

Invest

An in-depth review of the key issues facing Pittsburgh's economy, featuring the exclusive insights of prominent business and regional leaders.

Pittsburgh | **2022-2023**





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Armstrong County:

Led by a capable workforce, a diverse economy and a quality of life that attracts people from around the country, Armstrong County is positioned as a haven for talented professionals and for companies looking to capitalize on emerging technologies.

Standing strong:

**Armstrong
County
doubling its
efforts to
attract leading
companies to
the area**

Anyone who has traveled through Armstrong County has a story or two to tell from experiencing the natural landscapes and friendly encounters in the Commonwealth's 220-year-old county. The western Pennsylvanian county is a defining part of the Pittsburgh metropolitan area — balancing a great quality of life and strong socioeconomic opportunities. According to Armstrong County's Population Demographics Report, the population of the county stood at 63,629 in 2021. While the county reported an 8% decline in population over the past decade, the inflow of residents has largely been driven by new job opportunities and professionals looking to move their careers to a region better equipped for raising their families.

Its diverse economy, driven by healthcare, mining, manufacturing and service and tech industries, has experienced strong growth and attracted more new businesses and industries. As of 2021, there are 1,476 payrolled businesses in the county — equating to approximately 43 residents per business in Armstrong. In October 2022, Armstrong County saw a 30-plus year low in unemployment, dropping to 3.6%, just under the national average.

Armstrong County has developed a reputation for providing plentiful opportunities while billed as a great place to call home. The county has a mix of urban and rural areas, with some small towns located along its beloved trails that are popular among residents and tourists alike. There is a relatively low cost of living compared to other areas in the region, which has helped to attract new businesses and industries. With a median home price floating around \$140,000, the area portrays potential for professionals looking to work at innovative companies in the county while benefiting from affordable mortgages amid an increasing interest rate environment.

Armstrong County Memorial Hospital, the county's largest employer, has over 1,000 staff members. Other major employers in the county include Walmart, Cook Medical and Holcim U.S.

In terms of population demographics, the median age in Armstrong County is under 45 years old and the median household income is \$53,500. (...)





Welcoming environs

Home-like feeling attractive to individuals and companies

Don Myers

Commissioner Chairman – Armstrong County

What makes Armstrong County a great area for individuals and investors considering relocation?

First and foremost, it is a welcoming environment. Some places feel more like home than others and Armstrong County has it. Many people here echo that sentiment across the board, emanating from our people, businesses and government. For businesses, we have available land and infrastructure — water, sewage, electric — to meet their needs. Our industrial parks are conveniently located right off of 28 North, right outside of Pittsburgh.

Our most notable industrial park at this time, Northpointe, is being renamed RIDC Armstrong Innovation Park as we have partnered with RIDC. The next park up would be our West Hills Industrial Park. These areas have available land with infrastructure ready to go, all with a welcoming atmosphere and government assistance that includes a streamlined building approach. Together with our township supervisors, the county government and the commissioners, we streamline corporate setups as much as possible. Attracting companies in an economy where everything's inflated requires affordable land and we have kept our prices reined in.

How has land availability played favorably for Armstrong County?

Right in our RIDC Armstrong Innovation Park, we secured a deal that we had been working on for a little over a year. There is going to be a residential development of roughly 100 homes in the front end of the park. These are paired villas and townhouses between \$300,000 to \$400,000 each. We are also working

with Brunk Industries. They have signed on with our Technology Center II building for some office space, and they are also looking to possibly take up two 30,000-square-foot buildings that we are going to be erecting soon through our RIDC partnership. These will be for manufacturing-type jobs.

All of this is pretty exciting news for us in Armstrong County. This land has been vacant for a long time, and this housing development is the first of this size in over 40 years. When you have a declining population, you need to have good housing developments that attract a skilled workforce. We are elated about the significant levels of recent economic development activity going on in the area, attributable to the restructuring that we have done.

What industries are you hoping to see more activity from in Armstrong County?

We want to see industries and companies come here that provide good, family-sustaining wages. We want these to be jobs in which workers can afford to have a nice, comfortable life. Those are what we look for. In manufacturing many of them do offer just that — competitive wages and benefits. Some of the activity from technology companies and what they are developing in places such as Pittsburgh with autonomous technology and robotics, is going to spin our way as well because they lack available land.

The RIDC partnership is something that Armstrong County never had, connecting us to that southern Pittsburgh region. Our own tech-intensive landscape is going to spur from there. RIDC is now marketing our park, and we're very excited about what's to come. ■

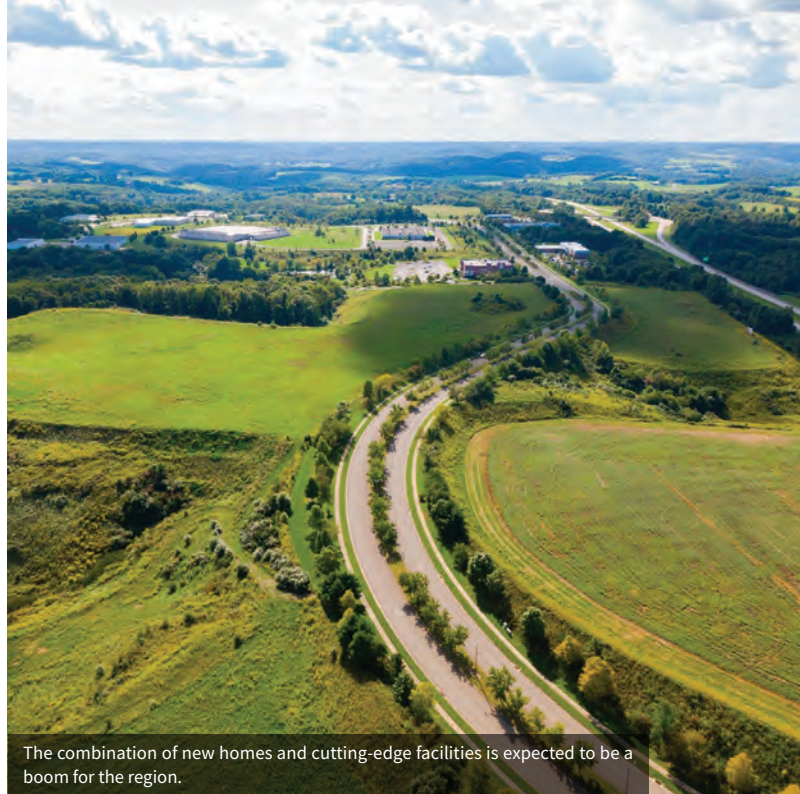
(...) ■ Economic development

Located 40 miles north of Pittsburgh, Armstrong County's location plays a significant role in boosting economic development for the region. The Allegheny Valley Expressway — known as State Route 28 — is a four-lane highway passing through the heart of Pittsburgh and Armstrong County. The expressway intersects with U.S. Route 422 and the I-76 Pennsylvania Turnpike, providing east and west travel options and connections to I-79. As the Pittsburgh area quickly becomes known as a world leader for emerging technologies in artificial intelligence, robotics and autonomous vehicles, the proximity to Pittsburgh makes Armstrong County an ideal location for companies looking to commercialize these emerging technologies.

In addition to working closely with the Allegheny Conference on Community Development to create a comprehensive economic development plan for the region, the Armstrong County Industrial Development Corporation (ACIDC) partnered with the Regional Industrial Development Corporation of Southwestern Pennsylvania (RIDC) to support the development of the county's flagship 800-plus acre Industrial park, RIDC Armstrong Innovation Park, located in South Buffalo Township, to attract additional tenants and tech and light industrial jobs. This key economic development asset, formerly named the Northpointe Industrial Park, is a Keystone Opportunity Zone, making it eligible for many tax incentives and benefits that can help to attract new businesses and industries to the region. The park, home to leading manufacturing companies, such as out-of-state Brunk Industries and Ford City-based BelleFlex Technologies, plays a key role in serving emerging and expanding businesses and industry. In the summer of 2022, the RIDC announced plans to build two 30,000-square-foot flex industrial buildings as well as an agreement with America First Enterprises to build 100 single-family houses near the growing industrial park.

"Since we have come onto the ACIDC board, we (County Board of Commissioners) have made it known that it is our desire to grow and market our available properties like never before. We have loosened restrictions and regulations within our industrial parks, which has created a development-friendly environment that created a momentum not seen in over 45 years — very, very exciting," said Commissioner Chairman Don Myers in a January 2023 press release.

The combination of new homes and cutting-edge facilities is expected to be a boon for the region. "This Innovation Park is a tremendous asset for the region and presents an opportunity to attract businesses and jobs, along with a new supply of housing, to



Armstrong County," said RIDC President Donald Smith. "Southwestern Pennsylvania needs sites like this one, developed with the kind of modern facilities that attract the types of growing companies that are driving our economy."

■ Healthcare

The healthcare sector in Armstrong County is driven by a population on the mend, an aging demographic and increasing demand for specialized medical services. The county offers unique opportunities for healthcare providers and businesses, including access to a skilled and dedicated workforce, a strong community support system and a robust economy.

The healthcare industry helps set the tone for the county, serving as more than just a community hospital, with 943 employees and handling 21,932 emergency visits in 2021. Located right on One Nolte Drive, ACMH provides care in virtually every specialty, treating 26,000 patients annually at its 160-bed facility. Among ACMH's patients, 60% are on Medicaid, Medicare, or uninsured.

In recent years, ACMH has undertaken several significant healthcare projects and developments, including the \$11 million expansion and renovations of its Cancer Center in Kittanning. The ACMH Richard G. Laube Cancer Center expansion includes the addition of a new radiation therapy suite and a new linear accelerator, which will increase the hospital's capacity to provide cancer treatment services to the community. "As the number of cancer patients we serve continues to rise due to our aging population and other factors, this new facility will provide us with the capacity to meet those needs at the highest level for current and future (...)



Supporting regional growth

Autonomous mobile systems expected to be among the key economic drivers going forward

Timothy White

*Senior Vice President of Business Development and Strategy –
Regional Industrial Development Corporation (RIDC)*

What are you doing regarding workforce development?

The workforce is a critical element that everyone looks at when they're making a site location decision. We partner with several different organizations from trade schools to community colleges to four-year institutions on the workforce pipeline. The region recently was awarded a Build Back Better grant from the federal government. We were one of 20 metro areas selected nationwide and a big part of that grant funding from the federal government was looking at these autonomous mobile systems. Our region is one of the top places in the country for training at the two-year technical trade level to participate in that economy. For every Ph.D. in robotics from Carnegie Mellon, you need 10 technicians at a company.

Filling that pipeline of technicians with various levels of education is an important focus of that funding from the federal government. Armstrong County will participate in that, and the local providers will be helping translate those skills to folks who want to participate.

Also, as part of that program, Carnegie Mellon is writing a curriculum for the two-year trade schools and community colleges that can be used to help train workers to fill the pipeline of growth in the autonomous sector. That market, which is relatively new, has added over 7,000 jobs in the past decade. We are one of the top three locations for startups in that field and one of the biggest investment destinations after Detroit by major automakers for autonomy.

In what sectors do you see the biggest opportunities?

I think there are a lot of opportunities in Armstrong County to support the growth in the region, particularly in autonomous mobile systems. Armstrong County is

already participating in that. There are companies that produce advanced electronics that go into autonomous mobile systems and other players in that park that are doing various supporting component manufacturing.

So, in this park and throughout Armstrong County, we see an opportunity for manufacturing these advanced systems and components. We see that as a prime opportunity. But there are also opportunities in other light manufacturing tied to other growth engines in the electrification sector in the region and future biotech manufacturing. With its data access, location, and access to the power grid, the park offers some additional enhancements for companies that are moving information deep data technology across the United States.

What is the key role of the RIDC?

We're focused on setting the table to invite private investment into the market, and into the region. We do a lot of projects where the public return is greater than the private return.

So, developing the industrial park in some cases, redeveloping an old industrial site, and stimulating the market to set the stage where private investment and dollars can come to grow businesses in our region.

That's our critical focus area. We work on developing strategic policies in areas where there are growth opportunities. We worked with the Pittsburgh Chamber of Commerce to facilitate regional study on autonomous mobile systems and, together with universities and industry leaders, we have crafted a strategy around how we grow that industry in the region. That's what we bring to the table. ■



Darin Alviano

Executive Director
Armstrong County Planning &
Development

What is your team's key focus?

Right now, our emphasis is on further developing our flagship industrial park, RIDC Armstrong innovation park. Its proximity to Pittsburgh has allowed us to explore some opportunities. We recently partnered with the Regional Industrial Development Corporation, which is a large development of industrial parks in southwestern Pennsylvania. They have been assisting us with marketing and filling the space there now — we are targeting advanced manufacturing.

What makes Armstrong County a great place to live and do business?

Proximity to Pittsburgh is really nice as you can be downtown in about half an hour. The benefit we have over other areas closer is that we can also provide that rural atmosphere with the proximity to the city. With the improvements happening on the SR28 corridor, it will make it very accessible for people from Pittsburgh to visit the county as well as our numerous hiking trails and river access. When the weather is nice, so many people are enjoying the trails, which we'd like to see translate to more visitors in our towns.

What stands out in terms of revitalization efforts?

We are working with some revitalization groups in the boroughs and revitalizing the Downtown through the redevelopment of blighted structures, or going after funding for streetscape improvements. We have been fortunate enough that our state senator has been able to get us money over the years to combat blight in various communities, and it is instrumental as we get positive feedback from neighbors who have wanted these buildings taken down. The problem right now is finding people to invest in the redevelopment.

We've done some community revitalization, partnering with Habitat for Humanity where we have gone in and secured the funding for the demolition of some structures and then Habitat will build a house on the property for a family in need. We have also been identifying commercial buildings Downtown that are in need of revitalization, and we are looking to partner with private enterprises and do a public-private partnership on redeveloping those sites. ■



High-technology, high-efficiency-type steel mills are becoming the standard, with companies like Sintermet leading the way in Armstrong county.

(...) generations,” said John Lewis, ACMH Hospital president and CEO. This cancer treatment facility is the only one of its kind within a 22-mile radius and will bring more jobs and revenue to the county.

The county also recognizes the importance of healthcare workers and has implemented a number of initiatives to support workforce development in the sector. For example, the Pennsylvania Department of Labor and Industry provides funding for training and education programs for healthcare workers, as well as programs to attract and retain skilled healthcare professionals in the county. In December 2022, Gov. Tom Wolf announced \$5.5 million in Industry Partnership Grant funding to support workforce development projects, including \$250,000 toward the Emergency Medical and Community Health Industry Integration Partnership (EMCHIIP). The partnership's priority is to increase awareness of training and job opportunities in healthcare and develop new strategies for enhancing the current workforce.

■ Manufacturing

Armstrong's growth is much aligned with the demand derived from the county's manufacturing sector, which remains a key part of the local economy, with several large manufacturing companies located in the region. The county is home to many manufacturing companies, including Cook Medical, ATI and the Herkules Group. These companies are driving the county's manufacturing sector and have helped to create new jobs and economic opportunities in the region.



In recent years, there have been many significant manufacturing projects and developments in Armstrong County. For example, in 2019, Herkules and the Westmoreland County Community College (WCCC) partnered to launch a new machinist apprenticeship program. The program is designed to help train the next generation of skilled workers in the county and has been a major win for the manufacturing sector.

Another significant project in Armstrong County is the expansion of BelleFlex Technologies, which recently purchased 30 acres of riverfront property in Ford City Borough. The ACIDC purchased the property from the borough to help market it for company expansion purposes.

Brunk Industries has surfaced as another key player in the ACIDC's master plan to orchestrate economic growth at the innovation park. Last year, the ACIDC converted over 6,000 square feet of vacant office space to light manufacturing to better suit the growing demand for Brunk, which set up shop in Armstrong County's Innovation Park in 2021.

Another component driving much of the manufacturing might in Southwest PA has been the heightened investment in the robotics industry. In January 2023, Innovation Works and the Pittsburgh Robotics Network launched the Robotics Factory, which aims to accelerate and scale robotics startups in the region. Given Armstrong's proximity to the Pittsburgh metro area, the county will play an increasing role in accelerating activity in the robotics ecosystem.



Chris Ziegler

Executive Director
Armstrong Trails

How does the Armstrong Trails network benefit the local community and what is the economic impact?

DCNR, our Department of Conservation and Natural Resources, just released that outdoor recreation is a \$14 billion industry in Pennsylvania. We have a sister trail that goes from Pittsburgh to Cumberland, Maryland. They do an economic impact, and it is also a rail corridor converted into a trail that has many small towns along it. And their economic impact study showed a \$21 million economic impact in small communities in one year. There are 1.2 million users in 2020 of that 1,000,000 were day trippers and 200,000 were multi-day. Day trippers spend an average of \$90 a day and multi-day trippers spend \$496 a day on food/accommodations and retail.

Is there any partnership with the local community or businesses that the trails want to leverage?

We have developed partnerships with the counties. Clarion County is where the Brady Tunnel is. Armstrong County is most of the corridor. They will often be a trail sponsor and the application for state or federal funding. We're trying to attract bike shops to every small town along our corridor. We know that this is a successful model in other places and we want to bring it here. You don't have to wait till all 270 miles are done. The economic impact is realized at 100 miles because that's an overnight stay. We're working with our towns to perform trail town assessments. We walk around town and we look at the hours of the businesses, what the sidewalks look like and if there are signs to get people to the amenities that they're going to be seeking. We take that information and share funding opportunities because you want to attract trail users there.

What are your priorities for Armstrong Trails?

We will continue developing relationships in the communities, keep doing the trail town assessments and guiding them for signage. We want to concentrate on getting the right businesses for trail users and the amenities they seek. We seek a lot of our funding from federal and state sources but we have had a lot of luck recently with foundations. Developing those relationships with foundations is going to be a goal. ■



William Posey

President & CEO
Sintermet

What makes Armstrong County a great place to live and do business?

We're in a nice area for several reasons. Geographically, we're about 40 minutes from Pittsburgh. So, if you want to work away from the city and not have to deal with parking and traffic, that puts us in a good position. We are largely a rural community, and we have a couple of very good vocational schools in the area, which produce highly qualified machinists and grinders, but we also have done a nice job of attracting people from out of the area as well. There is a good regional labor pool from which we draw. It is very much a competitive market, especially in our industry, but we do have some advantages and we try to make full use of those.

How is technology impacting your industry?

The steel industry and metal processing have been seen largely as very old and dirty industries but that has changed. They're building new steel mills now that are highly efficient and they take very few people to operate them because they have so much technology involved with them now. Where you might have had 3,000 employees, they may now have 300 and they're largely running the steel mill from computer screens versus being down on the floor. That's been a change over the last 10 years, but it's started to pick up momentum within the last five and those high-technology, high-efficiency-type steel mills are largely becoming the standard whereas before they were a little bit of an anomaly and a bit of a boutique. They're now where everyone is moving towards.

What is your outlook for the broader region and your company's operations for the next two to three years?

I think the outlook is very positive. I think we will have strong demand for steel and other metals over the next few years, whether it's for infrastructure projects or just as automotive recovers and gets back to a more normal production rate. There will be, I think, some impact from interest rates and inflation.

Everyone is concerned about a global recession or some pullback there but I also believe there's so much demand for certain areas that we may not be impacted as severely as some others. For us, it's a pretty strong outlook. ■

■ Mining, oil and gas

Armstrong County's rich history of mining and oil extraction has propped up an economy built on the backs of hard workers.

The coal mines in Armstrong County are primarily located in the western part of the county, near the border with Westmoreland County, and are primarily operated by CONSOL Energy, a major coal mining company based in Pennsylvania. Two of the county's top employers, Kittanning-based Rosebud Mining and Snyder Associated Companies, Inc., make up a sizable portion of the county workforce. According to U.S. mining data, Armstrong County ranks No. 84 in the nation for energy production — generating more than \$3.9 billion in county income. Oil and gas permits have tapered off significantly in Armstrong County since an all-time high of 667 permits in 2006. In 2021, the county approved just 30 new permits for production.

Despite the economic benefits of mining and oil and gas extraction in Armstrong County, county planners are monitoring the potential negative impacts on the local environment and community.

■ Construction

The construction sector in Armstrong County is driven by a growing need for infrastructure development and an increase in commercial and residential building projects. The county is also experiencing a resurgence in industrial development, particularly in the energy and manufacturing sectors. The center of this activity is taking place at the 925-acre RIDC Armstrong Innovation Park, which continues to expand through new construction in offering pad-ready sites from 2 to 20 acres, along with several incentives for businesses.

Much like the rest of the region and country, workforce development is a key factor driving the county's construction trades sector. The county offers various training and apprenticeship programs to attract and retain skilled workers, as well as partnerships with local schools and colleges to prepare the next generation of construction professionals.

■ Infrastructure

Armstrong County is actively working to improve and modernize its infrastructure to support the needs of its current population and economy. The county is focusing on several key areas of development, including transportation, public spaces and community development.

One of the major infrastructure developments in the county is State Route 28. The county has developed a Smart Moves Corridors Master Plan, which aims to

improve transportation, increase economic development and improve accessibility for the residents. This plan includes the construction of new roads and the expansion of existing ones, as well as the development of new infrastructure such as bike lanes and pedestrian walkways.

In addition, the county has also focused on improving the appearance and functionality of its Downtown areas. In 2020, the Kittanning Borough Facade Improvements project was completed, which provided funding for businesses to improve the exterior of their buildings and enhance the overall aesthetic of the Downtown. The Kittanning Market Street Improvement Project was also completed in 2018, which included the installation of new sidewalks, streetlights, and other infrastructure improvements.

Roadway Milling & Filling projects from PennDOT are also in progress in the county, including the Leechburg Area and Bethel Township Area. These projects aim to improve the safety and functionality of the roads, as well as reduce the risk of accidents and delays. The Goheenville Safety Improvement projects are also set to begin in 2022, which will focus on improving safety and accessibility on the county's roads and highways.

In addition, a \$3.5 million rail purchase and trail expansion project is also in progress, which will provide additional recreational opportunities for residents and visitors and connect communities through bike and hiking trails.

■ Housing

The housing market in Armstrong County is anchored by affordability, with a median home price in 2022 of \$140,000. This is a 2.3% increase from 2021's median price of \$136,000. The county offers a variety of housing options, including single-family homes, townhouses, and apartments, making it accessible to a wide range of buyers.

Recent housing developments in the county include Armstrong County housing projects that have been awarded \$700,000 in funding. These projects aim to provide affordable housing options for low-income families and individuals. As mentioned earlier, the RIDC Innovation Park housing projects are in the works, with over 100 single-family homes and multifamily units to be developed at the site. These developments will provide new housing options and contribute to the growth of the county's economy.

The county has also been working to address the ongoing need for affordable housing by creating new housing projects, investing in the rehabilitation of existing homes, and providing services to help low-income families and individuals find and maintain

County highlights



Pat Fabian

*Commissioner Secretary
Armstrong County*

“Over the past year, the county commissioners invested over \$1 million in public infrastructure, providing improved water and sewage to over 500 residents in Cadogan, East Franklin, Plumcreek, Kittanning, Kiski, Manor, Cownashannock and South Buffalo townships. The county, in partnership with Armstrong Trails, secured millions in funding to acquire the 14-mile Kiski Junction Railroad rail corridor for expansion of the Armstrong Trail that will, upon completion, spark positive economic impacts for the boroughs of Freeport, Ford City and Leechburg. These ongoing infrastructure investments are key to continued development, economic growth, revitalization and livability within our communities.”



Jason Renshaw

*Commissioner Vice Chairman
Armstrong County*

“During 2022, activity ramped up within RIDC Armstrong Innovation Park (formerly known as Northpointe) in South Buffalo Township. The Armstrong County Industrial Development Council (ACIDC), charged by the commissioners in developing the park, signed a deal with a land developer for the development of 25 acres for new housing and a retail component. A projected 90 homes are anticipated, with at least an additional 100 more homes possible. Also, the ACIDC sold 10 acres of property to RIDC for the construction of two 30,000-square-foot light industrial buildings. We are really pleased to see increased development in our industrial parks and to see the growth occurring in our boroughs too.”

Cornerstones:

■ RIDC Armstrong Innovation Park

You'll be hard pressed to find an area with more investment funneling in than the RIDC Armstrong Innovation Park (formerly known as Northpointe Industrial Park). The 925-acre mixed-use site combines the best of all worlds from a commercial and residential standpoint — bringing together tenants ranging from leading universities and fortune 500 companies as well as local and regional businesses on a growth trajectory. Additionally, the ACIDC has shown great promise in being able to accommodate companies of all sizes, for example, converting 10,000 square feet of office space into light manufacturing flex space to accommodate an out-of-state company's needs. ■

■ Strategic location

Located 30 minutes away from Steel City and with the radiant Allegheny River running north to south, Armstrong County's location continues to be an industry driver. The Allegheny Valley Expressway (State Route 28) is a four-lane highway passing through Pittsburgh's core and Armstrong County and seamlessly intersects with U.S. Route 422 and Interstate 76 (Pennsylvania Turnpike) to provide east and west travel options and connections to Interstate 79. As the Pittsburgh area is emerging as a world leader for emerging technologies in artificial intelligence, robotics and autonomous vehicles, Armstrong County's proximity to Pittsburgh makes it an ideal location for companies looking to capitalize on new technologies and a favorable business climate. ■

■ New paths

Armstrong County's landscapes offer bikers and trail enthusiasts some of the great rail trails across the commonwealth. The Armstrong Trail, a 35-mile-long rail trail along the banks of the Allegheny River takes travelers on a blast from the past. Before being abandoned nearly 40 years ago, the rail trail was originally owned and operated by the Allegheny Valley Railroad. Today, as visitors traverse the natural scenery and rushing waters, they'll cross over remnants of the historic rail such as the Phillipston Turntable. In the 1960s, the rail trail idea gained traction and ultimately carved the way for organizations like the Armstrong Rails to Trails association — which celebrates its 30th anniversary in 2023 — to organize the conversion and maintenance of these important amenities for the county. ■

housing. These efforts have helped to keep the housing market in Armstrong County accessible and affordable for a wide range of buyers.

■ Quality of life

Armstrong County offers a high quality of life for its residents, with a focus on public safety, natural attractions and education. The county's Public Safety Department is dedicated to providing a safe and secure environment for residents, and the county's trails and natural attractions offer a variety of recreational opportunities for residents and visitors.

The county's \$3.5 million trail expansion project will connect communities through bike and hiking trails. Explore Armstrong's website provides information on the county's trail system and other outdoor activities, including the Brady Tunnel, which is a popular destination for hikers, bikers and other outdoor enthusiasts.

The county also has strong relationships and partnerships with colleges and universities, which provide educational opportunities and workforce development for residents. Butler County Community College (BC3) plays an important role in Armstrong County's talent pipeline, offering training, grants and incentives for the county and businesses. The college also plays an important role in the county's economic development and provides educational opportunities for residents.

The county's relationship and partnerships with colleges and universities provide educational opportunities and workforce development for residents, and the county's business services play an important role in the county's economic development.

■ Looking ahead

The outlook for Armstrong County's growth remains positive, with several key industries likely to carry economic activity in 2023. The county's diverse economy and economic development initiatives are leading to new commercial and residential opportunities that continue to set a new tone for the Western Pennsylvania county. For Armstrong to succeed in spurring future economic growth, projects ranging from residential and retail development will be key in attracting more businesses to the industrial park and other areas throughout the county. ■



Capital Analytics would like to thank Armstrong County for its contributions in compiling this chapter. To learn more, visit their website at: <https://co.armstrong.pa.us>