

7 ECONOMIC DEVELOPMENT & AGRICULTURE PLAN



OUR ECONOMY

MAJOR EMPLOYERS

The Region has many notable employers and employment centers: Lebanon Veteran's Administration Medical Center (Lebanon VA), the school district, Cornwall Manor, various business and industrial parks, numerous shopping centers along Route 422 and PA 72, and county facilities, such as Cedar Haven and the prison—all generally located in urbanized areas of the Region. Other large employers are found just outside the Region. Major Employers within 10 miles of the Cornwall-Lebanon School District are listed in Table 7-1.

Table 7-1 Major Employers within 10 miles of the Cornwall-Lebanon School District, April 2010

Company	Industry	Approximate Employment
The Hershey Company	Manufacturing - Confections	8,400
Hershey Entertainment and resorts	Resorts and Entertainment	4,380
Milton Hershey School	Education - Private	1,630
Department of Military and Veterans Affairs (Fort Indiantown Gap)	Government	1,200
Good Samaritan Hospital	Health Care	1,150
VA Medical Center	Health Care	950
Lebanon County Government (various locations)	Government	950
Philhaven	Health Care	790
Tyco Electronics	Manufacturing - Electronics	700
Cornwall Lebanon School District	Education	650
Farmers Pride Inc./Bell & Evans	Manufacturing - Food Processing	550
Weaber, Inc.	Manufacturing - Lumber	500
Lebanon School district	Education	480
Bayer Consumer Care	Manufacturing - Pharmaceuticals	480
Supreme Mid-Atlantic Corporation	Manufacturing - Vehicles	310
BC Natural Chicken	Manufacturing - Food Processing	300

Source: Lebanon Valley Chamber of Commerce

Chapter 7

Draft December 19, 2012

WORKFORCE

The labor force participation of the region's residents, or the percentage of persons age 16 and over employed, seeking employment, or serving in the armed forces, was 65.8 percent in 2010, slightly lower than the county (66.5 percent). The largest percentage of the region's workers was employed in management, professional and related occupations management, professional and related occupations. Employment in these occupations outpaced county workers by 2.9 percent but was still short of state workers by 3.9 percent. The second largest percentage of workers was employed in sales and office occupations. At 24.5 percent, this rate was lower than both county and state figures. The third largest percentage of workers (18.2 percent) was employed in production, transportation and material moving occupations – a percentage lower than the county but higher than the state.

Farmers, foresters and other natural resource workers represent a very small percentage of the workforce (0.3%) but manage the majority of the Region's landscape.

Unemployment in the Region is very low. As of April 2010, 688 residents of working age (2.7 percent) were unemployed. The skill sets of these residents and their suitability to local employment are not known. Another 7,681 residents of working age (30.3 percent) were not active in the labor force for a variety of reasons, including extended unemployment and personal choice.

Some resident workers choose the Region's quality of life for their families and travel elsewhere for employment that matches their skills and talents. This exporting of workers affects residents' availability for civic volunteerism, among other impacts.

ECONOMIC DEVELOPMENT

Six large commercial and institutional developments are approved or seeking approval in the Region. Upon completion, the three largest projects (North Cornwall Commons, The Preserve at Historic Cornwall, and North East Consolidated Patient Account Center at the Lebanon VA) will support at least 3,755 permanent jobs. These permanent jobs will include positions in the retail, hospitality and public (health care) administration industries as well as in small- to mid-sized professional offices in a variety of service sectors. These new jobs may attract some resident workers who currently work outside the Region to positions closer to home and may attract workers from outside the Region.

Another 270 acres of infrastructure-served industrial zoned land is shovel-ready for economic development and employment—some with rail access. These lands are envisioned for production industries but may also be built as commercial offices.

PLANNED JOB CREATION AND DIVERSITY

Planned economic development is projected to support short-term construction jobs and 3,755 permanent jobs in the region. The North Cornwall Commons project will create 4,000 construction jobs and 2,800 direct jobs upon completion, according to Springwood's project description. It's estimated that another 4,000 indirect jobs would also be created.^{7,8} The opening of the North East Consolidated Patient Account Center at

⁷ Springwood gets green light, Lebanon Daily News, April 20, 2010.

⁸ First Springwood tenants more than 2 years away, Lebanon Daily News, April 22, 2010.

Economic Development and Agriculture Plan

Draft December 19, 2012

the Lebanon VA, which is expected in 2012, will bring about 450 jobs, mostly accounting technicians.⁹ The Preserve at Historic Cornwall is expected to support 2,240 new on-site and off-site jobs during the construction phase, and 505 new long-term jobs in office (150), retail/shopping (200), retail/restaurant (50), and hotel/waterpark (105) operations jobs once the commercial portion of the development is in operation.¹⁰ No estimates were available for the Rocherty Commons or Crossings at Sweetbriar commercial lots.

Development of the industrial parks and North Cornwall Commons would not significantly diversify the region's economy. The hotel and restaurants at North Cornwall Commons would expand hospitality services in the region but they would not add new types of services or jobs. The development of the hotel and waterpark at the Preserve, however, would create new services in the variety of hotel and cottage accommodations and the indoor waterpark and would expand the types of job opportunities in this industry. This sizeable operation would likely require service and maintenance staff as well as management personnel to a greater degree than other hotels in the region or even in Lebanon County. The North East Consolidated Patient Account Center will employ a variety of accounting technicians, managers, administrative and support staff—business office positions that are already found in the region but with some specialization in the health care industry.

FINDINGS ON THE ECONOMY

1. The Region's economy is integrated with those of adjacent communities. Economic development opportunities in the Region should complement those in the County's core. Redevelopment of suitable commercial and industrial properties in the City of Lebanon and West Lebanon Township could relieve development pressure on valuable agricultural land.
2. Residents of the region frequently ask for more restaurants, specifically franchise restaurants.

GOALS, OBJECTIVES AND RECOMMENDATIONS

GOAL 4. EXPAND AND DIVERSIFY THE ECONOMIC TAX BASE AND FAMILY-SUSTAINING, LIVING WAGE EMPLOYMENT.

Objectives

A. Ensure available, appropriately zoned land with shovel-ready infrastructure for leading and target industries and for support industries, particularly services that can be provided at the neighborhood level or through home-based or farm-based locations, within the Planned Development Area.

Rec 34. Revise commercial and industrial zoning per Recommendation 1.

See Recommendation 1, page 47. See also *Table 5-11*, page 50, and *Map 1, Future Land Use Map*, for potential locations. In addition to locations shown on the map, consider additional

⁹ Open house for new VA facility jobs set this week, Lebanon Daily News, March 27, 2011.

¹⁰ Fiscal Impact Analysis for *The Preserve at Historic Cornwall Village* development project, 2009.

Chapter 7

Draft December 19, 2012

opportunities for neighborhood commercial districts in walkable proximity to residential areas, such as in the Pleasant Hill area and in conjunction with rezonings to moderate to high density residential districts. See Recommendation 45.

Rec 35. Review zoning ordinances and align permitted uses in commercial and industrial districts with state and federal investment and incentive programs.

Federal and state administrations are encouraging economic development in energy and technology fields with various capital and workforce programs. Pennsylvania is using analytic tools to track and project workforce needs and direct training to those fields, i.e. the Department of Labor and Industry's High Priority Occupations list. While these priorities will surely change over time, that change should be manageable over the typical 10-year municipal planning horizon. Municipalities should review their ordinances to ensure that barriers to economic development and associated workforce development are minimal, especially where others are incentivizing investment.

Time for Action: Short Term (0-2 years)

Lead Partners: Municipal Officials and Planning Commissions

Support Partners: PA DCED; Lebanon County Planning Department; Lebanon Valley Chamber of Commerce; Lebanon Valley Economic Development Corporation

Funding Sources: General Funds

B. Encourage a variety of agri-business types.

Rec 36. Revise the permitted uses of the agricultural and rural conservation districts to allow agricultural and agri-business uses.

Ensure that all forms of agriculture and agri-business are appropriately permitted (by right, by conditional use or by special exception) and reasonably regulated. Be sure to consider not only production farms but also

- Direct sales through community supported agriculture (CSA) farms, on-site markets and product stands,
- Agri-service business, such as equipment sales and repair and product suppliers, and
- agri-tourism uses, e.g. pick-your-own fruit, corn mazes, farm vacations, and farm bed & breakfast accommodations.

Time for Action: Short Term (0-2 years)

Lead Partners: Municipal Officials and Planning Commissions

Support Partners: Local Farmers; Lebanon County Planning Department

Funding Sources: General Funds

Economic Development and Agriculture Plan

Draft December 19, 2012

C. Maintain reasonable regulations for businesses.

Rec 37. Compare regulations of non-agricultural home- and farm-based businesses; consider compiling the most effective regulations as model regulations across the Region.

The home and farm are common locations for start-up businesses and secondary income sources. Each municipality regulates these uses somewhat differently. Discuss what has worked well and what challenges each municipality faces with its current approach. Request input from current home- and farm-based business owners on their plans for business growth, business location, and potential impacts. Acknowledge all home types from single-family detached to multi-family units, as well as tenure (owner vs. renter). Consider consolidating best practices for the region and revising municipal regulations accordingly.

Time for Action: Short Term (0-2 years)

Lead Partners: Municipal Officials, Managers and Planning Commissions

Support Partners: Local Farmers; Small business owners; Lebanon County Planning Department; Lebanon County Conservation District; Lebanon Valley Chamber of Commerce

Funding Sources: General Funds

D. Market available business locations and service opportunities in cooperation with the county economic development and local business organizations.

Rec 38. Work with the Chamber of Commerce in marketing commercially zoned lands and properties.

Marketing lands zoned for business and industry is not typically a municipal function. However, given the slow economic recovery, municipalities may want to consider unconventional ways of spurring economic development. Meet with area realtors and the Chamber Board and/or staff to brainstorm ways to improve site marketing efforts. Is there a lack of information? Is the accuracy of information an issue? Engage PA DCED if state assistance is needed. Consider these potential municipal activities:

1. Maintain current zoning maps and make them available online. Too often, zoning maps are not available online or grossly outdated. If websites are a source of marketing information, establish means to update and post zoning maps in a timely manner.
2. Submit an annual report and map of commercially and industrially zoned properties to the Chamber. Focus on available properties, if data is available.

Time for Action: Medium Term (0-5 years)

Lead Partners: Municipal Officials and Planning Commissions; Lebanon Valley Chamber of Commerce

Support Partners: Commercial/Industrial Realtors; Lebanon County Planning Department

Funding Sources: n/a

Chapter 7

Draft December 19, 2012

Rec 39. Identify prime volunteer organizations to supplement the Lebanon area community profile.

As prospective businesses evaluate the Lebanon area, some may consider the availability of service and volunteer organizations among their community criteria. Ensuring that a list of the larger organizations, such as the V.A. and the Good Samaritan Hospital as well as arts, cultural, historical, recreational and service organizations throughout the county, is available and current could create a competitive advantage for the region in attracting new businesses.

Time for Action: Medium Term (0-5 years)

Lead Partners: Municipal Planning Commissions

Support Partners: Lebanon Valley Chamber of Commerce; Lebanon Valley Economic Development Corporation

Funding Sources: n/a

Rec 40. Establish a feedback mechanism for gathering information from business prospects declining to locate or expand in the Region.

Information on why a business chose not to locate or expand in the Region can be valuable. If the factors can be changed or influenced by municipal action, the information is clearly worth knowing. Consider asking if the Chamber and the EDC request such information and how it can be shared with the Region.

Time for Action: Medium Term (0-5 years)

Lead Partners: Municipal Officials Planning Commissions

Support Partners: Lebanon Valley Chamber of Commerce, Lebanon Valley Economic Development Corporation

Funding Sources: n/a

E. Expand heritage tourism.

Rec 41. Designate villages and major sites on the Lebanon County Heritage Trail. Support designation with banners and walking trail guides.

The Lebanon Valley Conservancy leads this initiative. The Conservancy asks municipalities to designate villages and major sites that they would like to have added to the trail route and its marketing materials. It also asks municipalities to sponsor the production of community banners and local walking trail guides.

Time for Action: Medium Term (0-5 years)

Lead Partners: Municipal Officials and Planning Commissions; Lebanon Valley Conservancy

Support Partners: Mount Gretna Campmeeting Association, Mt. Gretna Historical Society

Economic Development and Agriculture Plan

Draft December 19, 2012

Funding Sources: General Funds; Private Sponsorships and Donations

Rec 42. Develop a heritage tourism strategy for the Region.

The Region is home to a few heritage attractions: Cornwall Iron Furnace, the Lebanon Rail Trail, and the Lebanon County Heritage Trail with others, such as the Inn 422, located nearby. For heritage tourism to really contribute to the local economy, more attractions offering more to see and do are needed. Some offerings could come from public actions, such as local landmark designations, while others would come from the private sector.

Consider appointing a citizen task force to explore and possibly develop a heritage tourism strategy for the Region. Consider reviewing heritage tourism strategies and plans for other regions to help scope the effort and determine the need for professional services.

Key tasks include:

1. Review known historic resources. Consider updating the inventory if resources allow.
2. Determine themes that relate multiple sites to an industry, a person, or a time period for local residents and visitors to learn about through resource visits and observation. Consider historic sites, themes and resources beyond the Region's borders; these may have ties to the Region's themes and provide opportunities to expand the visitor experience.
3. The Cornwall-Lebanon Route 419 Scenic Byway Modified Corridor Management Plan identified four potential heritage themes for the byway corridor from Quentin to Newmans town: Cultivating Agriculture, The Iron Industry, Homegrown and Handcrafted Heritage, and Building Community. Additional research could relate sites in North Cornwall and North Lebanon to these themes and advance theme development for potential heritage area designation.
4. Define what people can see, do, and learn today. Identify additional venues, programs, activities, etc. desired for the tourism experience. Identify historic preservation priorities.
5. Work with the Chamber of Commerce and the Tourism Promotion Agency to identify and promote attractions and hospitality services that entrepreneurs could fill.
6. Determine target audiences and geographic markets and appropriate marketing strategies to reach them.

Time for Action: Long Term (0-10 years)

Lead Partners: Municipal Officials; Lebanon Valley Conservancy

Support Partners: Lebanon Valley Chamber of Commerce, Mount Gretna Campmeeting Association, Mt. Gretna Historical Society

Funding Sources: Lebanon County Tourism Promotion Agency; Private Sector; PA DCNR C2P2 funding under Heritage Areas

Chapter 7

Draft December 19, 2012

Rec 43. Consider re-evaluating the visitor center location study.

The initial visitor center feasibility study found that the Lebanon Expo was the most suitable site for the county visitor center. If expanding heritage tourism has support in the Region, consider working with the County and the Tourism Promotion Agency to re-evaluate the location in relation to heritage attractions, hospitality sites and services, and anticipated incoming traffic routes.

Time for Action: Long Term (0-10 years)

Lead Partners: Municipal Officials; Lebanon County Tourism Promotion Agency

Support Partners: Lebanon County Commissioners; Lebanon Valley Conservancy; Lebanon Valley Chamber of Commerce

Funding Sources: Lebanon County Tourism Promotion Agency; Private Sector

GOAL 5. PROTECT FARMLAND AND THE BUSINESS OF FARMING.

Objectives

See Land Use and Development Goal 1, Objective B, and associated recommendations.

See Economic Development Goal 4, Objectives B and C, and associated recommendations.