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## Talent

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# Pennsylvania

Work Smart. Live Happy.

— 2022 Edition • Volume 2 —

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 **LIVABILITY**

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34 *Outdoors*

## PARKS & REST

*The outdoors provide plentiful paths to peaceful Pennsylvania.*



**4** **Overview**  
The Keystone State is a thriving place that welcomes you.

**7** **Business Climate**  
**Opportunity**  
Runs Deep  
Pennsylvania offers a bevy of advantages for innovation companies.

**10** **Innovation**  
**Pioneering**  
**AI Research**  
From robots to moon rovers, Pennsylvania excels at innovation.

**18** **Life Science**  
**Incubating**  
**Innovation**  
Corporate, higher education and startup synergy creates a thriving life science and health scene.

**23** **Manufacturing**  
**Industrial Strength**  
Rooted in innovation, Pennsylvania's manufacturing sector forges new opportunities.

**28** **Agriculture & Food**  
**Cultivating Cuisine**  
Pennsylvania's agriculture and food production industries continue to grow.

**39** **Quality of Life**  
**The Perfect Blend**  
Find the ideal location to work smart and live happy; four transplants share why they moved here.

**47** **Talent**  
**Hard at Work**  
Pennsylvania's community colleges and industries work together to build a strong and stable workforce.

**52** **Cultural Experiences**  
**A Rich Tapestry**  
**of Culture**  
Pennsylvania thinks outside the gallery walls to help promote the arts.

**56** **Economic Profile**  
Key stats on Pennsylvania

### **On the Cover** *(story on page 10)*

A critical mass of innovative companies, such as Argo AI in Pittsburgh, have put Pennsylvania on the lead lap in advances in mobility.

*Photo courtesy of Argo AI*



# Capital of Commerce

PENNSYLVANIA SHINES  
AS A PLACE TO LIVE,  
WORK AND INVEST



## YOU'RE WELCOME

Innovation is driving Pennsylvania's economy. The state has married affordability, a strategic location, superior transportation assets, world-class research institutions and a skilled workforce and created a vibrant and diverse economy that includes major industry sectors in life science, advanced manufacturing, agribusiness and logistics.



## Appetite for Growth

Agribusiness plays an important role in Pennsylvania's economy. It leads the nation in food processing companies, with more than 2,300 operating across the state. Agribusiness in the state had a direct economic output of \$81.5 billion in 2021.

The state is also a leader in organic farming. The Rodale Institute's pioneering research created the organic farming movement.



## Colorful Companies

World-famous products are made in Pennsylvania. Crayola makes crayon and marker products in Easton, where the **65,000-square-foot** Crayola Experience is a draw.

## MADE IN PA

The state's manufacturing sector numbers more than **19,000 establishments that employ more than 550,000 Pennsylvanians.**

## DISCOVERY ZONE:

# 2,300+

Pennsylvania's robust life science industry numbers more than **2,300 companies** involved in everything from pharmaceuticals to medical devices. A key component of Pennsylvania's life science ecosystem is its nearly **250 universities** and more than **194,000 annual credentials.**

## RECREATION BY THE NUMBERS

# 121

STATE PARKS

# 150

WATERFALLS

# 125

MOUNTAIN BIKING TRAILS



Troegs Independent Brewing in Hershey

## MEDIAN HOME VALUE

\$257,000 in April 2022, 80% of the U.S. average.

## Put A Head On It

Pennsylvania has been making beer since the 1600s. Craft brewing has grown into a signature industry in the state, with more than **440 operations.**

## Skills Builders

A backbone of the state's workforce development efforts is a network of **15 community colleges** that operates across the state.

## MUSHROOMING GROWTH

The state is famous for its leading mushroom production, which totals about **425 million pounds annually, nearly half of the total for the U.S.**







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# Opportunity RUNS DEEP

State offers bevy of advantages for innovative companies



Hershey

**P**ennsylvania has parlayed a winning combination of affordability, prime location and skilled workforce into an \$839.4 billion economic powerhouse.

The state is at the forefront of innovation in leading-edge fields such as biotech, artificial intelligence and autonomous vehicles. The economy includes

major sectors in life science, advanced manufacturing, agribusiness, logistics and e-commerce.

The state's competitive business environment includes world-class higher education institutions, renowned research capabilities and access to more than 40% of the U.S. population and 60% of Canadian purchasing power.

A world-class infrastructure includes ports that offer access to the Great Lakes, Gulf of Mexico and Atlantic Ocean, three Class I rail carriers and international air service.

## WELL-KNOWN BRANDS

Brands with household names that call Pennsylvania home include iconic candy maker Hershey, United States Steel, Comcast, Rite Aid and so many more.



Pharmaceutical distributor AmerisourceBergen also has its international headquarters in the Keystone State.

AmerisourceBergen cut the ribbon on its global headquarters in 2021 in Conshohocken, a community about 15 miles northwest of Philadelphia. The 429,000-square-foot facility includes tech-enabled conference and business centers, a fitness center and dining services.

One of the great benefits about AmerisourceBergen's Conshohocken headquarters is the area's dynamic community – employees have direct access to public and bike-friendly transportation options as

well as restaurants and retail amenities downtown.

“When people see our headquarters, I want them to know that it represents so much more than an office space – it represents a workforce that's dedicated to ensuring access to vital medications and therapies here in the U.S. and across the globe,” says Steve Collis, chairman, president and CEO of AmerisourceBergen

## GROWING IN PENNSYLVANIA

Another pharmaceutical-related company that has found the state to its liking is Sharp, a clinical supply chain services and contract pharmaceutical packaging company with a long history in the Lehigh Valley. Sharp is investing \$43 million and adding 335 jobs to its nearly 1,100-member workforce with expansions at its facilities in Allentown and Conshohocken

*“Developing new innovations for customers relies on our ability to attract, develop and retain qualified talent.”*

– Brian Kupchella, Clarience Technologies



Comcast is based in Philadelphia.



and a third facility in Lehigh County.

Sharp recognized Pennsylvania's strengths in the pharmaceutical manufacturing sector, and also received financial assistance through the Governor's Action Team in coordination with local leaders.

It was that commitment and cooperation among local and state officials that spoke to Ball Corp. The Colorado-based aluminum can company looked at a number of possible sites for a state-of-the-art aluminum beverage packaging manufacturing operation before selecting Pittson, a community in the Scranton/Wilkes-Barre area. The project will create 230 well-paying jobs.

"We chose Pittson in large part for its geographic and transportation advantages and the warm welcome we received from local, county and state officials," says Ball spokesperson Scott McCarty.

Similarly, e-commerce pet supply company Chewy cited a partnership with local and state governments in its decision to place a 155,000-square-foot pharmacy fulfillment center for orders of specialty foods, medications and prescriptions in Luzerne County. The company expects to create 550 full-time jobs, including pharmacist and leadership support positions.

Chewy also has fulfillment centers in Archbald, Lewisberry, Mechanicsburg and Wilkes-Barre.

### TALENT PIPELINE

For Truck-Lite Co., a global leader in LED lighting systems for commercial vehicles, being located in Pennsylvania is the key to future success. The company announced the relocation of its headquarters to Knowledge Park at Penn State Behrend in Erie.

"As the transportation industry shifts toward electric vehicles, developing new innovations for customers relies on our ability



AmerisourceBergen (above) and Rite Aid are based in Pennsylvania.



to attract, develop and retain qualified talent," says Brian Kupchella, CEO of Clariance Technologies, parent company of Truck-Lite.

Truck-Lite will lease nearly 30,000 square feet from Penn State Behrend, a long-time partner. Meanwhile, Penn State Behrend will invest in enhancements to its Advanced Manufacturing and Innovation Center, which will have laboratory

and test space for Truck-Lite.

"Relocating our headquarters to Knowledge Park and expanding our association with Penn State Behrend – a major college of one of the country's top universities and a longstanding Truck-Lite partner – creates a strong pipeline of future electrical engineers, data scientists and business leaders in the years to come," Kupchella says.

– Bill Lewis



# PIONEERING AI RESEARCH

*From robots to moon rovers,  
Pennsylvania excels at innovation*

As the home of top-notch universities and a growing number of cutting-edge companies, Pennsylvania is able to marshal world-class research to launch new ventures that are disruptive forces across a range of industries. The state is the birthplace of artificial intelligence and continues to be a leader in AI innovation.

Helping fuel innovation here is a critical mass of private companies, higher education institutions and research organizations that collaborate. Together, they've positioned

Pennsylvania as a leader in mobility, from electric transportation to autonomous vehicles to space exploration.

## ADVANCING AI INNOVATION

A collection of standout universities gives Pennsylvania research heft that fuels innovation in areas such as artificial intelligence, robotics and autonomous vehicles.

The University of Pennsylvania, Penn State, the University of Pittsburgh and Carnegie Mellon University (CMU) are among the top research universities in the U.S.

CMU in particular has a rich history of AI innovation, offering the country's first bachelor's degree in artificial intelligence.

A number of AI projects are being led by the university, including one to solve a global food crisis by using robotics and AI technologies to improve plant breeding, and another collaboration that aims to translate genetic findings into new therapies for Alzheimer's disease.

On the highlight reel this year are two major space projects, says Martial

Herbert, dean of the School of Computer Science at CMU. MoonRanger, a small robotic rover being developed at CMU, and its spinoff Astrobotic, is prepped for a 2022 mission to search for signs of water at the moon's south pole.

Separately, CMU's shoebox-size Iris rover is aiming to be the smallest and lightest rover to land on the moon. Over the past few years, more than 200 CMU students have

*“We have access to the best and brightest talent coming out of the outstanding robotics programs at the region’s top colleges and universities.”*

— Michael J. Subhan, Ghost Robotics



Clockwise from top: Pittsburgh-based Argo AI is a leader in autonomous vehicle development; The General Robotics Automatic Sensing & Reception Lab in the University of Pennsylvania's College of Engineering; Ghost Robotics Vision 60 quadrupedal unmanned vehicle

PHOTOS: CLOCKWISE FROM TOP: ALISA INNOCENTI/ARGO AI; ISTOCK.COM/FATCAMERA; GHOST ROBOTICS







## High Tech on Four Legs

Pennsylvania leads the pack in robotics development. An emerging company in the industry is Philadelphia-based Ghost Robotics, which develops agile and all-weather autonomous four-leg robots, known as Quadrupedal Unmanned Ground Vehicles, or Q-UGVs, used for military, defense, security and other purposes. Using proprietary technology, the company's Q-UGVs mimic how mammals operate across a range of urban and natural environments.



worked on the rover, which is equipped with cameras and is set to make observations of the moon's terrain and rock formations.

Strong partnerships between CMU, the city and local startups have helped make Pittsburgh a hub for AI innovation, Herbert says. The university is also intentionally building a pipeline for the next generation of innovators,

he says, with projects like the CMU Computer Science Academy, which is a free, online graphics-based computer science curriculum that's reached more than 114,000 students to date.

### DRIVING THE FUTURE

The world-class research talent at institutions such as Carnegie Mellon and the University of Pittsburgh has also

made the state a hub for autonomous vehicles.

Global technology companies in the AV realm, including Argo AI, Aptiv, Qualcomm and Aurora Innovation, have invested millions of dollars in the state.

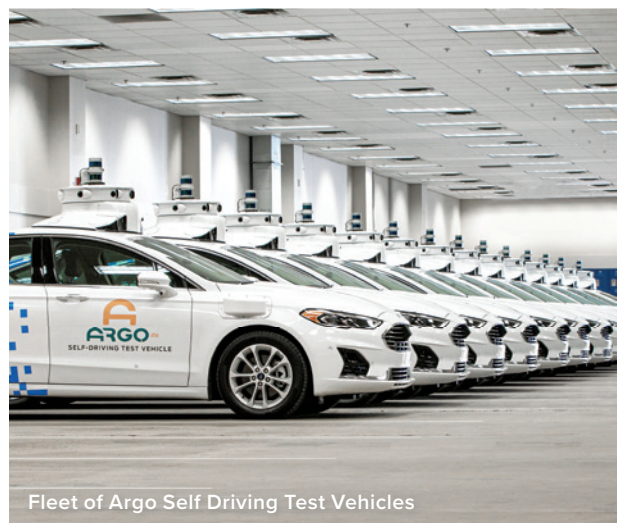
Pennsylvania offers world-class facilities for vehicle research.

For example, the Thomas D. Larson Pennsylvania Transportation Institute at Penn State was designated as an Automated Vehicle Proving Ground by the U.S. Department of Transportation and is one of just 10 selected sites across the country. The 1-mile oval track features a vehicle-handling area and durability-testing course.

The institute is helping advance AV innovation in a number of ways, including investigating how autonomous vehicles behave in road construction zones, studying how drivers obtain trust in AVs, and testing new driver-assist and fully autonomous algorithms to allow vehicles to perform safely in icy or wet conditions.

A new autonomous vehicle will arrive in the summer to support a Penn State student team's entry into the Society of Automotive Engineers AutoDrive Challenge II competition, an intercollegiate contest where students are challenged to program an AV to perform increasingly difficult driving tasks.

The state has some of the nation's top research universities.



Fleet of Argo Self Driving Test Vehicles



## ROBOTIC COMPANIES FLOCK TO PENNSYLVANIA

In addition to AI and AV, Pennsylvania is a hotbed for robotics companies.

In 2020, for instance, Astrobotic Technology, a space robotics company whose mission is to make outer space accessible to the world, expanded its headquarters in Pittsburgh.

Another company, Gecko Robotics in Pittsburgh, develops robots used in automated infrastructure inspections. The company's wall-climbing robots are able to perform inspections on tanks, boilers, piping and more.

In Philadelphia, Ghost Robotics serves military and commercial

customers with legged robots that can navigate unstructured terrain. The company will be moving into new offices in the Philadelphia Navy Yard.

"One of the reasons it makes sense for us to be headquartered in Philadelphia is because we have access to the best and brightest talent coming out of the outstanding robotics programs at the region's top colleges and universities," says Michael J. Subhan, chief marketing officer for Ghost Robotics.

— Brittany Anas

Learn more about innovation taking place in Pennsylvania at [livability.com/pa](https://livability.com/pa).



Carnegie Mellon University  
Robotics Institute

PHOTO: CARNEGIE MELLON UNIVERSITY

# A WORLD APART IN THE CENTER OF IT ALL

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*It's a place where you can*  
**WORK, LIVE and GROW.**

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# Ready *to* LAUNCH

Astronaut training starts in Southampton, Pennsylvania

## Before astronauts go to space,

many prepare for their orbital and suborbital missions in Southampton – a southeastern pocket of Pennsylvania with a surprisingly rich legacy of aerospace training. The National Aerospace Training and Research (NASTAR) Center is one of the world's premier commercial air and space

training facilities. Since its establishment in 2007, more than 600 people have trained with the center's state-of-the-art flight simulation devices before embarking on missions operated by companies like Virgin Galactic, SpaceX and Axiom Space.

But with more commercial space travel on the horizon (a luxury space hotel, designed to host 280 guests and more than





100 crew members, is planned for 2027), the need to prepare people for what it's like riding in a rocket will continue to soar, predicts Glenn King, COO of the NASTAR Center and director of advanced pilot and space training.

The center combines state-of-the-art flight simulation with physiology-based courseware that replicates the flight parameters for trainees on the ground and in a controlled setting. NASTAR is especially unique because it serves as the only commercial-use facility with a high-performance human centrifuge that mimics flight dynamics and G-force exposure. (If you like roller coasters or race car driving, you'll enjoy this training that comes with a thrill factor, King says.)

Combined with other training devices, like an ejection seat system and an altitude chamber, the NASTAR Center is able

to prepare spaceflight crew members for the real deal come their launch date.

One recent trainee at the NASTAR Center was Hayley Arceneaux, a physician assistant, who was aboard the SpaceX private spaceflight Inspiration4 that launched in September 2021. A bone cancer survivor, Arceneaux was the first person to launch with a prosthesis. "We're very proud to have helped her achieve her dreams," King says.

Astronauts who have trained at the NASTAR Center have reported back that their flight experiences were exactly what their training felt like, King says. Overall, the center is dedicated to pushing the envelope to allow companies, organizations and individuals to get the most out of their aerospace technology investments.

The NASTAR Center, King says, is the "best kept secret in space innovation."

And while Southampton is a small community, it has a rich history of innovation, especially when it comes to aerospace, King notes. A nearby naval research facility that closed in 1996 was previously used for astronaut training during the Mercury, Gemini and Apollo programs.

"This section of Pennsylvania has a rich history of training people for space," King says. "At the NASTAR Center, we're continuing that honor and tradition."

– Brittany Anas

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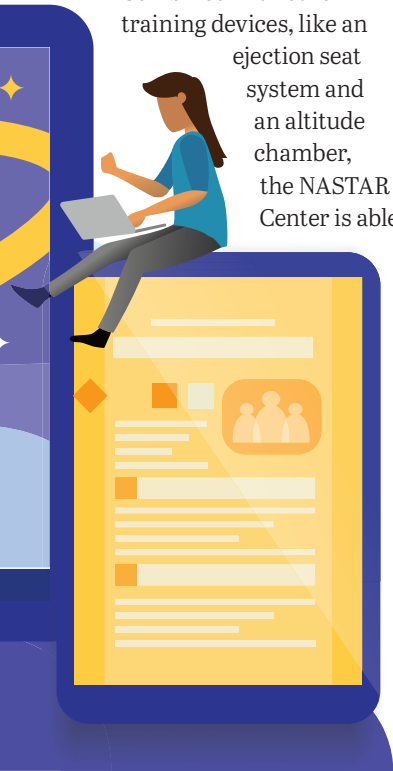
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# Independent Spirit, *Can-Do* *Cooperation*

BEDFORD COUNTY MAKES IT EASY TO DO BUSINESS

**T**hirty years ago, when Gregory F. Krug set out to find a place to expand his international biotech company, Lampire Biological Laboratories, he discovered the perfect spot – a 125-acre farm site in Bedford County.

“We found Bedford County to have vast agricultural land available and a great infrastructure, including road systems,” he says.

He also found a knowledgeable workforce, financing programs and a surprising level of support from the Bedford County Development Association (BCDA), county commissioners and other groups.

Early on, BCDA president and CEO Bette Slayton personally introduced him to state officials, who after listening to Krug’s story, approved the economic incentives he needed.

The local Lampire facilities now include a “pharm” campus that spans more than 600 acres and a state-of-the-art bioprocessing laboratory. Over half of the company’s 140 workers live and work in Bedford County.

“Of the three counties in which Lampire has facilities,” Krug says, “Bedford is the fastest and largest growing of our sites.”

From REI to small solo ventures, many businesses have benefited from the support of BCDA over the years.

When Smart Horn developer and Bedford native Ankit Patel set out to launch Meerya, a company that uses a patented digital technology, BCDA helped him realize – and expand – his dream. CaptiveAire, the nation’s largest commercial kitchen ventilation system company, recently doubled the size of its Bedford plant.

And when Phil Goldberg, president of Green Leaf Medical, opened his medical cannabis growing and processing business, he noted: “This is a unique community.

***“Bedford County offers a great quality of life to residents. There is culture, history and the great outdoors, to name a few of the county’s wonderful attributes.”*** – Gregory F. Krug, Lampire Biological Laboratories





A place of caring people that look out for each other. The interactions I had told me a lot about the community and really helped solidify that we were in the right place.” Green Leaf has now invested \$50 million and created hundreds of new jobs in the county.

From providing some much-needed “hand-holding” through the maze of regulations to paving the way for tax abatements, BCDA and its partners frequently go beyond expectations to assist businesses of all sizes.

“It’s gratifying when people come to Bedford County with a project, they note, ‘It’s so much easier to do business here,’” Slayton says. “I think it’s a combination of good programs, a spirit of cooperation and Bedford County’s can-do culture.”

A business coach also aids aspiring entrepreneurs with micro-loans, training and mentoring, while the business parks stand ready to go.

With more young professionals moving here to work remotely, the county is committed to ensuring high-speed internet access for all residents by the end of 2023.

Bedford County isn’t just a great place to do business, Krug says. It’s a great place to live.

“Bedford County offers a great quality of life to residents,” he adds. “There is culture, history and the great outdoors, to name a few of the county’s wonderful attributes.”

BCDA plays a vital role in securing new businesses to the area and was a partner in the \$120 million restoration of the Omni Bedford Springs Resort & Spa.



# Incubating INNOVATION

Corporate, higher ed and startup synergy creates a thriving life science and health scene in Pennsylvania





**W**ith more than 2,300 companies supporting the life science industry – from pharmaceuticals and medical devices to animal health, diagnostics, and research and testing – Pennsylvania is well-positioned to push bio-innovation to new heights.

Companies such as Merck Sharp & Dohme Corp., Quest Diagnostics, Aventis Pasteur, Bayer HealthCare and AlphaLab Health are just a few of the big names supporting this industry. The state has a highly developed cell and gene therapy network of 30-plus companies in the Philadelphia area alone that has raised more than \$1 billion in investment capital and created more than 3,000 jobs.

## ***Talent + Research Heft***

What makes Pennsylvania such an attractive location for these companies?

Megan Shaw, managing director of life sciences at Innovation Works and AlphaLab Health, boils it down to three main factors: world-class education and research, density of health care systems and insurers, and a thriving talent pipeline. Those factors not only sustain the life science industry, but keep it growing.

“We are really in a ‘Goldilocks’ phase for talent in this region,”



Quest Diagnostics in Pittsburgh

Shaw says. “The world-recognized higher ed programs of Carnegie Mellon, University of Pittsburgh and other institutions, plus the talent they produce in terms of faculty and students, mean that government and private capital are targeting Pittsburgh to support groundbreaking ideas,” Shaw says. “More and more in the worlds of advanced computing technology, (artificial intelligence) and robotics, and life science – the real sweet spots for Western PA innovation leadership – are collaborating and connecting. We see that in the companies that come through our accelerator.”

One such example of this collaboration among existing organizations and emerging, multi-disciplinary research is the relatively new software company, MindTrace. Launched in 2020, this platform utilizes AI/machine learning to integrate multiple sources of neuroimaging and



behavioral information. Clinicians use this data to plan neurosurgery more effectively in support of the best postoperative quality-of-life for the patient.

## ***Finding Synergies***

MindTrace’s incubation in this unique life science ecosystem is precisely the reason why it has enjoyed all its success to date.

“The first dilutive capital into MindTrace came from Innovation Works and Allegheny Health Network via the AlphaLab Health accelerator

program,” says CEO Max Sims. “This opportunity is helping us refine MindTrace’s value proposition and business model to allow this technology to come into the market in a sustainable way.”

Support services also thrive in Pennsylvania’s economy. Quest Diagnostics has been growing its presence in the state since 1999 after acquiring SmithKline Beecham Clinical Laboratories.

“We now have more than 2,200 employees across Pennsylvania, including

Research taking place at Pennsylvania’s universities and private-sector companies has made the state a life science leader.



a corporate hub in Collegeville, a Rapid Response Lab in Norristown, and a Patient Service Center, accessioning lab and logistics hub in Bethlehem,” says Geoff Albrecht, Northeast commercial regional vice president for Quest Diagnostics.

“That’s in addition to the 144 patient service centers available for patients to get the testing they need, when they need it.”

Apogee Biotechnology Corp. is another example, developing new drugs for diseases such as cancer and inflammatory illnesses. Located at the

*“We are really in a ‘Goldilocks’ phase for talent in this region.”*

– Megan Shaw, Innovation Works and AlphaLab Health



Hershey Center for Applied Research, the company is in the midst of clinical trials for a new drug that treats severe COVID-19.

Pennsylvania continues to attract life science investment. Iovance Biotherapeutics has

opened a new location at the Philadelphia Navy Yard with potential to manufacture novel cell therapies for thousands of cancer patients annually. Express Med Pharmaceuticals has announced an \$8 million expansion near Pittsburgh

where it will create nearly 700 full-time jobs.

Efforts to attract new talent while retaining higher-ed graduates is paying off. Shaw says many of the world’s largest tech companies have operations in Pittsburgh, and several large corporations have their headquarters in the region.

“Having potential clients and acquirers for innovation companies right here in Pennsylvania helps companies test and refine their ideas,” she says. “We are also doing more and more to advance homegrown talent and make sure the communities who have called Pennsylvania home through the tough times also benefit from the economic renaissance.”

She also notes the wave of innovators, entrepreneurs and other talented individuals who have returned to the state or come there for the first time from across the globe. “It’s D.C., Dubai, the Bay area, Beijing, New York, New Delhi,” she says. “And they stay because they can follow their career ambitions while maintaining a better cost of living and pace of life.”

– Val Hunt Beerbower

Pennsylvania’s world-renowned hospitals, such as Children’s Hospital of Philadelphia, are key components of its life science industry.



PHOTOS: FROM TOP, ALPHALAB HEALTH; CHILDREN’S HOSPITAL OF PHILADELPHIA



# A SHOT IN THE ARM

BIOTECH FUNDING ACCELERATES RESEARCH AND PRODUCTION OF BREAKTHROUGH COVID-19 TREATMENTS AND VACCINES

## *When the world was thrust into uncertainty*

due to the growing COVID-19 pandemic, Pennsylvania's life science ecosystems sprang into action.

Gov. Tom Wolf's administration accelerated funding for pandemic response. Twenty-three awardees received \$10 million in grant funding through the COVID-19 Vaccines, Treatments and Therapies (CV-VTT) program to support rapid advancements by qualified biotechnology entities in response to the COVID-19 pandemic.

"We know that the only way we can get back to our normal lives is by developing a robust testing and tracing infrastructure combined with effective, safe and affordable treatments and vaccines," Wolf says.

Of the 23 grants, \$6.8 million was awarded to 12 vaccine projects, nearly \$1.2 million was awarded to five therapy projects, nearly \$1.6 million was awarded to five treatment projects, and \$430,000 was awarded to a project supporting physical infrastructure.

Additionally, the Manufacturing PA Innovation Program COVID-19 Challenge identified state research institutions at Carnegie Mellon University, University of Pittsburgh, Villanova University and Lehigh University to rapidly develop and deploy new technology and products to help with the COVID-19 response.

Across the state, life science companies were at the front lines of innovation. UK-based Sartorius Stedim purchased a small medical



Top: BioTechnique acquired a vacant former pharmaceutical operation in York County. Bottom: Lab research at Lehigh University



testing equipment manufacturer located in Adams County. Integral Molecular Inc. in Philadelphia used its expertise to prepare virus particles from SARS-CoV-2 and related coronaviruses to create tools, services and therapeutics being used directly for therapeutic and vaccine development.

In May 2021, BioTechnique relocated to York County and started production on injectable vaccines, including the COVID-19 vaccine. The former PSC Biotech Corp. opened its new facility in Conewago Township, investing more than \$22 million and bringing 100 new jobs to the region.

BioTechnique purchased a vacant 160,000-square-foot pharmaceutical manufacturing facility and plans to invest in infrastructure, new equipment and extensive employee training.

BioTechnique General Manager John Clapham said partnership with local and state agencies was critical in the company's ability to acquire and repurpose the facility. At a ribbon cutting for the new facility, Clapham said the company was able to tap some of the workers at the former pharmaceutical operation to come to work for BioTechnique.

"BioTechnique is American-owned," Clapham said. "It is a contract manufacturing organization aimed at increasing domestic manufacturing capacity of vaccines and pharmaceuticals and reducing reliance on foreign supply chains."

– Val Hunt Beerbower



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# Industrial STRENGTH

Rooted in innovation, Pennsylvania's manufacturing sector forges new opportunities

**R**oads, railways, rivers and airports make it easy for people and products to get from Pennsylvania to anywhere in the country or around the world, but that superior transportation network is just one of the reasons the Keystone State is the ideal place for manufacturers to invest, grow and create jobs.

Lower industrial energy costs than other Mid-Atlantic and New England states, a network of training resources and a full pipeline of skilled labor help the state's 19,000 manufacturing establishments succeed. Altogether, they employ 545,000 Pennsylvanians who produce products ranging from motorcycles to crayons to food products to guitars, baseball bats and consumer goods.

But it's not just a leader in traditional consumer goods. The state's manufacturing sector is at the leading edge of advancements in artificial intelligence, robotics and additive manufacturing as well as new technology-driven industries such as autonomous vehicles.

## The Right Location

Pennsylvania's manufacturers benefit from a well-developed infrastructure that includes an integrated network of interstate highways, 64 railroads and ports

with access to the Great Lakes, the Gulf of Mexico and the Atlantic Ocean.

Those attributes helped make it the right place for CaptiveAire to grow. The company, which arrived in Bedford County in 2009, has expanded several times, in part because of access to a highly skilled and productive workforce.

The company, a manufacturer of commercial kitchen ventilation systems and commercial HVAC equipment, cut the ribbon on

a 102,000-square-foot expansion that is adding 30 jobs. Bedford County's location, at the crossroads of Interstate 99 and I-76 gave it a decided advantage.

"We are thrilled to expand our Bedford manufacturing facility," says Bob Luddy, CaptiveAire's president. "This growth will allow us to serve the needs of our customers in the Northeast region with shorter lead times and faster replacement timelines."

## MAKING IT STRONG

The secret sauce of manufacturing in Pennsylvania is access to a deep pool of highly skilled workers. The state has made a significant commitment to workforce training to meet the needs of manufacturers.

One of those resources is the Workforce & Economic Development Network of Pennsylvania (WEDnetPA), a state program that provides funds to train workers in areas such as manufacturing operations, machine maintenance and advanced technology.

Funding is available to existing companies as well as out-of-state companies that relocate to Pennsylvania.

WEDnetPA was established in 1999, and more than 20,000 companies statewide have utilized the program to update and improve the skills of more than 1.2 million Pennsylvania employees.

WEDnetPA partners with more than two dozen community colleges and other higher education institutions geographically located throughout the state, ensuring that companies have a local point of contact to help steer them through the process.

More information is at [wednetpa.com](http://wednetpa.com).

— Kevin Litwin





# KEY TO IMPROVEMENT

*Ben Franklin Technology Partners helps manufacturers compete globally*



Manufacturers in Pennsylvania have a valuable tool at their disposal.

The state's award-winning Ben Franklin Technology Partners (BFTP) is one of the nation's longest-running, technology-based economic development programs.

Since its inception in 1983, BFTP has provided both early-stage and established companies with funding, business and technical expertise, and access to a network of expert resources.

BFTP maintains four regional headquarters and 10 satellite offices across the state. As part of its core mission, it invests in established manufacturers that are interested in employing sophisticated techniques and technology to become more competitive in the global marketplace.

A 1:1 matching grant is available for technology-based, enterprise-wide innovation in established manufacturers. Work can include enhancements to the company's manufacturing process, development of new products and/or improvement of existing products.

More information is available at [benfranklin.org](http://benfranklin.org).

## State Support

Pennsylvania also benefits from a state support structure that helps foster the relocation and growth of manufacturing businesses.

One example is MI Windows and Doors, one of the nation's largest suppliers of vinyl and aluminum windows and patio doors and a fixture in Central Pennsylvania. The company is investing \$27 million to expand its capacity in Dauphin County, where it is adding 90,000 square feet of production space.

The expansion is expected to add nearly 100 jobs to the 1,500-member workforce. The expanded facility will feature two additional vinyl window production lines, a new automated glass room and a training center. It will also include several enhanced safety features.

MI's expansion was aided by a coordinated effort of the Governor's Action Team, which works with companies considering locating or expanding in the state. MI received a funding proposal from the Governor's Action Team that utilized different sources of state funding to offset the costs of the project and bolster its workforce through job training.

## Creating Opportunity

Support from the state also helped Advanced Acoustic Concepts decide to expand in Fayette County and consolidate operations there into its main building in the University Business Park.

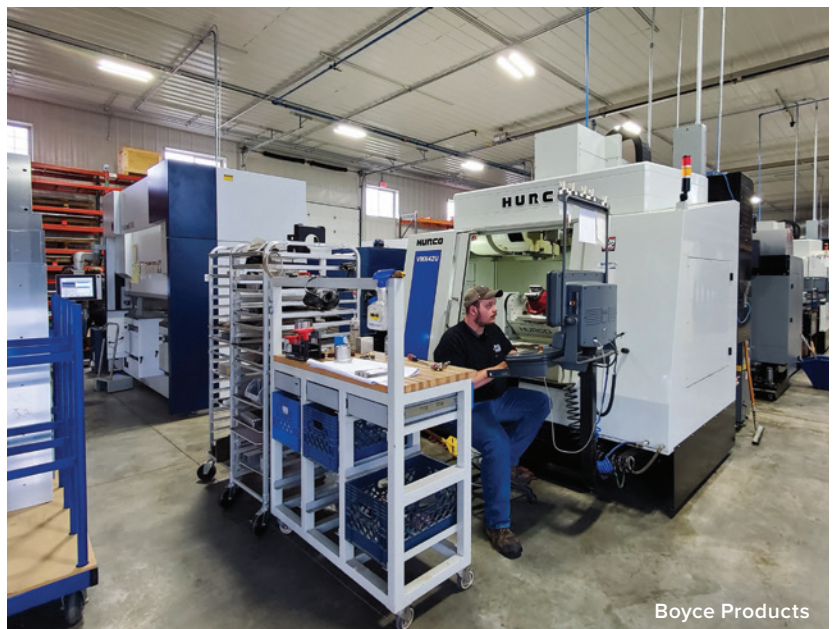
The company, a provider of undersea warfare solutions for integrated USW systems, sensors, weapons and trainers, is investing \$1.2 million to add 30,000 square feet of production space and expects to create 36 jobs.

The site plays a key role in development and manufacturing for the U.S. Navy and is the company's largest facility.

The company received technical and financial assistance from the Governor's Action Team, which helped pave the way for a smooth expansion.

Frank Gail, the company's vice president and general manager of Pennsylvania operations, says the support from local and state leaders was "invaluable in helping our company remain in the local area and provide positive employment and growth opportunities for the community."

– Bill Lewis



Boyce Products



# What's Next?

*Pennsylvania fashions innovation to advance 3-D manufacturing*

Pennsylvania's powerful research assets are driving innovation that is helping to transform the state's legacy industries.

Carnegie Mellon University is a prime example. The Pittsburgh campus is home to the Next Manufacturing Center, one of the world's leading centers of innovation in additive manufacturing (AM), known

commonly as 3-D printing. Nearly three dozen Next faculty members conduct research on materials, new designs, equipment, processes and anything else associated with advancing AM.

"Manufacturing these days is not like your grandfather working in a factory. Manufacturing today is awesome," says Sandra DeVincent Wolf, Next Manufacturing Center executive director. "Besides research, the center is also educating the next generation of AM experts through creative, hands-on problem solving."

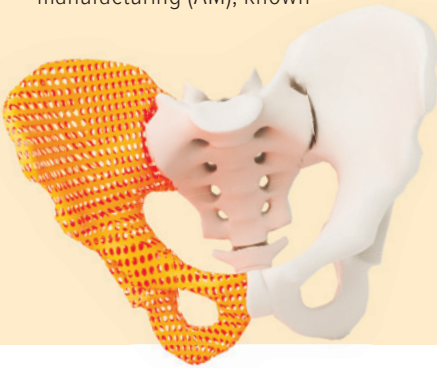
Wolf says Carnegie Mellon offers an AM minor that graduate engineers can pursue as well as a Master of Science degree in AM.

## DRILL BITS AND HIP REPLACEMENTS

The NextM Center does research on a variety of materials, including titanium, stainless steel, aluminum, nickel-based alloys and carbides. Using AM designs and processes results in more lightweight parts, which is important in the aviation, aerospace and automotive industries.

"In addition, making parts nowadays or ones with internal features is such an advantage," she says. "One example would be drill bits. They can now be manufactured with a cooling channel inside them to keep the drill bit cool while being used. Another example is hip, knee and shoulder implants, which can be customized to perfectly fit each patient."

— Kevin Litwin



RENDERING: ISTOCK.COM/BELEKIN

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# Dreaming BIG

Anything's possible  
in the Lehigh Valley

***What do Mack Trucks, Crayola crayons, Martin Guitars and marshmallow Peeps have in common?***

No, it isn't a riddle your fourth-grader made up – each of these companies are headquartered in the Lehigh Valley.

The region's days as a steel hub are long gone, but the area is gaining recognition for being a place where diverse companies across various sectors, including pharmaceuticals, life sciences, manufacturing,

and food and beverage have made a home.

"We've gone from being about steel for decades to a modern economy," says Don Cunningham, president & CEO of the Lehigh Valley Economic Development Corp. "We have diverse and multifaceted business services. If one sector is struggling, the others prop up the local economy. It's a much healthier and diverse model, and one that shows GDP growth year after year."

The region's initiative, "Made Possible in Lehigh

Valley" (in tandem with the statewide initiative, "Work Smart. Live Happy.") encourages would-be newcomers to explore excellent employment opportunities available in the area – whether someone is just launching their career or looking to level up – plus its high quality of life.

As an example, the cost of living in Lehigh Valley is half of what it is in New York City, which is a mere 90 minutes away.

The area offers ample opportunities for remote

and co-working office space, affordable real estate and is home to 15,000 businesses. With both small businesses and corporations, it's the people who work there that build the local community.

"We employ about 1,300 people in the valley," says Crayola CEO Rich Wuerthele. "Our main manufacturing facility makes 13 million crayons a day – that's 90 percent of the crayons that are used around the world annually – we have another facility that makes Silly Putty,





*“We have diverse and multifaceted business services. If one sector is struggling, the others prop up the local economy. It’s a much healthier and diverse model, and one that shows GDP growth year after year.”*

– Don Cunningham, President & CEO of Lehigh Valley Economic Development Corporation

paint, art kits and Model Magic, and a distribution center that sends things around the globe, so we’re really committed to the Lehigh Valley, and they’re committed to us.”

“We have over 200 employees that have over 20 years

with us,” Wuerthele continues, “and it’s impossible to walk through the office or shop floor without seeing someone who has been with us for that long or longer, and that’s wonderful.”

The pandemic’s silver lining in the Lehigh Valley was that many companies took advantage of the downtime to announce expansion or construction projects.

Mack Trucks (which recently underwent an \$84 million dollar local expansion and employs about 2,500 people) is manufacturing its first fully electric garbage trucks in the same facility where it assembles trucks distributed across North America.

In fall of 2020, Martin Guitar opened a new 200,000-square-foot distribution facility designed to increase efficiency. The company has had a presence in the Lehigh Valley for 180 years and makes guitars used by celebrities from Ed Sheeran to Eric Clapton.

Fostering an environment that’s great for both companies and residents is a recipe for success – one that the region has excelled at. Whatever your dreams may be, they’re attainable in the Lehigh Valley.

Many companies in the Lehigh Valley have announced expansions or construction projects, adding to the area’s thriving economy.







# CULTIVATING

# *Cuisine*

PENNSYLVANIA'S AGRICULTURE  
AND FOOD PRODUCTION  
INDUSTRIES CONTINUE TO GROW

**P**ennsylvania doesn't specialize in the production of just one or two main foods – it produces a full variety of goods that you'll find on grocery store shelves.

For example, the state leads the nation in the value of shipments of canned fruit and vegetable specialty products, chocolate and cocoa products, potato chips and pretzels. With 6,100 dairies, Pennsylvania ranks second only to Wisconsin in the number of dairy operations by state. And it is a top producer of mushrooms – 46% of U.S. mushroom sales originate in Pennsylvania. It ranks third in peach production and fourth in apple production among states.

Those in the food production and processing industry in Pennsylvania benefit from the state's strong supply chain of growers, producers, distributors and processors – all of which are supported by an abundant water supply, high-quality soil, a comprehensive infrastructure and logistics systems, and access to major U.S. markets.

Those advantages have created a sector that had a direct economic output of \$81.5 billion in 2021, according to the

Pennsylvania Department of Agriculture.

## Strong & Growing

Food companies with deep roots in Pennsylvania continue to grow.

One of them is Clemens Food Group, a sixth-generation family-owned company based in Hatfield, a small community in Montgomery County just west of Philadelphia. The vertically integrated pork processor's success led to its investment of \$228 million into a facility that supports its smoked meats and cooked sausage production.

Clemens, parent company of brands such as Hatfield Quality Meats, says the plant will produce 80 million pounds of pork and processed meat, such as ham, bacon and precooked sausage, using state-of-the-art technology and advanced features brought in from around the world.

The new facility will retain more than 2,600 jobs and create 87 full-time positions. In addition to Pennsylvania's prime location and business climate that is well-suited to food production, the state supported the investment as well through additional state funding coordinated through the Governor's Action Team.



75% over the past five years, according to Jon Weber, general manager.

Penn Dairy is a highly specialized manufacturer with a large production capacity. The company built its success on award-winning cheese production, particularly its Swiss cheese. Its recent growth, however, comes from adding yogurt and kefir to its lineup. Penn Dairy also works with private-label customers and partners in co-packing.

The dairy is undergoing a \$2.5 million expansion of its facility, adding about 14,000 square feet.

"We are very thankful for the support Pennsylvania dairy farms offer us as a processor," Weber says. "The growth could not happen without high-quality milk."

– Kim Madlom

"We are proud to be able to expand our operations in our home state," says Brad Clemens, president of Clemens Food Group. "We wouldn't have been able to do so without the support of the DCED, our vendor partners and most importantly, our talented team members."

## Cream Rises

Penn Dairy is another perfect example of a business that has shown that the combination of tradition and innovation is a recipe for success.

The company, located about 55 miles east of State College in Winfield has increased processing



# Full of FLAVOR

Food fills a key role in the state's cultural experience

No matter where you are in Pennsylvania, traces of tasty cuisine – from food festivals, halls and markets to food-production companies – can be seen. Get out your map (and your fork) – it's time to discover all that Pennsylvania has to offer.

## Signature Festivals

Pennsylvania hosts many popular festivals throughout the year. Erie, for example, is home to

the annual Erie Veg Fest in Perry Square Park, where attendees can find eco-friendly and cruelty-free products and learn the science behind the

benefits of a plant-based diet. Centre Hall also draws crowds, hosting the yearly Centre County Grange Fair Encampment, which offers

mouthwatering food like red velvet funnel cakes, venison jerky and Cajun fried chicken on a stick. Delicious dishes can also be found at Biglerville's annual National Apple Harvest Festival, along with handmade crafts and entertainment. Additionally, Kennett Square celebrates the state's No. 1 cash crop at its annual Mushroom Festival, while the Pennsylvania Maple Festival, held in Meyersville each year, celebrates the tapping of syrup from local maple trees. Meshoppen holds the Wyoming County Fair, where visitors can try foods like pretzel sandwiches and haluski (cabbage and noodles). And if berries tickle your tastebuds, check out Bethlehem's annual Blueberry Festival.



Cajun food is served at Beck's Cajun Café at Reading Terminal Market in downtown Philadelphia.





We suggest you try the blueberry beer.

## Food Halls

Food halls, with their variety of food and drink options, are quite the attraction in Pennsylvania. Travel to Philadelphia and explore Reading Terminal Market, which is housed in a National Historic Landmark building. It's open daily from 8 a.m.-6 p.m. (with the exception of a few holidays), and it is home to a variety of tenants, such as A Taste of Spain, Beck's Cajun Café, Careda's Caribbean Cuisine and Luhv Vegan Deli.

In Pittsburgh, visitors and residents can enjoy Oxford Market, a bustling downtown food court in the basement of the One Oxford Centre. Vendors here offer everything from burgers and fries

and housemade pasta to artisan pizza, pad thai and authentic street tacos. At Broad Street Market in Harrisburg, you can find foods for breakfast, lunch and dinner. The market, which has operated since 1860, is home to more than 40 vendors such as The Cheesesteak Guy, Phyllo, and Shawarma & Falafel.

## Farmers Markets

It's an activity many people love, perusing tables lined with fresh produce and handmade items at the local farmers market, and the lineup Pennsylvania offers is hard to beat. Check out Lancaster Central Market, which has been around since 1730 and features about 60 local vendors. It is open three days a week and is housed in the beautiful 1889

Market House. Easton boasts the oldest continuous open-air market in the nation – Easton Farmers' Market. Established in 1752, the market's regular season takes place on Saturdays from May through December, while its winter season takes place on Saturdays from January through April. Scranton is home to the Co-Op Farmers Market. It offers fresh picked, homegrown produce, and some its vendors include Hoppy's Produce, Beta Bread and Lucchi Family Wine Cellars. Plus, the Meadville Market House in Meadville holds a farmers market on Saturdays from 9 a.m. to 1 p.m. from May through October.

– Kim Madlom

## SIGNATURE FOODS

Philly cheesesteak, pretzels and chips, Hershey bars, Old Forge-style pizza, shoofly pie, gobs or whoopie pies (depending on what end of the state you're from), and the iconic Wawa hoagies – these are just a few well-known foods produced in Pennsylvania. In fact, a number of food-production companies continue to thrive in this state.

For example, Kraft Heinz in Pittsburgh produces Heinz ketchup, Oscar Mayer hot dogs, Kraft macaroni and cheese, Planters nuts and Classico sauces. Additionally, The Hershey Company in Derry Township makes chocolate products under brand names such as Hershey's Kisses, Reese's and Twizzlers, while Bassetts Ice Cream in Philadelphia, a fifth-generation family business, is billed as America's oldest ice cream company.

In Bethlehem, Just Born makes candies like Peeps, Hot Tamales, and Mike and Ike, while Boyer Candy Company in Altoona produces items such as Mallo Cups, Clark Cups, Smoothie Cups, Peanut Butter Cups and Triple Twist Pretzels. Utz Brands Inc. in Hanover manufactures potato chips, cheese curls and pretzels, and DelGrosso Foods in Tipton is the oldest family-owned producer of pasta sauce in the United States.



PHOTOS, FROM LEFT: JEFF ADKINS; GREATER EASTON DEVELOPMENT PARTNERSHIP (2-3); ISTOCK.COM/SKODONNELL



Pennsylvania Bacon Festival



Pennsylvania Bacon Festival





# TASTY TRAILS

Take a road trip filled with food, beverages and family fun

## Don't bother packing a cooler for a road trip through Pennsylvania's landscape.

There are numerous trails designed to satisfy the appetites of both foodies and explorers, from the tastiest bites to the smoothest sips. Organized by region, these one-day or multi-day road trips feature bakeries, grist mills, orchards, cideries, dairy farms and smokehouses, not to mention historically significant houses, inns, galleries and museums. You're in for a treat!

### 1 Apples

Pennsylvania ranks No. 4 in the nation for apple growing, producing between 400 million and 500 million pounds of apples each year. With four regions as options, the Apple Trail features traditional farms, bakeries, cideries and locations like Apple Pie Pottery. The itineraries offer opportunities to sample preserves, apple pie filling, apple snitz and apple cheddar cheese as well as activities such as apple picking at a variety of orchards.



### 2 Maple

In the Laurel Highlands region, 90 maple farms and more than 120,000 taps produce approximately 27,000 gallons of maple syrup annually. Stops along the route allow visitors to watch maple syrup boil over wood-fired evaporators; sample spotza, a special maple concoction; taste beer brewed with hints of maple; and snack on maple cotton candy and other treats. A second itinerary travels through the Pennsylvania Wilds, which hosts the annual Maple Weekend.

**27K**

Gallons of maple syrup produced annually



### 3 Ice Cream

This classic treat can be found in traditional and innovative flavors along three regional routes. Dairy is an important part of Pennsylvania's heritage, and historic family farms with beautiful landscapes can be found throughout the state. Drop by one of the farms and taste ice cream that's "cow-to-cone" in flavors such as French toast bacon and banana cream pie. Dairies, markets and cafes along the route also offer ice cream cakes, floats and the coffee-based treat, affogato.



PHOTOS: CLOCKWISE FROM LEFT: NATIONAL APPLE HARVEST FESTIVAL; ISTOCK.COM/CHICTYPE; JOURNAL STOCK



## 4 Bread

Grains are the central player in Pennsylvania’s history and food culture. In fact, pretzels and shoofly pie – a Pennsylvania Dutch specialty that uses molasses as a key ingredient – are state staples. The Bread Trail honors that history with five regional trails that feature every use of grains, from grist mills to bakeries to breweries. Needless to say, hunger will not be an issue.



## 5 Charcuterie

Curing meats is a tradition passed down through generations, and the Charcuterie Trail offers five regions to not only enjoy this delicious product and the perfect condiments, but also pick up a hand-carved serving board for your own feasts at home. Kielbasa, knockwurst, salami and soppressata are on the menu at butcher shops, smokehouses, restaurants and retail markets. Other highlights include smoked salmon and wild boar sausages.



## 6 Beer

For craft beer fans, breweries along Pennsylvania’s 13 beer trails pour tastes of some of the best. Tröegs Independent Brewing in Hershey, Brew Gentlemen in Braddock and Yuengling in Pottsville are a few highlights. You are sure to find a new favorite beer – or two.



Tröegs Independent Brewing

## 7 Fermented Foods

There’s more to fermented foods than pickles and sauerkraut – though both are delicious. The Fermented Trail features treats like red beet eggs, kombucha and root beer. Fermentation also means flavor in a glass of wine, cider or craft beer. Plus, you can pick up relishes and chow, a mix of fermented vegetables, on any of the five regional itineraries. Stop by a dairy farm for yogurt or a restaurant for a fermented Ecuadorian slaw. Specialty sweet shops on the trail will pleasantly remind you that chocolate is a fermented food, as well.



### Find more online

Learn more about the state’s diverse food culture and check out Pennsylvania’s Culinary Trails at [visitpa.com/culinary](http://visitpa.com/culinary).



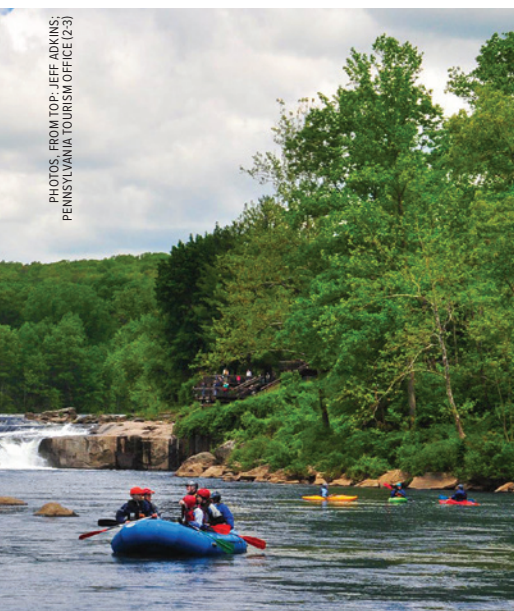


# Parks & Rest

The state's great outdoors provides plentiful paths to peaceful Pennsylvania







PHOTOS: FROM TOP: JEFF ADKINS; PENNSYLVANIA TOURISM OFFICE (2/3)

After around two years of being indoors more than outdoors, the world is getting out and about again. People are reconnecting to what’s important to them inside, and part of the way to do that is by getting outside.

Pennsylvania offers ample opportunities for enjoyable and therapeutic outdoor recreation. The state is filled with an abundance of natural beauty, stretching from the Delaware River to Lake Erie, with a wide array of mountains, forests, trails and waterways in between.

“It’s become clear during the pandemic that one of the things we need for our well-being is access to the outdoors and nature,” says Christina Novak, director of communications with the Pennsylvania Department of Conservation and Natural Resources. “We have seen a gigantic jump in the number of visitors to our parks, forests and trails. People have really recognized the importance of being able to get outside, while still staying close to home.”

Pennsylvania makes sure that is possible with a longstanding

Clockwise from top: Philadelphia’s signature Fairmount Park; Whitewater rafting in Ohiopyle State Park; Mountain biking in Tioga County



objective of having a state park within 25 miles of every resident. There are now a total of 121 state parks in Pennsylvania, along with approximately 6,200 local parks, more than 12,000 miles of trails, 86,000 miles of rivers and streams, and a total of nearly 3 million acres of parkland and forests.

“Pennsylvania definitely is an outdoor recreation state,” Novak says. “We have large expanses of state and local parks and state forests available for public use. People want a trail nearby where they can take a walk or ride a bike, or a park where the kids can play. Having the opportunity to be in a natural setting is definitely an

option available in Pennsylvania. It’s something that adds a great deal of livability to all our communities.”

## ***Four Corners of Fun***

Picturesque outdoor recreation can be found throughout the state. On the eastern border with New Jersey, the Delaware Water Gap National Recreation Area has 40 miles of river and more than 100 miles of hiking trails. To the north, the legendary Pocono Mountains offer breathtaking beauty and 150 lakes spread out over 2,400 square miles.

The central part of the state is dominated by the Pennsylvania Wilds, more than 2 million acres of public land that includes the Allegheny National Forest. To the south, the 21-mile Heritage Rail Trail Park winds through scenic areas of York County. And tucked into the northwestern corner of Pennsylvania are 77 miles of Lake Erie shoreline, highlighted by Presque Isle State Park, a 3,200-acre sandy peninsula.

All these natural attractions can be enjoyed throughout Pennsylvania’s four distinct seasons. The warmer months bring out the swimmers, golfers and kayakers, while winter enthusiasts are able to go skiing, snowboarding and ice skating. And there are few things quite as relaxing as a hike or bike ride when the flowers are blooming during the spring or the leaves are changing color in the fall.

“If there is an outdoor recreation activity you want to do in any season, it’s pretty much available in Pennsylvania,” Novak says.

## ***Promoting ‘Mindfulness’***

While visitors flock to Pennsylvania to enjoy this wide variety of outdoor recreation, these spaces also provide valuable benefits to locals. For example, Valley Forge National Park is a 3,500-acre, history-filled oasis that attracted more than 2 million visitors in 2021. But recently, park officials began a “mindfulness

## ***TRAILS TO TRY***

Appalachian Trail: The most famous trail of them all cuts through southeastern Pennsylvania for 229 miles, with elevation changes ranging from 320 feet above sea level to 2,080 feet. The section southwest of the Susquehanna River through the Cumberland Valley offers some of the gentlest, smoothest terrain of the entire trails. Here are some others to check out:

### **1 Schuylkill River Trail**

A multi-use path built primarily over abandoned railroad lines, this trail eventually will extend for 120 miles from Philadelphia to Frackville in Schuylkill County. Currently, more than 75 miles of paved and crushed stone trail are open to the public, including a lovely 7-mile stretch from Hamburg to Auburn.

### **2 Great Allegheny Passage**

One of the most scenic trails in the entire state, the 150-mile-long Great Allegheny runs from Point State Park in downtown Pittsburgh through southwestern Pennsylvania and into Maryland. Along the way, hikers and cyclists can cross the 2,392-foot Eastern Continental Divide and enjoy views of the Laurel Highlands, Ohio State Park and numerous rivers.

### **3 Heritage Rail Trail**

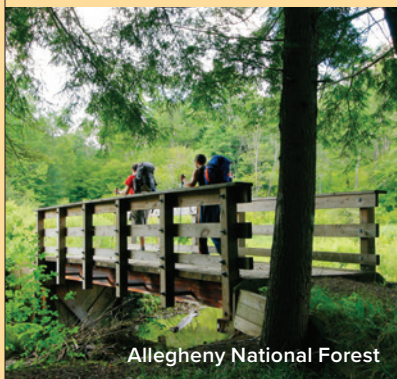
At a mere 21 miles, this is one of the state’s shorter trails. But the Heritage Rail Trail packs plenty of scenery in that span, traveling through southern York County to the Maryland state line. The trail passes through the historic Howard Tunnel (built in 1838) and crosses four railroad bridges.

### **4 D&L Lehigh Valley Trail**

The D&L has been ranked in the top 10 of all trails nationwide on the TrailLink.com website. The trail runs for more than 140 miles from northern Philadelphia to the town of Mountain Top in the Appalachians, following historic canal and railroad routes. Waterfalls and wildlife can be seen from the trail, especially along the stretch that passes through Lehigh Gorge State Park.

### **5 Allegheny River & Samuel Justus Trail**

This 32-mile trail in Clarion and Venango counties combines riverfront and woodland scenery with railroad tunnels and bridges. A highlight is the section from Franklin to Emlenton that passes alongside the Allegheny River. There is also a dirt access trail for horseback riding.



Allegheny National Forest

— Cary Estes





Fairmount Park



Kinzua Gorge

walking series” directed more toward the local populace, in which a certified therapist strolls the grounds with a small group of people and discusses any issues or concerns they might have.

“During the pandemic, we noticed a lot more people walking the park alone, and some of them were crying,” says Amy Johnson, chair of the board for the Valley Forge Park Alliance. “Who knows what their story was, but it obviously was a story of sadness.

“We wanted to reach out to our community. So through a grant

from (retailer) REI, we started this program. It’s sort of like small-group therapy. People go out and they’re in nature with a therapist, and they’re walking and talking and engaging. Just working through whatever it is they’re facing.

“What we’ve come to understand is that, now more than ever, people need open space. They need outdoors, they need recreation, they need greenspace and air. They need nature.”

And Pennsylvania provides plenty of nature for people to enjoy.

– Cary Estes

## A Walk & A Park

With 121 state parks and more than 12,000 miles of trails, Pennsylvania has numerous ways to enjoy the great outdoors. Here is a small sample of what you can experience:

**Ohiopyle:** At 20,500 acres, Ohiopyle is one of the largest parks in the state. The roaring whitewater of the Youghiogheny River Gorge cuts through the park, making it popular with rafters and kayakers. And as the southern gateway into the mountainous Laurel Highlands region, the scenery is spectacular.

**Big Pocono (Tannersville):** Big Pocono is both rugged and accessible. The 8.5 miles of hiking trails within the 1,300-acre park located along the slopes of Camelback Mountain can be steep, but the scenic payoff at the summit makes it all worthwhile.

**Point (Pittsburgh):** Located on a tip of land along the confluence of Pittsburgh’s famed three rivers (giving the park its name), this 36-acre National Historic Landmark opened in 1974 and is now a favorite gathering places in downtown Pittsburgh.

**Presque Isle (Erie):** This 3,200-acre peninsula along Lake Erie offers visitors a sandy shore. The park’s arch shape creates Presque Isle Bay, a wide and deep harbor that is ideal for boating and swimming. There are paths for hiking and cycling, and bird watchers flock to the Isle during migration season.

**Kinzua Bridge (Mount Jewett):** The highlight of this 339-acre park is the bridge itself, a former railroad structure that extends 300 feet above the Kinzua Gorge. After the bridge was damaged by a tornado in 2003, a 600-foot section was restructured as a pedestrian walkway, with a glass-bottom observation platform at the end.



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*Dr. Janish Kothari*

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# Why I Moved to Pennsylvania

## And You Should, Too

Four transplants share what makes Pennsylvania a good fit for them

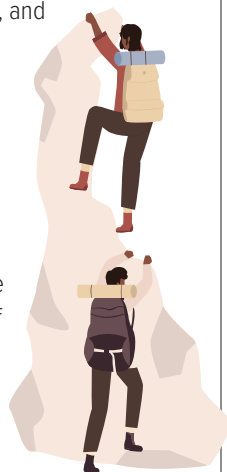
### Susan Durrwachter Producer • CNN

After 15 years working in New York, Susan Durrwachter says she was burned out from the intensity of the city, and the daily grind of commuting. The award-winning, Emmy-nominated producer was born and raised in Pennsylvania, and moved back home to Williamsport seven years ago.

“As I aged, my priorities changed,” Durrwachter says. “I wanted to be closer to my parents, core friends and recreation I enjoy.”

When she’s not booking and producing guest segments and working remotely for CNN, she enjoys hiking, kayaking, biking and skiing.

“I am forever connected to our area’s mountains and streams,” she says. “They give me peace and an inner calm I’ve longed for all of my life. Until I moved away and experienced other places around the globe, I’ve come to realize that this area is my comfort, my solitude. John Muir couldn’t have said it any better: ‘Going to the mountains is going home.’”



### Haley Feaster

Owner • LIFeSTYLE Next Door

A period of transition in 2019 led Haley Feaster from Washington, D.C., back home to Bedford. “I had accepted a job in San Francisco but fell back in love with my hometown,” Feaster says. Today, she owns a healthy, sustainable fare restaurant/coffee cafe with three of her best friends.

Between having friends and family nearby and discovering beautiful new forest trails to hike, Feaster has found her home.

“There are many opportunities to pursue your dreams here among a community that wants to see you succeed.”



### Shannon McCool

Physical Therapist  
Penn Medicine

Shannon McCool moved to Philadelphia in 2015 after working in New York for a major financial company.

“After a few years, I realized that job would not hold my interest for the rest of my career, nor would it allow me the flexibility and balance I knew I’d want once I had a family of my own,” she says.

McCool looked at graduate schools across the country for her doctorate. Philly had everything she wanted.

McCool says she and her family love having access to the Kelly Drive running trail and local parks, the Philadelphia Museum of Art and Philadelphia Union soccer games and walking distance to their favorite restaurants and shows.



### Jeff Dengate Runner-in-Chief • Runner’s World

For 20 years, Jeff Dengate and his wife worked in New York, but wanted a change as their daughter grew. COVID-19 accelerated that. During the pandemic, his wife and daughter moved in with family in the Adirondack Mountains.

“They had lots of space and easy access to the outdoors for months on end,”

Dengate says. “When we returned for the start of school, we quickly realized just how little our third floor, walk-up apartment in the city really was, plus just how much extra burden it was to do seemingly everything.”

A year ago, Dengate and his family moved from Jersey City to Easton in the Lehigh Valley region. Dengate says they wish they’d moved sooner.

“We still have some elements of city life we enjoy – great restaurants, walkable community – but within minutes we can be out in the country, hiking the Appalachian Trail, running along the Delaware and Lehigh rivers, biking lightly trafficked roads or just grabbing an ice cream cone from a local dairy farm.”







# THE *Perfect* BLEND

PENNSYLVANIA OFFERS THE  
IDEAL PLACE TO WORK SMART  
AND LIVE HAPPY

The Pittsburgh skyline



Pennsylvania boasts thriving, family-friendly places in every corner of the state, with a standout quality of life that lets you work smart and live happy.

The Keystone State delivers several advantages, including affordability, a diverse economy with ample career opportunities and a collection of welcoming communities.

Additionally, Pennsylvania offers high-ranking health institutions and world-class higher education options—nearly 250 public

and private higher education institutions award almost 194,000 credentials (certifications, associate's and bachelor's degrees) each year.

There is also an abundance of arts, culture, and outdoor opportunities set amid some of the nation's most scenic areas that promote an active lifestyle. The state's geography and

topography provide ample outdoor amenities – mountains for skiing, trails for hiking and biking, and lakes and streams for all manner of watersports.

### *Plenty of Choices*

No matter what community you choose, you'll find diverse housing options, says Michael McGee, CEO at the



PHOTO: JEFF ADKINS





BETHLEHEM



HARRISBURG



PITTSBURGH



HERSHEY



PHILADELPHIA



Pennsylvania Association of Realtors.

“As part of my job, I get to travel the state fairly frequently, and the charm of the communities regularly strikes me,” McGee says. “I think housing is one of the essentials for life – either an apartment or something you own – and we have a great combination of different kinds of housing. Whether it’s historic homes or new construction, the housing markets in many of these communities appeal to the very affluent and the first-time homebuyer.”

The median home value in Pennsylvania was \$257,000 in April 2022, according to Zillow, less than 80% of the U.S. median value. The overall cost of living is the lowest among Northeast and New England states.

“Purely from a housing inventory and affordability perspective, Pennsylvania is very competitive,” McGee says. “The average sale price varies depending on density and population. These opportunities make Pennsylvania an attractive place to live, work and play.”

### ***Unlimited Opportunities***

Four Pennsylvania communities made Livability’s Top 100 Best Places to Live ranking in 2021 – Pittsburgh, West Chester, Bethlehem and State College – underscoring that highly livable communities can be found in every region of the state. Pittsburgh and Bethlehem are prime



Quakertown in Bucks County

***“Purely from a housing inventory and affordability perspective, Pennsylvania is very competitive. These opportunities make Pennsylvania an attractive place to live, work and play.”***

– Michael McGee, Pennsylvania Association of Realtors

examples of Pennsylvania communities that have reinvented themselves from old-line industrial cities into innovation centers where life science, artificial intelligence, autonomous vehicles and other tech-driven industries are thriving. Revitalized downtowns are drawing younger

people as residents. If big-city living is your thing, there’s Philadelphia, a world-class cultural capital that doesn’t come with an out-of-this-world sticker price, especially in comparison to other East Coast markets.

“The best part is that for a major East Coast city,

Philly remains incredibly affordable,” says Shannon McCool, a physical therapist who moved to Philadelphia from New York in 2015. “That allowed us to stay here with our daughter and have her experience all the wonderful things that we love about the city, too.”



## Stretch Your Dollars

Pennsylvania's accessibility to highway and rail systems is another competitive advantage that adds to the quality of life. Not only does this make it easy for residents to travel to their jobs either in state or out of state, but businesses looking to settle here have access to 13 million residents and are also just a short distance to major markets in Boston, New York and Washington, D.C.

"I'm located in Allentown, and I see a lot of migration

from New York and New Jersey into this area," says Christopher Raad, president of the Pennsylvania Association of Realtors and Broker at Harvey Z. Raad Real Estate. "There is much growth that has happened in the Lehigh Valley area—with jobs, schools, and other development projects that offer a lot of different things to do and options for families to get involved. The quality of life is great, and you're only a short distance from metro areas."

## Plenty of Space

The Keystone State has also become a destination of choice for remote workers.

"Realtors often report folks are migrating into rural areas because they want to have more space," Raad says. "Which has a lot to do with remote work options — they're no longer tied to one metro area — especially as businesses continue to create their workflow plans. As a result, people are willing to move farther out from where they normally would have been."

The state continues to invest to ensure broadband connectivity and promote economic opportunity. For

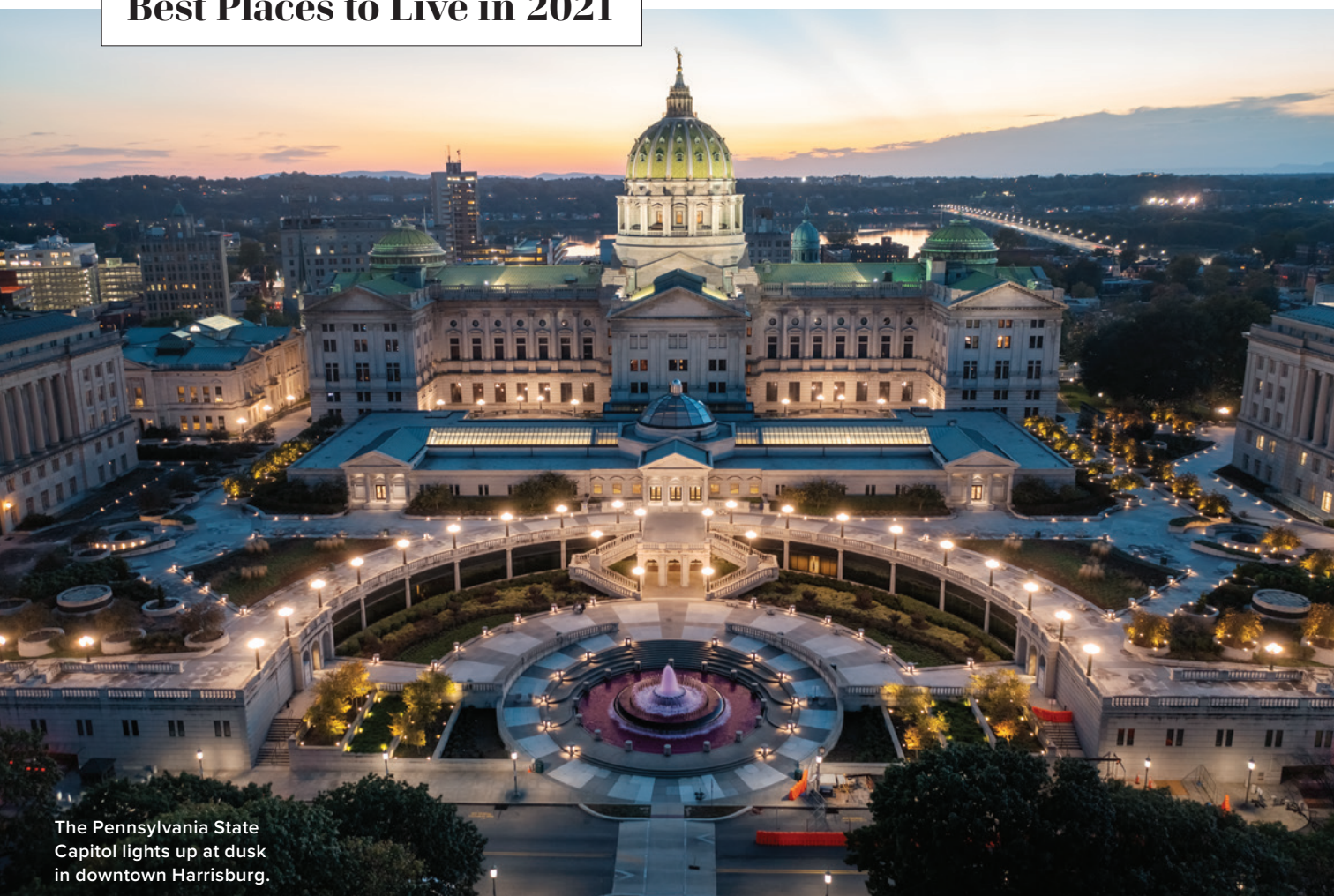
example, Pennsylvania will provide \$5 million through the Unserved High-Speed Broadband Funding Program (UHSB) to expand high-speed broadband service infrastructure in unserved and underserved areas.

"I was born and raised in Pennsylvania," McGee says. "I grew up outside West Chester. At one-point, West Chester was an exurb of Philadelphia. It wasn't much of a place to visit, but now it's a hub with a state university. It has become one of the go-to places to visit in suburban Philadelphia."

— Heather Cherry

Pittsburgh, West Chester, Bethlehem and State College

## On Livability's Top 100 Best Places to Live in 2021



The Pennsylvania State Capitol lights up at dusk in downtown Harrisburg.

PHOTO: JEFF ADKINS



# ALL ABOUT *Diversity*

## GREATER READING ENHANCES ITS COMPETITIVE EDGE

Ask someone to describe what makes a city “diverse,” and you’re likely to get all types of answers: Population. Workforce. Great places to live and fun things to do.

The fourth most populous city in Pennsylvania – it grew by 8% over the last decade, according to the 2021 Mid-Year State of the Economy report – Reading checks all these boxes, and then some.

Nearly 70% of residents of this manufacturing city identify as Latino, while more than 18% are biracial.

A variety of affordable homes, from urban and suburban to rural, is available within 15 minutes of each other with prices that are less than half the U.S. average. And five colleges and universities offer a wealth of continuing education opportunities.

What’s more, the lower-than-average cost of living makes it easier to enjoy Reading’s arts and cultural offerings, sports venues and restaurants. Its outstanding trails, with names like Witches Hat and Neversink Mountain Loop and a coveted IMBA (International Mountain Bicycling Association) Bronze-Level Ride Center designation, are unmatched.

When it comes to attracting and retaining good



employees, diversity is more important than ever, says Aaron Gantz, senior director of economic development at the Greater Reading Chamber Alliance. “It enhances our competitive edge. Everyone succeeds when diversity is part of a culture in an organization.”

The chamber’s Meet Greater Reading initiative connects employers with the talent they need through easy-to-use online tool kits for both.

A core program, the Next Gen Industry Partnership brings together manufacturing leaders to help companies share best practices, boost the regional economy and help qualified workers find their dream jobs.



Diversity plays an important role in recruiting talent in the Greater Reading area.

“The Next Gen Industry Partnership has been instrumental in strengthening our community as we continue to align our workforce and economic development efforts,” says Kristi Gage-Linderman, chief operating officer of Gage Personnel. “With a strong group of leaders and businesses working together to champion a list of top

priorities, we are building a stronger and more successful industry outlook for Greater Reading.”



For more information, visit [meetgreaterreading.org](http://meetgreaterreading.org).



WORKFORCE DEVELOPMENT *is* ECONOMIC DEVELOPMENT



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# HARD *at* WORK

Pennsylvania's community colleges and industries work together to build a strong and stable workforce



Pennsylvania's network of community colleges remains a cornerstone of the Keystone State's workforce development efforts.

More than 75% of community college programs are in areas identified as high-priority occupations by the Pennsylvania Department of Labor & Industry. The state's community colleges work with around 1,500 businesses and provide more than \$10 million in customized training annually to help meet the needs of high-demand industries, such as energy, health care and advanced manufacturing.

"Community colleges are the foundation of the commonwealth workforce development system," says Elizabeth Bolden, president and CEO of the Pennsylvania Commission for Community Colleges. "Our community colleges are the largest providers of public, postsecondary and workforce education, and they regularly collaborate to ensure that the commonwealth has a highly qualified, trained workforce."

## TEAMing Up

In Western Pennsylvania, for example, the Community College of Beaver County partnered with the Tri-State Energy and Advanced Manufacturing (TEAM) Consortium to respond to the growing need by employers, such as Shell,



Kennametal Inc. and DMI Cos., for skilled workers in energy and advanced manufacturing. The college offers the only North American Process Technology Alliance-associated process technology program in the region.

Colleges are also partnering with each other to offer workforce training programs spanning entire regions rather than just one area. For example, Northampton Community College, Luzerne County Community College and Lehigh Carbon Community College have joined together to form the Pennsylvania Advanced Training and Hiring (PATH) program with a \$10 million grant from the U.S. Department of Labor to work with regional employers to develop

*“This kind of partnership is the way of the future as the college works to meet the needs of a changing and demanding workplace.”*

– Linda Baker, Lehigh Carbon Community College

curriculum and offer apprenticeships and mentoring opportunities.

And colleges are collaborating with businesses, too. Lehigh Carbon Community College (LCCC) partners with Amazon to train apprentices in advanced manufacturing, part of Amazon’s nationwide mechatronics and robotics apprenticeship program. More than 700 apprentices have completed the LCCC program as of 2022.

“This kind of partnership is the way of the future as the college works to meet the needs of a changing and demanding workplace,” says Linda Baker, executive director of College Relations for LCCC.

### **Building a Better Workforce**

Baker says the college plays an integral role in workforce development primarily because the training students receive in the classroom directly aligns



Community College of Philadelphia



with the needs of businesses and the community.

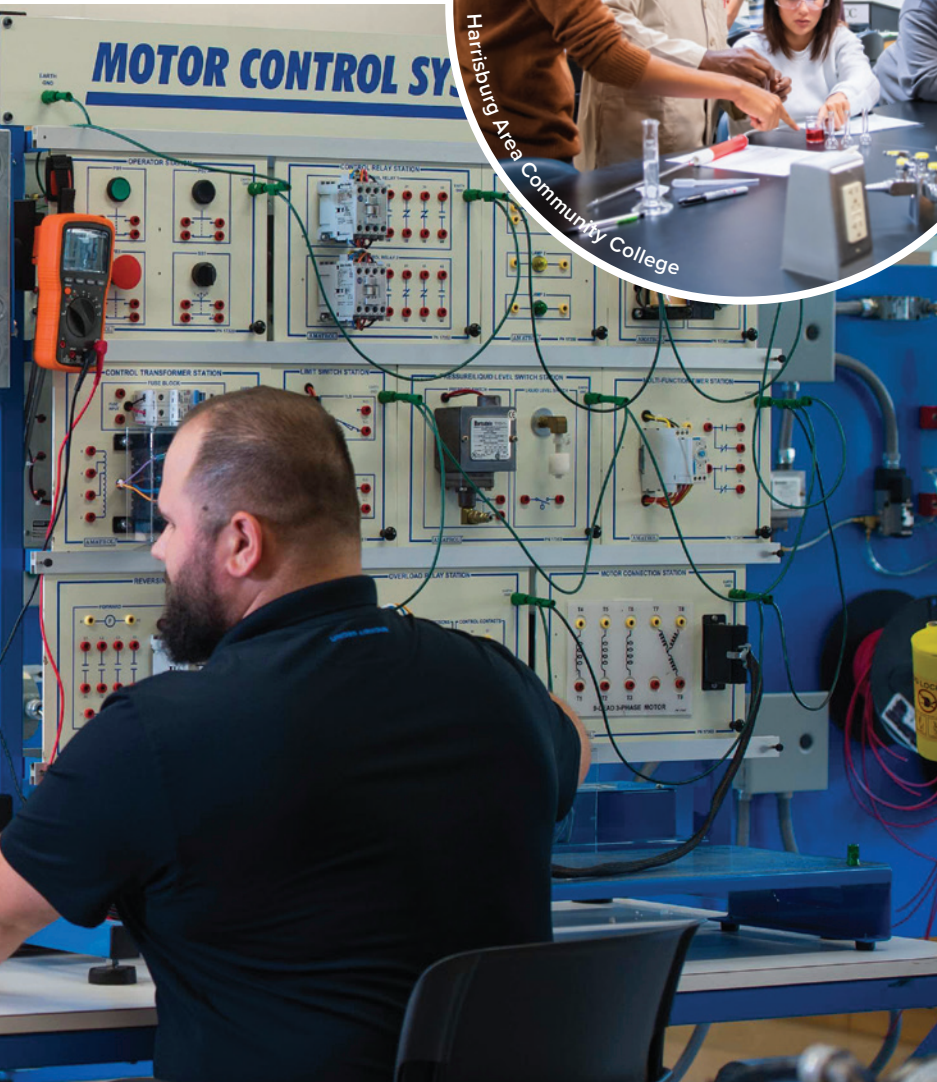
“The college has honed relationships that benefit both employers and students, developing resources including CareerLink, nonprofit agencies, and small and large businesses,” Baker says.

“Academic majors at LCCC are organized into career paths, bringing to the forefront the career opportunities and transfer options that students can take. Advisory committees composed of professionals in the field work directly with faculty to ensure that the degree program curriculum is relevant

and follows the demands of the industry.”

### On the Right Path

The state’s community colleges also play a pivotal role in helping prepare middle and high school students for college and careers. Through dual enrollment and career readiness programs, students get a head start toward high-paying jobs.



Community colleges regularly partner with secondary schools, career and technical centers, and the commonwealth workforce development system to educate students and families about local career opportunities. Career awareness programs, mentoring opportunities and other programs, such as the Challenger Learning Center in Montgomery County designed to create a STEM talent pipeline, help spread the word, Bolden says.

LCCC is one of the largest providers of dual-enrollment courses for local high school students in the region.

“Students learn of opportunities through career and success coaches, job fairs, information fairs on career pathways, the Career Development Center and the Workforce and Leadership Development team,” Baker says. “We hold career-focused panel discussions, develop employer FAQ videos and hold tours and classroom visits for students to learn firsthand about the careers they are interested in.”

### A Smart Choice

Bolden says community colleges also offer families affordable access to higher education, which positively impacts students’ quality of life. Tuition is the lowest of any public option in the state, he says, and students who are interested in getting a baccalaureate degree can save as much as \$20,000 on the cost of their education if they start at community college and transfer to a four-year institution.

“Community colleges pride themselves on being the most affordable and accessible postsecondary option in Pennsylvania,” Bolden says.

– Teree Caruthers



# A Destination *FOR ALL*



Montgomery County has amenities that appeal to both residents, visitors

**T**he Pennsylvania Turnpike and other major highways make it easy to get from Montgomery County to just about anywhere, but most people would rather arrive than leave.

They come for jobs in Fortune 500 corporate headquarters and Main Street businesses. And they come for the opportunity to own a home close to work and to great schools in Montgomery County's 62 boroughs and townships. They also come to dine in one of the nearly 2,000 restaurants and to shop at places such as King of Prussia Mall, the largest mall on the East Coast.

Tourists come to connect with the nation's history at Valley Forge National Historical Park, and entire families come to participate in youth sports, cheerleading and dance tournaments and enjoy the convenience of the county's 9,500 hotel rooms.

Tourism is a \$1.7 billion industry in Montgomery County, thanks to attractions including Legoland Discovery Center in Plymouth Meeting. Golfers can take on the challenge of 54 public and private courses with 300,000 yards of fairways and greens.

Residents and visitors alike can hop on a bike or





walking trail – there are 100 miles of them – and find themselves close to the Liberty Bell in downtown Philadelphia, all without ever getting in a car.

“The ‘experience side of life’ is what we offer,” says Mike Bowman, president and CEO of the Valley Forge Tourism and Convention Board. “When you look at Montgomery County, there’s a lot for residents and visitors to do.”

Montgomery County’s diverse economy has positioned it as a leader in the region, says David Zellers, director of the county’s Commerce Department.

For example, Amerisource Bergen, a pharmaceutical distributor, selected the county for its international headquarters. SEI, a leading global provider of asset

management, investment processing and investment operation solutions, found the ideal site for its 96-acre headquarters campus in Montgomery County. There are 95 institutions of higher education within a 50-mile radius.

“We’re the place to live, work, learn and invest,” Zellers notes.

Montgomery County’s advantages add up to an unmatched quality of life that keeps getting better, says Jenna Antoniewicz, mayor of Royersford Borough.

“We’ve recently received multiple grants to extend our river trail, to renovate the old trestle bridge connecting to Chester County, to update Victory Park with a new entrance and playground equipment, electric charging stations



Montgomery County’s business climate and quality of life are second to none, which is why so many people now call the region home.

in our parking lots, and several investors have taken an interest in our Main Street over the past four years,” she explains.

“The purchasing and updating of our historic downtown buildings has been a game-changer. Twenty-plus new

businesses have arrived in our borough in the past few years, including a few during the pandemic. And there is more to come,” Antoniewicz adds.

From bright city lights to quiet, pastoral settings, Montgomery County has what growing numbers of individuals, families and businesses are searching for.

“There’s the right chemistry here for opportunity, and we truly are the keystone of the northeast corridor,” Zellers concludes.

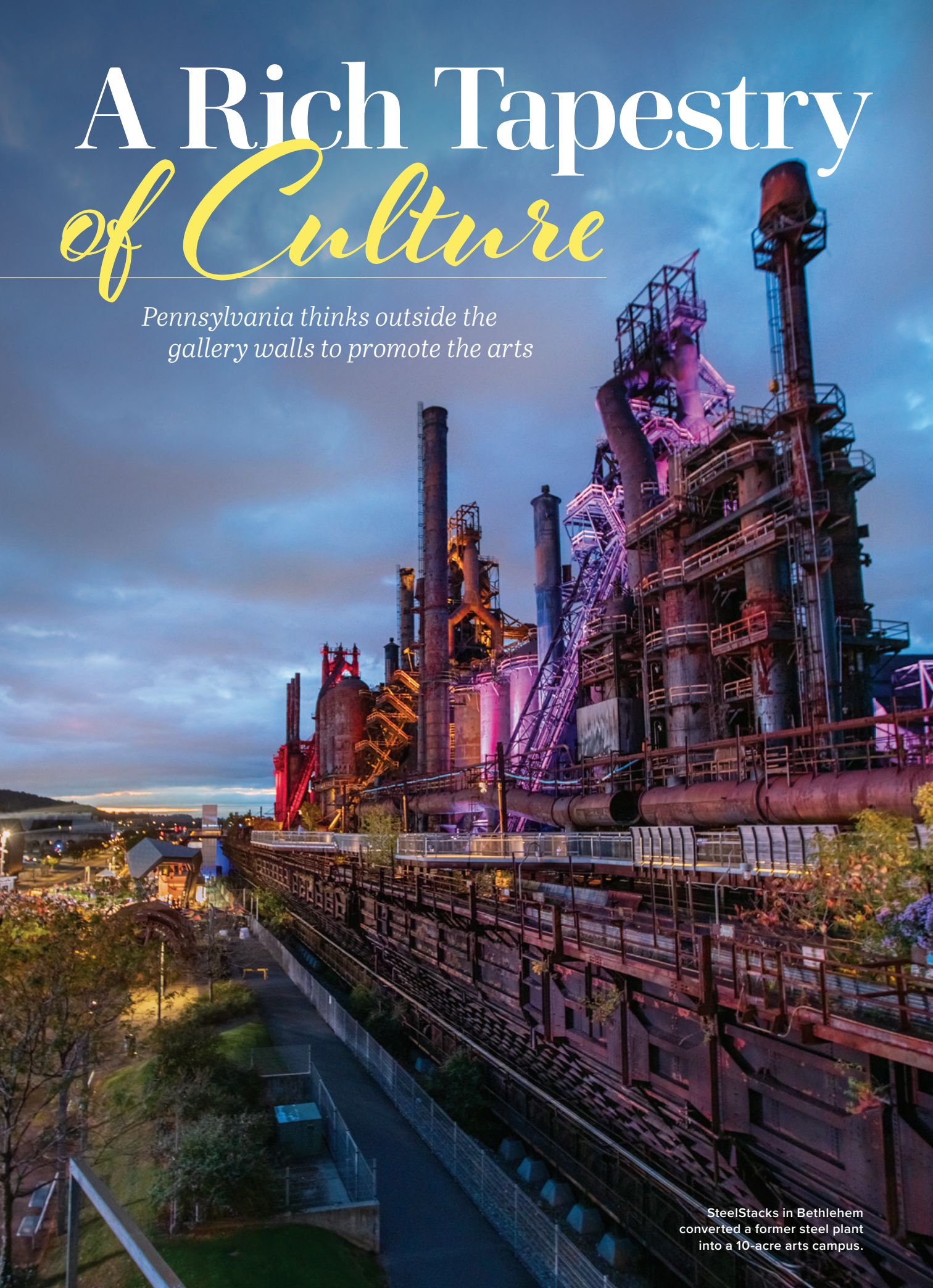
*“The ‘experience side of life’ is what we offer. When you look at Montgomery County, there’s a lot for residents and visitors to do.”*

– Mike Bowman, president, CEO of Valley Forge Tourism and Convention Board



# A Rich Tapestry *of Culture*

*Pennsylvania thinks outside the  
gallery walls to promote the arts*



SteelStacks in Bethlehem converted a former steel plant into a 10-acre arts campus.



The arts have always been a part of everyday life for Pennsylvanians. Today, towns and cities across Pennsylvania are transforming public spaces into outdoor galleries,

weaving the arts into the fabric of their communities and offering cultural diversity that attracts visitors and sparks a sense of pride in residents.

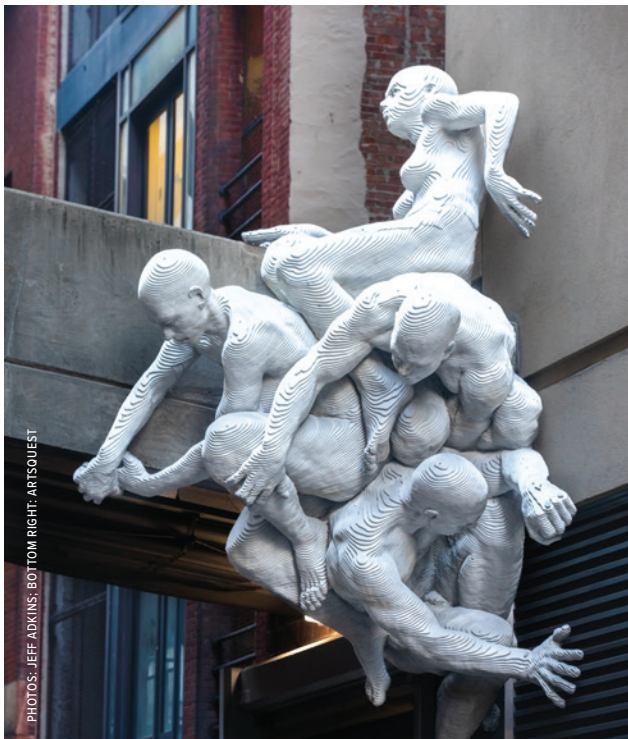
Sarah Merritt, director of Creative Communities for

the Pennsylvania Council on the Arts, says many communities across the state are using art to tell their stories, with some unveiling creative, inclusive ways to lift up the voices of area residents.

In Meadville, for example, The ARC of Crawford County, which promotes and protects those with intellectual and developmental disabilities and supports their inclusion and participation in the community, is turning a vacant lot into greenspace, with programming for the community.

“What makes a project enriching is when the art is community-driven, community-informed and when community members are part of the process,” Merritt says. “When that ownership takes place, it takes it to a whole other level.”

Photos, clockwise from top: The Promise of Biotechnology by artist Eric Okdeh in downtown Philadelphia; ArtQuest Center in Bethlehem; an integrated sculpture by artist Miguel Antonio Horn in downtown Philadelphia



PHOTOS: JEFF ADKINS; BOTTOM RIGHT: ARTQUEST



## Uniting Communities, Sparking Change

Public art can unite residents, help them find common ground and promote inclusion.

Mural Arts Philadelphia, for example, has turned the city into what the organization calls the world's largest outdoor art gallery, with more than 4,000 murals.

“But we don’t just beautify – we empower, as well,”

says Chad Eric Smith, director of communications and brand management for Mural Arts Philadelphia. “Art ignites change. We’re tethering the paint on the wall to real social change.”

Mural Arts runs The Guild, a restorative justice

program that offers paid positions to justice-impacted individuals to teach job skills. And its Color Me Back program hires those in need who earn wages as they work toward financial security.

Mural Arts is involving community members in

a number of other ways, as well. For example, they can submit ideas and paint alongside muralists on paint days. The organization also offers tours and events and works with other communities to develop their own socially engaged art programming.

*“Art ignites change. We’re tethering the paint on the wall to real social change.”*

– Chad Eric Smith, Mural Arts Philadelphia



The Beasley Building Mural by artist Michael Webb in downtown Philadelphia



Smith notes the words of Jane Golden, founder and executive director of Mural Arts Philadelphia, “Art is like oxygen – it should be everywhere and for everyone.”

Another example of a unique space where the arts come into play is the Karl Stirner Arts Trail in Easton.

“It’s a museum you can visit 24/7,” Merritt says of the 1.6-mile arts trail filled with kinetic and musical sculptures, art installations and community-driven programming.

Norah Johnson, director of external affairs and public awareness for the Pennsylvania Council on the Arts, adds that some areas like Grove City are weaving art into their placemaking efforts. The Pointing the Way program at George Junior Republic, a private, nonprofit residential treatment community that provides academic and vocational training for at-risk youth, allows students to create metal sculptures to mark public parking areas.

## Celebrating History

Julie Fitzpatrick, executive director of the Pennsylvania Downtown Center, says communities are incorporating history and relics of their industrial past into cultural experiences.

Take for instance ArtsQuest’s SteelStacks campus in Bethlehem. The 10 acres where



Andy Warhol Museum in Pittsburgh;  
Below: GoggleWorks in Reading



Bethlehem Steel’s blast furnaces once powered America’s industries and helped shape skylines across the country are now home to an arts and cultural campus. SteelStacks features live music, comedy and film at the ArtsQuest Center, arts education at the

neighboring Banana Factory, and festivals such as Musikfest, which welcomes around a million music fans annually.

Fitzpatrick says this awe-inspiring industrial castle “taps into the history of the community – who we once were and who we are today.”

In Reading, the GoggleWorks Center for the Arts transformed a former safety goggles factory into an interactive arts center. The space features studios for woodworking, glass, metalsmithing, printmaking and ceramics as well as gallery space, dance and music studios, and a theater.

Plus, the Center for Metal Arts in Johnstown converted a former steel factory into a space where individuals can study blacksmithing.

“It can be really inspiring for residents to see new uses for existing assets,” Johnson says.

– Kelly Huth

Learn more about Pennsylvania’s rich arts-and-culture heritage at [livability.com/pa](http://livability.com/pa).



# Economic Profile

## POPULATION (2021)

**12,964,056**

## AGE

**5.5%** 5 and under  
**60.7%** 18-64

**20.6%** Under 18  
**18.7%** 65 and over

## HOUSEHOLDS

**5,106,601**

Owner-occupied dwellings: **69%**  
Renter-occupied dwellings: **31%**

## INCOME (2021)

**\$35,518** Per-capita

**\$63,327** Median household

**\$88,851** Average household



## EMPLOYMENT SECTORS

(% of total nonagricultural jobs)

■ Education & Health Services	<b>21.0%</b>
■ Trade, Transportation & Utilities	<b>19.5%</b>
■ Professional & Business Services	<b>13.9%</b>
■ Government	<b>11.5%</b>
■ Manufacturing	<b>9.5%</b>
■ Leisure & Hospitality	<b>8.8%</b>
■ Financial Activities	<b>5.6%</b>
■ Construction	<b>4.3%</b>
■ Information	<b>1.5%</b>
■ All Others	<b>0.5%</b>

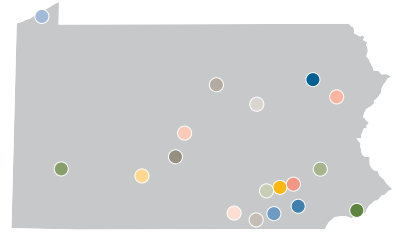
Source: U.S. Bureau of Labor Statistics, March 2022

## LABOR FORCE (total civilian)

2021:

**5.8 Million**

2015: **5.8M**    2010: **5.6M**    2000: **5.7M**



## MSA POPULATION (2021)

● Philadelphia-Camden-Wilmington	<b>6,228,601</b>
● Pittsburgh	<b>2,333,538</b>
● Allentown-Bethlehem-Easton	<b>865,310</b>
● Harrisburg-Carlisle	<b>596,305</b>
● Scranton-Wilkes-Barre-Hazleton	<b>567,650</b>
● Lancaster	<b>553,652</b>
● York-Hanover	<b>458,696</b>
● Erie	<b>269,011</b>
● Reading	<b>182,139</b>
● East Stroudsburg	<b>169,273</b>
● State College	<b>157,527</b>
● Chambersburg-Waynesboro	<b>156,289</b>
● Lebanon	<b>143,493</b>
● Johnstown	<b>132,167</b>
● Altoona	<b>121,767</b>
● Williamsport	<b>113,605</b>
● Gettysburg	<b>104,127</b>
● Bloomsburg-Berwick	<b>82,959</b>

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Butler County Economic  
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Rankings out of 2,767 counties in the US. Provided by Niche.com.



# Ad Index

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ADAMS ECONOMIC ALLIANCE

BEDFORD COUNTY  
DEVELOPMENT ASSOCIATION

COMMUNITY DEVELOPMENT  
CORPORATION OF BUTLER COUNTY

ESSENTIAL UTILITIES

FOCUS CENTRAL PENNSYLVANIA

GREATER READING CHAMBER ALLIANCE

LEHIGH VALLEY ECONOMIC  
DEVELOPMENT CORPORATION

MONTGOMERY COUNTY  
COMMERCE DEPARTMENT

PECO, AN EXELON COMPANY

PENN-NORTHWEST  
DEVELOPMENT CORPORATION

PENN'S NORTHEAST

PENNSYLVANIA DEPARTMENT  
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