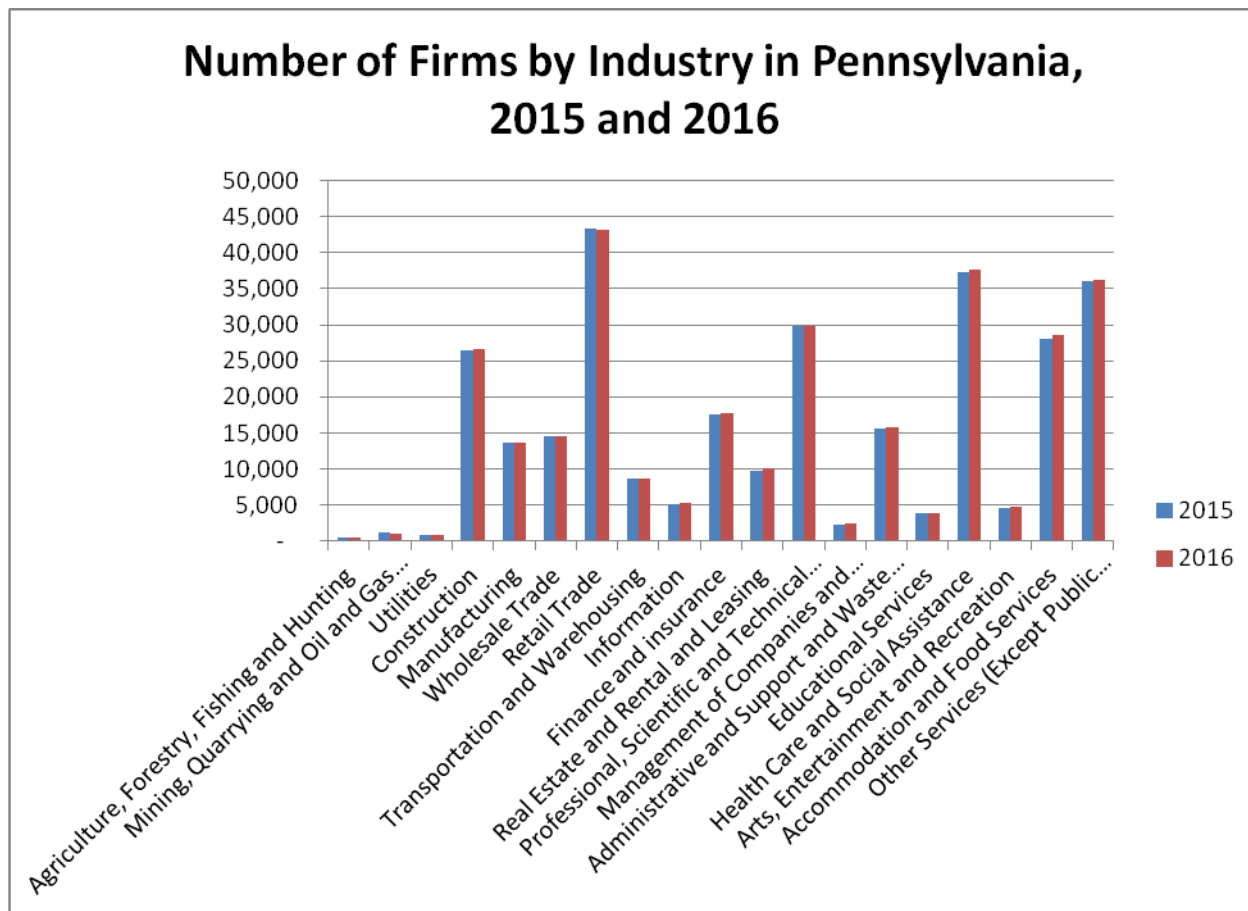
Figure 36. Number of Firms by Industry in Northeastern Pennsylvania, 2015 and 2016



Source: U.S. Census Bureau

In Pennsylvania, according to Figure 37, there was an increase in the number of firms in Construction; Transportation and Warehousing; Information; Finance and Insurance; Real Estate and Rental and Leasing; Management of Companies and Enterprises; Administrative and Support and Waste Management and Remediation Services; Educational Services; Health Care and Social Assistance; Arts, Entertainment and Recreation; Accommodation and Food Services; and Other Services (Except Public Administration). Accommodation and Food Services had the highest increase in the number of firms (518 firms) and Information had the highest percent increase (3.6 percent). Retail Trade had the highest decrease in the number of firms (-183 firms) and Mining, Quarrying and Oil and Gas Extraction had the highest percent decrease (-4.8 percent).

Figure 37. Number of Firms by Industry in Pennsylvania, 2015 and 2016



Source: U.S. Census Bureau

In Figure 38, Mining, Quarrying and Oil and Gas Extraction; Manufacturing; Wholesale Trade and Retail Trade were the only industries that had a decrease in the number of firms in the United States, from 2015 to 2016. The industry with the highest decrease in the number of firms was Mining, Quarrying and Oil and Gas Extraction (-1,991 firms) and it had the highest percent decrease (-6.8 percent). The industry with the highest increase in the number of firms was Accommodation and Food Services (15,909 firms) and it was followed by Health Care and Social Assistance (14,447 firms). Information had the highest percent increase (4.9 percent) and it was followed by Real Estate and Rental and Leasing (3.4 percent).

Figure 38. Number of Firms by Industry in the United States, 2015 and 2016



Source: U.S. Census Bureau

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 16, the civilian labor force of Northeastern Pennsylvania averaged 491,700 in 2017. This was down from the 2012 average of 503,400. From 2012 to 2017, Northeastern Pennsylvania's civilian labor force decreased by 2.3 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. Monroe County had the lowest negative percent change (-0.5 percent) and Schuylkill County had the highest negative percent change (-6.6 percent).

Table 16. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Civilian Labor Force, 2012 and 2017

Area	2012	2017	Change	Percent Change
United States	154,975,000	160,320,000	5,570,000	3.6%
Pennsylvania	6,463,000	6,427,000	76,000	1.2%
Northeastern Pennsylvania	503,400	491,700	-11,700	-2.3%
Carbon County	32,300	31,500	-1,300	-4.0%
Lackawanna County	107,600	106,300	-1,300	-1.2%
Luzerne County	160,900	158,300	-2,600	-1.6%
Monroe County	82,400	82,000	-400	-0.5%
Pike County	26,100	24,800	-1,300	-5.0%
Schuylkill County	71,000	66,300	-4,700	-6.6%
Wayne County	23,100	22,500	-600	-2.6%

Source: Commonwealth of Pennsylvania, Department of Labor & Industry, Center for Workforce Information & Analysis

Since the above table reflects a five-year period, a look at a one-year period provides short-term information. According to Table 17, in 2016, the civilian labor force of Northeastern Pennsylvania averaged 495,600. In comparison to the 2017 civilian labor force of Northeastern Pennsylvania of 491,700, there was a decrease of 3,900. Percentage wise, Northeastern Pennsylvania's civilian labor force decreased at the rate of 0.8 percent between 2016 and 2017. During the same period, Pennsylvania's decreased by 0.7 percent and the United States' grew by 0.7 percent. In the region, Monroe and Wayne counties had the highest percent change (0.0 percent). Schuylkill County had the highest decrease with -2.4 percent.

Table 17. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Civilian Labor Force, 2016 and 2017

Area	2016	2017	Change	Percent Change
United States	159,187,000	160,320,000	1,133,000	0.7%
Pennsylvania	6,453,000	6,427,000	-26,000	-0.4%
Northeastern Pennsylvania	495,600	491,700	-3,900	-0.8%
Carbon County	31,800	31,500	-300	-0.9%
Lackawanna County	106,800	106,300	-500	-0.5%
Luzerne County	159,500	158,300	-1,200	-0.8%
Monroe County	82,000	82,000	0	0.0%
Pike County	25,100	24,800	-300	-1.2%
Schuylkill County	67,900	66,300	-1,600	-2.4%
Wayne County	22,500	22,500	0	0.0%

Source: Commonwealth of Pennsylvania, Department of Labor & Industry, Center for Workforce Information & Analysis

Total Employment

Table 18 indicates that employment in Northeastern Pennsylvania, in 2017, consisted of 463,800 residents. This was up 1.8 percent from the 455,600 average for 2012. During this period, Pennsylvania's employment increased by 2.6 percent and the United States' increased by 7.6 percent. Monroe County (3.6 percent) and Lackawanna County (2.9 percent) were the only

counties that had a percent increase that was higher than the region and state. Schuylkill, Wayne and Pike counties were the counties with a negative percent change with -2.6 percent, -0.5 percent and -0.4 percent, respectively.

Table 18. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Employment, 2012 and 2017

Area	2012	2017	Change	Percent Change
United States	142,469,000	153,337,000	10,868,000	7.6%
Pennsylvania	5,957,000	6,112,000	155,000	2.6%
Northeastern Pennsylvania	455,600	463,800	8,200	1.8%
Carbon County	29,100	29,700	600	2.1%
Lackawanna County	98,100	100,900	2,800	2.9%
Luzerne County	145,100	148,900	3,800	2.6%
Monroe County	74,400	77,100	2,700	3.6%
Pike County	23,500	23,400	-100	-0.4%
Schuylkill County	64,100	62,400	-1,700	-2.6%
Wayne County	21,300	21,400	100	-0.5%

Source: Commonwealth of Pennsylvania, Department of Labor & Industry, Center for Workforce Information & Analysis

When looking at the period from 2016 to 2017, according to Table 19, the employment of Northeastern Pennsylvania in 2016 averaged 465,000. In comparison to the 2017 employment of Northeastern Pennsylvania of 463,800, there was a decrease of 1,200. Percentage wise, Northeastern Pennsylvania's employment decreased at the rate of 0.3 percent. Pennsylvania's grew by 0.1 percent and the United States' grew by 1.3 percent. Wayne County, with a percent change of 1.4 percent, exceeded the percent change of the state and region. Monroe County, with a percent change of 0.4 percent, and Lackawanna County, with a percent change of 0.2 percent, exceeded the percent change of the state.

Table 19. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Employment, 2016 and 2017

Area	2016	2017	Change	Percent Change
United States	151,436,000	153,337,000	1,901,000	1.3%
Pennsylvania	6,105,000	6,112,000	7,000	0.1%
Northeastern Pennsylvania	465,000	463,800	-1,200	-0.3%
Carbon County	29,900	29,700	-200	-0.7%
Lackawanna County	100,700	100,900	200	0.2%
Luzerne County	149,300	148,900	-400	-0.3%
Monroe County	76,800	77,100	300	0.4%
Pike County	23,500	23,400	-100	-0.4%
Schuylkill County	63,700	62,400	-1,300	-2.0%
Wayne County	21,100	21,400	300	1.4%

Source: Commonwealth of Pennsylvania, Department of Labor & Industry, Center for Workforce Information & Analysis

Total Unemployment

According to Table 20, the number of unemployed Northeastern Pennsylvania residents stood at 28,000, in 2017, which was down 41.5 percent from 2012. At the same time, Pennsylvania's level decreased by 37.5 percent and the nation's decreased by 44.2 percent. The percent decrease in unemployed exceeded the region and state in Carbon County (-43.8 percent), Schuylkill County (-43.5 percent), Pike County (-42.3 percent) and Lackawanna and Wayne counties (-42.1 percent). The percent decrease in unemployed in Luzerne County (-40.5 percent) and in Monroe County (-40.0 percent) were greater than the state.

Table 20. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Unemployment, 2012 and 2017

Area	2012	2017	Change	Percent Change
United States	12,506,000	6,982,000	-5,524,000	-44.2%
Pennsylvania	506,000	316,000	-190,000	-37.5%
Northeastern Pennsylvania	47,900	28,000	-19,900	-41.5%
Carbon County	3,200	1,800	-1,400	-43.8%
Lackawanna County	9,500	5,500	-4,000	-42.1%
Luzerne County	15,800	9,400	-6,400	-40.5%
Monroe County	8,000	4,800	-3,200	-40.0%
Pike County	2,600	1,500	-1,100	-42.3%
Schuylkill County	6,900	3,900	-3,000	-43.5%
Wayne County	1,900	1,100	-800	-42.1%

Source: Commonwealth of Pennsylvania, Department of Labor & Industry, Center for Workforce Information & Analysis

When looking at the period from 2016 to 2017, according to Table 21, the unemployment of Northeastern Pennsylvania in 2016 averaged 30,500. In comparison to the 2017 unemployment of Northeastern Pennsylvania of 28,000, there was a decrease of 2,500 or 8.2 percent. During the period, Pennsylvania's unemployment decreased by 9.2 percent and unemployment in the United States' decreased by 9.9 percent. All seven Northeastern Pennsylvania counties experienced a decrease in the number of unemployed from 2016 to 2017, with Wayne County having the highest percent decrease (-15.4 percent). It was followed by Lackawanna County, with a percent decrease of 9.8 percent, Luzerne County, with a percent decrease of 7.8 percent, and Monroe County, with a percent decrease of 7.7 percent.

Table 21. United States, Pennsylvania and Northeastern Pennsylvania County Not Seasonally Adjusted Unemployment, 2016 and 2017

Area	2016	2017	Change	Percent Change
United States	7,751,000	6,982,000	-769,000	-9.9%
Pennsylvania	348,000	316,000	-32,000	-9.2%
Northeastern Pennsylvania	30,500	28,000	-2,500	-8.2%
Carbon County	1,900	1,800	-100	-5.3%
Lackawanna County	6,100	5,500	-600	-9.8%
Luzerne County	10,200	9,400	-800	-7.8%
Monroe County	5,200	4,800	-400	-7.7%
Pike County	1,600	1,500	-100	-6.3%
Schuylkill County	4,200	3,900	-300	-7.1%
Wayne County	1,300	1,100	-200	-15.4%

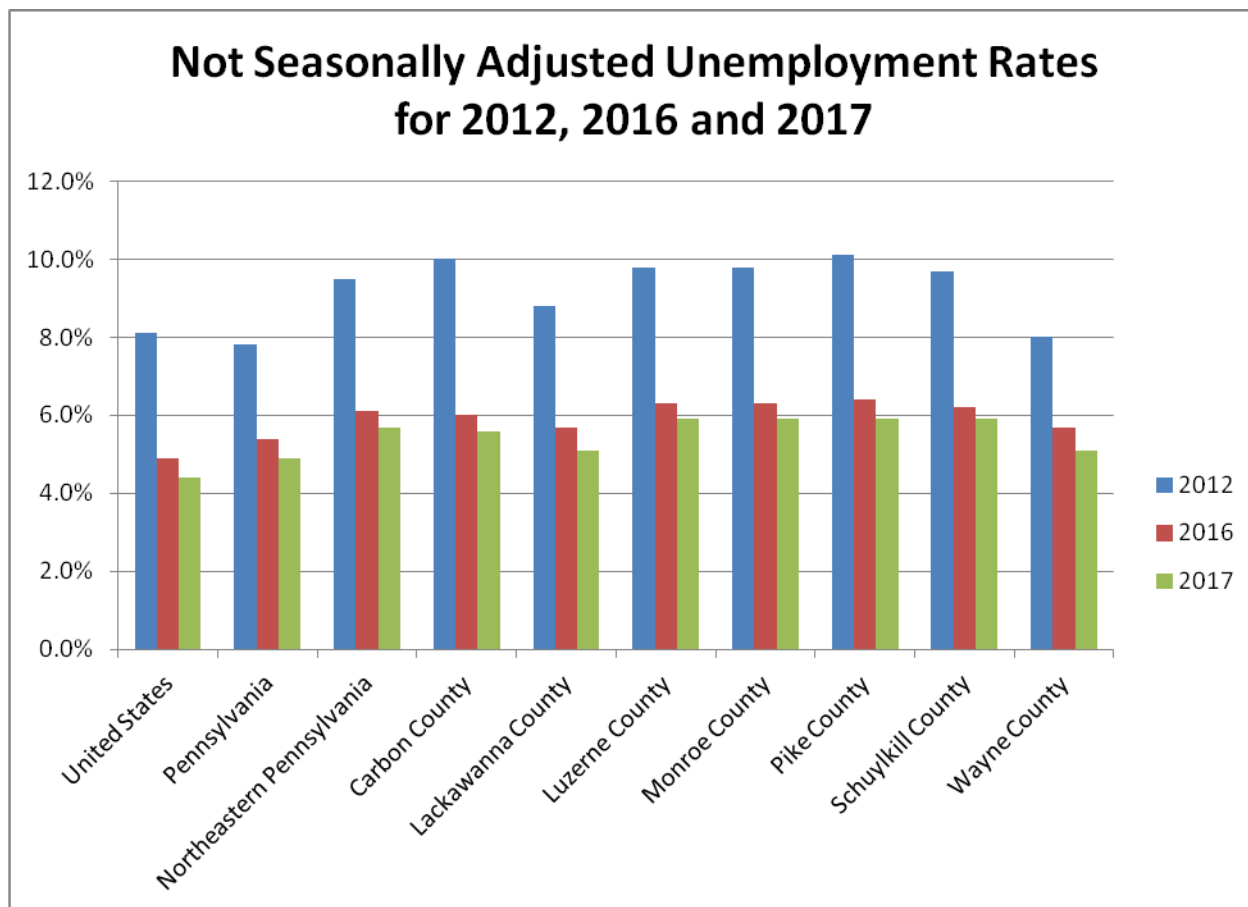
Source: Commonwealth of Pennsylvania, Department of Labor and Industry, Center for Workforce Information and Analysis

Unemployment Rate

The not seasonally adjusted rate of unemployment in Northeastern Pennsylvania, as indicated in Figure 39, averaged 5.7 percent in 2017, as compared to 9.5 percent in 2012. Pennsylvania's rate decreased by 2.9 percentage points, by going from 7.8 percent to 4.9 percent, while the United States' rate decreased by 3.7 percentage points, by going from 8.1 percent to 4.4 percent. None of the seven Northeastern Pennsylvania counties experienced an increase during the period. Carbon County had the highest percent decrease (-44.0 percent) and it was followed by Lackawanna County (-42.0 percent) and Pike County (-41.6 percent).

When looking at the period from 2016 to 2017, the unemployment rate of Northeastern Pennsylvania averaged 6.1 percent in 2016. In comparison to the 2017 unemployment rate of Northeastern Pennsylvania (5.7 percent), there was a decrease of 6.6 percent. During the same period, Pennsylvania experienced a decrease of 9.3 percent and there was a 10.2 percent decrease in the unemployment rate for the nation. All of the counties in Northeastern Pennsylvania had a decrease in the unemployment rate. Lackawanna and Wayne counties each had the highest percent decrease (-10.5 percent) and they were followed by Pike County (-7.8 percent), Carbon County (-6.7 percent) and Luzerne and Monroe counties (-6.3 percent).

Figure 39. Not Seasonally Adjusted Unemployment Rates for 2012, 2016 and 2017



Source: Commonwealth of Pennsylvania, Department of Labor and Industry, Center for Workforce Information and Analysis

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 22 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 23, 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 40, 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 22. 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%

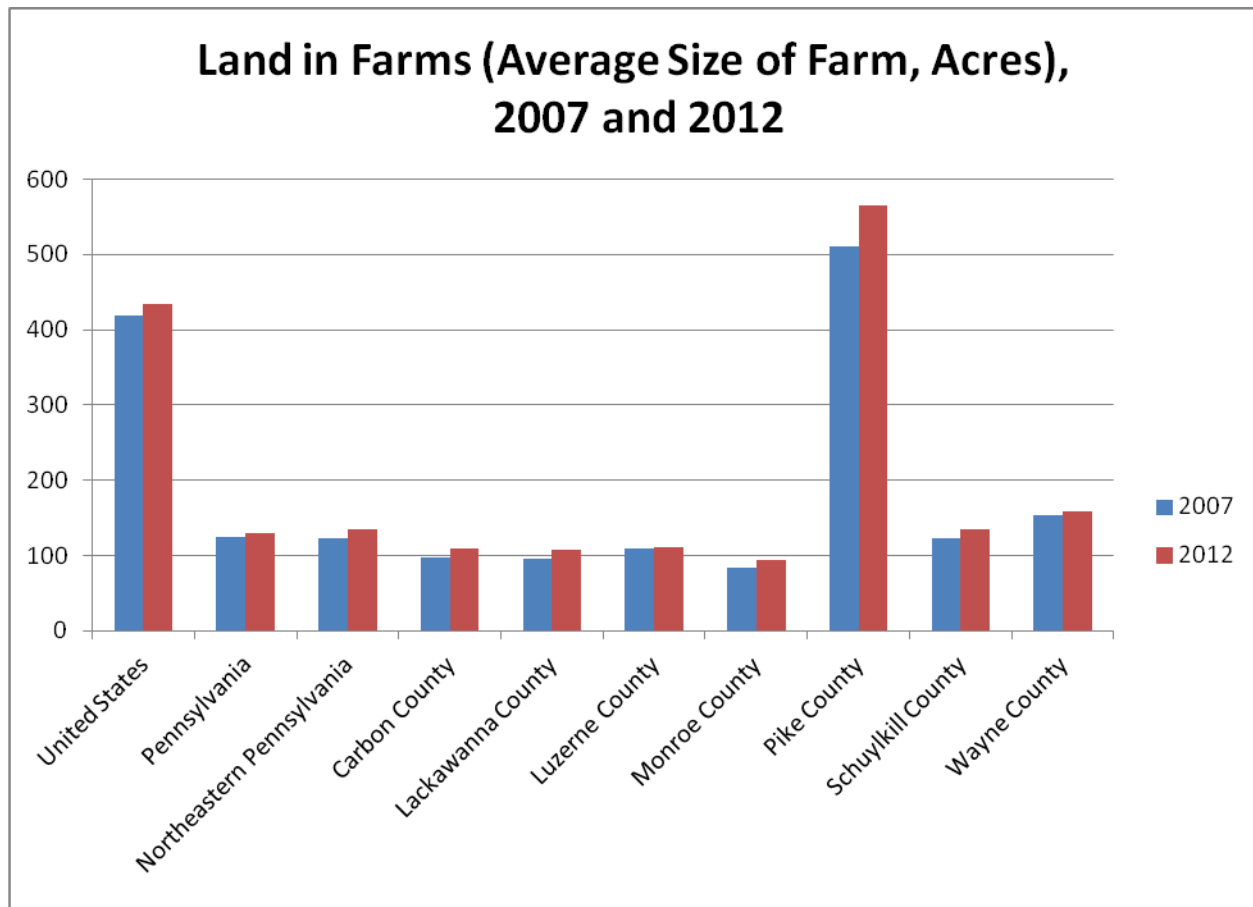
Source: U.S. Department of Agriculture

Table 23. 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%

Source: U.S. Department of Agriculture

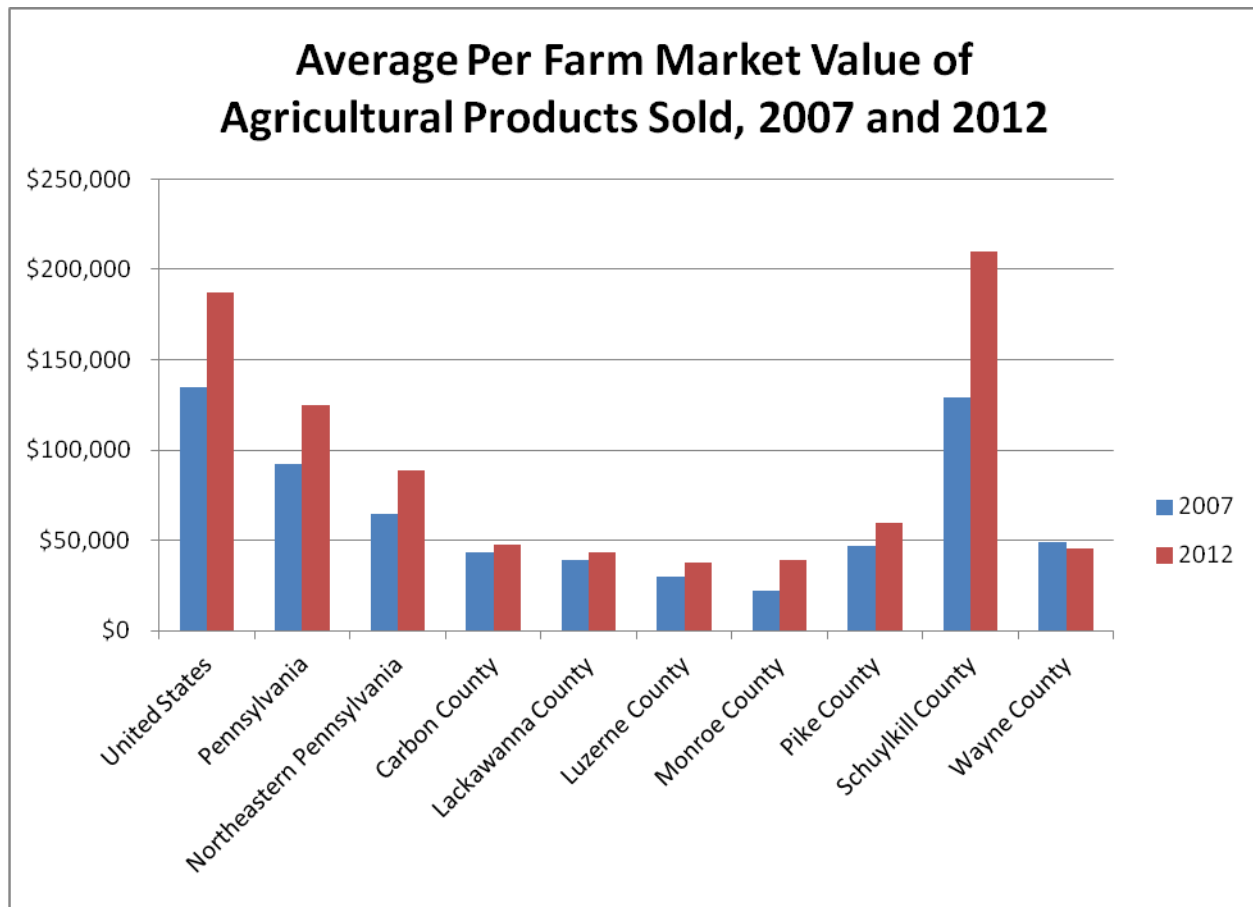
Figure 40. Land in Farms (Average Size of Farm, Acres), 2007 and 2012



Source: U.S. Department of Agriculture

In Figure 41, 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 41. Average Per Farm Market Value of Agricultural Products Sold, 2007 and 2012



Source: U.S. Department of Agriculture

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.

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 30.3 minutes and this is far less than most metropolitan areas. According to 2012 - 2016 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 (20.7 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 (38.6 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 Employers

According to the Pennsylvania Center for Workforce Information and Analysis, during the fourth quarter of 2017, the top two employers in each county are: Carbon County - Blue Mountain Resort and Gnadon Huetten Memorial Hospital Kovatch Mobile Equipment Corporation; Lackawanna County - Allied Services Foundation and State Government; Luzerne County - Federal Government and Amazon.com DECD 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, Lockheed Martin Corporation in Lackawanna County, Pride Mobility Products Corporation in Luzerne County, Aventis Pasteur, Inc. in Monroe County; Clarion Safety Systems, LLC in Pike County; Hydro Extrusion USA LLC in Schuylkill County and Highlights Editorial Services, Inc. in Wayne County.

Conclusion

This appendix provided some of the demographic, socioeconomic and economic 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 2018 - 2019, the Northeastern Pennsylvania Alliance is guided by a fifty-one (51) member Board of Directors, of which forty-three (43) members have voting capabilities. Members of the Board of Directors represent industries, labor, governments, general businesses, professionals and citizens in each of the seven counties that the Northeastern Pennsylvania Alliance serves. The varied services available from the Northeastern Pennsylvania Alliance are performed by a team of twenty (20) members.

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 24. The Board of Directors of the Northeastern Pennsylvania Alliance as of July 1, 2018

Officers			
Board Chairperson	Philip P. Condron	Assistant Secretary	Mary Frances Postupack
1st Vice Board Chairperson	Joseph Sebelin	Treasurer	Mark Graziadio
2nd Vice Board Chairperson	Stephen Barrouk	Assistant Treasurer	William Kerstetter
Secretary	Commissioner George Halcovage	Past Board Chairperson	Noble C. Quandel
President & CEO			
	Jeffrey K. Box		
Carbon County			
Kathy Henderson	Lackawanna County	Luzerne County	Monroe County
Jerry McAward	Lou Abitabilo	Stephen Barrouk	Chris Barrett
Commissioner Wayne Nothstein	Philip P. Condron	Ronald Carter	John Casella
Harold Pudliner	Tom Donahue	Eugene Kelleher*	Charles Garriss*
Joseph Sebelin	George Kelly*	Mary Malone	Charles Leonard
	John McNulty	County Councilperson Tim McGinley	Commissioner John Moyer
	Commissioner Patrick O'Malley	Michelle Mikitish	Mary Frances Postupack
	Alex Stark	W. Kevin O'Donnell	
Pike County			
Derek Bellinger	Schuylkill County	Wayne County	At-Large
William Kerstetter	Robert Carl	Commissioner Joseph Adams	Matthew Connell
Commissioner Matthew Osterberg	Micah Gursky	Mark Graziadio	Ricky Durst
Peter Wulfhorst	Commissioner George Halcovage	David Hoff	Lawrence Malski
	Michael McCord	Craig Rickard	Josh Olerud
	Noble C. Quandel	Mary Beth Wood	Donald Pleau
			Alana Roberts
			Brian Sipe
Ex Officio			
John Augustine*	Emeritus		
Charles Barber	Phyllis Brandwene		
Michelle Bisbing	David Donlin		
Jeffrey K. Box	Mahmoud Fahmy		
	Paul Maher		
	Ernest Preate, Jr.		

*Alternate

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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