



Cleveland, Texas Manufacturing Target Profile

This analysis examines key manufacturing sectors with growth potential for economic development in Cleveland, Texas, with focus on plastics, metals, and machinery manufacturing. The report analyzes industry trends, employment projections, and strategic recommendations for attracting and retaining manufacturing businesses, particularly those that can leverage Cleveland's rail infrastructure advantages. Detailed growth forecasts across multiple NAICS codes reveal specific opportunities for targeted business development initiatives.

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Manufacturing Target Industry Definition

NAICS Code	Description
32521	Plastics and Resins
32612	Plastic Pipes and Parts
32613	Laminated Plastics
32614	Polystyrene Foam
32615	Urethane Foam
32616	Plastic Bottles
33231	Structural Metal Products
33232	Sheet Metal, Windows and Doors
33243	Metal Cans and Containers
33272	Screws, Nuts, and Bolts
33281	Metal Plating and Treating
33299	Guns & Ammunition
33313	Mining, Oil, and Gas Machinery
33329	Semiconductor Machinery
33341	Heating and Air Conditioning Equipment
33392	Forklifts and Conveyors

Manufacturing Industry Overview and Growth Projections

The manufacturing sector remains a critical component of the American economy, providing essential products, driving innovation, and creating valuable employment opportunities. Analysis of NAICS data reveals varying growth trajectories across manufacturing subsectors between 2020-2030, with notable differences between business establishment growth and employment trends.

Manufacturing businesses are projected to experience moderate growth overall, though with significant variation across subsectors. The structural metal products segment (NAICS 33231) shows particularly strong prospects with 2.5% annual business growth from 2020-2025 and 2.1% forecast from 2025-2030. Similarly, sheet metal, windows, and doors manufacturing (NAICS 33232) demonstrates robust business growth at 2.3% and 2.0% for the respective periods. The firearms and ammunition industry (NAICS 33299) also shows promising business growth, particularly in the latter half of the decade at 2.2% annually.

Employment trends present a more complex picture, with some subsectors experiencing employment growth even as business establishments decline, suggesting industry consolidation and increased productivity. Notably, structural metal products shows exceptional employment growth at 4.9% annually from 2020-2025, while semiconductor machinery manufacturing (NAICS 33329) demonstrates strong employment growth throughout the decade, with 2.1% growth initially and accelerating to 3.8% in the latter period.

Manufacturing Subsector Performance	Business Growth	Employment Growth
Top Performer (2020-2025)	Structural Metal Products (2.5%)	Structural Metal Products (4.9%)
Top Performer (2025-2030)	Guns & Ammunition (2.2%)	Semiconductor Machinery (3.8%)

These projections signal important shifts in manufacturing priorities, with traditional sectors experiencing varying degrees of consolidation while advanced manufacturing and specialized production show greater resilience and growth potential.

Plastics Manufacturing Outlook

The plastics manufacturing industry presents a mixed growth outlook from 2020-2030, with certain subsectors showing resilience and growth potential while others face challenges. This diverse performance across plastic manufacturing categories provides both opportunities and considerations for economic developers in Cleveland, Texas.

Among plastic manufacturing subsectors, plastic bottles (NAICS 32616) demonstrates the most consistent positive trajectory, with 0.7% annual business growth projected for both 2020-2025 and 2025-2030 periods. Even more promising is its employment growth projection of 2.2% annually through 2025, moderating to a still-healthy 1.0% from 2025-2030. This performance suggests continued consumer and industrial demand for plastic containers, supported by beverage, personal care, and pharmaceutical packaging needs.

Plastics and resins manufacturing (NAICS 32521) shows moderate business growth at 0.7% annually through 2025, though slowing to 0.3% thereafter. Interestingly, while employment initially contracts by 1.1% annually, it rebounds to 0.3% growth in the latter half of the decade, potentially indicating increased automation followed by stabilization.

Plastic Manufacturing Growth Highlights

The polystyrene foam subsector (NAICS 32614) is notably the only plastic manufacturing category showing positive employment growth throughout the entire decade, with 1.1% annual employment growth through 2025 and 0.8% thereafter, despite modest business establishment growth.

Challenges in the Sector

Several plastic manufacturing segments face significant headwinds, with laminated plastics (NAICS 32613) logging substantial employment contraction of -3.4% annually through 2025, while plastic pipes and parts (NAICS 32612) shows the steepest business establishment decline at -1.8% annually.

Recovery Patterns

A common pattern emerges across most plastic manufacturing subsectors: an initial period of business consolidation and employment contraction through 2025, followed by modest recovery or stabilization from 2025-2030, suggesting industry restructuring followed by equilibrium.

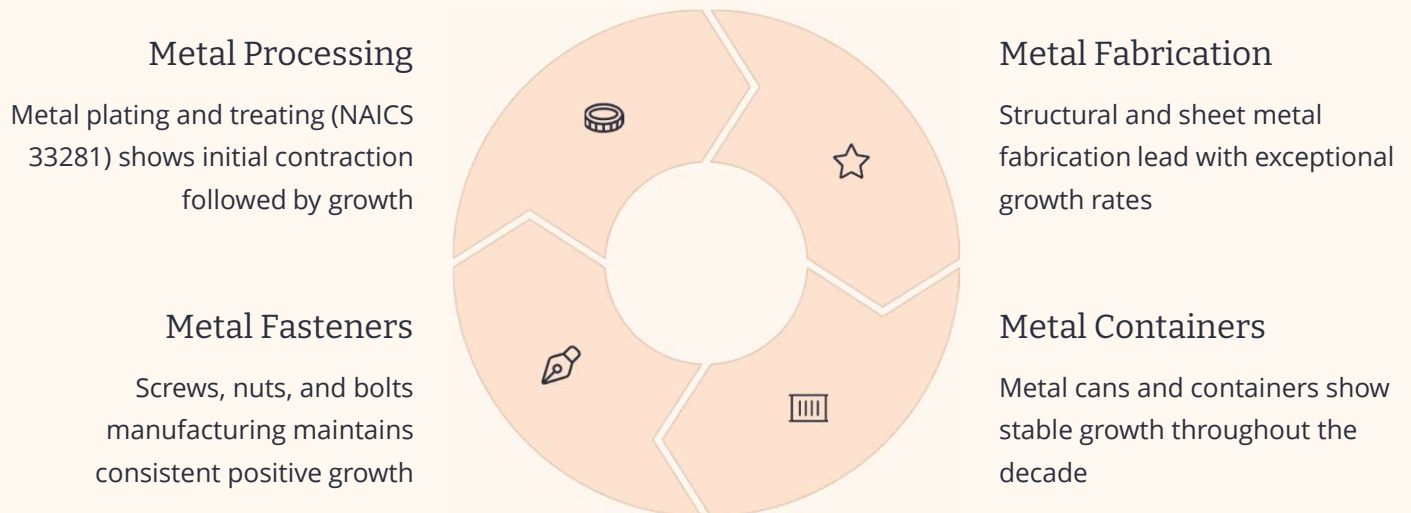
For Cleveland, these trends suggest focusing recruitment efforts on plastic bottles, polystyrene foam, and urethane foam manufacturing, which demonstrate greater resilience. The data also indicates that plastics manufacturing is undergoing significant transformation, likely influenced by sustainability pressures, automation, tariff volatility, and shifting consumer preferences.

Metals Manufacturing Sector Analysis

The metals manufacturing sector stands out as a particularly bright spot within the broader manufacturing landscape, with several subsectors demonstrating robust growth projections for both business establishments and employment. This sector's strength provides significant economic development opportunities for Cleveland, Texas, especially with the existing infrastructure advantages.

Structural metal products manufacturing (NAICS 33231) emerges as an exceptional performer, with projected annual business growth of 2.5% from 2020-2025 and 2.1% from 2025-2030. Even more remarkable is its employment growth projection of 4.9% annually through 2025—the highest employment growth rate across all analyzed manufacturing subsectors. While this employment growth moderates to 2.3% in the latter half of the decade, it remains substantially above average, indicating strong long-term demand for structural metal products, likely driven by construction, infrastructure development, and industrial applications.

Sheet metal, windows, and doors manufacturing (NAICS 33232) similarly demonstrates impressive business growth projections of 2.3% and 2.0% across the respective periods, with employment growth of 1.8% through 2025 and accelerating slightly to 2.2% thereafter. This parallel growth in both establishments and employment suggests healthy expansion rather than merely increased productivity through automation.



The firearms and ammunition manufacturing segment (NAICS 33299) also demonstrates strong business growth projections, particularly in the 2025-2030 period at 2.2% annually. Employment growth in this subsector is more modest but still positive at 0.8% through 2025 and 1.6% thereafter, indicating increasing labor efficiency alongside business expansion.

Even traditionally stable categories like metal cans and containers (NAICS 33243) and screws, nuts, and bolts (NAICS 33272) show consistent positive growth across both business establishments and employment, underscoring the overall health of the metals manufacturing sector. Only metal plating and treating (NAICS 33281) shows initial contraction in both metrics through 2025, though recovering to positive growth thereafter, possibly reflecting technological shifts in treatment processes.

These trends highlight metals manufacturing as a priority target for recruitment and retention efforts. The sector's broad-based growth across multiple subsectors suggests fundamental strength rather than isolated success stories, positioning metals manufacturing as a cornerstone opportunity for manufacturing-focused economic development strategies.

Machinery Manufacturing Market Dynamics

The machinery manufacturing sector presents a complex and varied landscape, with distinct subsectors following divergent trajectories that reflect broader technological and economic shifts. This segmented performance creates targeted opportunities for Cleveland.

Semiconductor machinery manufacturing (NAICS 33329) stands out as an exceptional growth opportunity, particularly in the latter half of the decade. While business establishment growth is modest at 0.1% annually through 2025, it accelerates dramatically to 2.2% from 2025-2030. Employment growth shows an even more pronounced trajectory, with 2.1% annual growth through 2025 expanding to 3.8% thereafter—the highest projected employment growth rate among all manufacturing subsectors in the 2025-2030 period. This acceleration likely reflects growing semiconductor demand driven by computing, artificial intelligence, electric vehicles, and other technology trends, creating a sustained tailwind for machinery used in chip production.

Heating and air conditioning equipment manufacturing (NAICS 33341) presents an interesting contrast, with business establishments projected to contract slightly at -0.6% annually through 2025, yet employment growing at 2.2% during the same period. This divergence suggests industry consolidation alongside increased production capacity, potentially reflecting both technological advancement and growing HVAC demand driven by climate concerns, energy efficiency requirements, and building modernization.



Semiconductor Machinery (33329)

Top performer with accelerating growth reaching 3.8% employment growth by 2025-2030



HVAC Equipment (33341)

Strong employment growth despite business consolidation, stabilizing after 2025



Material Handling (33392)

Steady moderate growth in both businesses and employment at approximately 1%



Mining, Oil & Gas Machinery (33313)

Significant contraction through 2025 followed by modest recovery

The forklifts and conveyors subsector (NAICS 33392) demonstrates consistent but moderate growth across both business establishments and employment at approximately 1% annually throughout the decade. This stability likely reflects the essential nature of material handling equipment across multiple industries, providing a dependable if not spectacular growth opportunity.

In stark contrast, mining, oil, and gas machinery manufacturing (NAICS 33313) faces substantial challenges, particularly in the near term, with employment projected to contract severely at -5.3% annually through 2025. While some stabilization occurs thereafter, with modest 0.5% employment growth from 2025-2030, this subsector clearly demonstrates the most challenging outlook among machinery manufacturing categories, likely reflecting both energy transition pressures and productivity improvements in extraction industries. However given Cleveland's location in Texas, this remains a target for the region.

These divergent trajectories emphasize the importance of targeting specific machinery manufacturing subsectors rather than the category broadly. The exceptional growth projected for semiconductor machinery manufacturing makes it a particularly attractive recruitment target.

Cleveland, Texas: Manufacturing Relevance Assessment

Cleveland, Texas possesses several strategic advantages that position it favorably for targeted manufacturing development, particularly in sectors that benefit from rail transportation infrastructure.



Cleveland's rail infrastructure represents a significant competitive advantage for specific manufacturing subsectors that rely heavily on rail for inbound raw materials or outbound finished products. This infrastructure is particularly valuable for metals manufacturing, where heavy inputs like steel coil, beam, and plate are often transported by rail to fabrication facilities. The structural metal products (NAICS 33231) and sheet metal, windows and doors (NAICS 33232) subsectors—both showing strong growth projections—would benefit substantially from Cleveland's rail access, potentially reducing transportation costs and improving supply chain reliability.

Similarly, certain plastics manufacturing operations, particularly those producing larger volumes of goods that benefit from rail economics, may find Cleveland's infrastructure advantageous. The plastics and resins (NAICS 32521) and plastic bottles (NAICS 32616) subsectors often involve bulk raw material inputs that can be efficiently delivered by rail, though finished goods are typically distributed by truck due to their lighter weight and distributed customer base.

In the machinery manufacturing sector, Cleveland's rail infrastructure would be most beneficial to larger equipment producers, particularly in the HVAC equipment (NAICS 33341) and material handling equipment (NAICS 33392) subsectors. These manufacturers often produce bulky finished goods that can be cost-effectively shipped by rail to distant markets. Semiconductor machinery manufacturing (NAICS 33329), despite its exceptional growth projections, typically involves higher-value, lower-weight products that are less dependent on rail transportation, though Cleveland's overall logistics connectivity would still be relevant.

Rail-Dependent Manufacturing Sectors

Structural metal products, sheet metal fabrication, plastics and resins, and HVAC equipment manufacturing have the strongest alignment with Cleveland's rail infrastructure advantages.

Regional Market Access

Cleveland's proximity to Houston provides access to a major metropolitan market while potentially offering lower operating costs than core urban locations.

Manufacturing Ecosystem Potential

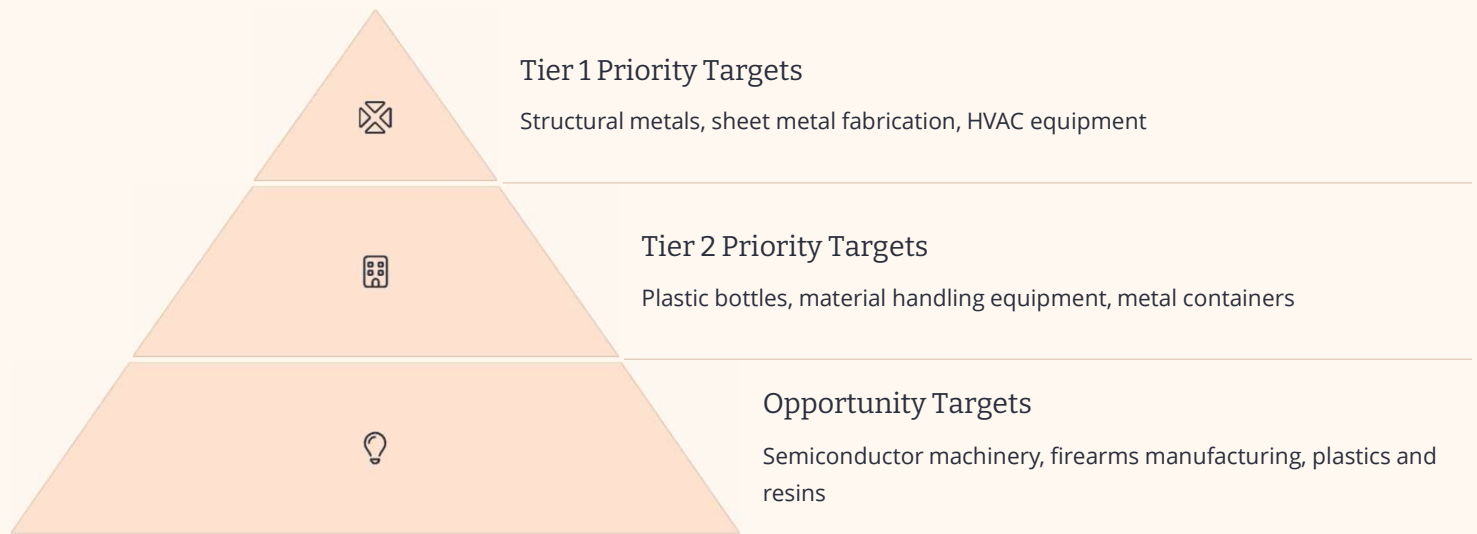
Targeting complementary manufacturing subsectors could create supply chain synergies, such as metal fabrication feeding into HVAC equipment production.

Beyond rail infrastructure, Cleveland's economic development strategy should consider workforce availability and skills alignment with target manufacturing subsectors. Metal fabrication typically requires welders, machine operators, and fabricators, while plastics manufacturing needs process technicians and machine operators. Semiconductor machinery manufacturing would require a more specialized technical workforce, potentially necessitating workforce development initiatives if targeted. Semiconductor machinery manufacturing may be a longer-term target for the area.

Cleveland should also evaluate its utility infrastructure capacity, particularly power reliability and natural gas availability, as these are critical factors for manufacturing operations. Water and wastewater capacity assessments would be especially important for any potential plastics and resins manufacturing recruitment, as these operations typically have significant water requirements.

Target Marketing Strategy for Manufacturing Attraction

Developing an effective marketing and business development strategy for manufacturing attraction requires a targeted approach that aligns Cleveland's specific advantages with the needs of high-potential manufacturing subsectors. Based on growth projections and Cleveland's infrastructure assets, a prioritized marketing strategy focusing on specific subsectors with custom value propositions will yield the greatest return on economic development investment.



For Tier 1 priority targets—structural metal products (NAICS 33231), sheet metal fabrication (NAICS 33232), and HVAC equipment (NAICS 33341)—Cleveland should develop comprehensive marketing materials highlighting rail infrastructure, proximity to Houston construction markets, available industrial sites, and relevant workforce characteristics. These sectors align most strongly with Cleveland's advantages while demonstrating robust growth projections for both businesses and employment.

Lead generation for these priority sectors should employ multiple channels. A database of companies in these subsectors should be developed, with priority given to businesses in expansion mode or those facing capacity constraints in current locations. Industrial real estate brokers specializing in manufacturing should be engaged as referring partners who can identify companies with active facility searches. Targeted digital marketing campaigns using platforms like LinkedIn can reach decision-makers in specific manufacturing subsectors with custom messages emphasizing Cleveland's relevant advantages.

Priority Trade Shows

- FABTECH (metal forming, fabricating, welding, and finishing)
- AHR Expo (HVAC equipment)
- MetalCon (metal construction industry)
- Pack Expo (for plastic bottle manufacturing)
- MODEX or ProMat (material handling equipment)

Marketing Collateral Development

- Sector-specific fact sheets highlighting Cleveland's comparative advantages
- Rail infrastructure capacity and connectivity documentation
- Workforce availability analysis focused on manufacturing skills
- Utility capacity and reliability documentation

Trade show participation should be carefully selected to maximize exposure to target subsectors. A presence at FABTECH would reach metal fabrication businesses, while the AHR Expo would connect with HVAC equipment manufacturers. Rather than simply attending, Cleveland should be sure to set meetings ahead of the conference. Hosting specialized site selector familiarization tours focused on manufacturing capabilities could generate additional qualified leads.

For digital marketing, developing virtual site tours and interactive maps showing industrial sites with rail access would provide valuable visualization tools for prospects. All marketing materials should emphasize time and cost savings associated with Cleveland's rail infrastructure, especially for manufacturers requiring significant inbound raw materials or shipping bulky finished products.

Implementation Recommendations and Timeline

Successfully implementing a manufacturing attraction strategy for Cleveland requires a structured approach with clear priorities, resource allocation, and performance metrics. The following implementation plan provides a roadmap for translating manufacturing sector analysis into concrete economic development results over a 24-month timeframe.



Resource requirements for effective implementation include dedicated economic development staff time, marketing budget allocation, and travel funding for trade show participation. Success metrics should include both activity measures and outcome indicators. Activity metrics might include number of qualified prospects identified, meetings conducted, site visits hosted, and proposals submitted. Outcome metrics should track jobs created, capital investment secured, and tax base enhancement from manufacturing attraction efforts. A dashboard tracking these metrics should be reviewed quarterly to adjust strategies as needed.