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*Industry*

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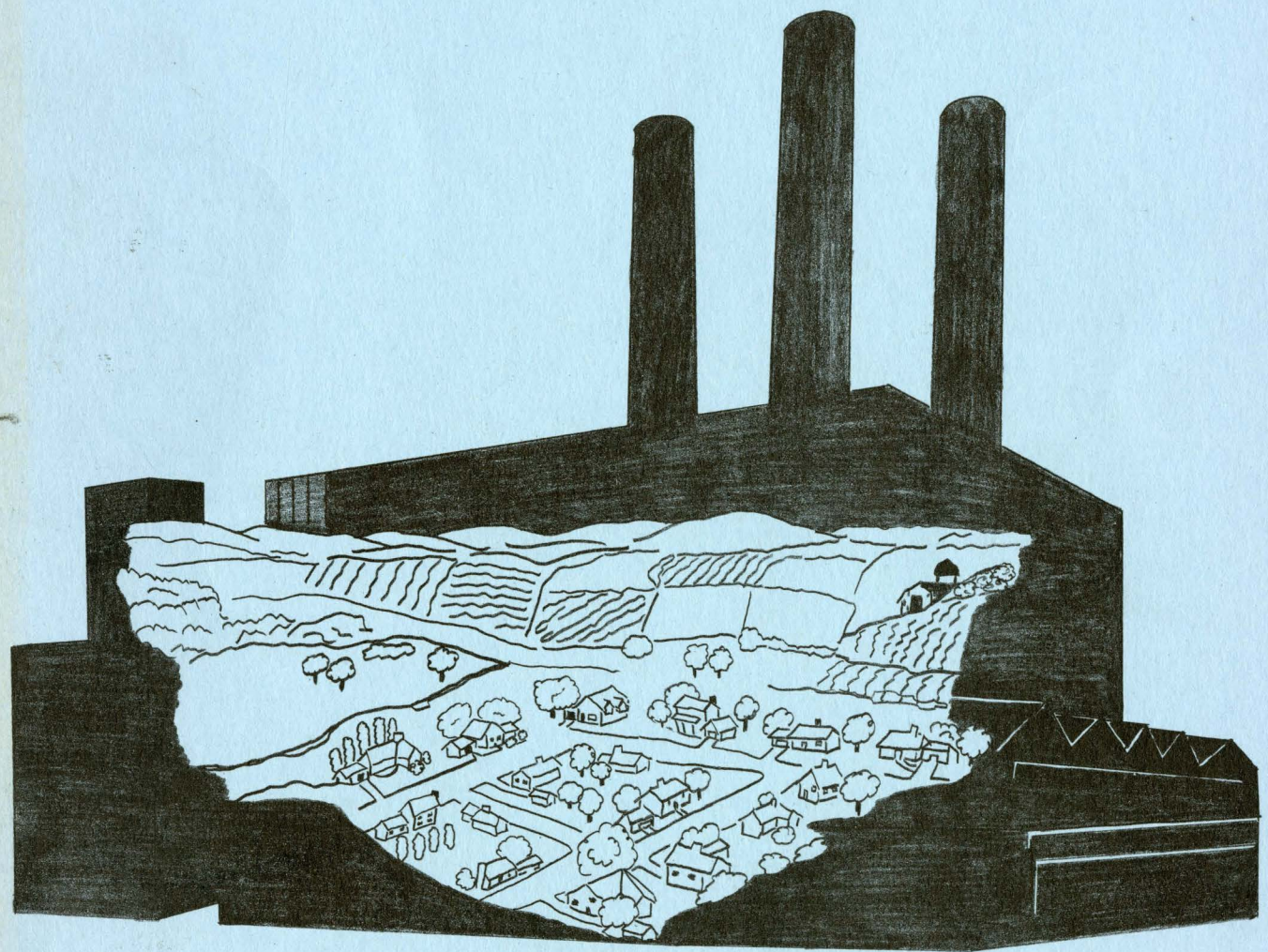
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INDUSTRIAL GROWTH FOR  
RURAL COMMUNITIES

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## INDUSTRIAL GROWTH FOR RURAL COMMUNITIES

T. E. Fuller, N. B. Gingrich, and J. Dean Jansma\*

### Introduction

One of the major problems facing the United States today is the distribution of the population. People are leaving the rural areas of the nation while the urban regions are becoming increasingly congested.

It seems clear that there are decreasing employment opportunities in the agriculture and mining sectors which predominate in many rural areas. A leading economist suggests he can "see no possibilities"<sup>1</sup> that the demand and supply situation in agriculture will cause a halt to the decline in farm employment. Another economist estimates "that no more than one in five farm boys of the United States can find an adequate farming opportunity during the decade of the 1970's".<sup>2</sup> Thus, forces exist which will continue to cause a movement of people from the rural to the urban areas and increase the concentration of population in the urban areas that many feel undesirable.

On the other side of the dilemma, there have been several studies completed on where people prefer to live. Studies by the Gallup Poll and the Opinion Survey Research Corporation found a consistent pattern of people

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<sup>1</sup>D. Gale Johnson, "Population Balance: How to Achieve a Desired Population Distribution", Toward Policies for Balanced Growth. Graduate School Press, U.S.D.A., p. 27.

<sup>2</sup>Luther Tweeton, "Systems Planning for Rural Development". Mimeo copy of seminar paper presented at Kansas State University, March 1971, p. 12.

preferring to live in areas of less population concentration than where they were currently living.

Where people should be able to live is, therefore, one of the dilemmas facing society. It is the basis for the concern of this report. If we are going to do anything to help solve the problem of population distribution, we must examine whether rural areas can provide alternative employment opportunities for men and women no longer required in the agriculture and mining industries.

One of the measures of well-being in a local community is generally agreed to be gainful employment. Public funds may be used to ease the pain of a community in transition, but public funds cannot be relied upon to continually sustain the economic health of a local community. It is necessary to determine what are the requirements necessary for rural communities to successfully compete in the marketplace and sustain themselves as a viable economic unit.

In this report we will start by examining the need for a statement of economic and environmental objectives and goals by a community. Considered next is what industries look for in a community and what the community has to offer to prospective new employers. This is followed by a listing and description of industries that are growing in Pennsylvania, and therefore, might be seeking new locations for their manufacturing operations. A final section of the report will examine the questions of how a community can go about attracting an industry and what sources of help are available to the local community in this endeavor.

#### Goals and Action

One of the problems often associated with increasing the economic health of a local community is the lack of stated goals. A community should

spend some time on discussing and agreeing on the goals the community is trying to reach. The goals for a local community might be similar to the following:

1. Increased employment opportunities in the community;
2. Decreased out-migration of young people;
3. Increased total community income;
4. Increased per capita income levels; and
5. Improvement of the quality of water and air in the region.

These are all laudable goals and are useful as a starting point in rural community development. However, it is necessary to move beyond this stage to suggest specific courses of action which would help the community to reach the goals selected. It is also necessary to recognize that some of the goals may be inconsistent with one another or at least "trade-offs" are necessary in pursuing them. For example, one way to increase employment and decrease out-migration of young people would be to bring more jobs into the local community. However, this might also have an adverse effect on the air and water quality in the community. A decision must be made on the "trade-off" between the desired goal of more jobs and the undesirable problem of adding to the environmental pollution in the community.

Once agreement has been reached on the general objectives of the community, it is then necessary to evaluate specific actions which might be used to achieve the goals. For example, if the desired goal is to increase employment and decrease out-migration, it will probably be necessary to bring additional service or manufacturing jobs into the community. However, there are various ways this goal could be achieved. One might consider the development of a financing and tax system that would make the community more



attractive to private investments. This might mean anything from providing free rent to a new plant to providing a reduction in property tax for the next several years. The whole concept of low-cost financing might be used to help attract a particular industry. Later in this report we will discuss some of the pros and cons of using this approach in attracting industry to a particular community. Another approach is to try and provide an attractive setting for industries by providing training to increase the skill level of the labor force. The community must decide how to allocate its limited resources among such items as vocational-technical education, improve public facilities, enhance recreational activities, and so forth. Another approach is to establish regulations to improve land-use patterns to help protect the investment that these industries are making in the community.

It is also important to consider what the impact of success in landing an industry would be in the community. The community needs to evaluate who gains from development and who is paying the cost. For example, what is the impact of a new firm on the local tax base? Does it mean the community is going to be faced with providing a new sewerage system or school? What about housing in the local community? In other words, whenever we have development there are going to be some gainers and some are going to be required to help pay the cost. It is important for the success of a project to evaluate (at least in general terms) the distribution of the benefits from development as well as a readjustment in who will be paying the extra cost through higher taxes or more expensive local services.

Before these questions can be answered, it is necessary for the community to take a serious look at what they have to offer a prospective

employer. The next section will examine some of the factors important in attracting new employers to a rural community.

### Evaluating the Community for Industry

From an industrial location point of view, the basic question a community must face is what does a prospective manufacturer consider when making a decision on where to locate his plant. The answer lies in the specific advantages or attractions of the specific community relative to those available in other communities. A community is evaluated by the manufacturer on the basis of the availability of its resources -- human and natural. The "resources" represented in the following categories are usually considered the most important by industry, although the relative importance of such items will vary by type of employer evaluating the community.

- |                   |                          |
|-------------------|--------------------------|
| 1. Labor          | 4. Power, Fuel and Water |
| 2. Markets        | 5. Site factors          |
| 3. Transportation | 6. Amenity factors       |

For most manufacturing plants the largest single cost is for wages and salaries. Therefore, the availability and cost of labor becomes a crucial variable in the decision making process. In many cases, the prospective employer will insist on a ratio of about four potential employees for each opening available so he has a choice in the hiring procedure. This does not mean there has to be that many unemployed people in the community. But he must be convinced that he can find local people that are currently unemployed, people that will migrate to the area, or persons presently employed who can be bid away from competing plants within the

local area.

Wage rates are highly important in computing the cost of locating in a specific community. The degree of skill needed and wage rate for that skill is the important consideration. Thus, skill level and wage rates are important. The employer's specific interest is output per dollar of labor input.

Parenthetically, one should consider the importance of unionization on location decisions. Some firms specifically look for non-union areas. However, other firms would prefer to locate where there is a stable union and a relatively sure work force rather than locating in a non-union area and facing the possibility of going through the often unpredictable time when unionization takes place.

The community should have available for the prospective employer information on labor availability and the average wage rates for several representative types of worker such as laborer, skilled craftsmen, etc. Examples of specific questions that the community should be able to answer for the prospective employer are: Does the area have a Vo-Tech school or other training facility to upgrade skills of the labor force? What percentage of the labor force commutes into the area? From where? What percentage are out-commuting? Where do they work? Why? Does the community have a history of labor unrest? When? All these questions must be answered frankly and honestly. The prospective employer realizes that no community is "perfect" -- be willing to mention the community's weaknesses as well as its strengths.

The concept of markets is also important in the location of industry because it concerns the demand for the product being produced. In terms of

markets, industries can be divided into three general classes to help a community decide whether the industry "fits" in their particular area.

First are the input-oriented industries. These industries are highly dependent on the local area as the source of their raw material. The sand, clay, and glass industry, as well as agricultural and mining, are the classic examples in this particular class. On the other extreme, the output-oriented industries must, of necessity, be located near the final consumer. Examples are bakeries and fluid milk plants. A final category is the "foot-loose" industries where location with respect to markets are of minor importance. Thus, it is important for the local community to consider what they have to offer in terms of a market. This provides a useful technique for honing down the list of potential industries which might be interested in your community.

Transportation is also an important consideration in plant location decisions. The concept of time is more important than miles as a measure of transportation needs. For example, the time it takes to move products from a rural community to market over interstate highways may be less than moving the same products a few blocks in a congested downtown area. A community with adequate roads plus rail and air facilities will probably place higher on the location possibility list than a community lacking one or more of these means of transportation. It would be extremely useful for the local community to have the information such as the following available to the prospective employer:

1. Distance to the nearest limited-access highway.
2. Truck time to the nearest metropolitan area of at least one million people.

3. Is there a system such as United Parcel Services available?
4. Is there an airport with regularly scheduled passenger service available?

Another consideration is the type, reliability and adequacy of utilities in the area. Also important is the relative cost or rate that must be paid for these particular services. If the utilities are municipally owned and operated, the community may wish to consider special rates in helping to attract new industries. However, if the community uses this procedure, it should also consider who will be paying the extra cost for providing this indirect subsidy to the new industry in town. Closely related to the concept of power, fuel, and water is the environmental constraints which would be imposed on the specific industry. For example, what facilities are available for discharge of the new plant's waste material? Also are there specific regulations in terms of air pollution or solid waste which will influence the location of a new plant.

Another major item is the availability of specific sites for new plants. The size, shape, topography, cost, room for expansion, drainage and soil conditions, location of the site within the community, fire and police protection, insurance, zoning and other legal aspects -- all become very important in selecting the final site. This does not mean there must be an industrial park; the availability of a constructed building that would provide the necessary facilities for a new plant would be an attraction to some industries.

A final consideration is amenities. This term encompasses such things as community appearance, services available, attitudes and values of the town, etc. In many ways, these factors have been overlaid in the past,

but this does not mean they don't remain an important consideration in plant location decisions. The new plant coming to a community is going to be interested in such items as schools, churches, libraries, hospitals, recreation facilities, social and cultural clubs, etc. In too many cases, the amenities have tended to be the only things shown to the prospective employer -- when, in fact, they may be a relatively minor consideration. Their importance is closely related to the number of workers and supervisory personnel that will be coming to the community with the establishment of the new facility.

Amenities are more of a necessary rather than a sufficient condition for the location of a new plant. This means that unless a community has at least a minimum level of these services available, it will not even be considered as a possibility for the location of the new plant. Conversely, the availability of these items must be considered along with the labor costs and market factors discussed above or they are not going to be very important in attracting the plant into a specific locality.

The foregoing provides the broad framework for determining realistic community objectives and aspirations regarding industrial development. A more detailed and formalized outline for undertaking a systematic inventory of an area's natural, economic and social resources appears in Appendix A. Thus, having looked at some of the needs for setting goals and at some of the things that industry is looking for when they survey a local community, the community must decide what it needs in terms of an industry.

In the next section of the paper we will present a detailed look at the growth industries with specific emphases on those that are locating in

the relatively rural areas of the State. The purpose is to provide a list which can then be screened for specific industries which might "fit" a particular community.

### Perspective on Manufacturing in Pennsylvania

One out of every three jobs in Pennsylvania in 1969 was in manufacturing. Obviously, the industry is important to the economy of the Commonwealth. The key question is what will be the contribution of manufacturing to the development of the State and local communities in the 1970's. Broad trends of the 1960's provide possible clues to the future, and a background for looking at specific growth industries.

#### Manufacturing and Other Sectors

Between 1961 and 1969 over 204,000 jobs were created in manufacturing in Pennsylvania. No other major sector of the economy provided this many new jobs. Services expanded by 166,000 and government and retail trade by 158,000 and 108,000 jobs, respectively. (Table 1)

This suggests that manufacturing has been and might continue to be the most dynamic part of the Commonwealth economy. The 1961-1969 record, however, needs to be tempered by a look at both the "1961-1966 recession recovery period" and the "1966-1969 near full employment period." From 1961 to 1966 manufacturing was the leading producer of new jobs, but from 1966 to 1969 its growth lagged behind services, government and retail trade. (Table 1) These other sectors did very well from 1966 to 1969, even improving upon their impressive 1961-1966 performances, The net

Table 1. Employment Changes in Major Economic Activities in Pennsylvania, 1961-69.

Economic Activity	Change in Number Employed (in 000's)			Annual Percent Change 1961-69	Percent Distribution of Employment		
	Total Change 1961-69	Annual Change			1961	1969	Change 1961-69
		1961- 1966	1966- 1969				
Non-agricultural wage & salary	735.9	87.6	99.3	2.5	86.0	90.0	4.0
Manufacturing	204.4	36.1	7.9	1.9	32.6	32.6	-
Mining	-12.8	-1.8	-1.2	-3.1	1.2	0.8	-0.4
Contract construction	54.3	6.2	7.7	4.6	3.5	4.2	0.7
Transportation	-4.7	0.5	-2.3	-0.3	4.1	3.4	-0.7
Public utilities	6.9	-	2.3	0.9	2.2	2.1	-0.1
Wholesale trade	27.3	2.5	4.9	2.0	4.1	4.2	0.1
Retail trade	108.2	10.6	18.5	2.7	12.0	12.6	0.6
Finance, insurance & real estate	28.3	1.9	6.3	2.3	3.7	3.8	0.1
Services & miscellaneous	165.6	14.6	30.8	4.1	11.9	13.8	1.9
Government	158.4	17.0	24.4	4.4	10.7	12.5	1.8
All other non-agricultural employment	-64.5	-8.1	-8.0	-1.7	11.2	8.4	-2.8
Agriculture	-43.3	-7.0	-2.8	-4.5	2.8	1.6	-1.2
<b>Total Employment</b>	<b>628.1</b>	<b>72.5</b>	<b>88.5</b>	<b>1.9</b>	<b>100.0</b>	<b>100.0</b>	<b>-</b>

Rates of unemployment - Pennsylvania:  
 1961 - 9.2%  
 1966 - 3.4%  
 1969 - 2.9%

Source: "Pennsylvania Total Civilian Work Force, Unemployment and Employment: 1960-1971"  
 Department of Labor and Industry, Harrisburg, Pennsylvania, May 1972.



impact of the 1960's on the employment structure of Pennsylvania was increased job shares for services, government, retail trade and construction, a stable share for manufacturing and declining shares for mining and agriculture. (Table 1)

The implication of these sectors trends for the near future would seem to be that services, trade and government are likely to remain the most rapidly expanding sectors. Manufacturing should continue to increase its employment but at a slower pace. As a result, competition among communities for new manufacturing firms may become keener. This means that local areas searching for new sources of employment will need to selectively seek out specific growth industries within manufacturing that fit their resource conditions. Local development groups should also, of course, not overlook potential new enterprises in trade, services and government.

#### Trends Within Manufacturing

Additional perspective on the growth of manufacturing is available from recent trends in its 21 major "2-digit" industries.<sup>3</sup> Between 1961 and 1969 in Pennsylvania the main increases in manufacturing employment occurred in the transportation equipment, machinery -- except electrical, ordnance

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<sup>3</sup>The term "2-digit" refers to the initial breakdown of manufacturing into component industries in the Standard Industrial Classification (SIC) manual published by the U.S. Bureau of the Budget. There are also successively more product-specific 3-, 4-, and 5-digit breakdowns. Later in the discussion of growth industries the 4-digit classification involving over 400 industries within manufacturing will be used.

and accessories and primary metals industries. (Table 2) Major declines in employment were experienced by the leather products, textiles, food and kindred products and tobacco products industries.

Again the trends need to be tempered by looking separately at data for 1961-1966 and 1966-1969. Eight of the 21 major manufacturing industries including ordnance, furniture, plastics and transportation equipment expanded in both periods. (Table 2) Others like lumber and wood products, apparel and primary metals expanded in the recession recovery years 1961-1966, but contracted in the full employment years 1966-1969. Tobacco products, textiles, leather and leather products, and stone, clay and glass products lost employment in both periods. The industries that increased their shares of total manufacturing employment the most in the 1960's were transportation equipment, ordnance and accessories, machinery except electrical and rubber and plastic products. (Table 3)

#### Large and Small Center Area Changes

An important aspect of employment changes in manufacturing is whether growth is occurring in the large urban centers or in more rural locations. Analysis of the location of changes indicates the industries which are centralizing or decentralizing, and provides some insights on the growth prospects of small cities and towns outside the immediate influence of the large urban agglomerations. To approximate where recent changes in Pennsylvania manufacturing employment occurred, the State was divided into large and small center areas consisting of one or more

Table 2. Employment Changes in 21 Major Manufacturing Industries in Pennsylvania, 1961-69.

SIC Code	Industry	Change in Number Employed			Annual Percent Change 1961-69	Percent Distribution of Employment	
		Total Change 1961-69	Annual Change 1961-1966	Annual Change 1966-1969		1961	1969
19	Ordnance & accessories	19,642	2,007	3,202	64.8	0.3	1.6
20	Food & kindred products	-4,881	-1,393	695	-0.5	8.7	7.7
21	Tobacco manufactures	-3,163	-419	-356	-3.5	0.8	0.5
22	Textile mill products	-6,326	-855	-684	-1.1	5.5	4.6
23	Apparel & related products	869	1,192	-1,698	0.1	12.3	11.4
24	Lumber & wood products	200	151	-184	0.2	0.9	0.8
25	Furniture & fixtures	4,271	772	138	2.4	1.7	1.8
26	Paper & allied products	8,612	1,069	1,089	2.7	2.9	3.2
27	Printing, publishing & allied products	10	-88	151	-	4.8	4.4
28	Chemical & allied products	6,472	384	1,518	1.6	3.7	3.8
29	Petroleum refining & related industries	-541	-212	173	-0.5	1.1	1.0
30	Rubber & miscellaneous plastics products	13,874	1,783	1,653	8.1	1.6	2.3
31	Leather & leather products	-6,812	-602	-1,268	-2.5	2.5	1.8
32	Stone, clay, glass & concrete products	-1,549	-153	-261	-0.3	4.4	3.9
33	Primary metal industries	18,051	6,254	-4,407	1.1	15.2	15.1
34	Fabricated metal products	2,027	847	-736	0.2	7.9	7.4
35	Machinery, except electricity	26,939	4,440	1,580	3.1	8.0	9.2
36	Electrical machinery	11,258	2,966	-1,190	1.1	9.5	9.4
37	Transportation equipment	32,127	6,233	321	6.6	4.5	6.2
38	Instruments & related products	9,036	531	2,127	4.7	1.8	2.2
39	Miscellaneous manufacturing industries	-124	357	-636	-0.1	1.9	1.7
Total manufacturing		129,992 <sup>1/</sup>	25,262	1,227	1.2	100.0	100.0

<sup>1/</sup> The total change in manufacturing employment differs from the 204,400 of Table 1. This is due to varying statistical procedures between the Bureau of Employment Security and the Department of Commerce.

Source: Derived from data in "Pennsylvania Industrial Censuses - 1961, 1966 and 1969", Pennsylvania Department of Commerce, Harrisburg, Pennsylvania.

Table 3. Employment Changes in Large and Small Center Areas of Pennsylvania in 21 Major Manufacturing Industries, 1961-69.

SIC Code	Industry	Annual % Change in employment 1961-69		Annual Change in Number Employed				% of state employment in small center areas	
		Large center areas	Small center areas	1961-66		1966-69		1969	Change 1961-69
				Large center areas	Small center areas	Large center areas	Small center areas		
19	Ordnance & accessories	61.1	179.0	1,844	163	2,901	301	7.8	4.6
20	Food & kindred products	-0.6	0.1	-1,386	-7	650	45	12.7	0.6
21	Tobacco Manufacturers	-4.2	0.8	-487	68	-279	-77	22.0	7.1
22	Textile mill products	-1.5	0.9	-1,069	214	-621	-63	19.7	2.8
23	Apparel & related products	-0.2	1.1	299	894	-1,333	-364	23.7	1.9
24	Lumber & wood products	-0.2	0.7	3	148	-41	-143	50.6	1.7
25	Furniture & fixtures	2.6	1.7	414	358	465	-327	25.3	-1.3
26	Paper & paper products	2.6	3.8	884	185	890	199	13.6	0.9
27	Printing, publishing & allied products	-0.2	2.4	-250	161	83	68	9.7	1.5
28	Chemicals & allied products	1.1	4.0	314	69	649	869	21.3	3.1
29	Petroleum refining & related industries	-0.3	-1.2	-188	-24	234	-61	19.3	-1.3
30	Rubber & miscellaneous plastics products	6.7	23.0	1,491	292	973	681	15.3	6.4
31	Leather & leather products	-2.8	-1.4	-555	-46	-1,086	-182	23.5	2.4
32	Stone, clay, glass & concrete products	-0.5	0.2	-35	-118	-535	274	32.1	1.2
33	Primary metal industries	1.1	1.4	5,275	979	-3,469	-938	9.1	0.3
34	Fabricated metal products	-0.3	5.0	206	641	-1,158	422	14.2	3.8
35	Machinery except electrical	3.1	2.9	3,832	608	1,394	187	13.8	-0.1
36	Electrical machinery	0.7	4.1	1,678	1,288	-828	-362	15.4	2.8
37	Transportation equipment	6.1	9.3	4,910	1,323	128	193	18.2	2.3
38	Instruments & related products	4.1	10.0	167	364	2,116	11	12.6	3.0
39	Miscellaneous manufacturing industries	-0.8	3.9	152	205	-739	103	21.6	5.2
Total manufacturing		1.0	2.5	17,498	7,764	392	835	16.5	1.5

Source: Derived from data in "Pennsylvania Industrial Censuses - 1961, 1966 and 1969", Pennsylvania Department of Commerce, Harrisburg, Pennsylvania.

counties.<sup>4</sup> (Figure 1) A total of 12 large center and 30 small center areas were delineated.<sup>5</sup> Between 1961 and 1969 manufacturing employment in large center areas of Pennsylvania expanded at an annual rate of 1.0 percent versus 2.5 percent in small center areas. (Table 3) A total of 88,664 jobs were created in large center areas and 41,328 in the small center areas. Most of the job expansion took place from 1961 to 1966 in both the large and small center areas. Between 1961 and 1966 there were more jobs added in large than small center areas. From 1966 to 1969 more jobs were created in the small center areas. (Table 3) The net effect of the changes from 1961 to 1969 was for small center areas to increase their share of Pennsylvania manufacturing employment from 15.0 to 16.5 percent.

Among the major industries of manufacturing, small center areas fared quite well. They increased their share of State employment in 18 out of the 21 industries. From 1961 to 1966 there were 17 industries expanding in small center areas versus 14 in the large center areas. Between 1966 and 1969 both the large and small center areas had 12 industries expanding.

The industries with the greatest employment gains from 1961 to 1966 in the large center areas were primary metals, transportation equipment

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<sup>4</sup>The county or counties comprising the large center areas have over half of their area within three-quarters of an hour commuting time from a city of 50,000 or over (in 1960). Small center areas are county or multi-county units within the same commuting radius of places under 50,000. This breakdown roughly divides the State into laborsheds of metropolitan size centers and laborsheds of small towns and cities outside the immediate influence of metropolitan centers.

<sup>5</sup>See Appendix B for list of large and small center areas and their manufacturing employment record in the 1960's.

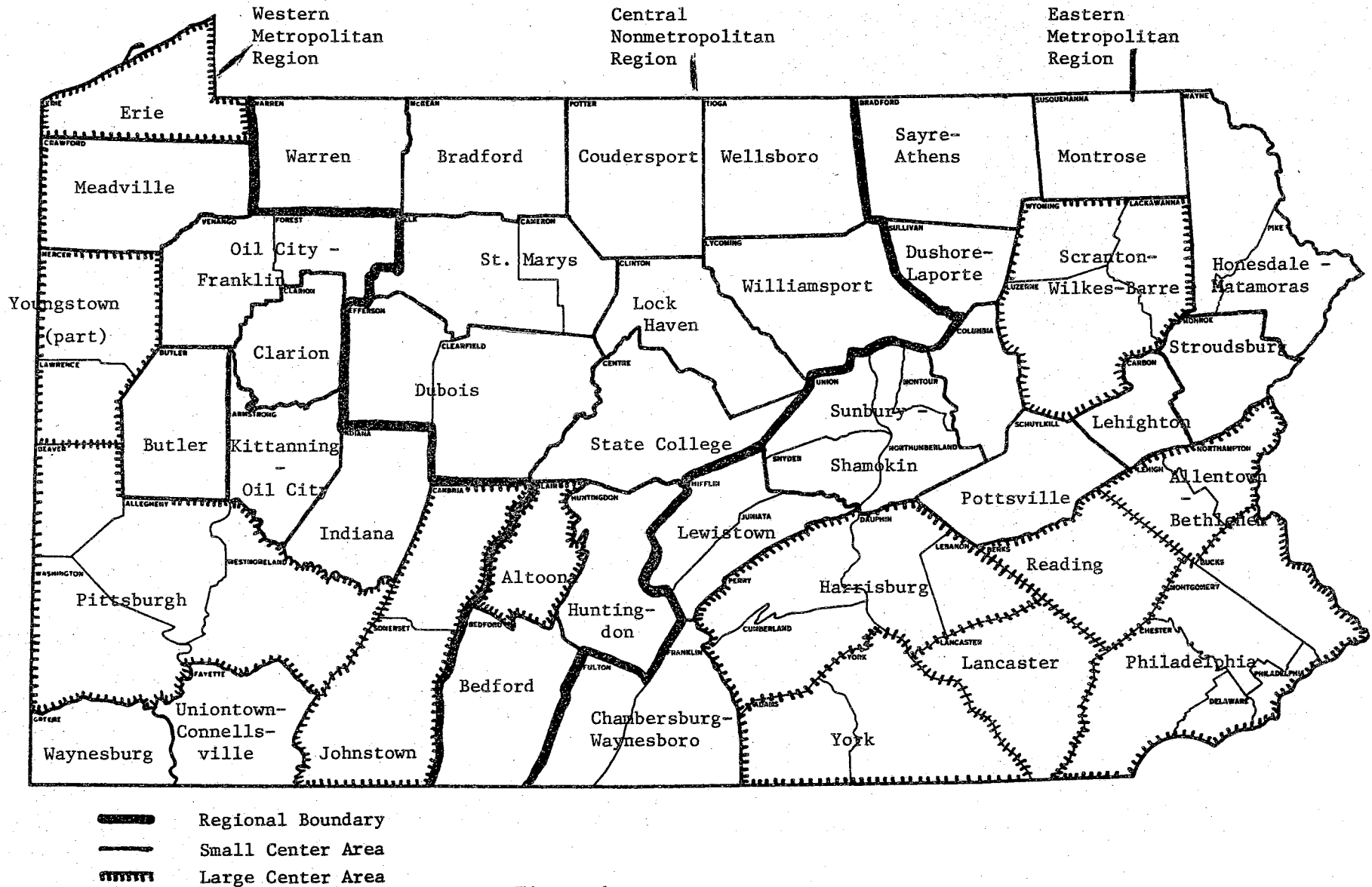


Figure 1. Large and Small Center Areas of Pennsylvania.

and machinery, except electrical. Small center areas had the most growth in transportation equipment, electrical machinery and primary metals. From 1966 to 1969 ordnance and accessories, instruments and related products and machinery except electrical were the fastest growing industries in large center areas. Chemicals and allied products, rubber and plastics products, and machinery except electrical grew the most in small center areas.

The trends of the 1960's, therefore, indicate that small center areas on the average have been doing relatively well in manufacturing. Employment has not only expanded at a more rapid rate in small than in large center areas, but also there was a good mix of industries comprising the growth in the small center areas.

#### The Growth Industries

Communities seeking new industrial plants need information on specific manufacturing industries which are growing. The previous section reviewed recent trends in the 21 major 2-digit manufacturing industries. These 21 industries can be further subdivided into over 400 "4-digit" industries.<sup>6</sup> The growth patterns of these 4-digit industries give a much more concise view of which parts of manufacturing actually have been developing.

The aim of this section is to list the 4-digit industries that grew in Pennsylvania in the 1960's. Selected expansion and resource characteristics of these growth industries are also included to aid communities in narrowing down potential industrial prospects.

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<sup>6</sup> See footnote<sup>3</sup> on page 12 for reference to the various "digit" clarifications of industries.

### Growth Industries Defined and Classified

The 4-digit industries having an expansion in both employment and number of establishments in Pennsylvania from 1961 to 1969 are considered to be growth industries. So defined there were 151 growth industries in the Commonwealth. Considering that there are over 400 4-digit industries present in Pennsylvania this means that close to 300 industries did not increase both employment and number of establishments in the 1960's. Only about one-third of the industries grew.<sup>7</sup>

To simplify description of the growth industries they are divided into five groups based on amount of expansion in employment and establishments. The growth groups are:

Growth Group	Growth in number employed 1961-69	Growth in number of establishments 1961-69	Number of 4-digit industries
Very Fast	1,000 and over	10 and over	17
Fast	1,000 and over	5 - 9	7
	500 - 999	10 and over	12
Moderate	1,000 and over	1 - 4	19
	500 - 999	5 - 9	5
	1 - 499	10 and over	8
Slow	500 - 999	1 - 4	19
	1 - 499	5 - 9	15
Very Slow	1 - 499	1 - 4	49
TOTAL			151

<sup>7</sup> The list of 151 growth industries is of course an approximation of the industries most likely to expand in the 1970's based on recent performances. It is possible that some of the non-growth industries will reverse trend in the 1970's. It is also likely that at least a few of the 151



A list of the growth industries by groups is given in Table 4. It should be noted that the names of the industries typically indicate their main product (or products).<sup>8</sup>

The five groups of growth industries contain a wide variety of industries producing an even wider variety of products. Industries in the "very fast growth" group, for example, range from the production of ammunition (SIC 1929) to dresses (SIC 2335) to trailer coaches (SIC 3791). Some 4-digit industries are growing that are in major 2-digit industries that overall are declining.<sup>9</sup> It can be readily seen comparing Tables 2 and 4 that the data on 4-digit industries gives a much more detailed picture of what's changing in manufacturing than data on the 2-digit industries.

#### Characteristics of the Growth Industries

Not every industry is suited to every community and particular communities may not be interested in every industry. As a result industries choose among communities and fortunate communities may be selective

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7 (Continued) growth industries will decline in the 1960's. The actual potential of the individual growth industries will have to be further investigated by local development groups.

<sup>8</sup> A note of caution is in order on both listing and grouping of the growth industries. Due to some establishments' being picked up by periodic coverage checks and to other establishments' changing industry classification from 1961 to 1969, a few of the growth industries actually might have not qualified as such. Likewise a few industries not listed as growth industries might have qualified. Steps were taken in compiling the data to minimize such errors but undoubtedly a small number of industries are in the wrong classification.

<sup>9</sup> The first two digits of the 4-digit number of an industry identifies its 2-digit major industry classification - i.e. dresses (SIC 2335) is part of apparel (SIC 23).

Table 4. List of 151 Growth Industries in Pennsylvania 1961-69, grouped by growth category.

SIC Code of Industry	Name of Industry
<u>Very Fast Growth Industries</u>	
1929	Ammunition, except for small arms, n.e.c.
2335	Dresses
2653	Corrugated & solid fiber boxes
2752	Lithographic printing
2761	Manifold business forms
3079	Miscellaneous plastics products
3399	Primary metal products, n.e.c.
3544	Special dies & tools, die sets, jogs, & fixtures
3559	Special industry machinery, n.e.c.
3573	Electronic computing equipment
3599	Miscellaneous machinery, except electrical
3643	Current-carrying wiring devices
3662	Radio & television transmitting, signaling, & detection equipment and apparatus
3674	Semiconductors & related devices
3714	Motor vehicle parts & accessories
3791	Trailer coaches
3811	Engineering, laboratory, & scientific & research instruments & associated equipment
<u>Fast Growth Industries</u>	
1999	Ordnance & accessories, n.e.c.
2256	Knit fabric mills
2499	Wood products, n.e.c.
2511	Wood household furniture, except upholstered
2643	Bags, except textile bags
2647	Sanitary paper products
2651	Folding paperboard boxes
2899	Chemicals & chemical preparations, n.e.c.
2951	Paving mixtures & blocks
3011	Tires & inner tubes
3272	Concrete products, except block & brick
3273	Ready-mixed concrete
3446	Architectural & ornamental metal work
3449	Miscellaneous metal work
3451	Screw machine products
3471	Electroplating, plating, polishing, anodizing, & coloring
3561	Pumps, air & gas compressors, & pumping equipment
3622	Industrial controls
3629	Electrical industrial apparatus, n.e.c.
3715	Truck trailers (full)

Table 4. Continued.

SIC Code of Industry	Name of Industry
<u>Moderate Growth Industries</u>	
1925	Guided missiles & space vehicles, completely assembled
2042	Prepared feeds for animals & fowls
2095	Roasted coffee
2731	Books: publishing, publishing & printing
2791	Typesetting
2821	Plastics materials, synthetic resins, & nonvulcanizable elastomers
2872	Fertilizers, mixing only
3069	Fabricated rubber products, n.e.c.
3231	Glass products made of purchased glass
3316	Cold rolled steel sheet, strip, & bars
3323	Steel foundries
3341	Secondary smelting, & refining of nonferrous metals
3361	Aluminum castings
3391	Iron & steel forgins
3411	Metal cans
3452	Bolts, nuts, screws, rivets, & washers
3479	Coating, engraving, & allied service, n.e.c.
3531	Construction machinery & equipment
3535	Conveyors & conveying equipment
3545	Machine tool accessories & measuring devices
3554	Paper industries machinery
3567	Industrial process furnaces & ovens
3612	Power, distribution, & specialty transformers
3642	Lighting fixtures
3721	Aircraft
3722	Aircraft engines & engine parts
3741	Locomotives & parts
3742	Railroad & street cars
3821	Mechanical measuring & controlling instruments
3822	Automatic temperature controls
3841	Surgical & medical instruments & apparatus
3851	Ophthalmic goods
<u>Slow Growth Industries</u>	
2034	Dried & dehydrated fruits & vegetables
2037	Frozen fruits, fruit juices, vegetables, & specialties
2073	Chewing gum
2342	Corsets & allied garments
2369	Girls', children's, & infants' outerwear, n.e.c.
2531	Public building & related furniture
2542	Metal partitions, shelving, lockers, & office & store fixtures
2621	Paper mills, except building paper mills
2642	Envelopes

Table 4. Continued.

SIC Code of Industry	Name of Industry
<u>Slow Growth Industries (Continued)</u>	
2649	Converted paper & paperboard products, n.e.c.
2741	Miscellaneous publishing
2789	Bookbinding & related work
2815	Cyclic intermediates, dyes, organic pigments (lakes & toners), & cyclic (coal tar) crudes
2842	Specialty cleaning, polishing, & sanitation preparations, except soap & detergents
2844	Perfumes, cosmetics, & other toilet preparations
2879	Agricultural pesticides & other agricultural chemicals, n.e.c.
2893	Printing ink
2999	Products of petroleum & coal, n.e.c.
3263	Fine earthenware (whiteware) table & kitchen articles
3295	Minerals & earths, ground or otherwise treated
3356	Rolling, drawing, & extruding of nonferrous metals, except copper and aluminum
3392	Nonferrous forgings
3536	Hoists, industrial cranes, & monorail systems
3541	Machine tools, metal cutting types
3564	Blowers & exhaust & ventilation fans
3566	Mechanical power transmission equipment, except ball & roller bearings
3572	Typewriters
3623	Welding apparatus
3641	Electric lamps
3729	Aircraft parts & auxiliary, equipment, n.e.c.
3831	Optical instruments & lenses
3843	Dental equipment & supplies
3949	Sporting & athletic goods, n.e.c.
3953	Marking devices
<u>Very Slow Growth Industries</u>	
1951	Small arms
2022	Cheese, natural & process
2031	Canned & cured fish & sea foods
2036	Fresh or frozen packaged fish & sea foods
2084	Wines, brandy, & brandy spirits
2259	Knitting mills, n.e.c.
2261	Finishers of broad woven fabrics of cotton
2284	Thread mills
2384	Robes & dressing gowns
2385	Raincoats & other waterproof outer garments
2386	Leather & sheep lined clothing
2389	Apparel & accessories, n.e.c.
2392	Housefurnishings, except curtains & draperies
2426	Hardwood dimension & flooring mills

Table 4. Continued.

SIC Code of Industry	Name of Industry
<u>Very Slow Growth Industries (Continued)</u>	
2429	Special product sawmills, n.e.c.
2432	Veneer & plywood
2442	Wirebound boxes & crates
2445	Cooperage
2641	Paper coating & glazing
2645	Die cut paper & paperboard, & cardboard
2646	Pressed & molded pulp goods
2655	Fiber cans, tubes, drums, & similar products
2661	Building paper & building board mills
2822	Synthetic rubber (vulcanizable elastomers)
2952	Asphalt felts & coatings
2992	Lubricating oils & greases
3021	Rubber footwear
3031	Reclaimed rubber
3151	Leather gloves & mittens
3199	Leather goods, n.e.c.
3253	Ceramic floor & wall tile
3261	Vitreous china plumbing fixtures & china & earthenware fittings & bathroom accessories
3264	Porcelain electrical supplies
3296	Mineral wool
3339	Primary smelting & refining of nonferrous metals, n.e.c.
3425	Hand saws & saw blades
3432	Plumbing fixture (fittings & trim)
3443	Fabricated plate work (boiler shops)
3493	Steel springs
3579	Office machines, n.e.c.
3631	Household cooking equipment
3633	Household laundry equipment
3661	Telephone & telegraph apparatus
3692	Primary batteries, dry & wet
3731	Ship building & repairing
3751	Motorcycles, bicycles, & parts
3912	Jewelers' findings & materials
3914	Silverware, plated ware, & stainless steel ware
3951	Pens, pen points, fountain pens, ball-point pens, mechanical pencils, & parts

Source: Derived from data in "Pennsylvania Industrial Censuses - 1961, 1966 and 1969", Pennsylvania Department of Commerce, Harrisburg, Pennsylvania.

among prospective industrial plants. Information on the recent expansion patterns and resource characteristics of industries can aid communities in narrowing down the list of industries that might be potential prospects.

Tables 5-9 present data on 15 resource and expansion characteristics of the five groups of growth industries. The section following the tables will give a few examples of how a local industrial development group might use the characteristics to help narrow down the list of industry prospects. The 15 characteristics given in the tables and some comments on their meaning and use are:

Column (1) - "Total number change in employment 1961-66." This is the employment added in the industry in Pennsylvania in the 1960's. It is a basic indicator for ranking industries as growth prospects.

Column (2) - "Annual number change in employment 1961-66 and 1966-69." These figures are the average annual change in number employed in the "recession recovery period" of the 1961-66 and the "near full employment period" of 1966-69. Presumably industries which grew in both time periods should be the best prospects. Growth from 1961 to 1966 and contraction from 1966 to 1969 might indicate just a cyclical recovery from the recession and not a longer-term expansion.

Column (3) - "Percent change in employment 1961-69 in Pennsylvania." This is the rate employment grew in the Commonwealth in the 1960's. It is useful to temper judgements on industries with both high and low gains in number employed 1961-69. An industry with a large gain in number employed but a low percent change suggest its growth might be approaching stability or even a decline. Conversely, an industry with a small gain in number employed but a high percent change may be headed for larger gains in number of jobs in the future.

Table 5. Expansion and Resource Characteristics of "Very Fast Growth" Manufacturing Industries of Pennsylvania, 1961-69.

SIC Code of Industry	Employment Change				Employment		Establishments				Annual wages-salary level	Labor intensity	Employees per establishment	Percent of employees female	Percent of production and related workers 1968	Investment per employee U.S. 1964
	Total number change 1961-69	Annual Number Change		Percent Change 1961-69	% of state total in small center areas 1961	% of state gain in small center areas 1961-1969	Total change in number 1961-1969	% of state total in small center areas 1961	% of state gain in small center areas 1961-1969							
		1966	1969													
	(1)	(2)	(3)	Pa.	United States	(5)	(6)	(7)	(8)	(9)						
1929	12,052	458	3,254	996	307 <sup>1/</sup>	0	14	17	0	24	H	M	663	25	80	L
2335	7,784	710	1,412	25	13	23	23	175	18	20	VL	VH	63	90	94	VL
2653	2,277	358	162	42	33	7	22	20	10	15	M	M	114	17	81	H
2752	4,136	657	284	60	32 <sup>1/</sup>	3	4	238	9	9	H	H	21	26	74	M
2761	1,346	124	243	82	45	14	38	21	14	10	M	M	60	26	81	M
3079	10,712	1,281	1,435	143	112	10	27	118	11	16	M	H	59	39	82	M
3399	1,903	284	161	140	128	53	65	18	15	44	M	H	57	19	83	VH
3544	1,847	279	151	40	24	12	28	118	11	29	H	VH	15	7	86	M
3559	1,567	322	-14	26	51	19	49	21	14	33 <sup>2/</sup>	H	H	66	10	67	M
3573 <sup>3/</sup>	5,795	476	1,139	128	n.a.	4	0 <sup>2/</sup>	20	7	0 <sup>2/</sup>	VH	VH	304	36	67	M
3599 <sup>4/</sup>	2,414	683	-333	44	53	10	28	222	13	28	M	VH	13	10	86	L
3643	3,731	542	324	142	6	0	28	12	3	42	L	M	138	48	80	L
3662	5,909	331	1,418	84 <sup>5/</sup>	33 <sup>1/</sup>	1	6	15	10	7	VH	H	371	24	52	L
3674	10,295	1,225	1,390	5 <sup>1/</sup>	72 <sup>1/</sup>	0	2	24	0	17	L	VH	429	54	71	M
3714	2,784	n.a.	n.a.	18	n.a.	2	10	16	11	38	VH	H	367	9	80	n.a.
3791	2,643	329	333	205	217	69	58	32	53	41	L	L	84	5	88	VL
3811	1,789	278	133	105	-32	16	48	20	21	15	H	M	66	29	55	L
State Average - All Manufacturing				10	-	15	32	-	18	80	M	M	84	29	78	-

<sup>1/</sup> Percent figure is for 1963-69. Data not available for 1961.

<sup>2/</sup> Small center areas actually had a decline 1961-69.

<sup>3/</sup> Includes SIC 3571 in 1961.

<sup>4/</sup> Includes SIC 3591 in 1961.

<sup>5/</sup> Stated from a zero base in 1961.

n.a. - data not available

Source: Derived from data in "Pennsylvania Industrial Censuses - 1961, 1966 and 1969", Pennsylvania Department of Commerce, Harrisburg, Pennsylvania.

Table 6. Expansion and Resource Characteristics of "Fast Growth" Manufacturing Industries of Pennsylvania, 1961-69.

SIC Code of Industry	Total number change 1961-69 (1)	Employment Change		Employment		Employment			Establishments			Annual wages-salary level 1969 (10)	Labor intensity 1969 (11)	Employees per establishment 1969 (12)	Percent of employee female 1968 (13)	Percent of employees production and related workers 1968 (14)	Investment per employees U.S. 1964 (15)
		Annual Number Change		Percent Change 1961-69	% of state total in small center areas 1961 (5)	% of state gain in small center areas 1961-1969 (6)	% of state total change in small center areas 1961-1969 (7)	% of state gain in small center areas 1961-1969 (8)	% of state total change in small center areas 1961-1969 (9)								
		1961	1966							1966	1969						
1999	2,605	642	-201	259	n.a.	1	0 <sup>1/</sup>	7	40	0 <sup>1/</sup>	M	L	212	11	91	n.a.	
2256	981	212	-26	27	112	7	90	10	13	40	L	L	74	33	84	M	
2499	654	115	26	27	41	50	54	63	41	37	VL	M	14	11	89	M	
2511	752	402	-420	10	26	43	49	16	19	25	VL	M	41	19	87	L	
2643	1,123	104	202	72	26	0	0	6	0	17	M	M	107	39	79	H	
2647	2,481	137	599	2/	34 <sup>3/</sup>	0	2	8	0	13	M	L	310	14	81	H	
2651	542	106	4	16	14	11	0	10	10	0	M	M	76	29	86	H	
2899	519	163	-99	23	45	9	43	11	13	64	H	M	39	24	59	VH	
2951	731	53	155	70	42	23	7	25	36	36	M	M	19	5	70	VH	
3011	1,262	132	201	21	19	8	9	5	29	0	VH	M	599	10	76	VH	
3272	697	103	61	31	25	21	40	11	26	45	M	M	16	5	81	M	
3273	519	60	73	27	15	22	53	34	32	47	M	M	15	5	81	VH	
3446&49 <sup>4/</sup>	902	459	-464	34	39 <sup>3/</sup>	10	97	52	7	19	M	M	17	10	73	L-M	
3451	747	200	-85	48	56	4	38	13	5	38	M	H	21	22	84	M	
3471	817	94	116	43	44	6	17	22	5	45	M	H	20	14	86	L	
3561	4,113	1,201	-631	104	33	46	0 <sup>1/</sup>	9	11	0	H	H	179	10	62	M	
3622	570	273	-265	32	75	33	0 <sup>1/</sup>	19	7	0 <sup>1/</sup>	M	M	71	50	69	L	
3629	1,736	101	410	170	17	3	48	7	8	14	M	H	138	20	70	L	
3715	3,972	679	192	209	63	4	17	9	15	33	VH	M	267	4	81	L	
State Average -																	
All Manufacturing				10	-	15	32	-	18	80	M	M	84	29	78	-	

<sup>1/</sup> Small center areas actually had a decline between 1961-69.

<sup>2/</sup> Started from zero employment base in 1961.

<sup>3/</sup> Percent figure is for 1963-69. Data not available for 1961.

<sup>4/</sup> SIC's 3446 and 3449 are combined due to likelihood of considered shifting of establishments between the industries from 1961-69.

n.a. - Data not available.

Source: Derived from data in "Pennsylvania Industrial Censuses - 1961, 1966 and 1969". Pennsylvania Department of Commerce, Harrisburg, Pennsylvania.



Table 7. Expansion and Resource Characteristics of "Moderate Growth" Manufacturing Industries in Pennsylvania, 1961-69.

SIC Code of Industry	Employment Change					Employment		Establishments			Annual wages-salary level	Labor intensity	Employees per establishment	Percent of employees female	Percent of employees production and related workers	Investment per employee U.S. 1964
	Total number change 1961-69	Annual Number Change		Percent Change 1961-69	Pa. States	% of state total in small center areas 1961	% of state gain in small center areas 1961-1969	Total change in number 1961-1969	% of state total in small center areas 1961	% of state gain in small center areas 1961-1969						
		1966	1969													
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)						
1925	5,389	954	206	1/	17 <sup>2/</sup>	0	0	2	0	0	VH	M	2,695	18	17	VL
2042	176	-20	93	7	-1 <sup>2/</sup>	24	36	10	40	100	M	VL	15	10	76	VH
2095	49	10	0	33	-1 <sup>2/</sup>	0	0	11	0	0	M	L	12	32	47	VH
2731	1,716	98	408	64	23	1	1 <sup>3/</sup>	3	7	67 <sup>3/</sup>	M	M	133	45	73	L
2791	489	27	118	26	63	1	0 <sup>3/</sup>	14	5	0 <sup>3/</sup>	H	VH	30	19	84	L
2821	996	-475	1,124	8	36 <sup>2/</sup>	3	24	8	9	13	H	M	298	11	70	VH
2872	53	-12	38	17	-4 <sup>2/</sup>	20	42	21	27	29	L	L	11	8	70	VH
3069	1,436	270	29	22	20	8	13 <sup>3/</sup>	3	8	33 <sup>3/</sup>	M	H	120	22	72	M
3231	2,407	306	293	93	27	23	0 <sup>3/</sup>	4	13	0 <sup>3/</sup>	M	M	73	23	80	M
3316	4,238	258	982	90	64	0	0	2	0	0	H	L	448	3	81	VH
3323	2,643	500	47	29	47	0	1	4	0	50	M	VH	311	3	84	M
3341	202	146	-176	10	15	43	0 <sup>3/</sup>	15	6	47 <sup>3/</sup>	M	VL	51	13	68	H
3361	1,044	176	54	46	40	4	21	4	16	0 <sup>3/</sup>	M	H	50	5	87	M
3391	3,951	679	186	54	2	21	55	3	25	0	H	H	323	4	81	H
3411	1,220	101	238	30	28	6	6	4	23	0	H	H	311	20	88	VH
3452	931	146	66	11	23	0	0	6	0	0	H	H	185	12	76	H
3479	268	34	33	26	51	4	19	31	6	16	M	H	20	11	84	L
3531	2,428	184	502	85	46	18	35 <sup>3/</sup>	2	17	0	H	M	264	7	68	M
3535	1,197	-65	508	39	42	19	0 <sup>3/</sup>	1	5	0	H	M	193	10	59	L
3545	1,145	105	206	40	33	32	0 <sup>3/</sup>	4	23	0	H	H	135	11	72	M

Table 7. Continued.

SIC Code of Industry	Employment Change				Employment		Establishment			Annual wages-salary level 1969	Labor intensity 1969	Employees per establishment 1969	Percent of employees female 1968	Percent of employees production and related workers 1968	Investment per employee U.S. 1964	
	Total number change 1961-69	Annual Number Change		Percent Change 1961-69	United States	% of state total in small center areas 1961	% of state gain in small center areas 1961-1969	Total change in small center areas 1961-1969	% of state total in small center areas 1961							% of state gain in small center areas 1961-1969
		1966	1969													
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)							(10)
3554	349	30	67	22	8	0	0	11	0	0 <sup>3/</sup>	H	H	78	7	67	M
3567	3,051	726	-192	154	52	8	3	3	14	0 <sup>3/</sup>	H	H	162	10	49	L
3612	1,791	243	191	18	37	2	9	3	15	0 <sup>3/</sup>	H	H	507	16	73	M
3642	909	232	-84	17	44	5	42	7	5	57	L	M	69	41	84	L
3721	8,600	1,732	-20	146	30	30	13	1	33	0	VH	H	3,621	10	56	L
3722	3,985	687	184	112	10	66	44	1	29	100	VH	H	942	6	85	L
3741	1,148	422	-320	31	n.a.	3	1	2	67	0	H	VH	967	14	66	H
3742	5,429	1,426	-567	75	n.a.	45	17	4	46	0 <sup>3/</sup>	M	VH	745	5	80	M
3821	4,352	-532	2,338	37	18	9	5	4	14	0	H	VH	294	22	59	L
3822	563	163	-84	32	20	24	73	5	13	0	H	VH	181	38	80	L
3841	706	64	129	204	144	0	5 <sup>3/</sup>	9	0	11	M	H	55	33	72	L
3851	265	39	23	68	28	13	0 <sup>3/</sup>	12	33	8	VL	M	36	40	81	L
State Average - All Manufacturing				10	-	15	32	-	18	80	M	M	84	29	78	-

<sup>1/</sup> No employment in 1961.

<sup>2/</sup> Percent change is for 1963-69. No data for 1961.

<sup>3/</sup> Small center areas actually had a decline between 1961-69.

Source: Derived from data in "Pennsylvania Industrial Censuses - 1961, 1966 and 1969", Pennsylvania Department of Commerce, Harrisburg, Pennsylvania.

Table 8. Expansion and Resource Characteristics of "Slow Growth" Manufacturing Industries in Pennsylvania, 1961-69.

SIC Code of Industry	Employment Change						Employment					Establishments			Percent of employees production and related workers		Investment per employee U.S. 1964		
	Total number change 1961-69	Annual Number		Percent Change 1961-69 Pa.	United States	total in small center areas 1961	% of state gain in small center areas 1961- 1969	Total change in number 1961- 1969	% of state total in small center areas 1961	% of state gain in small center areas 1961- 1969	Annual wages- salary level 1969	Labor inten- sity 1969	Employees per establish- ment 1969	Percent of employees 1968 female	Percent of employees 1968	Percent of employees 1968			
		1966	1969															1966	1969
		Change	Change																
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)					
2034	637	24	173	1,274	28	0	3	0	0 <sup>4/</sup>	VL	L	115	26	79	H				
2037	701	-27	279	30	54	26	2	29	0 <sup>4/</sup>	VL	L	102	48	76	M				
2073	955	165	43	158	25	0	1	0	0	VL	L	390	50	88	H				
2342	644	184	-92	16	-15	11	4	10	50 <sup>5/</sup>	VL	VH	139	90	94	VL				
2369	532	291	-308	32	-4	8	1	9	500 <sup>5/</sup>	VL	VH	49	87	95	VL				
2531	270	81	-45	25	15 <sup>3/</sup>	10	5	14	40	L	H	50	19	82	L				
2542	834	98	114	56	31 <sup>2/</sup>	15	3	15	33	M	M	80	10	74	L				
2621	822	86	130	8	7	23	1	20	0 <sup>4/</sup>	M	L	526	11	79	VH				
2642	758	74	130	88	24 <sup>3/</sup>	10	2	8	0	M	M	108	47	80	M				
2649	958	95	160	18	19 <sup>3/</sup>	23	4	12	50	L	M	98	44	80	L				
2741	135	17	17	28	62	2	8	12	13	VL	M	18	39	79	VL				
2789	244	42	12	13	33	3	7	2	29	L	VH	34	49	88	L				
2815 <sup>1/</sup>	601	175	-92	36	12	29	2	29	50 <sup>4/</sup>	H	L	143	8	71	VH				
2842	291	23	58	30	14	5	6	13	0 <sup>4/</sup>	M	L	18	39	68	H				
2844	734	55	154	107	50	3	2	10	0 <sup>4/</sup>	L	L	65	59	71	M				
2879	305	596	-892	75	44	0	7	0	29	M	L	79	11	71	VH				
2893	70	12	3	11	35	0	5	0	0	H	M	28	12	59	H				
2999	108	3	30	2,700 <sup>2/</sup>	-57	0	7	0	86	H	M	14	1	80	VH				
3263	509	80	36	<u>2</u>	-9	0	3	0	0	VL	M	170	49	88	L				
3295	74	-29	74	4	36	12	5	19	120 <sup>5/</sup>	M	M	25	5	80	VH				

Table 8. Continued.

SIC Code of Industry	Employment Change				Employment		Establishments				Annual wages-salary level	Labor intensity	Employees per establishment	Percent of female employees	Percent of employees production and related workers	Investment per employee U.S. 1964
	Total number change of 1961-69	Annual Number Change		Percent Change 1961-69	total in small center areas 1961	% of state gain in small center areas 1961-1969	Total change in small center areas 1961-1969	% of state gain in small center areas 1961-1969	Total change in small center areas 1961-1969	% of state gain in small center areas 1961-1969						
		1961	1966													
		1966	1969													
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)		
3356	396	95	-27	24	15	0	1	7	0	14	H	M	172	15	79	VH
3392	585	92	41	62	83	2	5	1	25	100	H	H	304	4	82	VH
3536	450	223	-222	87	120	7	2 <sup>5/</sup>	6	8	33 <sup>5/</sup>	VH	M	54	8	68	M
3541	576	97	31	30	47	54	156 <sup>5/</sup>	3	10	133 <sup>5/</sup>	H	H	75	9	69	M
3564	847	127	70	75	66	7	4	2	14	50	M	M	124	9	73	M
3566	162	225	-321	4 <sup>2/</sup>	39	13	157 <sup>5/</sup>	5	15	0	M	H	139	9	72	M
3572	758	0	253	119	11	0	0	1	0	0	H	H	758	0	61	M
3623	804	248	-146	39	0	0	0	4	0	0	M	H	148	12	62	M
3641	911	190	-13	57	47	71	107 <sup>5/</sup>	1	50	100	VL	M	193	63	93	M
3729	410	-75	262	4	-11	6	99	6	6	0	VH	VH	276	17	43	L
3831	280	7	81	98	165	41	0 <sup>4/</sup>	6	11	0	H	VH	38	3	85	L
3843	544	14	158	32	45	0	0	3	0	33	M	H	83	57	72	L
3949	121	29	-7	6	26	18	112 <sup>5/</sup>	9	34	56	L	M	31	37	86	L
3953	356	-2	122	62	55	2	0	6	3	33	M	H	22	n.a.	n.a.	L
State Average -																
All Manufacturing				10	-	15	32	-	18	80	M	M	84	29	78	-

<sup>1/</sup> SIC 2815 includes SIC's 2814 and 2815 prior to 1967.

<sup>2/</sup> No employment in base year of 1961.

<sup>3/</sup> Percent change is for 1963-69. No data for 1961.

<sup>4/</sup> Small center areas actually had a decline 1961-69.

<sup>5/</sup> Large center areas actually had a decline 1961-69.

Source: Derived from data in "Pennsylvania Industrial Censuses - 1961, 1966 and 1969," Pennsylvania Department of Commerce, Harrisburg, Pennsylvania.

Table 9. Expansion and Resource Characteristics of "Very Slow Growth" Manufacturing Industries in Pennsylvania, 1961-69.

SIC Code of Industry	Employment Change					Employment		Establishments			Annual wages- salary level	Labor inten- sity	Employees per establish- ment	Percent of employees female	Percent of employees production and related workers	Investment per employee U.S. 1964	
	Total number change 1961-69	Annual Number Change		Percent Change 1961-69	Pa.	United States	% of state total in small center areas	% of state gain in small center areas	Total change in number 1961- 1969	% of state total in small center areas							% of state gain in small center areas
	(1)	1966	1969	(3)	(4)	(5)	(6)	(7)	(8)	(9)							(10)
1951	439	0	146	<u>1/</u>	132 <sup>4/</sup>	0	0	3	0	0 <sup>3/</sup>	H	M	146	0	93	M	
2022	356	39	54	123	13	30	89	1	18	200 <sup>3/</sup>	VL	L	28	35	81	H	
2031	10	8	-10	11	-4	0	0	1	0	0	VL	L	50	59	82	M	
2036	444	36	88	102	30	0	0	1	0	0	VL	L	176	34	63	VL	
2084	56	-3	23	49	38	0	0	3	0	0	M	L	34	33	68	VH	
2259	23	-2	12	7	-	25	0 <sup>3/</sup>	1	38	0 <sup>3/</sup>	VL	M	40	53	89	VL	
2261	153	-61	153	11	-25	9	14	4	5	0	L	M	67	26	83	H	
2284	231	27	32	58	7	18	10	1	14	0	L	M	79	61	89	H	
2384	342	107	-65	21	-11	34	61 <sup>3/</sup>	3	23	67	VL	H	80	81	94	VL	
2385	145	78	-81	23	27	15	0 <sup>3/</sup>	4	17	0	VL	VH	77	80	93	VL	
2386	84	24	-12	88	87	0	13	2	0	50	VL	H	60	74	95	VL	
2389	63	17	-8	6	49	2	5 <sup>3/</sup>	3	5	0	VL	VH	48	81	90	VL	
2392	266	104	-85	14	20	1	0 <sup>3/</sup>	4	2	25	VL	H	49	73	88	VL	
2426	379	46	49	61	13	84	58 <sup>2/</sup>	3	79	0	VL	M	24	13	91	L	
2429	16	1	4	94	17	47	156 <sup>2/</sup>	1	50	200 <sup>2/</sup>	VL	M	11	6	100	L	
2432	316	89	-43	167	12	86	57	4	40	75	L	M	56	22	86	M	
2442	78	30	-24	3,900	-32	0	77	2	0	50 <sup>2/</sup>	L	H	27	10	95	L	
2445	204	8	55	217	-23	0	48	1	0	400 <sup>2/</sup>	L	M	43	3	89	L	
2641	492	10	147	19	20	0	17 <sup>3/</sup>	3	0	33 <sup>3/</sup>	M	L	110	37	78	VH	
2645	73	52	-62	17	28	0	0 <sup>3/</sup>	3	8	0 <sup>3/</sup>	M	M	31	45	82	M	

Table 9. Continued.

SIC Code of Industry	Employment Change					Employment		Establishments			Annual wages- salary level 1969	Labor inten- sity 1969	Employees per establish- ment 1969	Percent of employees female 1968	Percent of employees produc- tion and related workers 1968	Investment per employee U.S. 1964
	Total number change 1961-69 (1)	Annual Number Change		Percent Change 1961-69		% of state total in small center areas 1961 (5)	% of state gain in small center areas 1961- 1969 (6)	Total change in number 1961- 1969 (7)	% of state total in small center areas 1961 (8)	% of state gain in small center areas 1961- 1969 (9)						
		1961	1966	Pa.	United States (4)											
		1966	1969													
2646	27	4	3	1/	72	0	0	1	0	0	M	M	27	8	88	VH
2655	210	29	22	19	40	0	48	3	0	33	L	M	70	36	88	M
2661	220	-6	83	53	-23	56	99	3	50	33	M	L	127	4	77	VH
2822	208	3	65	1/	15	0	3	2	0	50	H	M	104	35	80	VH
2952	138	36	-15	15	8	0	0	1	0	0	H	L	67	5	81	VH
2992	421	13	118	47	9	7	0	4	19	0 <sup>3/</sup>	H	M	42	20	58	VH
3021	454	100	-15	36	23	8	58	2	14	100	VL	M	189	53	92	L
3031	10	0	4	26	-27	0	0	1	0	0	H	M	16	4	92	VH
3151	44	5	7	44	-12	0	45	1	0	100	VL	M	48	77	88	VL
3199	121	22	4	76	24	47	77	4	21	25	VL	L	16	52	83	VL
3253	42	7	2	3	-20	0	0	1	0	0	H	H	187	38	76	M
3261	315	5	97	35	8	63	54	2	50	0	VL	H	303	3	86	H
3264	248	68	-31	32	14	50	17	1	67	100	VL	H	256	27	85	M
3296	198	41	-3	76	13	0	7	2	0	50	H	M	115	5	80	VH
3339	341	105	-61	63	110	0	0	2	0	0	H	VL	147	10	66	VH
3425	72	15	-1	46	22	0	17 <sup>3/</sup>	2	0	50 <sup>3/</sup>	L	M	38	17	87	M
2432	154	3	46	18	21	6	0 <sup>3/</sup>	2	15	0 <sup>3/</sup>	M	M	67	23	89	M
3443	323	64	2	3	33	18	0 <sup>3/</sup>	1	15	0 <sup>3/</sup>	M	M	124	5	76	M
3493	470	69	42	22	47	5	28 <sup>3/</sup>	2	13	50	H	M	106	15	74	M
3579	70	9	9	21	18	48	0 <sup>3/</sup>	2	20	0	H	H	57	25	71	H

Table 9. Continued.

SIC Code of Industry	Employment Change				Employment		Establishments			Annual wages-salary level 1969	Labor inten-sity 1969	Employees per establish-ment 1969	Percent of employees female 1968	Percent of employees produc-tion and related workers 1968	Investment per employee U.S. 1964	
	Total number change 1961-69	Annual Number Change		Percent Change 1961-69	Pa. 1961	United States 1961	total in small center areas 1961	% of state gain in small center areas 1961-1969	Total change in small center areas 1961-1969							% of state gain in small center areas 1961-1969
		1966	1969													
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	
3631	63	26	-22	6	14	0	0	2	0	0	M	M	211	20	70	L
3633	458	97	-8	1,205	16	0	0	1	0	0	M	M	165	27	79	H
3661	64	11	3	44	38	0	0	1	0	0	VH	H	42	36	71	H
3692	27	14	-14	12	35	100	100	1	100	100	M	M	131	45	89	L
3731	236	410	-604	5	25	3	85	1	17	0	VL	M	691	3	85	L
3751	300	0	100	<sup>1/</sup>	55	0	100	3	0	67	M	M	100	27	76	L
3912	51	8	3	364	32	0	0	2	0	0	VH	M	16	56	94	VL
3914	26	2	5	31	6	4	0	2	17	0	H	H	14	20	78	L
3951	464	2	152	2,109	21	0	94	2	0	50	L	VH	97	67	89	M
State Average - All Manufacturing				10	-	15	32	-	18	80	M	M	84	29	78	-

<sup>1/</sup> No employment in base year of 1961.

<sup>2/</sup> Large center areas actually had a decline 1961-69

<sup>3/</sup> Small center areas actually had a decline 1961-69.

<sup>4/</sup> Percent figure is for 1963-69. Data not available for 1961.

Source: Derived from data in "Pennsylvania Industrial Censuses - 1961, 1966, and 1969", Pennsylvania Department of Commerce, Harrisburg, Pennsylvania.

Column (4) - "Percent change in employment 1961-69 in the United States."

This is the rate employment grew in the United States in the 1960's. It offers a comparison with the Column 3 figure for Pennsylvania. If the employment is expanding as fast or faster in the state as in the Nation then the state may have some competitive advantages in the industry. If the Pennsylvania rate is considerably lower than the Nation then the State may not be too favorable a location for the industry.

Column (5) - "Percent of total state employment in small center areas, 1961."

This figure is the proportion of state employment in the industry located in small center areas at the beginning of the 1960's. It suggests whether or not the industry has an historical orientation to small center areas.

Column (6) - "Percent of state gains in employment in small center areas, 1961-69."

This is the proportion of the state gain in employment in an industry that accrued to small center areas. If the percent is high it suggests the recent trend is for the industry to expand in small center areas. If the figure is higher than the percent in Column (6) then it implies the industry has been decentralizing.

Column (7) - "Total change in number of establishments, 1961-69."

This is the increase in number of establishments in an industry in the state. It suggests whether or not many new plants were created in the 1960's. The greater the gain in establishments the better should be the chances of securing a plant in an industry.

Column (8) - "Percent of state total of establishments in small center areas, 1961."

Similar to measures for employment in Column (5) with same implications.



Column (9) - "Percent of state gain in establishments in small center areas, 1961-69."

Similar to measure in Column (6) with same implications.

Column (10) - "Annual wage-salary level, 1969."

This classifies industries by the annual average wage-salary received per employee in Pennsylvania. It suggests whether or not a new plant is likely to pay high or low wages. Therefore, it provides some idea of the income a new plant may generate in a community. The symbols in the column represents the following:

<u>Symbol</u>	<u>Category</u>	<u>Wage-salary range per employee*</u>
VH	Very high	\$ 9089 and over
H	High	7998 - 9088
M	Moderate	6545 - 7997
L	Low	5454 - 6544
VL	Very low	5453 and under

\*State average for all manufacturing was \$7271.

Column (11) - "Labor intensity, 1969."

Labor intensity refers to the proportion wages and salaries are of the value of production. In a highly labor intensive industry wages and salaries are a large cost item and thus have a high ratio to the value of the industry's output. In a low labor intensive industry wages and salaries are a small cost item. The measure thus provides an indication of what share of total expenditures of a plant in an industry may be dispensed locally in the form of wages and salaries or conversely be spent on materials, etc. which may have to be imported into the community. The symbols in the column represent the following:

<u>Symbol</u>	<u>Category</u>	<u>Wages and salaries percent of value of production, 1969*</u>
VH	Very high	40 and over
H	High	30 - 39
M	Medium	20 - 29
L	Low	10 - 19
VL	Very low	Under 10

\*State average for all manufacturing was 25 percent.

Column (12) - "Employees per establishments, 1969."

This is the average number of employees per plant by industry. The figures should be interpreted roughly as there is considerable variation in size among plants in almost every industry.

Column (13) - "Percent of employees female, 1968."

This self-explanatory item referring to Pennsylvania employment may be useful if a community is looking mainly for an industry to employ either females or males. Sometimes, for example, there is a lack of employment opportunities for one sex or the other in a community.

Column (14) - "Percent of employees production and related workers, 1968."

This is the percent of workers who are either foremen or below the foreman level and engaged in actual manufacturing operations. Communities seeking employment for persons who might qualify for production jobs might find this measure useful. Excluded from the measure are supervisory personnel above the foreman level, sales employees, clerical and other office workers and corporation officials.

Column (15) - "Investment per employee in the United States, 1964."

This is roughly the fixed assets per employee in an industry. It indicates whether or not a large amount of investment is needed per job created in

a new plant in an industry. If a community is planning to help a new firm in its financing, their investment per employee suggests the number of jobs that might be generated from a given investment among industries. The symbols in the column represent the following:

<u>Symbol</u>	<u>Category</u>	<u>Fixed assets per employee U.S.-1964*</u>
VH	Very high	\$ 12,000 and over
H	High	9,000 - 11,999
M	Medium	6,000 - 8,999
L	Low	3,000 - 5,999
VL	Very low	Under 3,000

\*Average for all manufacturing in the United States in 1964 was \$10,188.

#### Using the Data on Growth Industries

There are then 151 growth industries which are potential prospects for communities seeking new industry. It is unlikely that all of these industries might fit well into any given community. Also, a typical community development group would not have the time or funds to investigate all of the industries to seek out the firms looking for new plant locations. To help narrow down the 151 industries to the most useful and likely prospects for a community the expansion and resource characteristics of the industries of Tables 5-9 can be utilized.

Use of the 15 characteristics consists basically of two steps. First the community should determine for what purpose it needs new industry and how much is needed. Is new industry necessary to decrease current unemployment? If so, what type of unemployment (i.e., male, female, unskilled) and how much? Or is new industry desired to raise incomes or provide a stimulus to step up the overall community growth

rate? In other cases new industry may be desired only to replace declining industries so as to maintain employment stability.

Second, after the community has decided the purpose new industry should serve, the expansion and resource characteristics can be employed to narrow down the 151 growth industries to a manageable list of prospects. The labor and investment characteristics of the industries should limit the choices relative to meeting employment or investment objectives. The expansion characteristics of the industries in the 1960's should be an aid in ranking industries on likely growth trends especially between metropolitan and non-metropolitan areas. An example of a hypothetical community should serve to illustrate the appropriate procedure.

Take a community which has been depressed for some time - call it "Community D." It has a population of about 8,000 and a labor force of 5,000. Currently 6 percent are unemployed or around 300 persons. Considering there is always some frictional unemployment it can be assumed that at least 200 people are looking for jobs. Also it is known that the unemployed are mainly male and fall into the unskilled or semiskilled categories. "Community D" which is located in a non-metropolitan area would like to find employment for these workers but has only limited funds to assist a new industry. On the basis of these conditions what industries might the community select to pursue as prospects. As a first approximation the following characteristics and values might be used to sort out some industries:

<u>Table Column</u>	<u>Characteristics</u>	<u>Values</u>
5	Percent of total state employment in small center areas - 1961	10 percent or more
6	Percent of state gain in employment in small center areas.	25 percent or more
10	Annual wage - salary level - 1969.	VL - M
12	Employees per establishment - 1969.	under 200
13	Percent of employees female - 1968.	under 33 percent
14	Percent of employees production and related workers - 1968	75 percent and over
15	Investment per employee, U.S., - 1964	VL - M

Given these characteristics and their desired values the next step is to run down through Tables 5-9 and select the industries which fit. The list of potential prospects for "Community D" using the above characteristics are given in Table 10. There are 12 industries listed.

The 12 industries are already grouped by growth category but if "Community D" desires, the industries can be further ranked by using some of the expansion characteristics in Columns (1)-(9) of Tables 5-9. For example, if numbers of new plants 1961-69 is considered important they could be ranked by the figures in Column (7). If annual changes in employment for 1961-66 and 1966-69 is felt crucial the list can be given a further priority rating on the basis of Column (2) in Tables 5-9. Regardless of the criteria used a final priority ranking of the narrowed down list of growth industries can represent the order in which efforts

Table 10. Growth Industries Meeting the Required Values of 7 Characteristics Needed in a New Industry by Community "D".

SIC Code of Industry	Percent of total state employment in small center areas - 1961 (Column 5)	Percent of state gain in employment in small center areas 1969 (Column 6)	Annual wages-salary level 1969 (Column 10)	Employees per establishments 1969 (Column 12)	Percent of employees females - 1968 (Column 13)	Percent of employees production and related workers-1968 (Column 14)	Investment per employee U.S. 1964 (Column 15)
<b>Very Fast Growth Industries</b>							
2761	14	38	M	60	26	81	M
3599	10	28	M	13	10	86	L
3791	69	58	L	84	5	88	VL
<b>Fast Growth Industries</b>							
2499	50	54	VL	14	11	89	M
2511	43	49	VL	41	19	87	L
3272	21	40	M	16	5	81	M
3446&49	10	97	M	17	10	73	L-M
<b>Slow Growth Industries</b>							
2531	10	113	L	50	19	82	L
3566	13	157	M	139	9	72	M
<b>Very Slow Growth Industries</b>							
2426	84	58	VL	24	13	91	L
2429	47	156	VL	11	6	100	L
2432	86	57	L	56	22	86	M

will be made to track down specific firms within the selected industries seeking to establish new plants.

Another example of how to use the tables might be the case of fictional "Community W." This community sits on the fringe of a metropolitan area. There are well over a hundred unemployed persons who would like full-time employment living within easy commuting distance of the community. The community feels it could benefit the unemployed looking for jobs and stimulate local businesses if a new plant were secured. The unemployed are mainly women with little industrial experience. The local industrial development group has some limited funds to aid a new plant in its investments for land, buildings or machinery.

On the basis of these needs "Community W" might concentrate on the following characteristics in Tables 5-9:

<u>Table Column</u>	<u>Characteristics</u>	<u>Values</u>
10	Annual wages-salary level-1969	L-M
11	Labor intensity-1969	M-VH
12	Employees per establishment-1969	under 150
13	Percent of employees female-1968	50 & over
14	Percent of employees production and related workers-1968	66 & over
15	Investment per employee U.S.-1964	L-M

Using these six characteristics and their indicated values "Community W" can check through Tables 5-9 to select the industries that fit. Doing so they would come up with the 13 industries listed in Table 11, as prospects to concentrate further recruiting efforts on. In Table 11 the 13 industries are grouped sequentially by growth group. As was mentioned

Table 11. Growth Industries Meeting the Required Values of 6 Characteristics Needed in a New Industry by Community "W".

SIC Code of Industry	Annual Wages-Salary Level 1969 (Column 10)	Labor Intensity 1969 (Column 11)	Employees per Establishment 1969 (Column 12)	Percent of Employees Female - 1968 (Column 13)	Percent of Employees Production & Related Workers - 1968 (Column 14)	Investment per Employee U.S. - 1964 (Column 15)
Very Fast Growth Industries						
2335	VL	VH	63	90	94	VL
Fast Growth Industries						
3622	M	M	71	50	69	L
Slow Growth Industries						
2342	VL	VH	139	90	94	VL
2369	VL	VH	49	87	95	VL
3843	M	H	83	57	72	L
Very Slow Growth Industries						
2259	VL	M	40	53	89	VL
2384	VL	H	80	81	94	VL
2385	VL	VH	77	80	93	VL
2386	VL	H	60	74	95	VL
2389	VL	VH	48	81	90	VL
2392	VL	H	49	73	88	VL
3151	VL	M	48	77	88	VL
3951	L	VH	97	67	89	M



with the industries selected for "Community D" the 13 industries can be reordered on the basis of some of the other growth characteristics given in Columns 1-9 if so desired.

In the case of imaginary "Community D" its needs for new industry led to the selection of specific values for seven different criteria. The community wound up with 12 industries to concentrate further development efforts on. Fictional "Community W" selected six somewhat different criteria and values and came up with a list of 13 different industries. Other communities would doubtlessly have different needs to be served by new industry and therefore select different characteristics and come up with still different industries. The procedure, however, should provide a list of industry prospects for most any community.

After the list of industry prospects is developed the next step for a community is to further investigate the industries to find firms that wish to locate new plants and to develop means of helping them to do so. Some information on this process is presented in the next section.

In conclusion it should be re-emphasized that the growth industries listed in Tables 4-9 are only an approximation of the industries that may grow in the 1970's. It is assumed that industries that have done well recently will usually continue to expand in the near future. There will be exceptions to this pattern however and one should be aware of this in using the growth industry tables to sort out plant prospects. The list of growth industries is intended to be a rough guide, not a perfect one.

## Locating The Firm

### Choosing and Evaluating Potential Firms

This presentation will provide criteria for selecting a firm or among firms which the community would like to attract or who seek to relocate. It should be pointed out that sometimes already established firms may expand if local support is offered. In fact, it might be advisable, if such conditions exist, for promotional efforts to be directed to these establishments rather than directing resources toward attracting new firms. Generally, however, established firms fall short of fully utilizing local resources. These shortcomings are usually associated with failures to provide employment for underutilized segments of the work force, such as women or youth or local physical resources. These situations coupled with the potential for converting the wastes and by-products of existing firms can also provide the stimulus for attracting new firms or possibly encouraging these firms to expand thereby utilizing or converting these products.

Before extensive efforts are undertaken to contact potential industrial firms individually, it may be advisable to solicit the aid of state industrial development personnel as well as the industrial development specialists of local power companies, railroads, or other economic development groups functioning in the vicinity. Organizations such as these frequently maintain current listing of firms seeking sites for relocation and/or expansion. In addition, broad industry specifications are provided such as numbers relative to amount and type of labor force, size of site needed and square footage of buildings required or to be constructed, amount

and quality of water, proximity to major highways or rail sidings and many other similar details necessary for a plant to compete successfully.

Communities have also utilized former residents to aid in seeking out and directing potential firms to the area. Alumni lists of high school or colleges, past employees or trainees of local industries and organizations with similar relationships might provide wide geographic exposure as well as alerting a wide range of individuals to the needs or desires of the area involving former associates, friends or relatives.

In addition, financial publications and trade journals including the financial pages of large metropolitan newspapers may provide leads in the form of companies developing new products or items with special current appeal or increasing demand.

If promotional efforts have been successful employing one of the means suggested above, then the screening of individual firms can proceed. These broad criteria seem appropriate:

- (1) Financial soundness,
- (2) Use of community resources,
- (3) Achievement of local development goals and objectives, and
- (4) Environmental desirability.

Much information is available for determining the financial responsibility of firms of both a published and unpublished nature. Standard and Poor's Corporation Records available from local libraries, banks or other financial institutions should be utilized. This publication contains the organizational history of the company, documents significant changes in the structure or character of the organization both of an operational and financial nature. In addition to examining this information the committee should meet informally with accessible members of both the business and

financial community to obtain their opinions as to the general reputation of the firm, observations on its management policies as well as its earnings and employment history. Frequently local members of the business community can provide additional outside contacts which can provide such information.

Second in importance to a firm's financial and managerial stability is how well it can assimilate itself into the community from the standpoint of utilizing local resources both human and natural. Certain types of industries seek particular natural resources such as wood, minerals, or fuels. These would include furniture or cement manufacturers or establishments particularly dependent on cheap fuels such as small foundries or the ceramic industries. Other firms are oriented toward their markets or supplies. Steel mills, with production processes very sensitive to technological changes, can benefit from the research facilities of major universities. Another group, because of the nature of their production, are adaptable to a wider range of locations. These firms, specializing in assembly, or subassembly work, can locate wherever suitable transportation, buildings and adequate labor exist. Most of these industries manufacture products requiring a small volume of transportation space, relatively simple building construction and a labor force requiring minimal training. Apparel, metal fabricating and assembly, shoe manufacturers and electronic assembly plants would be among those falling into this category.

Relative to the human resources, it would seem advisable to attract establishments which could employ the widest possible segments of the local

work force or that could provide opportunity for underutilized segments such as women (or men) of particular age groups or members that could be easily retrained or have seasonal availability.

Finally the industry(ies) should be screened for environmental desirability. Surely the overriding objective of development groups is to attract establishments that will provide consistent employment at comparable wage rates. However, one should add a third goal and that of providing physical surroundings and operating conditions that do not adversely effect the health and general well-being of the employees and/or the community and surrounding areas. Unfortunately there are some establishments that produce discharges and emissions that are offensive or even dangerous. Firms which engage in reduction, salvage, cleaning or plating or other processes which require the use of concentrated chemical compounds are prone to creating noxious substances as processing by-products. It should also be noted that recently many such firms have been relocating because of obsolete plants which would involve high-cost pollution control devices. A new plant in another location provides a cheaper alternative.

#### Planning and Locating the Industrial Site

It is generally recognized that all parties involved can benefit from planned land use or zoning. Many companies will hesitate to locate in communities that do not provide them the protection of zoning. The community should also assume the attitude that its well-being is enhanced or depends upon the payrolls of local establishments and consequently should undertake all feasible efforts to provide these firms with sites tailored to their needs. Traditionally industry had been banned to the less desirable areas in the community because of dirt, noise or odors. In

recent years, under the pressure of mandated pollution improvements, considerable progress has been made in building design and the incorporation of general pollution abatement devices into industrial processes. Consequently, industrial areas can now be located in areas formerly held to be undesirable locations. In line with these changes has been a change in the attitude of communities toward residential development in that there is a realization that frequently less desirable sites, particularly from the standpoint of topography, can be more easily and cheaply adapted to residential construction than to industrial uses.

Modern industrial design now requires more land area than earlier plants. The trend toward in-line manufacture and assembly has been one of the factors contributing to the flight of industry from center city to the suburbs and to rural areas. There has been some attempt to classify industry on the basis of the number of employees they require per acre. One scheme is as follows:

Extensive	-	8 employees per acre
Intermediate	-	8-30 employees per acre
Intensive	-	30 or more employees per acre.

Another study<sup>10</sup> indicated that where a typical single manufacturer formerly required one acre of space in the city, it now requires about 9.5 acres in another location after allowing for future expansion and other changed requirements. The breakdown of present needs as indicated by this study were as follows:

<sup>10</sup> Conway, H. M., Jr., and Stedman, F. H., Jr. (Editors) "Area Development - A Guide for Community Leaders." Conway Publications, Inc.

Production	- 2.0 acres (Building = 90,000 sq. ft.)
Offices, washrooms, & storage	- 1.5 acres
Executive & customer parking	- .5 acre (80 executives and visitors)
Employee parking	- 3.0 acres (500 employees)
Loading and truck parking	- 1.5 acres
Shop heating and ventilating equipment	- .5 acre
Employee lunch areas and recreation	- .25 acre
Landscaping	- <u>.25 acre</u>
	9.5 acres.

The foregoing estimates provide only the grossest guidelines regarding the space requirements of manufacturing firms. But one of the more common errors of communities selecting sites or reserving areas for industrial development is to underestimate the square footages required. Their job is complicated by the fact that land-to-building ratios of various industries vary from 3 to 1 to 10 to 1. As suggested previously, development groups might again utilize the information compiled by industrial development specialists of power companies, railroads and similar organizations. These companies usually maintain continually updated lists of buildings and sites including brief descriptions, ownership, possible sale or lease arrangements and the extent of the on-site utilities provided.

In summary, site selection committees should accommodate the needs of the firms they hope to attract to their community. They must be aware that firms need access to transportation facilities, must be provided with adequate utilities and that they might cause periodic

traffic congestion in the vicinity of the plant. Furthermore although firms generally seek zoning ordinances which will protect their investments they no longer need to be relegated to the less desirable areas because of a lack of aesthetic appeal.

Federal, State and Private Aids for Promoting,  
Attracting and Financing Industrial Growth

Most communities underwrite their initial development efforts by soliciting residents and businesses for donations after forming a non-profit corporation explicitly for this purpose. Originally in Pennsylvania, such efforts were also supported by state grants administered under the Bureau of Industrial Development based on population and restricted to one such group per county. The approaches to acquiring sites and erecting buildings vary considerably among communities. In lieu of cash donations or pledges some individuals will donate land for industrial sites. Most frequently, however, sites are purchased or options obtained using funds solicited from local residents or businesses. Often communities go further and construct shell buildings for sale or lease under varying terms and arrangements including outright gift. There is some evidence to indicate that this route should be undertaken cautiously. In the larger or more successful communities sales receipts or rents from already constructed buildings are used to construct other buildings or to provide financial incentives for further development. Below are listed state and federal agencies which will assist communities in the many aspects of attracting industry.



## State Agencies and Programs:

1. Pa. Dept. of Community Affairs, Bureau of Community Planning, 6th Floor, State Street Building, Harrisburg, Pa. 17120.
2. Pa. Dept. of Commerce, Bureau of State and Federal Economic Aid, Appalachia Division, 408 South Office Building, Harrisburg, Pa. 17120.
3. \_\_\_\_\_, Bureau of State and Federal Economic Aid, 408 South Office Building, Harrisburg, Pa. 17120.
4. \_\_\_\_\_, Bureau of Industrial Development, Authority, 415 South Office Building, Harrisburg, Pa. 17120.
5. \_\_\_\_\_, Pa. Industrial Development Authority, 415 South Office Building, Harrisburg, Pa. 17120.
6. \_\_\_\_\_, Southwest Regional Office, 1713 Pa. State Office Building, 1400 Spring Garden Street, Philadelphia, Pa. 19130.
7. \_\_\_\_\_, Southwest Regional Office, 1508A Pittsburgh State Office Building, 300 Liberty Avenue, Pittsburgh, Pa. 15222.
8. \_\_\_\_\_, Northeast Regional Office, 301 Chamber of Commerce Building, 426 Mulberry Street, Scranton, Pa. 18503.
9. \_\_\_\_\_, Northwest Regional Office, 403 Rothrock Building, 121 West 10th Street, Erie, Pa. 16501.

Source: Catalog of State Aids to Local Government  
Available from the Pennsylvania Department of  
Community Affairs and Commonwealth Telephone  
Directory, December, 1971.

## Federal Agencies and Programs:

1. Small Business Administration, Displaced Business Loans, Regional Office, 1317 Filbert Street, Philadelphia, Pa. 19107.
2. \_\_\_\_\_, Management Assistance to Small Business, Regional Office, 1317 Filbert Street, Philadelphia, Pa. 19107.
3. \_\_\_\_\_, Lease Guarantees for Small Business, Regional Office, 1317 Filbert Street, Philadelphia, Pa. 19107.
4. \_\_\_\_\_, Small Business Investment Companies, Regional Office, 1317 Filbert Street, Philadelphia, Pa. 19107.

5. Small Business Administration, Small Business Loans, Regional Office, 1317 Filbert Street, Philadelphia, Pa. 19107.
6. \_\_\_\_\_, State and Local Development Company Loans, Regional Office, 1317 Filbert Street, Philadelphia, Pa. 19107.

Source: Catalog of Federal Domestic Assistance, 4th Edition  
Available from the Office of Economic Opportunity,  
April, 1970.

While many firms relocate without the need for financial assistance of any kind, relocation or initial start-up costs are usually substantial and firms usually need some form of financial assistance either from the community directly or with some form of community sponsorship.

Local subsidization to attract new industry has always been a part of our economic system. In the last two decades it has tended to be more of a public decision whereas earlier forms of subsidy usually originated with private individuals or establishments. Subsidization by the community can take the form of an outright gift of land, a building or both. Tax relief in the form of tax rebates or deferrals, special rates or assessment arrangements are also frequently used. Supplying utilities completely or at lower rates or providing access roads or rail facilities are other forms of aid. Some communities underwrite loans or payrolls. The remainder of this discussion will list sources of financing for capital expenditures or operating funds. Again, it is suggested that local development groups seek the assistance of power companies or other similar service organizations in developing means and approaches to financial aids to prospective firms. Their specialists can provide the experience, the interests and the liaison which could save many hours for local development organizations. Listed below are some of the more conventional sources of, or programs for, financially assisting industrial growth in Pennsylvania.

1. Pennsylvania Industrial Development Authority (PIDA) - Provides 40% second mortgages financing at 7/8 of 1% interest coupled with 10% community financing at 7/8 of 1%. This allows sufficient equity for a conventional 50% first mortgage loan at the going interest rate.
2. Industrial Revenue Bonds issued by locally formed non-profit corporations coupled with lease-back arrangements with the prospective firm provided lower cost financing because of tax exempt status of the local financing organization.
3. Small Business Administration (SBA)
  - Limited to firms of less than 250 employees
  - Provides a variety of financing arrangements usually involving participation with local banks for amounts of \$350,000 for periods of up to 15 years.
  - Economic Development Loans (EDL) - another SBA loan program providing funds for longer periods.
  - other types of financing arrangements for special purposes and situations.
4. Economic Development Administration (EDA)
  - Provides up to 65% of funds for expansion or relocation in "redevelopment areas".
5. Some regions provide "pools" of funds for industrial growth originating from shares purchased by local firms or individuals in development corporations.
6. Private companies exist which make loans available to smaller firms. These are usually regulated by the Small Business Administration. Interest rates may reflect the higher risk of such loans.

7. Conventional commercial financing from banks and other lending institutions including insurance companies.

In addition to the financing arrangements presented above, some firms may qualify for a variety of subsidized manpower training programs sponsored by both state and federal agencies. The local Office of Employment Security should be familiar with these programs and how firms might qualify for participation in them.

#### Summary

Currently in both Pennsylvania and the Nation many communities are seeking development. Both small towns and large cities are interested in improving their local economies, public facilities and services and natural environments. Low incomes, unemployment and pollution are often the undesired conditions under attack. Some communities are seeking development along with absolute growth. Other places want to improve the quality of local living while minimizing expansion of employment and population.

To pursue development a community must first decide where it wants to go. Specific development goals should be formulated. Examples of economic objectives often sought are the reduction of local unemployment, an increase in per capita incomes or the expansion of total economic activity including employment and associated population. Environmental goals can include the reduction of local air or water pollution to prescribed minimum levels or the beautifying of the community.

Once goals are specified, action programs can be launched to implement them. This report was mainly concerned with the problem of communities securing new industry. Industrial promotion is a frequent

activity of communities pressing for economic development. New industry can be sought by a community to fulfill a number of objectives including jobs for the unemployed, stimulation of service and trade sectors and overall economic expansion. Successful selective recruitment of new industry can also be a means of altering local industry structure so as to achieve a mix of higher paying jobs and less environmental pollution while holding total employment nearly constant.

Securing new industry is complicated, competitive and time-consuming. First the community must determine the kinds of industries it needs and the kinds it might be able to attract. An inventory of local resources and economic problems is important. Also helpful is some understanding of the various factors industries consider in locating new plants. A list of prospective growth industries is also necessary. In the 1960's there were 151 4-digit growth industries in manufacturing in Pennsylvania. This study listed the growth industries in the state and provided data on their labor and resource characteristics as a reference for communities.

Once a community has a list of prospective industries that might be expanding and also fit their needs and resources, it has to seek out specific firms in the industries who plan to expand or shift production through new plant locations. For this task, the community will need to organize groups who can enlist financial resources and carry on active recruitment efforts. At this stage the help of industrial development personnel can often be enlisted from utility companies and state and federal agencies.

If a community is diligent and fortunate in its industrial promotion, it may secure the right amount of the right industry to meet

both its economic and environmental goals. The purpose of this report has been to provide some perspective and tools for the development challenge facing many communities in the 1970's.

Appendix A

## Inventory of Community

## Resources

<u>Population</u>	
1960	1970

Community \_\_\_\_\_

County \_\_\_\_\_

Location \_\_\_\_\_  
(Map enclosed)

Date \_\_\_\_\_

## LOCATION

Distances to major cities via highways: -

City	Distance	Major Highway
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____

## LOCAL LABOR FORCE, EMPLOYMENT AND WAGES

Present Employment: -

	Male	Female
Manufacturing	_____	_____
Non-manufacturing	_____	_____
Commercial	_____	_____
Service	_____	_____

TOTAL

Percent unemployed: Number \_\_\_\_\_ Percent \_\_\_\_\_

Estimate of percent of labor force unionized \_\_\_\_\_.

List major unions: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Number of man-days lost because of labor disputes (days x employees) \_\_\_\_\_.

Is local employment subject to fluctuations? \_\_\_\_\_

Components of labor force having largest underemployment \_\_\_\_\_.  
(male, female, students, housewives, etc.)

Average commuting distance: \_\_\_\_\_

Prevailing Hourly Wage Rates:

	Male	Female
Skilled	\$ _____ to \$ _____	\$ _____ to \$ _____
Semi-skilled	\$ _____ to \$ _____	\$ _____ to \$ _____
Unskilled	\$ _____ to \$ _____	\$ _____ to \$ _____
Clerical	\$ _____ to \$ _____	\$ _____ to \$ _____



List five (5) of the most predominant occupations in the area and their estimated hourly wage rates:

- 1. \_\_\_\_\_ 4. \_\_\_\_\_
- 2. \_\_\_\_\_ 5. \_\_\_\_\_
- 3. \_\_\_\_\_

Major Industrial Firms in Area: -

	<u>Name</u>	<u>Products</u>	<u>No. Employees</u>
1.			
2.			
3.			
4.			
5.			
6.			

Additional comments regarding the local employment situation: -

---



---

TRANSPORTATION

Highways serving area: -

<u>Interstate Route</u>	<u>Federal Routes</u>	<u>State Routes</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____

Motor Freight Carriers: -

<u>Name</u>	<u>Pick-up Daily</u>	<u>Delivering Daily</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Railroads serving area: -

<u>Name</u>
_____
_____
_____

Nearest Commercial Airport: -

\_\_\_\_\_ Distance \_\_\_\_\_

Airlines: -

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Municipal or Private Airport: -

<u>Location</u>	<u>Runway Length</u>	<u>Surface</u>
_____	_____	_____
_____	_____	_____

Commercial Bus Service: -

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

UTILITIES AND FUELS

Electric Power Served by: - \_\_\_\_\_  
 (rate schedule attached)

Representative \_\_\_\_\_

Representative \_\_\_\_\_

Gas service by: - \_\_\_\_\_

Representative \_\_\_\_\_

Natural \_\_\_\_\_ Manufactured \_\_\_\_\_

BTU rating \_\_\_\_\_

Available supply \_\_\_\_\_

Fuel Oil Supplies: -

Firms: \_\_\_\_\_

Storage capacity \_\_\_\_\_

BTU ratings \_\_\_\_\_

Current price/gal. \_\_\_\_\_

Coal supplies: -

Firms: \_\_\_\_\_

Anthracite \_\_\_\_\_ BTU rating \_\_\_\_\_ Anthracite \_\_\_\_\_ BTU rating \_\_\_\_\_

Bituminous \_\_\_\_\_ BTU rating \_\_\_\_\_ Bituminous \_\_\_\_\_ BTU rating \_\_\_\_\_

Price/ton delivered \_\_\_\_\_ Price/ton delivered \_\_\_\_\_

Water Company serving area: -

Municipal authority \_\_\_\_\_ Private \_\_\_\_\_

Source \_\_\_\_\_

Capacity \_\_\_\_\_

Daily consumption \_\_\_\_\_

Available for industrial use \_\_\_\_\_  
(rate schedule and certified chemical analysis attached)Sanitation Services: -

Sewage treatment plant operated by \_\_\_\_\_

Capacity \_\_\_\_\_ Gals/day

Average daily treatment \_\_\_\_\_ Gals/day

Types of treatment: Secondary \_\_\_\_\_ Tertiary \_\_\_\_\_  
(rate schedule attached)

Garbage Collection by \_\_\_\_\_

Method of gathering \_\_\_\_\_

Method of disposal \_\_\_\_\_  
(rate schedule attached)Is present disposal site and method capable of handling  
increased tonnage? \_\_\_\_\_

## COMMUNITY SERVICES

Police Department: - Number on Force \_\_\_\_\_ Police Cars \_\_\_\_\_

Extent of police services beyond incorporated area \_\_\_\_\_

Nearest state police headquarters \_\_\_\_\_

Location of local police headquarters \_\_\_\_\_

Fire Department: - Volunteer \_\_\_\_\_ Active members \_\_\_\_\_

Paid \_\_\_\_\_ Full Time \_\_\_\_\_ Part Time \_\_\_\_\_

Pieces of equipment \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Local Streets and Roads: - Percent paved \_\_\_\_\_  
 Significant improvements or changes planned in the near future \_\_\_\_\_

Parking:

Off-street lots \_\_\_\_\_ Metered \_\_\_\_\_

Metered street parking \_\_\_\_\_

Planning Commission: -

Local \_\_\_\_\_ County \_\_\_\_\_ Regional \_\_\_\_\_

Local zoning governed by County, City, Borough, or Township Ordinance  
 (circle one)

LOCAL TAX STRUCTURE

Tax Rate: -

	<u>Mills</u>		<u>Rate</u>
County	_____	Local Wage Tax	_____
Municipal	_____	Per Capita	_____
School	_____	Occupational	_____
		Corporate	_____
		Other (Specify)	_____
Total	_____	Total	_____

Assessment Ratio \_\_\_\_\_ Percent

Effective rate per \$1,000 property valuation \_\_\_\_\_

FINANCIAL INSTITUTIONS

Banks:

Number \_\_\_\_\_  
 Deposits \$ \_\_\_\_\_  
 Capital \$ \_\_\_\_\_  
 Surplus \$ \_\_\_\_\_  
 Total Assets \$ \_\_\_\_\_

Savings and Loan Associations:

\_\_\_\_\_ \$ \_\_\_\_\_  
 \$ \_\_\_\_\_  
 \$ \_\_\_\_\_  
 \$ \_\_\_\_\_  
 \$ \_\_\_\_\_

COMMUNICATIONS

Newspapers: \_\_\_\_\_ Daily \_\_\_\_\_ Weekly \_\_\_\_\_ Circulation \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Radio Stations: \_\_\_\_\_ T.V. Stations: \_\_\_\_\_

\_\_\_\_\_

Other advertising or communications media: \_\_\_\_\_

\_\_\_\_\_

Telephone company serving area: \_\_\_\_\_

NATURAL RESOURCES

Agriculture Economy: Stable \_\_\_\_\_ Increasing \_\_\_\_\_ Declining \_\_\_\_\_

Predominant type \_\_\_\_\_

Estimate of the proportion of the area's income generated by  
agriculture \_\_\_\_\_%

Forest products sold \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Mineral Resources of Economic Importance: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

State or Federal Forest Areas: \_\_\_\_\_ Acres

\_\_\_\_\_

COMMUNITY FACILITIES

Type of Local Government: \_\_\_\_\_

Office Location \_\_\_\_\_ Telephone \_\_\_\_\_

Number of employees \_\_\_\_\_

Extent and type of community indebtedness \_\_\_\_\_

\_\_\_\_\_

Educational Facilities:Public Schools in District

Number of Grade Schools \_\_\_\_\_ Year built \_\_\_\_\_  
 Number of teachers \_\_\_\_\_ Enrollment \_\_\_\_\_  
 Number of High Schools \_\_\_\_\_ Year built \_\_\_\_\_  
 Number of teachers \_\_\_\_\_ Enrollment \_\_\_\_\_  
 Number of Technical Schools \_\_\_\_\_ Year built \_\_\_\_\_  
 Subject areas of instruction \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Parochial Schools

Number of Grade Schools \_\_\_\_\_ Year built \_\_\_\_\_  
 Number of teachers \_\_\_\_\_ Enrollment \_\_\_\_\_  
 High School \_\_\_\_\_ Year built \_\_\_\_\_  
 Number of teachers \_\_\_\_\_ Enrollment \_\_\_\_\_

Colleges and Universities in AreaSpecial services or programsLibraries' Facilities Available

Bookmobile \_\_\_\_\_

Housing:

Average monthly rental: 2 Bedroom \_\_\_\_\_ 3 Bedroom \_\_\_\_\_  
 Average purchase price: New - 2 Bedroom \_\_\_\_\_ 3 Bedroom \_\_\_\_\_  
   Existing - 2 Bedroom \_\_\_\_\_ 3 Bedroom \_\_\_\_\_  
 Average monthly rental apartments: 2 Bedroom \_\_\_\_\_ 3 Bedroom \_\_\_\_\_  
 Number of year-round vacant standard units: for sale \_\_\_\_\_  
   for rent \_\_\_\_\_

Number dwelling units started last year \_\_\_\_\_

Number dwelling units underway or planned in housing developments \_\_\_\_\_

Motels number \_\_\_\_\_ Rooms \_\_\_\_\_ Rates \_\_\_\_\_ Food Serv. Avail. \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Hotels number \_\_\_\_\_ Rooms \_\_\_\_\_ Rates \_\_\_\_\_ Food Serv. Avail. \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Restaurants, diners, cafeterias, etc. (list) \_\_\_\_\_

Medical Facilities:

Hospitals \_\_\_\_\_ Beds \_\_\_\_\_

Medical Centers \_\_\_\_\_ Personnel in regular  
Attendance \_\_\_\_\_  
(Doctors, Dentists, Nurses, etc.)

Other medical personnel available \_\_\_\_\_  
(Doctors, Dentists, Nurses, etc.) \_\_\_\_\_

Local ambulance service:

Public \_\_\_\_\_ Private \_\_\_\_\_ Other \_\_\_\_\_

Convalescent Homes:

Beds \_\_\_\_\_ Personnel \_\_\_\_\_

Year built \_\_\_\_\_

Recreational Facilities:

Local public parks \_\_\_\_\_ Acres \_\_\_\_\_

Number of playgrounds \_\_\_\_\_

Public community center \_\_\_\_\_ Swimming pool \_\_\_\_\_

Federal or State Parks \_\_\_\_\_ Camping facilities \_\_\_\_\_  
(within 30 mile radius)

Local public theaters, playhouses, etc. \_\_\_\_\_

Local golf courses \_\_\_\_\_ Holes \_\_\_\_\_

Other local recreational facilities \_\_\_\_\_

Organized recreational programs \_\_\_\_\_

Professional sports in immediate area \_\_\_\_\_

Churches:

Protestant \_\_\_\_\_ Catholic \_\_\_\_\_ Jewish \_\_\_\_\_ Other \_\_\_\_\_

Civic Organizations:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Other Social or Professional Organizations:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

INDUSTRIAL DEVELOPMENT ORGANIZATIONS AND FACILITIES

President: \_\_\_\_\_ Telephone: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Secretary: \_\_\_\_\_ Telephone: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Individual to be contacted: \_\_\_\_\_ Telephone \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Number of sites available: \_\_\_\_\_ Industrial park: \_\_\_\_\_  
(details enclosed) (details enclosed)

Buildings: \_\_\_\_\_  
(see enclosure)

Shell buildings: \_\_\_\_\_  
(see enclosure)



Financing available:

Local

(check)

Public \_\_\_\_\_ Private Individual \_\_\_\_\_ Financial Institutions \_\_\_\_\_

Purpose

(check)

Site and/or construction \_\_\_\_\_ Purchase shell building \_\_\_\_\_ Operating \_\_\_\_\_

Other types of assistance or subsidy \_\_\_\_\_

(list)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

APPENDIX B

Number and Percent Change in Manufacturing Employment 1961-66 and 1969 for Large and Small Center Areas of Eastern, Central and Western Pennsylvania.

Area	Counties in Area	Number Employed in Manufacturing			Annual Change in Manufacturing Employment			
		1961	1966	1969	Number		Percent	
					1961-66	1966-69	1961-66	1966-69
EASTERN METROPOLITAN REGION								
LARGE CENTER AREAS								
Philadelphia . . . . .	Burks, Chester, Delaware, Montgomery, Philadelphia	454,270	470,644	474,557	3,275	1,304	0.7	0.3
Allentown-Bethlehem . . . . .	Lehigh, Northampton	80,628	86,470	84,808	1,096	-554	1.4	-0.6
Scranton-Wilkes-Barre . . . . .	Lackawanna, Luzerne, Wyoming	74,681	85,745	90,487	2,213	1,581	3.0	1.8
York . . . . .	Adams, York	51,239	58,102	61,638	1,373	1,179	2.7	2.0
Reading . . . . .	Berks	50,298	55,643	58,282	1,069	880	2.1	1.6
Harrisburg . . . . .	Cumberland, Dauphin, Lebanon, Perry	46,253	50,602	51,289	870	229	1.9	0.5
Lancaster . . . . .	Lancaster	44,891	51,902	52,597	1,402	232	3.1	0.4
Sub-Total . . . . .		802,260	859,108	873,658	11,370	4,850	1.4	0.6
SMALL CENTER AREAS								
Pottsville . . . . .	Schuylkill	21,095	22,956	24,083	372	376	1.8	1.6
Sunbury-Shamokin . . . . .	Montour, Northumberland, Snyder, Union	19,993	25,324	24,628	1,066	-232	5.3	-0.9
Chambersburg-Waynesboro . . . . .	Franklin, Fulton	10,716	13,440	14,425	545	328	5.1	2.4
Berwick-Bloomsburg . . . . .	Columbia	9,881	11,313	12,207	286	298	2.9	2.6
Lehighton . . . . .	Carbon	8,155	7,834	7,661	-64	-58	-0.8	-0.7
Lewistown . . . . .	Juniata, Mifflin	7,041	8,675	9,591	327	305	4.6	3.5
Stroudsburg . . . . .	Monroe	4,476	5,171	5,349	139	59	3.1	1.1
Sayre-Athens . . . . .	Bradford	4,329	5,659	6,668	266	336	6.1	5.9
Honesdale-Matamoras . . . . .	Pike, Wayne	2,524	2,532	2,647	2	38	0.1	1.5
Montrose . . . . .	Susquehanna	2,100	2,665	2,375	113	-97	5.4	-3.6
Dushore-Laporte . . . . .	Sullivan	611	694	600	17	-31	2.7	-4.5
Sub-Total . . . . .		90,921	102,263	110,234	3,068	1,324	3.4	1.2

APPENDIX B (Continued)

Area	Counties in Area	Number Employed in Manufacturing			Annual Change in Manufacturing Employment			
		1961	1966	1969	Number		Percent	
					1961-66	1966-69	1961-66	1966-69
CENTRAL NON-METROPOLITAN REGION								
LARGE CENTER AREAS								
Altoona . . . . .	Blair	12,253	14,330	15,573	415	414	3.4	2.9
SMALL CENTER AREAS								
Williamsport. . . . .	Lycoming	17,665	20,862	20,121	639	-247	3.6	-1.2
Dubois. . . . .	Clearfield, Jefferson	10,410	10,898	11,451	98	184	0.9	1.7
St. Marys . . . . .	Cameron, Elk	8,986	11,397	10,603	482	-265	5.4	-2.3
Bradford. . . . .	McKean	7,540	8,613	7,982	215	-210	2.8	-2.4
Lock Haven. . . . .	Clinton	5,946	6,881	7,106	187	75	3.1	1.1
Warren. . . . .	Warren	5,234	6,499	6,226	253	-91	4.8	-1.4
State College . . . . .	Centre	4,629	6,649	7,041	404	131	8.7	2.0
Huntingdon. . . . .	Huntingdon	2,782	4,279	4,469	299	63	10.8	1.5
Wellsboro . . . . .	Tioga	2,719	2,805	2,790	17	-5	0.6	-0.2
Bedford . . . . .	Bedford	1,429	1,956	2,403	105	149	7.4	7.6
Coudersport . . . . .	Potter	1,031	1,319	1,389	58	23	5.6	1.8
Sub-Total . . . . .		68,371	82,158	81,581	2,757	-192	4.0	-0.2
WESTERN METROPOLITAN REGION								
LARGE CENTER AREAS								
Pittsburgh. . . . .	Allegheny, Beaver, Washington, Westmoreland	261,221	270,837	259,218	1,923	-3,873	0.7	-1.4
Erie. . . . .	Erie	34,912	44,198	43,164	1,857	-345	5.3	-0.8
Youngstown (part) . . . . .	Lawrence, Mercer	31,037	35,503	33,956	893	-516	2.9	-1.5
Johnstown . . . . .	Cambria, Somerset	21,707	26,903	26,485	1,039	-139	4.8	-0.5
Sub-Total . . . . .		348,877	377,441	362,823	5,713	-4,873	1.6	-1.3

APPENDIX B (Continued)

Areas	Counties in Area	Number Employed in Manufacturing			Annual Change in Manufacturing Employment			
		1961	1966	1969	Number		Percent	
					1961-66	1966-69	1961-66	1966-69
WESTERN METROPOLITAN REGION (Continued)								
SMALL CENTER AREAS								
Butler	Butler	10,217	15,015	14,564	960	-150	9.4	-1.0
Meadville	Crawford	8,577	10,529	9,974	390	-111	4.6	-1.8
Uniontown-Connellsville.	Fayette	7,604	8,706	8,852	220	49	2.9	0.6
Oil City, Franklin	Forest, Venango	7,570	7,684	7,321	23	-121	0.3	-1.6
Kittanning-Ford City	Armstrong	5,377	6,322	6,092	189	-77	3.5	-1.2
Indiana	Indiana	3,889	4,954	5,489	213	178	5.5	3.6
Clarion	Clarion	2,746	2,459	2,457	-57	-1	-2.1	*
Waynesburg	Greene	675	679	711	1	11	0.1	1.6
	Sub-Total	46,655	56,348	55,460	1,939	-296	4.2	-0.5

\*Less than -0.05 percent.

Source: Derived from data in "Pennsylvania Industrial Censuses - 1961, 1966 and 1969", Pennsylvania Department of Commerce, Harrisburg, Pennsylvania.

