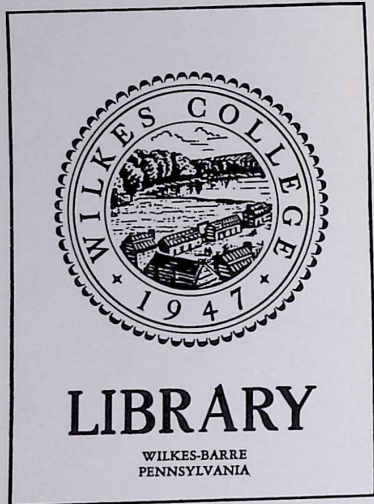


PROCEEDINGS
SIXTH ANNUAL COMMUNITY
GROWTH CONFERENCE

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1966

INSTITUTE OF MUNICIPAL GOVERNMENT
WILKES COLLEGE
WILKES-BARRE, PENNSYLVANIA



PROCEEDINGS

SIXTH ANNUAL COMMUNITY GROWTH CONFERENCE

SEPTEMBER 28, 1966

WILKES-BARRE, PENNSYLVANIA

Institute of Regional Affairs

Wilkes College

Wilkes-Barre, Pennsylvania 18703

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FOREWORD

The renaissance of Northeastern Pennsylvania may soon receive national attention. In major part, this renaissance will have to be developed and sustained by citizen participation in public affairs and by an alert local government officialdom.

Furthermore, there is considerable evidence that this great complex of Northeastern Pennsylvania can grow at an accelerated rate in immediate years ahead. But the size and certainty of this growth depend, in large measure, on the skill with which public officials plan and carry out public policies. Progress also depends upon informed, skilled and vigorous citizen leadership--capable of understanding problems, interpreting significant facts to public officials, and influencing officials to modify policy in the light of the facts. Too many leaders today feel their way along to solutions because no preparation was made 10 to 15 years ago.

These conferences are intended to provide an opportunity to thrash out ideas and to examine the broad range of alternatives in the approach to problems based on facts and understanding.

The theme that was selected for the SIXTH ANNUAL COMMUNITY GROWTH CONFERENCE was: "Northeastern Pennsylvania--A Critical Look Into the Future." Three aspects of regional growth were presented at the panel sessions: political leadership, tourism as a second major industry, and the manpower problem. The last is especially significant in view of the fact that Northeastern Pennsylvania is no more a high surplus labor area.

A new format was attempted for this Sixth Conference which provided for a summary of the morning sessions and audience participation in the discussion of the problems in the afternoon.

The consensus of the Planning Committee was that the Conference was successful beyond expectation. The format, which differed from past years, was probably the reason for the unexpected attendance. There seems to be good reason to continue this general approach next year. Among the suggestions presented were: keep topics of interest for the general laymen; and establish a separate technical panel.

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The Planning Committee of The Community Growth Conference would like to take this opportunity to extend a sincere word of thanks to the visiting experts, the local participants, to the exhibitors, and to the sponsors and contributors, whose assistance not only helped make the Conference a success but also contributed measurably to the planning.

Hugo V. Mailey, Director
Institute of Regional Affairs

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SIXTH ANNUAL COMMUNITY GROWTH CONFERENCE

September 28, 1966

PROGRAM

8:30--10:00 A. M. Breakfast Hotel Sterling

Chairman: Dr. Eugene S. Farley, President, Wilkes College
Speaker: Richard Epps, Economist, Third Federal Reserve District
Topic: "WHAT'S AHEAD FOR THE NEXT TEN YEARS"

10:30--12:00 Panel Sessions Chorus Room,
Fine Arts Center

Chairman: Anthony Moses, Esquire, Chairman, Charter Study Commission
Speaker: Andrew S. Bullis, Assistant Director, American Society for
Public Administration
Ronald M. Dick, Research Associate, National Association of
County Officials
Topic: "POLITICAL LEADERSHIP--IMPACT & SOLUTIONS"

Panel Session Lobby, Fine Arts Center

Chairman: DeWitt Smith, Chairman, Luzerne County Park and Recreation
Board
Speaker: John Calhoun, Executive Director, Pocono Mountains Vacation
Bureau
Marlowe W. Hartung, M. W. Hartung, Inc.
Topic: "TOURISM/RECREATION--THE SECOND MAJOR INDUSTRY"

Panel Session Rehearsal Room,
Fine Arts Center

Chairman: Roy C. Stauffer, Vice President, Greater Pittston Chamber of
Commerce
Speaker: Robert Slater, Vice President, Metropolitan Wire Goods, Inc.
John Thomas, Vice President, Wesel Manufacturing Company
Topic: "INDUSTRIAL GROWTH & MANPOWER--OUR DEVELOPING
PROBLEM"

12:00--1:30 Luncheon YM/YWCA

Chairman: Horace Kramer, Chairman, Wilkes-Barre Redevelopment Authority

Speaker: The Honorable Joseph W. Barr, Jr., Secretary of Community Affairs, Commonwealth of Pennsylvania

Topic: "SAD PLIGHT OF OUR CITIES--HAVE THEY BECOME OBSOLETE?"

2:00--3:00 Discussion Groups Hotel Sterling

Presentations of problems discussed in morning sessions

Parlor C: "POLITICAL LEADERSHIP"

Discussion Leader, William G. Goss, Chairman,
Luzerne County Commissioners

Parlor D: "TOURISM/RECREATION"

Discussion Leader, Noel Caverly, Luzerne County
Planning Commission

Adams Room: "INDUSTRIAL GROWTH & MANPOWER"

Discussion Leader, John J. Dunn, Director,
Youth Opportunity Center

3:00--3:30 Summation by Discussion Leaders Parlors E & F

3:30--3:45 Break

3:45--4:30 Wrap Up Parlors E & F

Chairman: Edgar Lashford, Executive Director, Greater Wilkes-Barre Chamber of Commerce

Speaker: Sidney Krakauer, Vice President, Pall Corporation

Topic: "NORTHEASTERN PENNSYLVANIA'S FUTURE--PLANNED OR UNPLANNED"

4:30--5:45 Cocktail Party Adams Room

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Luzerne County Boroughs Association

Luzerne County Federation of Women's Clubs

Luzerne County Housing Authority

Luzerne County Redevelopment Authority

Wilkes-Barre City Planning Commission

Wilkes-Barre Housing Authority

Wilkes-Barre Redevelopment Authority

EXHIBITORS

Valley Preservation Group

Wilkes-Barre Redevelopment Authority

INTRODUCTORY REMARKS

by

Dr. Eugene S. Farley
President, Wilkes College

On behalf of Wilkes College, I would like to welcome you to the Sixth Annual Community Growth Conference.

For the sixth consecutive year, we have the opportunity of meeting together and discussing problems and solutions for our region.

The theme for this conference, "Northeastern Pennsylvania--A Critical Look Into the Future," Will pose some problems that must be approached with vision and determination.

Our speaker this morning will discuss with us what is ahead for the next ten years. Mr. Epps is an economist at the Federal Reserve Bank of Philadelphia. He had, for some time, been very interested in regional economic problems. His academic background includes studies in sociology, economics, city planning, and regional science. He is currently studying development problems of middle-sized metropolitan areas of the Third Federal Reserve District of which Northeastern Pennsylvania is a very important part.

WHAT'S AHEAD FOR THE NEXT TEN YEARS

by

Richard Epps, Economist
Third Federal Reserve District

A little over thirty years ago the dynamics of the nation's economy began to work against Northeastern Pennsylvania. The components of the shift--the miners out of work, the sudden closing of banks--don't merit review. While they were enormous, these facets of the nation's economic mood working against this section of Pennsylvania are clearly a "has been." But, the nation's economy has not stopped its transitory mood; Pennsylvania is still sensitive to its moves. Thus the next ten years, and all succeeding years, are ones in which the Northeast must watch the nation. A quick glance suggests that while previously all has been against this area, the current and future whims of the economy may help the Northeastern region of Pennsylvania.

But there are other economies imposing their fate upon the old anthracite region. The great Atlantic market areas of New York City and Philadelphia have an increasing effect upon local conditions. At one time Northeastern Pennsylvania was largely isolated from these markets, but as highway construction winds paths of concrete through the Appalachian mountains the potential for easy communication between the Northeast and these large markets is quickening.

Probably most significant, though, for the Northeastern region, are the mood of Pennsylvania Power and Light, or the stirring of the Scranton Planning Commission, for it is largely local initiative which will decide what shall be done with the trends imposed from the outside. Already the Northeastern anthracite region has become renowned as an area of cooperative workers; as a population who appreciates a good job. The effect of plant and equipment finance, and well planned industrial parks on desirability for the choosing industrialist is well appreciated in this corner of Pennsylvania. The unmatched local achievement of raising over \$12 million for development attests to this. But, what will be the regional and national framework in which this initiative shall be exercised during the next decade.

As I suggested before, the influence of the national economy should be in a positive direction during the coming decade. To appreciate this view let us turn back about three years to the original showing of success of the Northeastern "boot-straps" operation. To the eye it appeared that local initiative had begun to come into its own in encouraging corporate boards to come to Pennsylvania. In large part that was a true impression. However, a few national trends had begun which favored the Northeast. The most obvious of these is that the economy had become a bull. Businessmen everywhere were beginning to view the future as full of promise for growth and stability--the new economies had arrived which would bring sustained and continuous growth. In accord with this view and an expanding population, the bullish economy started into a capital investment boom. This was not a boom of the fifties with extravagant additions to capacity, but rather a gradual enlargement of plant and equipment facilities. This new capital investment provided more than an opportunity to increase capacity and productivity, it allowed a shifting of location of productive facilities. Thus, the capital expansion that has begun has meant that the pool of industries that may be brought into the Northeast, or anywhere else, has increased.

In a way then, the growing success of development efforts in this area has been like the auto salesman of 1965--he sold more cars because there were more people wanting to buy them. However, this same auto salesman has had a rough time of it in 1966 for less people have been looking for a new set of wheels. Similarly, a slow down in the capital expansion boom, or a speed up, will have an effect upon the success of local development work, though certainly will not determine such success or failure.

During this business expansion, the fastest growing segment of industry has been final goods production. The coterminous tendency of these corporations to seek dispersed sites for production has meant that all the middle sized metropolitan areas without previously large levels of industrialization have been able to benefit from the current boom in greater proportion than in other periods. An example of the growth I am speaking of is the television set producer. All of the parts that are assembled into the set can be easily transported. So, any place is a good location. In the geographers gib, this is a "footloose" industry. This freedom of migration allows the plant to look for the better environment, where transportation is not so congested and where workers respect a good job. Thus, the plant goes to the middle sized area where a labor pool abounds, but where the distractions of the large old city are absent. That is, he goes to Nanticoke, or, like RCA, goes to Scranton. Thus, not only has the crop of migrating corporations been larger than usual,

but also they have tended more toward the middle sized area than usual. So far, then, the bullish economy has been a boon to development of the Northeast.

It appears that these national trends of recent years will continue into the coming decade. The forces which have pushed capital investment recently should continue. A quick checkoff of the motives for capital investment in the coming decade include: (1) an expanding population with rising incomes that means increased demands for goods and services; (2) rising labor cost which puts the pressure on the industrialist to automate; (3) a continuing investment in research and development which brings changes in manufacturing processes and invention of entirely new lines of products. Recent declines in the fertility rate suggest that growth of population is slowing, however, an acceleration of income level growth should off-set the population slow-down to give a rate of expansion of consumption dollars about equal to that of the last five years. Signs for this next year are rather definite that the demands of labor for wage increases will be at a record high, and, judging from the past trends, the new highs of the coming year should be interpreted as only a sign of continued strength of labor in bargaining for wage gains. Finally, the growth of research and development both in sheer size and in the diversity of industries in which it is active is a well known story; in the last decade alone expenditures for R & D tripled, and the general advance has been recession proof. Numerous science-based industries like chemicals report that their complete product lines have been replaced within a decade--that they are making many products today that they had not heard of five years ago. At this point there seem to be no signs of slowing in this competition for innovation. Thus, the general conclusion is that capital spending will continue to be strong; that the crop of industrialists looking for locations will continue to be large, if not growing.

The composition of the migrating industrialists is not so apparent. Will expansion be in the "footloose" group, or in the group tied to specific resources, or specific sorts of labor pools, or specific supporting industries? We cannot be certain of the composition of industrial growth groups, however, the outstanding record of certain sorts of firms suggests a few probable growth sectors. These are:

- a. Transport Equipment--especially in aircraft
(45 percent projected growth, 1962-75)
- b. Electrical Machinery, equipment and supplies
(42 percent projected growth, 1962-75)

c. Rubber and Miscellaneous plastics products
(25 percent growth, 1962-75)

d. Professional and Scientific equipment
(44 percent projected growth, 1962-75)

e. Chemicals
(22 percent projected growth, 1962-75)

Of these selected industries, four are final products industries. Of these, transport, electrical machinery, and rubber are largely foot-loose--able to easily enter the Northeastern Pennsylvania Region. Thus, while we cannot be as certain of the continuing favorability of the composition of growth, prospects suggest that economic blessing will continue to be on some of the industries which search for the better environment.

These projections of the future decade in its relation to the Northeast have centered on what the nation's economy may have done for area development in the past. But new developments loom which suggest a few new kinds of impacts. The first is the effects of the future increase in discretionary income of the nation's population--the amount that the population has left to spend after covering the basic costs of housing, rent, and other essentials. Projections of the National Planning Association conclude that the next decade will see about a three percent yearly increase in the average per capita income of the nation's population. Assuming that inflation wanes a bit, this increase in personal income should leave an increasing amount of dollars at the hands of the buyers to use as they please. It is on the base of this discretionary income that large industries are presently being constructed. Surely the technical thinkers originated color T. V., but it was the free dollar of the new suburbanite that has made the industry thrive. The day is approaching when every home will try to be something of an art gallery--the cultural boom. But just as discretionary spending can build an industry overnight--can make phrases like "he stabbed her twenty-three times because he couldn't turn off the electric knife" almost believable--surely it can quickly wipe out grand industries. This is especially possible with Research and Development to think up the new objects of spending, and with mass media to organize the discretionary dollar. All of this says that we may witness a faster pace of "taste obsolescence" in the future. Towns built on a single industry, or a handful of industries, may find themselves with tenuous futures. Thus, diversity will be important. As developers choose industries for the Northeast, an eye to the possibility of large future taste swings would be appropriate.

The second point is with regard to the service industry. In terms of jobs, this has been the fastest growing sector of the economy in recent years. Also, the crystal ball men suggest that it will be the major point in the future. Thus, if it is not possible to keep up in the services sector it may well be impossible to keep up with national employment growth rates, for these jobs represent some fifteen percent of all workers. Oddly enough, however, developers seldom mention services as an industry to attract. This lack of attention is not completely unwarranted, for most service jobs grow as a result of growth in the local population or business community. That is, to a large extent they are derivative growers. The local repair shop, the furnace cleaner, the community's private grade school, all of these must perform their service within a limited market area, and, therefore, expand only at the rate of additions to the ranks of the buyers in the local area. But some, notably higher education, can bring outside dollars into the region; can create jobs themselves. These are the ones which may be brought in; which require attention by developers. I have not said enough about the service sector, but not much is known of its relation to regional development. I am afraid that I must resign myself to merely noting its importance.

In the overview, then, the national economy appears to be moving in a favorable direction for Northeastern Pennsylvania. The crop of industrialists seeking locations should continue to be large, and many will be looking for the middle sized metropolitan area. What of the other influences on the region?

An often noted asset for the future of the region is Interstate Routes 80 and 81. The relation of accessibility created by these threads of communication to the future of the region is well understood. The possibility for a proliferation of branch plants and suppliers along these routes is, if not freely discussed, at least optimistically apparent to every resident of the region. The potential for a major goods distribution and warehousing area in the region is more than just hoped for. I would only like to point to one result of these roads.

Land speculation is wild in Monroe County. Farmers in Sullivan County complain of an inability to purchase needed additions of land for their farms. The major force behind this increase in land values is the change of agricultural land to other uses--specifically, the second home, the vacation home of the leisure seeking urbanites. The new roads make it possible for the smog sick to retire to their country homes for the week end. Increased leisure time gives the opportunity for these continuing holidays. And, the increasing population and consequent over-crowding of traditional week end and vacation points along the shore are forcing

the population to seek the amenity of Northeastern Pennsylvania. These factors leading to the current rise in tourism and vacation homes will only increase in influence in the future. To give an idea of size of the second home boom, we may note that between 1950 and 1960 a little over eleven thousand such structures were built in the Northeast.

This boom will increase housing construction, and thus create local jobs. But, even more dramatic will be the increase in the service and retail trades. The population of the second homes is peculiar in that it brings dollars to spend, but does not join the local labor force. Thus, it is a net gain to the market area. How big a gain? The part-time spenders resulting from the construction between 1950 and 1960 were probably in the general magnitude of about twenty thousand. An indication of the impact of this population is the seven percent fluctuation in labor force of Monroe County between summer and winter in 1964, when tourism and vacationing are at respective highs and lows. But seven percent is probably an understatement of the jobs resulting from the part-time spenders, for they are present to some extent both in the high and low season.

The second home development is not entirely a blessing, however, nor is it completely assured. Uncontrolled development of rural lands for housing can destroy the very amenity which is sought by the immigrating population. Too dense a development, or poor quality structures that promise to become rural slum, may quickly run the desirable lake front areas which are popular at this time. The programs of purchase of land for state parks now in operation in the Northeast will help to insure that much open space is maintained; however, unless rigid standards are ubiquitously enforced on land development, some problems lay ahead. A second, and fairly evident problem, which may result from tourism is a seasonality of employment. As permanent residents come to depend upon tourism for a year-around livelihood, a drive for winter utilization of resort areas will be of extreme importance. Evidenced by the several ski-slopes, winter recreation is already found interesting. As tourism spreads to the western counties of the Northeast, year around resort use will be more of a certainty as a result of the more severe winters.

Even with the pitfalls of seasonality and possible harm to the natural assets of Northeastern Pennsylvania, tourism promises to be a growth area for the future. Also, as the owners of the second home age, many will follow their current hopes of retiring in the second home. Thus, some direct expansion of total population will probably result.

In view of these several aspects of the future: a growing national economy, a large number of firms seeking the middle-sized metropolitan area, and the attraction of amenity for Northeastern Pennsylvania, what may we say specifically of the next ten years for Northeastern Pennsylvania. Here, leadership becomes crucial. There can be little doubt that the achievement of growth in Northeastern Pennsylvania will occur in a competitive struggle with other metropolitan areas. The standing of the Northeast in this competition will be its future. In turn, its standing will be a function of the way its physical and social resources are developed by the community.

The major sorts of resources in the metropolitan competition will be:

- a. a basis of service and subcontracting firms which may be used by local manufacturing firms. These activities, like the machinery repair service, allow smaller manufacturers to cut cost and to decrease the amount of capital they need in order to produce.
- b. a well-developed transportation system, and industrial land near interchange spots on the transport system.
- c. urban amenities like the theater, specialized shops.
- d. natural amenity.
- e. labor force--the particular sort of labor force that will be important varies, of course, with the type of industry to be located.
- f. accessible market area--for the large number of local and region serving firms the size of the regional market is crucial. The Northeast is strong in this respect for about one-third of the nation's population is within two hours driving time.
- g. specific raw materials--in the Northeast, forests are becoming a raw material of note.

Certain of these are immutable. The size of market area in terms of population, the types of raw materials available, and the extent of local service and subcontracting firms are all essentially out of the hands of local leadership--are the givens of the competition. The others may be managed to a greater or lesser extent.

The trend is for industry to look for the better trained workers. Thus, a continued public concern with upgrading of the labor force is vital. The interstate highway program is making strides everywhere for a traditional solution to transportation. Also, everywhere cultural-educational complexes are being constructed. In order to keep in the next decade's competition, then, it will be necessary to solve the traditional resource and amenity problems.

What will it take to be a standout? Science-based industry is the glamour sector; what will it take to attract the highly trained personnel of these industries? The population is gaining in income yearly; what sort of area will provide the environment for the new higher standards of living? Will just a little dressing up of the old town suffice? Some think not.

About seventy "new towns" are being constructed today. Still slightly traditional, the new towns blend the waterways and green of the country into architecturally integrated housing developments. The maze of signs competing with traffic lights are gone; freeways, cul-de-sacs, and aesthetic controls have taken their place. The town center is a mall, not a parking lot. The surrounding slums are gone, as low income housing is integrated into the housing districts. The industrial park is the only industrial land. Lights and pure air permeate the towns.

While the "new town" move is still small, some of the industrial giants are looking into it as a possible investment. General Electric has announced plans to create "new prototype communities." Gulf Oil Corporation and John Hancock Insurance have become involved in Robert E. Simon's Reston, the new town between Baltimore and Washington.

I think that we may see new towns as the environment of the future. I think new towns may be "where the growth is." New towns may be the competition for Northeastern Pennsylvania. The far West with its quickly dwindling natural beauty has been the growth area of the past. With higher incomes, the population and the industry are certainly not going to

stop seeking the good environment they found in the West. Thus, the good environment of the new town may just now be becoming the solution for combined urbanism and environment.

What has this to say to the next decade in the Northeast? I believe it says that regional organization to protect the streams, air, and mountains will be crucial; that revamping of the urban cores must be major; and that a new town in the Northeast may be a necessity.

That the new town will be the growth stand out is not a certainty. But in a decade in which the United States is gaining strength, in which the economy will be booming, and in which man will reach the moon, there is good reason to believe that some new thoughts on the living conditions of man may be necessary.

INTRODUCTORY REMARKS

by

Anthony Moses, Esquire, Chairman
Charter Study Commission

This particular panel will have as its topic "Political Leadership-- Impact & Solutions." As Chairman of the Charter Study Commission for the City of Wilkes-Barre, I have had an opportunity to consider this important aspect of government. Although we were concerned primarily with the form of government, we had to also examine the political aspects of the area.

Our two panelists are well-qualified to discuss this very important topic. Mr. Bullis, having spent a number of years with the Department of Internal Affairs, is well aware of some of the problems in our region. Mr. Dick has spent quite some time in studying the expanding role of the County as a solution for some of our urban problems. Therefore, I am sure that their discussion will offer quite a challenge to us.

POLITICAL LEADERSHIP--IMPACT & SOLUTIONS

by

Andrew S. Bullis, Assistant Director
American Society for Public Administration

Thousands of books have been written about political leadership. Carlyle regarded mankind as sheep and leaders as shepherds. Unfortunately, some so-called leaders have not been shepherds. In terms of basic needs, political leaders are distinct from other prominent people, not in their desire for power, but in their sheer enjoyment of the whole process of politics. Although all political leaders seem to exude this characteristic, the similarities among those who have exercised political power ends here.

There are a number of concepts about political leadership that we might review in order to understand the type of leadership necessary in contemporary America. In a sense, these various concepts take us through periods of the political history of cities.

Let us first consider political leadership as simply the ability to get elected and stay in office. This type of glad-hander who has been bitten by the political bug is usually tempted to straddle the fence. Fence-sitting in a hot political issue in a city has the convenient advantage of antagonizing very few people. This type of elected official is not out to alienate any potential voter. Only if he is positively certain that a majority of the voters take a stand on an issue will he take a stand. Then he may even take a strong stand.

Political success for this kind of public official is merely getting re-elected election after election. He is loath to imperil his political image of being every thing to everyone. Only by surviving a number of elections are chances of rising to higher elective office improved for the fence-straddler.

Such a person is a real liability to local government today. This view of political leadership is much too narrow. Today's government calls for outspoken and firm leadership on nagging problems.

A second view of political leadership revolves around allocating the spoils of political power. The old political boss obtained votes for re-election by performing favors which meant allegiance. Favors alone might not necessarily insure continuation in office, opposition had to be eliminated. The wise political leader was one who could harness the ambitions of all the subordinates, workers, and hirelings. To successfully do this is an art.

This kind of person does not hold court over a "political machine" but presides at the head of an organization. And while these modern day bosses cannot be counted on to produce votes with clock-like regularity, they still preside over the spoils created by those votes. Patronage and favoritism hold these machines together. They could be converted into votes and votes become jobs and contracts. Political office was sought strictly for the economic rewards. But the worth of favoritism has lessened. This view of leadership is much too negative. A third view of political leadership is related to the political party and the various segments of the apparatus. A political party is designed to join together those of like mind. It wants to secure political power. The real basis of a political party at the local level is the committee, whether at the city or county level. It is at this level that prejudices are commandeered, favored, awarded, patronage distributed, and doorbells rung.

The main objective of the political party is to win elections. So far in American government at the local level, the party apparatus has not been utilized for the attainment of community goals. Because the party leadership has confined itself to the narrow goal of winning elections, the leadership has not always lent its efforts toward community improvement.

The last view of political leadership is that of providing community leadership. The obligation of this kind of political leadership is the mobilization of community resources to achieve community goals. Such a leadership must be able to identify all the resources available. This kind of leadership must harness all of the forces in a community toward community betterment.

If local governments are to survive in the face of today's rising national power, the weaknesses of local government must be corrected. The six inadequacies of local government are clearly stated in the Report of the Committee for Economic Development. The summary of the recommendations of this Committee, while sound, are already attacked by a rear guard action in local government circles. Solutions offered in the report are unacceptable to most people and most local officials.

The reduction of the 80,000 local units of governments by at least 80% is not likely to be accepted. Merging of small units will probably only come by legislative fiat. Progress in adopting some of the recommendations will be irritatingly slow.

Many solutions have been suggested, studied, and put into effect in metropolitan areas. Among them are: Annexation--Oklahoma City; Consolidation--Nashville; Metro Federation--Toronto; and Contract System--Los Angeles.

One of the most recent solutions to solve metropolitan problems and provide the essential leadership is the metropolitan cooperation movement which began in the Detroit area in 1954, and has since spread to the San Francisco Bay Area, the Seattle-Tacoma Area, the Los Angeles area, the Atlanta Area, and the Philadelphia Area. None of the councils seem to have fully met its potential for political leadership on metropolitan problems. The key challenge remains ameliorating the parochialism that now exists and replacing the unimaginative leadership with effective leadership. The roles of the councils as opinion leaders in regional affairs will have to be enhanced. Their future seems bright only if professional project management can be applied to major problems of intergovernmental scope. Each autonomous locality still must develop a unified executive within its own confines--city manager or strong mayor.

The Optional Charter Law in Pennsylvania gives Wilkes-Barre a tremendous opportunity to become the first large size city in Pennsylvania to become manager administered. New industry cannot help but be attracted by the efficient administration that should result from the manager system.

The same single administrator concept is now being applied to county government in the United States. The more forward looking counties, such as Fairfax County in Virginia or Montgomery County in Maryland, now operate with an appointed professional manager to administer the multitude of affairs in county government.

It is apparent that this kind of political leadership is not restricted to those who head parties. It is most effective when community leadership, party leadership, and responsible governmental office are exercised by the same person. Of course, this is the ideal.

While it is difficult to find national bosses and sometimes state bosses, local government has been the happy hunting ground for the spoilers and the looters. Boss Hague finally retired in 1947. Citizen action finally dethroned Boss Pendergast in the 1940's. The Gas House Ring and Tammany Hall in New York City became symbols of our era in local government. The Shame of the Cities, written by Lincoln Steffens, pictured the basic disease of local government in the United States.

The unsound theory of local government was really the basic cause for bad local government. Checks and balances, short terms, rotation in office, small salaries, and the long ballot helped to produce inefficient government. The emasculation of the office of the chief executive was easily written into the charters of the times. Plural councils played havoc with governmental responsibilities. Even small clerkships were filled by election. The lack of responsibility was compounded when their offices were made autonomous. No wonder many Americans just accepted local government with a feeble shrug.

An aroused citizenry began to take a new interest in local government. The professional politician was forced to loosen his strangle hold on municipal affairs. The Jacksonian Creed was replaced with a new theory and philosophy of local government, embracing such ideas as concentration of authority, the merit system and so forth.

Greater confidence was placed in man elected to office. A new breed of mayor has emerged, exhibiting not only political skills but administrative talents. The Model City Charter became the guide line for revitalizing local government. In many instances, the commission form of government was displaced by either a strong mayor or a manager. The voters came to expect the mayor to be a civic leader and one who would concern himself with all questions affecting a community's well being. Voters came to require him to be a positive thinker and doer. And so American cities began to replace the bosses with such illustrious leaders and mayors as Allen of Atlanta, Cavanaugh of Detroit, Lee of New Haven, Tucker of St. Louis, Collins of Boston, Dilworth of Philadelphia, and Lawrence of Pittsburgh.

THE NEW REGIONAL ROLE FOR COUNTIES

by

Ronald M. Dick
Field Service Representative
National Association of Counties

One of the major local government problems of our time is how to adjust our local democratic institutions to run-away technology, exploding populations and the expanding expectations of our citizens.

Our local governments are beginning to accommodate to technological change and are beginning to adjust to population increases. It is in the third area--the rising expectations of our citizens--that causes the greatest strain on local government institutions. How we adjust to this challenge will be the decisive factor in determining the future role of local government in the United States.

A whole new class of Americans is just now coming to power. They are young, well educated and secure in their jobs. They are confident we will solve the major social and economic problems of our modern age. These new Americans are more prone to apply the rules of study and analysis to controversial issues. With respect to the bitter debate over private versus public power, for example, they are apt to ask for an "impartial survey by experts."

They see little difference between private power stringently regulated by government or government power distributed by private enterprise.

Our new Americans have a new set of values. They want healthy and beautiful surroundings. They want safe cars and safe highways. Our new Americans understand civil rights and the need for responsibility. They strongly support programs to cure poverty, mental health and juvenile delinquency. They are university-oriented and believe increased culture, natural beauty, and education to be prime national goals.

Above all, the new American is all action. He loves results and not institutions. He demands clean water and air, and he does not care whether these come as a result of federal, state, local or private action, or all four working together.

This new American is coming into state and local office and is beginning to make a "revolution" in local government structure and operations. Everywhere he sees evidence that problems must be solved on an areawide or regional basis, and everywhere he sees governmental fragmentation. In the State of Washington, for example, there are 1,693 separate taxing districts within only 39 counties.

The new American is beginning to turn to his county or to a multi-county arrangement to solve today's problems because he is realizing more and more that many of these problems require regional solutions. The rate at which the new American is turning toward the county for solution to regional problems is amazing. Since 1957, for example, the number of county employees in America has increased by 350,000. This increase in employees exceeds the total number of people living in each of our three smallest states.

In most urban and rural areas, the county offers the single best vehicle for the provision of regional services. Indeed, the county is the regional unit of government, designed to discharge basic governmental functions for the citizens of the entire county, whether they live in the cities, or in the rural areas. These functions generally include county record keeping, elections, administration of justice, education, law enforcement, penal administration, public welfare and property assessment and taxation.

In recent times, the twin phenomena of rural depopulation and urban repopulation have placed additional responsibilities on the county. Many counties now have authority for these functions:

1. Comprehensive areawide planning
2. Economic development
3. Library services
4. Community colleges
5. Community action programs against poverty
6. Mental health out-patient clinics
7. Civil defense
8. Park and Recreation programs and facilities
9. Mass transit

10. Jet airports
11. Police and fire protection
12. Urban renewal
13. Rural renewal

The county is responding to regional pressures both within the county and outside the county. Within the county, the smaller sub-units are finding that they cannot respond to basic service needs and are increasingly turning to the county to assume functions that were previously exclusively municipal. These include services such as water supply and sewage disposal.

From outside the county, the federal government and, to a lesser extent, the states are urging regional responses to federal and/or state-aided activities such as planning and highway transportation.

In coping with regional problems in both urban and rural areas, the county offers five basic advantages.

1. Political Accountability

In responding to regional problems it is important to note what may very well be the county's principal advantage as a regional unit of government and that is that it has political accountability. By political accountability we mean that all of the people within the county are represented on their county governing body and control the county through the election process.

It is important to note that America is a nation of thirds. One-third of our nation lives in rural areas; one-third in central cities; and the remaining one-third lives in the suburbs. We think it is absolutely vital to the future of American local government to bring these three back together again at the local level. The county is the vehicle to do this.

If there is one over-riding concept that we would like to place in the minds of the American public, it is that the city person is as much a part of his county government as he is of his city government. He pays taxes to his county; he elects representatives to the county governing body; he is served by his county government and, in turn controls his county government. By the same token, it is extremely important to have rural people and suburban people understand that they also have responsibility for the county residents who live in the central city.

The day has long since passed when county officials can, or would even want to, be indifferent to central city problems--the problems associated with slums, poverty, crime and the whole host of difficulties that are associated with jamming large numbers of representatives of minority groups, the poor and the disadvantaged into central city areas.

One case history illustrates the modern trend of functional consolidation of activities at the county level. The City of Syracuse, New York, for example, has passed on to its county government responsibility for public welfare, civil service, civil defense, sewage disposal, water supply and now there are strong moves to have the county assume greater responsibility for economic development, planning and other functions. The people who live in the city of Syracuse are content that when they pass responsibility for these things on to the county, they still have a voice in how these programs are to be administered through their politically responsible county officials.

2. Broad Tax Base

A second major advantage of the county is that it has the broadest of the local government tax bases. It is important to keep in mind that a new factory, a shopping center, a high-rise apartment or a residence of a well-to-do person is taxed by the county whether it is physically located in the city, the suburbs or a rural area. The broader tax base will become increasingly more important as we, at the local government level, respond to the very costly human problems such as public welfare, juvenile delinquency, crime and mental illness.

It has always been an old saw in local government that the people who live in suburban and rural areas of the county are getting a free ride at the expense of the central city resident. We doubt very seriously whether that is presently the case, and we certainly would predict that it will not be the case in the future. For example, Monroe County and its central city of Rochester, New York, completed a study and discovered that because the poor who require the greatest amount of the high-cost human services are located in the central city of Rochester, the suburban and rural taxpayer are paying a proportionately higher share of the total cost of running Monroe County than are the people who live in the central city. We believe that this disparity will, and probably should, increase because there is certainly nothing more firmly ingrained in the American concept of taxation than that those who are most capable of paying, should pay the greatest share of the cost of running government.

Again, the national statistics are impressive in that they document the tremendous growth of county government. For example, from 1942 to 1962, county expenditures rose a staggering 536% and indebtedness rose 2073%. Citizens should keep these statistics in mind when they point with alarm at the great increase in the level of federal expenditures and debt. Actually, as these numbers indicate, the really great strains in the area of taxation are not coming at the federal level, but are concentrating at the state and local level.

3. Economy of Scale

Still another advantage that the county possesses in dealing with regional problems in urban and rural areas is what might be called the "economy of scale." We know, for example, that the Public Health Service says that it is not possible to have an adequate public health service program in a community with a population of under 25,000. We have every reason to believe that as we progress technologically and in other directions, to have an adequate health department we will have to have an even larger population base. And yet, the vast majority of our 100,000 units of local government in the United States are far too small to provide public health services.

Again, the smaller units of government are increasingly turning to counties to provide these types of services and we have great numbers of city-county health department consolidations throughout the United States. We could go through a long list of other types of governmental activities that require a large population base in order to be economically feasible. The whole new area of data processing, for example, lends itself admirably to a countywide data bank and processing unit to serve the county's internal municipalities, school districts and other local units. These same arguments of economy of scale also apply to countywide tax assessing and collection, planning for urban renewal and, recently in the areas of water pollution control and water supply.

Still another factor which is stimulating the growth of the county is the scarcity and high salaries needed to attract competent people in specialized fields such as urban renewal. In Allegheny County, Pennsylvania, for example, the county hires urban renewal experts and makes their services available to the smaller towns and municipalities within the county.

Perhaps the most encouraging single development in the area of economy of scale is the so-called Lakewood Plan, by which smaller municipalities are allowed to contract with their county to provide local government services. I believe that in Los Angeles County, California, there are some 1,000 of these contracts in existence between municipalities.

As a matter of fact, we would like to predict that one of the great new trends at the local government level is going to be in the form of a leaf stolen from the book of private enterprise. Private businesses, as a daily way of life, enter into hundreds upon hundreds of contracts. I suspect that this is the direction we are going to go at the local government level if we are to respond to our new kind of problems.

Again, perhaps an example in the State of Maine will illustrate the importance of the wider use of the county to respond to this problem of the economy of scale. There are two municipalities--one on each side of a river and with approximately equal populations of 15,000 each. They have two separate fire departments at the municipal level and no fire protection on a full time basis in the rural areas. They have two separate municipal police departments in these communities and the county maintains police protection in the suburban rural areas and on an overlapping basis within the two municipalities.

Neither municipality nor the county has adequate planning, adequate data processing systems or adequate building and zoning codes. Here is a natural place for the expansion of the role of the county to provide these services and regulatory functions.

4. Areawide Jurisdiction

The new American is discovering that the county's areawide jurisdiction is a vitally important asset in dealing with regional problems in both urban and rural areas. Again, to cite the State of Washington, there are 1,693 taxing districts within the 39 counties. We are discovering that areawide jurisdiction is particularly important when we get into regulatory functions such as licensing; building codes; controlling of junkyards and billboards; traffic control; and sanitation codes and regulations.

It makes no sense, for example, for a small municipality to enact a decent building code and then have an unscrupulous builder build just outside the jurisdiction of the city and put up a potential slum that one day will have to be dealt with at public expense. We are finding that it is much easier to enact and enforce areawide and countywide regulatory functions.

It is important to keep in mind that nationally, in 75 percent of the standard metropolitan areas in the United States, the entire urbanized area is within a single county.

An example of how one of these areas is solving its regional problems is provided by Nashville-Davidson County, Tennessee. At one

time there were the usual two separate local governments--one for the county and one for the city. And there were many problems: Several service functions were duplicated by the two governments. Citizens of the county did not enjoy certain services such as an adequate sewerage system. And taxes in both jurisdictions were not levied equitably. In 1963, after ratification by the voters of both the city and the county, the Nashville-Davidson County Metropolitan Government came into being.

Now services to both urban and suburban residents are provided more efficiently. There is no duplication of services such as police protection, hospitals, and zoning enforcement. Areawide planning for the entire county is now possible and master plans for land use, roads, and sewer systems are being developed. Taxes are being distributed more equitably and the citizenry is taking a greater interest in government now that he has a greater stake in how it functions.

This new metropolitan form of government was possible because only one large central core city existed within the county.

The metropolitan form of government cannot, however, solve the problem of urban or rural regional areas that spill across a single county boundary, and here we have the newest phenomenon at the local level of government called regional councils of government.

These are, and we believe should forever remain, under the exclusive control of elected city and county officials who are directly accountable to the electorate within the region. With the enactment of the new federal "701" amendments, the federal government is now providing funds to get these councils or government started and they are beginning to spring up everywhere.

It is also important to note that there is a corresponding development in rural areas in the form of legislation now before the Congress which is called the Rural Development District bill. NACO is strongly supporting this legislation, which would provide that in rural areas, the elected city and county representatives in a multi-county region could get together to form a development district (subject to approval by the state government) for the purpose of planning and, later, financing and constructing facilities and providing services. This is absolutely vital to the preservation of the good life in rural areas because without some sort of a regional approach in rural areas, it is totally impossible for tiny cities and small counties going it alone to provide the modern governmental services, like technical schools, community colleges, hospital facilities, mental health facilities, and economic opportunity.

5. Closer Ties with Federal and State Government

Finally, the county lends itself to a much wider regional role in the family of governments because it has the great asset of having much closer ties with the federal and state government. There are in existence at this time, for example, some 250 federal aid programs that are available to county and municipal governments. It is obviously much easier for the states and the federal government to deal on a cooperative basis with 3,000 counties in the United States rather than the total of 100,000 smaller units of government.

The county has been very successful in working in the federal-state-county partnership on programs such as the national agricultural program; road building and maintenance; and public welfare.

We, in the National Association of Counties, make a very strong case that the whole question of federal aid in the United States is now largely an academic one. We appear to have reached some form of national consensus that if we are to come to grips with our problems, we must have certain national commitments, national standards and, above all, national financial participation.

We suspect that the states' rights battle in the United States will take on a new, and in our opinion, much more meaningful form when we, at the state and local level, begin to demand and receive a much wider role in the formulation of national standards and, above all, in determining administrative rules and regulations with respect to national programs.

It is also interesting to be in Washington, D. C., and see that federal officials have, at long last, come to realize the simple truth that the United States of America is simply too large and too diverse to be managed from Washington, D. C. In nearly every agency, we see active efforts to build their programs on the basis of having them administered and coordinated at the community level. We would go a step further and make a strong prediction that the present system of 250 separate and distinct grant-in-aid programs will not long survive in its present form. We fully expect that in the very near future we will operate on the basis of each community in the United States making a long-range budget and expenditure program designed to meet local needs and national standards and that the federal government and the states will then resort to some form of block grants of funds to finance these locally generated programs.

We must say, in all candor and frankness, that the great mass of American counties are not, at this moment, properly organized, financed or operated to adequately discharge the existing and envisioned expansion of their governmental role. We have to keep in mind that the American county is 350 years old, and that we have had, in the United States, twice as much experience with county government as we have with a national government of the United States. Because counties are the oldest American government institution and because they were created in the past for an entirely different purpose than the ones now envisioned, we have perhaps the greatest amount of reorganization and revitalization ahead of us.

The very best place to start is with a change of attitude at the state legislative level. For 350 years, the average state legislator has felt that his role with respect to city and county government was to serve as a policeman to prevent the cities and counties from over-expending money. The plain fact is that in 350 years, we have had very, very few city or county bankruptcies, but we have had a vast amount of state constitutional and legislative hamstringing of local government officials.

We would suggest that the state legislatures keep in mind that the average city and county official feels that he has a much more receptive audience for his problems from his federal representatives than he has had so far from his state representatives. We would suggest that the county be given the same home rule powers that have been given to the cities. The citizens of a county should have the right to adopt charters; they should have the right to institute local taxes; they should have the broad standards established by the state; and they should, in general, have both the fixed responsibility and the authority to finance them.

We, in the National Association of Counties, would like to see a totally different approach to the entire question of home rule for counties and cities. It has traditionally been the state philosophy that a city or county can only do those things which they are specifically authorized to do by general law or local act. We would reverse the philosophy and allow a city or county to undertake to provide any service (subject to standards) that was not specifically denied to them by an act of the legislature or a constitutional amendment.

We would like to make the case that it is our observation that those states in this Union which are generally considered to be the most progressive and the most viable units of state government are those in which the state has given the maximum amount of home rule to its local cities and counties.

We appreciate that this is the subject of a separate panel, but in enumerating the things that are needed to reorganize and revitalize counties one of the top priorities, of course, is to find some way to get city and county governments into the mainstream of American taxable wealth. To most of us, this means that we must find some way to share in the proceeds of state and federal personal and business income taxes.

I know that to a great many people the subject of county reorganization, structurally, is intensely controversial. While we as a national association have never taken an official policy stand with respect to the matter, it is my own firm conviction that we must have, in every county in the United States, an elected county executive or county mayor. This person should be elected at large, should have separate responsibilities from those of the county governing body, and in large counties should serve on a full-time basis, and in smaller counties on a part-time basis.

We would go a step further and say that in every county in the United States, that elected executive should have an appointed, professionally trained county manager to handle the myriad of often technical and complex daily problems of administration. If a county is too small to have a full-time county manager, it is probably too small to function as a unit of government.

It is no secret that we, who work at the county government level, have the world's worst public relations problems, next to the state legislatures, and probably the reason for this is that it is not possible, in most cases, to personify the county (or the state legislature, for that matter) in the same manner that we can personify the administration of the state government and a city in the form of a single elected governor or a single elected mayor.

I suspect that the citizen is so confused by the welter of officials he has to elect in a typical community that as a voter he becomes apathetic and indifferent. This indifference could be changed quickly to enthusiasm if each community had a countywide election for county mayor or county executive.

One of the outstanding traits of our new American is that he clearly understands that most things are interrelated. Because he is the first American to clearly understand this, he is much more interested in seeing that cities, counties, states, the federal government and private businesses work cooperatively and harmoniously to solve each problem in relation to all of its related problems.

I'll give you a case in point: We know that if we burn solid waste, we create an air pollution problem. We know that if we dump solid waste along a stream bed, we create a water pollution problem. The new American expects that his local government will come up with sensible areawide plans to solve all of the waste disposal problems and their relationships one with the other.

To put it still another way, our new American believes in local governmental togetherness. Indeed, a very strong case can be made that the distinction between city and county governments is very rapidly disappearing in the United States. You certainly cannot tell the difference between the city and the county, based upon the functions they discharge because in most cases, they are identical or at least similar.

We expect that we are going to be busy at the city and county level far into the foreseeable future, finding new and better ways for our city and county governments to work more cooperatively with each other and with the state and federal governments.

In conclusion, we would like to return to our original theme, that the most pressing local problem of our time is to adjust our local democratic institutions to the changing world in which we live and the changing attitudes of our citizens. We can think of no finer way of saying that than to quote from one of the great Americans of all time, Thomas Jefferson, who in a letter to Samuel Kercheval, said:

I am not an advocate of frequent changes in laws and constitutions but, laws and institutions must go hand in hand with the progress of the human mind. As (the mind) becomes more developed and more enlightened, as new discoveries are made, new truths discovered and manners and opinions changed with the change of circumstances, institutions must advance also to keep pace with the times. We might as well require a man to wear still a coat which fitted him when a boy as civilized societies to remain ever under the regimen of their barbarous ancestors.

As a spokesman of what is at once the oldest American local government institution and also perhaps the newest American local government institution, I can say that we in county government look forward with high hopes.

INTRODUCTORY REMARKS

by

DeWitt Smith, Chairman
Luzerne County Park and Recreation Board

One of the major aspects of industrial growth that has been to a large extent ignored is that of tourism and recreation. However, for the past few years we have come to recognize the importance of this industry, in fact, promoting it to the point where we can call it the second major industry.

Our panelists today have had a good deal of experience in working with the industry. Mr. Calhoun has done an exceptional job in promoting the neighboring Pocono Mountains Vacation Bureau. Mr. Hartung, as a consultant, has aided a number of areas in recognizing the importance of tourism and recreation. Their comments will be well worth noting as we take a critical look into the future.

TOURISM/RECREATION--THE SECOND MAJOR INDUSTRY

by

John E. Calhoun, Executive Director
Pocono Mountains Vacation Bureau

Being associated with an organization which has as its main purpose the promotion of a resort region may sound like a "permanent vacation." "A dream job" one TV announcer described my position as he related frequent visits to a wide range of Pocono resorts--"He promotes everything in the Poconos from the plush hotels and rustic inns to the world's most luxurious honeymoon resorts," he related. This is all true.

With no intent to restrain the imagination and dampen the enthusiasm of those who might wish to pursue a similar endeavor, suffice it to say that, like any position, it has its functional responsibilities, its challenges and its proportionate share of problems.

Our organization is promoting an industry that just five years ago was not even recognized as an industry. This was somewhat due to the lack of ability to clearly measure the scope of tourism and the impact that it was having on the national and local economies. Recognition was also withheld by some community leaders because this new profit generator, tourism, had none of the smokestacks that are frequently associated with the term "industry." Today, measurement of the benefits, the results, the profits, is coming into clearer focus, sufficiently clear to have our state authorities recognize tourism as the number two industry in Pennsylvania.

Keeping in mind the conference theme, "Northeastern Pennsylvania--A Critical Look into the Future," I shall endeavor to project some hypotheses for the future. They will be based on existing or developing trends that we recognize as this growth industry, tourism, begins to have a significant economic impact on the four-county Poconos. I will touch lightly on our promotion techniques and their effectiveness. I will venture what our future promotion media will be. My distinguished colleague, Marlowe W. Hartung, will touch on tourism as it develops on the national scene.

Although we feel we are making a strong and successful effort on the local level, we must first acknowledge, with deep gratitude, the effective efforts of those promoting tourism on the state and federal levels. The President's concern with the imbalance of payments was an opportunity for all domestic travel interests to campaign for a "Discover America" or "See America First" program. The Vice President of the United States gave strong support to this campaign and made millions of Americans aware of their great heritage through television and other news media. The State of Pennsylvania has consistently recognized the great potential in tourism. The Commonwealth has steadily increased its allocation of funds to the fifty-five officially designated Tourist Promotion Agencies throughout the state. The Travel Department Bureau within the Department of Commerce has repeatedly aided the cause of tourism by offering advice and guidance on a broad range of tourist promotion matters whenever requested.

The Poconos has been in the tourist business for nearly 150 years. We must acknowledge the advantage of a head start. Our region is blessed with the name "Poconos" which, somewhat by plan, but as much by good fortune, gained the image as the mountain resort area with clean, crisp air; clear, pure water; hundreds of natural lakes; water falls and sparkling mountain streams. Add to this a few outstanding scenic vistas, good hunting, fishing, skiing and year 'round fun at a wide range of resorts. In these few sentences you have the message that rather succinctly describes the Pocono Mountains resort region as we attempt to sell it to the public today.

Tourist promotion today is a sales job. The entire world is our competition! Jet flights to Europe, Bermuda, the West Indies, the Orient, Hawaii, all compete for the same tourist dollar. Right here in our own State there are areas that have the same natural splendors of nature that we do. For the moment, the Poconos are probably geared to the merchandising of their product to a higher degree than most areas. This is largely due to certain promotion techniques agreed upon by the membership of the Pocono Mountains Vacation Bureau. Some of these techniques or principles of merchandising were agreed to in the early 1930's. Let's briefly review a few of them.

Our advertising is supported mainly by membership dues contributed at the relatively high rate of \$10 per room. Advertising is mainly placed in metropolitan newspapers in the form of the familiar clip-out

coupon. With this media, advertising, we have elected to "fish where the fish are"--namely, New York, Philadelphia, Cleveland, Washington, D. C. and a few other larger cities near the Poconos. We have reached a position of financial strength whereby we can advertise every Sunday, all year 'round in selected newspapers, and thereby reap the benefit that such continuity of promotion offers.

By prompt, central-office processing of inquiries, many of our resorts--particularly housekeeping cottages this year--were able to book reservations well in advance of the vacation date. I would predict that this type of advertising will be utilized for many years to come due to its high rate of conversion for our members.

Although newspaper advertising receives our largest slice of the promotion budget, we believe in the "Total Promotion Program" concept. We are forever alert to new media that might mean new markets and new business.

For the first time in our history we programmed a modest amount for radio advertising on the theory that our sophisticated society today requires that the "message" must be beamed to the prospect again and again and again. The value of radio advertising, like institutional advertising, can be difficult to measure, i. e. cost per inquiry and number of conversions. However, we are inclined to feel that it complements the newspaper ads and probably inspires a reaction the second, third or fourth time heard, if not the first. Repetition, of course, is a basic marketing principle, and it works. Although we are relatively new in the radio media, our budget allocation to radio is very likely to increase steadily.

Another element in our "Total Promotion Program" is paid publicity provided by professional publicity counsel. It is estimated that over 80% of the material printed on the Travel page of your Sunday newspaper is provided by paid professional writers not associated with the newspaper. We thoroughly subscribe to this principle for merchandising our product. Once again, it is another means of flashing the "Pocono Story" in front of millions of readers. It is emphasized that editorials in newspapers or magazines have a much higher degree of "believability" than do advertisements. Publicity counsel also provides guidance by professionals who, because they are not permanently employed by the local Tourist Promotion Agency, are in a position to offer

sound objective guidance that can hardly be equaled by associates closely tied to the organization. Without question, the services of professional publicity counsel will be required to an increasing extent as the complexity of our society increases and the need for astute guidance relative to personal contacts, promotion media, communication techniques increases.

Other elements in the Total Promotion Program of our organization that have met a need and proven highly effective in merchandising the Pocono Mountains resort area include: participation in travel shows; volume distribution of color films on the Poconos; receptions for travel agents; conducted tours for travel editors and other VIP guests; operation of information centers to offer assistance to visitors; encouraging speaking engagements by officers of our Tourist Promotion Agency; and, wide distribution of promotion literature, among others.

Now, let's look a bit more to the future. One of the revolutionary changes in society, and a very spectacular one, has been the increase in leisure time, and just as important, the availability of money to use this time for sports, recreation and travel.

These new features of our society have provided the ingredients for a travel boom in America unequalled in our history. This boom has plummeted the tourist industry into the second position in our State-- after manufacturing, and to the third position in the world. The potential for the tourism/recreation industry is staggering!

A recent survey of resorts in the Poconos indicated that the 1966 summer season was the best on record. Local banks confirm this by acknowledging that resort accounts are more substantial than ever. Increased business in Pennsylvania, related to tourism alone, was sharply up in 1966. State Park visitors increased by the millions, gasoline usage was up an estimated 5 percent. Visitors to state historical sites increased 49 percent in the 1964-65 fiscal year and unquestionably a significant increase was recorded in fiscal 1966. Add to this the increase in mail inquiries for tourist information and request for information at state information booths and you have a picture of the industry with an extremely bright future and no clouds in the sky.

Is the boom at its height? ALL the experts say NO. The evolution in living habits, they contend, is not just a sign of local prosperity, but a way of life that everyone aspires to, that is, traveling, seeing, visiting, doing, and enjoying every moment of it. Americans, by nature, work hard. Most of us will agree that Americans also "play hard."

May I inject a bit of Pocono fact to lend credence to the evolution that has taken place in one segment of our tourist industry in the Poconos? Since World War II, an extremely prosperous honeymoon business has been born in the Poconos. Pocono honeymoon resorts are renowned for their luxury of accommodations and facilities. However, the point I wish to make here is that the most popular honeymoon resorts are the ones that can claim a very wide range of recreational activity including indoor swimming pools, bowling alleys, and toboggan slides with artificial snow. There is even one with a gymnasium sporting red carpeting on the walls. Indeed, there has been an evolution. Young people crave activity and organized recreation--whether on a honeymoon or a routine vacation. Pocono resorts are providing it.

Years ago the picture was different. There were few honeymoon resorts and resort hotels sported rocking chairs on the front porch. Perhaps tennis and golf were offered at the most elegant. Today, nearly all vacation and honeymoon resorts must have all sports and recreational activity either "on the campus", or nearby to draw the business.

We briefly touched on tourism potential earlier. Let's sum up potential market briefly by reporting reliable statistics that are surprising to many of us:

- a. Over 80 million Americans took no trip of any sort last year.
- b. Only 35% of Americans took a vacation last year.
- c. An estimated 70% of Americans have never been in an airplane.
- d. Sixty percent of us have never spent a night in a hotel.

Many of these statistics will change in the years ahead and thereby lies much of our future growth in tourism. Money, interestingly enough, a recent survey indicates, is not the key problem. The problem is to develop ways to spur more Americans to travel more.

As a result of the most successful year in history, it is predicted that millions of dollars will be spent in the Poconos to expand

accommodations and facilities. Substantial increases will be made in advertising and promotion budgets of resorts anxious to tap the expanding and profitable market. But the largest single factor in the growth of tourism and recreation in Northeastern Pennsylvania will be the development of the Delaware Water Gap National Recreation Area. The completion of the Tocks Island Dam on the Delaware River will hold the waters in a reservoir 37 miles long--stretching from the vicinity of Stroudsburg, Pennsylvania to Port Jervis, New York. This man-made lake will be the heart of a major new National Recreation Area in the Northeast. In addition to offering a wide variety of facilities for water sports, nearly 58,000 acres of adjoining land in Pennsylvania and New Jersey will be preserved for the recreational enjoyment of the public. The completion date for the project is 1975, but efforts to expedite construction might change this date to 1973. By that time, ten visitor destination sites will have capacity for 123,500 people at any given time. Land acquisition for the project has already begun. Actual construction will begin in 1967.

New express highways will put Northeastern New Jersey and New York City within 1 1/2 hour travel time of the area and Philadelphia easily within a two-hour drive. It is reliably estimated that this recreational area will have 10,500,000 visits a year. Expenditures by these new visitors (mostly for food and lodging) is estimated at \$30,000,000 annually. Robert R. Nathan Associates, a research firm that prepared a study of the potential impact of the Delaware Water Gap National Recreational Area on its surrounding communities, estimates that commercial development outside the park, but in the immediate vicinity of access roads, will include between 40 to 80 restaurants, 50 to 95 transient lodging establishments, 25 to 50 filling stations and 35 to 60 miscellaneous shops and service firms. Distribution of this development between sides of the park will be roughly proportionate to planned recreation facilities, i. e. 1/3 in Pennsylvania and 2/3 in New Jersey.

While all of the foregoing looks like a prosperous picture from a standpoint of the businessman, massive traffic jams and serious pollution problems could develop if highway construction plans and health codes fail to keep ahead of the impact of this huge project development. Nathan Associates, in their report of the impact of this huge project, cautions that in the future changes are going to occur on a much larger scale, with greater frequency and in closer proximity to one another.

Another regional attraction on the horizon is the Pocono International Raceway. This project, slated for completion next summer, will feature a championship 2 1/2 mile oval, 3 mile road course, 3/4 mile oval and dragstrip. It will be the third 2 1/2 mile auto raceway in the United States. The other two are Indianapolis and Daytona. Many can hardly conceive that one resort region could be so fortunate to attract projects of the magnitude of the Raceway--only to be followed by the DWGNRA. All of this is certainly not without its problems.

A great deal has been said about the tremendous growth prospects for tourism and recreation in this region of Northeastern Pennsylvania. Nothing has been overstated. The future, without question, is exciting. Planning for the future must be wisely undertaken to avoid intolerable problems. In this regard, one of the most significant progressive moves in this direction was the recent recreation/tourism survey undertaken by the Economic Development Council of Northeastern Pennsylvania. The study, as I understand it, will include an evaluation of quality and an appraisal of the potential for expansion and development of facilities relating to recreation and tourism. Certainly, with 30,000,000 people living within a 100 mile radius of our area by 1975, the time to start serious planning to determine how an area may best take advantage of this long-term recreation/tourism boom is right now and the Economic Development Council of Northeastern Pennsylvania is to be commended for their foresight. In this case, it can truly be said that the future can be tremendous--for those who prepare for it.

TOURISM/RECREATION--THE SECOND MAJOR INDUSTRY

by

Marlowe W. Hartung, Jr., President
Marlowe W. Hartung, Inc.

First off, I ought to explain that the man from our organization with whom most of you have been most familiar, Don Wright, who was to speak here today, became so proficient at design work, that Penn State tapped him off our staff to become off-campus Art Department Head.

Don now resides at Altoona, Pennsylvania, and is attempting to teach some of the practical and theoretical design applications which we used in plotting the future in the Fabridam Tourism and Recreational Impact Study for the State and Federal governments. The study looked at what the future might hold for Sunbury and the three county area-- Northumberland, Snyder, and Union, if the proposed world's largest Fabridam was put across the Susquehanna River at that point.

Don and our Marketing Director, Max Tipton, and our Research Assistant, Mrs. Lillian Bennet, are also familiar to you for their work on the federal-state community rejuvenation pilot study being initiated at Jim Thorpe. Their study is a continuing attempt at finding out what could happen if a depressed community were brought back to life first as a tourist mecca. The hope is that industry will follow.

I certainly don't pose as an expert. I do consider myself a good student of human behavior and with more experience in tourism and recreation than most. The human behavior is what, if I were you, I'd be most interested in today.

Your over-all theme here at the conference is a "Critical Look Into The Future." So if we are honest with ourselves, we ought to be critical. And being critical brings me right down to this subject of studying human behavior. And I'm going to be talking now strictly about this human behavior as it relates to Tourism/Recreation, my assigned subject.

Today Tourism/Recreation is an infant. It's our second major industry but it's still an infant. Thus, it seems to follow that the beginners in this business are still struggling to come up with business-like sophisticated approaches to marketing their tourism/recreation facilities. This is so, right here in your own Northeast. Yet this does not need to be so!

It's easy to be planning in a correct marketing fashion. You start with the people you know are the vacationers or tourists you want.

What do they seem to be happiest with?
What is the fare they seem to be moving toward fastest?

Then look at what you have:

What natural facilities best match the tastes of the prospective tourist?

What commercial attractions seem to be most in demand?

What creative activities best take the fancy of these travelers?

Right there is your program of development and of promotion coming together for your short and long range tourist and recreational planning.

One more thing to that proven success formula. Keep watching, keep records, keep comparing, keep evaluating, keep changing to meet the tastes and trends.

For 14 years our firm has been in this market planning business, part of our group specializing in tourism and recreation, part of our group in industrial and manufacturing, and part in farm products and services.

On the average, all except the tourism and recreational market, clients begin with the needs of the prospect in mind before the development or promotion begins.

In tourism and recreation, through Colorado, Wisconsin, and New England, we've seen--and here's where the critical part of your theme can come in--thousands of dollars being wasted because the area promotion or commercial resort hotel is aiming at customers they can't or shouldn't go after. They can't get 'em, or it's too costly to get 'em, or the offering can't equal the taste of the market.

And this brings me right down to your own Northeast area. As I look at a map of the Northeast, I would trace a border down from the New York State line just east of Williamsport as far south as Sunbury. Then I'd go eastward through Shenandoah and Jim Thorpe to the New Jersey State line.

Here in this blocked off section of Pennsylvania, I find part undeveloped but full of fantastically potent natural tourist and recreational development potential.

Eagles Mere and all of its mountaintop splendor for nature lovers, coal mines of the tunnel, the strip and open pit type, white water of the Lehigh River at Jim Thorpe that has no equal in the East for canoeing, a French settlement at Asylum near Towanda that is a promoter's dream--another Williamsburg.

And then down here in the East, we've got the four county Pocono Mountain Vacation Bureau and some 267 member resort hotels and motels. And here, as has been the case in older resort parts of Colorado and New England, your Pocono resort hotels are shooting at the hardest marketing target to hit and bring down. And it is tough, and getting tougher, to show a buck of profit as a result.

These resort hotels--and I don't include all of them, maybe ten excluded--and this doesn't include the honeymoon resorts--without the plush accommodations and frantic sophisticated activity required are shooting at this jet set market.

Look at what they're competing with:

Bermuda for a week at \$205 per person;
Jamaica for a week at \$260 per person;

Skiing in internationally famous Italian resort country for two weeks at \$449. That includes reciprocal housing and partying at several hotels and on several ski slopes;

A week at any of Aspen, Colorado's famous night life filled resort hotels at \$450 per person

Given a choice of going to any of these places, compared to spending a week at one single resort in the nearby Poconos, at a cost of \$200 or \$235, where would you think the metropolitan traveler who has saved up for a vacation would go?

Look at this new vacationer. He and she are younger and becoming younger yearly. Their taste goes across the board from Bach in music to the Frug in dances. They're at home in barefeet or tuxedos; in camp-outs or at formal parties. They are attracted to art nuovo--a recreation of the 1900's. They like to live frantically--or let's say they don't know how to live otherwise.

They move fast and won't stay bound to one thing very long. And here's a big key to the inability of some resorts right here in the Poconos and the Rocky Mountains and New England to show a profit, or for that matter, to even keep the doors open.

Too many of the older resorts continue to think they can get and keep vacationers for a whole week, and keep them happy with the usual swimming pools, TV, air conditioning in every bedroom, good food, shuffle board, special night time entertainment. They can't do it!

This is why such old timers in Atlantic City, as the Chalfonte-Haddon Hall, are now promoting themselves as a good place to stay while guests sight-see the area. They've seen the handwriting on the wall. They know they will go broke if they continue trying to buck the trend of the mass modern day tourist market.

These people want to plan exciting things to do at exciting different places during their week's vacation. And they have the time and the money to do it with.

If I were John Calhoun, and the PMVB, and you planners for the whole Northeast, I'd be carefully pointing at the changed mass market behavior patterns of tourism and carefully attempting to guide my hotels and motels to use their facilities for the short trip, the weekend vacation, the vacation-between-the-vacation. And if I were you, I'd be helping to organize my member hotels and motels into package plans that would get the excitement of the special deal or deals and reciprocity into the package. Ski tickets good at any of the eight ski areas, car rentals for people who fly into your Wilkes-Barre/Scranton airport so that they can get from an all-night party at Tamiment, to participation in white water kayaking on the Lehigh River or enjoy a quiet, romantic, lamplit evening of dining and walking by the river at the restored country cross-roads hotel just above the site of Asylum. An exciting night for horse racing at Pocono Downs and another at the International Raceway. A day touring the Ashland Pioneer Tunnel, seeing the gigantic open pits with their giant walking shovels, and capping this off with an evening of old country Slav folk festival dances and gourmet food served in the streets of Shenandoah.

And I'd promote this with the dollars I am now wasting in trying to compete on an individual resort offering basis. This is the kind of excitement, the kind of frantic mixed fare, priced at \$350 a week that can compete today and tomorrow with a trip to Italy, or Jamaica, or Bermuda, or Colorado. Even if it loses to far away places, it will create more vacation dollars flowing from the nearby Megalopolis markets--vacation dollars that with old style--individual resort activity promotion you'd never get or will lose completely.

Gentlemen, whether we like it or not, we older-timers, we had better learn that to swim above water in this tourism market, we've got to swing.

And luckily for you, here in the Northeast, you have the where-withal to do it: the open country, the change of pace from night life to canoeing white waters. Really what you need to do is keep in mind the desires to today's vacationer and then reshape existing plans and make new plans and attractions to fit. Thank you.

INTRODUCTORY REMARKS

by

Roy C. Stauffer, Vice President
Greater Pittston Chamber of Commerce

Although Northeastern Pennsylvania has been designated in varying ways as a labor surplus area, we find that the picture is rapidly changing. So our topic "Industrial Growth & Manpower--Our Developing Problem" is quite pertinent. With our industrial growth we have gradually exhausted our supply of skilled manpower. We must, therefore, find a way to combat this problem.

Our panelists today should provide us with an insight into the problem, how it developed, and what alternatives are available to us. Mr. Slater, as a representative of one of our local growth industries, has had to come to grips with this problem as had Mr. Thomas. Perhaps, they can provide us with some insight into the solution of this developing problem.

INDUSTRIAL GROWTH & MANPOWER--OUR DEVELOPING PROBLEM

by

Robert Slater, Vice President
Metropolitan Wire Goods, Inc.

In the comments which follow I have deliberately avoided a spate of statistics. Not for want of supporting statistics, but simply because the listener finds them difficult to follow and absorb, and since they are readily available to anyone sufficiently interested in seeking them out. One need refer to only a single statistic, the level of unemployment for May, 1966 of 3.8 percent released by the Bureau of Employment Security, to confirm the fact that we are at present in a "tight" labor market. The figure for the month of May is selected not because it is particularly low, but because it is the latest figure available free of the distorting influence of students and others seeking summer employment.

Several years ago while vacationing in Canada I had cause to stop at a historical monument. It was dedicated to those true and loyal citizens who fought and gave up their lives in the war against the rebellious rabble. This isn't a verbatim quote, but it is close enough. It was with a profound sense of shock, requiring some minutes to seep in, that I realized that the "good guys" were the Canadian loyalists, while the villains of the piece were our own pioneer fathers. I had been taught that these men who sacrificed their lives had done so for the most noble of causes, liberty and justice, yet here they were cast in the role of a rebellious rabble. Obviously then hero or villain, becomes pretty much one and the same thing depending largely upon one's personal point of view.

Mr. Thomas has painted for you a bit of the picture of what we might call the yesterday, the today and some of the tomorrow of the economic life of the community in which we live. In many ways it is a pleasing picture. If not the yesterday, at least the today and tomorrow. It is a picture of full employment, of a growing and vital economy, of operation rebirth one might say. Surely a promising and a glowing picture. But is it? Or is it not, just a little, like the marker on Canadian soil which convinces neither side of what is necessarily good or bad. Can this total picture of a viable economy have within it its own seeds of destruction?

Let's look into our crystal ball, and take a peek into the day after tomorrow. There are enough natural attributes in the area to make it very attractive to industry seeking a new plant site. It is conveniently located with relation to major port cities making low cost ocean shipping, in or out, readily available. The highway network makes truck transport to the industrial heartland of the United States, a matter of a mere 24 to 48 hours. The country-side, except where blighted by man himself, is as beautiful as anywhere in the country. Individual communities have done, and continue to do, a remarkable job in upgrading and expanding vital community institutions, hospitals, colleges, school systems, etc. Financial institutions, sensitive to the needs of the community, work in close harmony with other agencies to make capital readily available. Existing industries continue to grow, consistent with the growth of the national economy.

Industrious Chambers of Commerce, still not satiated after the lean days of yester-year zealously pursue the attraction of new industry. Jobs, and more jobs are created at an ever quickening pace. In fact, jobs are created at a much faster pace than people to fill these jobs. The pendulum has swung from yesterday and its high level of unemployment, through today and its balance of jobs and people, into tomorrow with a shortage both of skills and numbers to fill existing jobs.

Prospective industry faced with this situation shies away, looking elsewhere no matter what other inducements might prevail. In professional plant relocation circles the area is tagged as one to be avoided. A tag, incidentally, that will still stick long after the original cause has been eliminated. Existing marginal industries, those engaged in highly competitive lines, which were the first to feel the manpower pinch quickly defer any possible expansion plans. Quite the contrary greater reliance is placed upon sub-contracting work out of the area. Some find that even these reduced schedules are more than they can maintain, in the face of losses of key personnel, and close down their operations completely. Some employees thus released are readily absorbed into other companies. Some, particularly, the unskilled, the untrainable, the older worker find that there is no place for them to go.

Thus in the face of a booming economy unemployment appears, and gradually begins to mount. Will we revert to the excesses of yesterday? Not very likely, but any loss of skilled personnel must sooner or later reflect itself in the inability to maintain work for the unskilled.

Further marginal industries are needed to absorb marginal workers. Marginal industries are needed as the proving ground for youngsters leaving school each year, with little or no acquired skills, who can be most readily absorbed only into the very industries that are the first to feel the impact of the loss of skilled workers to other industries. This may sound inconsistent, but I submit to you as a truism of industrial life that without the basic nucleus of highly skilled workers such as foremen, machinists, technicians, etc., the far more numerous unskilled and semi-skilled workers cannot be supported. Deprive industry of these highly skilled few, and you destroy the job opportunities of the unskilled many. We will assuredly find ourselves in the strange position of jobs going a-begging for men, while men go begging for jobs.

Must this be so? The answer is that it need not be. But in order to avoid it, matters cannot be left to chance. Is the picture I painted perhaps a little exaggerated? Perhaps. But if I have erred, I believe that I have erred in the direction where "an ounce of prevention is worth a pound of cure." What then, if anything, can be done about it?

First, let me say that as good a starting point as any would be the recognition that the training of skilled workers, and the availability of unskilled workers is not just industry's problem. It is a community problem requiring a total community effort to find a suitable solution. As a case in point may I refer to a troublesome situation that prevailed only a few short years ago. In other parts of the country the Wilkes-Barre - Scranton - Hazleton area had a reputation as an area of a great deal of labor unrest. Deserved or not it was considered a "hot-bed of unionism" accompanied by much labor strife. It did not matter at all if this public image was completely erroneous. As long as it continued to exist the attraction of new industry was made difficult if not impossible. I can tell you that our own experience when we decided to move into the area some nine years ago, as expressed by business associates was "why do you want to go looking for trouble?" This then was the image that prevailed.

The community did not adopt the attitude that this was labor's problem. Correctly it recognized that it was a Community problem, and one of the many things done to correct the image was the establishment of the W. B. Labor-Management-Citizens Committee. Here were three large segments of the community working to erase an undeserved reputation--and doing it by deeds, not by words.

Also when the economy of the community was rocked by a level of unemployment that exceeded the national average of the depression of the 30's, it was able to achieve today's industrial re-birth only because it became a total community effort. The same type of effort is demanded today if we are to cope successfully with the threatened manpower shortage.

A very important first step has been taken both in Wilkes-Barre and in Scranton through the establishment of committees in each city to thoroughly investigate the situation and to come up with recommendations. You can never find the solution to a problem, until you first recognize that a problem exists. These two cities have taken the first step - that a problem does exist.

Incidentally, I am a member of the Wilkes-Barre Manpower Study Committee, but let me make crystal clear that the opinions expressed here today are my own, and are not intended in any way - nor should they be interpreted - as an expression of the views of the committee individually or collectively.

In any discussion of manpower needs, it is essential to draw a clear distinction between a shortage of skilled workers and the upgrading of skills, as opposed to unskilled workers which is largely a question of numbers. For some years our community experienced a loss of the highly skilled worker. It is a relatively novel experience for us to be feeling a pinch in the available supply of unskilled workers. In either case it is extremely unlikely that the situation will remedy itself. If relief is to come it can come only as a result of a positive program with positive short term and long term goals.

In the area of skills some steps have been taken to improve the situation, while others are in various stages of completion. These efforts are largely directed toward "training." This is a very general word since "training" can take many forms such as on the job training, formal training at specialized "tech" schools, business schools, colleges, etc., home study courses, and even "do it yourself" methods. Any and all of these can be effective, but they must coordinate programs with a realistic analysis of industry needs. It doesn't make any sense for example, to graduate a class of plumbers' helpers, if the existing need is for electricians' helpers. There has to be a much closer liaison between the various educational institutions and industry.

Furthermore, if the institutions have the responsibility of properly training these individuals, industry should have the obligation of absorbing them, once trained, into the work force in spite of fluctuating demands. The demands at any given moment may vary, but long range programs are usually more predictable. It is incumbent upon industry to adopt this view, consistent with their own projection of their needs, irrespective of the needs of the moment. It is not reasonable to expect that people once trained, having completed a prescribed course of study will be content to wait for an indeterminate period of time for the call that will tell them to report for work. If they can't find immediate employment locally, we may be certain that they will seek it elsewhere.

Further, depending upon the level of skill required, industry must be prepared to pick up the training from the point at which the schools leave off. For example, a good tech school will have courses on blue print reading, on tool design, on basic mechanical engineering, on machine shop, etc., but even upon completion of these courses, it would not be realistic to expect the graduate to be a full fledged tool and die maker. But if the basic training has been good, the job training should now take over from apprentice to journeyman.

Speaking of apprentices, the unions, too, have more than a measure of responsibility in the success of the program. Some, not all, but some unions have rigidly restrictive practices with regard to the number, and conditions of employment of apprentices. Local unions have demonstrated in the past, and I feel certain would continue to do so in the future, a responsiveness to the needs of the community. I feel that in this instance a thorough discussion of "ground rules" would be beneficial, and would find a constructive response from the unions.

While on the subject of the unions' role, I should like to refer to another aspect that could have a great bearing on job training. Most union contracts provide for a 31 day probationary period. Upon completion of the probationary period the employee is required to become a member of the bargaining unit with all contract benefits, and at this time, or shortly thereafter, he receives the prevailing rate of pay provided for by the contract. Understandably if employers are required to pay an established base, irrespective of experience, they will make every effort to find people with prior or related skill. I believe that this is one of the major deterrents in the employment of 18 and 19 year olds. Recognizing that we are speaking generally of a variety of industries with a variety of problems, it would be beneficial if graduated rates during the training period could be determined for each industry and accepted by the union. Even in unskilled and semi-skilled jobs, training periods may vary from days and weeks to periods encompassing many months.

I submit that if the parties to the contract could develop training periods consistent with the requirements of the specific jobs, and that during this period the trainee received wage increases at stated intervals, consistent with his normal progression in acquiring the job knowledge, industry would be more inclined to expand opportunities for this age group.

In a word, if it is agreed that job "A" requires 6 months of training in order to reach the accepted level of skill, experience, knowledge, etc., then his salary increments should be spread over a 6 month period, bringing him from the hiring in rate to the base rate of the job over this period of time. Similarly if job "B" requires 12 months--or 3 months--the rates would progress accordingly. We may assume that the base rates for such jobs would reflect the relative training required, so that in most cases the automatic increases would reach base within the prescribed period of time.

Most of this phase of training basically deals with training for the future. It does not answer the pressing and immediate need for highly skilled men now--at this moment. A suggested solution is simple--the execution is not. The solution is simply to attract these skilled workers, in the manner that we have used in the past to attract industry. Sell the community as a place to live. The natural beauty and its many other features certainly give a good P. R. man some good talking point. Offer inducements such as subsidization of moving expenses, subsidization of rent for a prescribed period of time, such subsidies to be apportioned possibly between the industrial fund and the employer. These may sound like extreme suggestions, but the very nature of the situation demands extremes. A good fisherman knows which bait to use for which fish. We must find the right bait in this case. Some of you may have noticed the classified ad in the "Help Wanted" Columns of the New York Times several weeks ago. I don't recall the exact copy, but essentially it read,

"Are you fed up with,
Hospital Strikes?
Transit Strikes?
Newspaper Strikes?
Well if you are, why not investigate _____,
A nice place to live--A nice place to work."

We must recognize that communities today are as much in competition with each other for people, as for industry. The community that recognizes the problem and finds the solution to it, is the one that will continue to grow and prosper, without falling apart at the seams. It may very well be that, at least temporarily, most industries may find it necessary to do what the garment industry did many years ago. Recognizing that the tailor of old was dying out with his generation, the industry turned to "sectionalization." It was much easier to train people for specific operations, than to attempt to train them for the full range of skills required. This may not be the ideal solution, but unfortunately any alternative seems to be like throwing the baby out with the bath water.

If the problem of obtaining the skilled craftsman is great, I feel the problem of finding general workers is, or threatens to be, even greater. With the stroke of a pen a community can create a thousand jobs. Yet it still takes nine months to create a potential worker to fill the job, and then an additional twenty years or more to turn the potential into reality. A booming economy can create a variety of demands and dislocations, but thinking of people in terms of numbers or as a "supply" factor, we must recognize that this is one instance where supply cannot be made elastic to meet any demand. In the simplest of terms, if we cannot increase the supply to meet the demand, then we must control the demand to keep pace with the supply. One factor is within our control, the other is not.

Does this mean that all future industry expansion must stop? Not at all. It is almost a certainty that existing industry would, in any event, govern its expansion plans by availability of manpower. It is the only logical and sensible thing to do. The imbalance of jobs and people is created primarily by the influx of new industry. Here industrial development must walk a tightrope, ever trying to maintain a balance between jobs and manpower. Seek industry only as long as there is an available pool of manpower--cease and desist when the jobs begin chasing the men. If this is done intelligently, full employment can be maintained, without incurring additional costs by high turnover, and lower efficiency. Another possibility worth considering is to encourage new industry to bring in as much of their required workforce as possible. Even if this should mean subsidizing moving expenses. In its overall impact upon the economy of the community this could have very beneficial results--more people, greater total payroll, greater purchasing power, etc. Certain industries which, by their own special requirement, would necessarily bring in their own specialists, professionals, and technicians can and should be avidly sought.

My point is simply that we need not bring everything to a grinding halt. Quite the contrary, the economy can very well continue to flourish and to grow. But--and it is a major but--considerably more planning and awareness of surrounding factors will need to enter into both short and long range programs. Admittedly trying to maintain a critical balance between jobs (demand) and people (supply) is easier said than done. Neither can be created at a moment's notice. We have not yet developed instant jobs, or instant people. But with proper planning imbalances can be confined within narrow limits, and generally for only relatively short duration. I submit that there is no other acceptable alternative.

The very nature and peculiar relationship of industrial development and the industrial developer with the business community (including the bankers, lawyers, real estate people, consultants, builders, as well as the business firms themselves), requires that the industrial developer feel completely free to negotiate and promote as the various situations demand. It is a specialized work; in many cases it is an art rather than a science, and for this reason its practitioners must have the freedom to perform accordingly.

It's interesting to see how other communities facing this same problem have reacted. Most communities, it must be admitted, have managed to avoid the problem through the simple expedience of refusing to recognize that a problem exists. Others have managed to make a virtue of necessity. One of the more interesting releases came to my desk in late August from the state of Wisconsin, and is titled "The Manpower Race." The article candidly admits that the state is in a "manpower bind," the quotes are their own. One paragraph neatly sums up the problem:

In short, Wisconsin is engaged in a race to find, train and relocate manpower for its bustling industries. How Wisconsin fares in this race will be a factor in deciding whether Corporation X expands, whether Corporation Y can accept a big new contract, and whether Corporation Z moves in from another state.

If we substituted "Northeastern Pennsylvania" for "Wisconsin" wherever this word appears would it not apply to us with equal validity?

Some steps taken can be described at best as temporary stop gap measures. A Waukesha county plant encourages part time workers to pick their own work schedule; others actively encourage "moonlighting." A more constructive step is having full time personnel scouts ranging the country, as well as foreign countries seeking a variety of skilled workers; the state has established 40 vocational and technical schools of apparently excellent standards which work very closely with local industry; money available from the federal government under the manpower development training act has been used to upgrade school and other training programs; the state's apprenticeship law, the oldest in the nation, is still going strong and local draft boards give apprentices the same consideration for deferment as they do college students.

Wisconsin is still in the race for new industry, but it unabashedly lists city after city with a hard headed appraisal of the manpower situation, for example,

Fond du Lac--Unfilled job openings exist in all occupational categories.

Beloit--Demand for machine tool operators, welders, metal trades trainees and foundry laborers remain urgent.

And so on city by city without a single instance of an adequate labor supply. The tone is one of, "we are trying to correct the problem, but in the meantime, 'caveat emptor.'"

Our local situation is no better and no worse than Wisconsin's, or for that matter most of the United States. The only question really is, do we recognize that a problem exists, and if so what will we do about it. Recall if you will my opening comments about the memorial marker in Canada. Given the same agreed upon set of facts some may be expected to say the situation is good, while others regard it as bad. My own views I believe are clear. What remains to be done is a matter meriting the highest considerations of the community.

INDUSTRIAL GROWTH & MANPOWER--OUR DEVELOPING PROBLEM

by

John Thomas, Vice President
Wesel Manufacturing Company

Mr. Slater and I have been asked to discuss the industrial growth and manpower requirements of our area, acknowledging a basic problem --namely, manpower to meet the industrial growth. In this region, such a discussion might seem rather facetious to a layman not involved in personnel work, but it is definitely a problem that has arisen rapidly and must be met and solved. It is not my intention to spend a great deal of time discussing the past ten years, since all of us who have resided in this area are well aware of the problems which have been with us during and prior to this period. Basically, I intend to deal with the problem of manpower, how it has developed, the fact that it is a problem right now, and finally to question what this problem may develop into during the immediate future.

This morning we are meeting together to discuss the growth picture of our Community for the sixth time. In all six meetings, and including the topics of the other sessions this morning, for the very first time the most basic and fundamental word has been injected into these conferences--Manpower. Why are we concerned with Community Growth? --because of the people in our Community. What is going to give us Community Growth? --people (not just capital investments). The very source of any Community is the Community itself--Manpower. With man comes the power for Community Growth.

The second point I would like to draw your attention to is the fact that Mr. Slater and I are discussion leaders for this particular subject. I believe that if you will review the topics and the people who discussed previous topics, you will find that, without exception, these leaders represented governmental or service agencies. What am I driving at? In selecting people like Mr. Slater and me, we as a community minded group are meeting the problem of Community Growth head-on. We are dealing with people who are involved in basic manufacturing industries, industries which buy labor and material locally and ship the finished product nationally and internationally, thus bringing wealth in the

form of money to our area. My discussion will require, then, that we keep in mind not the new plants that are building, nor the ones about to be built, but the people that will work in these plants-basic industry, as opposed to service industries and municipal agencies.

The original wealth of our whole area from above Forest City down into Schuylkill County stemmed from Anthracite Coal. Today, mining has diminished to a fraction of its original importance. The direct result of this reduction is the reduction of wealth coming into our area. A tremendous job has been done by the various communities up and down the Valley in substituting new industry for mining, in fact, I believe the Company which I represent was one of the first to enter the area as a result of community effort, having moved from Brooklyn to Scranton in 1927, into a new building erected by the Scranton Lackawanna Industrial Development Company. The people who have been so community-minded took stock of our area and became probably the most dedicated and conscientious salesmen ever to have hit the road. They sold our area with every effort possible-they pushed the fact that Northeastern Pennsylvania is located in close proximity to major East Coast markets, the eastern seaboard, and, therefore, international trade. They sold our area on attractions that go with it, as well as warm, balmy summers. They sold our area on its fine transportation facilities, as well as its ability to supply the power and material requirements of a new industry. Finally, they sold our area on one basic point-Manpower. Even though the northeastern part of Pennsylvania had been dubbed, (wrongfully so, incidentally), a "tough union area," it did in fact have a large volume of exceptionally good, highly productive workers. This specific point has been attested to be all companies that have moved into the area--the people of the Scranton/Wilkes-Barre/ Hazleton area out-produce people in other areas performing similar work on similar equipment. We're back to our basic point - Manpower. This is the one essential basic factor that has enabled us to bring industry into our area and as a result, made these new industries happy to have come here.

If this is the case, what's our problem? Frankly, our problem is that this exceptionally good labor force is all working. Let me quote the only statistics that I intend to cite. So that figures won't be debased by the influx of June students, I would like to compare May 1966 with May 1956. In May 1956, there were 10,200 unemployed, whereas in May 1966, there were only 3,900 unemployed, a reduction of 6,300. This reduction occurred in conjunction with an 8,300 person reduction in the

total available work force. At the same time, Manufacturing Industry totals have gradually increased from 32,300 to 33,700 employees.

At this point, let's make a few conclusions to bring us up to the present. During the past 10 years, manufacturing employment has made a gradual gain in total labor force, in spite of a reduced available labor market. At the lowest point during this decade, in 1958, manufacturing employment dropped only to 29,800, while the total unemployment figure reached 16,100 people.

Therefore, one conclusion is apparent: that regardless of minor recessions, a certain consistency is effected by the producing industries. In other words, a high percentage of wealth is kept flowing into our area maintaining our economy on a level plane. This must be contrasted to an area entirely dependent on one major industry. When the major industry slows, so does the whole economy, abruptly and swiftly.

A second conclusion is found in inspecting the employment records of the service industries, except mining. As long as work progresses in the producing manufacturing plants, the companies and businesses that service these plants also progress. During these years construction has held steady; wholesale and retail trade has increased its employment; finance, insurance, real estate and other service industries all showed a gradual improvement, continuing the economy level at a slight gain in conjunction with the manufacturing industries.

The third conclusion I would like to draw at this point, and this is extremely important, is that the gradual increase in employment in the manufacturing industry has necessitated a revision in the type of labor required. Up to approximately two years ago, there was an adequate local supply of labor, both skilled and unskilled. Skilled labor for durable goods was available, in fact, recruiters from other areas were still descending upon our area, taking good labor from Northeastern Pennsylvania to work in areas in upstate New York, metropolitan New Jersey and Connecticut or Philadelphia. Suddenly, during the summer of 1964, requirements for skilled help developed -- none were available. Semi-skilled and unskilled were still in plentiful supply.

During the last few months what do we find? Even our semi-skilled labor force has dwindled to a minimum and, in fact, even unskilled labor has become scarce. The unemployment rate for Lackawanna County

fell to 3.8% during August of this year. This figure compares very favorably with the 3.7% national unemployment level, particularly when we realize that less than 10 years ago this figure was 15.8% (1958).

All this is good, there is no question about it. Our whole area has received some tremendous publicity concerning the job that has been accomplished in a relatively short time. Many of us here can remember the early Thirties in this area, when we had the highest per capita percentage of men working on the WPA Program of any other area in the Country. These memories we don't cherish, and we all hope they will never return. With the decentralization of employment from a single major industry to a great variety of smaller industries, we are protecting our area against the reoccurrence of the Thirties.

As of now, however, everything is fine. New industries are starting up; plans have been completed for others to come to our area and build new plants. Things have not looked as well throughout the whole Valley in a long time. The men and the groups of people who have been working to bring industry to our area have done and are doing a terrific job. This being the case, then what's our problem? Why is it important to meet today to hear how well we are doing?

Have you tried to hire any one lately? At this point, I can ask that question of any one. How successful were you in finding someone to take care of your lawn this past summer? Have you any idea where to find a good stenographer? Talk to Pennsylvania State Employment Service office and ask them to send over a bookkeeping clerk with at least ten years experience on top of his training. This condition, right now, today--not next year--is our problem. Where are the people coming from to man the new RCA plant in Scranton? Is the new Owens-Illinois plant going to be able to find an adequate labor supply when they have finished constructing their plant? A complete turnabout has happened rapidly at the employment offices. A few years ago there were a lot of applicants for jobs, skilled and unskilled, with few job opportunities. Now, they are either totally unqualified or at best, marginal.

Our major problem, then, is how are we going to provide labor to man the increasing number of plants coming into our area? One way would be to tell the people who have left our area that there now is work available--and they can come back home. This won't work in terms of large numbers, for several reasons. One reason is money. Although we have made great strides in raising the wage scale of labor, with the

exception of the durable goods classification, where rates approach national level, we still have quite a way to go. These people working out of the area can't afford to come back. A second reason is that a great many of them have been away too long, Wilkes-Barre is no longer their home. They like Hartford, Bridgeport, Newark, Wilmington or wherever they are. They have bought homes, married (perhaps a girl from back home, perhaps not), raised families. Their roots have taken hold away from our area, and they no longer still want to come back. Some will return, but no great mass return will take place.

There is another way to man the new industries--pirate employees from existing plants. Just what does this accomplish? Nothing--It might permit employees to blackmail employers for more money or more fringe benefits. It will certainly not help our area, since there will be no great increase of wealth coming into the area with the new industry. We still can't rob Peter to pay Paul.

The best way to bring help into the area is probably the same way that was so successful in bringing industry into the area--sell the area and sell hard. This program is already under way by many groups, for example, these illustrations which will be placed in suitable areas by the Governor's Committee of Ambassadors. This is fine and it should be pushed at an accelerated rate, because the reaction time and required momentum of a program like this is comparatively a long term project. Many states and urban areas are doing this very same type of advertising--the competition for labor by areas is terrifically keen, further slowing down the reaction time for this type of program. We need relief right now--our need is immediate, and not next year or the year after, but now.

Perhaps this dissertation has dismayed or at least puzzled many, since a discussion like this would not have been held as recently as two years ago--at that time there was no need. If then, this need has arisen in such a short time, is it going to accelerate in the near future? On this note, I will let you ponder these problems. The answers are not easily found. In my discussion, the complexities have been both generalized and minimized, so that the situation would not become clouded. A classic example of what could happen is represented by an economic explosion at the Studebaker Automobile Company. How many of you drive a Studebaker today? In 1946, Studebaker was the first company in the field to come out with a completely redesigned post-war model. The remaining manufactureres built their 1942 models with minor changes in grill and trim. The new Studebaker was an immediate success. Every-

one needed a new car--all cars were at least four years old--and it seemed everyone wanted to buy a new Studebaker. Unfortunately, Studebaker could not meet the demand. People would not wait for delivery, they cancelled orders and bought their second choice model. Studebaker never regained its position in the automotive market.

Are we going to let this area reach for a goal that we have worked hard for, that of making this a highly successful productive area, only to fall short because we could not supply the manpower to fulfill our needs? I think we all certainly hope not.

INTRODUCTORY REMARKS

by

Horace Kramer, Chairman
Wilkes-Barre Redevelopment Authority

Our speaker today is certainly no stranger to Northeastern Pennsylvania. Although he is from the Western part of the State, he was a very active President of the Pennsylvania League of Cities and has come to recognize the many and varied problems facing urbanized areas. He was recently appointed the first Secretary of Community Affairs for the Commonwealth of Pennsylvania.

His message today should give us food for thought especially in the light of the multiplicity of local governments in Northeastern Pennsylvania. I trust that he will provide us with some alternatives as to the elimination of the obstacles to our progress in Northeastern Pennsylvania.

SAD PLIGHT OF OUR CITIES--HAVE THEY BECOME OBSOLETE?

by

The Honorable Joseph W. Barr, Jr.
Secretary of Community Affairs
Commonwealth of Pennsylvania

Secretary Barr opened his remarks with an explanation of the new Department of Community Affairs which has been in operation since July of this year. He emphasized that the Department had been established to serve the rising needs of Pennsylvania municipalities who are increasingly faced with problems of population growth, inadequate housing, insufficient sewer and water facilities, lack of planning, and numerous other urban problems. The Department is being designed on a functional basis to provide a ready source of technical advice and funding programs to help resolve these complex situations.

At this point the Secretary diverged to point up his own personal conviction--as well as that of the State Government--in the future of the city. While many in our society are currently finding it popular to "write off" the city as capable of redemption, he offered the premise that the city has historically presented the stimulus and indeed the spirit upon which our culture has been based. Referring to the writings of Leo Molinaro, Mr. Barr went on to explain that the "inner city" represented the core--indeed the heart--of urban commerce, enterprise, human energy, and aspiration, and must be preserved at all costs.

In conclusion, Mr. Barr praised both the City and Wilkes College for their efforts in holding these annual affairs which bring together the many elements contributing to growth and opportunity in Greater Wilkes-Barre. He felt that Wilkes-Barre in doing this presented a fine example to other cities and that such a model of community participation should in fact be widely emulated by other communities.

Summary by Leon E. Case, Jr.

POLITICAL LEADERSHIP

by

William G. Goss, Chairman
Luzerne County Commssioners
Discussion Leader

The primary responsibility of effective Political Leadership is to control and direct the energies of the party apparatus as it concerns the aims and goals of the area as a whole.

Responsible and effective Political Leadership embraces the important Triangle, namely--Community Leadership, Party Leadership and Governmental Leadership.

County Political Leadership has Political Accountability. By this is meant that all communities within the County Unit are represented. It is because of this representation that the local municipalities look more and more to the County for Leadership on a Regional Basis.

The County is the best vehicle for the coordination of all Regional Services. This is particularly true of the Regulatory Functions. They can be more easily administered and better controlled because of the County's closer ties and constant liaison on the State and Federal levels.

The Luzerne County Redevelopment Authority is presently demonstrating a Politically responsible County led effort in its direction and coordination of the Laurel Run Mine Fire Project. This in response to a plea from the local official for both financial aid and professional leadership and advice. The Authority, because of its close liaison with the State and Federal Department of Mines, was able to guide the local unit in their compliance with the stringent and complex laws governing this type activity.

Efforts are continually being made to adjust the County Government to the technological revolution now taking place throughout the

country. The following activities are cited as part of the county involvement.

A new Data Processing Center has been established that will shortly be expanded to include a computer system. The Department has already processed all the records of the Assessors Office. For the first time in the history of the County Government the tax bills for the municipalities as well as the school districts are prepared and computed on a uniform tax bill. The Data Processing will be programmed to include every department in the County Government and will also be offered to the various townships and boroughs for their accounting and record keeping.

The Luzerne County Zoning and Planning Commission has been created. The importance of this action and some of the activities show the great service being rendered to the electorate.

1. Lackawanna-Luzerne Transportation Study

Identified and measured land use data from Nanticoke to Duryea and from Back Mountain to Mountaintop, and worked with County Data Processing Center in summarizing data in form needed.

2. School Study

A project was undertaken on several of the proposed administrative districts of Luzerne County. Two of the school districts have received a report of this study.

3. Recreation and Tourism

The Planning Commission has cooperated with the Tourist Committee of the Greater Chamber of Commerce in the preparation of a brochure for tourists.

4. Municipal Relations

The Commission prepares radio and television messages, and makes appearances at various civic and social clubs and interested groups. Staff members of the Commission are also serving on Chamber committees in connection with a warehouse distribution center for the County, highways, education and appearance.

5. Comprehensive Planning and Development

The County Planning Commission has contracted with a number of boroughs and townships to help them in the preparation of comprehensive plans, zoning ordinances, capital improvement programs to indicate how their physical needs could be financed.

The County aided in the establishment of the Community College program for this area. There were also provisions made for the financial support of the local regional educational television outlet.

A move has been made to provide for the services of a Public Defender for the first time in the history of the county. This is, of course, with the continuance of our Probation Office, Juvenile Detention Home, Juvenile Office and the Luzerne County Prison.

The County is overcoming the traditional negative conception of local Political Leadership. The present leadership in Luzerne County is fully meeting all the new and complex demands that are being made on the county unit.

TOURISM/RECREATION

by

Noel Caverly
Luzerne County Planning Commission

Tourism and recreation are definitely related to the economic development of any community. The unmatched natural beauty, countless historic shrines, and the increasing ease of access to the area from the greater metropolitan centers of the east point out the potential of tourism and recreation as a growth industry.

The Pocono area has been in the tourist business for 150 years and has been geared to marketing recreation since the early 1930's. Certain proven marketing techniques developed for the Pocono area might well be followed on an area wide basis in Northeastern Pennsylvania. The market is virtually unlimited because of the attraction of the new Delaware Valley recreation area as a most potent factor in the systematic planning for future development.

Organized planning to exploit the developed resources of Northeastern Pennsylvania in tourism requires a surrender of a provincial outlook for the economic good of the area. Only through common effort can the many forms of recreational activity that will attract the recreation minded be provided for those who want to spend an entire vacation in one area. The need for regional unity is obvious. Mr. Calhoun, the Executive Director of the Pocono Mountains Vacation Bureau, suggested that the organized planning could be centered in some agency like the Economic Development Council.

One of the main points that was stressed in both the morning and afternoon sessions was the total promotion program concept which really made use of all of the media of advertising. It was continually stressed that the only way that promotional budget allocations can be beneficially spent is through the employment of professionals in the field. Such professional publicists are not only able to use all of the promotional media, but can conduct tours for travel editors and can make the personal contacts that are ever so vital in promoting an area.

Since the lack of money and the lack of roads is no obstacle to travel out of the large metropolitan centers of New York and Philadelphia, all of Northeastern Pennsylvania can expect huge traffic jams and serious pollution problems. All of the participants at the tourist and recreation session emphasized and re-emphasized the need for planning now. While the future is bright and exciting for tourism in Northeastern Pennsylvania, if it is unplanned it is likely to frustrate the growth that we anticipate for the future.

Mr. Hartung, who has been in the professional tourist business for more than a decade, stressed the fact that a whole recreation program must be conceived around the need of the prospective tourists; some want to fish, some want to hike and horseback ride, some want to rest, and honeymooners are in a class by themselves.

Complete recreation programs must be planned for the younger generation of tourists. Special night time entertainment is a must. The behavioral patterns of the young vacationist, whether it is during winter or summer, must be considered by those who are now planning for the tourist trade of Northeastern Pennsylvania.

One aspect of tourism which can be the most beneficially explored in Northeastern Pennsylvania is the weekend trip to the Mountains. Over any given year, as much money may be spent over fifty-two weeks as would be spent during the summer season from Memorial Day to Labor Day.

The Board of Commissioners of Luzerne County are vitally interested in recreation. The Park and Recreation Board, chaired by A. DeWitt Smith, has taken great steps toward giving Luzerne County a park system second to none. The Planning Commissions of Luzerne, Carbon, and Lackawanna Counties together with the Northern Tier Planning Commission have published reports calling attention to the importance of recreation. The Economic Development Council of Northeastern Pennsylvania has underway an inventory of recreational facilities in this whole region. Tourist Promotion Agencies have been established in Luzerne and Lackawanna Counties. The brochures and literature of these organizations would seem to indicate that there are many possibilities for tourism in this area.

Again, only through the combined efforts of all of those who now are contemplating the development of Northeastern Pennsylvania for mass recreation can the whole area be properly developed.

INDUSTRIAL GROWTH & MANPOWER

by

John J. Dunn, Director
Youth Opportunity Center
Discussion Leader

It is difficult to spell out the individual contributions of such a large and devoted group. To infer, in any manner, the relative importance of any one person in so co-operative an enterprise as this would be an act of great presumption.

The topic of manpower and industrial growth was capably chaired by Mr. Roy C. Stauffer with Mr. John Thomas, Vice-President, Wesel Manufacturing Company, and Mr. Robert Slater, Vice-President, Metropolitan Wire Goods, Incorporated, as featured speakers. Both speakers presented most interesting and factual information on these subjects. The afternoon summation session was conducted by John J. Dunn, Director, Wilkes-Barre Youth Opportunity Center, as discussion leader.

During these sessions, it was agreed that what people do for a living and how they do it depends on the size and needs of the job to be served. The educational and skilled level of workers, scientific discoveries and application in industrial technology, changes in the organization of business functions and tasks, and the shifts in demands for goods and services.

It was pointed out that recent years have seen dramatic technical breakthroughs and molecular miracles have been performed in research laboratories to produce the materials to withstand the rigors of the nuclear and space age. Materials that are also extremely useful in earth-bound endeavors, the quest for perfection in measuring instruments, sensing devices to explore the outer space as well as the inner space, secrets now locked in the heavens above and the earth and ocean below pays off even in improving ways of refining oil, mining coal, producing steel, making television sets and appliances or processing food.

We are also in the midst of a revolution in management techniques. The electronic computer, the hallmark of automation, has been accompanied on the business and industrial scene by the trend toward a "Systems" approach. This means that all activities in an enterprise such as production, warehouses, sales, finance, personnel and purchasing, are even more closely co-ordinated so that an organization can reach its goals with least effort and at least cost. Therefore, in many places of business, this means drastic changes in business.

It was emphasized that social, economical and technical changes are altering the nature and kinds of jobs available in today's economy, new and different demands are being made on skills and personal qualifications of workers of all ages. In the near future, workers will experience an average of three to four occupational shifts in the course of their normal working lives and so the process of vocational choice is becoming one of continual adaptation to changing conditions and changing vocational situations.

In order to bring out certain specific points, the speakers mentioned that right now our civilian labor force of over 75 million persons may be separated into 11 different occupational groups: The semi-skilled workers make up the largest occupational category where about 13 million people today are engaged in assembling goods in factories. There are almost 11 million clerical workers such as persons who operate office machines and computers, while skilled workers number about nine million including skilled craftsmen, tradesmen, tool and die makers and instrument makers. Those in the professional and technical work, the fourth largest occupational group, include in their eight and a half million workers such highly trained personnel as teachers, engineers, physicians and lawyers. Proprietors, managers, people who are in business for themselves or manage the operations of commercial, industrial or public employers, total about seven and a half million. It is said there are almost seven million service workers whereas sales workers, about four and a half million strong, are found in retail and wholesale firms. The remainder are unskilled workers who amount to a little over three and a half million, and service workers total about five and one-third million. Farming occupations total over two million and account for the remainder.

From a local standpoint, two important features were explained to those in attendance, including the once-thriving silk industry. It was

revealed that throwing and weaving initially established in Luzerne County in 1886--80 years ago--was for more than a half century one of the most important employers of help here. In the mid 1920's, 52 mills employed approximately 12 thousand hands in communities extending from Nanticoke, Plymouth, Hazleton, Wilkes-Barre, and Kingston to the many towns in upper Luzerne County. Early 1941 reports anthracite area throwing mills accounted for 75 percent of the silk thrown in the United States. Presently, seven mills working in silk employ about 200 hands.

Dark days for the silk industry was forecast Friday, August 1, 1941 when the U. S. Government placed a freeze on silk. It was likewise revealed that statistics show that dark days for the anthracite coal industry was between 1950 and 1966 at which time employment decreased from 34.5 thousand employed workers to approximately 3.3 at the present time.

It was further explained that there are presently about 129,000 persons gainfully employed in Luzerne County and a like amount in Lackawanna County; and if the turnover rate remains as it has in the past, it will be necessary to find ways and means of recruiting between eight and ten thousand employees for replacement purposes during the next year. At the same time, local industries will be making expansion plans.

In this area, manufacturing industries employ approximately 51,600 employees, whereas services producing industries employ 61,800 persons and would lead us to believe that the Luzerne County area is a greater services producing area than a manufacturing area. The statistics from 1950 to the present time reveal that non-manufacturing or services producing industries employed 93 thousand in 1950 and decreased to the extent that they presently employ 51.6 thousand persons. During this same period, manufacturing industries increased employment from 38 thousand to 51,600 persons, and it definitely demonstrates that manufacturing industries are increasing. It was concluded by those in attendance as well as those who participated from the audience, that greater emphasis should be placed on the subject of manpower and should be included in future conferences as this is the first time that manpower has been injected into these conferences.

Current statistics show that recent manpower requirements in Luzerne County industries will have a demand for 5,900 new workers coupled with normal replacement needs and encourages a major recruitment and training program, emphasizing that we should place more and

greater importance on male employment in this area. To cite a concrete example, Mr. John Thomas of the Wesel Manufacturing Corporation mentioned that when his organization was contemplating moving from Brooklyn, New York, to Scranton, Pennsylvania, as a result of a series of conferences with L. I. F. E., and other organizations, he emphasized that it was they (L. I. F. E.), who "sold us on manpower, not on the geographical location, or type of plant we might obtain, but on manpower alone. They stressed that the people of this area can out-produce workers from other areas producing similar items, and we are in accord with this statement as a result of our own experience. We concur, further, that the people of this area not only can out-produce firms producing similar products, but also at a lower rate."

It was generally agreed that every attempt be made to make known our needs on a state-wide or possible, on a national basis through public relations media and advertisements in national magazines, etc., and that this type of program is needed right now or it will escalate in the future.

It was also unanimous with the group that a greater amount of marginal industries are needed in the Northeastern Pennsylvania area to absorb a greater amount of marginal workers and should be included as part of a positive program of the Wilkes-Barre/Scranton manpower committees whose primary efforts may be confined with planning to locate new industries in this area. It would also be advantageous to have Lackawanna and Luzerne major industry agree on a uniform training rate in order to attract younger employees and eliminate any possible piracy between employers.

Finally, employability services which will utilize all available local resources to bring an individual to maximum employability should be given priority consideration, employability services that will be enhanced by the use of, co-operation with, and development of services in the area of health, education, and welfare, housing, rehabilitation, and any other service organization or community resource which may improve the employability of an individual.

INTRODUCTORY REMARKS

by

Edgar Lashford, Executive Director
Greater Wilkes-Barre Chamber of Commerce

The concluding speaker of this Sixth Annual Community Growth Conference is an individual who is certainly well acquainted with North-eastern Pennsylvania. Coming here a few years ago with one of our newer industries, he immediately became an active member of the community. He made every effort to become acquainted with the problems of our area.

Unfortunately for us and fortunately for him, he was promoted in the corporation and has left the area. However, because of his activity and because of his vast experience, I am sure that he can provide us with the type of challenge that will be necessary for the identification and possible solution to present and future problems.

NORTHEASTERN PENNSYLVANIA'S FUTURE--

PLANNED OR UNPLANNED

by

Sidney Krakauer, Vice President
Pall Corporation

When I received the invitation to address the Sixth Annual Community Growth Conference, I greeted it with mixed emotions. First, it would give me an opportunity to visit old friends and acquaintances and second, to see what progress had taken place.

The first Community Growth Conference was held the same year that my corporation arrived here. In the few years that I was here, I had the occasion to meet many of you, even though I did not have the opportunity of attending previous conferences. My experiences here led me to believe that I could tell you in no uncertain terms what should be done to make this area attractive to people and to industry. I had really planned to give you hell!!!

But I am amazed. I have really been inspired by what I heard today at this sixth Conference. I would never have thought that so many community minded people from all walks of life could be assembled in one place to learn how you can improve and rehabilitate the area. What's more, from my conversations with many of you today, you are not just wishfully dreaming. You appear determined to raise the status of the area to the outside world.

It would be a real genuine accomplishment if you changed your attitude to a more positive one. But you have acted. The results of your earlier work of the last decade and a half are really beginning to pay off. You have plans for the future--zoning, subdivision control, plans for industrial development, a network of roads, consolidated school districts, an improved employment picture, a stability in population, plans for recreation, and many others. Perhaps as important as any of your accom-

plishments, you are taking care of the multitude of mining scars left abandoned by stripping operators. Your county and city redevelopment and renewal programs are beginning to show a new face to visitors to this region. You are certainly to be congratulated for all this.

The really important change that must take place is the change in attitude. You must think in terms of offering the best in all areas. Corporations are not only interested in physical facilities, it extends far beyond mortar and bricks. There are other areas that need improvement--education and government particularly and should not be pushed aside.

I can only leave you with one or two thoughts. Keep up the work toward development of the area. Your work is not yet completed. Secondly, plan, plan, and plan some more--but as a region. Not as Wyoming Valley or Wilkes-Barre. The network of roads bring people to Northeastern Pennsylvania and not to Wilkes-Barre. Industry is not going to come to Wilkes-Barre, but to Northeastern Pennsylvania because of the assets that the region has. Therefore, planning for the whole region is imperative. I need not tell you that a planned region will be more attractive than an unplanned one. I see a bright future for Northeastern Pennsylvania--certainly a much brighter one than I found when I first came to the area.

ROSTER OF ATTENDANCE

<u>Name</u>	<u>Affiliation</u>	<u>Position</u>
Ayers, Reverend Jule	First Presbyterian Church 83 South Franklin Street Wilkes-Barre, Pennsylvania	Minister
Bacon, Allen E.	Commission on Economic Opportunity of Luzerne County 6 South Washington Street Wilkes-Barre, Pennsylvania	Acting Director
Baker, Myron	Sordoni Enterprises Hotel Sterling Wilkes-Barre, Pennsylvania	Public Relations
Barr, Joseph W., Jr.	Department of Community Affairs Harrisburg, Pennsylvania	Secretary
Bohlin, Peter Q.	Wyoming Valley Preservation Committee 182 North Franklin Street Wilkes-Barre, Pennsylvania	Chairman
Brennan, Paul	Redevelopment Authority of the City of Wilkes-Barre 426 First National Bank Building Wilkes-Barre, Pennsylvania	Real Estate Officer
Bromfield, Forrest	Housing Authority of the County of Luzerne 506 First National Bank Building Wilkes-Barre, Pennsylvania	Vice Chairman
Brooks, J. A.	Greater Wilkes-Barre Chamber of Commerce 92 South Franklin Street Wilkes-Barre, Pennsylvania	President

Brotter, Marvin A.	7 Marion Terrace Wilkes-Barre, Pennsylvania	Planning Consultant
Brown, Mrs. Carl N.	Luzerne County Federation of Women's Clubs 80 Second Avenue Kingston, Pennsylvania	Member
Bruno, Joseph	First Federal Savings and Loan Association 12 East Broad Street Hazleton, Pennsylvania	Member
Bullis, Andrew S.	American Society for Public Administration 1329 Eighteenth Street, N. W. Washington, D. C.	Assistant Director
Butera, Peter	Redevelopment Authority of the City of Pittston Room 202, Kehoe Building 49 South Main Street Pittston, Pennsylvania	Executive Director
Buzinkai, Dr. Donald I.	King's College History and Government Department Wilkes-Barre, Pennsylvania	Professor
Cadden, Paul	Bureau of Employment Security 32 East Union Street Wilkes-Barre, Pennsylvania	Manager
Calhoun, John	Pocono Mountains Vacation Bureau 1004 Main Street Stroudsburg, Pennsylvania	Executive Director
Callahan, John	7 Marion Terrace Wilkes-Barre, Pennsylvania	Engineer

Carling, John	Redevelopment Authority of the City of Scranton Mears Building Scranton, Pennsylvania	Assistant Director of Operations
Case, Leon E., Jr.	Redevelopment Authority of the City of Wilkes-Barre 426 First National Bank Building Wilkes-Barre, Pennsylvania	Executive Director
Caverly, Noel	Luzerne County Planning Commission I. B. E. Building Wilkes-Barre, Pennsylvania	Member
Chapin, E. G., Jr.	Chapin Lumber Company 695 Wyoming Avenue Kingston, Pennsylvania	Owner/ Manager
Colby, Carroll D.	Welfare Planning Council 66 North Main Street Wilkes-Barre, Pennsylvania	Executive Director
Condo, Raymond	Economic Development Council of Northeastern Pennsylvania 403 First National Bank Building Wilkes-Barre, Pennsylvania	Community Development Director
Connors, John P.	Redevelopment Authority of the City of Pittston Room 202, Kehoe Building 49 South Main Street Pittston, Pennsylvania	Assistant Director
Corcoran, Richard P.	Bureau of Employment Security 400 Lackawanna Avenue Scranton, Pennsylvania	Assistant District Manager
Cronin, John C.	Pennsylvania Power & Light Cedar and Buttonwood Streets Hazleton, Pennsylvania	Community Development Coordinator

Cronin, Richard J.	Greater Wilkes-Barre Chamber of Commerce 92 South Franklin Street Wilkes-Barre, Pennsylvania	Executive Secretary
Csala, Gottfried P.	Eyerman-Csala & Associates 54 Public Square Wilkes-Barre, Pennsylvania	Architect
Davidson, John S.	Scranton Division-Pennsylvania Power & Light Company 507 Linden Street Scranton, Pennsylvania	Vice President
Decker, Robert G.	The First National Bank of Wilkes-Barre 11 West Market Street Wilkes-Barre, Pennsylvania	Vice President
Dick, Ronald M.	National Association of County Officials 1001 Connecticut Avenue Washington, D. C.	Research Associate
Dollase, Dallas A.	Bureau of Community Development Johnson Building 19 South Second Street Harrisburg, Pennsylvania	Assistant Chief of Planning
Dougherty, Anthony G.	State Lodge Fraternal Order of Police 28 East Jackson Street Wilkes-Barre, Pennsylvania	Officer
Duddy, Thomas M.	Redevelopment Authority of the City of Wilkes-Barre 426 First National Bank Building Wilkes-Barre, Pennsylvania	Rehabilitation Officer
Dunleavy, Anthony J.	Walker & Murray Associates, Inc. Room 1503 121 South Broad Street Philadelphia, Pennsylvania	Director of Urban Renewal Programs

Dunn, John J.	Youth Opportunity Center 13 East South Street Wilkes-Barre, Pennsylvania	Director
Earley, Charles A.	Pennsylvania Power & Light Company 36 North Main Street Wilkes-Barre, Pennsylvania	District Manager
Ecker, Francis G.	187 Blackman Street Wilkes-Barre, Pennsylvania	Wilkes-Barre City Fire Chief
Edwards, Vivian, Jr.	Scranton Chamber of Commerce 426 Mulberry Street Scranton, Pennsylvania	Vice President
Epps, Richard	Third Federal Reserve District Tenth and Chestnut Streets Philadelphia, Pennsylvania	Economist
Farley, Dr. Eugene S.	Wilkes College South River Street Wilkes-Barre, Pennsylvania	President
Farrell, James A.	Housing Authority of the City of Wilkes-Barre 33 Marlborough Avenue Wilkes-Barre, Pennsylvania	Executive Director
Flanagan, Mrs. Jean	Lackawanna County Planning Commission Court House Annex 506 Spruce Street Scranton, Pennsylvania	Secretary
Ford, Miss Elizabeth	Redevelopment Authority of the City of Wilkes-Barre 426 First National Bank Building Wilkes-Barre, Pennsylvania	Administrative Assistant
Fox, Walter	Pennsylvania Department of Health Stroudsburg, Pennsylvania	Supervising Sanitarian

Franceski, Benjamin A.	First & Farmers National Bank 815 Main Street Forest City, Pennsylvania	President
Garmon, L. E.	Radio Corporation of America Mountaintop, Pennsylvania	Employment Manager
Gates, Elliott H.	Greater Tamaqua Chamber of Commerce 804 East Hazle Street Tamaqua, Pennsylvania	Executive Director
Goss, William G.	Luzerne County Commissioners Luzerne County Court House Wilkes-Barre, Pennsylvania	Chairman
Gothier, Robert	Redevelopment Authority of the City of Scranton Mears Building Scranton, Pennsylvania	Assistant Director of Programming
Good, William A.	Department of Community Affairs Johnson Building 19 South Second Street Harrisburg, Pennsylvania	Chief Housing and Redevelopment Division
Hartung, Marlowe W.	M. W. Hartung, Inc. 30 Keller Avenue Lancaster, Pennsylvania	President
Haydock, N. J.	Pennsylvania State Employment Service 32 East Union Street Wilkes-Barre, Pennsylvania	Manager
Heiselburg, Edward	Luzerne County Planning Commission Room 822, I. B. E. Building Wilkes-Barre, Pennsylvania	Director of Planning
Heiselburg, Mrs. Mae	70 Summit Road Mountaintop, Pennsylvania	League of Women Voters

Hoblak, William	Harvey's Lake Executive Committee 66 Lakeside Drive Harvey's Lake, Pennsylvania	Secretary
Huk, John, Jr.	Planning Commission-Council 124 Butler Street West Wyoming, Pennsylvania	Chairman
Javer, Frederick M.	117 Lakeside Drive Harvey's Lake, Pennsylvania	Member
Jones, Mrs. Benjamin	Yeager Avenue Shavertown, Pennsylvania	Junior League
Karl, Fred	Pennsylvania Department of Health 71 North Franklin Street Wilkes-Barre, Pennsylvania	Sanitarian
Kearney, Edward F.	Commission on Economic Opportunity of Luzerne County 6 South Washington Street Wilkes-Barre, Pennsylvania	Small Business Assistant Program Director
Kepner, Fred	Wilkes-Barre City School District 83 North Washington Street Wilkes-Barre, Pennsylvania	Assistant for Elementary Curriculum
King, Hugh	Economic Development Council of Northeastern Pennsylvania 403 First National Bank Building Wilkes-Barre, Pennsylvania	Research Director
Kluck, C. R.	Pennsylvania Department of Health 383 Wyoming Avenue Kingston, Pennsylvania	Assistant Regional Sanitary Engineer
Krakauer, Sidney	Pall Corporation 30 Sea Cliff Avenue Glen Coue Long Island, New York	Vice President

Kramer, Horace E.	Redevelopment Authority of the City of Wilkes-Barre 426 First National Bank Building Wilkes-Barre, Pennsylvania	Chairman
Kramer, Mrs. Horace	21 Mallery Place Wilkes-Barre, Pennsylvania	League of Women Voters
Krammer, Therold E.	Pennsylvania Department of Health 383 Wyoming Avenue Kingston, Pennsylvania	Regional Sanitarian
Krauss, Mrs. George	Y. W. C. A. 40 West Northampton Street Wilkes-Barre, Pennsylvania	Executive Director
Lacy, James O.	Lacy, Atherton & Davis Hotel Sterling Wilkes-Barre, Pennsylvania	Architect
Landers, Alfred W.	Pennsylvania Power & Light Company 901 Hamilton Street Allentown, Pennsylvania	Community Planning Consultant
Lashford, Edgar	Greater Wilkes-Barre Chamber of Commerce 92 South Franklin Street Wilkes-Barre, Pennsylvania	Executive Director
Leib, Matthew, Jr.	First Federal Savings and Loan Association of Hazleton 12 East Broad Street Hazleton, Pennsylvania	Vice President
Leib, Matthew, Sr.	First Federal Savings and Loan Association of Hazleton 12 East Broad Street Hazleton, Pennsylvania	President
Llewellyn, Mrs. Thomas	704 Main Street Avoca, Pennsylvania	Woman's Club of West Pittston

Machinchick, George J.	King's College Wilkes-Barre, Pennsylvania	Coordinator of Public Events
Maier, Martin	Regional Planning Commission Court House Towanda, Pennsylvania	Planning Director
Mailey, Dr. Hugo V.	Institute of Regional Affairs Wilkes College Wilkes-Barre, Pennsylvania	Director
McCarthy, George	Wright Township Planning Commission 399 South Mountain Boulevard Mountaintop, Pennsylvania	Secretary
McCartney, Mrs. Agnes	Carbon County Planning Commission Court House Jim Thorpe, Pennsylvania	Director
McCormack, Jerome	Scranton Chamber of Commerce 426 Mulberry Street Scranton, Pennsylvania	Executive Secretary
McDonald, John O., Esq.	Luzerne County Planning Commission I. B. E. Building Wilkes-Barre, Pennsylvania	Member
McGee, James J.	Lackawanna County Planning Commission Court House Annex 506 Spruce Street Scranton, Pennsylvania	Director of Community Programs
McLaughlin, M. J.	Radio Corporation of America Mountaintop, Pennsylvania	Personnel Manager
Miura, Howard	Wilkes-Barre City Planning Commission City Hall, Room 42 Wilkes-Barre, Pennsylvania	Director of Planning

Moses, Anthony, Esquire	Charter Study Commission Blue Cross Building Wilkes-Barre, Pennsylvania	Chairman
Mueller, Frank	Pennsylvania Power and Light 36 North Main Street Wilkes-Barre, Pennsylvania	Vice President
Mullin, Gerald M.	Mullin and Lonergan Associates 8040 Roosevelt Boulevard Philadelphia, Pennsylvania	Planning Consultant
Mullen, Leo P.	Pennsylvania Department of Community Affairs 320 Chamber of Commerce Building Scranton, Pennsylvania	Planning Assistant
O'Donnell, Thomas, Jr.	Housing Authority of the County of Luzerne 506 First National Bank Building Wilkes-Barre, Pennsylvania	Member
O'Malley, J. J.	First Federal Savings and Loan Association of Wilkes-Barre 23 West Market Street Wilkes-Barre, Pennsylvania	President
Owens, Elaine	Housing Authority of the City of Wilkes-Barre 184 McLean Street Wilkes-Barre, Pennsylvania	Secretary
Peel, Joseph	Wilkes-Barre City School District 83 North Washington Street Wilkes-Barre, Pennsylvania	Assistant to Superintendent in Secondary Curriculum
Peters, Fred J.	Bureau of Employment Security 400 Lackawanna Avenue Scranton, Pennsylvania	Local Office Manager

Pomeroy, John	Redevelopment Authority of the City of Scranton Mears Building Scranton, Pennsylvania	Project Coordinator
Poerio, Carlo R.	Redevelopment Authority of the City of Wilkes-Barre 426 First National Bank Building Wilkes-Barre, Pennsylvania	Community Relations Officer
Powell, Harry	Pennsylvania Power and Light 507 Linden Street Scranton, Pennsylvania	Community Development Coordinator
Price, Ethel	Department of Public Safety City Hall Building Wilkes-Barre, Pennsylvania	Director
Radkiewicz, John F.	Lackawanna County Planning Commission Court House Annex 506 Spruce Street Scranton, Pennsylvania	Director
Robinson, Mrs. John, Jr.	Junior League R. D. #4 Dallas, Pennsylvania	President
Rothstein, Alvin S.	Alvin S. Rothstein Real Estate Kirby Avenue Mountaintop, Pennsylvania	Realtor
Salvitti, Anthony L.	Walker and Murray Associates, Incorporated Room 1503 121 South Broad Street Philadelphia, Pennsylvania	Project Director
Schaar, Mrs. Mary	First Federal Savings and Loan Association of Hazleton 12 East Broad Street Hazleton, Pennsylvania	Treasurer and Comptroller

Schneiderhan, Robert J.	Commonwealth Telephone Company 100 Lake Street Dallas, Pennsylvania	Commercial Development Assistant
Schultz, Harold	Candeub-Cabot and Associates 436 Wyoming Avenue Scranton, Pennsylvania	Planning Consultant
Schwartz, Harvey	Walker and Murray Associates, Incorporated 121 South Broad Street Philadelphia, Pennsylvania	Community Renewal Planner
Sharpe, Kathleen	Carbon County Planning Commission Court House Jim Thorpe, Pennsylvania	Administrative Assistant
Shedlarski, Joseph	Forty Fort Planning Commission 67 Durkee Street Forty Fort, Pennsylvania	Chairman
Sherwood, Robert	Greater Tamaqua Chamber of Commerce 129 West Broad Street Tamaqua, Pennsylvania	Tourism Chairman
Shoemaker, Myron	Endless Mountains Association Lacyville, Pennsylvania	President
Sites, Edwin A.	Pennsylvania Department of Community Affairs 320 Chamber of Commerce Building Scranton, Pennsylvania	Regional Supervisor
Slater, Robert	Metropolitan Wire Goods, Inc. North Washington and George Avenue Wilkes-Barre, Pennsylvania	Vice President
Smith, DeWitt	Luzerne County Park and Recreation Board 15 North Main Street Wilkes-Barre, Pennsylvania	Chairman

Snowdon, Mrs. Harold, Jr.	Junior League R. D. 5 Shavertown, Pennsylvania	Member
Snyder, William G.	Redevelopment Authority of the City of Nanticoke 37 North Market Street Nanticoke, Pennsylvania	Executive Director
Solfanelli, Guy A.	Bureau of Employment Security 400 Lackawanna Avenue Scranton, Pennsylvania	District Manager
Stauffer, Roy	Greater Pittston Chamber of Commerce 25 Grand View Drive Pittston, Pennsylvania	Second Vice President
Swaback, James	Pennsylvania Gas and Water Company 30 North Franklin Street Wilkes-Barre, Pennsylvania	Staff Assistant
Sweitzer, Richard	200 Bridge Street Towanda, Pennsylvania	Planning Director
Thomas, John	Wessel Manufacturing Company 1141 North Washington Avenue Scranton, Pennsylvania	Vice President
Toth, Ronald	Redevelopment Authority of the City of Scranton Mears Building Scranton, Pennsylvania	Administrative Assistant
Troxell, Mrs. F. D.	League of Women Voters 1320 Wyoming Avenue Forty Fort, Pennsylvania	Treasurer

Tucker, Richard A.	Redevelopment Authority of the City of Wilkes-Barre 426 First National Bank Building Wilkes-Barre, Pennsylvania	Urban Renewal Representative
Tuhy, Philip R.	Institute of Regional Affairs Wilkes College Wilkes-Barre, Pennsylvania	Associate Director
Wall, Dr. Patrick J.	Redevelopment Authority of the City of Wilkes-Barre 426 First National Bank Building Wilkes-Barre, Pennsylvania	Treasurer
Wilson, Mimi	Economic Development Council of Northeastern Pennsylvania 403 First National Bank Building Wilkes-Barre, Pennsylvania	Public Information Director
Wilson, Robert C.	Redevelopment Authority of the City of Wilkes-Barre 426 First National Bank Building Wilkes-Barre, Pennsylvania	Associate Executive Director
Williams, Rufus G.	Redevelopment Authority of the City of Wilkes-Barre 426 First National Bank Building Wilkes-Barre, Pennsylvania	Accountant
Williams, Thomas B.	Redevelopment Authority of the City of Wilkes-Barre 426 First National Bank Building Wilkes-Barre, Pennsylvania	Site Manager

REGISTERED BUT NOT IN ATTENDANCE

<u>Name</u>	<u>Affiliation</u>	<u>Position</u>
Durkin, Eugene F.	Redevelopment Authority of the City of Wilkes-Barre 426 First National Bank Building Wilkes-Barre, Pennsylvania	Vice Chairman
Long, Joseph F.	Redevelopment Authority of the City of Wilkes-Barre 426 First National Bank Building Wilkes-Barre, Pennsylvania	Assistant Secretary
O'Brien, John M.	West Ward Savings & Loan Association 26 South Market Street Shamokin, Pennsylvania	Executive Vice President
O'Hara, James E.	Redevelopment Authority of the City of Hazleton 322 Northeastern Building Hazleton, Pennsylvania	Executive Director
Ridall, Hugh M., Jr.	Redevelopment Authority of the City of Wilkes-Barre 426 First National Bank Building Wilkes-Barre, Pennsylvania	Member
Schmitt, Carl J., Jr.	Planning Commission of the City of Wilkes-Barre 198 North Main Street Wilkes-Barre, Pennsylvania	Member
Smith, Donald D.	Roushey, Smith & Miller 189 Market Street Kingston, Pennsylvania	Partner

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