

PROCEEDINGS
SEVENTH ANNUAL COMMUNITY
GROWTH CONFERENCE



INSTITUTE OF REGIONAL AFFAIRS
WILKES COLLEGE
WILKES-BARRE, PENNSYLVANIA

ARCHIVES
JS333
L8W682
7TH, 1961



LIBRARY

WILKES-BARRE
PENNSYLVANIA

PROCEEDINGS

SEVENTH ANNUAL COMMUNITY GROWTH CONFERENCE

SEPTEMBER 27, 1967

WILKES-BARRE, PENNSYLVANIA

Institute of Regional Affairs

Wilkes College

Wilkes-Barre, Pennsylvania 18703

ARCHIVES

JS 333

L8W683

7th, 1967

FOREWORD

Most people want to improve themselves with good leadership and a practical program, the average responsible citizen will work energetically for a better community. A time-tested program shows that intelligent use must be made of the answers to four questions: What do we want? What do we have? What do we need in order to get what we want? How do we get what we need?

Experience shows that communities develop the greatest degree of self-reliance when they are best informed and stimulated.

If the renaissance of Northeastern Pennsylvania is to continue, improvement and changes must be made in housing, industry, education, government, appearance, transportation, and a host of other aspects of living. In other words, the first job of everyone residing in Northeastern Pennsylvania is to make progress in the above areas in order to make this part of the state a place where people will want to move into and not out of (as bad as the English may sound).

But is that enough? Granted that a New Northeast is in the making, and granted that an intelligent leadership has worked hard at creating a new image worth defending, shouldn't we now pause to see just what our image is to outsiders? How do they view us? Is our new image good or bad? Do the old notions of the past continue to linger?

A sense of that image developed when the Wyoming Valley Sanitary Authority floated a \$17,000,000 bond issue in the summer of 1967. Several of the largest institutional buyers of tax exempt bonds declined to purchase the Authority's bonds because, they said, Northeastern Pennsylvania has a "bad" image. It was then that the planning committee of the Growth Conference hit upon the idea of considering the significance of image to the successful rebirth of the area. Thus, the theme selected for the 1967 Seventh Annual Community Growth Conference was "How Can We Improve the Image of Northeastern Pennsylvania?"

Forces are undoubtedly at work to change the old image and notions of the past. Some of the notions no longer apply because conditions have changed. Some of the bad connotations associated with the

GIFT/2/1968

region never existed. Some of the notions are unjust because they lack truth. Some may have just enough truth that the accumulation becomes damning.

What is obvious is that more work needs to be done completely to change that image. This task must be approached from two standpoints: (1) improving the concept of the area by the people who live here and making them knowledgeable of the redevelopment so that they can become emissaries in selling the area; and (2) undertaking a public relations program aimed at those outside the area to combat unfavorable connotations of Northeastern Pennsylvania.

For the second successive year another new format was attempted to bring the attendees into the heart of the program. The "Phillips 66" not only provided a vehicle for audience participation, but also turned into a "soul-searching" affair, which can only produce beneficial results and a determined action to improve the image.

The consensus of the planning committee was that the Conference was most successful. The Committee would like to take this opportunity to extend a sincere word of thanks to the visiting experts, to the chairman of the respective segments of the programs, to the exhibitors, to the discussion leaders, to the local speakers, to the registrants at the Conference, and to the sponsors and contributors, whose assistance helped not only to make the Conference financially possible but who also contributed measurably in the planning for the Conference.

Hugo V. Mailey, Director
Institute of Regional Affairs

TABLE OF CONTENTS

Foreword ii

Program vi

Sponsors viii

Introductory Remarks by Dr. Eugene S. Farley 1

"Definition and Importance of Image"
by Arthur C. Kaufmann 2

Introductory Remarks by J. J. O'Malley 9

"What is the Image?"
by Bernard C. Meltzer 10
by Charles W. VanKeuren 14
by John R. Sauerteig 21

Introductory Remarks by Horace Kramer 26

"What Can Be Done to Change It?"
by George Akahoshi 27
by Thomas Gallagher 32

Introductory Remarks by Mrs. Donald Bennett 37

"The Image of the Future"
by David M. Walker 38

"PHILLIPS 66"
Remarks of the Moderator by James Lee 43

Introductory Remarks by Reuben H. Levy 47

"APERCU"
by Tom Bigler 48

Roster of Attendance 50

SEVENTH ANNUAL COMMUNITY GROWTH CONFERENCE

September 27, 1967

"How Can We Improve the Image of Northeastern Pennsylvania? "

8:30 - 9:30 A.M. Breakfast Wilkes College
New Dormitory

Chairman: "DEFINITION AND IMPORTANCE OF IMAGE"
Dr. Eugene S. Farley, President, Wilkes College
Speaker: Arthur C. Kaufmann, President, Arthur C. Kaufmann &
Associates Inc.

9:45 - 10:45 A.M. Wilkes College
Fine Arts Center

Chairman: "WHAT IS THE IMAGE?"
J. J. O'Malley, President, Greater Wilkes-Barre Cham-
ber of Commerce
Panelists: Bernard C. Meltzer, MAI and SREA, Albert M. Green-
field & Company
Charles W. Van Keuren, Assistant Director of Indus-
trial Development, P. P. & L.
John R. Sauerteig, Vice President, Smith, Barney & Com-
pany

Coffee Break

11:00 A.M. Wilkes College
Fine Arts Center

Chairman: "WHAT CAN BE DONE TO CHANGE IT?"
Horace Kramer, Chairman, Wilkes-Barre Redevelop-
ment Authority
Panelists: George Akahoshi, Vice President, Real Estate Research
Corporation
Thomas Gallagher, Consultant, Mullin & Lonergan

12:30 - 2:00 P.M. Luncheon Hotel Sterling
Crystal Ballroom

Chairman: "THE IMAGE OF THE FUTURE"
Mrs. Donald Bennett, President, Junior League of
Wilkes-Barre
Speaker: David M. Walker, President, David M. Walker Asso-
ciates

2:15 - 3:15

Hotel Sterling
Crystal Ballroom

"PHILLIPS 66 "

Chairman: James Lee, Assistant Editor, Times Leader Evening News

3:30 - 4:00 P.M.

Hotel Sterling
Crystal Ballroom

"APERCU"

Chairman: Reuben H. Levy, Chairman, Wyoming Valley Sanitary
Authority

Speaker: Tom Bigler, News Director, WBRE-TV

4:00 - 5:30 P.M.

Cocktail Hour

Hotel Sterling
Adams Room

SPONSORS

Greater Wilkes-Barre Chamber of Commerce

Greater Wilkes-Barre Jaycees

Home Builders of Northeastern Pennsylvania

Institute of Regional Affairs

Junior League of Wilkes-Barre

Luzerne County Boroughs Association

Luzerne County Housing Authority

Luzerne County Redevelopment Authority

Northeastern National Bank

Wilkes-Barre Advertising Club

Wilkes-Barre City Planning Commission

Wilkes-Barre Housing Authority

Wilkes-Barre Redevelopment Authority

Wyoming Valley Sanitary Authority

WILK

WNEP-TV

EXHIBITOR

Wilkes-Barre Redevelopment Authority

INTRODUCTORY REMARKS

by

Dr. Eugene S. Farley, President
Wilkes College

On behalf of all of the sponsors, I would like to welcome all of you to the Seventh Annual Community Growth Conference. When the Growth Conference was inaugurated 6 years ago, the sponsors only did dream about the changes that have taken place since then. Each succeeding Conference has aroused a great deal of interest. They have been interesting and provocative and have had far-reaching effects.

Judging from the large attendance today, I feel that the Conference theme must be interesting to all of us. It is a challenge and perhaps even greater progress can be made when we take stock of ourselves and to quote Robert Burns "to see ourselves as others see us."

We have come a long way here in Northeastern Pennsylvania but there is still a long way to go. It is hoped that today's sessions will provide us with some tools to help us along that way.

The topic of our first speaker this morning will provide us with an excellent point of departure. We must define "image" before we can examine it. Mr. Arthur Kaufmann is evidently well qualified to discuss this topic with us because of his varied and extensive experience in banking, broadcasting, and management consulting.

A NEW IMAGE FOR THE NORTHEAST

by

Arthur C. Kaufmann, President
Arthur C. Kaufmann and Associates, Inc.

Ladies and Gentlemen, I'm deeply pleased to be in any city that wants to talk about growth and development because that characterizes the age we're living in.

I don't know how many of you had the privilege of attending the Pennsylvania Society Dinner last December in New York, but Roger Blough, the President of the U. S. Steel Company, told this story on himself. He said that he overheard two gentlemen talking about him and one said to the other one, "Have you heard Roger Blough's last speech?" And the other man replied, "I hope so."

My appearance here today is not to make my last speech. As a matter of fact, it's not to make a speech at all. My intent here this morning is simply to exchange ideas, from the standpoint of a businessman and a lifelong resident of the Keystone State.

My youth was spent in the western end of the state, with the exception of a few years when my father was in business in Scranton. In those days the height of my athletic prowess was to ride from Scranton to Wilkes-Barre on my bicycle. Those who were in a hurry boarded one of the first third rail systems in the world, which many of you remember, called the Laurel Line.

In 1934, business took me to the eastern end of the State. Several years later, I almost wound up in Harrisburg when Governor Duff made the mistake of inviting me to be Secretary of Commerce. Unfortunately, because of other business commitments, I couldn't accept. This was probably fortunate for the State. During the intervening years, the business and industry of the State continued to be of prime concern to me. That's why I accepted Governor Scranton's appointment to the Executive Committee of the 100,000 Pennsylvanians. This is why I accepted your invitation to participate in this aptly named Growth Conference.

Perhaps you may not have heard the story of the lady who was flying. The plane experienced tremendous turbulence, as the airlines call it. She stood this just about as long as she could and finally leaned across the aisle to a man of the cloth who was seated there apparently quite composed. She said, "Reverend, can't you do anything about this?" He thought for a minute and said, "No, Madam, you see I'm in sales, not in management."

At present, our organization is engaged in both sales and management which, in our judgement, are the two most important phases of modern business operation. Today these two commodities are in the shortest supply everywhere in the whole world. Sales and management comprise those two vital ingredients that are necessary requisites to make every business successful -- and industrial growth throughout the world has indeed become big business in every sense of the word.

I want to congratulate you of the Northeast on your tremendous strides forward in the last decade. To a large extent, you have succeeded in improving the former John L. Lewis image of coal cave-ins and corruption.

The dictionary which I consulted defines image as a "likeness, imitation, or counterpart of any person or thing" -- a reflection from a mirror. That's the dictionary definition. I believe that image is not what we think we are, but the opinion we have created in the minds of others. In other words, image is a flexible thing subject to change like anything else that is in the mind. We know that you will concur in the opinion that the new posture of this area (for many years considered a depressed area) received a tremendous boost from the Scranton Administration primarily through the work of the 100,000 Pennsylvanians, as did the entire State.

In making this statement, however, I am not unmindful of the enormous contribution to this operation "bootjack" which has been made by your own business and civic leaders as well as by those public-spirited groups who are here today and serving as sponsors of this Conference.

And while I'm passing out compliments may I compliment your Redevelopment Authority for that wonderful display in the Sterling Hotel lobby and for this wonderful booklet which describes some of the progress that I have just referred to.

To return to my reference to the State, the State Government did provide the leadership, but I also recognize that you provided the blood,

sweat, and tears. It is just that combination between government and business which should prevail in a democracy like ours. Fortunately, it does for all of us.

So far, I've been talking about the past. You may have heard the story of the man riding in a taxicab in Washington, who passed one of the government buildings that had engraved on the stone over a door a little saying, "The past is just a prologue." The gentleman in the cab turned to the driver and said, "Excuse me, but what's that mean?" The cab driver said, "Well that just means that you ain't seen nothing yet."

So as a great philosopher once said, "Talk to me about the future --- I expect to spend the rest of my life there." The Forbes Magazine Anniversary Edition which came out last week said, "This isn't really the future we're talking about; the future is here now." The amazing thing is how few businessmen are really doing something about it.

Indeed, you in this area have turned the corner. The question now, like the old song, is: "Where do we go from here?" We believe you can go far, notwithstanding that today we are witnessing the greatest competition nationally and internationally that ever existed among states and cities for the location of new business and industry. Not to be overlooked either is the common market, which has had its international influence on plant sites and trade expansion.

It's an accepted truism that competition is the life of trade.

I referred before to Operation Bootjack. Operation Bootjack were words made famous in Puerto Rico to describe the unprecedented industrial progress, some phases of which we in our organization observed in action. Our organization was privileged to make some studies for the Economic Development Administration of Puerto Rico and consequently is familiar with the highly successful programs which they initiated, many of which continue in operation today. During this period, the Island was raised from poverty to one of the most diversified industrial areas in the world, creating new and higher standards of living for more and more people.

We believe in people; and, what's more, it is people, not things which make the world. Gainful and full employment is the goal to be achieved which in itself will solve many of the problems which confront this country today.

As you well realize, Communism breeds on depression, poverty, and unemployment. Having been behind the Iron Curtain six different

times, I can speak with some personal knowledge of what it means to be an American and just how business thrives under our free enterprise system in distinct contrast with industry which is completely state operated and dominated.

But you ask how do you of the Northeast proceed to accomplish similar objectives to those which characterize Operation Bootjack and similar industrial successes elsewhere? It's not easy, but then nothing worthwhile in the world comes easy. There are a few things which have been done with professional objective guidance that may be helpful.

The story was told about a man who was on his deathbed. His attorney was sitting on his right side going over his will. They thought they had everything pretty well resolved and finally the man said to the attorney, "You know, I'm going to be cremated and you haven't told me what to do with my ashes." After reflecting, the lawyer said, "Well, I'll tell you what I think I'd do. I'd take an envelope and I'd write on it -- 'To Uncle Sam, now you have everything.'"

Now nobody in the world -- no industrial area, no territory, no island -- has everything. But there is a great virtue in making a feature out of what you do have. It seems to me that you start in this region with one tremendous advantage -- your excellent geographical location, aided and abetted by splendid transportation and a good network of road patterns. Hence, this area in my judgment should always be referred to as the GREAT NORTHEAST -- not just the Northeast. The mere addition of that one word may have significant psychological implications if properly implemented.

Nothing in the world is great unless we make it so. Nothing succeeds like success. Thus, extraordinary steps must be taken to get the word spread around that you in the region are really going places. The message can be carried in these days of fast communications by every available media, starting of course with all those individuals presently engaged in business in this area. Unless you and your fellow residents are completely and enthusiastically sold on the region, you haven't a ghost of a chance of selling it to the outside world.

You began this sales job by holding this kind of Conference. Business and industry seminars should be arranged with proper guidance. Talks by the governor of Pennsylvania, the United States Secretary of Commerce, as well as other officials whose opinions are meaningful to the people who are considering locating and expanding their plants and industry, are of utmost importance. All of this, of course, will accidentally, but on purpose, spill over into national business publications.

As part of all this, "come see" tours can be planned, and figures discussed and published on your progress in recent years. Certainly an impressive picture can be painted and broadcast to the outside world. It's been said that you can't beat an empty drum, as some centers are trying to do. You have a solid record to show and to sell the world. You can have studies made by independent organizations, which will point up your attributes as well as emphasize the possibilities of expanding present business in the area with a resultant increase of job opportunities. You are all the while documenting the advantage of locating new plants in the GREAT NORTHEAST.

Substantially improving your image, as the Madison Avenue boys call it, will not be accomplished by the mere expenditure of money but rather by initiative, resourcefulness, and the intelligent carrying out of a program that is replete with ideas.

So often, everyone is in favor of doing something new, provided it's exactly what they have been doing. This is best illustrated by the story of two General Motors men who lived out in Grosse Point, a suburb of Detroit. Over a drink one night they were talking about how long it takes them to drive to work in the morning. The one man insisted that he did it in 20 minutes, without breaking the legal speed limit. The other man said that it wasn't possible. So they arranged to have coffee the following morning and sure enough the man drove him to the plant in 20 minutes without breaking the speed limit. When he arrived there, his friend turned to him and said, "I know, but you didn't use Route 23."

Now how many of us in our minds get on Route 23 in everything we do? We get into these terrific habits, and unless we proceed just that way, then nothing that we do may be right. On the contrary, I happen to believe that the important thing we have to do is to grow broader instead of growing narrower as we go along in life.

Today there are many new and different ways of arriving at our destination. Whether you take the right road and cash in on your natural advantages depends entirely on your leadership and the cooperation of your civic groups. Your acceptance of this challenge can bring you to the future of what can indeed become the GREAT NORTHEAST. For this, both present and future generations will owe those of you who participate an eternal debt of gratitude.

Such a challenge was successfully met by Pittsburgh's business leaders, whose pioneering efforts commenced just before I left to take up residence in Philadelphia. Pittsburgh was rapidly heading downhill over a period of years until Richard Mellon, who was then serving in Washing-

ton, D. C. as Assistant To General Hershey in the Selective Service Program, discovered that there were \$5 million of federal funds earmarked for Pittsburgh's Redevelopment. Despite its state of decay, the city then had a Mayor who refused to accept what he referred to as "dirty Roosevelt money." Richard Meilon was incensed that while Pittsburgh was slipping so badly, the politicians wouldn't take the subsidy. He called a meeting of about 17 business leaders at Pittsburgh's Duquesne Club. The discussion lasted several hours, at the conclusion of which the business community -- men and women like yourselves here today -- agreed to accept the \$5 million allocation and pledged the relatively small sum of \$70,000 to start what is now known as the Allegheny County Development Council. From that day on, Pittsburgh began moving ahead rapidly. This progress continues not necessarily because of the vast sums of money that have been spent but because of its business leadership and absolute dedication to the ideal that nothing shall stop Pittsburgh's progress.

Philadelphia too has made great strides in this field, primarily because of a strong Chamber of Commerce as well as a result of the Philadelphia Industrial Development Corporation's aggressive activity in retaining old industry while attracting new industry. I have over a period of many years been privileged to participate in these successful endeavors, which indeed have drastically changed the business climate in greater Philadelphia.

What I've tried to do today is to stimulate your own thinking, rather than outline a complete program for your industrial renaissance. I do not wish to create the impression that we're experts. In my judgment, there are no experts. I like that definition of an expert which says he's like the eunuch -- "He knows what ought to be done but he can't do it himself." And neither do I want to qualify for the title of an economic orator, of which the woods are full of these days. One need not qualify for that title to understand that the world is indeed in a period of expanding economy, which will continue for many years to come, despite politics, or despite minor interruptions.

Your ability to realize a fair share of this prosperity depends entirely on your motivation through a strong and coordinated leadership which will brook no interference in the achievement of your goals. I spoke of orators and experts, and it occurs to me that it's ridiculously easy to establish oneself as an economic orator junior grade with very little work and no inside information at all. One can impress friends and win bets by doggedly sticking to a simple strategy. It's relatively easy to predict no significant change, taking for granted that tomorrow will be about the same as today and next year not very different from this year.

If one wants to refine this prognostication slightly, simply assume that the obvious trends will continue. In so doing, of course, you can miss such turning points as sudden plunges in stock prices as will most of the other experts. You'll be right most of the time, and more often than not, you'll beat the market analyst and other full-time forecasters. Every intense study of such predictions shows that they missed the major turns more than half the time.

But then when you tire of economics, you can switch to meteorology. The same basic strategy works admirably for predicting tomorrow's weather. If, for instance, it's sunshiny today, the odds are increased that the sun will shine tomorrow. But as Mark Twain said, "Everyone talks about the weather, but no one does anything about it." Now this seems to me to be a very good cliché to repeat this morning because this something has to do with business. There are a great many people who live in these communities who talk about business and who have criticism and adverse comments to make, but the important thing is to forget them. The people who think optimistically and constructively and are willing to work will help to accomplish your objective. The success of this little recipe I have just outlined suggests that professional economists are pretty naive about forecasting, all of which simply points up the necessity for ignoring the theoretical -- for ignoring the theoretical and proceeding full speed ahead with a practical program -- a practical program that will accomplish what is necessary while this unprecedented opportunity exists.

Finally, I ask you to remember that this country and every facet of it was made as great as it is today by men who dreamed the impossible -- who fight the unbeatable dream and bear with unbearable sorrow and run where weak men dare not go.

INTRODUCTORY REMARKS

by

J. J. O'Malley, President
Greater Wilkes-Barre Chamber of Commerce

Now that we have examined the importance of the image of the area we turn to a consideration of what presently is the image. Many of us locally have seen changes take place over the past few years but since "ye may be too close to the trees to see the forest" we have asked our panelists of varying areas to tell us what "they" think on the outside.

Mr. Sauerteig from Smith, Barney & Company spent some time this summer selling bonds for our Wyoming Valley Sanitary Authority and had the benefit of running across a number of impressions about this area. Mr. Van Keuren, as a representative of PP&L in the field of Industrial Development, has also been exposed to a number of ideas concerning the image of this area since this area is a very important part of the PP&L market area. Mr. Meltzer being in a closely related field with one of the larger real estate firms in the Southeastern Pennsylvania area, I'm sure, has also heard comments concerning this area. These three panelists should present us with a good idea as to what is the image.

SOME NOTIONS OF THE NORTHEAST BY AN OUTSIDER

by

Bernard C. Meltzer, MAI & SREA
Albert M. Greenfield & Co.

After that introduction I'm expected to say something brilliant. I know you've come to hear some imaginative speeches, concepts, and ideas. As I look around at the panel I hope we can deliver. Of course, I do have one advantage over the others -- I'm 100 miles from home and that qualifies me as an expert. I have found that my degree of expertise varies inversely with the distance from home. I like 1,000 better but 100 miles is acceptable.

Since you are interested in urban revitalization, may I tell you my story that concerns St. Peter and the Devil. They were having quite an argument. The Devil was saying to St. Peter, "Downstairs we are crowded -- we're living on top of one another. Our housing is in terrible shape. In fact, we have one gigantic slum. You people here have this beautiful rolling country practically unused." St. Peter answered, "Well, I know you've had your eyes on it for a long time, and you have tried to buy it. I'm not going to sell you any part of it unless I have the assurance that someday more people will be coming upstairs to me than going down to you." The Devil replied, "Well, you're forcing my hand. Remember, we're separate entities. Under the Celestial Renewal Act, I have the power of eminent domain. I'm going to organize my own Celestial Redevelopment Authority, and get my experts to work. We'll work up a project and condemn all this land."

St. Peter replied, "I realize you could do that. But I'm warning you -- if you do, it'll cost you a pretty penny because this is beautiful land." The Devil thought for a while -- and then he started laughing. St. Peter asked, "What's so funny?" The Devil said, "I forgot. You had me worried for a while, but then I remembered. Downstairs with me I've got all the experts -- bankers, attorneys, real estate men, and all the others involved in renewal."

I'm taking the position of the devil's advocate. I'm fulfilling my assignment in waking up the Conference. I want the Conference to get started with a bang; not an explosion, just a bang. I'm the anvil against which the subsequent speakers will beat their plow shares.

You may well ask, where did I get the components of the image that I'm going to paint? As a nationally syndicated columnist, I receive as many as 10,000 letters a week. Of course, all the 10,000 letters don't concern the Wilkes-Barre/Scranton Area. But since the local media is the Philadelphia Bulletin, which extends to this area, I do get many letters about this area from time to time.

I also travel quite a bit. Many people outside this immediate Northeast Pennsylvania have the idea that Scranton and Wilkes-Barre are suburbs of Philadelphia.

In the corridor from Boston to Washington, there is a very definite image of this area. I travel the length and breadth of this corridor and I talk to public officials, community leaders, and bankers. So may I give you the "collected image" of this area, if I may call it that.

Let me quote: "Northeast Pennsylvania was especially favored on creation day. It has unlimited natural resources and fruitful valleys. It is spaced with green rolling hills, flowing with milk and honey -- populated with a vigorous, honest, intelligent, imaginative, brilliant people." Where do you think that came from? I lifted this out of the typical Chamber of Commerce literature. Do you agree with that description? Most of you are probably skeptics. May I tell you, then, what the skeptics on the outside see as the image of this area.

This area is viewed as one big poor house and a vast slum area. Not too long ago I was in West Virginia in a little town where poverty was rampant. One of those areas makes the slums of Philadelphia seem luxurious by comparison. One of my hosts found out that I was from Philadelphia, and he sympathized with me. He said, "I know we're pretty bad down here, but you have a much worse area up in Scranton and Wilkes-Barre, don't you?" I quote that to show how far images go.

People, in general, have an image as far as the slum aspect goes. They'll tell you stories of how they drove through this area and saw town after town of dilapidated and unpainted wooden houses.

The people in Washington, fortunately not the informed people, cannot figure out why you haven't had any riots in the Wilkes-Barre

Scranton area. They associate riots with slums. Their computers tell them that the Wilkes-Barre-Scranton area is ripe for riots, but they can't quite fathom why riots haven't occurred.

The area is also characterized by strong backs and weak minds. The coal digger is the symbol. Education is for squares. Many believe that this area has achieved Utopia. The women work, the men stay home, bootlegging coal and drinking beer. In the New York area, this is the image of your area.

Part of the area image is that the major export of this area is young people. They leave home because of lack of opportunity. Many persons in my age bracket run into many former residents of this area. This impression does prevail.

Another impression for which you are partially responsible is that the area is being sustained by federal government handouts. In general, this is a prevailing opinion. There are approximately 435 government programs under which the federal government gives aid to urban communities. I don't think the Wilkes-Barre-Scranton Area qualifies under all these 435 programs. And yet, the impression abounds that you are a "handout" area for all government programs.

An added impression is that this is a place where industry looks for cheap labor. This image originates in Northern New Jersey and the New York area. Your past history is associated with this idea in that it relates to the garment industry. It is still haunting you today.

Tied to the above impression is that this area is a place where industry does not want to face up to the non-white problem. This is a prevailing notion from Philadelphia south -- into Wilmington, Baltimore, and Washington.

It is also a place that breeds prime athletes, who must leave the area in order to receive recognition by sustaining the football teams of about 100 southern colleges. I will not comment on this notion because there might be a recruiter in the audience.

Another part of the image is that industry moving into the area is doing so because of local subsidies and local inducements. This is an image that floats around generally in the Northeast corridor of the United States.

Many people outside your area believe that one of the major industries of your area is repossessing television sets, washing machines, and automobiles because people can't pay for them.

And last but not the least, this area is famous for its beautiful women, men who can hold strong liquor, and politicians who stop at nothing to get elected. This last one needs some clarification.

Politics in Luzerne County is supposed to be very dirty. This is one of the reasons why bright young men coming out of universities stay away from this area. College students won't come to this area, as a rule, because the feeling is that their professional qualifications will have nothing at all to do with the position or the advancement they might seek. This is the image in city planning, urban economics, and other fields.

Your unfavorable image never allows you to benefit from the irrational decisions that are made in the selection of plant locations. You people assume that plant location is predicated on a very logical decision, as a result of experts collecting information, feeding it into computers (no one uses a calculator anymore) and coming up with a decision. This may occasionally happen. Most of the time, however, plant location is arrived at in an irrational manner. I know it because I've been involved in it. These irrational decisions all result from whims and fancies created by an image.

If I had been the third speaker on the program instead of the first one, I would have taken a different approach. The statistics are not bad, the image is bad. And to this point, I have spoken quite frankly.

One fact is evident -- you are not getting your message across. I happen to know your story. However, you certainly are hiding your candle under a bushel. What you need is a good public relations campaign. You must get to the decision makers -- the image makers. You people can't do very much individually. One person can influence only a very few in his lifetime. Get to the media that influence decisions. You are well located, and have a lot going for you, both in people and location.

May I emphasize again, get your message across.

In the question period, I will try to sustain some of these points and give you illustrations.

INDUSTRIAL LOCATION FACTORS
AS RELATED TO IMAGE

by

Charles W. Van Keuren, Assistant Director
Industrial Development, P. P. & L.

What kind of image do you present of Northeast Pennsylvania when you meet and talk to people from other areas? Do you always speak positively about your area . . . or, more specifically, your hometown?

There are good images and there are bad images. An image is defined in part as "a mental picture of something; idea; impression." For a few minutes I will discuss with you our observations of the image of Northeast Pennsylvania - some good - and some bad.

Speaking in terms of industrial development - how does a region - any region - acquire a poor image.

A poor image is easily acquired by the existence of poor community attitude and appearance, labor unrest, lack of available industrial buildings and sites, poor transportation and accessibility. Then there are those who would seek to capitalize on someone else's misfortune. We have all read and have seen the editorials and pictures which so precisely describe the scarred earth, the acid waters, and the mine fires not in our local publications, but in the metropolitan newspapers and nationally circulated periodicals. All are negative approaches to the region and present an image of devastation to people all across the country. Indeed it is most difficult to read optimistic words or see pictures of the positive side of the coin.

What has been done in this area that after World War II threatened to turn it into an economic waste land? Jobs disappeared, the population declined as many people migrated to other areas. Poverty gripped the region as the result of dependence on one main industry.

But through teamwork and sheer hard work, those who remained behind built a new and solid economic base. The key to the region's comeback has been the attraction of new diverse industry.

Since 1960 through 1966 over 430 new industries located in the Northeast. The industries provided employment to 28,000 men and women with annual payrolls amounting to more than \$125 million. During this same period more than 160 existing industries expanded their operations. A most vital aspect of this economic miracle has been the reduction in unemployment. In the latter part of 1960 the unemployment rate in Northeast Pennsylvania was 13.75%. At the end of 1966 the rate was down to 5.2%. This is truly a remarkable and dramatic reduction. Also included in this economic turn around was a virtual end to the outflow of younger workers. So you see -- the image cannot be all bad.

The driving force behind the revitalization has been, of course, the people themselves and industrial development groups that were formed. During the 20 year period from 1946-1966, these groups raised more than \$21 million, created industrial parks, built shell buildings, and sold them to new industry. Today this industrial development effort is more intense than ever and the influx of new industry continues.

What makes an area attractive to new industry? Industry considers a host of factors which are essential in determining the right location for its particular operation. The importance of each factor varies considerably according to the industry involved. There could be as many as 10, 20 or even more factors to consider.

However, studies of case histories of plant location decisions reveal that 4 or 5 factors invariably stand out over all others for the majority of industries.

The first one is Nearness to Markets.

Proximity to major consumer and industrial markets ranks high among plant location factors considered by practically every industry. Industry wants to be close to markets so they can be served efficiently and profitably. We feel that this area is at the center of the most highly concentrated consumer and industrial market in the nation. We tell our prospects this is the "Heart of the Market." Our strategic geographical location has and will continue to provide an excellent image of nearness to markets.

A second prime factor is transportation.

We believe Pennsylvania with a balanced transportation system of air service, rail service and highways has one of the most flexible systems in the country.

The completion in the near future of Interstate 80, the Keystone Shortway, as the quickest east-west super highway will immensely increase the region's attractiveness as an industrial location, the scenic beauty of the Poconos will be even more accessible to millions of tourists and vacationers.

Blend in interstate routes 81 and 84 and the turnpike and you have a network second to none in the nation.

The interstate highway is a leading factor for industry considering Northeast Pennsylvania. Interstate 80, 81, 84 and also the Pennsylvania Turnpike connecting the region to the major markets in the Eastern United States and also linking us to the midwest is constantly being brought to our attention by industrial prospects. Such questions as "How soon will Interstate 80 be completed to New York City?" - or - "How far can you go on Interstate 80?" indicates an improving image in transportation.

A third factor is Productive and Dependable Labor.

This is an extremely important consideration in the location of a new plant. We believe the northeast has a favorable labor picture to present. There has been a continuing improvement in relations between industry and labor. In some area communities, labor-management councils have been quite effective in solving mutual problems. An outstanding example is Wilkes-Barre's very successful Labor-Management-Citizens Committee. We believe it has proved and continues to be a positive factor in creating a climate of understanding and joint responsibility in the area's labor management relations. However, aside from what we know of our area, on this factor we do not present a very good image!

For example:

1. A prospect once told us that he has a friend with a plant in the region who complained that the men won't work for anything but top dollar as their wives are working and making big money. The men would rather not work if they can't match or surpass the wages of their wives.
2. Another area industrialist told a prospect that his employees were paid on piece rates. If quota was reached by 2:00 P.M. working until 5:00 P.M. could substantially increase the take-home pay. He said the plant has to be shut down after 2:00 P.M. - everyone has gone home - they don't want to work.

3. On the other hand, I can think of a firm which located in the area only after an exceptional selling job. The key man was so pleased with his labor experience that he was instrumental in the location of another division in the area.

4. Consider this - there are industrial prospects who still believe that there are more strikes in the region than anywhere else in the country. In fact, one industrialist who is presently operating a new plant in the area told us that local workers will walk out at the drop of a hat for any reason. In most cases, the walk out will be of short duration, but nevertheless, disruptive. The workers' first thought at any disagreement is "sit down" or "walk out."

5. Here is another area of interest for the newspapers. A strike in Scranton or Wilkes-Barre would be front page news in New York, no matter how large or how long. On the other hand, a strike of major proportions in Brooklyn would be buried deep in the same paper. Why? Because history describes major strikes of years passed by violence when it was the order of the day throughout the region - the same kind of violence and startling incidences that sell newspapers. A historical image we are still living with today.

A major aspect of labor is availability and skills. Happily, the unemployment rate has dramatically declined. However, success brings its own brand of problems. While we still have a limited pool of workers, skilled labor shortages are developing. Should we be unable to meet industry's need for skilled manpower, our dramatic progress can be stifled and seriously set back.

Educational opportunities, as well as the quality of educational facilities at all levels are of ever-increasing importance to industries seeking plant locations as well as those considering expansion.

Much progress has been realized in the field of education but there must be a continuing and ever larger effort if we are going to provide the skills industry will demand in our complex society of tomorrow.

A fourth factor is the availability of industrial land sites and/or buildings. Today the vast majority of new industrial operations are housed in modern one-story buildings. This means that sizable industrial

land sites must be available to accommodate them. We believe the area has a good job in reserving land for future industrial use and keeping it competitive with other areas. At present over 7,000 acres are available for future development.

Here in Northeast Pennsylvania we have some of the most well planned and picturesque industrial parks that you will find anywhere. Crestwood Industrial Park at Mountaintop continually impresses prospects with its attractiveness and orderly appearance.

Needless to say, the area has been the leader and imitator in the erection of speculative industrial buildings.

On this factor - we present a pretty good image - keep in mind; however, that an industrial site must have certain basic attributes for it to be considered as a prime site - it must be accessible, have adequate water, adequate sewage facilities, adequate power, and be properly zoned.

It is important to note that when an industry decides to locate in a community it buys more than a site or a building. It buys an interest in the community.

This leads me to the fifth factor which is community attitude and appearance.

Here is where many plant location decisions hang in balance.

The \$21,000,000 which I mentioned earlier is an excellent indication of community attitude. I venture to say that no similar sum has been raised by a reasonably similar area anywhere in the United States and/or the world for that matter.

We at PP&L are particularly proud of the Northeast's dedicated, aggressive, and experienced groups with whom we are privileged to work. They have been the pioneers of Pennsylvania's industrial renaissance by breathing new life and vigor into their communities.

Unfortunately, while being a pioneer can build a great image, it can also be responsible for tarnishing the image somewhat.

An industry that located here is a case in point. The president on a visit to his former city boasted to other industrialists on the deal he claimed to have received when locating here. This immediately set off a chain reaction of inspections seeking the big-fat deal.

While there may have been instances of such happenings in early industrial development programs, such isolated cases are gone forever.

Local plant managers and presidents can be great image builders . . . you need them all on your side.

Closely tied in with attitude is appearance. Many communities and groups of communities have been conducting clean-up and beautification campaigns to make their towns wholesome and attractive.

If there are those among you who would believe the location of an industrial plant is purely a matter of economics I am afraid you have been disillusioned. A few years ago we were working with a large company who was very much interested in Northeast Pennsylvania. Negotiations had proceeded to the point where the principles were ready to give the community the green light. However, over the weekend the men decided to bring their wives in for a visit. There would be no plant in Northeast Pennsylvania for that industry. Our appearance to those women was the deciding factor.

PP&L believes that, it too, has a responsibility in this aspect. Because of this, Operation Trees was established. This is a long range program designed to screen and eventually cover mine spoiled areas in the northeast. So far more than 661,000 seedlings have been planted by 507 groups on 370 sites in 37 communities. "Operation Trees" was designed as a self-help beautification program. Its success has been achieved due to a magnificent cooperative effort by many young people and youth groups who volunteered to make the plantings.

Another aspect of appearance is the recent publicity regarding the backfilling of strippings with junk autos and trash from the metropolitan areas. Without debating the good or bad points of the proposal - the publicity has not done our image any good. It is a matter that should have been studied in depth and completely coordinated before any kind of publicity was given.

Generally speaking - on the factor of attitude and appearance - the image is good - but much and continuous effort must be given to improve it.

Gentlemen, today I have discussed what we feel are the basic factors of plant location along with some actual case studies.

Without a doubt - Northeastern Pennsylvania has the tools and the ingredients to assure for itself not only continued growth but more impor-

tant, quality growth. PP&L feels that a goal of 100,000 jobs by 1975 is definitely attainable in our Northeast service area. Those 100,000 jobs are all a part of a multiplying effect as you go along. This has been established as a goal. Perhaps, it might be a good idea if this information were available to the people throughout this area on an annual basis.

In order that the existing ingredients of the region can be effectively implemented, they will require a regional team operation, with active participation by everyone - the general public-citizens' groups, Chambers of Commerce, business and labor, educational institutions and all units of government. They will require a cohesive, coordinated cooperation action program. There are evidences of this. For example, here in the Wyoming Valley, a sanitary authority of municipalities being expanded to 24, is engaged in a crash campaign to clean up area streams and rivers.

Northeastern Pennsylvania has a most promising future. However, the path ahead is not strewn with flowers. We must correct the accumulated effects of past mistakes where we can. We must pay for many we cannot now correct. We must, so far as possible, avoid making further mistakes to plague the future.

We must have new industry, growth of existing industry, slum clearance, renewal, modern business districts, clean water, clean air, adequate parking and all the other attributes of a modern, progressive, urban industrial society. And we must do these things not during a pause for repairs, but while our whole physical, social and economic world is changing at a rate unprecedented in history.

I have mentioned several factors which are important to the future prosperity of Northeast Pennsylvania. These factors - nearness to markets, transportation, labor, sites and buildings, and attitude and appearance, plus a people with spirit, determination and enthusiasm - have tremendous potential for growth.

However, progress and prosperity cannot be fully developed without an intelligent, comprehensive, balanced program of action.

And so gentlemen, I leave you with a challenge - a challenge to fully utilize these factors and blend them into a broad and balanced regional program that will provide an even greater stimulus to the continuing development of Northeast Pennsylvania as one of the most significant growth areas in America.

THE IMAGE AS SEEN BY THE BOND BUYER

by

John R. Sauerteig, Vice President
Smith Barney & Company

Ladies and Gentlemen, Mr. Meltzer has just asked me to apologize for his remarks. I don't know that any apology is necessary since much of what he said is true. I was going to try to give you an idea of what the image of your area is. I think he's covered this very well. But perhaps I can give you a little insight as to what your image is in the investment fraternity or in the financial centers of the world.

As Mr. O'Malley told you, this last June we were one of the managing underwriters for the \$17 million issue of the Wyoming Valley Sanitary Authority. This made us responsible for underwriting the bond issue and seeing its successful sale. In doing this we ran into a tremendous amount of resistance on the part of many bond buyers throughout the country.

A new image was painted, at least for myself. I couldn't help but think of Mr. Meltzer saying, "Oh, he's an expert because he comes from 100 miles away." I come from Fort Wayne, which is about 700 miles from here.

An image was painted for us by these buyers. Some knew a great deal about the area. One person had a good idea of what you people were faced with, where you've been, where you are today, and where you're headed. Another buyer told me, "John, I wouldn't buy those bonds if they were 10% tax free. The place up there is a mess -- everything's going downhill." He pictured an area where every house was a dilapidated shack, and where a great big pile of coal was out in the backyard with a mine shaft running down into the ground. Now this is obviously untrue.

Probably the most common picture that we received in trying to sell your bonds was that of an area predominantly based on the coal industry for a long, long period of time. The impression created was that during the last 40 years this industry has been going downhill. Mines

have shut down, people have moved out of the area, workers lost jobs, income decreased, and tax collections became horrible.

As a matter of fact, the impression is that you people are so poor that some communities in the area up here issued bonds and defaulted on their first coupon. This is a very serious thing.

Knowing a little about how these financial people have appraised you, it might be helpful if we dwelt on who these people are that are making these judgments about you, and how they arrived at this image.

Certainly if the image is going to be changed, it would help for you to know whose mind you have to change. A bond analyst like myself tends to be and is generally a pretty conservative person. Bonds are supposedly a means of investment to guarantee a person steady income and safety of principal. It's not something that somebody ordinarily speculates on. As a result people will turn their backs on a bond that may be one-half of 1% more in yield or coupon, and try to buy something that they are sure about. When they analyze the credit of an area, the bond people form their image from three different sources:

Number one is personal experience. This is probably the best thing that a bond analyst can bring to his job. This year the municipal bond business is going to be faced with underwriting and distributing somewhere in the vicinity of 16 billion dollars worth of bonds. Just a couple of weeks ago, there were bids on 60 separate issues. This places a huge burden on any bond analyst. It is obviously impossible to have first hand knowledge about all of these issues. He skims over the issues that he sees, and from his personal knowledge, he will make a judgment.

More likely than not, he is going to form his opinion of this area in two other ways. One might be to let somebody else do his thinking for him. He can scan the Moody Rating or the Standard and Poor Rating. But there are pitfalls for the analyst in this. One rating service will give a BAA rating to an area whereas another may give it an A rating. The BAA rating means that the bond is speculative in nature and that there is something doubtful about the ability of the area to repay the principal and the interest. The other rating service will give it an A rating, meaning that it has no doubts that the bond issue is higher and better. Financially, it is in satisfactory condition, and there are not too many doubts as to the future of its financing.

The sophisticated investor knows that there are people just like themselves passing judgments and making ratings. More likely than not, he's going to do his own thinking.

This is done by an examination of factual material. The bond prospectus, the official statement, trust indenture -- anything that the underwriters or the issuing body can mail to these people will serve to acquaint the bond buyer with the facts. The facts necessary are composed of four separate items:

First, the economic background of the area. I think you people are probably familiar enough with the economic problems of this area to know a little bit of what your problems are. You know the reasons why this image has developed. The analysts are looking for growth of industry, for steady growth, not spasmodic or sporadic -- up one year and down the next. They want to see an increase in population. They want to know something about diversification of industry and the transportation systems into and out of the area. They want to know something about the type of people in the area. Are the workers good workers? Is it skilled labor? Is it the type of labor that is going to attract new industry? They look for the income source of the area. Basically they are trying to see if the economy is a thriving one or whether it is going downhill. Probably the poorest thing any analyst wants to see in any community is a dependence upon an extracting industry for the economic base - such industries as coal, lumber, and oil.

Second, the governmental administration of the area. Bond investors will want to see a government that is run without too many overbearing political decisions. They want to see programs that are sound for the area as a whole. Tax levies in the operation of government give a picture of financial stability or bankruptcy. Bond investors are concerned with the limitations on the raising of taxes for the payment of bond indebtedness -- principal and interest.

Third, an analysis of the debt of the community. In this respect they relate the debt to the debt of other communities. But this becomes very difficult; for like individual debt, one person can have what might be termed a moderate debt, whereas that same debt for someone else could be either very small or extremely burdensome. The ratio of net debt to assessed valuations, the ratio of debt to market valuations, the per capita market valuation, the per capita debt will all give some indication as to whether a community can carry the debt load that it has placed upon its shoulders.

And last is the current operating record of the community. Is the local governmental unit operating on a fiscally sound basis or is it doing what New York City has been doing for a long period of time -- piling up deficit after deficit and going further and further into the "red" without any hope for improvement in the near future?

After reviewing all of these factors, the analyst has a pretty fair idea of where the community has been and where the community is today. But of course, history isn't of any benefit to anyone unless all this can relate to the future. And this is what the bond analyst is really faced with. Where is the area going? Is it going to go down? It is at this point where personal experience is so important.

I can cite two examples of this past summer when we were underwriting the \$17,000,000 bond issue of the Wyoming Valley Sanitary Authority. It concerns the bond analyst of a large midwestern insurance company, for whom we had reviewed all of the factual material and put it at his disposal. He was very much interested in buying the Authority's bonds. He wanted to make a recommendation to his company, but there were a lot of reservations in his mind. Dr. Mailey was good enough to arrange a personal tour through the area for him. After he had seen for himself the progress that was being made, a lot of false notions were dispelled from his mind. He went back to his company and made a favorable recommendation to his investment committee to buy \$1,500,000 worth of bonds.

We had another insurance company from Baltimore interested in your bonds. These people sight unseen had purchased \$500,000 worth of bonds. As is their usual policy after making a purchase and especially where there may be some doubts in their minds, they wanted to make a tour through the area so that they could see how any future development might affect their holdings. Dr. Mailey, once again, was kind enough to arrange a tour for these people. He had them meet bank officials, employers, community leaders, and workers. After they saw the area, they doubled their commitment and bought another \$500,000 worth of Authority bonds.

Now all of these people saw something up here that they were not able to see in any of the factual material. The factual material that they looked at showed a dying coal industry. No wonder the analysts did not want to look any further. This is the tragic story of an area that has gone downhill. Outsiders know what the unemployment rate has been up here. They looked at tax collection records, some of which run as low as 55%. This is shocking when 90% to 100% tax collection is considered a respectable ratio to even merit any kind of investment at all.

When they come up here, though, they see a change going on. It's a change that they feel can be sustained. There is a change in thinking within the investment community. However, there are a lot of skeptics who still point to a decreasing population and a declining economic base on which their bonds are going to be payable.

They are looking for assurance that their bonds are going to be paid off, and that the area is a good risk. Many financial analysts are looking up here just to see whether this start of bringing a new industry and diversifying its economic base can be sustained. It is up to you people who live here to make certain that the bond buyer has all the positive points to counterbalance the negative factors when he analyzes the credit of Northeastern Pennsylvania.

Harold Kramer, Chairman
Public Works Development Authority

Although it has not been the pleasant, our previous speakers have presented the case of the area that are being brought to the United States concerning Northeastern Pennsylvania. Our hope is that you will present to some degree to what can be done about this area. Mr. Anderson and Mr. Gallagher will discuss some of the possible ways that can be taken to improve the area. I will be glad to take any questions that you may have at the end of the program or during the program.

INTRODUCTORY REMARKS

by

Horace Kramer, Chairman
Wilkes-Barre Redevelopment Authority

Although it has not been too pleasant, our previous speakers have presented to us some of the ideas that are heard by people throughout the United States concerning Northeastern Pennsylvania. Our two panelists will present to us some ideas as to what can be done about this image. Mr. Akahoshi and Mr. Gallagher will discuss some of the positive steps that can be taken to remove the negative image and replace it with a more positive one. Both of our panelists have had rather extensive experience in the area of constructive criticism for image changing.

THE DOWNTOWN IMAGE

by

George Akahoshi, Vice President
Real Estate Research Corporation

You might wonder why I'm going to talk about downtown Wilkes-Barre, when this Conference is really concerned with Northeastern Pennsylvania. But I think it's fairly obvious that the visitor to any community or any area gets a first hand impression of the community through its downtown area. In the past, people would come to Wilkes-Barre and other cities by rail, and they would go through some of the worst parts of the community. They went from the railroad station to the hotel. Now they come into the airport and go straight to the hotel, and get their impression of the community by going through, usually, the least attractive parts of the community. They don't see the best residential areas. They don't see the new industrial plants, and they don't wander around the country clubs and golf courses.

If you were to invite a guest to your home, your wife would naturally houseclean before guests arrive in order to make a fine impression. To the visitor to downtown Wilkes-Barre you are the hosts. The appearance of the downtown area provides the sum total of the impressions that a visitor gets of the community, and certainly the kind of impression that you have of yourselves.

The casual visitor entering downtown Wilkes-Barre, first of all checks into an antiquated hotel, because there aren't any new hotels in downtown Wilkes-Barre. When he wanders around and looks for a place to eat, he finds very little in the way of alternatives. Wandering out on the street, he sees nothing but old, dilapidated buildings. He is impressed with Public Square because two sides of it have absolutely nothing on them that's impressive. Market Street has quite a few vacant stores. He looks at city hall and wonders "what is it?"

Actually, it may be the wives who visited here and convinced their husbands that they shouldn't come into the area. They might have been wandering around that same downtown Wilkes-Barre. I'm painting this black picture because, truthfully, this is the situation as it is now.

As you know we have just completed all of the field work and much of the analysis of our economic study for downtown. We are definitely convinced that the downtown area of Wilkes-Barre has some real potentialities.

If you had been here on February 12, 1967, Lincoln's Birthday, when all the schools were out, and tried to find a parking space in downtown Wilkes-Barre to go shopping, you would have been completely out of luck. There just wasn't any parking space. This is one of the big problems plaguing the downtown area. It requires a great deal of cooperation on the part of all the merchants and businessmen in the town to correct this.

Downtown Wilkes-Barre has been extremely fortunate in the past mainly because this has been a declining economic area. There hasn't been enough population growth in the area to sustain new outlying facilities. Since the growth occurred so early in the past history of the community, you had a tremendous commitment to the downtown area. All of your big department stores are here and almost all of your multiple occupancy office space is downtown.

The city has also been extremely fortunate because of its centrality of location. Cities have certain shapes. The cities that lie adjacent to a waterway or large body of water like Lake Michigan and Chicago can grow in only one direction -- away from the Lake. Thus the city center or the original central business district is right on the edge of the water, so that the population, with the growth of the community, keeps moving farther and farther away from the center that was originally the primary business district. These cities then become susceptible to interception by shopping centers and outlying facilities of all kinds.

This really hasn't happened in Wilkes-Barre for two reasons: the centrality which still exists means that most of the population is all around the central business district rather than on one side; and secondly, because of the declining economy, there hasn't been that much opportunity to expand. You have a kind of ready-made situation where you might be able to do something downtown before you get intercepted and get hurt very badly.

We think that there is a real potential for a downtown motor hotel -- a modern one with meeting facilities and restaurants. You don't have any here. The person who comes into town for the first time checks into one of your older hotels. The next time, he'll try to fight his way into the Holiday Inn, the Host Motel or some other outlying facility. However, from Tuesday through Thursday, you can't get into these motels at all.

We also think there's a market for luxury-type high-rise apartments in the downtown area.

We also think that there is a potential market for office space. However, this will be a problem because you will need some kind of "packaging" in order to make the office buildings prosper.

We think there is a potential for continuing increases in retail sales. You have a tremendous plant downtown as compared to a lot of other cities. You have four department stores with a combined total floor area of about 510,000 square feet, which when combined is considered to be a big plant.

You could stand some good restaurants and places of entertainment.

We also feel that the economy of the Wilkes-Barre area, which is a part of this greater Northeastern area, has turned the corner, and that you certainly can't consider yourself a depressed area any longer. As one of the preceding speakers mentioned, "This begets its own problems."

As you grow, the opportunities for making money also grow and people think in terms of competing with downtown. The competition must be met, at least by making downtown far more physically attractive than it is today. This might mean that you have to seize upon opportunities to get new office buildings. You must do something to beautify Main Street; make it a more attractive place for people to shop.

If a regional shopping center were to be built on the outskirts of the city, certainly it would be an attractive mall. Downtown must match the outlying centers not only in terms of attractiveness and interest, but also in convenience, which means that you've got to have good parking in the right places.

In terms of comfort, there should be some way to protect the shoppers from the elements.

There are just some of the problems. We're not telling you how to solve your image problems downtown. But it seems to us that it is extremely important that an organization of downtown businessmen must be formed to help recreate this image, and work with the Redevelopment Authority to interpret its programs to the public. Such an organization of downtown businessmen might possibly engage in development in downtown areas as sponsors themselves.

In many communities, the things that happen are stimulated by just one development. For example, Erie, Pennsylvania has an urban renewal program for downtown. One of the key elements of this program was to keep the headquarters of the General Telephone Company of Pennsylvania downtown. It had already received an option on an outlying site. The people in the downtown area wanted to keep it there, a parcel of land was sold to the company, and the office building is now up. This sets into motion a whole host of other problems and renovations. The old department store has already completed building a new department store in the downtown area. A group of smaller retailers are now fighting to rebuild on another site.

You might say that Wilkes-Barre is a little bit different. You don't do things the way Erie does. You may contend that you are in worse shape. But Erie had been in pretty bad shape and it is doing something about the downtown areas. Most of the older cities in fact have had real problems in their downtowns. And as another gentleman said earlier, "You have to organize to get things accomplished. You can't do it by yourself."

You may have heard about the mid-town mall in Rochester, New York. The mid-town mall is a very interesting complex in that it accomplished one very interesting thing. There's a department store called Foreman's that is only a half block from Sibley's and McCurdy's, which are the two major department stores in downtown Rochester. A visitor to the downtown wouldn't even have known that Foreman's was there. The mall was the reason for joining the rear of McCurdy's store and the rear of Foreman's store which then opened out into a covered mall and actually made these main entrances to these two stores. In fact, the mall really saved Foreman's. McCurdy's is a competing store, but they cooperated with the plan and now both stores are prospering. This is just an example of the kind of cooperation which you need in order to get something done.

Buffalo was a real dead town until three or four years ago. Nothing was happening downtown. It was a dismal looking place. Now, the city has a major new office building, which was constructed by the Manufacturer's and Traders Trust Company, a very attractive 300,000 square foot building with a restaurant upon the top floor. Another firm is constructing "The Main Place," which will have about 450,000 square feet of new office space. They are planning several hundred thousand feet for small retail stores and shops. The city closed off two streets to make this development possible.

Possibly in a community such as Wilkes-Barre, one of the things that might be done is to have a brand new city hall, which certainly would reflect a better image of the community. Up until a few years ago, everybody thought that government workers should be in unclean, dismal looking buildings without air-conditioning or comforts. But things have changed. In a town like Erie, the city hall is actually the best office building in the whole community.

These are some of the changes that you might consider to improve your image in the city and thereby improve it for all of Northeastern Pennsylvania.

POSITIVE ACTION TO CHANGE YOUR IMAGE

by

Thomas Gallagher, Consultant
Mullin & Lonergan

When I was first asked to speak to this group, I felt pretty good about it. I have a lot of friends in Northeastern Pennsylvania, having worked in the Pocono Mountains. Then I started to think: I would be talking to Northeastern Pennsylvanians about Northeastern Pennsylvania, and I began to feel inadequate to the task.

I feel somewhat like the old codger who was involved in the Johnstown flood. Every place that he went, he talked about the Johnstown flood. Eventually he died. At the gates of heaven, St. Peter told him he could have any wish he wanted. The old boy scratched his head and said, "If it's all right with you, I'd like to tell everybody in heaven about the Johnstown flood." So St. Peter lined up everybody in heaven and seated them before the old man. Then St. Peter said, "There they are. Everybody in heaven is out there and they are waiting to hear you tell about the Johnstown flood. However, it's only fair to warn you -- Noah is in the audience."

I can make these remarks short and sweet by just bringing to your attention the words of a song of a few years ago. You've got to accentuate the positive, eliminate the negative, and don't mess with Mr. In-Between. "You can't mess with Mr. In-Between because if you make a half-way effort, you are going to do a poor job.

How can you sell anything if you are not convinced yourself? You have to start thinking in a positive manner. How do you expect to sell a region if you don't believe in the region? If you are going to complain among yourselves, you can't sell it. You will continue to stagnate.

I think you are on the upswing in this area. You have been at the bottom but now you are on the way up. But you've got to sell this idea outside the region.

I have heard the same comments that Mr. Meltzer heard. There are many people that come from the coal regions to escape the coal regions. They say there is no employment, no opportunity, no future.

But what are the positives? The unemployment rate is declining from 17% in 1958 to 3.8% in 1967 and you are in proximity of the major centers of population and commerce. These have been mentioned this morning.

What about the large city creeping down the Eastern Coast? Room is going to be needed. Here is an area that can start to develop. The climate can be used in your favor, so take advantage of the proximity. Take advantage, also, of the Pocono Mountains area. The Tocks Island project is going to create the largest national park in the Northeast. Industry seeking new location has been mentioned, but what about recreation? This is very important. People are getting more leisure time. Where are they going to spend it? This is another positive point that you can sell. Transportation to the area is here. One point hasn't been mentioned. It is that some industry is moving out of large cities because of fear of riots. Industry is leaving Philadelphia because it can't get workers for night shifts. People are being beaten up. In this region, you have one of the lowest crime rates in the nation. Sell it. Talk about it. Talk to your friends about it.

If there are people leaving the region who have relatives here, certainly they can talk to those who have gone. Ask people to come back to the region. Talk in terms of the underlying strength of the economy, the Labor-Management-Citizens Committee in Wilkes-Barre, and the Industrial Development Fund. These are real positive selling points. Accentuate the positive!

The next job is to eliminate the negative -- the negative connotation of a depressed coal region. Mrs. Johnson came here. What did she talk about? The depressed area of Appalachia. You are no longer a depressed area. This area is below the 6% criteria. Recently the New York City Sanitation Commissioner talked about the depressed coal regions. He did not talk about the trash problem of the cities. He talked about what hauling the trash to the coal regions was going to do for the depressed coal region. It was going to create employment. There may be merit to the idea. But this needs further investigation. These premature announcements make the Northeastern Pennsylvania region a laughing stock of the East Coast. People are now talking about not only the depressed region, but about the depressed region which is a receptacle for trash. This is the kind of talk that must be eliminated.

The median age of the workers in Wilkes-Barre has increased over the past five years. The median age of your working population has increased by four years because of the out-migration of young, educated, skilled workers. If you are to attract industry, this is an item that you must recognize.

Some of the past history of the area has not been updated. The out-migration of population has stopped in the last two years. The unemployment rate has gone down. There has been an upswing. The population is not leaving, since new jobs are being created.

Talk in terms of developing a regional approach -- a regional approach to what is really a regional problem. When people talk about Wilkes-Barre, they usually talk about the progressive and dramatic urban renewal program in the city of Wilkes-Barre. But Wilkes-Barre City and Area is still considered a depressed coal region. While Wilkes-Barre and Scranton may get publicity about something progressive, the region as a whole is still considered a very depressed coal region.

Gentlemen, you need a regional solution to a regional problem. Comments have been made on an adverse industrial mix in terms of sluggish growth industries. The industry that has hurt is the coal industry. You have new industry in textiles and apparel but they are low paying and hire predominantly female employees. A concerted effort on a regional approach basis must be made to attract the growth industry into the area. Your image must be changed from within and without. What about something that can be done from within? The approach to towns and to the region is in need of rehabilitation. For people who supposedly can't afford it, there are programs that make it almost impossible not to fix up homes. There are well over 400 statutory federal grant programs available. Take advantage of a Fix-up campaign, in an Urban Beautification campaign, and in a Highway Beautification campaign. Approaches to the area must be improved. Remember, there are highway beautification programs, federally financed or partially financed, and there are urban beautification programs which are partially financed.

In advance of the selection of a city-manager, you should begin to discuss policies that he will be asked to implement. In this way, he will be ready to take advantage of federal programs and improve the image of the city.

The central city core must be rebuilt. This is where one finds the seat of government. This is the location of the commerce. This is where one finds the cultural facilities and the colleges.

Another thing that must be eliminated is provincialism. A movement must be started within the region in regard to local governments. The spirit of cooperation, where you can cooperate, must be developed. This is not all Scranton, all Wilkes-Barre, or all Hazleton. But you can cooperate and understand each other. Try to find what's best for the region and then work at it, because what's best for the region undoubtedly will be best for all communities and cities within the region.

Wilkes-Barre is working on its approaches as is true with Kingston, Hazleton, and Scranton. Everyone is working on their approaches. If continued, this will lead to chaos or concrete all over the place.

In terms of highways, think in terms of regional concepts. The federal government, incidentally, is already insisting on this; many of its programs are becoming more and more regionally oriented. Not only the approaches to towns, but beltways around the towns must be considered. Many communities have been cut up. A great deal of countryside has been cut up with highways. If a regional group or a regional council such as Mr. Kaufmann suggested for the great Northeast exists, such a Northeast Council can put some planning and direction into highway development.

Another thing that can be done right now is vocational and technical education. This area has lead time. In order to attract new industry, it will not arrive tomorrow. You have lead time. If you know of a way to funnel in the available resources, you will be prepared. A regional council which goes out to attract new industry can talk in terms of training skilled labor. One of the sad points of a lot of our unemployment programs is that they provide training without keeping in mind the foreseeable needs. Training programs must be quickly adjusted to changing needs.

You should think in terms of some of the new concepts such as population redistribution. This is a new idea of spreading out the population in areas not so densely populated. Be prepared.

Authorization has been made in the Commonwealth for a bond issue for land reclamation. Take advantage of it. You are going to be in competition with the western part of the state. Since you have abandoned them, have them filled. Try to come up with a solution to strip mining without taking New York's trash.

Take advantage of existing legislation to beautify the countryside, to rehabilitate your homes, to create home ownership amongst the poor as opposed to public housing. All of these programs will not only improve the physical image, but will create jobs and improve the economic image.

Image is a reflection. Imagination comes from the same source from which image is derived. You can put some imagination into your programs, imagination into what you are doing. Talk in terms of not only imagination but pragmatism.

How about housing? What do you do about it? I believe the Redevelopment Authority in Wilkes-Barre is quite concerned with housing and has put out extensive market reports in housing and housing availability. It has made projections. FHA has put out a booklet which identifies the housing market. Your analysis of the Wilkes-Barre--Hazleton Standard Metropolitan Statistical Area Housing Market for the February 1967 report can give you currently available projections based on what industry is coming into town. Again, you have lead time on this so that entrepreneurs can build housing, which incidentally is one of the leading economic factors in attracting industry.

Incidentally, your housing is not considered too progressive in Northeastern Pennsylvania. I am told by Mr. Horace Kramer of the Redevelopment Authority that the local Chamber of Commerce had a special committee working on this very problem two years ago. He says that the committee's work was finally finished because it was found that the situation that did pertain 5 or 6 years ago with new industry coming in and not being able to find adequate new housing for the executive staff has been reversed.

May I close with one remark. How can you do it? Mr. Kaufmann this morning mentioned the 100,000 Pennsylvanians selling and promoting the economic growth in Pennsylvania. What do you think about 10,000 Northeastern Pennsylvanians, or even 5,000 Northeastern Pennsylvanians, promoting and selling the economic growth of Northeastern Pennsylvania? What if everyone of you businessmen and everyone of you bankers, in fact everyone of you, started to talk to people with whom you deal? Start talking in terms of locating here. Impress upon them your positive image. This applies to people who have relatives outside of town.

Set up 10,000 Pennsylvanians for Northeastern Pennsylvania -- selling Northeastern Pennsylvania on a regional basis. Think of it in terms of that song that says: "Whenever you are really down and out the only way to go is up!" Yes, you have been down and out, but, you are going up. By the way, the title of that song is, "Hey! Look Me Over."

INTRODUCTORY REMARKS

by

Mrs. Donald Bennett, President
Junior League of Wilkes-Barre

Our speaker this afternoon is an individual who has a great deal of experience and knowledge of our area. In his varying capacities, both on the state and federal level, he had dealt with Northeastern Pennsylvania. Since it is the consensus that the only way that we can go is up, perhaps he will trace for us what the area should be and also what it could be. There are many factors to be considered in looking at the future of Northeastern Pennsylvania. Since he had a hand in laying the groundwork for the future of Northeastern Pennsylvania, I think that Mr. Walker's remarks will be quite thought provoking.

YOUR IMAGE -- TODAY AND TOMORROW

by

David M. Walker, President
David M. Walker Associates, Inc.

Of course, I'm always delighted to be in this area. I have a natural feeling for this section of the state. I have been traveling up here since early in the 1930's and I see out in this room many faces that are not only familiar but have the warmth of friendship.

First let me take the opportunity of congratulating the College. I wonder sometimes if we realize how important this kind of conference is and what it does to the topic of image. We would suffer a great loss without these institutions of higher learning and without their willingness to assume the responsibilities which are inherent in their training of people to face the future. We are indeed fortunate that they have the courage and the ability to convene this kind of a meeting. I offer them congratulations.

I had a part in the first Community Growth Conference. I've been with you before, but it's always great to realize that these things can and do happen because of the energy and the ingenuity of people. And that word "people" and the subject assigned me today -- "The Image of the Future" -- brings me to a story by Myron Cohen, one of my favorites. It concerns a person who had a business in Jersey City during World War II. He made a lot of money, but after the war the business started going downhill, and so in desperation he moved it to Dallas, Texas. He worked like a "dog" for seven years. He built up a fine business, a good inventory, and a good cash flow. Soon solicitors for the United Jewish Appeal came around to see him and they said, "Sam, you came down here seven years ago with a bad business. You've worked hard. You've made it a good business. We now think it's time that you took your place of responsibility in the community. We have you down for \$25,000." Sam said, "You're right. Seven years ago I brought down here a declining business. I have worked like a "dog" and now I've got a good business." And Sam continued, "In Jersey City, I have a Mama in an institution and do you know how much a Mama in an institution costs in Jersey City? It's expensive. In Jersey City, I have a papa in a hospital. Do you know how much a papa in a hospital costs in Jersey City?"

It's a lot of money. I got a daughter married to a "no-goodnick," divorced and with two kids. Do you know how much it costs to raise, feed, clothe and to educate two kids? Believe me, it costs plenty. Now, if I ain't helping them, what makes you think I'll give to you?"

I'm sure that you know about the technical side of the renaissance of this area. The people who spoke to you this morning are probably more knowledgeable than I in some of these fields. When I first came up here in the early 1950's King Coal was indeed very sick, dying. Being principally a one industry area, those were hectic days.

But it didn't take long to recognize that the biggest single asset in this area was the people. I say to you candidly that it took this kind of people to survive that kind of economic chaos. There was working in this section an absolutely unstoppable force -- determination of the people. It is possible that some of them were not even conscious of it. Some simply accepted the word of their leaders and those who came to give leadership.

This area was determined that it would become an area with a diversified economic face. There were skills, abilities, and the determinations to put on that face so that it would be a solid one on which to build. This was not easy. You should have attended some of the meetings in this area where workmen stepped forward to give one day's salary of their month's pay to try to instill the kind of determination that would not brook failure.

Determination is still the greatest single asset of this area. It is, in fact, the image of the future. What are all these programs we are evolving in dealing with property renewal all over the world but a means for dealing belatedly with people renewal? What is Congress really concerned with when it meets to pass legislation aimed at a new way of life in America? It is really dealing with people.

This area suffers less from the problems of society than most. Actually, our core cities all over the United States are becoming repositories for the problems of this society. We now face the consequence of having built a suburbia without any real understanding of what had happened to our core cities.

The image of the future is that this is a responsibility of all of us and not the responsibility of one political subdivision. Nor can the adverse impact be contained within that physical and political boundary of a core city. We must begin to look at the problem as one that belongs to all

the people. And we must begin to have the moral and political courage to marshal not only our determination but our energy to find the solution.

This great area is going through a period of transition. You picked yourself up from the canvas a good many years ago. You have lived through the era of the garment industry fleeing New York when the woman became the wage earner. Something was lost, but not lost nearly as much as that which is disappearing in our major cities. You kept something very precious. You kept something that is in real danger today. You kept a close family unit. You kept a closeness wherein each member of the family had a concern for the welfare and the future of the other even to the point of sacrifice. If you will look around our country today in those areas where there are seas of despair instead of lakes of life, you will see that we are moving away very rapidly from that family consideration into almost a tribal way of life. This is perhaps because we were negligent in not injecting the characteristic of decency, opportunity, and hope qualities, which we now realize are so important. We are trying frantically to create programs to do this very job. Because until such time as we do, the public relations of a magic wand to destroy poverty in one year will not be the answer.

In this area, you have met the challenge to build one of the finest areas in the country. You had so much to overcome -- the image of undue industrial strife, the image of houses that had not been painted for a long time, the image of despair, and the image of everybody fleeing. (I'm on the Board of Directors of the Frankford Hospital. -- We recruit nurses from this area to our nursing school.)

An unhappy American once said, "The greatness of America was in her smaller towns -- their ability to create great men and their inability to keep them.

As with the core of the major cities it becomes more and more essential that the smaller communities like those that exist up here begin to accept more and more the responsibility of leadership. What will that leadership mean for you in this period of transition? It will mean that you should begin to diversify the economic face of your industry. A great college in the city of Philadelphia made a study of your five counties in 1954. The study concluded that by any criteria of success, this is the area where industry could settle in the future.

I can vividly recall a meeting in Harrisburg with the Cabinet and the governor. We had with us engineers from Baltimore who worked on the turnpike and financial experts from Philadelphia and Pittsburgh. I re-

member their telling us how a Northeast Extension just was not economically feasible. They even proved it. They bolted their briefcases and prepared to leave. Then the Governor of Pennsylvania, John S. Fine of your area, said, "Gentlemen, let's come back, sit down, and find out how we do it, not how not to do it." And today, coming up that extension, it was a wonderful thing to see the traffic moving both ways at a count that may not yet quite be self-sustaining but certainly is an indication that very shortly it will be self-sustaining.

The image of the future for this area is to produce the kind of people who can now devote some of their energy to the other important things of an area such as beautification, the kind of school systems that junior executives will want to have their children attend, and the building up of the higher institutions of learning so that they make their full potential contributions to the sum total of the whole region. Everyone must accept the responsibility and display that energy, determination, ingenuity, and conviction that this is and can be one of the great areas of the world. An image is something that comes from within, if you take away the cold analysis of economics. It's something that comes from the hearts and minds of people who live in an area. It has something to do with their willingness to give of themselves to combat the problems that confront them. If I were to define the image of this area, I would say that nowhere in the United States have people done so good a job and accomplished so much from what was such a tragic situation. I am reminded of sitting on a diner's stool with a mayor who had just been frustrated by an action of the fathers of this particular community when he was trying so desperately to get something moving. His last words were, "Well, that's my first effort, the next one will work." And it did.

This area is in the area renewal process and needs it probably more than any one section of the State. This area must face with moral courage and political courage the problem of people renewal. There must be those people who are dedicated and will give of their time and attention to the cultural things of life so that this may become more of a cosmopolitan area in every sense of the word.

But principally, if you are to grasp the image of the future and send it abroad not only in our land but all over, you must keep alive this drive for the people who want something better for their children and to keep right on wanting it because this is significant in our philosophy.

I am not at all afraid of the economic, industrial, commercial future of this area. We are going to have 65 million new Americans in this country living on the Atlantic Seaboard in the next two decades, and these are conservative figures. You cannot escape the influx of industry and the influx of people. You have to have the courage to be ready for

them, to have the kind of sewers and water and hospitals and roads that make it possible for people to make progress and to make their contribution.

I wish I were young enough to have the opportunity to participate in the realization of this future image. Here truly is opportunity. Certainly there will be problems and challenges and they will be met with the same kind of courage and determination as in those black days of economic chaos. Now you must begin to worry about how to channel that wealth and that energy.

You may either continue to contribute to God's own junkyard as we are doing all over the world or you can beautify it and protect it. I think of all that beautiful country west to Williamsport when I think of the time the keystone shortway is finished and the people in New York discover the beauty, the splendor, and the grandeur of this beautiful area, and begin to come into it like locusts. And I think of the fact that here's an area without subdivision control and in many instances even without zoning. You have moved in these fields, and for this I commend you. The creation of a road of this calibre will bring pressures from the people from New York City, Jersey City, and the eastern seaboard. I hope the development of that area will be accomplished in order, not in disorder.

I could talk to you a great deal more but I think that if I could say anything positive for you it would be to congratulate the people of this area on what you have accomplished and to commend you to that future image and to remind you again that it will come not from the brick and mortar, not from ease with which your political subdivision issues will be sold or not sold in the market or the rate of their sale. That future will not come from the technical skills which you will produce in your institutions of higher learning. It will come from the minds and hearts of the people of this area and from their determination to make it a heritage for their children worthy of the effort that has been put into it.

"PHILLIPS 66"

REMARKS OF THE MODERATOR

by

James Lee, Assistant Editor
Times Leader Evening News

For the next hour we will break down into relatively small groups for the purpose of considering specific questions concerning the image of our area. This type of discussion formulated by Dr. John Phillips, a Professor of Psychology at the University of Michigan, is known as "Phillips 66". He observed that, in a series of experimental discussion-group sessions, the optimum size for group discussion is most often six persons. A group smaller than this may not be able to keep discussions going. A group larger than this tends to break down into sub-groups.

The "Phillips 66" format has been successfully used by various Chambers of Commerce and similar organizations in "brainstorming" and "think" sessions. It is thought to be most useful in generating new ideas or new approaches to well-known problems.

The role of the discussion leader, is to keep the conversation on the subject, to keep track of what is said, and to summarize any conclusions the group may reach. It is particularly important for him to see that everyone has an opportunity to speak. He must endeavor to avoid dominating, himself. His main function is to get the ideas of others.

Each table has a chairman who is responsible for a discussion of three major questions:

1. In order of importance, what are the three foremost "image creating" problems which are responsible for our present out-area "image"?
2. What actions can be taken to correct these difficulties? By whom? What would it cost? Who would pay? When should they be taken? Why? How?

3. What recommendation does this group make to get action underway?

At the conclusion of the hour, we will then consider the recommendations made by the various groups

The following is a summary of the discussions held. Although considered by independent discussion groups, it was possible to arrive at a consensus. The following, in outline form, are the foremost "image-creating" problems, responsible for the present out-area "image":

PROBLEMS

1. Appearance and "Bad Image" Label
 - a. physical - strip mines
 - b. depressed (poverty) area - unpainted company homes
 - c. air pollution - burning culm piles
2. Attitude
 - a. emphasis on negativism - local news media
 - b. defeatist attitude of electorate
 - c. indifference of general citizenry
3. Political
 - a. lack of regional approach
 - b. fragmentation of units of local government
 - c. lack of code enforcement
4. Labor-Management
 - a. low paying, labor oriented industry
 - b. out-migration of youth
 - c. lack of technical-vocational skills
 - d. strike

ACTIONS

1. Appearance

Concerted effort by all levels of government and the private sector in land reclamation and beautification. (This point was strongly emphasized by every discussion group.)

2. Attitude
 - a. vigorous and continuous public relations program, both within and outside the area
 - newsletters
 - brochures
 - radio and television programs
 - b. local news media - accentuate positivism (A change in the tone of presentation of local news was very strongly urged by many discussion groups.)
3. Political
 - a. consolidation of schools and governmental units
 - b. use of professionals (Council-Manager, etc.)
 - c. creation of regional planning agency
4. Labor-Management
 - a. attraction of selective industry
 - b. improved relationships through labor-management-citizens committee
 - c. improved vocational-technical training

Most discussion groups were uncertain about the costs involved in any of the above-mentioned action programs, since costs would be dependent on the scope of the activities. Funds for the programs could be defrayed by either public expenditures at all levels of governments or by local contributions. The one point stressed by many participant groups was that programs should be structured on a regional basis.

Most action programs were related to already existing institutions and organizations, such as:

- a. public utilities
- b. Chambers of Commerce
- c. colleges
- d. news media
- e. Economic Development Council of Northeastern Pennsylvania
- f. county governments

Two new organizations that were suggested were a regional planning agency and a Committee of 10,000 for Northeastern Pennsylvania.

One of the several conclusions can be drawn from the above: (1) the attendees at the Conference are not aware of the fact that the institutions and organizations working in Northeastern Pennsylvania are already engaged in a number of the action programs suggested; or, (2) the

above organizations need to recast their role and assume new functions to assist in bettering the image of Northeastern Pennsylvania.

RECOMMENDATIONS

The discussion participants most strongly urged recommendation revolved around "the regional approach" to both problems and solutions. Every problem and action program discussed (from citizen awareness to zoning) was tinged with the idea of replacing provincialism with regionalism. It apparently has become crystal clear that the economic survival of this part of the state must rest on a solid foundation of cooperation and coordination. It has become evident to many working on improving the region that a few tiny islands of "good image" cannot for long remain afloat in a sea of "bad images".

DISCUSSION LEADERS

Dr. Donald Buzinkai
Leon Case
Dorothy Cohen
Carroll D. Colby
John Cronin
Richard J. Cronin
Vivian P. Edwards, Jr.
William Gelb
Edward Heiselberg
Arthur Johnson
Hugh King
Mary Kramer
Howard Muira
John Radkiewicz
Emerson Rainage
John Schmitt
Thomas Shelburne
Wilbur Shorts
Edward Sites
Donald Smith
Edward Wassell
Robert Wilson

INTRODUCTORY REMARKS

by

Reuben H. Levy, Chairman
Wyoming Valley Sanitary Authority

We have come to the conclusion of the Conference with the varying ideas that have been discussed today. To conclude the Conference, we have asked a gentleman whose position as a news director has certainly directed him to give a great deal of time and thought to the problem of the image of the area. He is also an excellent choice to discuss and summarize the many ideas concerning image that have been brought forth today. Mr. Bigler has had many opportunities to act as a critic of the area but his criticisms have always been constructive. His summary may not be strictly but should be very informative.

APERCU

by

Tom Bigler, News Director
WBRE-TV

Thank you. After that introduction, I wish that the floor would open up and I could disappear, because I couldn't possibly live up to it. I have no prepared speech. I reneged on this because of what "Apercu" means. The free translation is what we have learned today, a precis of what we have gone through. You have done that. Each of you in your discussion groups has done that for us.

We have heard this all before. Many of the criticisms that were made about our community today have been heard before. We knew them and had verbalized them many times because they are remnants of a past that is all too obvious.

The thing that we haven't been able to get through has been the changes that have taken place slowly over these twenty years. At least we may not have recognized the effort that has been made in the community and which is beginning to bear fruit in an increasingly rapid manner. This is evident in one example this year, that is the land use forecasts made in the Lackawanna - Luzerne Transportation Study and released by the Committee in April. They show a wholly new picture of what is going to happen in Northeastern Pennsylvania.

The turning point has been made. In the last three years, a tremendous "grow-up" has taken place. Young people are not leaving at the rate which they were five years ago. We are developing a new industrial base. We have more jobs than workers. We find a rise in our wage levels. We are making substantial public and private investments in housing. There is a renewed or a new attitude by our financial institutions in the problems of the area. They have become the spark plugs of the industrial renaissance that is taking place in Northeastern Pennsylvania. You can see this just by looking at what has happened to the bank assets and the savings and loan association developments in this area in the last fifteen years.

Our problem, of course, is to get that story out to the outside world, and to some degree to ourselves as well. We do have regional organizations that are at work, such as the Economic Development Council, which does cover 7 counties in Northeastern Pennsylvania. Although it is primarily a research organization, it could, by its leadership, establish possibly a companion organization for the type of public relations which so many of you have proposed as desirable for this area.

Please do not confuse publicity or public relations with news. In defense of our news media, it is one thing to inflate the good aspects of an area at the expense of its defects, and it is quite another thing to tell the story as it is. If the story had not been told and if we do not continue to tell the story as it is, no action will be taken. In spite of all the good things that have been done, there is still a great deal more that needs to be done before we are out of the woods.

When we were walking over to the Arts Center this morning, Tom Shelburne said to me, "The whole problem boils down to at least two problems: that of appearance and that of poverty." Of course, we came by the poverty label out of necessity. We needed federal and state assistance and we pleaded our case and pleaded it so well that we had to bear the label. As a matter of fact, we have done so well that we no longer qualify for the full economic aid that once existed ten years ago or even five years ago. Some of us have been reluctant to let this go and stand on our own feet, but the time has come now to stand by ourselves. And we will. We'll have to.

The image problem that we have outside, however, is undeniable. It reminds me of something that Mr. Levy said this morning. He mentioned the way communities have pulled together in the face of disaster, whether it was a flood, a fire, or a neighbor who has been severely troubled. I would guess that to some degree our image is a disaster. The solution that has been proposed by almost every table today is one that aims to overcome this fractionalism of small communities and that parochialism that has pulled us apart. An effort must be made to bring us together.

Whether these goals will be achieved depends a great deal on you. Perhaps the thing that gives us the greatest hope and the greatest courage is that evidently we know ourselves and we are willing to go to work. The job is up to you.

ROSTER OF ATTENDANCE

<u>Name</u>	<u>Affiliation</u>	<u>Position</u>
Ace, Edward B.	Pennsylvania Power & Light Co. 36 North Main Street Wilkes-Barre, Pennsylvania	Director of Industrial Development
Aita, Judith	Pennsylvania Department of Health 383 Wyoming Avenue Kingston, Pennsylvania	Health Educator Trainee
Akahoshi, George	Real Estate Research Corp. 420 Lexington Avenue New York, New York	Vice President
Arnold, Thomas	King's College Wilkes-Barre, Pennsylvania	Associate Professor of Economics
Bacon, Allen E.	Commission on Economic Opportunity 6 South Washington Street Wilkes-Barre, Pennsylvania	Executive Director
Beard, J. Ralph	Luzerne County Cooperative Extension Service 5 Water Street Wilkes-Barre, Pennsylvania	Associate County Agent
Beard, Mrs. Shirley P.	Commission on Economic Opportunity 6 South Washington Street Wilkes-Barre, Pennsylvania	Program Director
Belardi, Fred	Lackawanna County Planning Commission County Administration Bldg. Scranton, Pennsylvania	Junior Planner

Bell, Mrs. George T.	Welfare Planning Council 243 S. Franklin Street Wilkes-Barre, Pennsylvania	Member
Bennett, Mrs. Donald	Junior League of Wilkes-Barre Chase Corners R. D. 3 Shavertown, Pennsylvania	President
Benscoter, Mrs. Ruth	Pennsylvania Department of Health 383 Wyoming Avenue Kingston, Pennsylvania	Regional Health Educator
Bierly, Mrs. R. M.	League of Women Voters 222 Wyoming Avenue West Pittston, Pennsylvania	President
Bigelow, Clifford W.	Wyoming Valley Motor Club 303 Market Street Kingston, Pennsylvania	Manager
Bigler, Tom	WBRE-TV 62 South Franklin Street Wilkes-Barre, Pennsylvania	News Director
Braden, Mary Beth	Arthur D. Little & Co. Cambridge, Massachusetts	Staff Member
Bromfield, Forrest	Luzerne County Housing Authority 639 South Main Street Wilkes-Barre, Pennsylvania	Secretary Treasurer
Brotter, Marvin	Associated Planning and Development Services 7 Marion Terrace Wilkes-Barre, Pennsylvania	Planning Consultant
Burke, Don	27 Center Street Forty Fort, Pennsylvania	

Burke, Mrs. Frances	98 South Franklin Street Wilkes-Barre, Pennsylvania	
Burke, John A.	Roushey, Smith, & Miller 189 Market Street Kingston, Pennsylvania	Professional Engineer
Buzinkai, Dr. Donald	King's College Wilkes-Barre, Pennsylvania	Assistant Professor
Cadden, Paul E.	Pennsylvania Bureau of Employment Security 49 South Main Street Pittston, Pennsylvania	Manager
Caruso, A. J.	David M. Walker Associates Inc. 1503 Chamber of Commerce Bldg. 121 South Broad Street Philadelphia, Pennsylvania	Associate
Case, Leon E. Jr.	Redevelopment Authority of the City of Wilkes-Barre First National Bank Building Wilkes-Barre, Pennsylvania	Executive Director
Chaplinsky, John	Pennsylvania Power & Light Co. 36 North Main Street Wilkes-Barre, Pennsylvania	Community Service Manager
Cohen, Dorothy	Family Service Association of Wyoming Valley 73 West Union Street Wilkes-Barre, Pennsylvania	Executive Director
Colby, Carroll D.	Welfare Planning Council Room 822 I. B. E. Building Wilkes-Barre, Pennsylvania	Executive Director
Corcoran, Richard P.	Pennsylvania Bureau of Employment Security 400 Lackawanna Avenue Scranton, Pennsylvania	Assistant District Manager

Coslett, Blanche	First National Bank of Wilkes-Barre 11 West Market Street Wilkes-Barre, Pennsylvania	Director of Advertising
Cox, Robert	Economic Development Administration Veteran's Administration Bldg. North Main Street Wilkes-Barre, Pennsylvania	Area Director
Crahall, Adam C.	Commonwealth Telephone Co. 100 Lake Street Dallas, Pennsylvania	Marketing Staff Assistant
Cronin, John	Pennsylvania Power & Light Co. 36 North Main Street Wilkes-Barre, Pennsylvania	Community Development Coordinator
Cronin, Richard J.	Greater Wilkes-Barre Chamber of Commerce 92 South Franklin Street Wilkes-Barre, Pennsylvania	Executive Secretary
Crosby, J. Muir	Northeastern National Bank 67 Public Square Wilkes-Barre, Pennsylvania	Executive Vice-President
Davidson, John S.	Pennsylvania Power & Light Co. 36 North Main Street Wilkes-Barre, Pennsylvania	Vice President Northeast Division
Diehl, Frank	Department of Community Affairs 320 Chamber of Commerce Bldg. Scranton, Pennsylvania	Staff
Downey, James T.	Redevelopment Authority of the City of Nanticoke 37 North Market Street Nanticoke, Pennsylvania	Acquisition and Disposition Officer
Dressler, Mrs. Ethel	West Pittston Women's Club 410 Luzerne Avenue West Pittston, Pennsylvania	Program Chairlady of the Conservation Department

Dunleavy, Anthony	David M. Walker Associates 1503 Chamber of Commerce Bldg. 121 South Broad Street Philadelphia, Pennsylvania	Staff Member
Dunn, John J.	Human Resources Development Center 13 East South Street Wilkes-Barre, Pennsylvania	Manager
Dzuris, George	Housing Authority of the County of Luzerne 410 East Church Street Nanticoke, Pennsylvania	Board Member
Earley, C. A.	Pennsylvania Power & Light Co. 36 North Main Street Wilkes-Barre, Pennsylvania	District Manager
Edwards, V. P., Jr.	Northeastern National Bank and Trust Co. Wyoming Avenue & Spruce Street Scranton, Pennsylvania	Vice President
Epps, Richard	Federal Reserve Bank of Philadelphia 925 Chestnut Street Philadelphia, Pennsylvania	Economist
Farley, Dr. Eugene S.	Wilkes College Wilkes-Barre, Pennsylvania	President
Farrell, James A.	Housing Authority of the City of Wilkes-Barre 210 Franklin Federal Building Wilkes-Barre, Pennsylvania	Executive Director
Fladd, Albert	Wyoming Valley Sanitary Authority 332 Hughes Street Swoyersville, Pennsylvania	Member
Frankowski, Bernard, Jr.	Redevelopment Authority of the City of Nanticoke 37 North Market Street Nanticoke, Pennsylvania	Staff Member

Flanagan, Jean	Lackawanna County Planning Commission County Administration Building Scranton, Pennsylvania	Assistant Administrator
Franceski, Benjamin	First & Farmers National Bank 815 Main Street Forest City, Pennsylvania	President
Gallagher, Thomas	Mullin & Lonergan Associates Inc. 8040 Roosevelt Blvd. Suite 211 Philadelphia, Pennsylvania	Consultant
Gelb, William	Housing Authority of Luzerne County 54 Gordon Avenue Wilkes-Barre, Pennsylvania	Vice-Chairman
Gerdes, M. A. , Jr.	Bell Telephone Company of Pennsylvania 53 Public Square Wilkes-Barre, Pennsylvania	District Manager
Gieda, Edward	Redevelopment Authority of the City of Wilkes-Barre First National Bank Building Wilkes-Barre, Pennsylvania	Rehabilitation Coordinator
Gilbert, Walter	Pennsylvania Department of Health 71 North Franklin Street Wilkes-Barre, Pennsylvania	Supervising Sanitarian for Luzerne & Columbia Counties
Glawe, Mrs. John	League of Women Voters 29 Hanover Street Wilkes-Barre, Pennsylvania	Vice President
Goodman, Mrs. Mary	Plymouth Business and Professional Women's Club R. D. 1 Plymouth, Pennsylvania	Member

Griffin, Tozia	Redevelopment Authority of the City of Nanticoke 37 North Market Street Nanticoke, Pennsylvania	Staff Member
Halesey, Joseph	Hanover Township 566 Main Road Hanover, Pennsylvania	Commissioner
Hart, Samuel	Arthur C. Kaufman & Associates 1617 John F. Kennedy Blvd. Philadelphia, Pennsylvania	Associate
Heidel, William C.	Luzerne National Bank 118 Main Street Luzerne, Pennsylvania	Staff Member
Heiselberg, Edward	Luzerne County Planning Commis- sion 67 Public Square Wilkes-Barre, Pennsylvania	Director
Heiselberg, Mae	League of Women Voters of Wilkes-Barre 70 Summit Road Mountaintop, Pennsylvania	Member
Hepner, R. M.	Humble Oil & Refining Co. P. O. Box 126 Avoca, Pennsylvania	Sales Representative
Herschenfeld, Art	Howell & Jones Blue Cross Building South Franklin Street Wilkes-Barre, Pennsylvania	Staff Member
Hoblak, William	Harvey's Lake Borough 66 Lakeside Drive Harvey's Lake, Pennsylvania	Secretary
Johnson, Mr. Arthur	King's College Wilkes-Barre, Pennsylvania	Instructor

Jones, Mrs. Benjamin III	Junior League of Wilkes-Barre 146 Yeager Avenue Dallas, Pennsylvania	Chairman, Public Affairs
Juba, Bruce	Redevelopment Authority of the City of Nanticoke 37 North Market Street Nanticoke, Pennsylvania	Staff Member
Kane, Paul A.	Pennsylvania Bureau of Employment Security 35 East Union Street Wilkes-Barre, Pennsylvania	Employment Service Supervisor
Karl, Fred	Pennsylvania Department of Health 71 North Franklin Street Wilkes-Barre, Pennsylvania	Regional Solid-Waste Coordinator
Karns, John O.	Ballard, Spahr, Andrews & Ingersoll 1035 Land Title Building Philadelphia, Pennsylvania	Bond Counsel
Kaufmann, Arthur	Arthur C. Kaufmann & Associates 1617 John F. Kennedy Blvd. Philadelphia, Pennsylvania	President
Kearney, Edward	Commission on Economic Opportunity 6 South Washington Street Wilkes-Barre, Pennsylvania	Program Director-- Job & Manpower Development & Training
King, Hugh	Economic Development Council of Northeastern Pennsylvania First National Bank Building Wilkes-Barre, Pennsylvania	Research Director
Kramer, Horace	Redevelopment Authority of the City of Wilkes-Barre First National Bank Building Wilkes-Barre, Pennsylvania	Chairman

Kramer, Mrs. Mary	League of Women Voters of Wilkes-Barre 21 Mallery Place Wilkes-Barre, Pennsylvania	Member
Krammes, Therold E.	Pennsylvania Department of Health 383 Wyoming Avenue Kingston, Pennsylvania	Regional Sanitarian
Lacy, James O.	Lacy, Atherton, & Davis Hotel Sterling W. Market & River Sts. Wilkes-Barre, Pennsylvania	Architect
Lakatos, Dr. Nicholas	Wyoming Valley Sanitary Authority 143 East Broad Street Nanticoke, Pennsylvania	Member
Laidler, Clarence	Luzerne County Zoning 67 Public Square Wilkes-Barre, Pennsylvania	County Zoning Officer
Lashford, Edgar	Greater Wilkes-Barre Chamber of Commerce 92 South Franklin Street Wilkes-Barre, Pennsylvania	Executive Vice President
Lee, James	Times-Leader Evening News 15 North Main Street Wilkes-Barre, Pennsylvania	Assistant Editor
Leib, Matthew	First Federal Savings & Loan Association of Hazleton 12 East Broad Street Hazleton, Pennsylvania	President
Levi, Henry	Wyoming Valley Sanitary Authority 103 South Prospect Street Nanticoke, Pennsylvania	Member
Levy, Reuben H.	Wyoming Valley Sanitary Authority 33 Reynolds Street Kingston, Pennsylvania	Chairman

Lonergan, John E.	Mullin & Lonergan Associates Inc. 8040 Roosevelt Boulevard Philadelphia, Pennsylvania	Associate
Lonergan, Michael J.	Mullin & Lonergan Associates Inc. 8040 Roosevelt Boulevard Philadelphia, Pennsylvania	Partner
Long, Joseph F.	Redevelopment Authority of the City of Wilkes-Barre First National Bank Building Wilkes-Barre, Pennsylvania	Board Member
Macialek, Joseph	Cooperative Extension Service Room 321 Post Office Scranton, Pennsylvania	Area Resource Development Agent
Macpherson, Mrs. Elizabeth	Y. W. C. A. 40 West Hampton Street Wilkes-Barre, Pennsylvania	Executive Director
Malast, Michael	Planning and Zoning Commission 541 Andersen Street Wilkes-Barre, Pennsylvania	Member
Mailey, Dr. Hugo V.	Institute of Regional Affairs Wilkes College Wilkes-Barre, Pennsylvania	Director
Makarczyk, Barney	Redevelopment Authority of the City of Nanticoke 37 North Market Street Nanticoke, Pennsylvania	Rehabilitation Specialist
McCartney, Agnes T.	Carbon County Planning Commission Court House Jim Thorpe, Pennsylvania	Executive Director
McCarthy, James	Hanover Township 8 Park Avenue Lee Park, Pennsylvania	Township Commissioner

McGee, James	Lackawanna County Planning Commission County Administration Building Scranton, Pennsylvania	Director of Community Programs
McGrady, Ellen	Laflin Borough 67 Market Street Laflin, Pennsylvania	Councilman
McLaughlin, M. J.	Radio Corporation of America Crestwood Industrial Park Mountaintop, Pennsylvania	Personnel Manager
Meltzer, Bernard C.	Albert M. Greenfield & Company Walnut & Jumper Streets Philadelphia, Pennsylvania	MAI, SREA, ASA, CE, PE
Michelini, Dr. Francis	Wilkes College Wilkes-Barre, Pennsylvania	Dean of Academic Affairs
Miller, Diane	Department of Housing and Urban Development Philadelphia, Pennsylvania	Staff Member
Mirmak, Joseph	Redevelopment Authority of the City of Wilkes-Barre First National Bank Building Wilkes-Barre, Pennsylvania	Rehabilitation Specialist
Miura, Howard	Wilkes-Barre City Planning Commission 46 Mallery Place Wilkes-Barre, Pennsylvania	Executive Director
Mullen, Leo P.	Department of Community Affairs 321 Chamber of Commerce Bldg. Scranton, Pennsylvania	Staff Member
Mullin, Gerald M.	Mullin & Lonergan Associates, Inc. 8040 Roosevelt Boulevard Philadelphia, Pennsylvania	Partner

Nomer, Howell F.	Wyoming Seminary North Sprague Avenue Kingston, Pennsylvania	Dean
Novak, Sophie	Redevelopment Authority of the City of Nanticoke 37 North Market Street Nanticoke, Pennsylvania	Administrative Assistant
O'Donnell, Thomas	Housing Authority of the County of Luzerne 886 Franklin Street Wilkes-Barre, Pennsylvania	Board Member
O'Hara, V. T.	Greater Pittston Chamber of Commerce Miners Bank Building Pittston, Pennsylvania	Executive Vice President
O'Malley, J.J.	Greater Wilkes-Barre Chamber of Commerce 92 South Franklin Street Wilkes-Barre, Pennsylvania	President
Owens, Elaine G.	Housing Authority of the City of Wilkes-Barre 210 Franklin Federal Building Wilkes-Barre, Pennsylvania	Administrative Assistant
Parker, Robert	Greater Wilkes-Barre Chamber of Commerce 92 South Franklin Street Wilkes-Barre, Pennsylvania	Director of Public Relations
Paterson, Mrs. Sally	Tom Hart, Realtor 25 West Market Street Wilkes-Barre, Pennsylvania	Saleswoman
Peel, Joseph	Wilkes-Barre City School District 83 North Washington Street Wilkes-Barre, Pennsylvania	Assistant to the Superintendent
Perkins, Clement W.	Wilkes-Barre City Planning Commission c/o Peoples National Bank Edwardsville, Pennsylvania	Chairman

Pomeroy, John R.	Redevelopment Authority of the City of Wilkes-Barre First National Bank Building Wilkes-Barre, Pennsylvania	Project Coordinator
Price, James E.	Redevelopment Authority of Luzerne County 260 Pierce Street Kingston, Pennsylvania	Executive Director
Pugliese, Patrick	Wyoming Valley Sanitary Authority 126 South Welles Street Wilkes-Barre, Pennsylvania	Member
Radkiewicz, John	Lackawanna County Planning Commission City Administration Building Scranton, Pennsylvania	Planning Director
Ramage, Emerson	WILK 88 North Franklin Street Wilkes-Barre, Pennsylvania	Business Manager
Regulski, Henry	Redevelopment Authority of the City of Nanticoke First National Bank Building Wilkes-Barre, Pennsylvania	Staff Member
Ridall, Hugh M., Jr.	Redevelopment Authority of the City of Wilkes-Barre First National Bank Building Wilkes-Barre, Pennsylvania	Board Member
Ronall, Andrew	Ronall & Son 681 Main Street Edwardsville, Pennsylvania	Contractor
Ross, Mrs. Richard M. Jr.	League of Women Voters 574 Charles Street Kingston, Pennsylvania	Member
Rubin, Roger	David M. Walker Associates, Inc. 1503 Chamber of Commerce Bldg. 121 South Broad Street Philadelphia, Pennsylvania	Associate

Russin, Simon S.	Wyoming Valley Sanitary Authority 136 Maffett Street Plains, Pennsylvania	Member
Samuel, J. Russell	Luzerne Electric Division - U. G. I. 247 Wyoming Avenue Kingston, Pennsylvania	Sales Manager
Sauerteig, John R.	Smith, Barney & Company Philadelphia National Bank Bldg. Broad & Chestnut Streets Philadelphia, Pennsylvania	Vice President
Saunders, R. Harold	Wilkes-Barre City School District 83 North Washington Street Wilkes-Barre, Pennsylvania	Assistant to the Superintendent
Schinski, Donald	Redevelopment Authority of the City of Nanticoke 37 North Market Street Nanticoke, Pennsylvania	Staff Member
Schmitt, Carl J., Jr.	Wilkes-Barre City Planning Commission 198 North Main Street Wilkes-Barre, Pennsylvania	Board Member
Schoonhover, W. S.	Pennsylvania Power & Light Co. 36 North Main Street Wilkes-Barre, Pennsylvania	Community Planning Consultant
Schoonover, William	Redevelopment Authority of the City of Wilkes Barre First National Bank Building Wilkes-Barre, Pennsylvania	Real Estate Director
Schwartz, Harvey	David M. Walker Associates, Inc. 1503 Chamber of Commerce Bldg. 121 South Broad Street Philadelphia, Pennsylvania	Associate

Shane, J. B.	Bell Telephone Co. of Penna. 120 South Franklin Street Wilkes-Barre, Pennsylvania	Divisions Operations Manager
Sharpe, Kay	Carbon County Planning Commission Court House Jim Thorpe, Pennsylvania	Executive Director, Carbon County Action Committee for Human Services
Shelburne, Thomas P.	WNEP-TV Wilkes-Barre/Scranton Airport Avoca, Pennsylvania	General Manager
Shipkoski, John	Redevelopment Authority of the City of Nanticoke 37 North Market Street Nanticoke, Pennsylvania	Staff Member
Shipula, Anthony, Esq.	Wyoming Valley Sanitary Authority 319 First Street Wilkes-Barre, Pennsylvania	Member
Shoemaker, John N.	Wyoming Valley Sanitary Authority 20 Abrahms Drive Wyoming, Pennsylvania	Member
Shorts, Wilbur	Redevelopment Authority of the City of Wilkes-Barre First National Bank Building Wilkes-Barre, Pennsylvania	Rehabilitation Director
Sites, Edwin A.	Department of Community Affairs 320 Chamber of Commerce Bldg. Scranton, Pennsylvania	Regional Coordinator
Slesinski, Mary	Laflin Borough 56 Market Street Laflin, Pennsylvania	Councilman
Smith, Donald D.	Smith, Miller, & Associates 189 Market Street Kingston, Pennsylvania	Professional Engineer

Smith, Robert	Lackawanna County Planning Commission County Administration Building Scranton, Pennsylvania	Senior Planner
Snyder, William G.	Redevelopment Authority of the City of Nanticoke 37 North Market Street Nanticoke, Pennsylvania	Executive Director
Sobota, Raymond J., Esq.	Wyoming Valley Sanitary Authority 760 Miners Bank Building Wilkes-Barre, Pennsylvania	Member
Spitale, Charles	Wyoming Valley Motor Club 303 Market Street Kingston, Pennsylvania	Assistant Manager
Stocker, D. N.	Pennsylvania Power & Light 36 North Main Street Wilkes-Barre, Pennsylvania	Manager, Area Development
Stortz, Ben, Col.	Redevelopment Authority of the City of Nanticoke 37 North Market Street Nanticoke, Pennsylvania	Staff Member
Sugarman, Howard	Redevelopment Authority of the City of Hazleton 219 East Beech Street Hazleton, Pennsylvania	Member
Sugiyama, Dr. Yasushi	Wilkes College Wilkes-Barre, Pennsylvania	Assistant Professor
Summa, Andrew J.	Department of Community Affairs 320 Chamber of Commerce Bldg. Scranton, Pennsylvania	Planning Analyst
Sword, William O.	Petroleum Service Company 49 Dana Street Wilkes-Barre, Pennsylvania	President

Szot, Bernard	Redevelopment Authority of the City of Nanticoke 37 North Market Street Nanticoke, Pennsylvania	Financial Analyst
Townend, Frank, Esq.	Dallas Township 1400 Miners National Bank Bldg. Wilkes-Barre, Pennsylvania	Solicitor
Troxell, Mrs. D. H.	League of Women Voters 1320 Wyoming Avenue Forty Fort, Pennsylvania	Treasurer
Tucker, Richard	Department of Housing & Urban Development Philadelphia, Pennsylvania	Staff Member
Tuhy, Philip R.	Institute of Regional Affairs Wilkes College Wilkes-Barre, Pennsylvania	Associate Director
Van Keuren, Charles	Pennsylvania Power & Light Co. 36 North Main Street Wilkes-Barre, Pennsylvania	Assistant Director of Industrial Development
Vincent, Lee	Radio Station WILK 88 North Franklin Street Wilkes-Barre, Pennsylvania	Sales Manager
Wagner, William H.	Buchart & Horn York, Pennsylvania	Representative
Walker, David M.	David M. Walker & Associates 121 South Broad Street Philadelphia, Pennsylvania	President
Wall, Dr. P. J.	Redevelopment Authority of the City of Wilkes-Barre First National Bank Building Wilkes-Barre, Pennsylvania	Treasurer

Walsh, Eugene F.	Redevelopment Authority of the City of Nanticoke 37 North Market Street Nanticoke, Pennsylvania	Relocation and Project Management Officer
Wassel, E.	Wassell & Pyros Town Hall Building South Washington Street Wilkes-Barre, Pennsylvania	Architect
Wideman, Edward	Board of County Commissioners Court House North River Street Wilkes-Barre, Pennsylvania	County Commissioner
Williams, Joseph A.	Joseph A. Williams Agency 39 North Franklin Street Wilkes-Barre, Pennsylvania	Insurance
Wilson, Robert C.	Redevelopment Authority of the City of Wilkes-Barre First National Bank Building Wilkes-Barre, Pennsylvania	Assistant Executive Director
Yankowski, Edward	Zoning Board of Adjustment 77 Hudson Road Plains, Pennsylvania	Member
Yoniski, Thomas	Redevelopment Authority of the City of Wilkes-Barre First National Bank Building Wilkes-Barre, Pennsylvania	Financial Analyst
Yurkavage, Andrew	Wilkes-Barre Township Planning & Zoning Commission 771 Lehigh Street Wilkes-Barre, Pennsylvania	Member
Zalesky, Edward	Penns Woods Girl Scout Council 383 Wyoming Avenue Kingston, Pennsylvania	Executive Director
Ziolkowski, Leonard	Monroe County Planning & Zoning Commission 612 Monroe Street Stroudsburg, Pennsylvania	Planning Director



1000160201

WILKES COLLEGE LIBRARY



