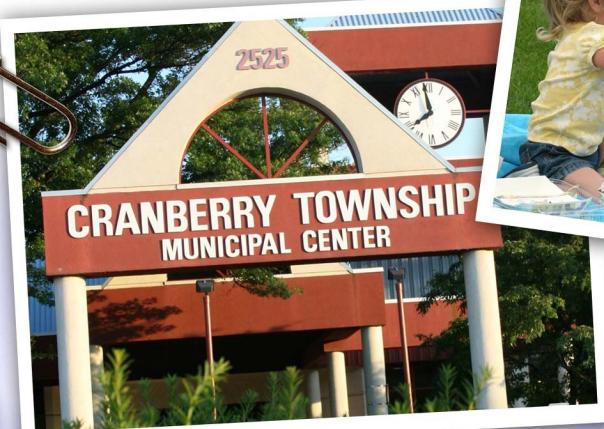
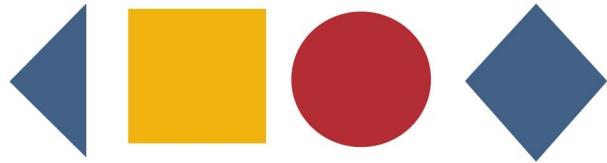


THE CRANBERRY PLAN SHAPING (CRANBERRY TOWNSHIP





A Long Range Comprehensive Plan for CRANBERRY TOWNSHIP Butler County, Pennsylvania



Adopted by the Cranberry Township Board of Supervisors on April 2, 2009

The preparation of this plan was financed in part through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development, as administered by the Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development.

Acknowledgements

Citizen Advisory Panel (C.A.P.)

More than 80 residents, with varied backgrounds and interests, volunteered to serve on the Citizen Advisory Panel (CAP). Due to work and travel schedules, a few residents reluctantly resigned during the year, leaving a strong core group of 54 dedicated individuals.

Their year-long commitment resulted in a plan for the future that is built upon the hard work of the people who live and do business in Cranberry Township.

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John Skorupan, *Vice-Chairman*
John Milius
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Cranberry Plan Steering Committee

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Chad Brinkley
Jim Colella
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Township employees formed the core work group, drawing on the expertise of well-respected consultants, as needed, to produce a plan that is sophisticated in scope yet practical and ready for implementation.

Consultant Team



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The Cranberry Plan

Our central goal is to determine what the grown-up, built-out Cranberry ought to look like. In the simplest terms, we asked and answered the question, “When we grow up, what do we want to be?”

The picture of Cranberry’s future that emerged from the Visioning process was of a place marked by activity, history, culture, and high-quality residential living, all linked together by a network of walkways and well-connected tree lined streets. A vigorous economic life capped by outstanding consumer retail and recreational options were seen as hallmarks of this dynamic and increasingly diverse community.

Thousands of hours of research and analysis, debate and open dialogue among residents, Township planners and consultants are summarized in The Cranberry Plan – a strategic roadmap for Cranberry to follow as it grows and matures over the next 25 years.





THE CRANBERRY PLAN SHAPING (CRANBERRY TOWNSHIP)

INTRODUCTION

Great communities don't just happen. They require a guiding vision for the future and a sustained set of strategies for bringing that vision to reality. The Cranberry Plan is a community plan built on a firm foundation of public involvement and expert staff and consultant input. The Plan is far-reaching, with a 25 year planning horizon and a thorough analysis to support the hundreds of recommendations.

Over the course of several years, and dozens of small and large group meetings, the planning process drew upon the best thinking of thousands of people who live, work, shop, and do business in Cranberry Township. A common theme, heard from these stakeholders, is that Cranberry Township is a terrific community with something to offer everyone. The goal of the Cranberry plan is to sustain the community characteristics that residents and businesses enjoy, and continue to grow and thrive twenty-five years from now.

Transitioning from a rural township into a regional hub resulted from prudent planning and growth management. Today, Cranberry Township residents enjoy a high quality of life and thanks to their support and involvement, the future holds great promise.



Why Plan?

Cranberry Township takes planning seriously, because good planning results in tangible benefits for the community as a whole, and the individuals who live, work and do business in the Township.

Good planning leads to:

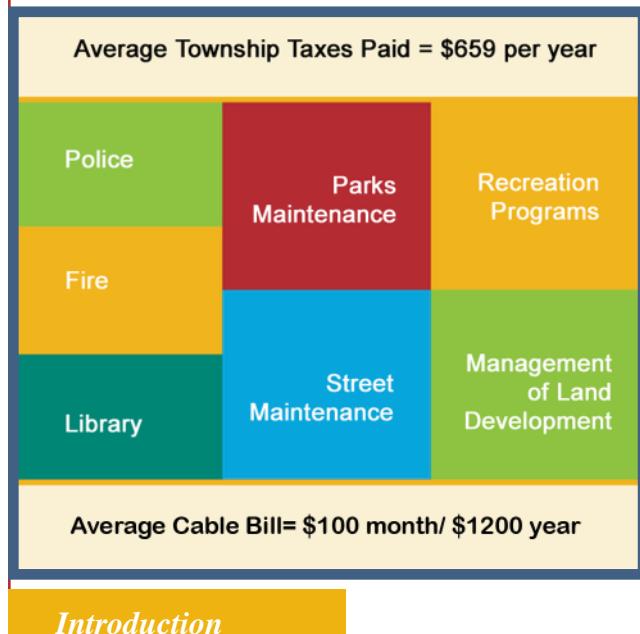


Planning affects the bottom line:

There are financial benefits too. Effective planning allows the Township to collect millions of dollars in impact fees and to require new developments to build millions of dollars worth of infrastructure improvements that benefit the entire community.



Planning is efficient:



Planning results in an efficient use of tax dollars. As a comparison, the average cable bill in Cranberry Township is \$100 per month or \$1,200 per year. The average household's tax bill paid to Cranberry Township is \$659 per year. For that tax money, residents receive high quality municipal services.

The Goals Sustainability

Planning for the long-term health of the community is the primary goal of the Cranberry Plan. The Citizen Advisory Panel and Steering Committee worked with Sustainable Pittsburgh to develop a set of sustainability principles. The Cranberry Township Principles for Sustainable Development were formally adopted by the Township Board of Supervisors in March 2008. The principles will guide future planning and decision-making of Township departments, boards, committees and commissions toward a healthy and prosperous future.

Sustainability Principles

- **Be Distinctive.** Cranberry Township's character is fundamental to its long-term success. That character grows out of a combination of the Township's own unique qualities, as well as the distinctive ways its government and residents manage the day-to-day issues that are common to people and communities everywhere. Identifying the distinctive qualities of the Township's character and leveraging them in the formulation of policies, programs, projects and promotions will be a bedrock principle for Cranberry's management.
- **Be Prosperous.** A successful community is one in which every resident has the motivation, as well as the opportunity, to advance his or her own life and career. Success also occurs when the community benefits that accrue from prosperity are available to all. That means working to remove obstacles so that anyone in the
- **Be Healthy.** An economy that builds upon and contributes to a healthy environment is the foundation for continuing economic prosperity in Cranberry Township. That means practicing sound environmental stewardship, working to attract knowledge-based industries, and fostering a diverse base of environmentally-friendly business enterprises.
- **Be Engaged.** People who are actively engaged in their own governance and civic life lead happier, more constructive lives than those whose involvement in their community is passive. Civic engagement also drives transparent, accountable, efficient and effective governance. Everyone should strive to create opportunities for individual residents, businesses, and nonprofit organizations, to participate meaningfully in advancing shared goals and improvements throughout their Township.
- **Be Committed.** Cranberry and its residents will maintain a long-range vision and respond to emerging trends and signals in making decisions. Accordingly, Township officials and administrators will provide steady leadership in educating staff, residents and local businesses on the implementation of these principles when addressing challenges that face the Township.



Sustainability results from actions that simultaneously are sensitive to the environment, foster social equity, and build a strong economy.



Planning Process

The Cranberry Plan is a detailed and wide-ranging effort that reaches beyond the typical 10-year planning horizon and looks ahead 25 years to ensure a sustainable future for the next generation. The long timeframe was necessary because projections indicate that the Township is likely to reach full buildout by 2030, and this Plan will lay the groundwork for the successful management of a fully developed community. The Plan establishes strategies to guide

the future growth and development of the community. The Plan assesses existing conditions and trends, and provides recommendations for the use and development of land, the extension and improvement of transportation services and infrastructure, the development of community facilities, the expansion of the Township's economic base, and the protection of natural resources and open space.

The Cranberry Plan process included five phases that combine general planning techniques with an innovative planning approach designed to research the current and future market in order to align municipal services with projected Township growth patterns.

PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
Community Visioning	Background Information & Research	Growth Management Analysis	Growth Management Plan	Implementation
Completed 2005	Summer/ Fall 2007	Spring/Summer 2008	Fall 2008	Spring 2009



1 Community Visioning

Public engagement went far beyond the typical public meetings and informal feedback. Planning began with an open visioning process and continued with intensive involvement from a group of volunteers known as the Citizen Advisory Panel (CAP). Over the course of a year, CAP members immersed themselves in every aspect of the planning process. The group examined Township maps and suggested changes to roadways, trails and more. They met with government officials and planning experts; conducted specific task force studies; learned about traffic congestion – and then offered suggested improvements. They field-tested the Township's first Resident Survey and served as hosts at two public meetings concerning the Cranberry Plan. The CAP included 82 men and women who brought varied perspectives, expertise and energy to monthly meetings.

Broad-scale involvement came from the visioning process, the resident survey, public meetings, listening posts and stakeholder group meetings. The Vision document served as the cornerstone for the planning process. At every opportunity, residents were asked to review, validate and comment on the Vision document and draft inventory information, including dozens of new GIS maps.

2 Background Information and Research

This phase of the Plan established a baseline of statistical information for the subsequent phases of the project, which included the identification of key issues and long range goals for every aspect of municipal government. The Township completed internal and external research to obtain relevant data and information for analysis, interpretation, and market evaluation. The Background Information and Research Phase supplied statistical information to form the third phase, the Growth Management Analysis.

3 Growth Management Analysis

Three detailed scenarios were created based upon information accumulated in the previous phase. Each growth scenario was evaluated to quantify the municipal services and infrastructure necessary to support the high quality of life that residents enjoy.

4 Growth Management Plan

After reviewing the potential impacts associated with each scenario, the preferred scenario became the focus of study, and led to recommendations and implementation strategies related to municipal services, physical infrastructure, economic development, and public administration, required to successfully implement the plan. It also outlines incentives and inducements to steer development in directions identified through earlier phases of the process. A user-friendly, non-technical executive summary of the plan will be widely distributed among stakeholders in Cranberry Township to ensure that the goals and strategies are broadly understood.

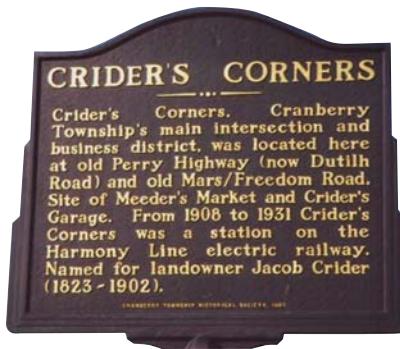
5 Implementation

With the adoption of the Growth Management Plan, the Implementation Phase will move into high gear. This phase includes detailed projects and strategies specific to the sewer, water, and transportation infrastructure, and a detailed examination of the all related ordinances and processes.

Residents shared feedback using a variety of creative methods.



History



Cranberry Township was founded in 1804 and named for the native wild cranberries growing along Brush Creek. Today, cranberry plants flourish in the the Penn State Trial Gardens at the Municipal Center and in private landscapes.

The first Cranberry residents were Native Americans, who came to hunt and fish along Brush Creek year after year to gather food to take back to their villages. One camp was located along Glen Eden Road, not far from Brush Creek. Indian arrowheads, spear points, tools and other artifacts were found there. Indians traveling between villages in Allegheny, Beaver and Lawrence Counties came through Cranberry Township.

On early road maps, Cranberry was identified as Criders Corners, a tiny crossroads settlement. Years ago, many localities were named for a prominent crossroads, and Criders Corners refers to the junction of old Perry Highway, now Dutilh Road; and Old Mars-Crider's Road, now Route 228. Jacob Crider, a Dutilh Church trustee, purchased 50 acres of land at that location, and gave the area his name. For many years, Criders Corners was Cranberry Township's business district and the site of Meeder's Market. Directly opposite was Criders Garage. From 1908 to 1931, Criders Corners was a stop on the Harmony Line Railway.

From Indian camps, to rural farmlands, Cranberry Township is a community that residents are proud to call 'home'.

*Aerial view of
Crider's Corners
in 1940*



Special thanks to the Cranberry Historical Society for sharing excerpts from their 1989 book Cranberry Township: A History of Our Community. For more information concerning Cranberry's history, visit their website, www.explorecranberry.org.



In 1753, George Washington hiked through the area to deliver a message to the French. Retrace his steps by hiking or biking the historic Washington Trail through Butler County.

Cranberry Today

In the 1990's Cranberry Township gained attention and name recognition as a fast-growing community, attracting high-quality residential and commercial growth. Cranberry Township is now respected as one of the premier municipalities in western Pennsylvania, exemplifying sound municipal management.

Cranberry offers highly desirable amenities to residents and attractive opportunities for businesses. The Township sits at the intersection of I-76 (Pennsylvania Turnpike) I-79, and State Routes 19 and 228, providing easy access to a transportation network that is accessible from virtually anywhere. Easy access to and from Cranberry has enabled businesses to flourish, making it a commercial center for retail, office, and service industries, offering residents and workers from the region a wide-range of employment options.

Cranberry Township provides a high-level of municipal services. Streets are well maintained with sidewalks and streetcapping. Three community parks, a waterpark and golf course offer a robust recreation program with outdoor and indoor activities for all ages.

Many residents use the outstanding municipal center, complete with activity rooms and a full-service public library, gymnasium, skate park, and administration offices.

Cranberry Township youth benefit from an excellent school system through the Seneca Valley School District.

The transition from a rural township to a regional center is the result of careful planning and growth management ensuring that the Township grows in a way that maintains the high quality of life that Cranberry Township residents desire.



Today, Cranberry is a great place to live, work, and play.



Planning Area

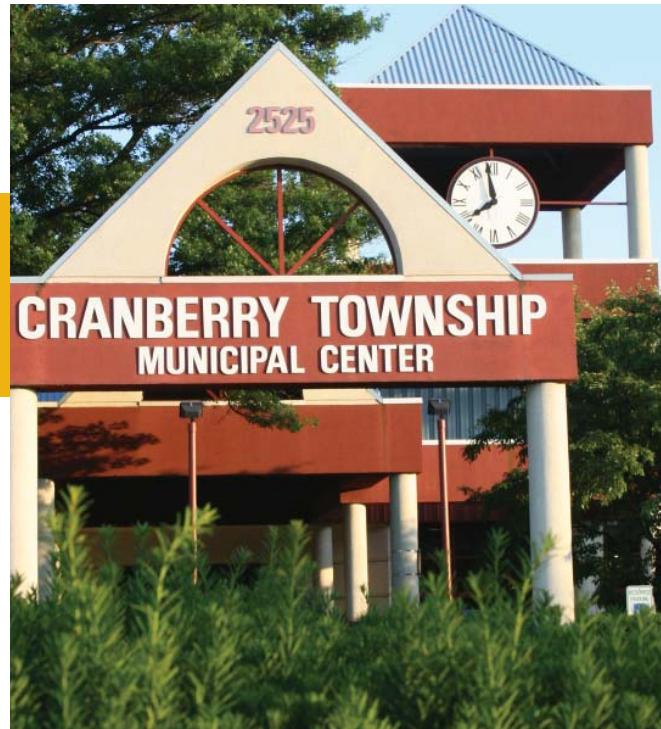
The Cranberry Plan study area encompasses Cranberry Township, a Township of the Second Class, located in southwestern Butler County (40.70996 N, 80.10605 W). The Township is 21.4 miles north of Pittsburgh, Pennsylvania and has a total land area of 22.8 square miles, .04% of which is

water, and 169.23 miles of roadway. The Township is bordered by Jackson Township to the north, Seven Fields Borough and Adams Township to the east, Marshall Township of Allegheny County to the south, and New Sewickley Township of Beaver County to the west.

Facts about Cranberry

Location.....	Butler County, Southwestern Pennsylvania
Size.....	22.792 Square Miles or 14,592 Acres
Population (2000 Census).....	23,625
Population (2007 Market Assessment).....	28,445
School District.....	Seneca Valley School District
Median Age.....	36.2
*Median Household Income.....	\$90,411
Largest Employers.....	TRACO Verizon UPMC Westinghouse Electric (est. 3,200 employees by July 2010)

*Source: U.S. Census Bureau and ESRI BIS 2007 and 2012 estimates and projections





THE CRANBERRY PLAN SHAPING (CRANBERRY TOWNSHIP)

PUBLIC ENGAGEMENT



Chapter 1

Beginning with the end in mind, the Cranberry Plan is a result of a public visioning process where residents contributed ideas through a series of surveys and public meetings, designed to draw out current concerns as well as future wishes. The picture of Cranberry's future which emerged was of a place marked by activity, history, a strong economy, culture, and high-quality residential living, all linked by a network of walkways and tree-lined streets. A robust economic life capped by outstanding consumer retail and recreational options were suggested as sought-after features in a dynamic and increasingly diverse community.

The Vision for the Future was created in 2005 and it became the cornerstone for the entire planning process. Volunteers from the Citizen Advisory Panel and hundreds of stakeholders helped the planning team design a Plan that validates and implements the Vision. The Cranberry Plan is a carefully planned response to an ever-changing world. It is a plan that will guide the community's future in ways that are true to the values and ideas contributed by the people it will serve.



VisionForTheFuture

Here's what residents want Cranberry to be in the future:

The Cranberry of 2030 is a place characterized by activity, history, culture and high-quality residential living. It will be a destination for employers and visitors, as well as a home to families, singles, people of all ages and incomes – a place for everyone.

Cranberry Township will boast a variety of amenities including three public parks, a network of interconnected greenways, bike trails, and sidewalks, in addition to a mix of land uses in a community marked by ongoing economic development and a sense of place.

Residents and visitors will be seen enjoying an afternoon walk along the area's many tree-lined boulevards leading to Graham Park, or window shopping in the new Meeder Town Center. Other favorite destinations include eclectic neighborhood cafes, art galleries and village center shops in Cranberry's newest traditional-style neighborhood, Park Place, or at any of our public parks.

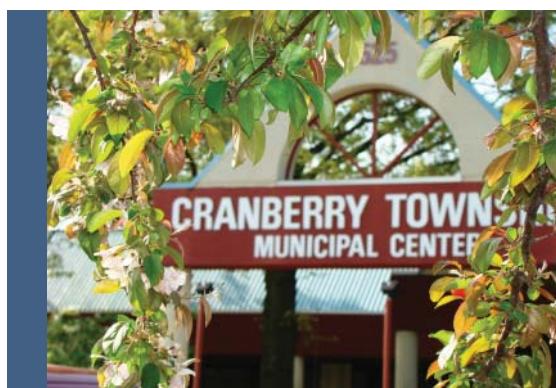
Housing options will have greatly increased over the years. In addition to the many well-kept and stately suburban neighborhoods catering to single family living, it will be common for families, singles and seniors to find homes suiting their lifestyles and income within the same neighborhood. In addition, many Brush Creek Area residents will work within a short walking or driving distance from home. Similarly, other residents will enjoy a short commute to one of many employment centers in Cranberry Township or take public transit to other regional destinations, including Pittsburgh.

The Township's strategy of requiring connected streets lined with walkways and street trees will have

transformed Cranberry into a completely walkable community. Sidewalks and street trees will afford pedestrians comfort, freedom and safety to stroll from place to place. Outdoor spaces which are welcoming to everyone will link its many developments. One example would be a pathway along Rochester Road, with its signature cherry trees running the length of the corridor from Route 19 to Powell Road and providing a beautiful sight from spring through fall.

Outstanding shopping options will include an upscale regional open-air mall employing hundreds of people from the area as well as homes to many residents who find apartment living attractive. And, for those who find a downtown setting more appealing, it will be a short walk to Cranberry's Central Business and Cultural district resulting from the redevelopment of the intersection of Route 19/Freedom Road area. Multi-story apartments, first floor shops and restaurants, theaters, galleries and department stores, parking garages, public transit and pedestrian activity will typify activity in the district. And businesses will choose to locate here because of easy access to transportation.

Cranberry's superior quality of life will result from the commitment of local government officials together with the support of local residents, the development community, and private business leaders. The Cranberry community will continue to be proud of the public/private partnerships and leadership involved in promoting development and giving the Township a unique character and distinctive sense of place.



*Refer to Appendix A,
Vision document.*

The Vision Elements

The elements of the Community Visioning effort are an integral aspect of The Cranberry Plan and have greatly influenced the planning process. The public input component was integrated in the very early stages of the plan and continued throughout the process.

The community survey, stakeholder meetings and public meetings brought further confirmation of the Vision.



Destinations: Cluster pedestrian-oriented developments and key community resources into clearly defined areas.



Identity: Create a visual identity for the Cranberry area that makes a clear statement as soon as someone enters the Township. That identity will project a sense of place through quality architecture and design in the construction of buildings, public spaces and streetscapes with attention to consistency in character, rhythm, architectural scale, and landscape treatments.



Connectivity: Create a grid network of streets, sidewalks, trails, and buildings. Connect and expand the local street network to access key north/south and east/west arterial highways.



Land Use: Encourage a mix of land uses by permitting residents, offices, shops, and services to locate closer together for ease of walking and efficient use of space.



Recreation & Culture: Expand indoor and outdoor recreational opportunities to meet the evolving needs of the community. Broaden offerings to include unstructured activities.



Commercial Development: Focus business development and mixed uses along main transportation corridors at key intersections. Give special attention to enhancing architectural aesthetics, pedestrian access and landscaping of commercial properties.



Residential Development: Use various strategies to increase housing options that include single family homes, apartments, townhouses, and condominiums. Locate housing for families, singles, and seniors with different lifestyles and incomes in the same neighborhood.



Environment: Preserve sensitive areas such as steep slopes, mature tree stands, and stream corridors by incorporating these features into site design. Treat natural features as site amenities and create greenways linking parks across the community.



Municipal Services: Make sure the Township facilities and services keep pace with public expectations for service delivery while maintaining efficient and professional operations.



Public Transportation: Create a variety of public transportation options for residents, employers and visitors.



School District: Ensure that public schools meet the demands of a growing population while maintaining fiscal responsibility.



Guiding The Process

Steering Committee

The Cranberry Township Board of Supervisors created a Comprehensive Plan Steering Committee to provide direction and oversight for every aspect of the planning process. The six member group was comprised of members of the Cranberry Township Planning Advisory Commission and the Cranberry Township Board of Supervisors. The Steering Committee met monthly with Township Staff from September 2007 through November 2008.

Citizen Advisory Panel (CAP)

Citizens provided a steady stream of valuable information to the Cranberry Plan Steering Committee through the Citizen Advisory Panel.

No community plan has value unless it reflects the concerns and aspirations of its residents. That was foremost in the minds of the Board of Supervisors when they issued the call for volunteers to join the Citizens Advisory Panel (CAP). The response was tremendous. More than 80 people representing a diverse cross-section of residents volunteered and all were accepted. Meeting monthly, CAP members helped Township planners focus on the issues of greatest interest to the people whose lives would be most affected by the resulting plan.

From the onset, a hallmark of CAP meetings was the free flow of information. Weekly emails supplemented the dialogue along with the Cranberry Plan website and a resource Cybrary.

Each meeting involved the full group in a “Spread the Word” discussion where staff shared the latest Township news, and CAP members were encouraged to share the news with friends and neighbors and often they were asked to bring back a sense of public response. This provided an opportunity for a real dialogue concerning Township projects and events. “Spread the Word” topics were generated in response to questions from the CAP.

Each meeting included a ‘feature presentation’ on topics such as:

- Public Image
- Traffic Management
- Intergovernmental Cooperation
- Sustainability
- GIS Mapping
- Trails, Sidewalks, and Bikeways
- Southwestern Planning Commission’s Congestion Management Program
- Traditional Neighborhood Development and Mixed Use Development
- Technology Business Development and Retention



Each presentation invited active participation. From critiquing and noting revisions to Township maps, to group prioritization exercises via computer and real-time results, the group was constantly engaged in discussion and providing active feedback.

CAP members validated the Resident Survey through an online pilot. They served as hosts for the Public Meetings and participated in the Southwest Planning Commission's Congestion Management ranking exercise as the first public group in the state to do so.

The Cranberry Plan process redefined public engagement in the Township, going far beyond required public meetings, to 'show and tell' residents about projected plans. Cranberry officials chose to open the process in new and innovative ways.

Beginning with open invitations to Visioning sessions, the Township invited residents to come forward and contribute their mental picture of the community's future. The range of opinion was impressive. Long-time and new residents, senior citizens, singles, couples raising young families – shared their past experiences and their hopes for the community they'd chosen as "home".

To match their enthusiasm, the Cranberry Plan team built each meeting around a different interactive experience. Citizen Advisory Panel (CAP) members came to know one another through these activities, adding to the richness of the plan. The CAP group was subtitled "Community Ambassadors" and their mission was to serve as a conduit for information to and from the community.

Monthly meetings focused on a specific topic and the group interactions included:

- Small and large group brainstorming concerning community assets and challenges and 'dotting' to prioritize ideas and concepts;
- Map review and offering changes to Township maps to make them more user-friendly;
- Field-testing the community survey;
- Participating in an online CAP forum to facilitate idea exchange;

- Responding on-line to other surveys – responding to questions such as choosing the design of new street signs;
- Dialogue with elected government officials at the local, state and federal levels regarding the future of the region;
- Congestion-management strategy review and prioritization;
- Task Force presentations to the CAP group and the Board of Supervisors
- Prioritizing Task Force recommendations – using laptop computers and reviewing group results in real-time;
- Suggesting and revising community sustainability principles that will guide future decision-making;
- Participating as small groups in a future land use exercise;
- Interacting with Technology businesses as well as Chamber of Commerce members
- And more...

Citizen Advisory Panel members remained enthusiastic throughout the planning process. Many expressed a strong desire to remain involved in other Township activities. Many left the final CAP meeting expressing a sense of shared accomplishment. Individually, and as a group, this group of volunteers had a hand in shaping the future of Cranberry Township.

The Mission of the Citizens Advisory Panel

Cranberry's Citizen Advisory Panel, or CAP, provided a stream of information from local residents to the Cranberry Plan's Steering Committee, which had overall responsibility for formulating the Township's long-range plan. Information from the CAP helped the Committee to create a better plan and will secure broader public support for its implementation.



*Refer to Appendix A for Steering Committee
and CAP documents*



Intergovernmental Panel

Throughout the process, CAP members frequently asked questions about the interactions and quality of communication and cooperation among neighboring municipalities and levels of government. CAP members requested an opportunity to meet with representatives from all levels of government, to pose questions and discuss areas of mutual interest and explore opportunities for cooperation and partnerships. In May 2008, an Intergovernmental Panel Discussion convened with 55 CAP members as well as representatives from neighboring communities in the audience. Susan Hockenberry from the Local Government Academy served as moderator, posing audience questions to panel participants.

Intergovernmental Panel

- Dale Pinkerton, Butler County Board of Commissioners
- Dick Hadley, Chairman, Cranberry Township Board of Supervisors
- Dr. Don Tylinski, Superintendent, Seneca Valley School District
- Dean Berkebile, President, Seneca Valley School District Board of School Directors
- Doug Smith, Southwestern Pennsylvania Commission
- Jeff Smith, President, Butler County Council of Government and President, Harmony Borough Council
- Diane Sheets, Community Development Corporation of Butler County
- Bryan Hollihan, Aide to Pennsylvania State Senator Jane Clare Orie
- Mike Butler, Aide to United States Representative Jason Altmire

Topics for the presentation and question/answer period included priorities for intergovernmental cooperation; grant-seeking opportunities; shared resources; transportation; economic growth; and public education.



*Refer to Appendix A
for a summary of
these discussions.*

Technology Business Roundtable

Technology companies have a strong presence in the Township's business community. To learn more about how and why these companies are drawn to the Township, a roundtable discussion was held in March 2008. Technology company representatives engaged in a lively dialogue with CAP members. Quality of life features identified which draw these companies to the Township include: quality infrastructure, abundance of land, parks and recreation opportunities, low taxes, stable political climate, and availability of office space for start-up companies.

A number of recommendations resulted from the discussion, and are more specifically addressed in the goals in Chapter 4 - those shared most often in the discussion, include:

- Create a Cranberry Technology Council to interact with the Board of Supervisors, and collaborate with the Pittsburgh Technology Council.
- Begin technical education as early as possible (Job shadowing, science and math competitions).
- Simplify processes to make it easier for technology companies to locate and develop.
- Provide business incubator space.
- Continue to provide quality of life amenities geared toward young technology professionals.



A panel of local officials addressed many topics during the CAP Meeting exploring Intergovernmental Cooperation.

CAP Task Force Recommendations

CAP members selected a focus area and then formed Task Forces to dig deeper into through detailed research and discussion.

The specific goals varied from one Task Force to another, but the essential activities of each included:

- Providing information and insight regarding the Task Force's topic.
- Participating in focus groups about the topic of their specific Task Force.
- Helping to raise awareness of the planning effort among other community residents.
- Soliciting and collecting input from other residents regarding the Task Force's topics.
- Reviewing draft documents by the plan's various technical committees.
- Serving as a liaison from the Township to neighborhood associations regarding the plan.

Each group identified their most important outcomes that resulted from their research and discussion. These priorities formed the basis for the Strategies for Action.

The following pages summarize the major recommendations from each Task Force. Reports from each group appear in Appendix A.

CAP Task Forces

- Economic Development and Redevelopment
- Sewer/Water and Environmental Stewardship
- Transportation and Mobility
- Culture and Diversity
- Parks & Recreation
- Public Image



Refer to Appendix A for Task Force Deliverables



More than 80 people volunteered to be a part of the Citizen Advisory Panel. (CAP).



Economic Development and Redevelopment

Task Force Purpose: Expanding the opportunities for high-quality employment in Cranberry will be essential to sustaining its economic viability. Building Cranberry's export economy – those businesses serving national rather than local markets – will be key to achieving that. And particularly in retail areas, where the planned lifespan of store buildings is typically ten years, creating an orderly process for reclaiming, reusing, and upgrading those spaces will become increasingly important to Cranberry's vitality.

Economic Development Recommendations

- Start an Economic Development Authority and a Redevelopment Authority.
- Become more involved with Regional Redevelopment Authorities.
- Assist the School District in any way possible to raise Cranberry Township property values.
- Initiate a public transportation program.
- Provide Quality of Life Improvements geared towards young professionals (parks, night life, running and bike trails)
- Keep the municipal development process simple to make it easier for companies to locate and grow in Cranberry.
- Create a Development Checklist with the Cranberry Chamber of Commerce

to communicate all steps necessary to develop in Cranberry Township.

- Seek out mutually beneficial partnerships with Carnegie Mellon University, the University of Pittsburgh, Duquesne University and Grove City College.
- Strive to achieve a balance of large & small businesses so that the Township has established businesses as well as businesses on the rise.

Technology Recommendation

- Start a Cranberry Technology Council that raises money for technology companies and advise the Board of Supervisors on technology related issues.
- Meet and interact with the Pittsburgh Technology Council.
- Initiate technical education early
- Shadowing – High School.
- Science & Math competitions.
- Partner with Pitt Life Science.
- Provide Incubators for start up technology companies to lessen overhead costs.



Transportation and Mobility

Task Force Purpose: Cranberry's transportation network includes every class of roadway from private paths and farm lanes through limited-access Interstate highways. However, most residents have no alternatives for getting around except private cars. Ease of movement to, through, and within the Township directly affects Cranberry's quality of life, so providing other transportation options may prove critical to its future.

Key Considerations

- All options should be sensitive to the impact on existing landowners as projects are implemented.
- Work with state and local representatives to move important road projects forward.
- Utilize land use controls as part of transportation planning.

Bicycle and Pedestrian Connections and Concept Plan

- Create interconnections (bicycle and pedestrian) between neighborhoods, retail developments.
- Create on-road bike lanes as roads are widened and improved.
- Install missing sidewalks to connect new developments.

Future Mass Transit System

- Inter-Township Bus System
 - High priority to locate Park 'n Ride for commuters and shuttles to/from lots
 - Trolley service/light rail (explore concepts)

Freedom Road Corridor Master Plan

Corridor Design Considerations

- Install sidewalks and crosswalks along entire corridor.
- Protected sidewalk on both sides of Turnpike Bridge.
- Landscaped median.
- Traffic calming elements.
- Street trees and landscaping.
- Street lights along entire the corridor.
- Concrete curbing instead of asphalt wedge curbs.
- Create on-road bike lanes.
- Interconnected signals.
- Safe pedestrian crossing.
- Mass transit elements (bus stops, Park 'n Ride access).
- Parallel roads to manage traffic circulation.

Land Use Considerations

- Minimize and mitigate impacts of roadway construction on existing property owners within/adjacent to corridor; right-of-way impacts, noise, and lights.
- Minimize and mitigate impacts of new development on existing property owners within/adjacent to corridor.
- Restrict the timing of garbage pickup and snow removal to reduce noise.
- Create buffers using walls and landscaping.



Top Priority Transportation Projects

Ranking Grid Objectives

Higher priority for projects perceived to be most achievable.

Higher priority to safety improvement.

Higher priority for projects that improve north/south and east/west traffic flow.

(Rankings: H-high; M-medium; L-low)

1. Rochester Rd./Turnpike Bridge (Capacity)	H
2. Freedom Rd./Turnpike Bridge (Capacity)	H
3. Rt. 228 Corridor Improvements & parallel (Capacity)	H
4. Freedom Rd. Corridor Capacity Improvements	H
5. Possible New I-76 Ramp (Maintenance ramp -Glen Eden/Powell Rds.)	H
6. Interstate I-79 Ramps (closed rest areas)	M
7. Heights Drive Extension (Northwest Connector)	M
8. Franklin Rd./Peters Rd. Intersection Improvements	M
9. Dutilh Rd./Wisconsin Ave. (Parallel Connections)	L
10. Rt. 19 North (Parallel Road Connections)	L
11. Erhman/Garvin Connector	L



Regional transportation is one of the keys to economic development.

Bikeways and Trails Map

Bikeways and Trails

DESCRIPTION:

This is an inventory of existing off-road trails through Township parks and common open spaces within residential developments. Using this information, the Citizen Advisory Panel (CAP) identified opportunities for the construction of additional trails, both on-road and off-road, as well as trail heads. Ideas from the CAP will serve as the starting point for future planning and implementation of a comprehensive Township-wide trail system.

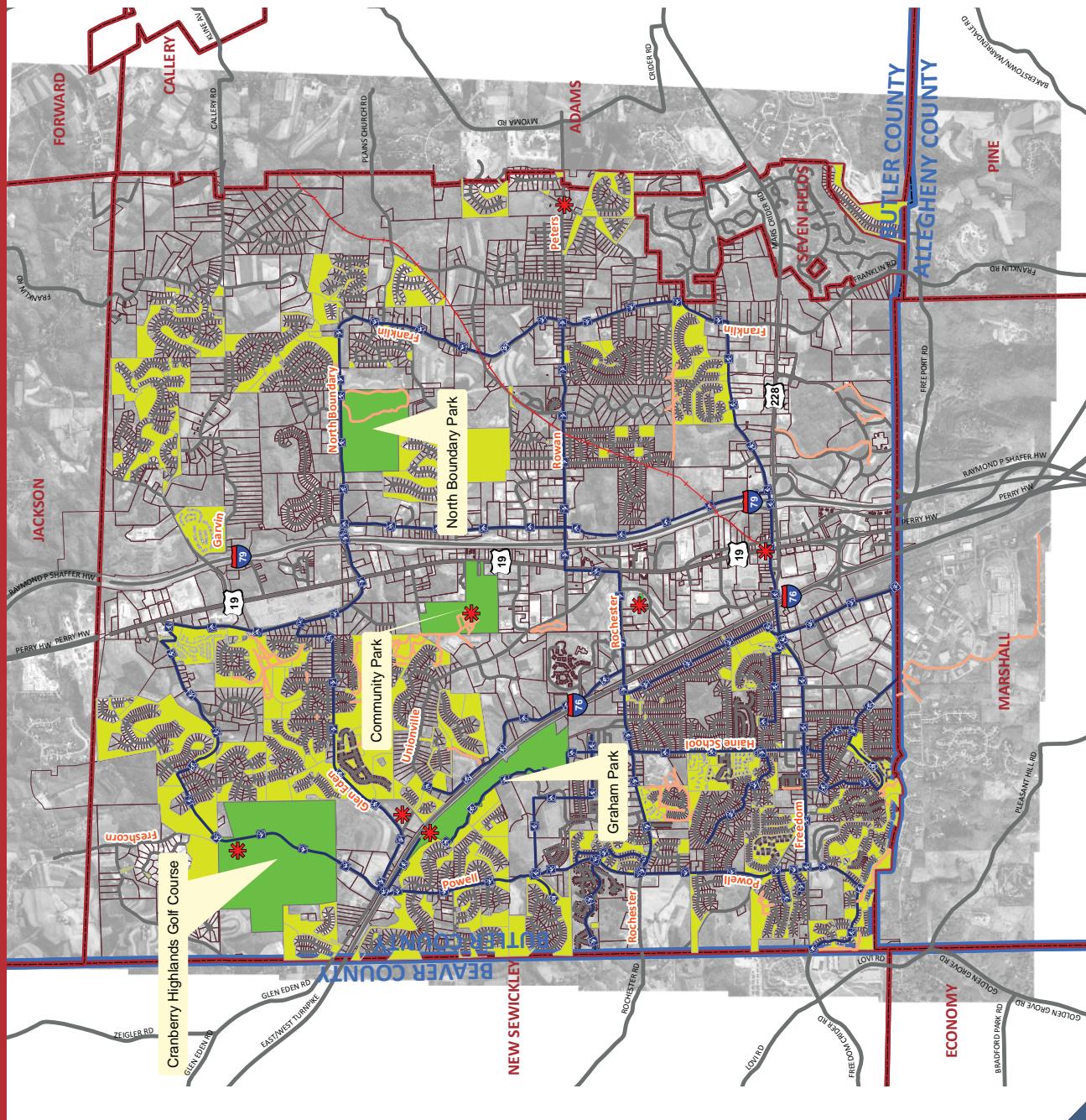


LEGEND:

- Proposed Trail Head
- Existing Trail
- Proposed Bikeway
- - - Proposed Rail to Trail
- Township Park
- Open Space
- Municipal Boundaries
- County Boundaries



Plot Date: June 1, 2009





Cranberry Township has honored the tremendous past efforts in good community planning completed years ago, by once again engaging in a comprehensive and productive long-range planning effort. What has made Cranberry successful as both a wonderful community in which to live and work and also an engine for local and regional growth is this commitment to planning coupled with its strong sense of caring for and engagement with its residents. It's been an honor to be a part of Cranberry's growth planning as a community representative. I'm proud to be a Cranberrian!

-Cindy Tananis
Citizen Advisory Panel Member

Parks and Recreation

Task Force Purpose: Meeting the recreational needs of a community as populous as Cranberry will become by 2030 requires securing properties and developing new park facilities. It also involves establishing maintenance agreements with the athletic associations who use those facilities, and partnerships with civic organizations that finance improvements to the parks. Developing Township-supported programs which meet changing leisure needs will become important parts of that effort.

Key Considerations

- Additional year-round indoor recreation options are needed.
- Areas for additional indoor recreation opportunities such as swimming and skating, as well as a place for people under 21 to get together and socialize.
- Pet-Friendly Places - such as dog parks and fenced-in areas for animals to run. (Note: The Rotary Dog Park opened in September 2008 in the Rt. 19 Community Park)

General Observations

- When people relocate, they seek quality of life amenities, such as: good schools, community parks and a range of recreation opportunities
- As Cranberry continues to grow, there will be an ongoing need for more facilities and opportunities.
- As a general assumption – people will be willing to pay a premium to have good recreational opportunities
 - Walking, biking, hiking trails

- Year-round programs for all ages
- Including child care options
- Additional facilities or re-purpose existing areas (such as the barn at North Boundary Park); sled riding hill, dek hockey, another skate park, disc golf
- As usage increases, consider implementation of Open Space Permitting Policy and Procedures

Recommendations

- Enhance cultural amenities, programs, and activities geared toward adults, such as theaters, concerts, public art, dancing, comedy clubs, etc.
- Build specific facilities for cultural and/or civic purposes (i.e. Civic Center).
- Increase facilities and space for fitness activities such as Frisbee, cross country skiing, wall climbing and opportunities for pick-up games.
- Outdoor ice skating area that could be converted into a deck hockey area in other seasons.
- Increase interconnectivity – add more sidewalks, walking, biking trails.
- Build another skate park in conjunction with the community and private business.
- Increase business involvement with the Parks and Recreation programs and facilities.
- Increase green space.
- Add fishing areas.
- Additional ideas: addition of horseshoe pits, disc golf; more outdoor basketball courts.



The Parks and Recreation Task Force agreed that parks significantly improve residential values.



The Parks and Recreation Task Force reviewed and endorsed the following position statement : “*There are no great Cities in North America or elsewhere in the world which do not have great park, recreation and cultural systems. “Great” is not defined in terms of size but in terms of people’s desire to live there. Great park, recreation and cultural systems and great cities are synonymous.*” Dr. John Compton, Texas A&M

The following is excerpted from:

The Economic Benefits of Parks and Open Space: How land conservation helps communities grow smart and protect the bottom line, 2008, The Trust for Public Land, www.tpl.org

Growing Smart

- Open space preservation helps communities grow smart, preventing the higher costs of unplanned development.
- According to the National Association of Homebuilders, “parks and recreation areas may enhance the value of nearby land up to 15-20%.”
- Homes facing parks sold for 7-23% more than those 1 block away.
- People are frequently willing to pay a larger amount of money for a house close to a open space or quality park.

Attracting Investment

- Parks and open space create a high quality of life that attracts tax-paying businesses and residents to communities.
- A 2001 survey of 50 senior executives of Fortune 500 companies by Harris Interactive for the Kearney/EDS Corporation ranking the attributes of the cities that they considered most important, they found that quality of life issues such as parks and recreation, traffic and climate tied with the cost of living just behind the number one issue-a pool of talented, skilled workers.

- Small company owners say recreation, parks, and open space are the highest priority in choosing a new location for their business.
- Across the U.S., access to parks and open spaces has become a measure of community wealth - a tool for attracting businesses and residents by guaranteeing quality of life and economic health.
- Location decision factors by rank for small business development/relocation: 1) Recreation; 2) Living Costs; 3) Education; 4) Safety; 5) Culture; 6) Health Care.

Boosting Tourism

- Open space boosts local economies by attracting tourists and supporting outdoor recreation.
- Across the U.S., parks, rivers, scenic lands, wildlife areas, and open space help to support the \$502 billion tourism industry.
- According to the Outdoor Recreation Coalition of America, outdoor recreation generated at least \$40 billion in 1996, creating 768,000 full-time jobs and \$13 billion in annual wages.
- Tourists often cite natural beauty and quality of view to be the most important criteria in selecting a destination.

Safeguarding the Environment

- Open space conservation is often the cheapest way to safeguard drinking water, clean the air, and achieve other environmental goals.
- One acre of wetland is estimated to generate \$150,000 to \$200,000 in economic benefits.



Culture and Diversity

Task Force Purpose: As Cranberry's population grows in size and diversity, so will its needs, tastes and interests. Developing Township-supported programs, facilities, and other resources to meet those needs, as well as facilitating the growth of private and nonprofit organizations which can provide educational, cultural, intellectual and artistic programming for Township residents, will be important parts of that effort.

Key Considerations

- Expansion of recreational and cultural offerings.
- Need to enhance cultural amenities, programs, and activities geared toward adults, such as theaters, concerts, public art, dancing, comedy clubs, etc.
- Create a social climate that accepts and encourages diversity.

Culture Recommendations

- Create a brief survey to ask Township residents – to assess interest and willingness to become involved.
- Join the Butler Arts Council. (\$100/yr)
- Collaborate with Township Parks & Recreation; Succop Theatre; Slippery Rock University; and Butler County Travel & Tourism, concerning

presentation opportunities.

- Explore funding opportunities through the Pennsylvania Council on the Arts, to create a Cranberry Township Council for the Arts.
- Develop relationship with Pittsburgh Arts Council (related to Public Art).
- Conduct additional research into the economic benefits of a strong arts/culture climate.

Cranberry Township is less diverse than the comparable corridors with a diversity index of 7.7. According to U.S. Census Bureau projections, by 2050, only half the population will be non-Hispanic white. The Hispanic and Asian populations will both triple; the black population will almost double; and the white population will barely hold its own. This trend suggests that communities that can appeal to diverse populations will be increasingly attractive to future residents and workforce.

The Township can take proactive steps to create an inclusionary environment through deliberate “inquiry” to understand diversity, and through seeking active community leadership and participation from under-represented ethnic/social groups. This leadership could emerge from current community members or from new businesses in the community.

Cultural offerings in Cranberry Township continue to increase.



In addition, the Township can sponsor activities, such as ethnic festivals and the celebrate ethnic holidays through targeted media coverage and advertising. Diversity can be defined in many different ways. The Task Force explored what diversity means now and will mean in the future for Cranberry Township.

Diversity is a commitment to recognizing and appreciating the variety of characteristics that make individuals unique in an atmosphere that promotes and celebrates individual and collective achievement. Examples of these characteristics are: age; cognitive style; culture; disability (mental, learning, physical); economic background; education; ethnicity; gender; geographic background; languages spoken; marital/partnered status; physical appearance; political affiliation; race; religious beliefs; sexual orientation.

Diversity Recommendations

- Recognize that the definition of 'diversity' takes many forms.
- Recommend that the Board of Supervisors adopt a diversity statement and publicize it on the website and in Township publications.

Suggested Diversity Statement

Cranberry Township values people. Our community seeks to be a welcoming and nurturing place to live and work for all people. We welcome the benefits of diverse citizens and visitors to our community. Consider joining us in support of that vision.

- Strengthen relationships with Pennsylvania Diversity Initiative; Urban League; Anti-Defamation League; Pittsburgh's university community; Seneca Valley School District Diversity Committee.
- Integrate diversity/ethnic activities with Cranberry Twp. Community Chest
- Work cooperatively with Westinghouse Diversity Team.
- Provide diversity training for all Township Staff.
- Create resource list for Township use to assist persons who do not speak English; have mobility challenges, etc.
- Ensure that all Township facilities are easily accessible to persons with physical challenges.
- Continue research and increase public awareness of the economic benefits of a diverse community – such as regional competitiveness; quality of life and general well-being.



*Cranberry Township
welcomes the benefits of
diversity in the community.*

Sewer, Water, and Environmental Stewardship

Task Force Purpose: Historically, one of Cranberry's major attractions has been its rural character, but as development continues, green fields, woodlands, and wetlands must be closely monitored to ensure future sustainability. Maintaining ample supplies of drinking water and sufficient capacity to treat wastewater will remain fundamental to the community's economic future as well as to population growth. And, as the contours of Cranberry's land changes, issues of drainage and surface runoff continue to challenge community leaders.

Key Considerations

- Provide safe and adequate supply of drinking water.
- Provide for the ability to provide water to neighboring communities.
- Institute a beneficial reuse program at the sewage treatment plant.
- Plan for the eventual sewer plant upgrade.
- Plan for a third water connection and additional water storage.
- Develop a capital plan to maintain good infrastructure of both sewer and water.

Recommendations

- Require the replanting of tree species indigenous to the area.
- Introduce a natural habitat backyard program.
- Provide for additional water recreational opportunities.
- Institute environmentally sound stormwater control.
- Provide opportunities for residents/businesses to utilize rain gardens, rain barrels and other rainwater recycling techniques.
- Provide larger more usable greenspace
- Provide connectivity between the greenspace.
- Maintain the rural character of the Township.
- Provide a comprehensive and connect a trail system.
- No trail heads, leave from home.
 - Must be ADA compliant.
 - Develop a master plan.
 - Implement a funding source,
 - Develop a nonprofit trail management group.
 - Approval and "Official Trail Map" to preserve right of ways for future trails.
 - Trails could follow existing water and sewer easements.
- Map and protect existing wetlands.
- Create requirements for new construction and renovations to follow for green buildings.
- Require energy efficient and environmentally sound building construction.
- Institute a strong waste and recycling program for residential and commercial customers.

Long-term planning for infrastructure improvements is another key to sustainability.



Public Image Task Force Summary

Task Force Purpose: The perception of Cranberry by its own residents, as well as by others in the region, has a profound influence on many aspects of life in the Township including its economic development, community character, property values, and more. Creating a distinctive, relevant, authentic and positive platform for expressing Cranberry Township's essential character can result in higher levels of civic involvement by residents, greater respect for local initiatives, added value to local businesses, and more effective government policies.

Key Considerations

This Task Force brought information into the process to be used in creating a communications platform from which messages can be developed.

Discussion topics included:

- Cranberry is viewed as a bedroom community versus Cranberry as a destination
- The value of a visibly distinctive boundary between Cranberry and its neighbors, and creating an authentic sense of place
- Critical success factors – measures which could be used to gauge how well we are doing in different areas of community life
- 'Best practices' in other communities which seem to do an outstanding job in projecting a positive public image

Recurring positive points:

- Great highway access.
- Low taxes.
- Thoughtful planning.
- Younger, more upscale population.
- A good sense of safety.
- Opportunities and choices in many aspects of life.
- Appreciating property values.
- Green spaces.
- The Township is creating a great place for families.
- Officials are forward-thinking.

Challenge areas:

- Poor pedestrian and bicycle access.
- Cookie-cutter housing and stores.
- Lack of charming older homes.
- Uncertain prospects for retirees.
- Lack of diversity.
- Political tensions.
- Confusing and overlapping layers of government.



Cranberry Township's efforts are continually recognized by outside organizations.



Citizen Survey

In the spring of 2008, Cranberry Township's first resident survey was conducted in partnership with the National Research Center of Boulder, Colorado. The survey, conducted in affiliation with the International City/County Manager's Association, is conducted nationwide and allows for the benchmarking of the Township's survey responses with hundreds of communities. Printed surveys were mailed to a sample of 3,000 randomly selected homes – a huge sample for a community of 11,000 households. More than half of the surveys were completed and returned – a virtually unheard-of level of response; as most survey professionals consider a 30% return to highly successful. As a result, the Township can consider the survey findings to be an accurate measure of opinion. Members of the Citizen Advisory Panel played an important role, by field-testing the questions in a pilot version.

Most areas of community life were rated as either 'good' or 'excellent' by residents, and when their responses were compared to those from more than 500 other municipalities that also participated in the survey, Cranberry ranked at the top.

When asked about opportunities for jobs, shopping, recreation, and access to quality health care, child care, and housing, as well as perceived safety from crime and the quality of the community's parks and recreational services, Cranberry residents put their Township at the 80th percentile or higher.

Quality of Life

89% of the Cranberry Township residents who responded to the survey ranked the overall quality of life in the Township as good or excellent.

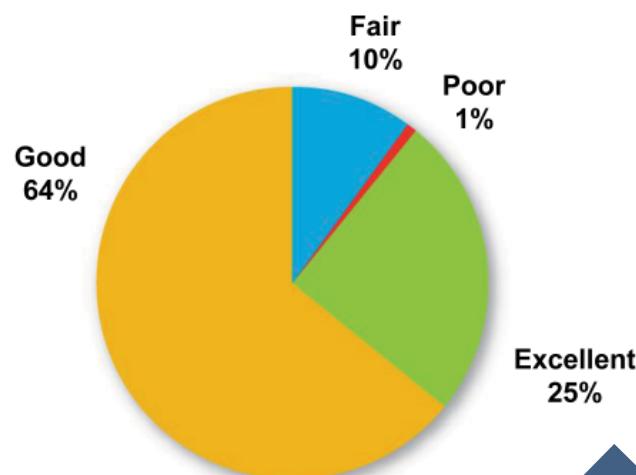


*Refer to Appendix B
for Survey Reports*

The same was true for youth services as well as for municipal planning, code enforcement, and economic development. Resident contacts with Township staff were rated in the 90th percentile range for both courtesy and responsiveness.

Across the spectrum, while the results were very positive, Township officials searched the data to determine opportunities for further improvement. The challenges identified in the survey were not surprising – such as traffic congestion, bike and pedestrian accessibility, culture and diversity – all of which are high-priorities for the Board of Supervisors and high priorities identified through the public input collected for the Cranberry Plan.

Cranberry officials reviewed the results with CAP members to additional additional feedback. The survey provides an excellent base to build upon. The Board of Supervisors anticipates conducting future surveys as full implementation of the Cranberry Plan continues. Results confirmed that the Township government is responsive to the resident's needs and that the community's priorities have a broad base of support. The results were also important to validate 2008 as a "base year" for the Growth Management Analysis by confirming that residents currently enjoy a high quality of life, that allows the analysis to be aimed at maintaining and improving the 2008 levels of service as the Township grows.



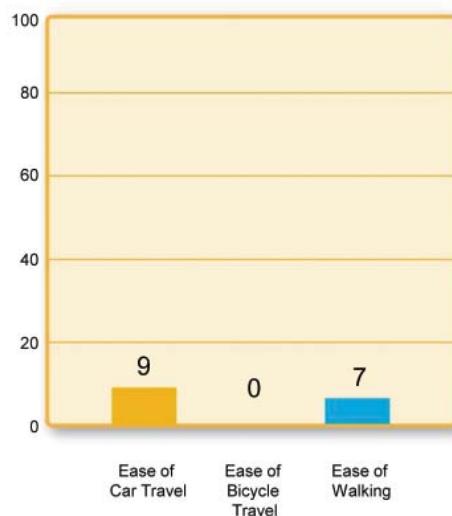
Access and Mobility

Responses in this section affirmed that access and mobility are among the top challenges facing the Township. Both topics are continually under study and are closely integrated throughout the recommendations in this plan.

Cranberry Township Responses

	Excellent/Good	Fair/Poor
Ease of Car Travel.....	34%	66%
Ease of Bike Travel.....	8%	92%
Ease of Walking.....	17%	83%

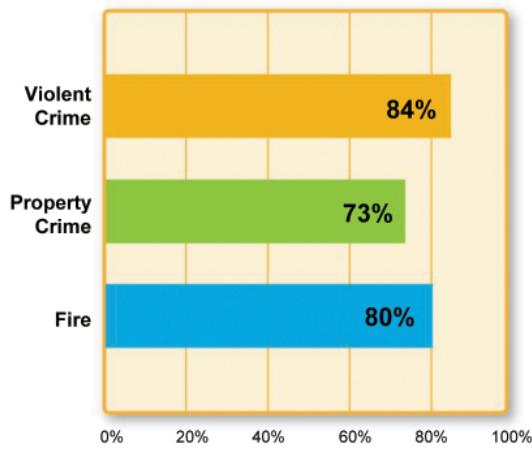
National Comparison (percentile rank among 166 surveyed communities)



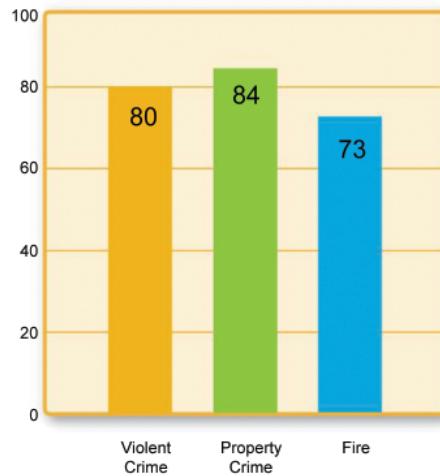
Perceptions of Safety

Residents expressed a high level of satisfaction with their personal safety as well as fire protection and safety from theft and violent crime.

Cranberry Township Responses (percentage responding "somewhat safe" or "very safe" from...)



National Comparison (percentile rank)



Community Participation

Residents take good advantage of the ample opportunities for community involvement.

79% Used Cranberry Public Library or their services

94% Read Cranberry Today newsletter

59% Participated in a recreation program or activity

74% Used the Cranberry Township website

86% Visited a neighborhood or Cranberry Township park

50% Used Cranberry Township's online services

22% Attended a meeting of local elected officials or other local public meeting

35% Volunteered with a group or activity in Cranberry Township

Public Trust

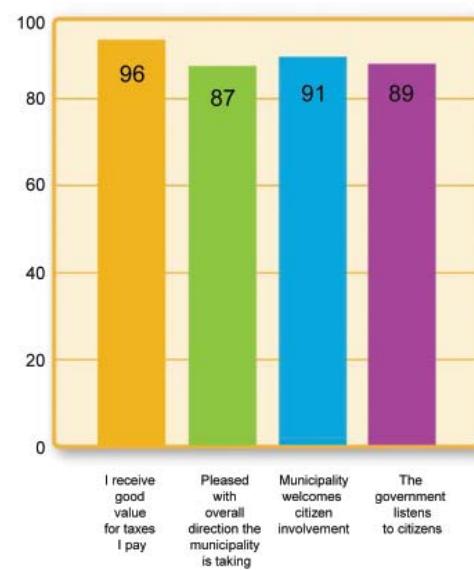
Residents confirmed what was often heard during the Cranberry Plan stakeholder meetings - that Cranberry Township provides a good value for the taxes paid.

Cranberry Township Responses

Strongly Agree / Agree

- Good value for taxes I pay 73%
- Pleased with the overall direction of Cranberry Township 71%
- Cranberry Township welcomes citizen involvement 66%
- Cranberry Township listens to citizens 55%

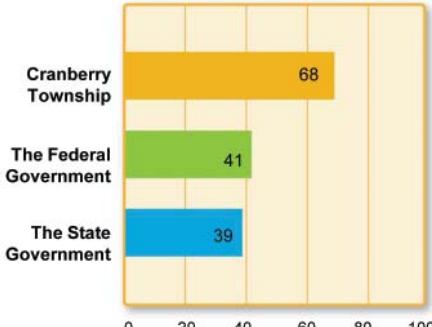
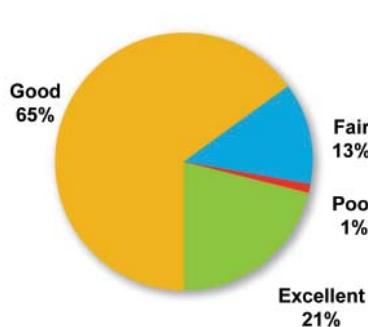
National Comparison (percentile rank)



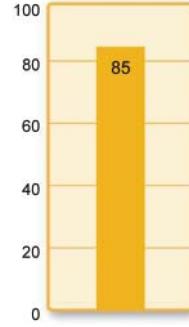
Confidence in Government

Residents placed a very high level of satisfaction with local representation and community direction.

Cranberry Township Responses



National Comparison (percentile rank)



Public Safety Services

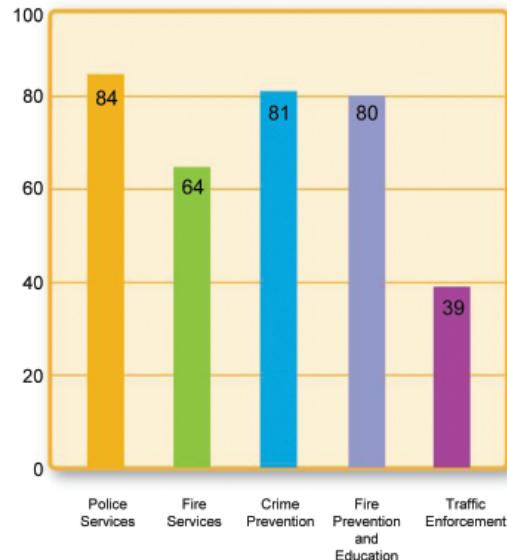
Public Safety services received strong ratings, which were especially high when compared with the national percentile rankings.

National Comparison (percentile rank)

Cranberry Township Responses

Excellent / Good

Police Services.....	88%
Fire Services.....	93%
Ambulance/Emergency Medical....	88%
Crime Prevention.....	80%
Fire Prevention & Education.....	85%
Traffic Enforcement.....	60%



Quality of Transportation Services

The Township's road maintenance received above average scores. Responses were likely influenced by a lack of knowledge concerning which roads are the responsibility of the Township - something the CAP identified early in the process.

Cranberry Township Responses

Excellent / Good

- Street Repair.....51%
- Street Cleaning.....63%
- Snow Removal.....64%

National Comparison (percentile rank)



Quality of Leisure Services

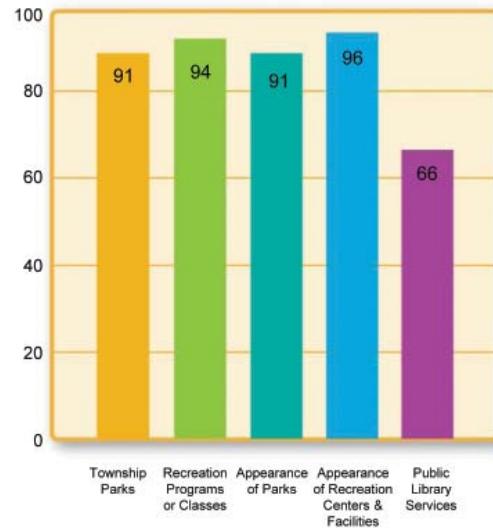
The Township placed a high priority on parks and recreation services as a result of ever-increasing demand from residents. This section produced the highest rankings in national comparisons.

Cranberry Township Responses

Excellent / Good

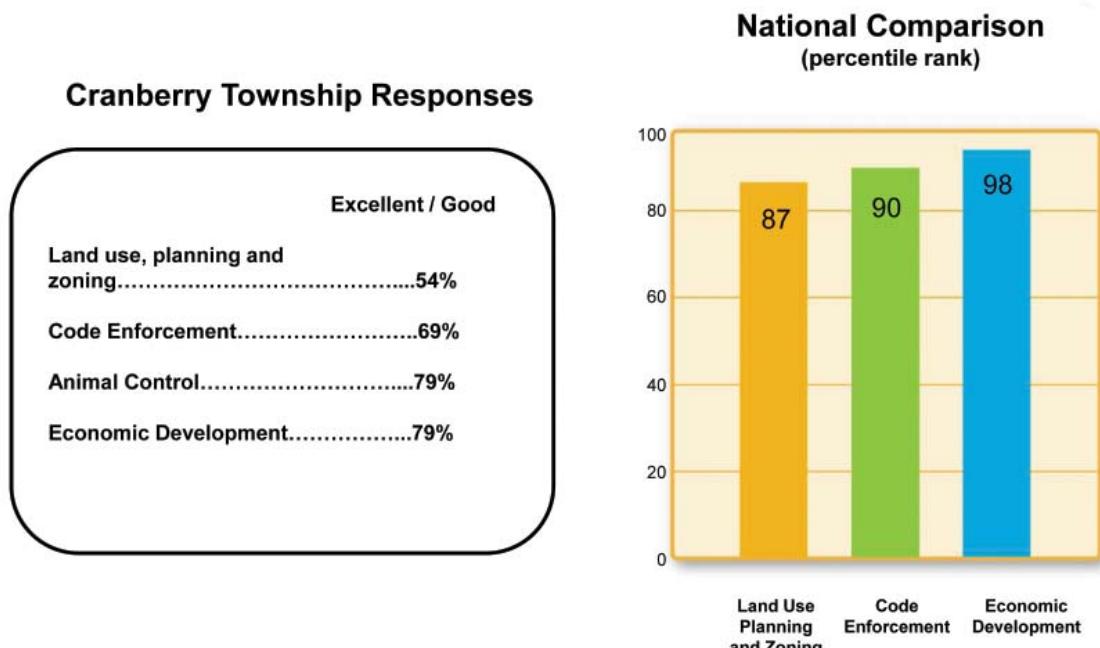
- Township Parks.....91%
- Recreation Programs or Classes....87%
- Appearance of Parks.....90%
- Appearance of Recreation Centers/Facilities.....91%
- Public Library Services.....87%

National Comparison (percentile rank)



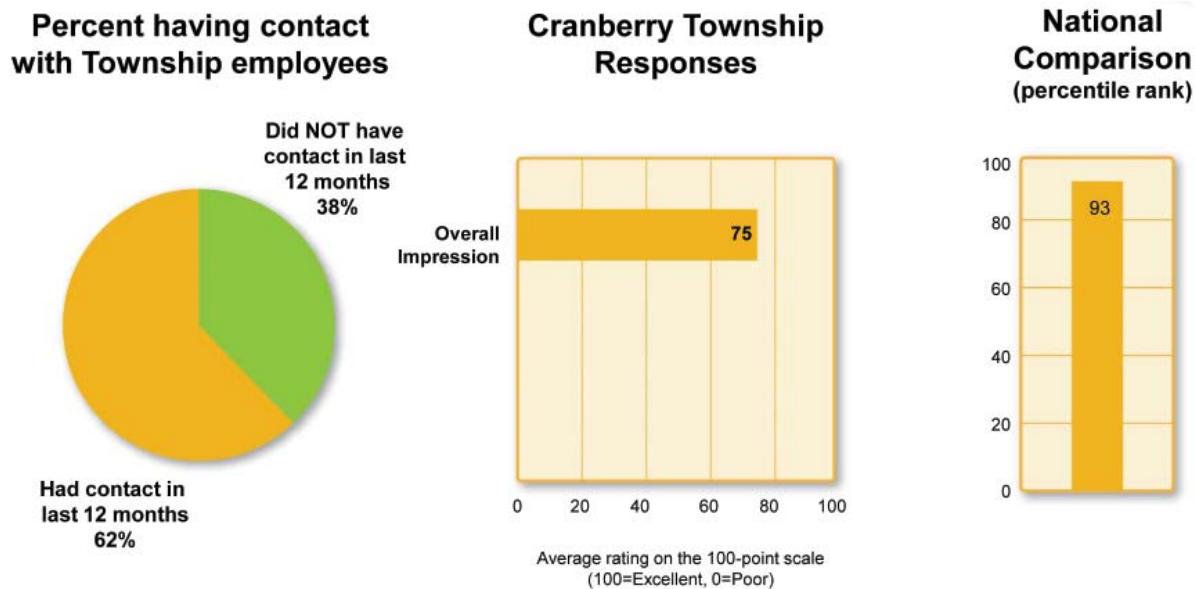
Quality of Planning Services

The current high quality of life in the Township results from proactive planning, and residents recognize the value of planning. They also recognize the Township's strong economy.



Cranberry Township Employees

Cranberry Township residents frequently interact with Township employees and report a high degree of satisfaction with those interactions.



Stakeholder Meetings

Stakeholder Meetings

In addition to the year-long involvement of the Citizen Advisory Panel, meetings with individual stakeholder groups provided expanded opportunities to share details of the planning efforts and created open forums for questions and the exchange of ideas.

Dozens of stakeholder meetings allowed the planning team to interact with hundreds of Township residents, business owners, municipal neighbors, and employees.

Without exception, participants expressed a sincere interest in the future of Cranberry Township, and were eager to understand the planning process and to offer suggestions or resources.

These stakeholder groups included:

- Seneca Valley School District
- Butler County Tourism & Convention Bureau
- Cranberry Area Chamber of Commerce Executive Board
- Neighboring Municipalities
- Cranberry Township Volunteer Fire Department
- Cranberry Township Historical Society
- Community Utility Providers
- Cranberry Public Library Board of Trustees
- Local Real Estate Agents and Brokers
- Cranberry Township Senior Citizens
- Sherwood Oaks Retirement Community
- Church Leaders
- Cranberry Township Employees
- Cranberry Plan Open House/Public Meetings in July, October and March
- “Listening Posts” at Community Days, Taste of Cranberry, and more.



Refer to Appendix A for stakeholder meeting summaries



Dozens of meetings were held with stakeholder groups throughout the community.





The extent to which the Township has studied the needs of Cranberry residents is impressive and by many accounts unprecedented. Guided by the principles of sustainability the Cranberry Plan should provide the foundation for a healthy economic environment and the practice of environmental responsibility while promoting the social needs of a growing vibrant community. The enthusiasm demonstrated during the CAP sessions is a testament to the passion residents share for a first class community which will continue to prosper and provide for an exceptional quality of life. I am impressed by the measures taken to prepare this plan and honored to be one of many who have provided input to help shape it. The Cranberry Plan is an investment in the Township's future but I personally consider this plan to be an investment in my home, my family, my future.

-Meredith Wolfe
Citizen Advisory Panel Member



THE CRANBERRY PLAN SHAPING (CRANBERRY TOWNSHIP)

BACKGROUND INFORMATION AND RESEARCH



Chapter 2

Community planning begins with a snapshot of the current reality and a clear understanding of recent trends. This is fundamental to building a plan rooted in reality and capable of being realized in the future. This phase established a baseline of data, including the identification of key issues and goals. Topics researched in this phase included: existing plans and reports; socio-economic and demographic labor force statistics, housing trends, environmental planning, regional trends, land use, transportation analysis, educational resources, physical and operational infrastructure, Township services and a detailed market assessment.





“Management depends on the consent of the managed.”

Community support is vital in the development of desirable communities. Cranberry Township officials have been leaders in tapping the knowledge and expertise to assist in building a first class governing system and as a result, a desirable community.

-Duke Nazar
Citizen Advisory Panel Member



The Citizen Advisory Panel reviewed the background information and mapping. Members live and work in the community and their detailed knowledge of and familiarity with the Township was invaluable.

Existing Plans and Reports

The Cranberry Plan is built upon a history of effective planning in the Township. The following planning studies and reports are examples of the research conducted by the Township to guide informed decision-making.

U.S. Route 19 Access Control Study September 1983

The U.S. Route 19 Access Control Study formed the basis for a long-range access master plan for Route 19 within the Township. Existing physical and operating characteristics of Route 19 were assessed by measuring parameters such as: land use, roadway characteristics, driveways, traffic volumes, accidents, speeds, etc. Projections were made in order to establish the range of access controls for consideration. Median access controls, for specific roadway segments were reviewed – from minor paving to continuous physical barriers. This involved integrating traffic and access planning into one planning element, to create a recommended median concept, which was influenced by the successful

experience of the two-mile section of paved median lane, (Route 228 to Goerhing Road); and by the Township's philosophical desire to encourage well-planned development in the corridor.

The primary outcome was paving the grassy center median of Route 19; converting it into a two way left turn lane, and using mountable dividers to control left turns at major intersections. This improved both access and mobility to properties in the corridor and encouraged well-planned development that considered the interrelationship between land use and transportation.

Cranberry Township Community Development Plan, 1995

This comprehensive plan was coordinated by the Township Community Development Department and the Pennsylvania Economy League, Inc. (PEL). Community stakeholders became deeply involved in the early stages of the project. The concept was to establish a vision as well as overall community goals through a community survey, public meetings,



*Refer to Appendix C for
more information.*



*The intersection of
Routes 19 and 228 is
one of the busiest in
Western Pennsylvania.*



and task force meetings. The culmination of the task force meetings led to recommendations, which were brought together by the Steering Committee to develop community-wide goals.

At the conclusion of the goal setting exercise, the Township initiated an action planning process to bring the goals to fruition, by identifying community goals, specific strategies for implementation, areas of responsibility, priority for implementation, estimated costs associated with the strategy and potential funding sources. The Action Plan also provided a mechanism to continue monitoring accomplishments and to provide an annual update to ensure applicability.

High priority action items

- Development of a design overlay standard for major Township corridors for inclusion in the Zoning Ordinance Update.
- Replacement of existing PRD regulations with design oriented open space development provisions to provide for attractive living environments.
- Base proposed densities and potential areas for residential development in accordance with population/household size projections.

- Develop zoning standards for proposed businesses based upon required dimensional standards and site requirements
- Promote clustering of uses and mix of residential and commercial uses.
- Review off-street parking requirements and make adjustments as necessary as part of the Zoning Ordinance Update.
- Develop Township department Mission Statements.
- Review the Action Plan on an yearly basis prior to the Township's annual budgeting process.
- Identify and implement proposed highway improvements.
- Accommodate anticipated growth and development in the Township, through the augmentation of existing water and sewer facilities.

The primary outcome of this plan was to recommend major revisions to the Township land development processes, including recommended changes to ordinances and policies - intended to improve the quality of development in the Township and add elements of best practices from around the country. The majority of the recommendations were implemented over the last ten years.



The 1995 Comprehensive Plan set the stage for progressive growth management policies.

PA Route 228 Area Transportation Study August 1995

Responding to existing and proposed development pressures in the southeast portion of the Township, Cranberry officials completed a study of the PA Route 228 corridor east of PA Route 19. The report concluded that when this area was fully developed, as permitted by current Township Zoning Ordinances, conventional arterial roadway intersection improvements would not be sufficient to accommodate future traffic demands. This study prompted the PA Route 228 Area Transportation Study which determined the roadway network improvements required to accommodate the potential traffic generated by development of three tracts abutting PA Route 228.

Key improvements identified by the report

- Construction of a North/South Connector between Rowan Road and PA Route 228.
- Signalization of the following intersections:
 - ◆ Rowan at Marshall Road and the North/South Connector Road.
 - ◆ Franklin Road at Old-Mars Road and Mars-Crider Road.
 - ◆ PA Route 228 at Franklin Road.
 - ◆ PA Route 228 at Drive F (CREDCO) and Drive G (Stebler).



- Roadway widening :

- ◆ *Marshall Road*
- ◆ *Rowan Road*
- ◆ *Mars-Crider Road*
- ◆ *Old-Mars Road*
- ◆ *Franklin Road*
- ◆ *PA Route 228*
- ◆ *PA Route 19*

The primary outcome of the study was to identify a strategy and vision for PA Route 228 improvements based on anticipated development pressure. Phase one of the recommended improvements were completed with the widening completed in 2000. Most of the remaining proposed improvements are associated with the current PennDot Route 228 project.

PA Route 19 North Corridor Study February 1997

The Township Community Development Department performed an internal study to provide an implementation process for portions of the Comprehensive Plan. The PA Route 19 North Corridor Study evaluated the need for large scale retail development on the northern area of the PA Route 19 corridor based on projected population and the spending patterns of residents in the northern area of the Township. The study indicated that the need for retail development in this area of the Township could be served by smaller community scale shopping centers.

The primary outcome of the study was a recommendation to rezone a large portion of this area to permit only one community shopping center to serve resident needs. Property in this corridor was rezoned according to the recommendation.

Route 228 is a vital transportation link that supports economic development in the region.



Three Rivers Workforce Job Access Study May 2004

The Three Rivers Workforce Investment Board conducted a study regarding job access in the Cranberry area to examine issues impacting access to jobs. The study addressed the need to understand barriers affecting workers' access to jobs, despite Cranberry Township's pro-active planning efforts and the reverse-commute transit routes implemented by the Port Authority of Allegheny County in 2000.

Priority Recommendations

- Employers can improve their ability to recruit and retain good employees by providing transportation and childcare resource information, and by offering competitive benefits such as flex time, transit subsidies, ride-sharing, childcare benefits, or housing benefits.
- Transportation planners, providers, and policymakers should look to public transit and other alternative transportation modes to improve service and contain growing traffic congestion in suburban areas.
- Land use and economic development planners and policymakers can help minimize the public expense of costly new, or retrofitted infrastructure, by bringing transportation and workforce experts to the table prior to development decisions.
- This research highlights the movement of labor markets across boundaries, and that employers perceive certain technical skills to be underrepresented in the workforce.



Brush Creek Smart Growth Plan

September 2001

The Master Plan was developed as a result of a charrette that involved significant public input. The final product was a master plan that includes zoning plans for a new Town Center, traditional neighborhood developments, a new community park, and goals to achieve new environmental protection standards. The design team concluded that Brush Creek has been neglected for too long, and must be the primary concern of any new development. The creek adds tremendous dimension and appeal to the proposed developments and serves as the backbone of the planned greenway. Innovative measures will be used to address both environmental and storm water management issues for the greenway and adjacent developments. This greenway will enhance water quality and provide protection to the fragile ecosystem that borders Brush Creek. The linear park designed on the Graham property will be one of the many parks and amenities connected by the greenway. To reinforce a sense of identity for Cranberry, Rochester Road is proposed to perform as a four lane boulevard. Trees, sidewalks and a center grass median will greatly heighten the experience for those traveling along Rochester Road.

The primary outcome of the study included recommendations for ordinance changes to allow Traditional Neighborhood and Town Center type development. Recommendations were implemented through a series of ordinance amendments to allow this development, including the recent form based code amendments adopted in 2008. Construction on the Traditional Neighborhood Development components began in 2007 and the new Park will open in the spring of 2009.



Park Place TND



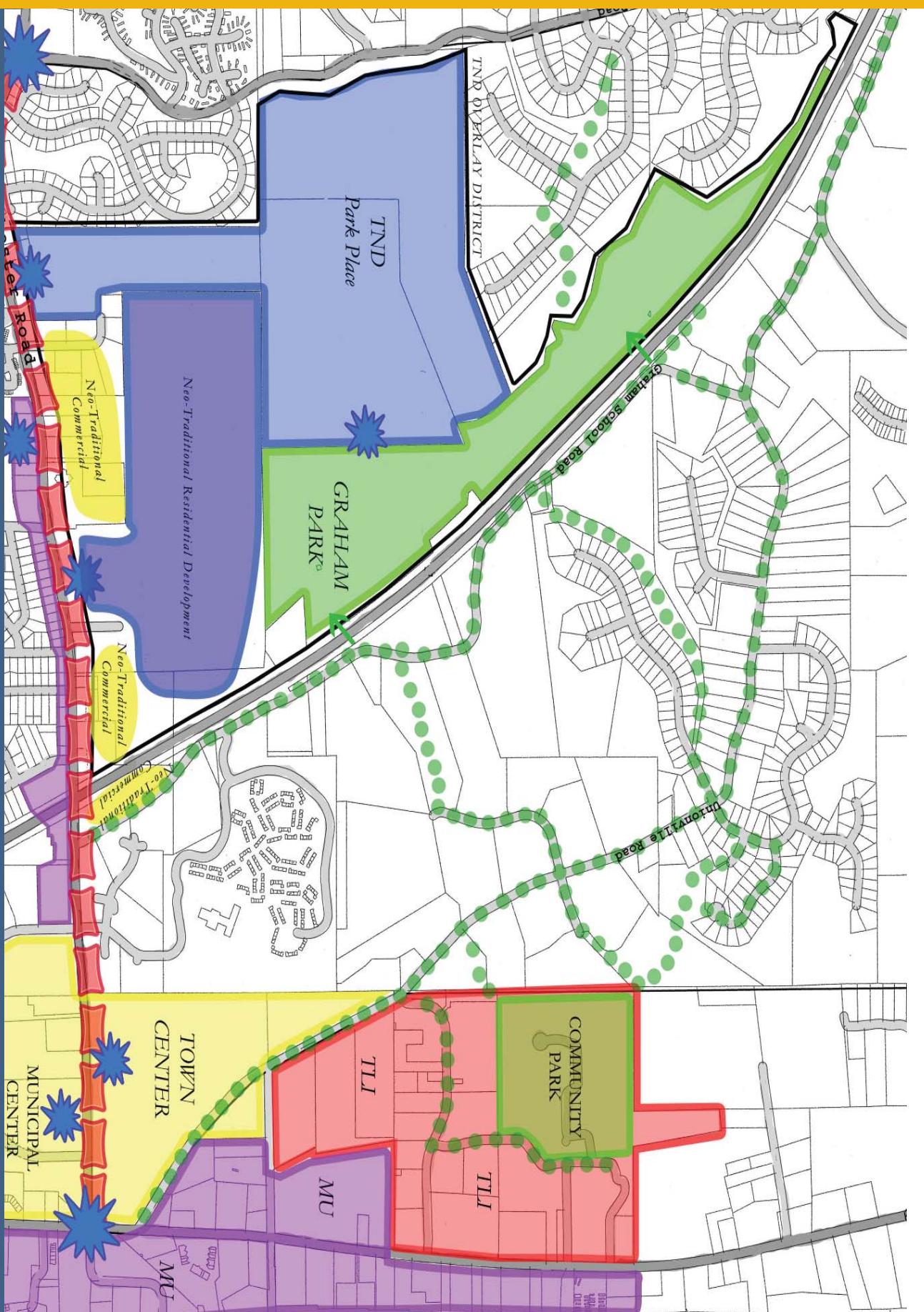
Graham Park



Bellevue Park TND



Brush Creek Smart Growth Map



Understanding the Brush Creek Smart Growth Plan Map

Brush Creek Area Vision Statement (2005-2010)

The “Brush Creek Area” is a vibrant central core in Cranberry Township. The area hosts numerous amenities including two community parks, a network of interconnected greenways, trails and sidewalks, as well as a mix of land uses designed with an urban flare to promote sustainable development and a sense of place.

Residents and visitors can be seen enjoying an afternoon walk along the area’s numerous tree-line boulevards leading to Graham Park or window shopping in the Meeder Town Center. Other favorite destination spots are the eclectic neighborhood cafes, art galleries and shops in the village center located in the area’s newest Traditional Neighborhood, Park Place.

Housing options have greatly increased over the year. It is now common for families, singles, and seniors to find a home to suit their lifestyles and income within the same neighborhood. Further, many Brush Creek Area residents work within a short walking or driving distance from home, or take advantage of the live/work opportunities available in neighborhoods throughout the area.

An important design feature of development within the Brush Creek Area is the consistency and continuity of the streetscape. Cranberry Township’s leaders were very deliberate in creating an outdoor space that was inviting to everyone and which provided a link in development patterns. A key example is Rochester Road with its signature “cherry trees”. The tree-line runs continuously for the length of the corridor (from Rt. 19 to Powell Road) and provides a beautiful sight in spring and fall.

The success of development in the Brush Creek Area is due to the commitment of local government officials, the support of public and the foresight of the development community. The Cranberry community is proud of the public/private partnerships and leadership used to promote development with defined character and a sense of place.

Land Use Concepts – Brush Creek Smart Growth Plan

 **Rochester Road Corridor** – This corridor creates a sense of arrival for the Brush Creek Area and presents a unique character that is consistently used throughout the Brush Creek Area. The Rochester streetscape will include street trees, sidewalks, lighting and signage that will create a corridor that safely accommodates vehicles, pedestrians, and bicyclists.

 **Gateways** - A series of gateways along the Rochester Rd. corridor have complimentary designs and create a sense of unity among the various developments along the corridor. The gateways may include entrance signs, special plantings, and lighting to highlight the entrances to the Rochester Corridor itself or to key destinations along the corridor.

 **Greenways** – As natural and recreational connections, greenways in the Brush Creek Area create pedestrian linkages between key destinations and creates open space corridors that buffer development, provide natural habitat, and offer opportunities for residents to interact with nature.

 **Traditional Neighborhood Development (TND)** – Provides a pedestrian-oriented setting that mixes a variety of housing types, live/work opportunities and a quaint village center.

 **Community Park** – Offers a variety of recreation facilities for the enjoyment of Township residents.

 **Graham Park** – Includes sport fields and offers opportunities for connection with nature. The park is an important asset for all residents, but provides residents from nearby neighborhoods unique opportunities to walk, jog, or bike to the park.

 **Cranberry Town Center District** – A pedestrian-oriented development geared toward “main street” retail and service businesses, with a mix of professional office space. The Town Center also offers unique living opportunities in an urban setting.

 **Mixed Use (MU) District** – Encourages urban design concepts while recognizing Rt. 19 vehicular access and visibility needs of the corridor. This development is sensitive to pedestrians by incorporating human-scale design and architecture.

 **Transitional Light Industrial - (TLI)** This district permits light manufacturing while recognizing existing development patterns. Residential and retail commercial developments are prohibited.



Cranberry Township Volunteer Fire Company Strategic Plan, 2008-2013

The Cranberry Township Volunteer Fire Company (CTVFC) has experienced dramatic changes over its 50 year history. From its humble beginnings in 1959 with a used 1928 fire truck, to present-day with 11 vehicles (with a total replacement value exceeding \$2,000,000) a fascinating transition can be seen.

The CTVFC Strategic Plan serves as a building block for further planning into the future, making the CTVFC leaders in volunteer fire services in Western Pennsylvania.

Staffing Objectives

- Recruit quality, enthusiastic community members as firefighters and company members.
- Keep those new members involved and feeling welcome.
- Retain existing members and determine why members leave.
- Aggressively maintain our volunteer commitment to the community.
- Efficiently utilize current members.
- Promote professionalism and pride within the organization.

Infrastructure and Capital Assets Objectives

- Maintain the current buildings and facilities and keep options open for additional facilities if the need arises.
- Keep current with state of the art equipment and vehicles.

- Maintain routine replacement of tools, personal protective equipment and self-contained breathing apparatus (SCBA) as they become obsolete or unserviceable.
- Maintain an operational level of funding to support the needs and requirements of the CTVFC.
- Continue the development and construction of a municipal public safety training facility.

Operational Elements Objectives

- Maintain, improve, and solidify relations with surrounding community emergency services.
- Establish regular joint training with mutual aid companies.
- Develop training that is effective and efficient.
- Achieve and maintain training to levels of state and national certification.
- Maximize use of the Public Safety Training Facility.
- Educate our customers about who we are and what we do.
- Educate our members about the importance of physical fitness and a healthy lifestyle in order to minimize injuries and illness.
- Continue aggressive pre-planning.
- Share pre-planning with our mutual aid companies.
- Encourage leadership skill development for line officers.



Refer to Appendix C for more information.

Cranberry Area Transit Study, 2005

Cranberry Township performed a detailed analysis of Public Transit in August 2005, to determine suitable transit alternatives for area residents and job seekers; improve multimodal mobility; provide access to meaningful employment, and to make local transportation more convenient.

The Cranberry Area Transit Study recommends a three-pronged investment strategy:

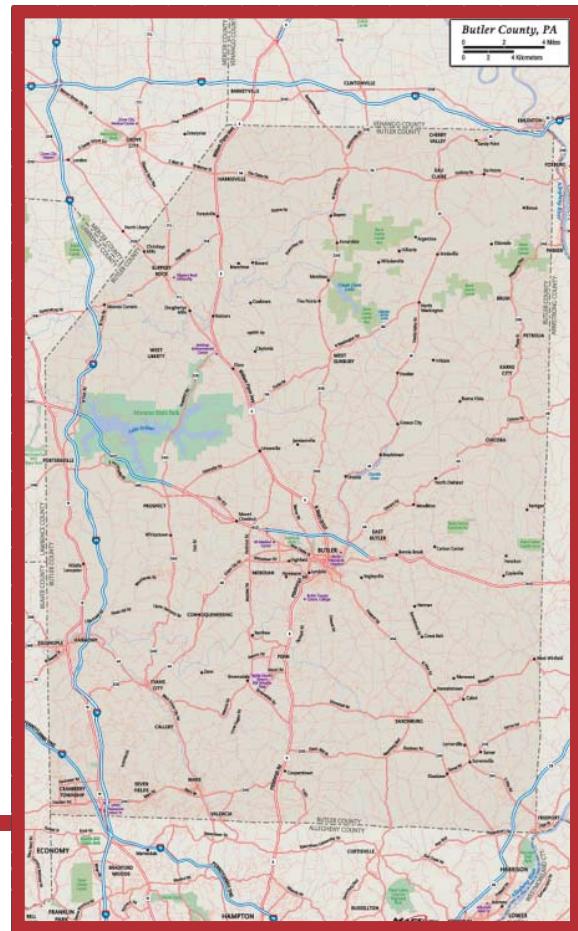
- Advancing a focused effort to redirect growth to more mixed use, pedestrian-oriented and higher density patterns, thereby allowing Cranberry and the surrounding municipalities to become less reliant on regional roads to accommodate local travel needs.
- Developing a connective street system that would handle more of the local traffic and be consistent with establishing a system of public transport to ease the need to “just get around town”.
- Implementing a high-quality commuter and local transit system to complete the plan.



Butler County Comprehensive Plan, 2005

The Butler County Comprehensive Plan provides detailed information concerning the history of Butler County and historical sites, housing data, demographic information, community facility data (police, fire, parks, recreation, and educational facilities), and data related to public utilities, economics, transportation, and land use. The Plan also involved county residents in vision building sessions which established the Butler County Vision and identified countywide strengths, weaknesses, and opportunities.

The study recommends that Cranberry continue to aggressively manage community development and growth and serve as a model for other municipalities experiencing growth pressures and opportunities in the southern part of Butler County.



The Region

Cranberry Township is part of the Pittsburgh Metropolitan Statistical Area (MSA), which is a United States Census-defined seven county region surrounding the City of Pittsburgh. The counties include Allegheny, Armstrong, Beaver, Butler, Fayette, Washington, and Westmoreland. The following is a snapshot of the Pittsburgh MSA.

Economics

The MSA is home to more than 2.3 million people, and is the District's largest metro area. Pittsburgh's employment share in manufacturing is actually smaller than the nation's. This was not the case in the 1970s and early 1980s. Since then, manufacturing's share of total employment has fallen faster in Pittsburgh than in the U.S. On the other hand, the metro area's employment share in the education and health services industry is 1.5 times larger than the nation's. The MSA's second-largest sector (behind trade, transportation, and utilities), accounts for about one-fifth of total employment.

Since the last business cycle peak, in March 2001, the Pittsburgh MSA lost 1.5% of its jobs, compared to Pennsylvania's gain of 1.2% and the nation's gain of 3.6%.

Since the last business cycle peak, Pittsburgh increased its nonmanufacturing employment by about 1%, whereas the U.S. is up 6.6%. In addition, manufacturing employment losses over this period were more severe in the metro area (21.4%) than in the nation (16.6%).



A look at the components of employment growth shows that manufacturing has been a drag on total employment growth for the past six years, although its negative impact has lessened over the last four years. Transportation, warehousing, and utilities also weighed down employment growth. Service industries have been critical to job growth over the past six years. Education, health, leisure, government, and other services have contributed an average of 0.5 percentage point to total employment growth in each of those years.

Since January 2006, Pittsburgh's employment has increased 1.0%, compared to the nation's gain of 1.6%. Although U.S. employment growth outpaced that of the metro area, the only industries that posted job losses in Pittsburgh were trade, transportation, and utilities; and financial activities. Moreover, the MSA's rate of employment growth in natural resources, mining, and construction industries outpaced the nation's by more than 1%.

The MSA's unemployment rate has closely tracked the nation's unemployment rate for the past decade. In January 2008, Pittsburgh's unemployment rate was 4.8%, compared to 4.6% for the U.S.

Migration Patterns

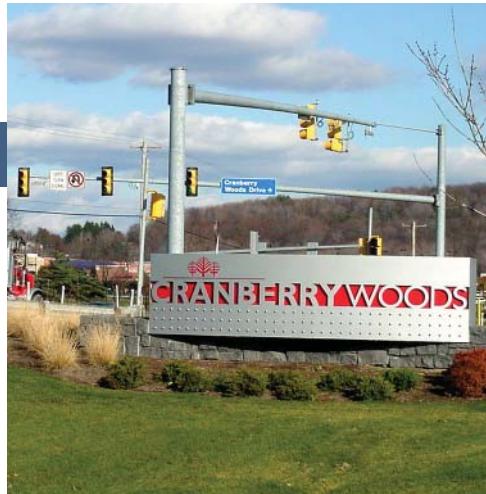
In addition to the population flow moving in and out of the Pittsburgh MSA, there is a consistent exchange of population within the broader Southwestern Pennsylvania region. Between 2000 and 2006, 70,520 people moved from Allegheny County to one of the other nine counties defined as part of Southwestern Pennsylvania, while 49,151 moved into Allegheny County. Southwestern Pennsylvania is defined as the seven counties that comprise the Pittsburgh MSA: Allegheny, Armstrong, Beaver, Butler, Fayette, Washington and Westmoreland, along with adjoining counties of Greene, Indiana and Lawrence.

*Refer to Appendix C
for more information.*



Butler County Data/Trends

Cranberry Township is located in the southwest corner of Butler County. Along with the city of Butler and the Borough of Zelienople, Cranberry Township is an economic hub in the County.



Butler County Facts

- 2006 Population: 182,901
- 57 Municipalities
- County Seat: City of Butler
- Land Area: 789 square miles
- Water Area: 6 square miles
- 2006 Population Density (people per mile): 231.8
- 2004 Birth Rate per 1,000: 11.3
- 2004 Death Rate per 1,000: 10.3
- 2005-2006 Elementary and Secondary School Enrollment:
 - Elementary Total: 15,095
 - Secondary Total: 13,842
- 2005-2006 High School Graduates: Total: 1,959 (Male: 1,003; Female: 956)

Sources: *Pennsylvania Abstract – A Statistical Fact Book*, US Census Bureau, PA Department of Education, Department of Health Bureau of Health Statistics

Top Employers in Butler County

Butler Health System.....	1,807
Iron Mountain.....	1,782
Verizon Wireless.....	1,600
AK Steel.....	1,500
Butler County Community College.....	1,225
TRACO.....	1,180
Butler School District.....	1,141
Wal-Mart.....	1,050
Giant Eagle.....	953
Slippery Rock University.....	940
Seneca Valley School District.....	912
UPMC.....	831
Lutheran Senior Life.....	800
Butler County Government.....	794
Concordia Lutheran Ministries.....	745
Manheim's Butler Auto Auction.....	730
Mine Safety Appliances.....	675
Penn United Technologies.....	620
II-VI Inc. &.....	572
Butler Veterans Affairs Medical Center.....	572
McKesson Automation.....	545



How does Cranberry Township compare to the Region?

Cranberry Township's growth rate outpaces comparative areas in the region, with an estimated population growth of 20.5% between 2000 and 2007, and an expected 9.9% growth by 2012. Within the Cranberry area, only Seven Fields and Adams have growth rates that surpass Cranberry Township; however both have much lower population bases. Butler County is the seventh fastest growing county in Pennsylvania with a population growth rate of 14.5% between 1990 and 2000.

The median household income in Cranberry Township of \$90,411 (2007 Estimated) is more than 35% higher than that in the Monroeville/Murrysville area; over 27% higher than in the Airport Corridor, and more than double that of the City of Pittsburgh. The median household income in the north Washington County Corridor is slightly less than Cranberry at \$84,059. Only five municipalities in the study areas have higher median incomes higher than Cranberry.

Approximately 80% of housing units in Cranberry Township are owner occupied, compared to 85 % in the north Washington County Corridor. The Monroeville/Murrysville and Airport Corridors owner occupied housing units are estimated at 76 %. The City of Pittsburgh is more transient with only 46% of its housing units owner occupied.

Cranberry Township attracts a younger population than its comparative corridors with a median age of 34.7. While more densely populated urban areas typically attract a younger population, Cranberry's median age is lower than that of the City of Pittsburgh.



ESRI (Business Information System) measures the diversity of a community using a "diversity index" that measures the probability that two people in the same community would be from a different race/ethnic group. Cranberry Township is less diverse than the comparative corridors with a diversity index of 7.7. The north Washington County Corridor measures slightly above Cranberry Township with an index of 8.4. The City of Pittsburgh is the most diverse comparative area with a diversity index of 48.2.

Cranberry's Neighbors

Cranberry Township is in southwest Butler County, with Beaver County to the west and Allegheny County on the southern border. This unique geographic position positions Cranberry at the center of a dynamic region, with municipal neighbors of varied sizes, demographics, and geography. Communication with the neighboring communities is an important part of planning for the Township's future. CAP members stressed the need for regular communications with municipal neighbors and the critical need for intergovernmental cooperation.

Although Cranberry's staff and elected officials have communicated regularly with their regional counterparts, an important opportunity in the Cranberry Plan process was to convene a roundtable discussion to discuss the Cranberry Plan and collect information from the other communities to be incorporated into the Plan. Ideas and comments collected at the meeting included:

- Hold quarterly meetings to share information.
- Work to communicate as a region, with one voice.
- Share GIS data.
- Publicize local mutual assets.
- Work cooperatively to meet common challenges.

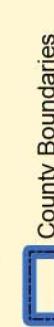
Cranberry's Neighbors

DESCRIPTION:

Cranberry Township is located at the southwest corner of Butler County, and shares borders with six other municipalities and two counties (Allegheny and Beaver). Several boroughs and cities that do not share a border with the Township are also important to the region. Coordinated and cooperative efforts among these local governments are the key to the region's success.

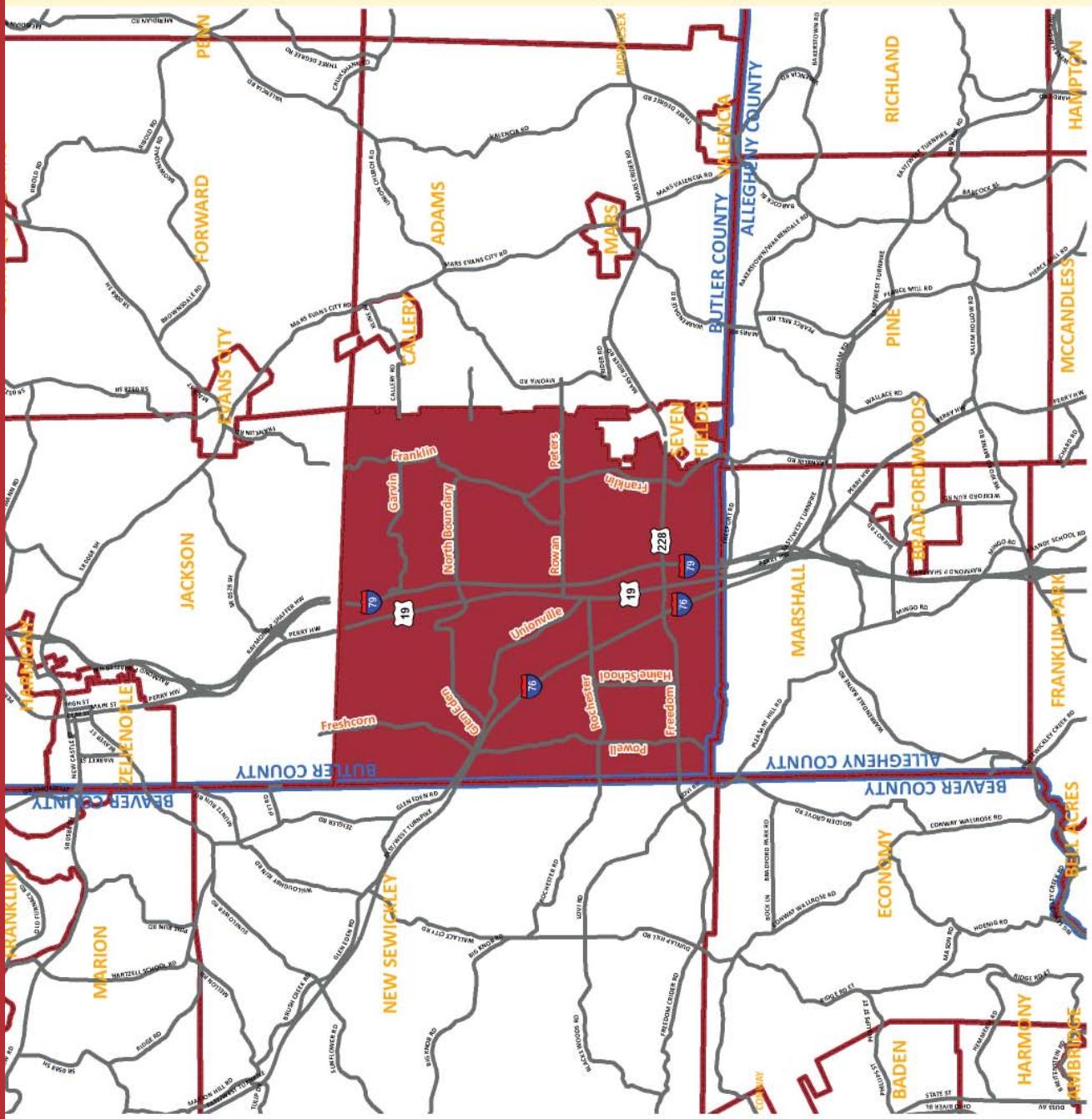


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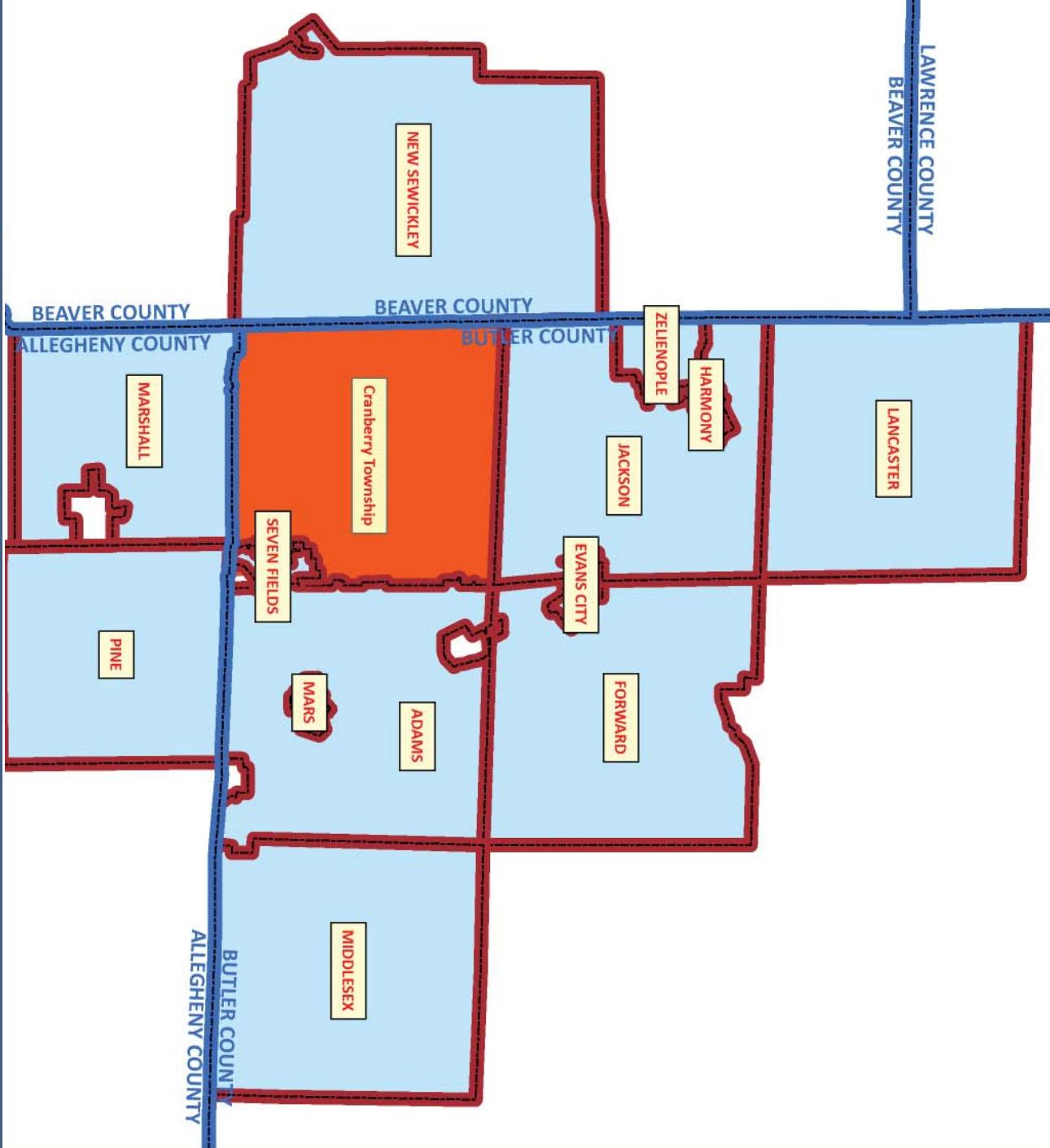


Plot Date: January 19, 2009

Cranberry's Neighbors Map



Intergovernmental Cooperation Map



Intergovernmental Cooperation

DESCRIPTION:

Municipalities attending Regional Cooperation Meetings.

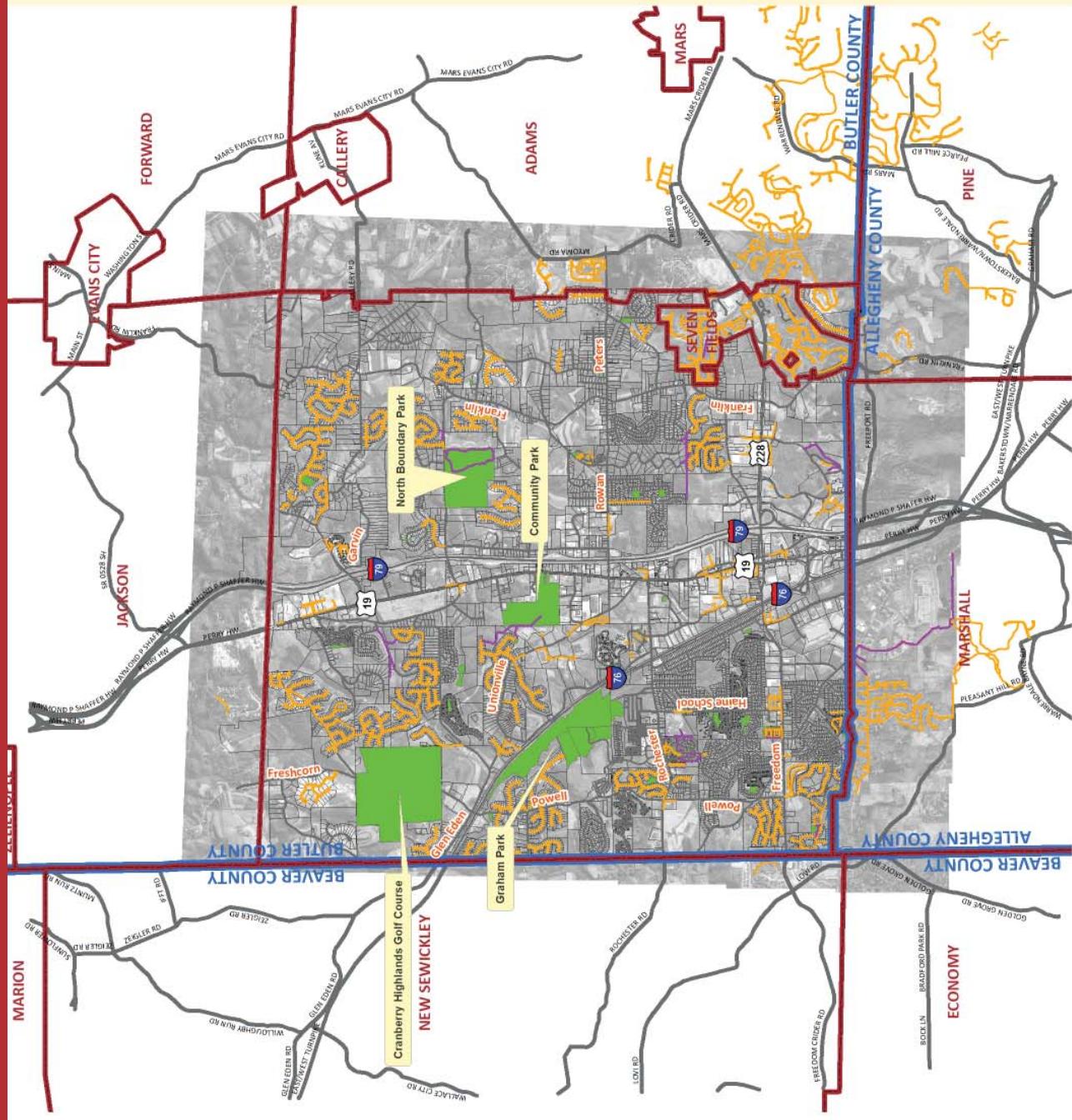


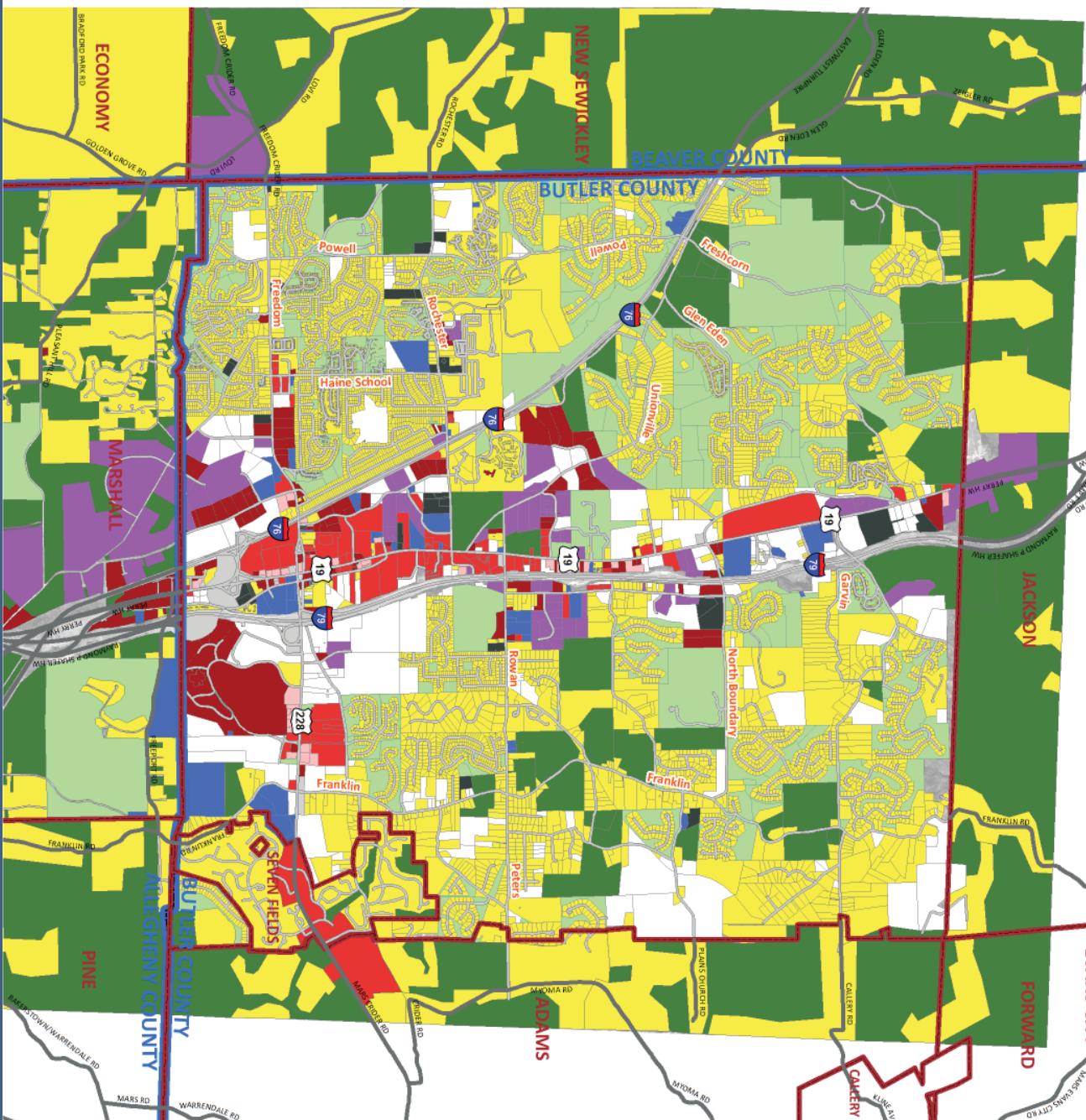
Regional Connections Map

Regional Connections

DESCRIPTION:

An interconnected network of pedestrian and bicycle connections is a regional amenity that would benefit Cranberry Township and its neighboring communities. To begin the implementation process, this map identifies all existing sidewalks and trails in Cranberry, as well as nearby pedestrian and bicycle facilities in the adjacent communities. The map illustrates how the regional network of collector roadways connects the communities together.





Regional Land Use

DESCRIPTION:

Existing land uses in the municipalities surrounding Cranberry were mapped in conjunction with the Township's existing land use, categorized according to the American Planning Association's nine-category land use system. With the exception of areas to the south, southeast and southwest, surrounding land uses are primarily residential ("household") and agricultural ("natural resources"). Land use patterns in the Township and surrounding communities were compared to identify potential inconsistencies and conflicts.

LEGEND:



Plot Date: January 20, 2009

Regional Zoning

DESCRIPTION:

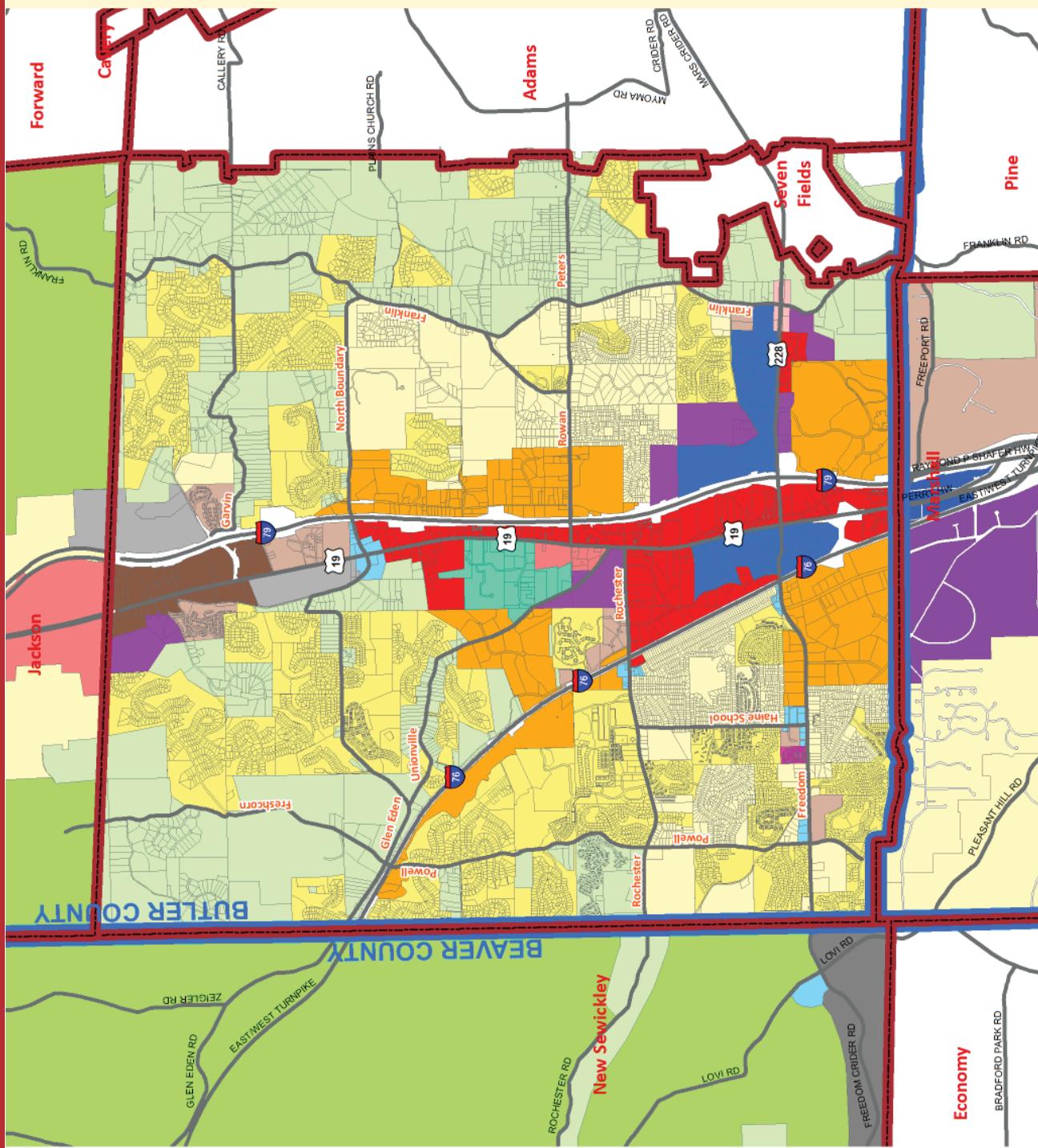
Zoning districts in the surrounding municipalities were mapped in conjunction with Cranberry's zoning districts. This information was used to compare Township zoning patterns with those in surrounding communities and to identify potential inconsistencies and conflicts.

LEGEND

Cranberry Township Zoning	 BPK - Business Park
	 C-1 - Convenience Commercial
	 C-2 - Highway Commercial
	 C-3 - Regional Commercial
	 I-L - Industrial Light
	 MU - Mixed Use
	 PIC - Planned Industrial/Commercial
	 PRD - Planned Residential/Development
	 R-1 - Rural Residential
	 R-2 - Single Family Residential
	 R-3 - Multi Family Residential
	 RMU - Residential Mixed Use
	 SG - Special Growth
	 TLI - Transitional Light Industrial
Jackson Township Zoning	 Agricultural
	 MDR - Medium Density Residential
	 MCO - Mixed Commerce Office
Marshall Township Zoning	 CR - Medium Density Residential
	 HC - Commercial
	 OSPC - Open Space and Parks
	 FIP - Planned Industrial Park
	 SR - Suburban Residential
New Sewickley Township Zoning	 Agricultural
	 Commercial
	 Industrial
	 Rural Residential



Pilot Date: January 20, 2009





The fact that the Supervisors of Cranberry Township would undertake the effort that they have to gain meaningful input from the residents to this degree is truly extraordinary in government management. I am proud to have been a part of the process. It has been very educational in more ways than I had expected. I was born and raised in the Pittsburgh area and have lived in Cranberry Township since 1992 and have no plans on leaving any time soon. Thank you to the Township Supervisors and the Steering Committee for initiating the Cranberry Plan; and for having the vision and the desire to invest the time and resources to accomplish this.

-Vic Conrad
Citizen Advisory Panel Member

Intergovernmental Cooperation

Intergovernmental cooperation is a critical component of The Cranberry Plan and the future sustainability of Cranberry Township. Local services and planning strategies can be strengthened by cooperative working relationships throughout the northern region of Pittsburgh.

The Township ensured that the planning process would consider the larger regional context and involve an ongoing dialogue with neighboring governmental jurisdictions, planning organizations, agencies, and stakeholders.

Building Relationships

Cranberry Township is bordered by Jackson Township to the north, Adams Township and the Borough of Seven Fields to the east, Marshall Township (Allegheny County) to the South, and New Sewickley Township (Beaver County) to the west.

Examples of mutual-benefit agreements:

- An energy savings agreement with the Seneca Valley School District.
- A video agreement with a local telephone company (Consolidated Communications).
- Providing public safety services to Seven Fields Borough.
- Receives water service from the West View Water Authority, located in West View, PA.

In addition to the borders Cranberry shares and Seneca Valley School District affiliation, the Township is also a member of regional councils of government (COG) - The North Hills Council of Government (NHCOG) and the Butler County Council of Government (BCCOG). Both organizations resulted from the Pennsylvania Intergovernmental Cooperation Act of 1972, and are non-profit corporations under the laws of the state of Pennsylvania.

Intergovernmental Cooperation Projects

Bulk Water Service to Evans City

The Evans City Water Authority asked Cranberry Township to provide water to a small group of Jackson Township residents. Their supply of well water did not meet their needs and the Evans City Water Authority was unable to provide adequate service due to their location. Cranberry Township completed a feasibility analysis regarding the expansion of services to these residents, and determined that the Cranberry Township water system could continue to operate satisfactorily, with the added customers. In November 2007, the Cranberry Township Board of Supervisors approved a resolution expanding water service to the 27 Jackson Township residents.



Impact Fee Sharing

A development was recently proposed near the Township's southern border, on the former Oak Leaf Motel property on Route 19, bordering Marshall Township. This development was required to pay transportation impact fees to Cranberry Township even though Marshall Township would absorb some of the traffic impacts from the development.

Although not obligated to do so, the developer proposed a traffic mitigation plan that included a financial contribution to Marshall Township that would be earmarked for roadway improvements in Marshall Township. At the Route 19/Freeport Road intersection this traffic mitigation plan crosses Township, County, and PennDOT District boundaries.

Multi-Municipal Traffic Signal Program

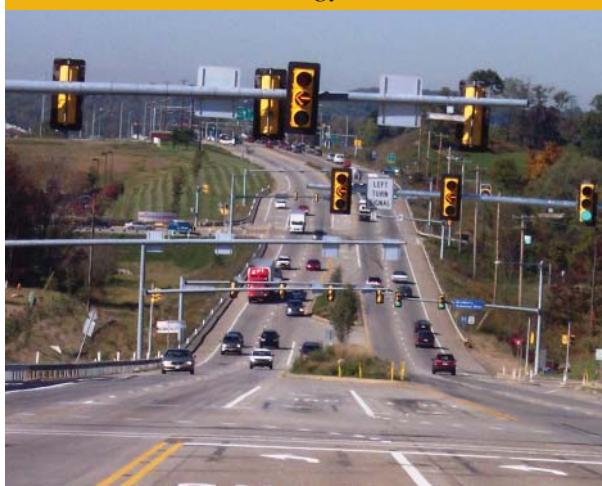
The Route 228 transportation corridor has experienced a tremendous amount of growth within the last fifteen years. This growth has presented a unique set of traffic management challenges to the municipalities that are located on or near Route 228. To reduce traffic congestion in this area, Cranberry Township, Adams Township, and Seven Fields Borough entered into a Traffic Signal Maintenance Agreement. This agreement is a regional approach to provide a well maintained and coordinated traffic signal system that passes through multiple jurisdictional boundaries in a cost effective manner.

This program ensures that compatible traffic equipment and data will be prepared to synchronize traffic signals within the region. This will allow traffic to move throughout the area as efficiently as possible. In addition to traffic management, this program will also include the sound based Emergency Vehicle Preemption (EVP). This technology allows any neighboring emergency response vehicles to preempt a traffic signal for a faster response time throughout the region without the installation of additional equipment on emergency vehicles.

In accordance to the Traffic Signal Maintenance Agreement, Cranberry Township has a verbal agreement with Marshall Township regarding the Route 19 Corridor. This agreement ensures that Cranberry Township and Marshall Township will coordinate traffic signaling with the Route 228 Corridor Signaling, as well as coordinate signals that affect traffic crossing municipal borders on Route 19.



80% of the Township traffic signals are LED, resulting in brighter colors and less energy use.



The Township operates a comprehensive traffic management system that includes a signal timing system to maximize traffic flow.

Through the involvement of COG's and the open dialogue established with neighboring municipalities, Cranberry Township will continue to seek out Intergovernmental Cooperation Projects. This will ensure that all municipalities in the Northern Region of Pittsburgh are able to provide high-quality services to their residents and all municipalities remain in a healthy state.



GPS Service Agreement

The North Hills Council of Government (NHCOG) membership encompasses 20 municipalities in the Northern Region of the Pittsburgh MSA. All members of the NHCOG operate some type of Geographic Information System (GIS) utilizing a variety of different technologies and collection methods. In order to standardize these technologies and save GIS costs, the NHCOG secured a grant from the Pennsylvania Department of Community and Economic Development (DCED). This grant provided funding for a region-wide Global Positioning System (GPS) data collection system, which will ensure more accurate, uniform, and cost effective GIS data for the entire region.

Cranberry Township houses the GPS system's base station and provides overall leadership on the project. Municipalities and organizations currently participating in the initial stages of the project include:

- Cranberry Township
- O'Hara Township
- Richland Township
- Shaler Township
- The Township of Pine
- West Deer Township
- Franklin Park Borough
- Ross Township
- Marshall Township
- Ohio Township
- Town of McCandless Sewer Authority



Population Trends

Cranberry Township experienced rapid population growth in the last ten years. In the 1990 U.S. Census, the population was 14,816. In the 2000 Census, the population of Cranberry Township was 23,625, representing a 59% increase over a ten year period. This is one of the highest growth rates in the nation. Since 2000, the Township's population has continued to grow at an average of 2.58% every year.

There are many reasons why growth occurred in Cranberry Township: a high quality of life, with many amenities; a quality school system; an excellent business environment; accessible transportation network; and a cost of living that is one of the lowest in the region and the nation according to *The Comparative Guide to American Suburbs 2007*.

As growth continues, the Township's population is becoming a more significant percentage of the overall Butler County population. In 1990 Cranberry Township comprised 11% of Butler County. By July 2006, Cranberry Township made up 18% of the population of Butler County.

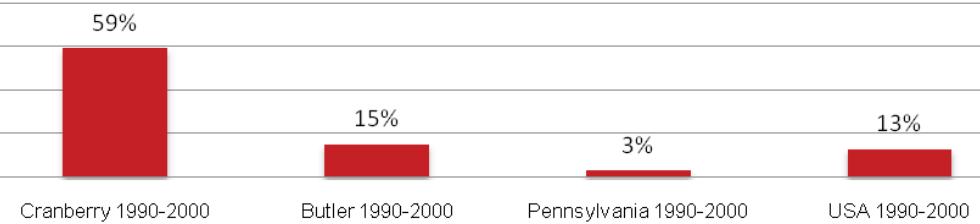
2000 Census Data

2000 Census data showed 8,352 households, and 6,556 families residing in the Township. The population density was 400.2/km² (1,036.5/mi²). There were 8,724 housing units at an average density of 147.8/km² (382.8/mi²).

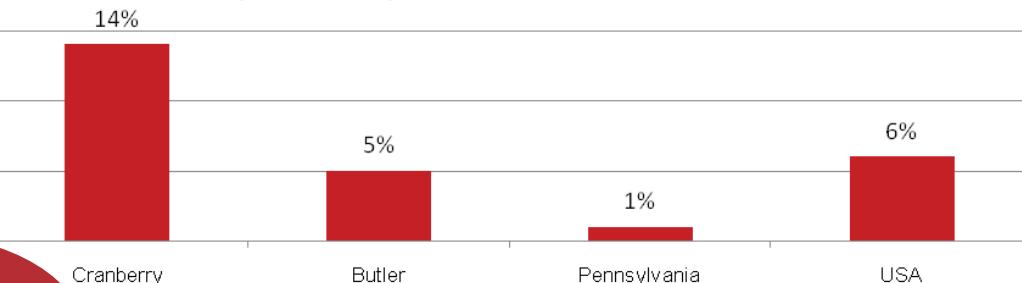
The racial makeup of the Township was 96.80% White, 0.88% African American, 0.06% Native American, 1.35% Asian, 0.02% Pacific Islander, 0.19% from other races, and 0.69% from two or more races. Hispanic or Latino of any race were 0.70% of the population.

In the 8,352 households, 44.5% had children under the age of 18 living at home; 70.4% were married couples living together; 6.1% had a female head-of-house; and 21.5% were non-families. 17.9% of all households were made up of individuals and 6.4% had someone living alone who was 65 years of age or older. The average household size was 2.81 and the average family size was 3.23.

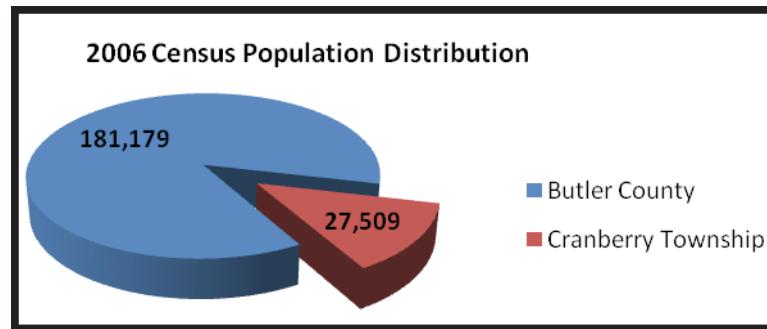
Comparative Population Growth Rates 1990 - 2000



Comparative Population Growth Rates 2000 - 2006

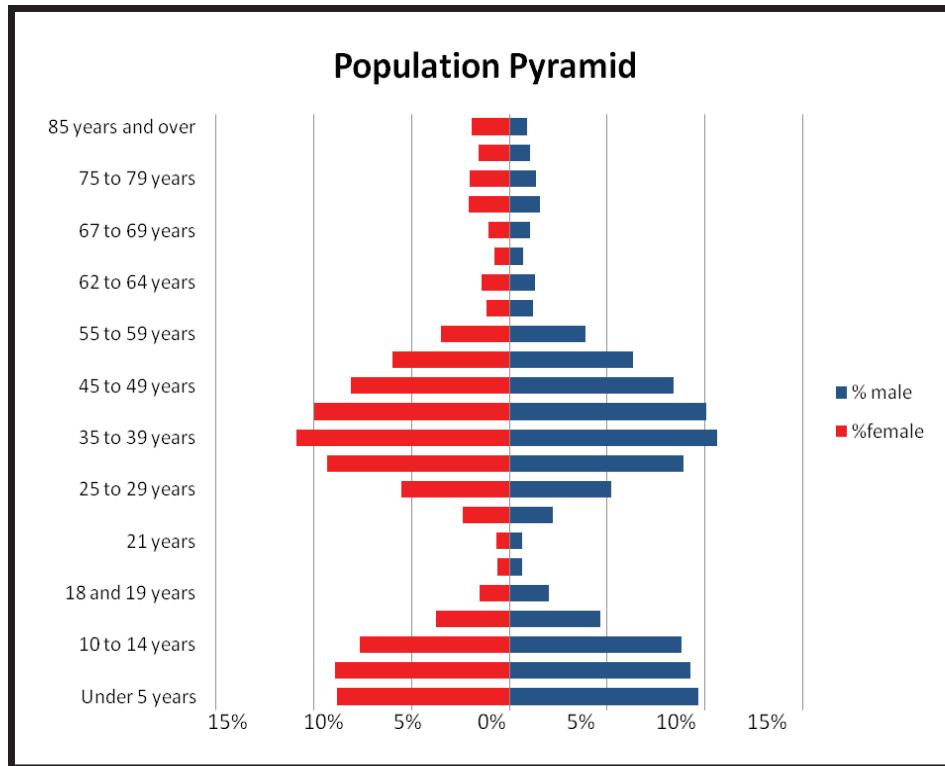


Cranberry Township Growth Rates (Percentages)							
Township	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	6 - Year Average Growth
Cranberry Township	3.61%	4.64%	1.99%	1.79%	1.67%	1.67%	2.58%



Age Distribution

Cranberry Township population distribution: 30.7% under the age of 18, 5.4% ; Ages 18 - 24, 35.2%; Ages 25 - 44, 20.6% ; Ages 45 - 64, and 8.1% 65 years of age or older. The median age was 35 years. For every 100 females there were 97.1 males. For every 100 females age 18 and over, there were 92.7 males. U.S. Census 2000



*Refer to Appendix C
for more information.*



This chart displays population trends in southwestern Pennsylvania over the past sixteen years. Much of the region has lost population, but Butler and Washington counties experienced population growth in the last six years.

Western Pennsylvania Population Trends - 1990-2006					
AREA	2006	2000	1990	Change '00-'06	Change '90-'00
Pennsylvania	12,440,621			0.22%	0.34%
10-County Region	2,591,237	2,656,007		-0.41%	-0.14%
Pittsburgh MSA*	2,370,776	2,431,087		-0.42%	-0.15%
Allegheny County	1,223,411	1,281,666		-0.77%	-0.41%
Armstrong County	70,096	72,392	73,478	-0.54%	-0.15%
Beaver County	175,736	181,412	186,093	-0.53%	-0.25%
Butler County	182,901	174,083	152013	0.83%	1.45%
Fayette County	145,760	148,644	145351	-0.33%	0.23%
Greene County	40,432	40,672	39550	-0.10%	0.28%
Indiana County	88,234	89,605	89994	-0.26%	-0.04%
Lawrence County	91,795	94,643	96246	-0.51%	-0.17%
Washington County	206,432	202,897	204584	0.29%	-0.08%
Westmoreland County	366,440	369,993	370321	-0.16%	-0.01%
City of Pittsburgh **	316,718	334,563	369879	-1.07%	-0.95%

* MSA (Metropolitan Statistical Area includes these counties: Allegheny, Armstrong, Beaver, Butler, Fayette, Washington, and Westmoreland.)

** Data only available through 2005

Source: U.S. Census Bureau, 2006 American Community Survey / Last Updated: April 6, 2007

Economic Development

Cranberry Township is a great place to visit and raise a family and is open for business. There are diverse housing types, incomes, and beliefs. There are pristine farmlands, high quality public education, a strong technological and office presence, and extensive and convenient restaurant and retail amenities. Residents enjoy a wealth of services including a municipal center, waterpark, three public parks, municipal golf course, and public library.

Local entrepreneurs enjoy a business-friendly environment where they can create new goods and services, and are proud of the way in which they create jobs, profits, and prosperity. There is balance and unity between economy, environmental quality, and high quality of life.

Balanced economic development provides residents with opportunities for better jobs and higher incomes, while managing the interrelationships among people, land, resources, and infrastructure to maintain and enhance the quality of life. By acknowledging the need for, and continually working toward this balance, the Township fosters a nationally competitive economic environment for business and a nationally envied social and natural environment for residents.

Implementing the Vision of the Cranberry Plan requires detailed goals and action steps.

Taken as a whole, we will:

- Maintain quality-of-life as a fundamental building block of community health and vitality while working to enhance a job and employment friendly atmosphere throughout the Township.
- Establish and/or maintain good working relationships with businesses to:
 - Attract and retain high quality firms and jobs.
 - Facilitate the expansion of growing firms.

- Seek out partnerships with organizations that share a similar mission, in addition to current partnerships, with:
 - Cranberry Chamber of Commerce
 - Pittsburgh Technology Council
 - Butler County Community Development Corporation
 - Northeastern University
- Support and stimulate the growth of entrepreneurs and technology firms.
- Pursue mass transit projects to facilitate the transportation of people and business throughout the region.
- Maintain the diversity of the local economy and reduce its susceptibility to recessions.
- Maintain a balanced tax base.
- Create a better match between its workforce and industries in terms of skills and geography.
- Support and enhance educational institutions at all levels because an educated and skilled current and future workforce is one of the foundations of a strong economy.

Overall, 2008 was one of the busiest years for the Department of Community Development. The total value of new construction was \$206,560,215, a near-record. Permits were issued for 71 new detached single family structures. This compares (since 1999) with a high of 258 new single family (detached) units in 2000 and 2001 individually, and 94 in 2007.



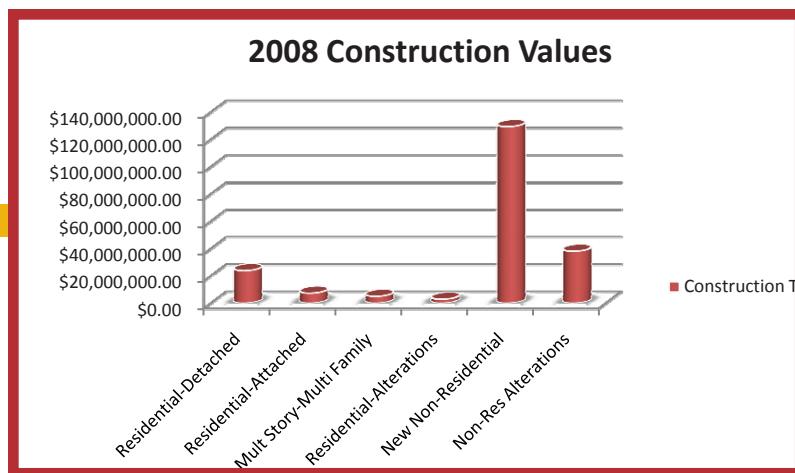
The non-residential construction valuation increased from \$34,567,547 in 2007 to \$167,453,932 in 2008. Construction on the Westinghouse site is one primary reason for this increase. Westinghouse received approval to construct three buildings (Buildings: (1) 434,803 square feet; (2) 204,896 square feet; and (3) 204,896 square feet, for a total of 844,595 square feet). The buildings were constructed during 2008, accounting for \$91,958,265 of the total Township construction value of \$206,560,215. Building 1 is scheduled to be occupied in the spring of 2009. When viewed without Westinghouse in the calculation, 2008 remains the Township's second best year in terms of construction valuation.

Other notable projects adding to the successful year were Graham Park (\$2,237,614.00 for concession stands, etc.), Sherwood Oaks expansion, which included an assisted living area, a 24 unit apartment building and 21 single family units in duplexes. The Sherwood Oaks valuation was \$11,255,855.12. In 2008, building permits were also obtained for BelleVue Park (the first TND to obtain building permits) as well as Orchard Park. Residential alterations remained consistent with past years by providing \$2,895,850.00 worth of construction valuation.

Major setbacks in 2008 affected the banking, housing, industrial, retail, and automotive industries. Although not completely unaffected, Cranberry Township remains a stronghold for economic development.

Examples of activities that will help the Township maintain a future focus on economic development:

- Partnering with the Cranberry Chamber of Commerce to create an information package, "Doing Business in Cranberry" outlining all aspects of starting or moving a business in the Township, with links to helpful resources and contact persons.
- Partnering with Northeastern University to complete the Community Self-Assessment Tool annually to identify areas of economic development improvement.
- Seeking out training programs for Cranberry Township Staff, Boards, and Commissions for ongoing education on Economic Development.
- Continually update the Township website to keep current and prospective businesses abreast of development information.



Employment and Income

Cranberry Township is home to five of the top ten employers in Butler County. According to Three Rivers Workforce Investment Board estimates, Cranberry Township added 2,111 jobs from 2004 to 2007 to go from 16,901 to 19,012 total jobs. This is a Township-wide employment increase of 12.5% over the course of three years.

*Almost 20,000
people work
in Cranberry
Township.*



Top Ten Employers in Cranberry Township

Employer Name	Number of Employees
*TRACO	1,180
*Cellco Partnership (Verizon)	1,015
*UPMC Health System	831
*Manheim PA Auction (Butler Auto Auction)	652
*Coventry Health Care, Inc.	552
Mine Safety Appliances Co. (MSA)	547
McKesson Automation Inc.	521
Wal-Mart Association Inc. 1770	385
Lowes Rt. 228	282
Supersale Inc. #0665 (Giant Eagle)	259
* among the top ten Butler County employers	



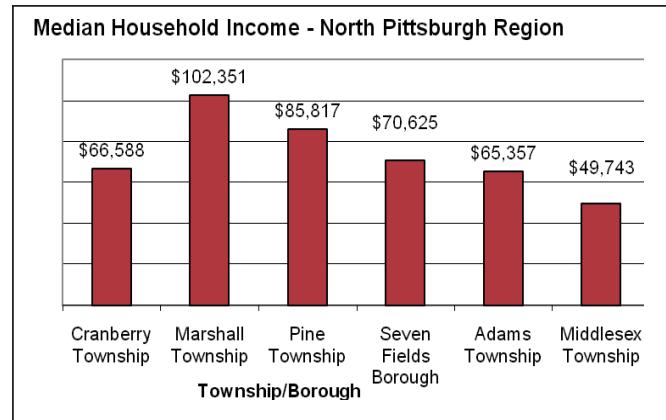
Refer to Appendix C for more information.



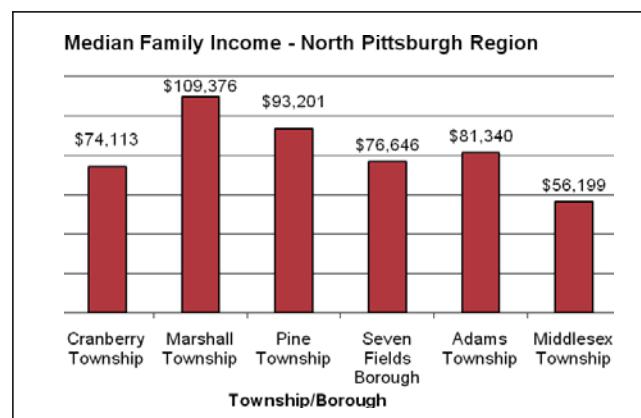
Cranberry Township's *Median Household Income* at \$66,588 is higher than the National Median Household Income (\$41,944), Pennsylvania Median Household Income (\$40,106), and Butler County Median Household Income (\$42,308).

Cranberry Township also has a higher *Median Family Household Income* (\$74,113) than the National Median Family Income (\$50,046), Pennsylvania Median Family Income (\$49,184), and the Butler County Median Family Income (\$51,215).

While Cranberry Township's Median Household and Family Income is much higher than the national, state, and county averages, Cranberry Township does not rank higher in these categories than several similar, neighboring communities.



Cranberry's median household income is \$66,588.



Housing

Approximately 44% of the existing development in Cranberry Township is residential. The housing market reached peak demand in the mid-1990's and continues to be strong today.

In August, 2007, 56 housing units were on the market in Cranberry. The average price of these homes was \$258,128 with an average of 61 days on the market. Excluding the City of Pittsburgh, three comparative market areas had more homes on the market than Cranberry: Monroeville (66), Murrysville (60), and Upper St. Clair (65). Monroeville had fewer average days on the market (59). Cranberry Township's average days on the market is the fifth shortest of the comparable market areas. Of those with fewer average days on the market, South Strabane Township (\$255,660) and Peters Township (\$301,733) had average prices similar to Cranberry.

A majority of the homes on the market in Cranberry (46%) fell within the price range of \$200,001 - \$400,000. Cranberry also had four properties for sale with a value greater than \$400,000. Approximately 38% of the available residential properties fell within the \$100,000 - \$200,000 range, while three properties were listed at less than \$100,000.



Median Home Value (2007)*	Median D.O.M. (2007)**	Median Appreciation*
\$309,000.40	77.67	3.48%

* Median Home Value based of sold homes from 6/11/06 - 6/11/07. Median appreciation based on sold prices from 2004-2007 (Prudential Preferred Realty)

** D.O.M. Median Days on the Market based upon sold homes from 6/11/06 - 6/11/07. (Prudential Preferred Realty)



Refer to Appendix C for more information.



Home Sales- Resale Average Sale Price 2003- 2007

	2003	2004	2005	2006	2007	% Change	% Change
						2003-2007	2006-2007
Cranberry Township	\$202,056	\$220,974	\$231,228	\$258,087		28.60%	0.60%

Source: Prudential Preferred Realty, December 6, 2007

Home Sales New Construction, Average Sale Price 2003-2007

	2003	2004	2005	2006	2007	% Change	% Change
						2003-2007	2006-2007
Cranberry Township	\$353,627	\$327,290	\$332,523	\$357,806	\$394,346	11.50%	10.20%
United States	\$246,300	\$274,500	\$297,000	\$305,900	\$313,000	21.31%	2.27%

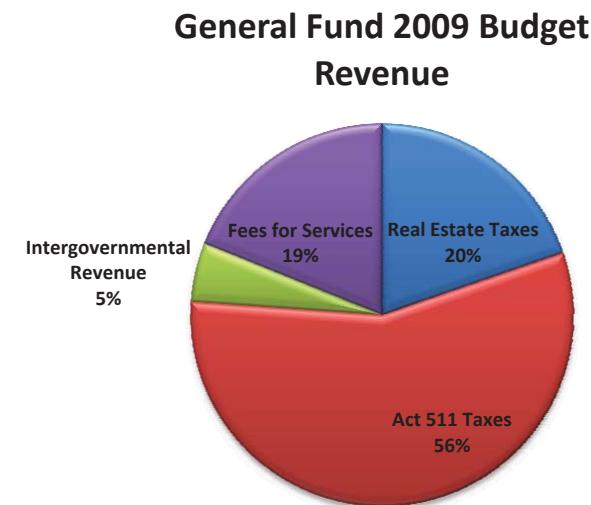
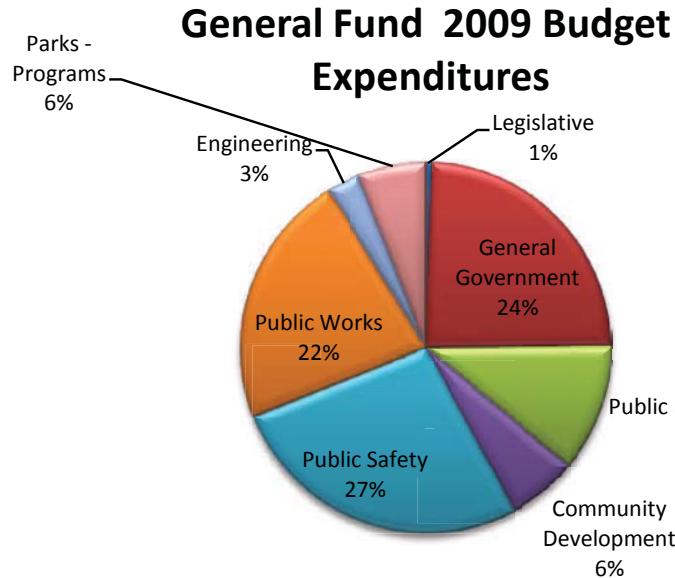
Source: Prudential Preferred Realty, December 6, 2007

Taxes

Cranberry Township taxes are among the lowest of any full-service community in southwestern Pennsylvania. A Cranberry residence with \$75,000 in household income and a house with a market value of \$200,000 pays a total of \$659 to the Township in real estate and earned income taxes. In the City of Pittsburgh, that same household pays the City taxes of \$2,910. In both communities, that resident would pay \$2,303 in state income tax, as well as other state surcharges, such as 6% Butler County sales tax (7% in Allegheny County).

For \$659 per year, (the average household's tax bill), Cranberry residents receive a full range of municipal services including a resource-rich public library, a first rate park system, 24/7 police and fire protection, 133.46 miles of well-maintained local roadways and traffic signals, infrastructure maintenance and land use management, as well as general administration of the community.

Additional details concerning local and county taxes for both residents and businesses is available on the website: www.cranberrytownship.org



Refer to Appendix G for more information.





2009 Cranberry Township Tax Information

Property Taxes	Income Taxes
Local: 10.65 Mils (8.03 General Purposes; 1.87 Fire & .75 Library)	Earned Income Tax: 1% (.5% to Township & .5% to S.V. School District)
Butler County: 23.628 Mils	Mercantile Tax: 1 Mil
* S.V. School District: 129.65 Mils	Local Services Tax (LST): \$52/year
Real Estate Transfer: .5%	

* Seneca Valley School District Property Tax Rates, 2008

Education

Public Schools

The Seneca Valley School District is the public school system serving Cranberry Township as well as eight additional communities. The district has four K-4 elementary schools, three middle schools (two serving grades 5-6 and one for grades 7-8); a 9-10 intermediate high school and a senior high school for grades 11-12. Students in grades 7-12 attend school on Seneca's secondary campus, in Jackson Township.

A staff of 912 serve the student body (627 professionals and 285 classified staff). Enrollment for 2008-09 was 7,363, with approximately 580 students per grade level.

Seneca Valley students learn skills to prepare them for further education or to enter the work force. The Seneca Valley curriculum focuses on five areas: organizing ideas, managing tasks, assessing tasks, listening/following directions, and information retrieval. Students take required courses such as Social Studies, Reading/English, Mathematics, Science, and Physical Education. As students enter the upper grades, electives courses include band, music, art, technology education, family/consumer science, and foreign language. Through these courses, students gain study skills such as categorizing, sequencing, outlining, managing

time, study preparation, using a planner, listening, following written and oral directions, and the proper use of reference materials.

Haine and Rowan elementary schools and Haine Middle School are located in Cranberry Township. Students living in Cranberry Township are served by all four of the district's elementary sites, including Haine, Rowan, Connoquenessing Valley Elementary (located in Zelienople Borough), and Evans City Elementary (located in Evans City Borough). Class sizes in the elementary schools average 25-30 students per class.

Seneca met Adequate Yearly Progress (AYP) based on test results from the 2007-08 school year. More information concerning academic performance is available at: www.paayp.com. The district has received two Keystone Awards from the Pennsylvania Department of Education, for meeting AYP requirement for three consecutive years. The average test scores for both elementary schools in Cranberry Township are well above the state average test scores.

Each school in the Seneca Valley district offers special facilities for programs such as: special education, art, music, physical education, library, technology, speech, hearing impaired, guidance, and instructional support.



Seneca Valley is classified as a Quad-A district, in the Pennsylvania Interscholastic Athletic Association (PIAA), and offers a wide-range of programs for both boys and girls in baseball, softball, football, soccer, basketball, tennis, lacrosse, golf, volleyball, cheerleading, track and field, and cross country.

Seneca Valley Diversity **7,363 K-12 Enrollment**

- American Indian 0.11%
- Asian 1.47%
- African American 1.41%
- Hispanic 0.69%
- Multi-Racial 0.20%
- White/Caucasian 96.12%

The district is becoming more diverse as the English As a Second Language has grown from 25 students in 2001-02 to 38 students in 2007-08 with a range of 17 different languages.

Education Options

There is one parochial school within the Township boundaries. St. Killian Parish School opened in 2008 to students in Pre-K - grade 4 in 2008. An additional grade level will be added each school year, with the first eighth grade graduation in 2013.

Additionally, Seneca Valley provides student transportation to a number of private, parochial and special schools within 10 miles of the district's borders.



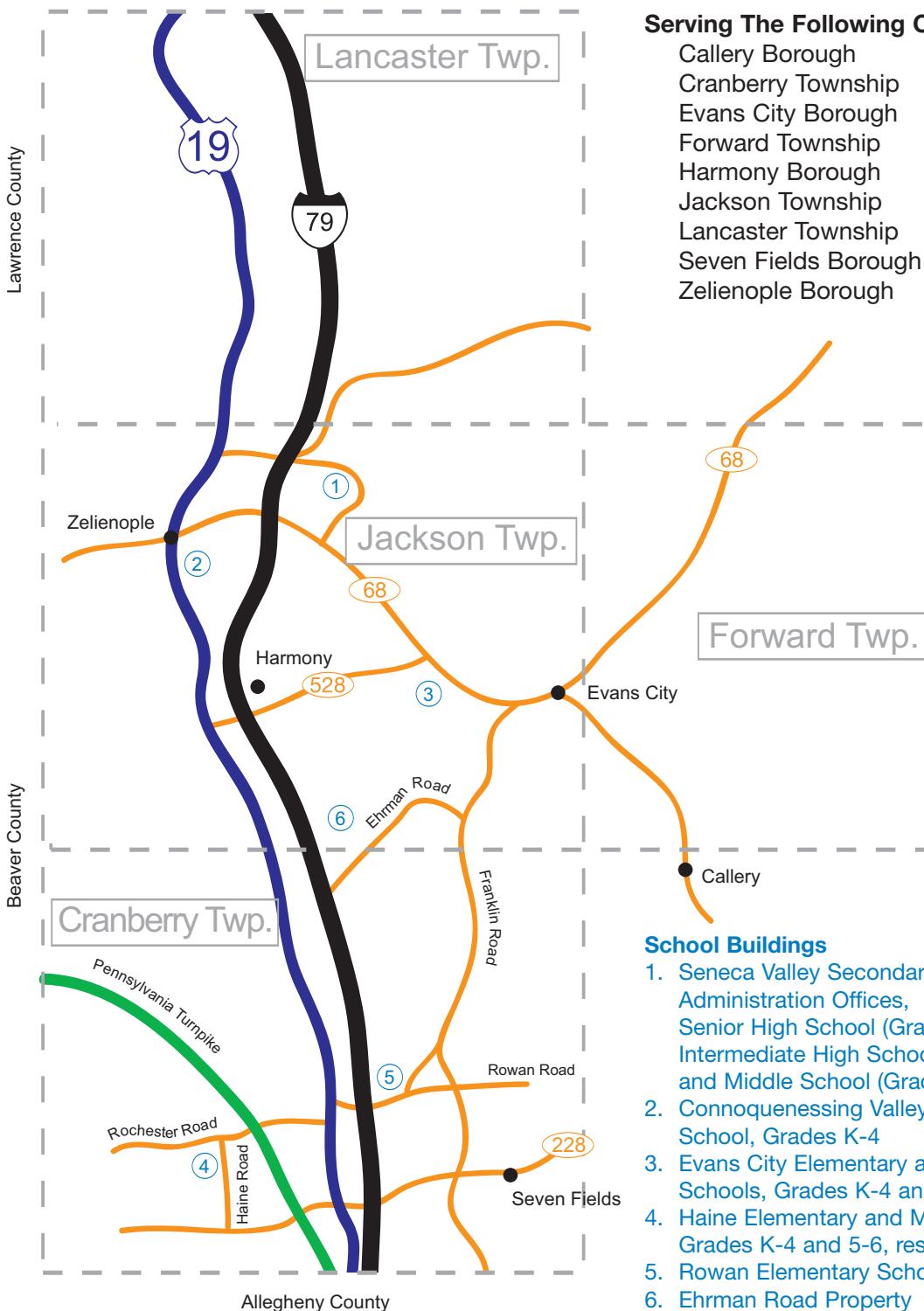
Seneca Valley School District, Enrollment, 2008-09 School Year

Seneca Valley School District	7,363
Private/Parochial	1,034
Home Schooled; Cyber/Charter; and Special placement	1,311

Visit www.svsd.net for more information



Seneca Valley School District



Higher Education

There are many higher education opportunities in the Cranberry Area and in the Pittsburgh metro region. The Regional Learning Alliance (RLA), in Marshall Township at Cranberry's southern border, is a state of the art facility located in Cranberry Woods. It brings together 16 colleges to deliver a learning experience for students looking to pursue higher educational opportunities. Slippery Rock, Penn State, LaRoche, Geneva, and Robert Morris are among the colleges offering programs at the RLA. Butler County Community College and the Community College of Allegheny County also offer programs there. The majority of programs offered at the center focus on business, nursing/medical, education and Information Technology. Students can earn certifications, Associate, Bachelor, and Master Degrees.



Butler County Community College

For over 40 years, Butler County Community College (BC3) has been "The Smart Place to Start". Thousands of students attend BC3 to earn an associate's degree before entering the workforce or transferring to a four-year college or university.

BC3 has had a presence in Cranberry Township since the mid-80's. The College has provided educational opportunities to thousands of individuals at the Cranberry site, as well as at the main campus in Butler and a location in Lawrence County.

BC3 offers 63 associate degrees, career, and transfer programs in liberal arts, business, nursing and allied health and technology. BC3's open admission policy allows for the acceptance of applicants with a high school diploma or GED.

In addition to day, evening and weekend on-campus classes, there are 99 sections of online courses to accommodate busy lifestyles.



Sewer And Water

Cranberry Township's water and sewage treatment is handled through the Brush Creek Water Pollution Control Facility. Cranberry's Municipal Sewer and Water Authority formed in 1960. Until the creation of the Authority, residents used on-lot septic systems for waste removal. The original treatment facility was located on Rochester Road and served the residents of Fernway, which is Cranberry's first residential neighborhood. As the community grew the Brush Creek Facility, was expanded to keep pace with water demands. In 1972, the new Brush Creek facility came online with a daily treatment capacity of 500,000 gallons of water and sewage. Further expansion in 1979 brought the treatment capacity to three million gallons of water and sewage a day.

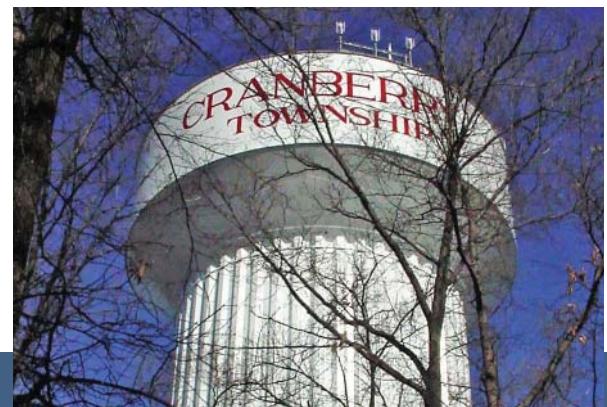
The treatment process was altered from activated sludge to rotating biological contactor technology, and a new tertiary rapid sand filtration system was added. In 1998, the primary process was redeveloped back to activated sludge while other treatment advancements removed phosphorus and nutrients from waste water stream. This was also the year the Municipal Sewer and Water Authority became part of the Cranberry Township, improving efficiency of service to residents.

Today, the Brush Creek Plant treats up to 4.5 million gallons of water and sewage daily, while also serving neighboring Marshall, and New Sewickley Townships. The plant is fed by a 160 mile underground network of sewer lines, connecting residential homes and businesses to the facility. The multi-stage process of treating the sewage and returning it to Brush Creek is a twenty hour cycle. The process involves physical, chemical,

and biological phases, and all are monitored by an electronic system known as Supervisory Control And Data Acquisition (SCADA). The system provides plant operators with detailed information about the flow pressures, tank levels, valve positions, and pump operations as well as other key facets in the process.

Water is received through the West View Water Authority, via the Ohio River. To insure that residents receive hazard free water, hundreds of water samples are taken each year to determine the presence of any radioactive, biological, inorganic, volatile organic, or synthetic organic contaminants. Tests validate the excellent quality of Cranberry's treatment plant, and the Township has never had a violation under the EPA .

Approximately 90% of Cranberry's residents subscribe to the Township's Sewer and Water services. The average household in Cranberry Township consumes approximately 6,000 gallons of water per month.



Refer to Appendix G for more information.



Utilities Map

Utilities

DESCRIPTION:

This map shows sewer and water infrastructure, along with the overhead power lines running through the Township. Some properties are served by private water wells and some areas receive sewer service from the Breakneck Creek Regional Authority.



LEGEND:

- Pump Station
- Overhead Power Lines
- Hydrant
- ~~~~ Waterline
- Manholes
- In-System Sewer
- △ Sewer Service Area
- Municipal Boundaries
- County Boundaries



Plot Date: January 19, 2009

WorkForce

Background analysis for the Cranberry Plan included a comprehensive review of the labor market and workforce mobility in the local area. This produced a snapshot of current and future job opportunities from occupational and industry perspectives and examined the current commuting behavior of residents and incoming workers.

Research Scope and Data

Industry data analysis (combining statistics produced by the U.S. Department of Labor, the Bureau of Economic Analysis, the Census Bureau, and Pennsylvania Department of Labor and Industry's Center for Workforce Information and Analysis) provided the information on industry clusters represented in the area. Analysis of occupational data (combining information from the Occupational Employment Statistics program by the Bureau of Labor Statistics and American Community Survey) provided an understanding of area job distribution by type of occupation and education required. Both the industry and occupational analyses offered an overview of wages in the particular sectors.

An analysis of commuting patterns combines two tasks – the analysis of publicly available data on employer and worker locations (compiled by the Census Bureau) and an analysis of selected company and worker locations provided area employers. The impact analysis simulates the effect on labor market layout of Westinghouse relocation to the study area (by using the IMPLAN economic impact assessment software system).



*Refer to Appendix C
for more information.*

Job Availability

Currently, there are nearly 17,000 available jobs and 22,000 projected jobs by 2017 in Cranberry Township.

Jobs by Industry

The strongest area industries are Retail Trade (3,390 jobs), Accommodation and Food Services (1,974 jobs), and Wholesale Trade (1,773 jobs), followed by Manufacturing (1,577 jobs), Healthcare and Social Services (1,222 jobs), and Professional and Technical Services (1,062 jobs).

Jobs by Occupations

Most area jobs are Sales-Related Occupations (3,474 jobs), Office and Administrative Support (2,455 jobs), and Food Preparation and Serving Occupations (1,816 jobs), followed by Production Occupations (1,216 jobs), Management Occupations (1,107 jobs), and Transportation and Material Moving Occupations (1,065 jobs).

Jobs by Education

Currently most jobs require short-term (45%) or moderate-term (22%) on-the-job-training. A total of 85% of the area's jobs require less than a bachelor degree. Only 15% of available jobs require college or higher education.



Conclusions from the job analysis stimulated a search for the commuting destinations of area residents and the commuting origins of area workers.

The most recent data on area residents' employment locations indicate that a majority of the daily commutes end in Allegheny County (54.2%) especially around the I-279 and I-79 corridors. Butler County ranks second as an employment destination, with approximately 22.4% of the Township's residents working there, however only 1% work in Cranberry. Beaver County ranked third with only 3.7% of the Township's residents working there.

The commute shed of the incoming workforce is broader with Butler County ranking first with providing 31.9% of Cranberry's workforce, followed by Allegheny County (26.6%) and Beaver County (17.8%).

Employer survey-based findings showed that a significant workforce pool lies north of the Cranberry area along I-79, PA-60 and PA-68, with the main trip origins being Ellwood City, Butler and Zelienople. The survey is based on data provided by 7 area companies representing public administration, manufacturing, construction, accommodation, healthcare, and technology. The data provided residency location for a total of 2,760 area workers (i.e. 16.2% of the area workforce, which represents a statistically valid sample). The most workers reside in Butler County (1,171), second ranked Allegheny County (622), third Beaver County (591) and fourth Lawrence County (283).

Although the numbers of jobs in the Cranberry area increases each year, the opportunities are mainly available to those without higher education and offer lower wages. The disproportion in demographic

characteristics of residents and the locally employed workforce suggest a significant mismatch that forces local (more highly educated) residents to seek career opportunities elsewhere and pressures local employers to attract workers from distant areas.

Commuting patterns follow the major corridors to established employment locations. The fact that the commuting shed is relatively clearly defined and the commuting behavior organized (i.e. a large number of people going the same direction at the same time), has two antagonistic implications: heavy traffic during traditional peak hours and a high potential to build up the level of ridership necessary to attract regional transit providers. Home residences of the incoming workforce are more scattered, so a collaborative multi-county effort would be needed to design a transportation system to reduce this aspect of the spatial mismatch.

Westinghouse Relocation

An attempt to predict the impact of Westinghouse Corporation relocation to the area was made in collaboration with the Center for Workforce Information and Analysis (PA Department of Labor). Measuring the ripple effect of the move on the local labor market, the multiplier of job creation was 1.86 (meaning that for every Westinghouse job, an additional 0.86 jobs in other sectors will be added). The most jobs added (besides Westinghouse) may be seen in food services, healthcare, advertising, real estate and wholesale. A stronger commute pattern may develop along I-76 as many of the current employees live around the Monroeville area, and I-79 since housing options exist in northern Allegheny County and southern Butler County for those relocating for Westinghouse employment.

The location of Westinghouse Electric Company will bring thousands of jobs to the region.

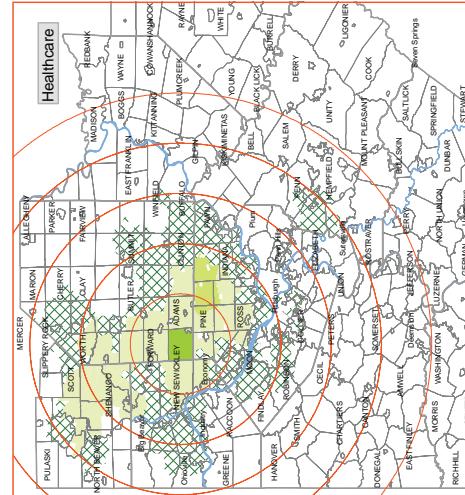
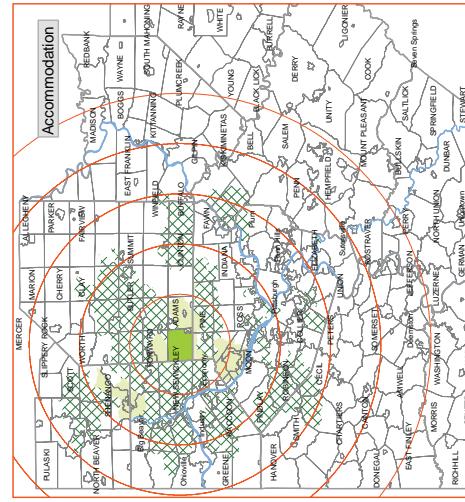
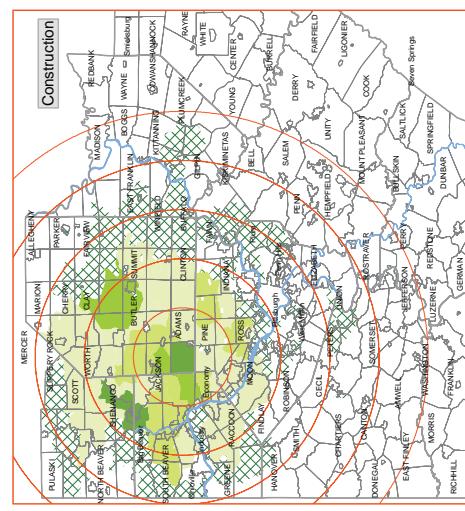
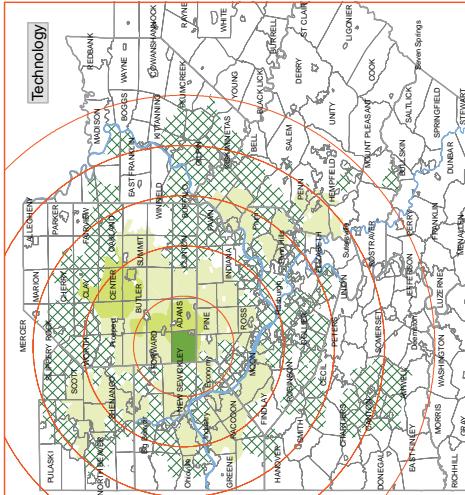
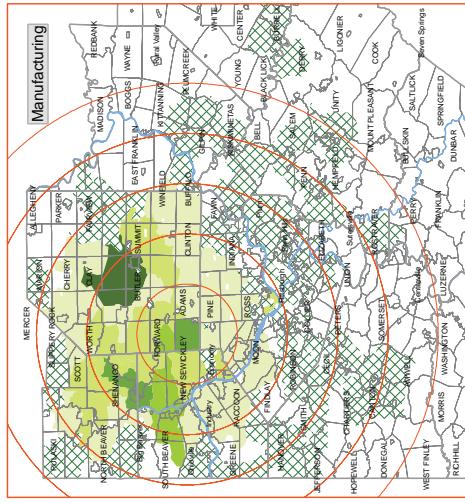
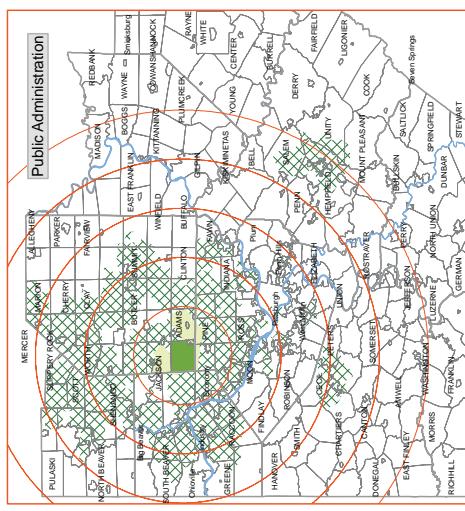


Refer to Appendix C for more information.



Commulating Patterns of Cranberry Workers

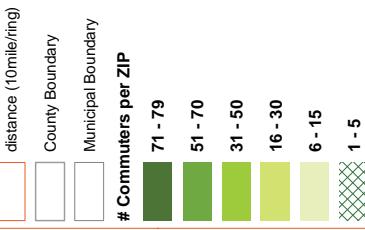
Comparison by selected Industries



THREE RIVERS
WORKFORCE INVESTMENT BOARD
Tribes, Inc.



Legend



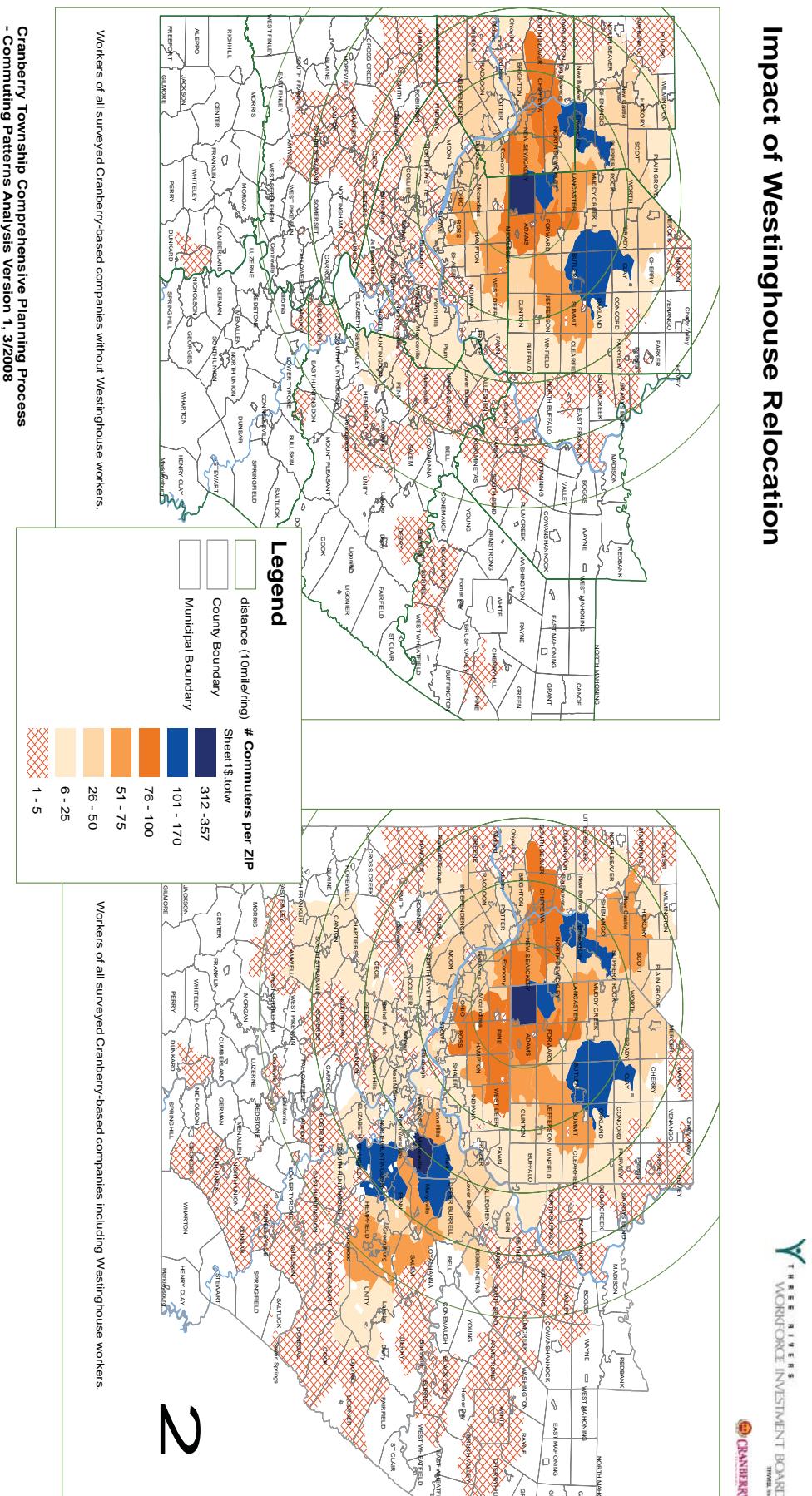
2

Source: Three Rivers Workforce Investment Board, 2007; Southwestern Pennsylvania Commission, 2007; Cranberry Township, 2008.

Cranberry Township Comprehensive Planning Process
- Commuting Patterns Analysis Version 1, 3/2008

Impact of Westinghouse Relocation

Impact of Westinghouse Relocation



Transportation And Mobility

Ease of travel to, through, and around Cranberry is a key priority and the Township has played a leadership role in the area's traffic management effort.

Ownership

Although all roads in Cranberry are linked, they are owned and maintained by different entities. PennDOT is responsible for Interstate 79, Route 19 and Route 228, Rochester, Freedom, Glen Eden, and Rowan Roads, plus other key arterial roads. Most residential streets, as well as many of the collector roads that serve them, were built by private developers and transferred to Township ownership. A number of smaller roads, including many that serve commercial sites and apartment complexes, are privately owned and maintained. The Turnpike Commission is responsible for Interstate 76 (Pennsylvania Turnpike). The Pennsylvania Turnpike and the Turnpike crossings at Rochester, Freedom, and Powell Roads are all owned by the Turnpike Commission, an independent agency with close ties to PennDOT.

Road standards and maintenance

Cranberry requires high engineering standards for roadways it accepts from developers and maintains as public streets. Standards include lane widths, drainage, sight lines, grades, construction materials, and more. Cranberry's roads are designed for a 50-100 year lifespan before major reconstruction

is needed. The Township public works department currently sweeps, plows, salts, mills and resurfaces approximately 111 miles of local roadways. Winter road clearing is financed through general tax revenues. Resurfacing has historically been funded out of the state's tax on gasoline, and the Liquid Fuels tax distributed by PennDOT.

Local connections

Cranberry's vision for local road network involves creating a grid of north/south and east/west collector roads that parallel Route 19 and Route 228 to facilitate efficient traffic flow in the Township. Examples of projects that exemplify this vision include: Wisconsin Road Extension, Heights Drive Extension, Ehrman/Garvin Connector, Executive/Thomson Park Dr., and Thorn Hill extension.

Partnerships

Cranberry Township works closely with PennDOT, private developers, and other interested organizations to coordinate traffic network improvements. These partnerships typically involve planning, engineering, right of way acquisition, and construction financing. Many significant transportation planning and improvement projects were completed through partnership efforts.

Land use

Zoning and planned uses for undeveloped and redeveloping properties have a tremendous impact on the local transportation system. Cranberry strives to align improvements to its traffic management system with future traffic levels contemplated in its land use ordinances.



Impact fees

Rapid growth in the mid to late 80's, placed increased demands on the local transportation network. Township officials recognized that continued growth would further burden the local infrastructure, causing increased congestion and substandard roads. Unwilling to accept a compromised transportation network incapable of handling expected traffic, Cranberry evaluated many alternatives to deal with this challenge. The Board of Supervisors adopted a transportation impact fee program to deal with the growth. The method was not specifically contemplated under Pennsylvania law, in the late 1980's, however, it was widely used by other states. The Pennsylvania State Legislature adopted Act 209 of 1990, which specifically authorized municipal transportation impact fees and later, an ordinance to bring the program into compliance was adopted in December 1991. It has been updated several times since that time.

Fees paid by developers to offset the increased traffic generated by their projects raised approximately \$13 million for road improvements throughout Cranberry since March 1989. The use of these funds is determined by an analysis of trip generation, emergency vehicle access, highway access methods, intersection control, and connectivity. Currently, the fee is \$1,460 (west) and \$1,467 (east) for each new P.M. peak hour trip in each of the two impact fee districts that cover the Township.

Intergovernmental coordination

Much of Cranberry's traffic begins and ends outside its municipal boundaries. Accordingly, the Township established relationships with neighboring communities, counties and PennDOT districts for roadway planning, traffic signal maintenance, and traffic information. This results in opportunities to safely move traffic in the most efficient and coordinated manner possible.

Pedestrian access

Creating sidewalks to increase opportunities for walking and bicycle transportation has been part of the Township's new construction approval process for several years. Other initiatives include building crosswalks, adding pedestrian crossing signal lights, and promoting footpath connections between separate developments.

Advanced technology

Most of Cranberry's 33 traffic signals are regulated by a master control system, connected by fiber optic cable, and pre-emptable by emergency vehicles. Six other signalized intersections, outside of Cranberry, are operated by the Township through inter-municipal agreements.



Road Ownership Map

Road Ownership

DESCRIPTION:

This map identifies the ownership of all roadways in Cranberry Township.



LEGEND:

Streets

Owner

State

~ Township

Private

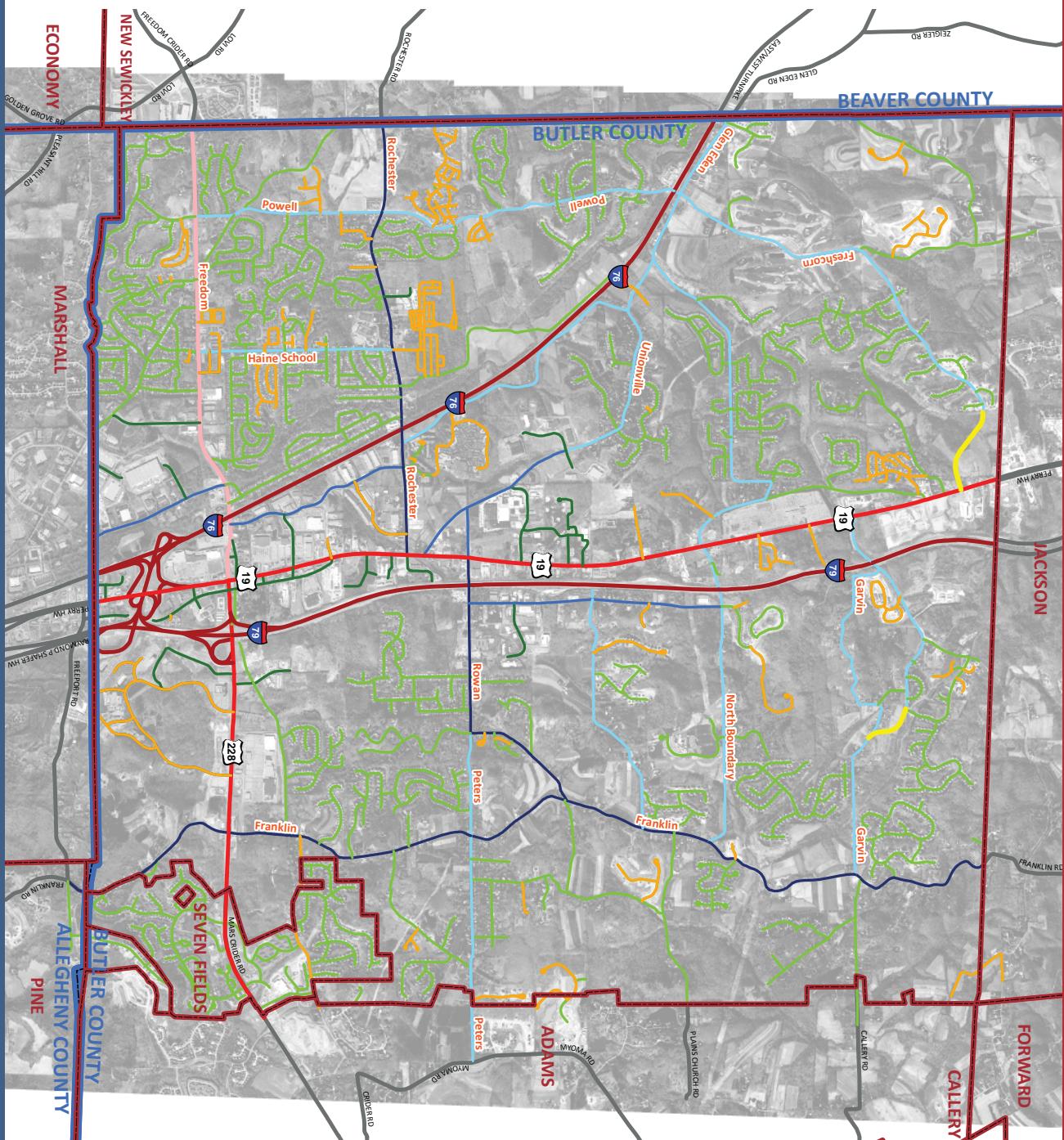
Future Township Roadways

County Boundaries



Plot Date: June 1, 2009

Road Classification Map



Road Classification

DESCRIPTION:
This map identifies the classification of all roadways in Cranberry Township.

LEGEND:
N
S
W
E

- Streets**
- Freeway**
- Arterial-Principal**
- Arterial-Minor**
- Collector-Urban**
- Collector-Commercial**
- Local-Commercial**
- Local-Residential**
- Private**
- Future Roadways**
- Municipal Boundaries**
- County Boundaries**



Plot Date: June 1, 2009

Cranberry Township's efforts to support Public Transit

Cranberry Township recognizes the importance of mass transit as part of a well-rounded transportation system. This timeline describes past and current efforts to address transit needs in Cranberry and the surrounding areas.

1995. New Comprehensive Plan promotes public transit in Cranberry Township.

1996-98. Formed a collaborative effort with State Representative Pat Carone and the Butler County Commissioners to provide public transit services.

1998. “Deviated fixed route” service initiated between Butler City and Cranberry Township; Beaver Transit initiated service in the Freedom Road Corridor.

1998. New Castle Transit begins stopping at new Park and Ride Lot at Rt. 528 and I-79.

2000. Transit service in Butler and Beaver is discontinued, due to low ridership.

2001. Port Authority of Allegheny County (PAT) provides fixed route service to new Park and Ride lot in Warrendale and Freedom / Rt. 19 Corridor.

2003. Township initiates Cranberry Area Transit Study, in cooperation with Butler County Commissioners, Southwest Pennsylvania and the Butler Township City Joint Municipal Transit Authority (BTCJMTA).

2005. Township adopts the Cranberry Area Public Transit Study Report, (Resolution No. 2005-66), emphasizing the resident's priority for expanded Park and Ride Lots with existing public transit service, and eventually circulator service with nearby municipalities.

2006. Township adopts Resolution No. 2006-69, pledging financial support for mass transit in the Cranberry area (\$40,000/year for five years).

2006. Township supports the expansion of the Charter of the BTCJMTA to become the Butler Transit Authority (BTA) to provide service countywide.

2007. PAT eliminates the fixed route service through Cranberry Township, due to financial pressures, continues service to the Warrendale Park and Ride lot.

2007. PennDot funds the expansion of the Park and Ride Lot at Rt. 528 and I-79 by 40 spaces. A second phase is planned (200 additional spaces), but not funded.

2008. BTA to start a Butler City to Pittsburgh fixed route, via Rt. 68, to Evans City, and to the Park and Ride Lot at Rt. 528 and I-79, down Rt. 19 through Cranberry and into the City of Pittsburgh. New Castle Transit to also continue providing service. No additional Park and Ride locations are currently proposed. Cranberry Township declined to assist in funding \$732,500 over four years, as this would not be consistent with Township Board Resolution No. 2006-69, and does not further the overall goals of securing commuter transportation for Cranberry residents — to/from Pittsburgh; as well as in/and around Cranberry Township.

What's Next?

The Township's overall goals continue to be:

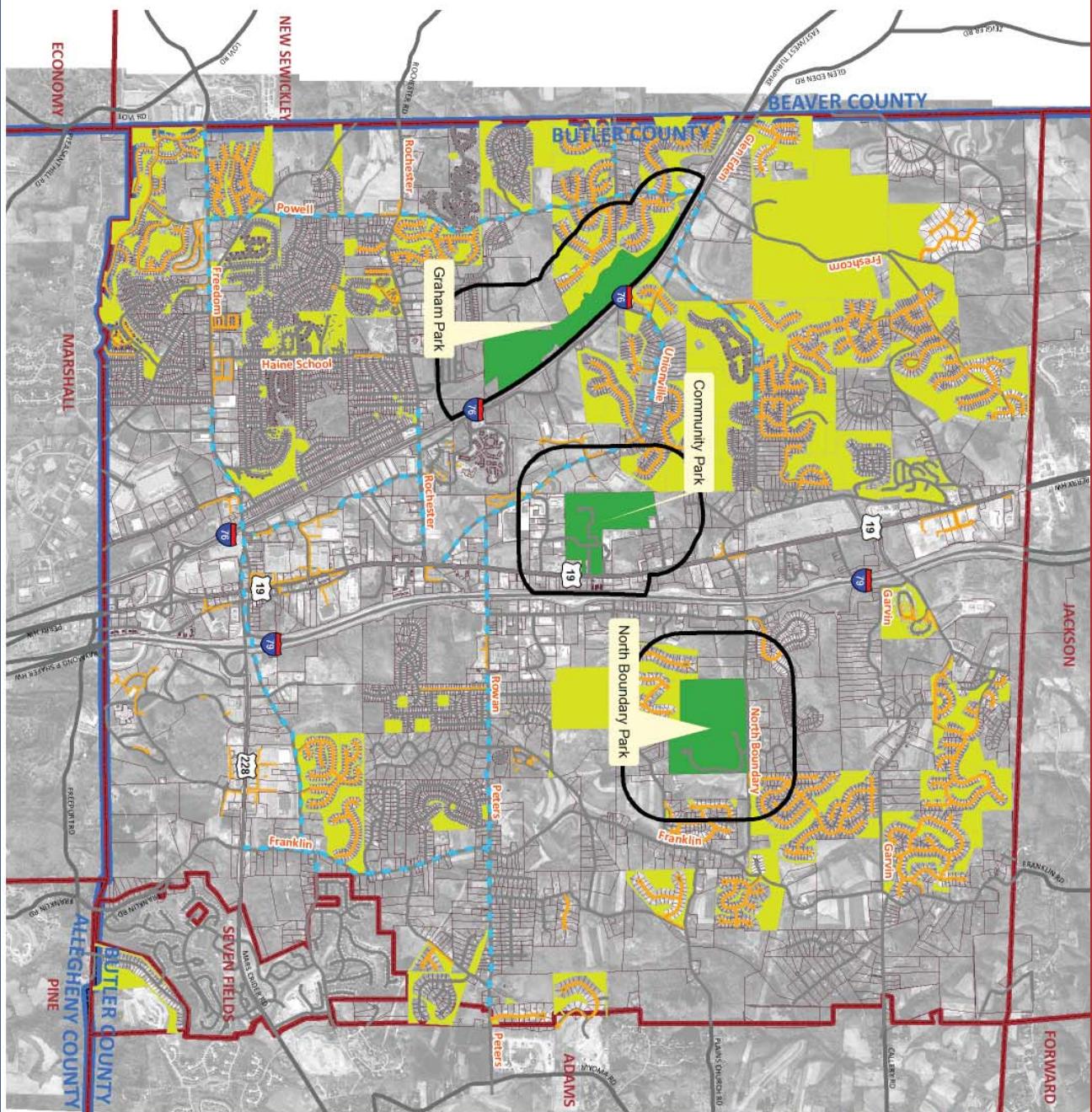
- Advocate for daily transit service to the City of Pittsburgh.
- Advocate for affordable transit service in/around Cranberry Township.

In the short term, the Township will:

- Continue to support current service levels from the Rt. 528 Park and Ride Lot, to the City of Pittsburgh.
- Continue efforts to expand the existing Park and Ride facility in Warrendale.
- Explore the possibility of a Park and Ride facility in the Rt. 228 corridor.
- Plan for circulator service within Cranberry.



Sidewalks Map



Sidewalks

DESCRIPTION:

All known sidewalk locations are on this map. The Citizen Advisory Panel identified possible sidewalk connections that could be made in the future. These recommendations will be used for future planning and implementation of sidewalk connections. The $\frac{1}{4}$ -mile distance surrounding T Township parks will help with future planning for increased pedestrian access.

LEGEND:

- Within $\frac{1}{4}$ mile of Public Parkland
- Existing Sidewalk
- Proposed Sidewalk
- Township Parks
- Open Space - 2088.28 ac.
- Municipal Boundaries
- County Boundaries



Land Use

Current Land Use Zoning

Zoning Ordinance (Chapter 27) regulates the use of land in the Township and serves as a primary comprehensive plan implementation tool. The Zoning Ordinance currently includes 17 zoning districts:



1. Rural Residential District (R-1)
2. Single-Family Residential District (R-2)
3. Multi-Family Residential District (R-3)
4. Convenience Commercial District (C-1)
5. Highway Commercial District (C-2)
6. Special Use District (SU-1)
7. Special Growth District (SP-1)
8. Business Park District (BPK)
9. Light Industrial District (I-L)
10. Regional Commercial District (C-3)
11. Planned Industrial/Commercial District (PIC)
12. Mixed Residential Use District (RMU)
13. Transitional Light Industrial District (TLT)
14. Mixed Use District (MU)
15. Traditional Neighborhood Development (TND) Overlay District 1
16. Traditional Neighborhood Development (TND) Overlay District 2
17. Traditional Neighborhood Development (TND) Overlay District 3



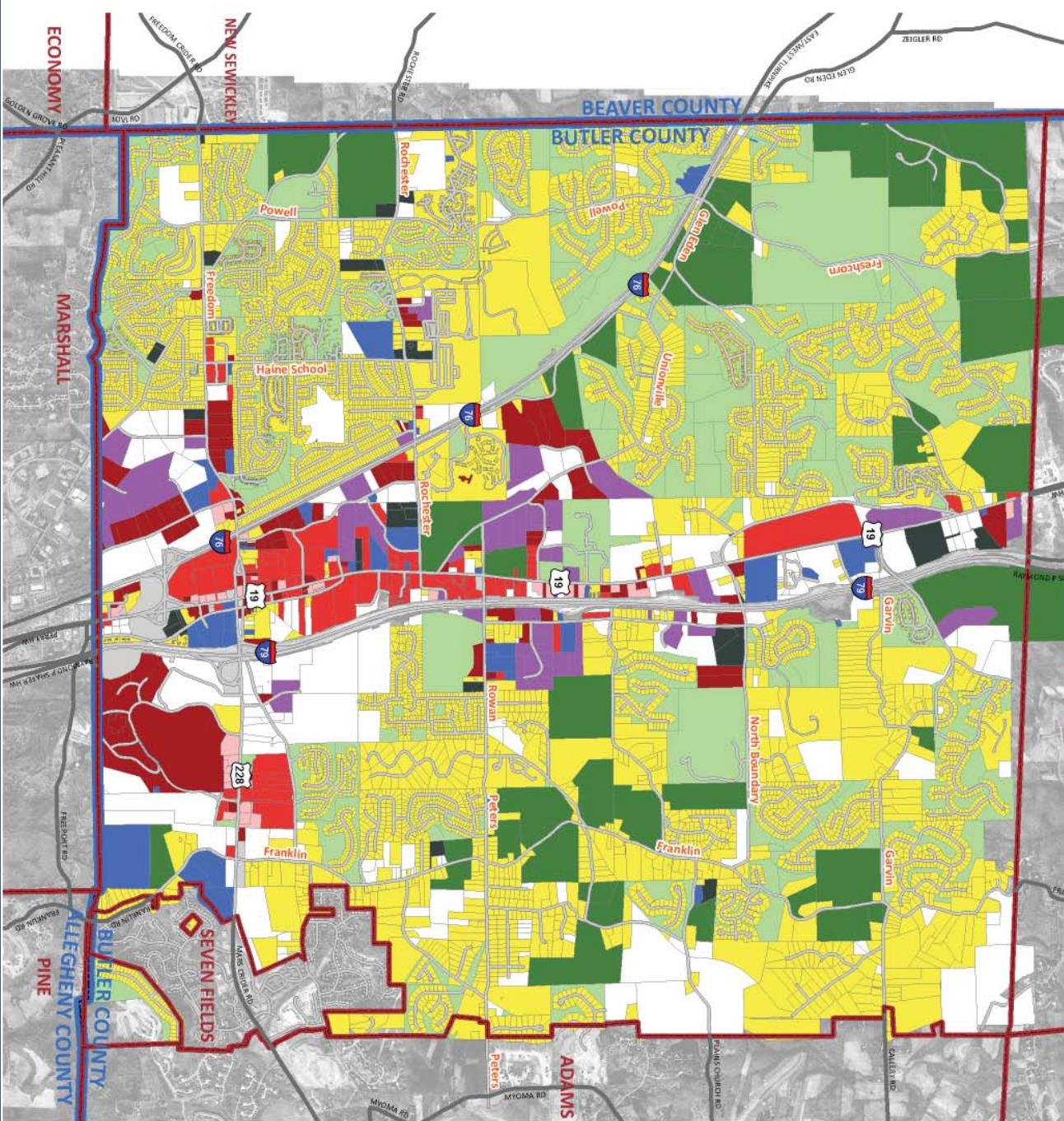
Refer to the Township Zoning Ordinance for more information.

Current Land Use Percentages by APA Land Use Codes

1000 Household Activities	45%
2000 Shopping, Business, or Trade Activities	8%
3000 Industrial, Manufacturing, or Waste Related	3%
4000 Social Institutional or Infrastructure Related Activities	3%
5000 Travel or Movement Activities	0%
6000 Mass Assembly of People Activities	1%
7000 Leisure	15%
8000 Natural Resources Related Activities	11%
9000 No Human Activity	13%



Current Land Use Map



Current Land Use

DESCRIPTION:

Every parcel in Cranberry Township was categorized according to the American Planning Association's land use classification system, based on the type of use occurring on each property as of 2007. The existing land use classification does not perfectly correlate with the Township zoning map because a property may be developed to include a particular use prior to the effective date of a zoning ordinance that would otherwise impact the property. The map resembles the general land use patterns found on the zoning map: commercial properties concentrated along the Route 19 and Route 228 corridors in the central and south-central portions of the Township, surrounded by residential uses.

LEGEND:



APA Land Use Codes
1000 - Household
2100 - Shopping
2200 - Restaurant
2300 - Office
3000 - Industrial, Manufacturing, or Waste Related
4000 - Social, Institutional, or Infrastructure
5000 - Travel or Movement
6000 - Mass Assembly of People
7000 - Leisure
8000 - Natural Resources
9000 - No Human Activity



Print Date: January 20, 2009

Zoning Map

Zoning

DESCRIPTION:

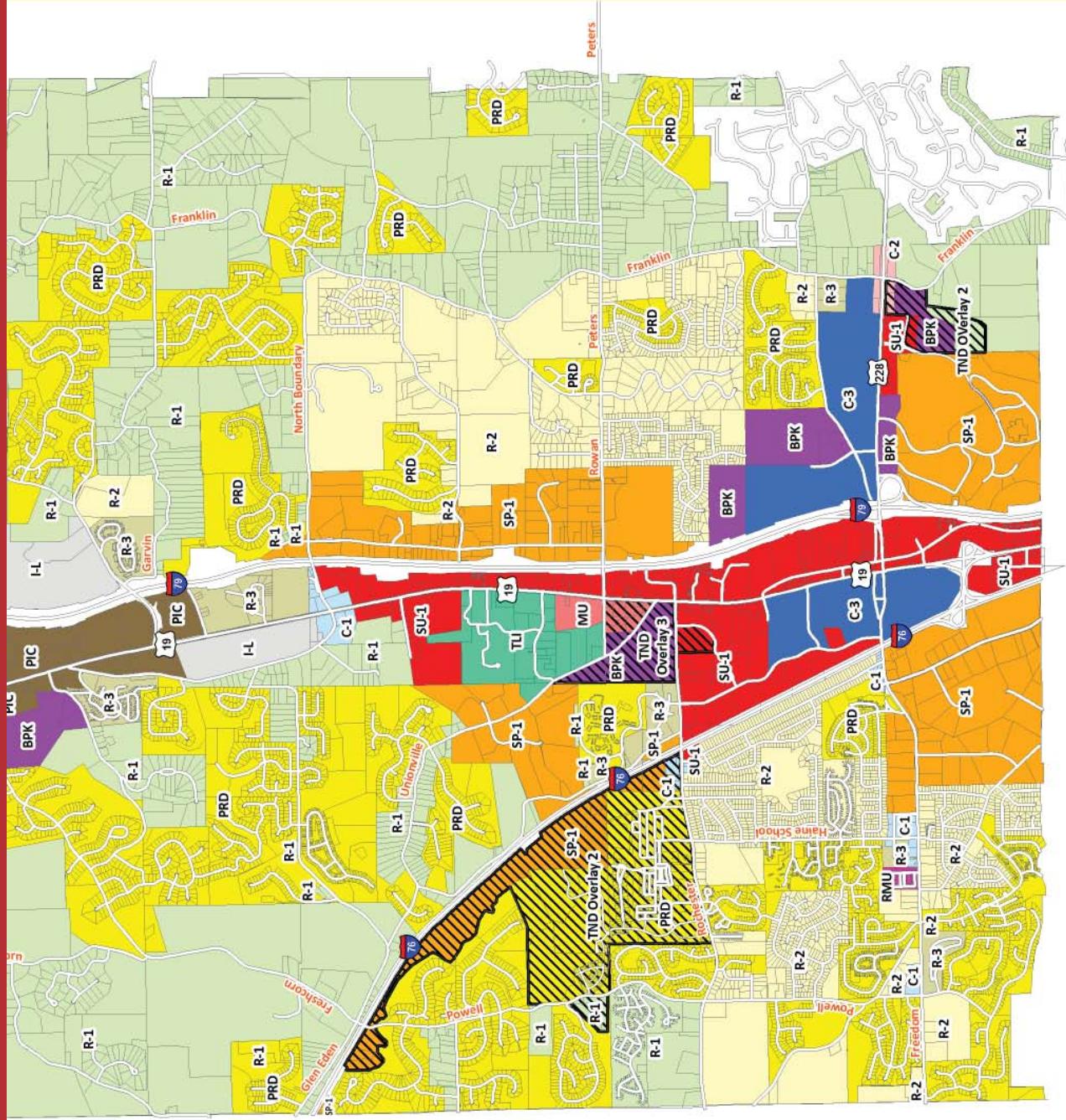
Every parcel in Cranberry Township is categorized according to sixteen zoning districts, including three overlay districts. Official property zoning classifications are identified on the Zoning Map, available in the Township office. Regulations for each zoning district are outlined in Chapter 27 of the Township Code, "Zoning".

LEGEND:

PRD - Business Park	C-1 - Convenience Commercial
PRD - Highway Commercial	C-2 - Highway Commercial
PRD - Regional Commercial	C-3 - Regional Commercial
I-L - Industrial Light	I-L - Industrial Light
PRD - Planned Industrial/Commercial	PRD - Planned Residential Development
R-1 - Rural Residential	R-1 - Rural Residential
R-2 - Single Family Residential	R-2 - Single Family Residential
R-3 - Multi Family Residential	R-3 - Multi Family Residential
SP-1 - Special Growth	SP-1 - Special Growth
SP-1 - Special Use	SP-1 - Special Use
RMU - Residential Mixed Use	RMU - Residential Mixed Use
TLI - Transitional Light Industrial	TLI - Transitional Light Industrial
MU - Mixed Use	MU - Mixed Use
TND Overlay	TND Overlay



Plot Date: January 20, 2009



Cultural Resources

Cranberry Township has an exciting array of cultural activities that are open to the public. The events showcase the talents of performers, and bring world-renowned professionals to the local area for performances, presentations, and speaking engagements. A daily listing of events is available on the Township Calendar.

Art. The Municipal Center hosts an annual art exhibition featuring student projects which line the hallways. Many art forms are represented in the exhibition, including paintings and sculptures.

Theatre. The Comtra Theatre is an intimate, in-the-round community theater located on Route 19 North, in Cranberry Township. For over 20 years, the theater has entertained and delighted audiences with comedy, drama and musical productions, year-round. Most shows run for three weekends and are appropriate for family audiences.

Music. Cranberry Township Parks & Recreation Department provides a robust schedule of events featuring guest artists and resident performances. Offerings include performances by brass ensembles, jazz bands, choral concerts, opera, instrumental and vocal soloists, and more. The Municipal Center outdoor gazebo is the site for summertime Friday

Lunch Concerts, and on Thursday evenings, the public is invited to the Cranberry Rotary Amphitheater in the Community Park for the Thursdays in the Park concert series.

This summer, the Township proudly hosted its first-ever performance of the Pittsburgh Ballet, in the Rotary Amphitheater. An appreciative crowd of over 500 enjoyed the show.

History, Education, and Speaking Engagements. The Cranberry Township Library sponsors a variety of activities, including book discussions, parenting seminars, computer classes and clubs. This year the Library was one of 63 libraries nationwide chosen to host “Forever Free: Abraham Lincoln’s Journey to Emancipation”, a national exhibit capturing President Abraham Lincoln’s efforts to keep the country together during the Civil War.



Historic Resources

Special thanks to the Cranberry Historical Society, for sharing information, from the 1989 book *Cranberry Township: A History of Our Community*. The society is a non-profit organization dedicated to identifying, preserving, and promoting public awareness of historical sites, landmarks, place names, and traditions.

Venango Path – at the intersection of Rt. 228 and Franklin Road. The Venango Path was a major Indian path between the forks of the Ohio (now Pittsburgh) and the Seneca town of Venango (now Franklin). Young George Washington traveled the Venango Path in 1753.

Crider's Corners – at the corner intersection of Dutilh/Rt. 19/Rt. 228. Named for landowner, Jacob Crider, Crider's Corners was the main intersection and business district of Cranberry Township from early 1800 to the 1950's.

Ogle – Rt. 19 near the Comtra Theater. Ogle was the site of Cranberry Township's first post office, from 1850-1902. Ogle was at the crossroads of Unionville Road and Route 19.

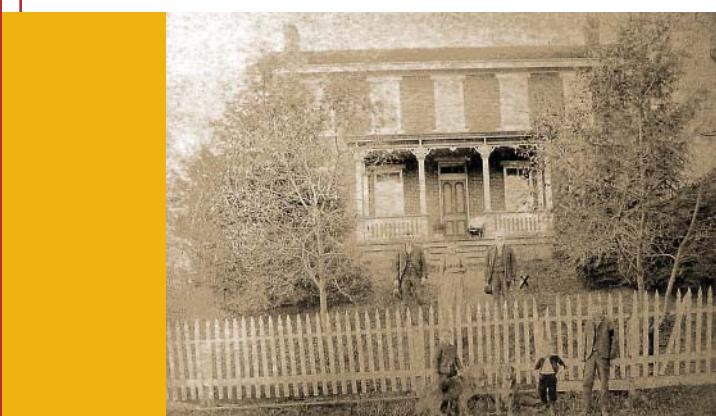
The **Harmony Line** electric streetcar began operating in 1908. Maroon and gold cars ran every hour. Each car had a motorman, a conductor, and seats for 45 passengers. A 45 minute trip brought passengers to Sixth Street

and Liberty Avenue in Pittsburgh. By the mid-1920's traffic on Perry Highway (Rt. 19) was equally divided between automobiles and horse-drawn wagons, bringing an end for the Harmony Line. The final run was in August, 1931. Track remains are visible on Plains Church Road, off Franklin Road. Stonewall abutments of the bridge crossing over Plains Church Road are still plainly visible.

Plains Presbyterian - (Plains Church Road) Formed in 1806, this was the first organized church in Cranberry Township. The present frame structure was built in 1878, and the Cemetery is the burial site of many of Cranberry Township's earliest residents.

St. John's of Lovi Evangelical Lutheran – (Freedom Road) A congregation of German families, organized the church in 1834 and the present church was erected in 1869.

Dutilh Methodist – (Dutilh Road, next to UPMC Passavant Hospital/Cranberry) Four families formed the Dutilh congregation in 1844, which was destroyed by fire in 1986. The church rebuilt and dedicated the current building in 1988. Many early Cranberry family names can be found in Dutilh's Cemetery.



Hope Lutheran – (Intersection of Franklin and Hope Church Roads.) Hope Church was organized in 1916, and members met in a schoolhouse until erecting a church in 1917. A new sanctuary was built on Rowan Road in 1971.

The Sample School was one of six one-room schoolhouses serving students in Cranberry. Built in 1874, the school closed in 1951 and served as the Township's first Municipal Office. The school was restored and relocated to the front lawn of the Municipal Center. Historical society members conduct informative schoolhouse tours for school students and residents.



For more information, visit the Cranberry Township Historical Society website, www.explorecranberry.org

Historic Resources Map

Historic Resources

DESCRIPTION:

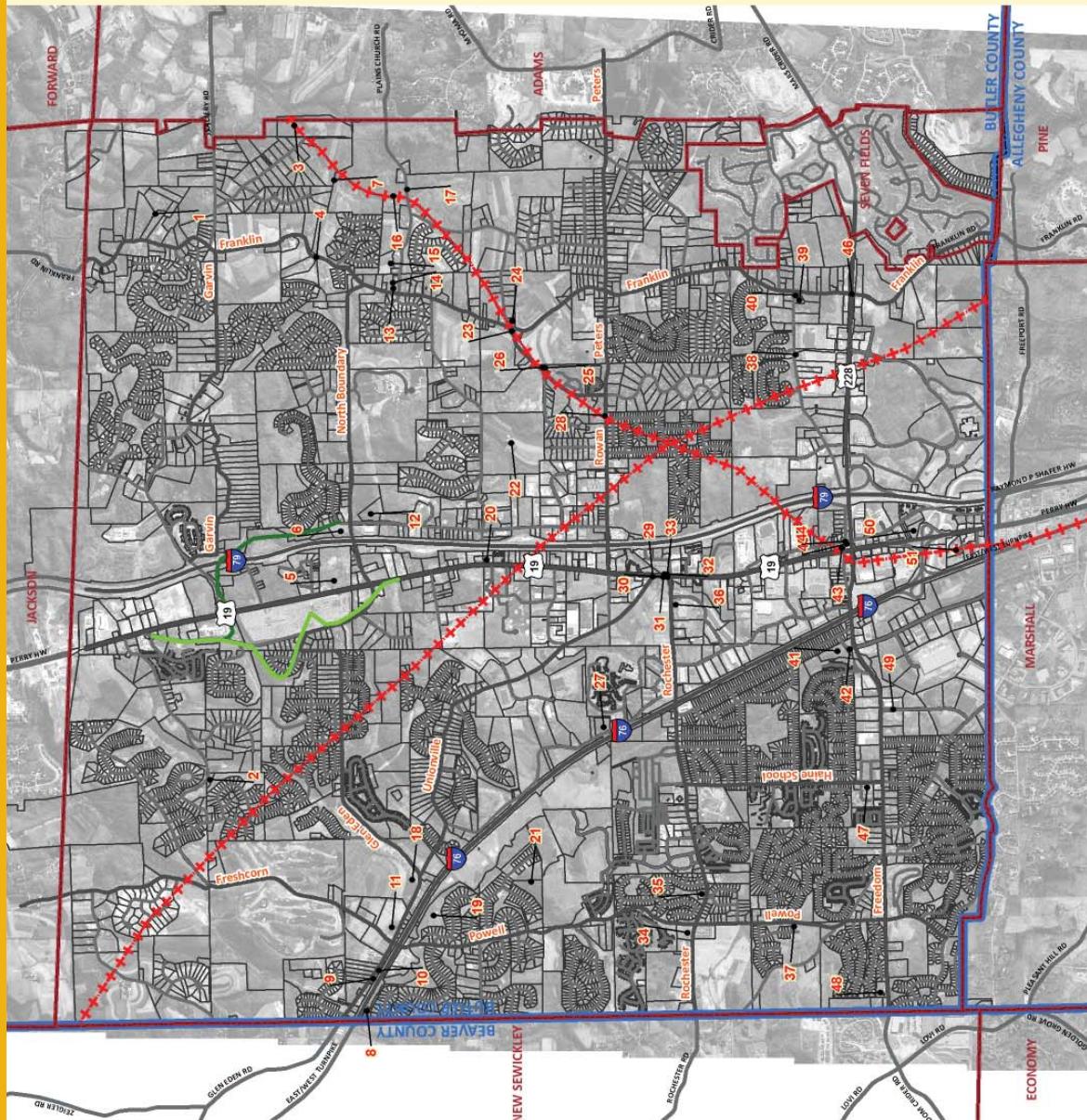
There is a wealth of historic features visible in the community. With assistance from the Cranberry Township Historical Society, this map identifies locations, markers, artifacts, and buildings of historical significance. These resources present opportunities for the preservation and interpretation of Cranberry's past.

LEGEND:

- Historic Landmarks
- Historic Railroad lines
- Perryville & Zelienople Plank Road
- Pittsburgh Mercer Road
- Municipal Boundaries
- County Boundaries



Plot Date: January 19, 2009



Label	Historical Landmark/Description
1	Ramsey Cemetery
2	Bull Run One Room School
3	Harmony Line Cemetery
4	Formerly the Lake Bridge
5	Home Built by Matthew Gahman
6	Gahman Cemetery
7	Gahman House
8	Home Built by Matthew Gahman 1870
9	Gahman's Blacksmith Shop
10	Gahman's Blacksmith Shop
11	Home Built by Matthew Gahman 1870
12	Black Bear Tavern 1815
13	Historical Marker Parkers Church
14	Cambridge Garage
15	Plain Presbyterian Church
16	Harmony Line Post #2
17	Harmony Line Concrete Piers
18	Home Built by Matthew Gahman 1870
19	Cambridge Bog
20	Union Hotel (1850) Drower's Inn
21	Graham Cemetery
22	Powell Farm - Enrolled in the Buller County Agriculture Preservation Program
23	Harmony Line Franklin #3
24	Home Town Organ Church
25	1st Township Offices
26	Sample One Room Original Location
27	Graham One Room School
28	Harmony Line Roatan #4
29	Historical Marker Oge
30	Harmonia Slave Election House
31	Meader's Farm
32	Meader's Farm
33	Meader's Farm
34	Harmony Cemetery
35	Mt. Zion Cemetery
36	N. Dambeck 1865
37	Sample School
38	Henry's Back Smith
39	Johnstone One Room School - Existing
40	McCaw/Crawford Home 1870
41	Hendersonville
42	Old One Lane Bridge
43	Harmony Line Cider's Corner #5
44	Historical Marker Olders' Corner
45	Heedea's Stone
46	Historical Marker Venango Trail
47	John One Room School
48	Rhoads One Room School
49	Cambridge Big
50	Dash Heedea's Church & Cemetery



Open Space and Natural Resources

Topography

The general topography of Cranberry Township is that of rolling hills and gently sloping stream valleys. Maximum relief is 448 feet with elevations ranging from a low of 976 feet on the western border of the Township in the Brush Creek Valley, to a high of 1,424 feet at a point near the center of the Township between North Boundary and Garvin Roads.

Hydrology

Cranberry Township drains into three major watersheds; Brush Creek, Breakneck Creek, and Big Sewickley Creek. Brush Creek and Breakneck Creek flow to the northwest and are tributaries of the Connoquenessing Creek and ultimately the Ohio River via the Slippery Rock Creek and the Beaver River. The North Fork of the Big Sewickley Creek flows southwest to join the Ohio River in Ambridge. Brush Creek drains approximately (77%) of the total Cranberry Township land area. A substantial portion of the eastern part of the Township (22%) drains into Breakneck Creek. The North Fork of Big Sewickley Creek drains a small percentage (roughly 1%) of the Township's land area.



Open Space

As a result of open space requirements for new development, park land acquisition, and farmland preservation, over 2,000 acres of open space is protected in the Township.

Farmland Conservation

The 71 acre Denton Powell dairy farm was placed by Township Supervisors into the Adams Township Agricultural Security Area in 2005 and in 2007, the Butler County Conservation District placed it into the Butler county Conservation Easement Program. Purchased for \$730,000, the cost was shared by the Commonwealth (85.96%) and the County (14.04%). Placement in the program guarantees that the land can be used only for farming, regardless of ownership. The Powell farm was one of two remaining working farms in the Township, with a farmhouse dating to 1871.



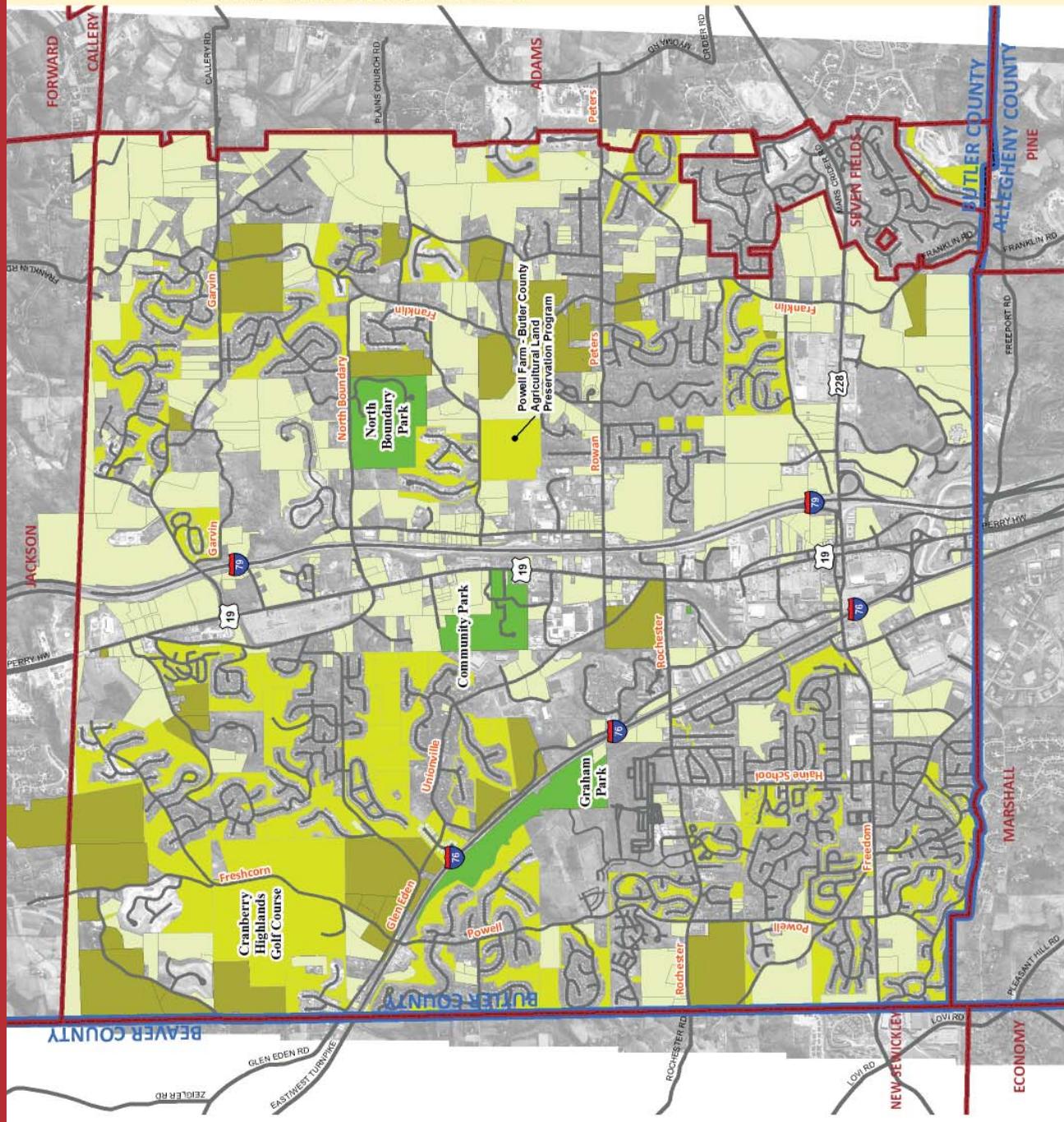
Greenways, Open Space, and Agricultural Lands

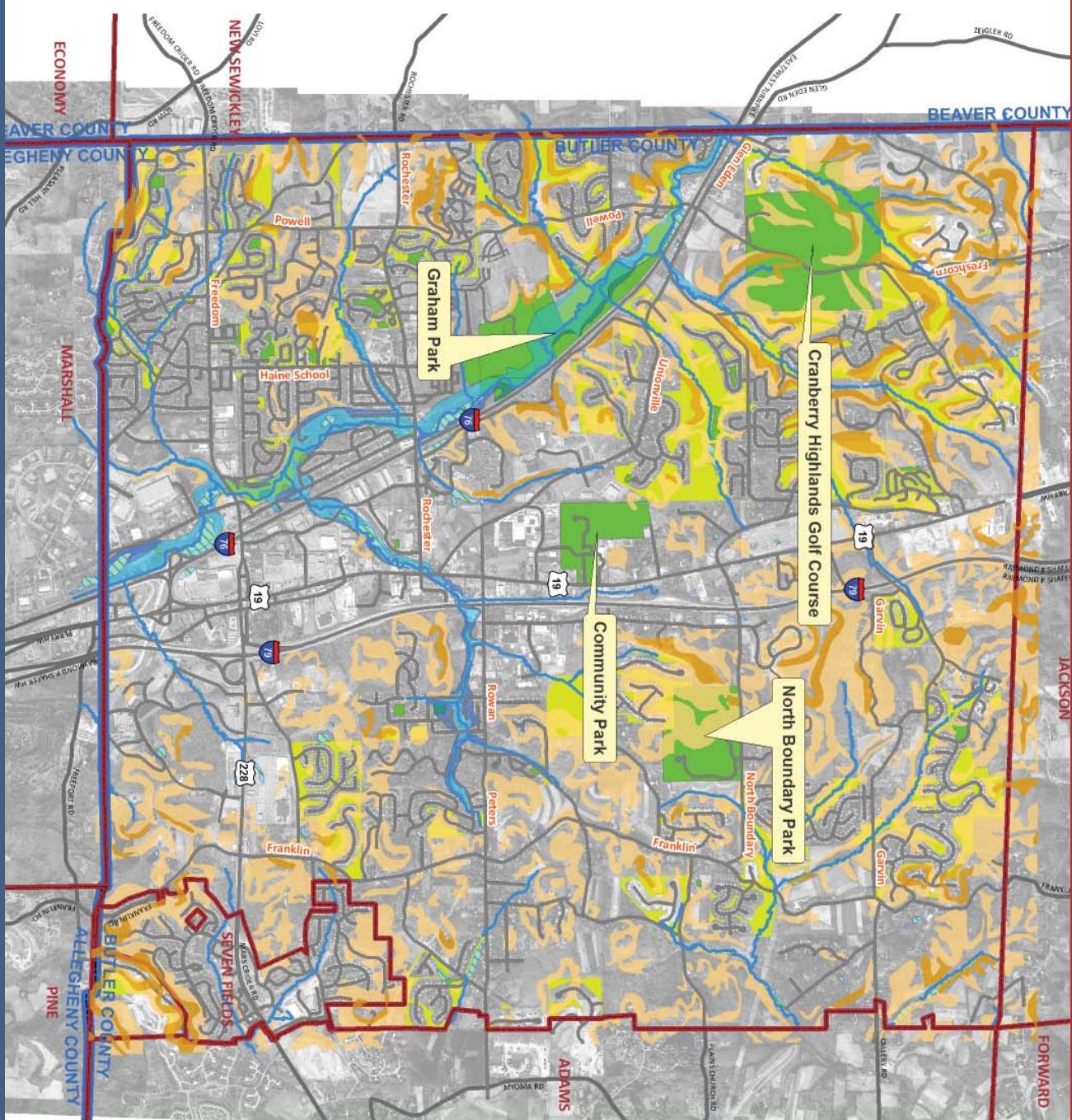
DESCRIPTION:

The open spaces identified on this map include property owned by the Township, homeowners associations, and private landowners. Identified farmlands include the 70-acre Powell Farm, which is enrolled in Butler County's Agricultural Land Preservation Program. Also included are undeveloped open space parcels. This illustrates the protected open space opportunities and will serve as a basis to identify opportunities for additional open space conservation, creating a network of open space, and



Plot Date: January 19, 2009





Natural Resources

DESCRIPTION:

Natural resources contribute to the community's character and physical environment. The Township has protected thousands of acres of open space through park acquisition and open space requirements for land development. This map identifies other natural resources such as streams, wetlands, and steep slopes, for general planning purposes.

LEGEND:

- Over 25% slope
- 15-25% slopes
- 10-15% slopes
- 5-10% slopes
- 1-5% slopes
- 1% or less
- Streams
- Wetlands - 124.99 ac.
- 100 Year Floodplain
- 500 Year Floodplain
- Parks - 642.37 ac.
- Open Space - 2088.28 ac.



Plot Date: January 19, 2009

Township Services

Cranberry Township uses a council/manager form of government. The Board of Supervisors appoints a professional Township Manager who supervises government operations and implements the policies adopted by the Board. The Township staff is highly motivated and qualified to carry out Cranberry Township's day to day responsibilities, as well as long term projects.

Cranberry Township provides many high quality services to residents and businesses through its service departments and a strong working relationship with the volunteer fire company.

Public Safety

The Department of Public Safety is responsible for developing a safe and secure environment for Cranberry Township. The Director of Public Safety responds directly to the Township Manager and is responsible for the day-to-day supervision of the police department as well as the coordination of fire department activities, the ambulance corps, and the emergency management agency.

Police Department

The Cranberry Township Police Department is dedicated to providing the highest level of police service to all residents and visitors. The department maintains one of the best-trained and well-equipped municipal police agencies in Butler County.

Cranberry Township was originally patrolled by the Pennsylvania State Police,. In 1956, a part-time force was established with 2 men; and in 1971, the force became full-time.

Currently, the department is staffed by: (1) Director of Public Safety; (1) Lieutenant; (1) Sergeant, (4) Corporals; (1) Detective Corporal; (1) Detective; (21) Patrol Officers; (5) Police Administrators (3 full-time, 2 part-time).

Additionally, through a service agreement, the Cranberry Township Police Department maintains public order in Seven Fields Borough.

Police Specialty Services

- Detectives - Conduct general investigations and lead drug enforcement efforts.
- Crash Reconstructionist - 4 officers are certified to investigate significant motor vehicle collisions.
- Community Relations Officer - Supervises all community crime prevention efforts
- Four firearms instructors - Handguns, shotguns, rifles.
- Three Tactics Instructors - Pepper spray, ASP batons and restraint techniques.
- Child Safety Seat Technicians- 4 officers certified in the installation and inspection of child safety seats.
- Crime Scene Processing- Officers certified in crime scene photography and latent print recovery.



Ambulance Corps

The Cranberry Ambulance is the designated 911 provider for Cranberry Township, Seven Fields Borough, and the northern portion of New Sewickley Township (Beaver County).

Emergency Management

In an emergency, the office of Emergency Management is activated to provide coordination among the public safety agencies.

Fire Protection

The Cranberry Township Fire Department is a 100% volunteer organization which provides fire and rescue services to the residents of Cranberry Township. The Fire Company created a unique agreement with the Township in 1981, which transferred the assets of the Company to Cranberry Township. As part of the agreement, the Township provides financial support for building maintenance, equipment, and apparatus. In return, the members of the Cranberry Township Volunteer Fire Company spend their volunteer time training, performing administrative work, and responding to emergency calls. This is a unique arrangement in Southwestern Pennsylvania and is considered to be a model of cooperation between local government and volunteerism.

Community Development

The Community Development Department oversees development activity in the Township, including planning, zoning administration, subdivision and land development reviews, development coordination and inspection, building inspection, building permit review and issuance, on-lot sewage facilities, and fire prevention permits and inspections.

The Community Development Department work in conjunction with the Engineering Department to make recommendations to the Planning Advisory Commission and the Board of Supervisors on subdivision and land development applications submitted to the Township.

Engineering

The Engineering Department provides support to all departments in the areas of plan design, preparation, bids, specifications and construction management for new Township assets and infrastructure. The Township Engineer oversees the technical design reviews and bond releases for all proposed developments within the Township; as well as the construction of all Township infrastructures. The Department manages and coordinates all consulting engineering services, as well as federal and state permit requirements for the Township.



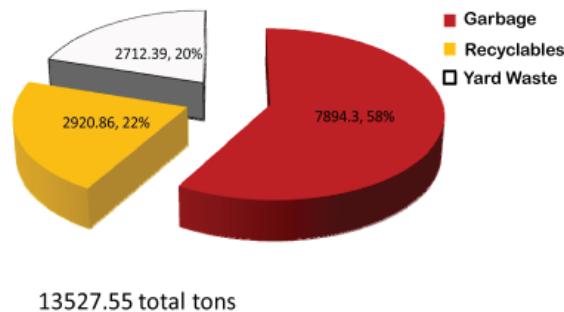
Recycling & Waste Collection

Commercial waste is collected by contract with local refuse companies. Residential trash, recycling, and yard waste is collected through a municipal program called Collection Connection™.

The Collection Connection is Cranberry Township's municipal solid waste collection program. Using specially-equipped automated vehicles, municipal solid waste, yard waste and recycling are collected in separate carts. Residents select a preferred size: 96, 64, or 35 gallon capacity container. Recyclables are collected in a single stream, which commingles all categories and types of material in one container.

The recycling program is a recipient of the Governor's Environmental Excellence award and also been designated as a model program by the DEP. The program has also exceeded the Pennsylvania goal of recycling 35% of all waste materials by 7%.

2007 Waste Totals



Finance

The Department of Finance is responsible for the overall financial management of the Township. The department supplies support services to all other Township departments consisting of accounting, payroll, accounts payable, accounts receivable, budget preparation, cash management, financial reporting, and billing for selected services including sewer, water and fees for false alarms. The Township's bond rating from Moody's is Aa3.

Information Technology

The department is organized into five major areas of responsibility and provides support and training to all Township staff, as well as the Volunteer Fire Department as well as project management for new implementations.

- **Desktop Services** – PC, telecom, handheld devices and desktop software related operations.
- **Network Services** – Account, server and infrastructure operations.
- **Enterprise Applications** – Major centralized database application development and operation.
- **GIS** – Geographic Information System for capturing, storing, analyzing, management and presenting geographic data.



Parks and Recreation

Cranberry Township offers residents a wide-range of park and recreation services. A total of 313 acres of parkland is spread over three Cranberry Township public parks.

Community Park (70 acres), located on Route 19, has ball fields, volleyball courts, playgrounds, picnic areas, trails, an amphitheater, and open space. Adjacent to the park is the Rotary Dog Park, with fenced exercise areas for large and small dogs.

North Boundary Park (128 acres) is located on of North Boundary Road and includes ball fields, trails, playgrounds, open space, and a waterpark. The WaterPark features a large pool, spray pad, sand play area, diving area, water slide, volleyball court, and children's pool.

Cranberry Township's newest park – **Graham Park** (190 acres), is located along the Pennsylvania Turnpike and has 13 baseball/softball, soccer, football, and lacrosse fields. The park is adjacent to two new developments (Park Place and Bellevue) which provides vehicle and pedestrian connections into the park. Graham Park also includes a "Miracle Field", which is a ballfield designed for special needs children. The synthetic rubberized turf allows players using wheelchairs or walkers to easily move on the field. Dugouts and bleachers are also handicapped accessible.



Skatepark Behind the Municipal Center, is the 9,600 sq.ft. AE Ride Skatepark, built as a community project in 2005 with donations from the American Eagle Outfitters Foundation and the national organization KaBoom!.

Municipal Center

The Cranberry Township Municipal Center houses the Township administrative offices as well as the Cranberry Public Library, Tax Offices, Chamber of Commerce, and community offices for the district's state senator and state representative.

The center is also home to the Parks and Recreation Department, community Gymnasium, Senior/Teen Center, classrooms and meeting rooms for department-sponsored programs and activities.

Programs are advertised year-round. Senior Citizen programs and lunches are served on weekdays. Preschool and After-School programs are offered during the school year. The hallways bustle with 'walkers' exercising everyday in the common areas.

Cranberry Highlands Golf Course

The Township owns and operates a 186-acre golf course in the northwestern section of the Township. Built in 2002 on a landscape surrounded by hills and punctuated with steep ravines, Cranberry Highlands is a generously proportioned, par-70 course following the contours of woodlands and fields.

Cranberry Highlands has a 14,000 square foot Clubhouse, offering a variety of amenities including locker areas for men and women, a pro shop, a bar and grille, meeting rooms, a patio, and the Highlands Banquet Room which may be rented for private events.



Parks and Recreation

DESCRIPTION:

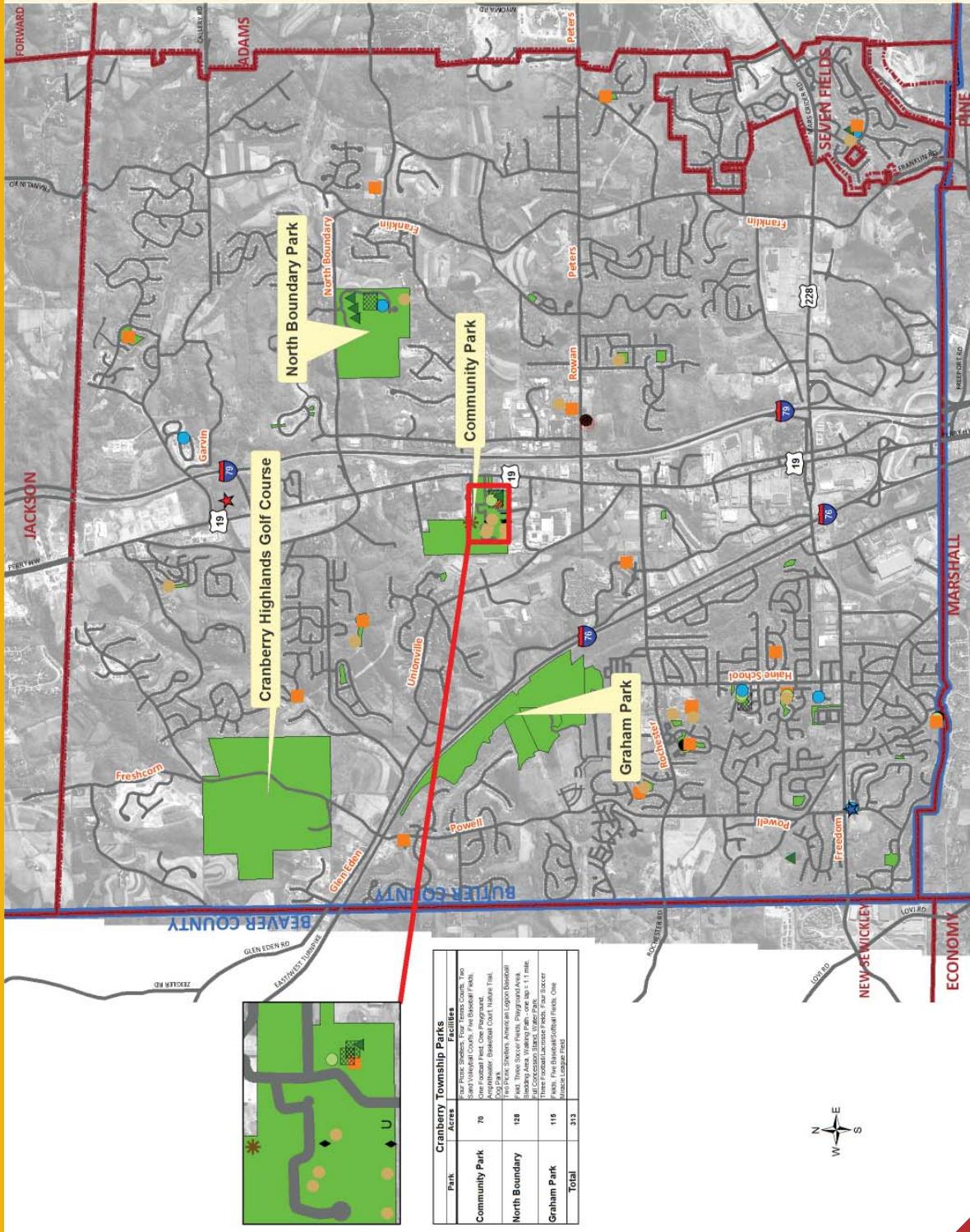
The public and private parks and recreation opportunities located throughout the Township add to the quality of life. In addition to three large parks and the Cranberry Highlands Golf Course, there are several private recreation opportunities throughout the Township.

LEGEND: Recreational Facility



Plot Date: January 19, 2009

Plot Date: January 19, 2009



Parks and Recreation Map



Public Works

The Department of Public Works for Cranberry Township provides a full array of services to residents through several divisions: Parks Maintenance, Fleet Maintenance, Facilities Management, Streets, Traffic Signals & Communications, Sewer & Water Field Operations, Waste Water Treatment Plant and PreTreatment. The Township consists of over 111 miles of roadway, requiring resurfacing, patching, sweeping and winter maintenance attention throughout the year. Parks, sports fields and recreational space are maintained by the Parks Maintenance Division. The Fleet Maintenance Division provides regular service to all Township vehicles to ensure reliable performance.

Quick and efficient travel throughout Cranberry Township is the primary focus of the Traffic Signals and Communications Division. All Township facilities are professionally managed by an experienced Facilities Management Division with special attention to energy management. Promoting good practices within businesses and homes relative to what goes down a sewer drain helps to keep costly treatment expenses at bay and this is the charge of the PreTreatment Division. The Township's Waste Water and Water Field Operations consistently maintain a high level of customer service, servicing nearly 10,000 accounts and growing.



Manager's Office

The Manager's Office oversees day to day Township operations. The Township Manager is responsible for the chief administrative operations including all human resource activities, long range planning, special projects, information technology, communications, and tax administration.

Cranberry Public Library

The Cranberry Public Library is a community resource serving the residents of Cranberry Township and surrounding areas. As of November 2008, there are over 27,000 registered patrons, with an annual circulation of more than 360,000. The number of items in the library is in excess of 95,114.

The library is governed by a seven member Board of Trustees appointed by the Cranberry Township Board of Supervisors to three year terms.

The Cranberry Public Library is affiliated with the Butler County Federated Library System (BCFLS).

Customer Service Center

Cranberry Township staffs a Customer Service Department in the Administration wing, 7:30 AM to 5:00 PM, Monday - Friday. Employees are available to answer all questions via telephone, email, or by walk-in.



The success or failure of a process is highly dependent upon initial conditions. Regardless of how Cranberry will look in 10, 20, or 30 years - one thing is certain - you cannot look back and blame this planning process. It was extremely well-run and efficient. Thanks for all your efforts.

-Tim Casey
Citizen Advisory Panel Member



Market Assessment

The Market Assessment is a tool to allow for informed decision making. Just as the citizens have a voice in shaping the future of Cranberry, the market forces will also shape the future. The market and growth can drive land use, but conversely, land use can impact growth and the market. Market demand cannot be captured if land uses do not support the market. Similarly, land zoned for a use the market cannot support is lost opportunity for uses the market could support.

The market assessment will help Cranberry Township understand where opportunities lie by providing input about the highest and best uses of land. It will also provide benchmarks for projecting future growth and impacts. Its inclusion in The Cranberry Plan will garner more complete information for decision making. It is meant to be a component of consideration for policy, but not the sole determinant.

Given Cranberry's attractiveness for both residential and commercial development, growth is expected to continue. There are two strategies for managing that future growth:

- Allow growth to be shaped primarily by the current regulatory environment; or
- Create a regulatory environment that helps shape growth, based on a strategically developed growth plan.

To develop a strategic growth plan, it is important to understand the market dynamics within the Township. To provide a foundation for evaluating the growth scenarios, the market assessment will answer the following questions:

1. Who lives in the Township and what are their demographic characteristics?
2. Who lives here and works there, and who lives there and works here?
3. What are the Township's regional comparable areas and how does the Township compare to those areas?
4. What are the growth trends in the Township and its comparable areas?
5. What is the economic profile of the Township and its larger economic region?
6. What local and regional assets and strengths can be leveraged to create new business opportunities in the region?
7. What is the expected impact of the new or planned business operations in the Township?
8. What are the Township's greatest weaknesses/challenges to economic growth?
9. What level of business development can the Township support, and what types of businesses should be targeted?

The Study Area

The market assessment examined market indicators and trends in Cranberry Township and comparable areas in the Pittsburgh region, as well as comparisons to the Township's larger economic region. Areas in the region most comparable to the Township from both residential and business standpoints are: (1) the City of Pittsburgh; (2) the Monroeville/Murrysburg Corridor; (3) the north Washington County Corridor; and (4) the Airport Corridor.



Summary of Findings

Population

- Cranberry Township continues to grow rapidly. The Township's growth rate clearly outpaces its comparative areas, with an estimated growth of 20.5% between 2000 and 2007, and an expected 9.9% growth by 2012. The estimated population of Cranberry Township in 2007 is 28,445. Within the Cranberry Corridor, only Seven Fields Borough and Adams Township have growth rates that surpass Cranberry Township. Butler County is the seventh fastest growing county in Pennsylvania with a growth rate of 14.5% between 1990 and 2000.
- Cranberry Township's median age of 34.7 clearly indicates the Township attracts a younger population than its comparative corridors. While more densely populated urban areas typically attract a younger population, Cranberry's median age, 34.7, is lower than that of the City of Pittsburgh, which is 35.5.
- Cranberry Township is less ethnically diverse than its comparable corridors. According to the Environmental Systems Research Institute (ESRI), a community's "diversity index" measures the probability that two people in the same community would be from a different race/ethnic group. On a scale of 1 to 100, a higher index represents a more diverse community. Cranberry Township lags behind its comparable corridors, with a diversity index of 7.7. The North Washington Corridor measures slightly above Cranberry Township with an index of 8.4. The City of Pittsburgh is the most diverse comparative area with a diversity index of 48.2.



- Cranberry Township has a large commuting population. Most people who work in Cranberry live elsewhere; and most who live in Cranberry work elsewhere. According to the 2000 U.S. Census, less than 20% of the 14,956 individuals who *worked* in Cranberry Township actually *lived* in the Township. Similarly, less than 25% of the 12,079 working *residents* in Cranberry Township *work* in the Township.

Housing

- Cranberry Township has a high percentage of owner-occupied housing. Approximately 80% of housing units in Cranberry Township are owner-occupied, compared to 87% in the north Washington County Corridor. The Monroeville/Murrysburg and Airport Corridors owner-occupied housing units are estimated at 72%. The City of Pittsburgh is more transient oriented, with only 46% of its housing units owner-occupied.
- Cranberry Township is a regional leader in home sales, with 2,712 housing units sold between 2003 and August 2007. Of these, 19% were new construction. Among other comparable market areas, only the City of Pittsburgh witnessed more home sales (approximately 10,644) during that same time period.
- The majority of homes sold in Cranberry Township have four bedrooms. Of the 2,190 resale units sold in Cranberry Township, 58% (1,257) contained at least four bedrooms, compared to 72% of new homes construction. Compared to the other comparative markets, Peters and Upper St. Clair Townships had a higher percentage of four or more bedroom resale homes (66% and 64%, respectively). Over 58% of the newly constructed homes in the region are four bedroom.



Four-year home resale prices in Cranberry Township are the fourth highest in the region. The average sale price of a resale home in Cranberry Township between 2003 and August 2007 was \$233,016, the fourth highest among all the comparative market areas. Peters Township had an average home sale price of \$318,147. However, only 271 total housing units were sold in Peters Township during this time period, compared to 2,190 in Cranberry Township. Similarly, Peters Township and Upper St. Clair Township, both of which had a higher average sale price than Cranberry Township during this time period, sold fewer housing units, at 1,138 and 1,283, respectively.

Current home prices in Cranberry Township are fifth highest in the region. As of August 28, 2007, there were 76 homes on the market in Cranberry Township. The average price of the 56 resale homes on the market was \$258,128, with over half of the homes between \$200,000 and \$400,000. At the same time, there were 20 new homes on the market in Cranberry Township with an average price of \$392,910, with 75% of the homes between \$200,000 and \$400,000..

Economy

Income/Earnings

Cranberry Township is the fourth highest in the region for household income, with a median household income of \$90,411 (2007 Estimated). This is 35%+ higher than in Monroeville/Murrysville area, over 27% higher than the Airport Corridor, and more than double that of the City of Pittsburgh. The median household income in the north Washington County Corridor is slightly less than Cranberry at \$84,059. Only five municipalities in the study areas have median incomes higher than Cranberry Township..

New jobs with Westinghouse will increase the earnings per worker in Cranberry Township. The weighted average earnings per worker in Cranberry Township in 2007 is estimated to be \$35,895. With annual salaries of approximately \$86,000, Westinghouse jobs will increase the weighted average earnings per worker to \$42,201 (in 2007 dollars), an increase of nearly 18%.

Economic Base

- Cranberry's economy relies heavily on the wholesale and retail trade sectors. Approximately one of every three workers in Cranberry Township is employed in wholesale trade (11%) or retail trade (17%) industries. Another five industries individually employ between 8% and 10% of Cranberry workers: administrative and waste services (10%); accommodation and food services (9%); manufacturing (9%); professional and technical services (8 %); and other services, except public administration (8%). Industries outside these seven core industries employ the remaining 28% of Cranberry Township workers.
- Cranberry Township has a marked concentration of wholesale trade employment compared with Pennsylvania. Other industries relatively concentrated in Cranberry compared with Pennsylvania include: retail trade, administrative and waste services, accommodation and food services, and other services (except public administration). The addition of Westinghouse jobs to the local economy will place the professional and technical service sectors at 17%.



Nearly 30% of the jobs in Cranberry are supported by service sector spending. 20% are supported by spending of outside income; 13% by spending on manufactured goods; and 10% by visitor spending from outside the Township.

Twenty percent of the jobs in Cranberry are supported by spending from outside sources. Spending by Cranberry Township residents' outside income (e.g., income from sources such as pensions, investments, and business ventures outside the Township) generate 20% of the jobs in Cranberry. Some of this income is subject to risks and uncertainties.

Accessibility and amenities are attracting new businesses to Cranberry. In a March 2007 memo to its Monroeville-based employees, Westinghouse indicated that the key factors for moving to Cranberry Township included its proximity to the airport; pedestrian access to amenities such as hotels, restaurants and shops; and flexibility for future expansion.

Commercial office space is in demand in Cranberry, particularly in business parks. Over the past 10 years, Cranberry Township has added 1.4 million square feet of office space, with approximately 66% located in business parks. This trend indicates a potential increase of around 140,000 square feet of office space annually.

Commercial office space in Cranberry is less expensive than in the Pittsburgh Central Business District. The asking rent for Class A and B commercial office space in Cranberry Township was below the average for the western Pennsylvania region. Cranberry's asking rent was approximately \$19.46 per square foot for Class A space and \$15.08 per square foot for Class B space with a total vacancy rate of 18.5%. The Pittsburgh-CBD's asking rent was \$21.60 for Class A and \$16.27 for Class B. Cranberry's rates have remained competitive. However, with the supply of the Pittsburgh-CBD commercial office space rising by 320,000 square feet, Cranberry may face increasing competition.

Retail Sector

- Nearly one-third of Cranberry's retail space is less than 10 years old. There is currently over 3.8 million square feet of retail space in Cranberry Township, with approximately 1.1 million square feet of that space added over the past 10 years.
- Retail sales in Cranberry are estimated at over \$725 million annually. If sales per square foot in Cranberry Township align with Northeast U.S. regional sales benchmarks, it could be estimated that average sales per square foot are around \$242, for total estimated annual sales of around \$930 million.
- Cranberry Township has a higher-than-average retail spending potential. Relative to a national spending potential of 100, it is estimated that the spending potential index for Cranberry Township residents is 139, compared to 121 within a 10-mile radius, and 103 within a 15-mile radius. More specifically, based on household income estimates, Cranberry Township residents have disposable income that would allow them to spend 30% more for retail goods and services than the average American household.

The spending potential index is a measure of potential household spending power relative to the household spending of the average household in the U.S., with the national average represented by a measure of 100. Therefore, the Spending Potential Index in Cranberry Township of 139 means that households in Cranberry Township are estimated to spend 39% more for goods and services annually than the average U.S. household.

- Over half of the retail sales in Cranberry Township come from non-resident spending. The ESRI Business Information System estimates retail spending for Cranberry Township residents to be around \$356.5 million annually, which means that approximately \$368.5 million of the estimated annual retail sales in the Township is spent by individuals who reside outside the Township.



Cranberry Township has the potential to support an additional 1.9 million square feet of retail space. Assuming a 10% capture rate for retail spending within a 15-mile radius of Cranberry and an average annual sales volume of \$242 per square foot, the Township could support an additional 1.9 million square feet of retail.

Key Local Assets/Challenges

Cranberry Township is highly accessible. Cranberry is located at the nexus of two major interstates, I-76 and I-79, which bring over 80,000 vehicles through the Township each day. It is also served by a regional airport within a 15-minute drive, and is within a 40-minute drive of Pittsburgh International Airport.

Cranberry has good schools. Cranberry Township is located in the Seneca Valley School District, which consistently scores higher than both national and state averages on all sections of the SAT. Compared to other school districts in the study area, Seneca Valley has the twelfth highest verbal score on the SAT, the twelfth highest score in math, and the ninth highest score in writing.

Cranberry is accessible to many colleges and vocational schools, which can provide a strong labor pool. There is a high concentration of secondary education facilities in the region, including Carnegie Mellon University, Duquesne University, Youngstown State University, and the University of Pittsburgh. In the 2005-2006 school year, there were 4,266 scientific/high tech degrees awarded by area colleges and universities in fields such as computers/web-design, architecture/design, engineering, mathematics, science, medicine, and robotics. Cranberry Township is located close enough to these colleges/universities that businesses located in the Township, or are considering relocating to the Township, can take advantage of this well-educated workforce.

- Cranberry Township has no public transportation. There is no public transportation directly linking Cranberry to Pittsburgh or other key regional destinations. With over 21,000 workforce commuters, 3,000 of whom commute daily between Cranberry and Pittsburgh, the lack of public transportation forces Cranberry Township to be automobile oriented. An average of 80,000 vehicles travel through the Township each day.
- Nearly half (49%) of the jobs in Cranberry Township pay less than \$30,000 per year – With increased reliance on the retail and service sectors in today's economy, very often, new jobs that are created in a community are lower paying jobs with less impact on the local economy. Nearly half of the jobs in Cranberry Township in 2007 are estimated to pay less than \$30,000 a year and more retail and service sector jobs will likely be required to support the expected growth in the Township over the next few years. The lack of affordable housing and public transportation in Cranberry Township could mean a lack of available workforce for retail and service sector jobs in the future.

Key Planning Opportunities

Create a “Live, Work, Play” Environment

Cranberry Township has made significant strides in becoming a commercial center with the number of local jobs growing at nearly twice the rate of the population between 2000 and 2007. At the same time Cranberry Township earnings data suggests that the majority of people who work in Cranberry Township most likely do not have the capability to reside within the Township. Therefore, Cranberry is still a bedroom community, and a “live, work, play” environment is critical to creating a sustainable Township. Providing housing opportunities that are affordable to the local workforce can help to create that type of environment.



Target Higher Wage Industry Sectors to Strengthen the Economic Base

Targeting industries with higher earnings per worker can provide a stronger economic base for the Township, and will help to minimize the risks associated with an economy primarily driven by service sector spending. The professional and technical sector and wholesale trade industries provide not only higher wages, but a concentrated presence in Cranberry Township, with recent growth attributed to local competitive factors. The highest paying sector, management of companies and enterprises, has minimal presence in the Township; however, the sector has seen regional growth and could represent another potential target sector. Opportunities also exist to improve the Township's competitiveness in the construction and manufacturing sectors.

Create a Business Climate that Nurtures Entrepreneurship

The majority of office space over the past 10 years has been in Cranberry Township's business parks. In a new economy that is driven by innovation and entrepreneurship, consideration should be given to providing a more office/commercial friendly environment that attracts and nurtures small businesses and entrepreneurs. In addition, for every large business that moves into the community, there are likely opportunities for small business development through its "supply chain" and required business support services.

Create a Social Climate that Accepts and Encourages Diversity

Cranberry Township is less diverse than the comparable corridors with a diversity index of 7.7. According to U.S. Census Bureau projections, by 2050, only half the population will be non-Hispanic white. The Hispanic and Asian populations will both triple; the black population will almost double; and the white population will barely hold stable. This trend suggests that communities that can appeal to diverse populations will be increasingly attractive to future residents and workforce. The Township can take proactive steps to create an inclusionary environment through deliberate "inquiry" to understand diversity, and through seeking active community leadership and participation from under-represented ethnic/social groups. This leadership could emerge from current community members or from new businesses in the community. In addition, the Township can sponsor activities, such as ethnic festivals and the celebration of ethnic holidays.



Consideration should be given to providing an environment that attracts more businesses and entrepreneurs.



Stay “Ahead of the Curve” with a Redevelopment Strategy

The real estate market is dynamic and continually changes to meet consumer demands. For instance, over the past decade, the retail development market has shifted from enclosed malls to upscale outdoor retail centers, or “lifestyle centers,” providing stiff competition for traditional malls. While Cranberry Township’s location and amenities make it attractive for growth in today’s market, trends will change and structures will age – potentially leaving the Township less attractive for growth in a few years. In addition to a development strategy, a redevelopment strategy is critical to ensure the Township is always “ahead of the curve” to meet the demands of a changing market.

Leverage Transportation Opportunities

With no public transportation, a commuting workforce, a regional shopping destination, and limited pedestrian linkages, the Township relies heavily on the automobile. Providing public transportation and more coordinated pedestrian linkages can help to alleviate traffic congestion, and encourage economic development. Development of traditional mixed-use neighborhoods centered around transportation is a potential way to incorporate public transportation and pedestrian linkages into an economic development plan.

Providing public transportation and more coordinated pedestrian linkages can help alleviate traffic congestion and encourage economic development.





THE CRANBERRY PLAN SHAPING (CRANBERRY TOWNSHIP)

GROWTH MANAGEMENT ANALYSIS



Chapter 3

Different growth patterns will result from alternative policies based on varying assumptions about population density, land use, and other growth factors. Grouping different hypotheses and policy approaches in various combinations helps planners to analyze relationships and visualize the likely outcomes. Three detailed growth scenarios were created based on information gathered in the research phase. Each scenario was evaluated to quantify the municipal services and infrastructure necessary to support a continued high quality of life in Cranberry Township well into the future.



Growth Management Analysis

The Cranberry Vision document describes where the community wants to go, and this plan charts the path to get there. To achieve the Vision, growth management policies must be implemented today to guide growth toward the realization of the Vision.

Three growth scenarios were created and analyzed to determine which would most likely result in the fulfillment of the Vision. If there was no match, then a blend of two, or all three scenarios will be used to achieve the Vision. Modeling the scenarios helps the Township gain a clear understanding of what could lie ahead, depending on which path is chosen.

What is a Long-Range Comprehensive Plan?
It is the result of an ongoing, state-supported process to define a local community's vision, opportunities, and priorities for the future. It follows four broad phases:

- I - **Public Input.** Seeking input from residents and non-resident stakeholders about future direction, opportunities, and priorities for the future.
- II - **Professional Assessment.** Technical analysis of land use, open space, transportation, housing, etc.
- III - **Definitions.** Articulating key challenges and opportunities for the future.
- IV - **Implementation.** Defining strategies for moving forward.

CRANBERRY TOWNSHIP'S
Goals
What's the Plan?

LONG RANGE PLAN: 2005

Plan Objectives Identified by Cranberry Residents:

- Pedestrian-Friendly Streets & Developments.** Need for a walkable and bikeable town center with high quality streets and walkways that encourage walking and cycling with safe stops and places of respite.
- Street Connections.** Need for a improved network of roads, streets, and sidewalks that connects to Riverfront Park and surrounding areas to the Township Center. In general, creating a network of streets interconnected with each other.
- Balance Protection of Open Space & Natural Environment with Development.** Need for a balance between open space and developed land as well as natural environment and developed environment, and reflect natural of resources.
- Creation of Destination Point - Town Center.** Need for a destination point for the community, accessible by all ages and skill levels to encourage people to visit and have without driving considerable distances.
- Enhanced Shopping Options.** Need for more specialty shopping options, including restaurants and food.
- Public Transit.** Need for a system of public transportation options within and outside the regional area to encourage people to use public transit.
- Additional Access to Interstate 79.** Need to provide additional access to I-79.

How do we determine our future?
The first step is creating our plan needed gathering information from the local community, the Township Board, and other local area entities of the Township. This information will be used to create a vision for the future, including Cranberry Township. Between February and June 2005, the Township Board and the Cranberry Township Long Range Plan Committee began to research and analyze the information gathered to create a vision for the future. The vision will be used to create a plan for the future.

2030

Elements of the Vision
Our resulting vision for the future of Cranberry has a number of components. They include:

- Destination.** Cranberry Township will be a destination for visitors and a place to live.
- Identity.** Create a visual identity for the Cranberry Township that reflects the character and values of the Township. This vision will project a sense of place through specific architectural and design elements, including unique and recognizable open space and transportation with attention to community buildings, historic, architectural, and natural resources.
- Community.** Create a tight network of services, schools, parks, and buildings. Grow and expand the Township to accommodate new residents and retain existing residents.
- Land Use.** Encourage a mix of land uses by prioritizing residential, office, shops and services, and recreation. Encourage a mix of building types to reflect the range of uses and the character of the Township.
- Recreational & Cultural.** Expand leisure and cultural opportunities to accommodate the needs of the Township's residents and visitors.
- Commercial Development.** Encourage business development and mixed-use land management consistent with best international practices.

Source: Office of Community & Economic Development, Pennsylvania Department of Transportation
All other images courtesy of PWD Plan Development, Cranberry Township Association.

The detailed growth analysis resulted in a realistic plan that can bring the community's Vision for the future to reality.

Refer to the Appendices for more information.

Chapter 3

Growth Scenarios

Each growth scenario was built-out to define alternative development patterns for developable land in the Township.

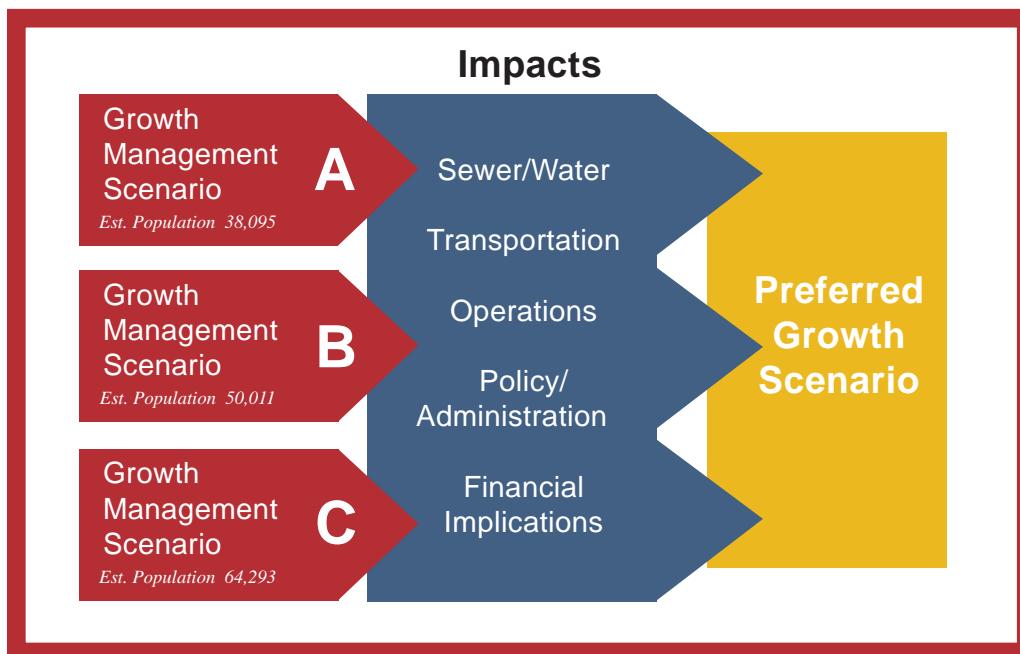
Scenario A assumed no change and that growth would follow the same pattern as it does today. This was achieved by modeling the build-out of all developable lands in the Township. In Scenario A, the build-out was in accordance with current land use policies.

Scenario B also involved the build-out of developable lands, but it assumed changes to land use policy in areas shown as sub-areas on the scenario maps. Changes to zoning followed patterns, known as Growth Patterns 1, 2, and 3. Different in their assumptions, each permitted higher building densities

and a greater mix of uses in areas close to the core of the Township. They also allowed for more infill development.

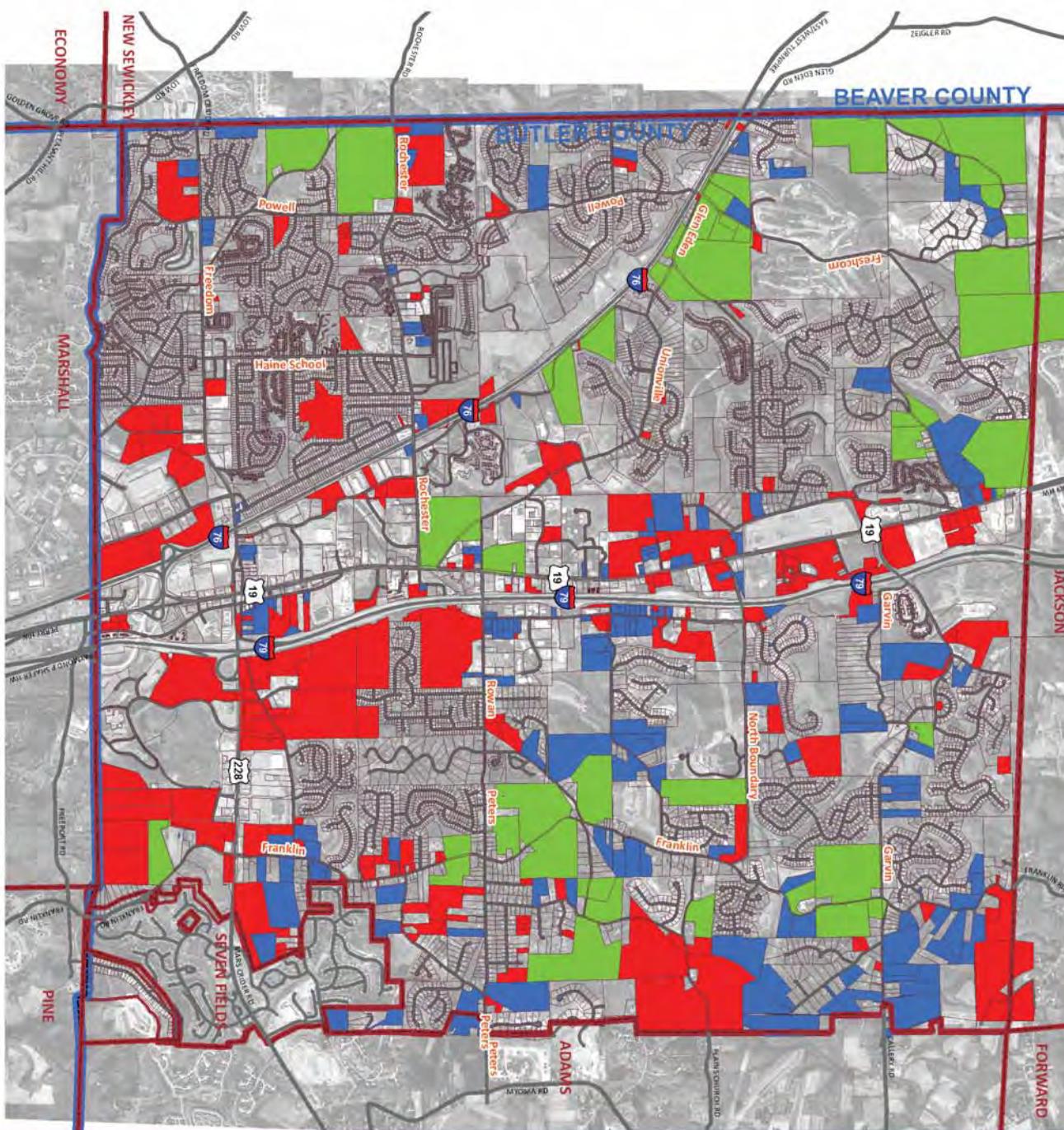
Scenario C was built-out similarly to Scenario B, but the growth patterns were applied to more sub-areas. The sub-areas selected for application of the growth patterns were chosen as those most appropriate for infill development, to create a denser core and less dense outer ring of development. This concentric ring development is recognized in Smart Growth Principles for creating pedestrian accessibility, less traffic congestion and increased efficiency resulting in lower infrastructure costs, which fit well with community preferences established in the Vision.

Growth Management Analysis: Measuring the Impact



Refer to Appendix G for more information.





Suitable for Development

DESCRIPTION:

A first step in creating the growth scenarios was to identify the remaining undeveloped land. Developable properties included those that were vacant, agricultural (other than land in Butler County's Agricultural Land Preservation Program); single family homes on lots larger than 5 acres; or single family in a commercial zoning district (non-conforming single family).

LEGEND:

- Property Lines
- Developable Lands
- Agriculture
- Single Family
- Vacant
- County Boundaries



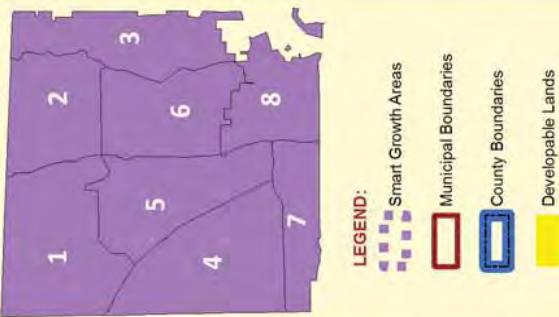
Plot Date: January 19, 2009

Scenario A Map

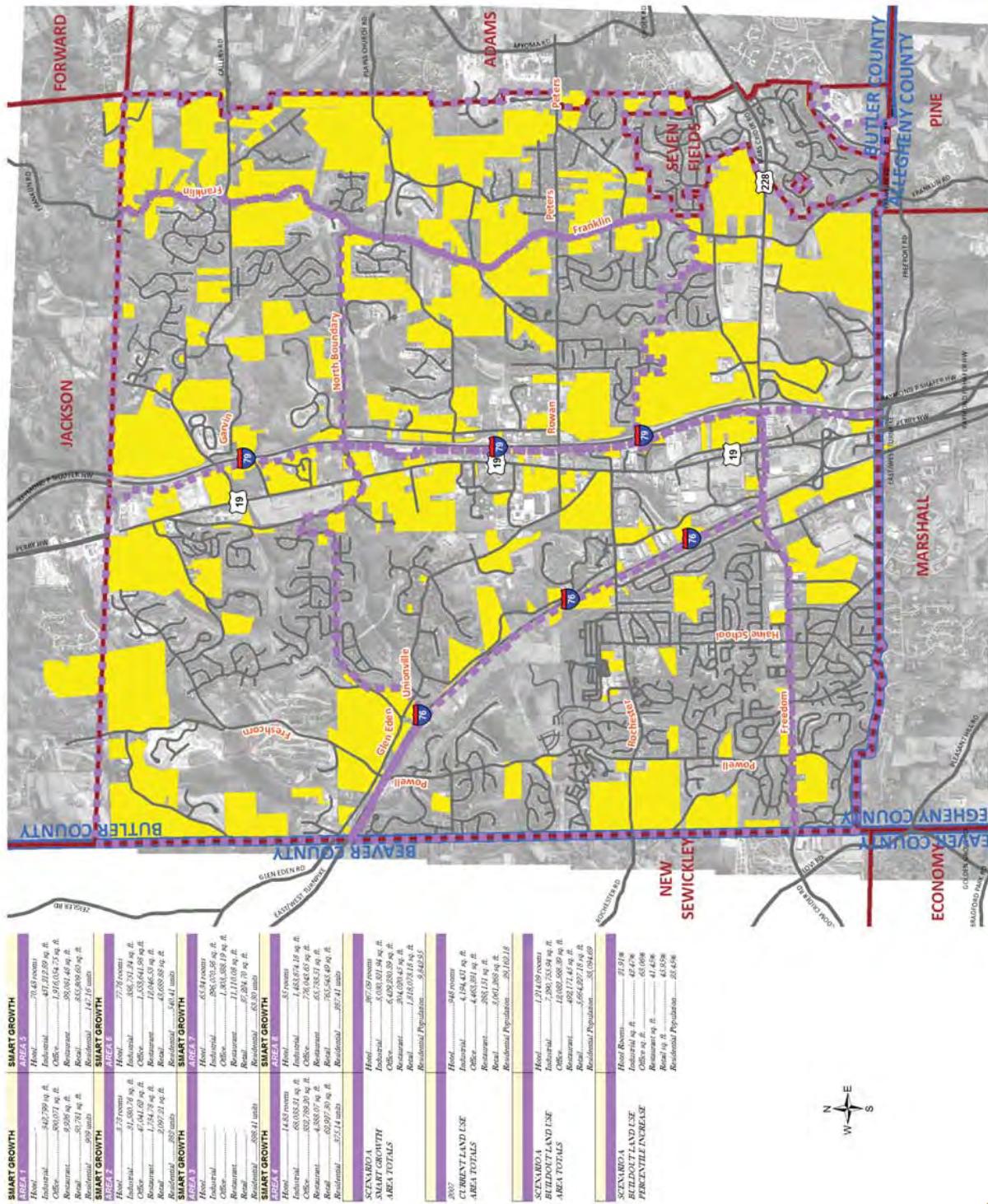
Scenario A

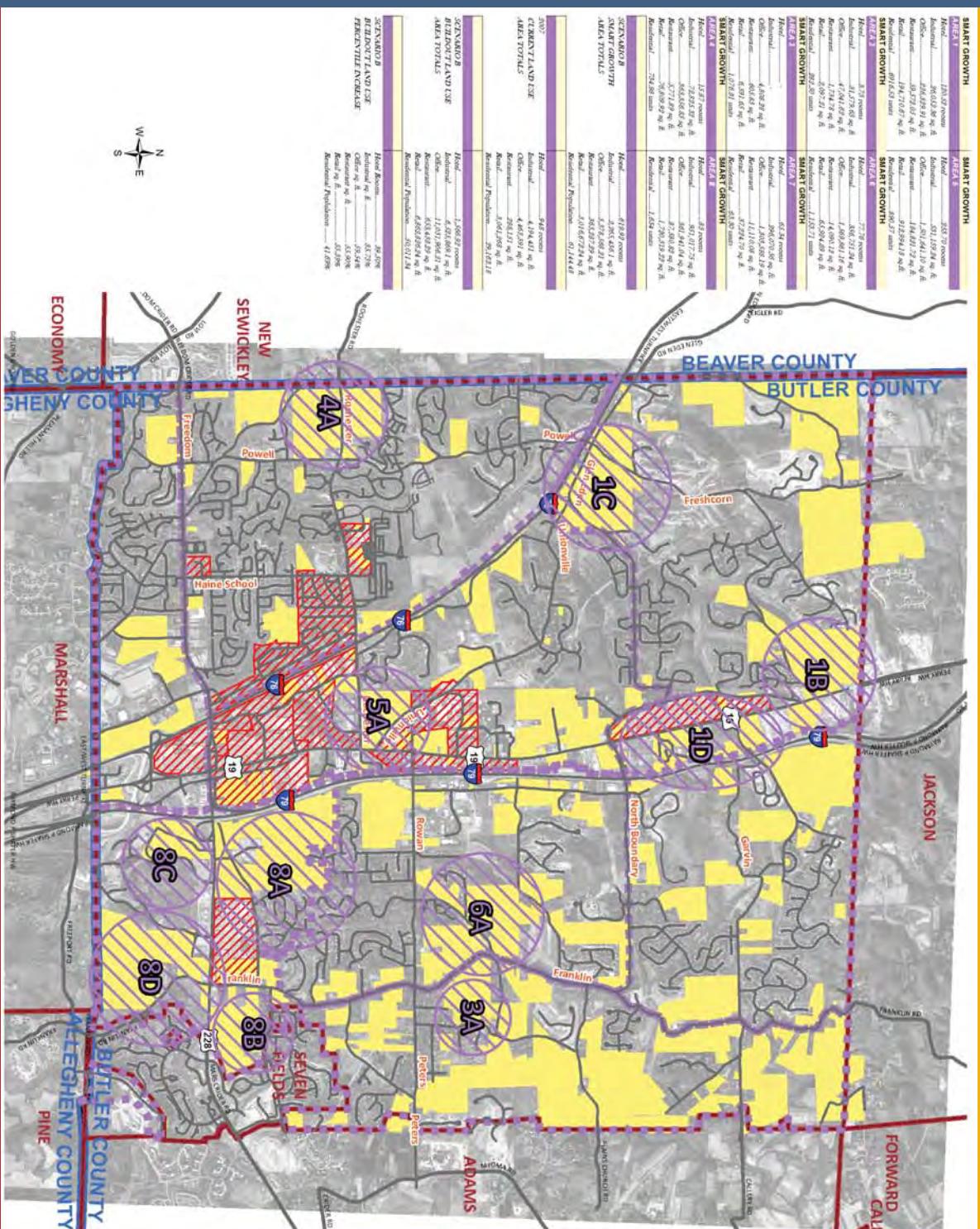
DESCRIPTION:

The "status quo" scenario, Growth Scenario A, is based on a build-out using current land use policies. The assumptions used to calculate the ultimate build-out did not include new land use patterns that would promote mixed use and traditional neighborhood development. Redevelopment was also not considered as part of this Scenario. The projected population for Scenario A is 38,094.



Plot Date: January 19, 2009





Scenario B

DESCRIPTION

Growth Scenario B introduces progressive land use planning concepts that promote mixed use and traditional neighborhood development. Several areas throughout the Township called Smart Growth Sub-Areas, were built-out using alternative land use assumptions, intended to result in a mix of land uses, higher density, more traditional development patterns. All portions not included in the Sub-Areas were built-out exactly for Scenario A. The projected population for Scenario B is 50,011.



LEGEND

The legend consists of two entries. The first entry, 'Smart Growth Areas', is indicated by a purple square with a white diagonal line. The second entry, 'Redevelopment Areas', is indicated by a red square with white diagonal lines.

Scenario C Map

Scenario C

DESCRIPTION:

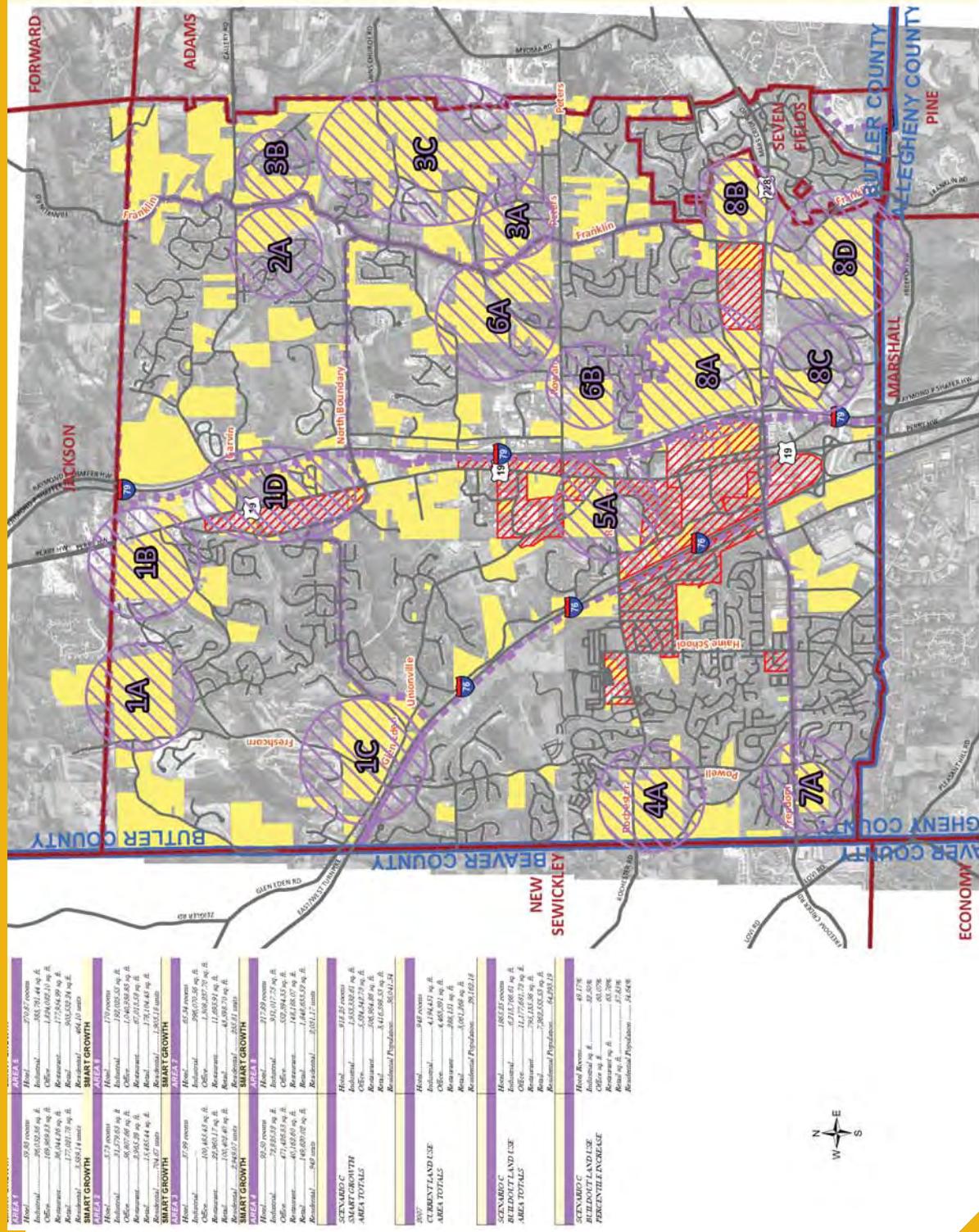
Growth Scenario C is based on Scenario B, with additional Smart Growth Sub-Areas, resulting in an alternative land use pattern for a greater area of the Township. The remaining portions not included in the Sub-Areas were built-out exactly as in Scenario A. The projected population for Scenario C is 64,293.

A map of the 8th congressional district of Missouri, which includes parts of St. Louis and St. Charles counties. The district is outlined in red and divided into 8 numbered sub-districts: 1 (bottom left), 2 (top left), 3 (top center), 4 (bottom center), 5 (middle center), 6 (top right), 7 (bottom right), and 8 (far right). The map also shows the boundaries of the state's 27 counties.

LEGEND:



Print Date: January 20, 2009



Developing the Scenarios

The chart below illustrates how the growth scenarios were developed.

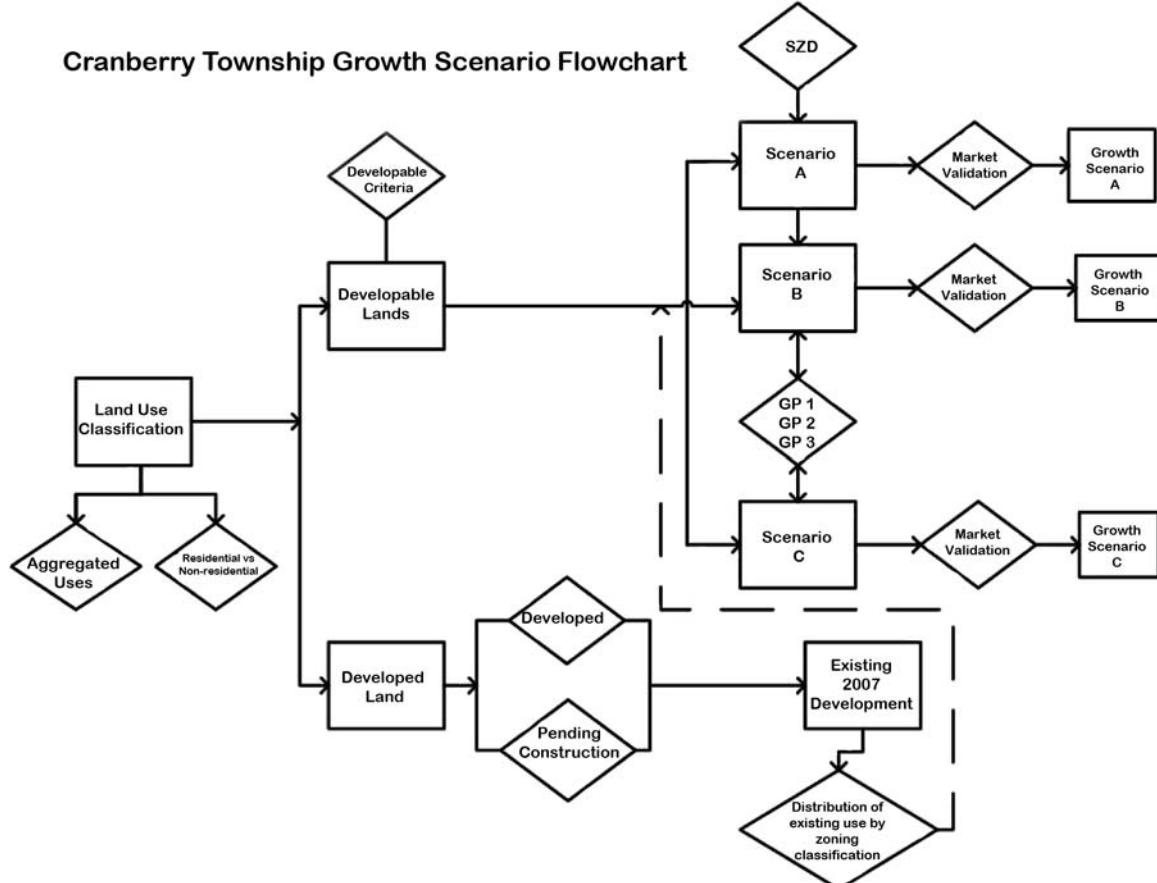
Current Land Uses were considered and aggregated into uses that were more suitable for projection purposes. These included Hotel, Industrial, Office, Restaurant, Retail, and Residential uses. Because residential land uses and non-residential land uses are measured differently (non-residential uses are measured in the square footage of their respective buildings, and residential is measured in individual units), non-residential and residential projections were split into two different projection categories.

For statistical purposes, the methodology mandated that growth can only occur on developable lands within the Township. Developable lands were identified by removing all lands that were developed, approved for development but not constructed, or lands designated for parks or open space. Lands that were vacant, agricultural (but not secured in an

agricultural preservation program), residential lands in a commercial zoning district, and residential lands on a plot of land 5 acres or larger were designated as developable lands.

The growth scenarios were created by identifying growth patterns from previous developments and using those patterns to create different scenario projections. It was vital to craft the scenarios using past developments, because these developments will affect the timing and intensity of future developments. Scenario A was created exclusively based upon past developments and is an indication of how development would look if no land development policy changes were made. Scenarios B and C assumed a change in intensity through land development regulations in the form of Traditional Neighborhood Developments (TND's), which added additional square feet to non-residential development and residential density to developable land areas in the Township. The market validation verified that the change in intensity, additional square footage, and dwelling unit change could be completed in the selected areas.

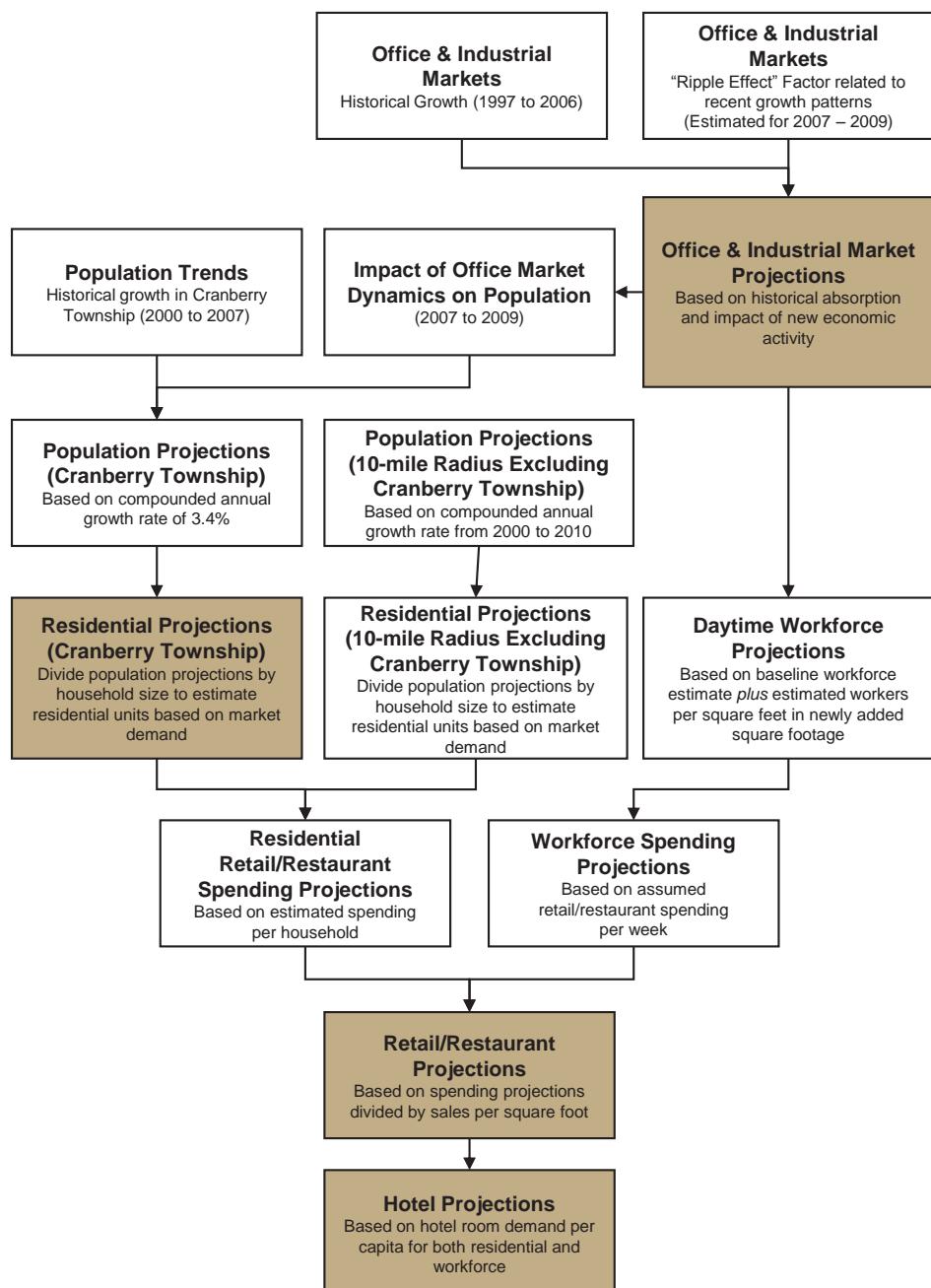
Cranberry Township Growth Scenario Flowchart



Market Validation

The growth scenario build-outs were validated using the data from the 2007 market assessment. This process confirmed the projected full build-out for each scenario.

Methodology Overview



Office and Industrial Market

Market validation for each growth scenario began by estimating the potential for growth in the office and industrial markets. Assuming that office and industrial absorption is driven by economic growth, then office and industrial space will be absorbed in Cranberry at a baseline rate similar to historical absorption rates. Absorption rates were determined using building permit data for the past ten years. The potential “spin off” opportunities from new business development were also considered in the market projections.

In each scenario, capacity for industrial and office use will exceed the demand in 2030.

Residential Market

Assuming the market for residential housing is driven by population growth, then the residential market will grow at a rate similar to non-residential uses. Non-residential uses drive the number of workers in the Township, which contribute to resident population growth. Census data and a compounded annual growth rate of 3.4 were used to estimate population growth. To determine the potential demand for residential housing units, population estimates were divided by the average number of persons per household in Cranberry Township, which is 2.8.

In Scenarios A and B, the demand for residential units is greater than the capacity of the land, while in Scenario C, the opposite is true with the capacity being greater than the demand.

Restaurant and Retail

Market potential for retail and restaurant growth was determined by examining:

- Growth in the number of households within a 10-mile radius.
- Growth in the daytime workforce in Cranberry Township.

Retail and restaurant spending was estimated within a 10-mile radius for residents and the daytime workforce in the Township. Current retail and restaurant sales were also estimated and compared to spending, to determine the amount of retail spending “leaking” from the Township. The amount of “leakage” was divided by the estimated annual sales per square foot to determine the additional number of square feet of retail and restaurant space that could potentially be supported.

Restaurant capacity is unable to keep pace with market demand in Scenarios A and B. In Scenario C the capacity will exceed the 2030 demand.

Retail capacity falls slightly short of market demand in Scenario A. In Scenarios B and C the capacity surpasses the demand.

Hotel

The demand for additional hotel space is assumed to be driven by both residential and non-residential growth. Projections for future hotel growth assumed that 20% of the demand will be generated by the



Residents and visitors enjoy a wide-range of retail shopping options.

general population; 20% due to proximity to major transportation corridors; and 60% from corporate users. Ratios were calculated for each driver based on current statistics (e.g. hotel rooms per capita, etc.). Resulting ratios were applied to projected growth in residential, office, and industry, to estimate the square footage of additional hotel space that could be supported.

Scenario A projects a capacity for 268 hotel rooms, and a demand in 2030 for 423 rooms. In Scenario A there is insufficient capacity under current zoning to meet the market demand for hotel rooms. In Scenarios B and C, the capacity for hotel rooms surpasses the market demand by 2030.

Future Policies

The market data for each scenario can serve as a guide for zoning policy changes, focused to align capacity with market potential. If capacity falls below market demand, policies could shift to allow for more of that use, to better capture the market and eliminate waste. If the market demand is greater than the capacity, then policies could shift to allow space to be used for a land use that falls short of the market demand. If capacity is greater in every land use, as it is in Scenario C, then excess capacity could be used for future growth, when the market potential exists.

Market Potential for Additional Development

Scenario Totals Comparison							
Land Use	2030 Market Potential	Scenario A		Scenario B		Scenario C	
		Land Capacity	Difference between Market and Capacity	Land Capacity	Difference between Market and Capacity	Land Capacity	Difference between Market and Capacity
Hotel	423	268	155	620	(197.16)	901	(478.23)
Industrial	1,424,358	3,030,322	(1,605,964.28)	2,265,436	(841,078.10)	1,773,364	(349,006.19)
Office	5,155,820	6,429,231	(1,273,410.70)	5,378,568	(222,748.20)	5,204,286	(48,465.57)
Restaurant	478,443	204,021	274,422.32	365,287	113,155.72	520,010	(41,567.41)
Retail	1,863,199	1,818,073	45,125.53	3,016,672	(1,153,473.23)	3,407,138	(1,543,938.80)
Residential units	11,718	3,503	8,215.18	7,648	4,069.76	12,736	(1,018.21)



Interpreting The Scenarios

The charts on page 129 were put together through constructing a database utilizing Township's internal records, Global Positioning System, GIS Mapping System, and projections based on different land use patterns based on past developments.

Cranberry Township Existing Land Use Distribution (2007)

The Existing Land Use Distribution chart below represents the land use square footage and acreage for the major land uses in Cranberry Township at the studies' onset (2007). A map in Appendix I (Current Land Use Map), illustrates these uses and where they are located in the Township.

Scenario A, B, C Build-Out

The Scenario A, B, and C charts are projections based on past land use trends that forecast out until the Township build out (25 years). The square footage projections in the Scenario A, B, and C Build Out Charts are projections derived from the existing

land use distribution chart. The percentile increases on the right hand side of the Scenario A, B, and C Build Out Charts are percentage increase from the 2007 Total square feet in the center column .

Scenario A are comprised of projections based on a continuation of the past development (Status Quo). Scenario B introduces land use policy changes that would shift into a more Traditional Neighborhood Development (TND) style of development that would increase density in areas identified in the Scenario B Map (See Appendix I). Scenario C builds upon the land policy changes in Scenario B and introduces more TND style developments in locations throughout the Township (See Appendix I). Scenario B was unanimously chosen by the CAP and the Steering Committee because it made the most sense financially, logically, and was most in line with community character. It is projected to save the Township millions of dollars in infrastructure and was identified as the most sustainable scenario by Staff and Township consultants.



It was my pleasure to be a part of the Cranberry Advisory Panel. Planning is a major part of why our community is so successful.

The collaborative efforts of our neighbors and Township officials will be appreciated for many years to come! Thank you for the opportunity!

-Ann Reale
Citizen Advisory Panel Member

Scenario Summaries

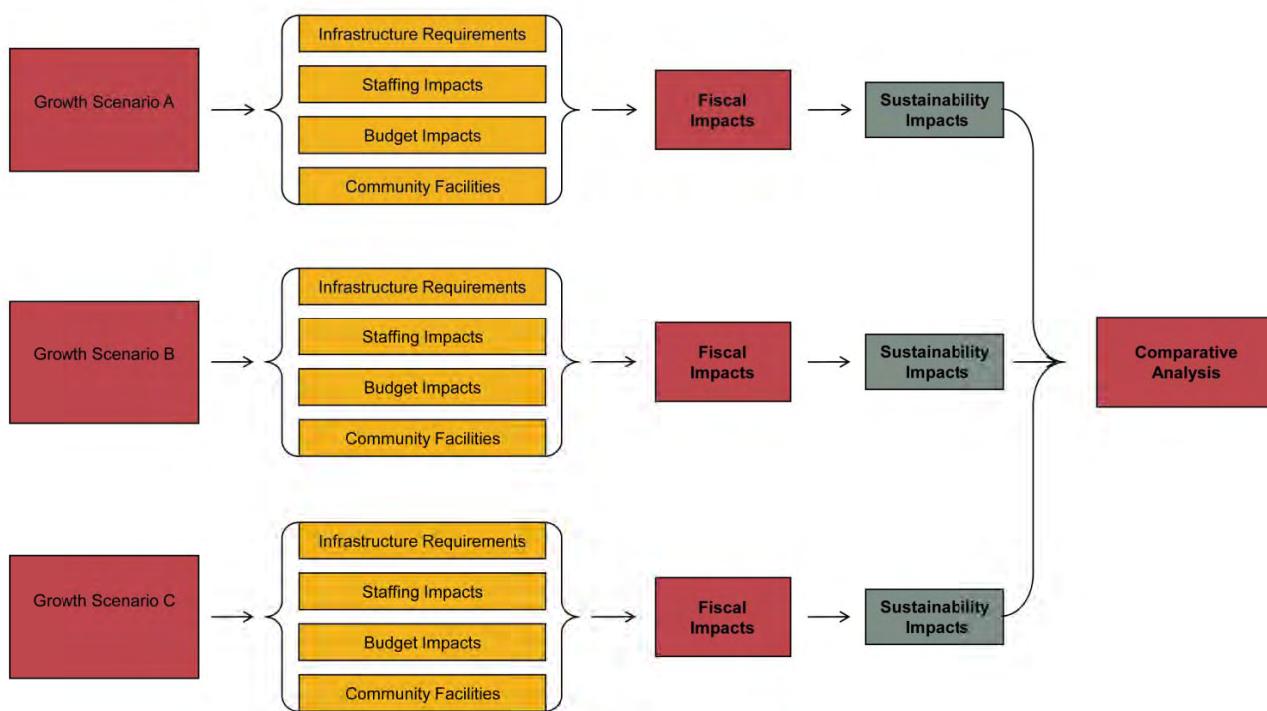
		Scenario A 2030 Build Out	
Current Totals		Scenario A Buildout Totals	Scenario A % Increase
Hotel Room Square Feet	465 Rooms (473,445 SF)	Hotel Square Feet	1,214 Rooms (1,237,066 SF)
Industrial Square Feet	4,260,433	Industrial Square Feet	7,290,755
Office Square Feet	5,653,338	Office Square Feet	12,082,568
Restaurant Square Feet	288,151	Restaurant Square Feet	492,171
Retail Square Feet	3,846,154	Retail Square Feet	5,664,227
Total Non-residential SF	14,521,520	Total Non-residential SF	26,766,787
Population	28,445 (10,054 Res. Units)	Population	38,095 (13,557 Res. Units)
		Scenario B 2030 Build Out	
Current Totals		Scenario B Buildout Totals	Scenario B % Increase
Hotel Rooms	465 Rooms (473,445 SF)	Hotel Rooms	1,567 Rooms (1,596,773 SF)
Industrial Square Feet	4,260,433	Industrial Square Feet	6,525,869
Office Square Feet	5,653,338	Office Square Feet	11,031,906
Restaurant Square Feet	288,151	Restaurant Square Feet	653,438
Retail Square Feet	3,846,154	Retail Square Feet	6,862,826
Total Non-residential SF	14,521,520	Total Non-residential SF	26,670,812
Population	28,445 (10,054 Res. Units)	Population	50,011 (17,798 Res. Units)
		Scenario C 2030 Build Out	
Current Totals		Scenario C Buildout Totals	Scenario C % Increase
Hotel Rooms	465 Rooms (473,445 SF)	Hotel Rooms	1,865 Rooms (1,900,435 SF)
Industrial Square Feet	4,260,433	Industrial Square Feet	6,213,766
Office Square Feet	5,653,338	Office Square Feet	11,177,681
Restaurant Square Feet	288,151	Restaurant Square Feet	795,135
Retail Square Feet	3,846,154	Retail Square Feet	7,262,554
Total Non-residential SF	14,521,520	Total Non-residential SF	27,349,571
Population	28,445 (10,054 Res. Units)	Population	64,293 (22,880 Res. Units)



Impact Assessment

Methodology

To determine a preferred growth scenario for Cranberry Township, the decision-making process was informed by the impacts associated with each scenario. This includes an assessment of operational infrastructure, physical infrastructure and sustainability using the process illustrated below:



Fiscal And Staffing Impacts

The fiscal impact analysis measures the differences in estimated monetary outlay required by the Township in response to the land use changes and levels of build-out associated with each growth scenario. The impact analysis does not predict budget numbers, but it does provide an evaluation of the different impacts of alternative growth scenarios on municipal operations. By establishing assumptions about operational service levels, it is possible to evaluate the differences in staffing levels required to support the growth scenarios. Staffing projections, coupled with projected expenditure increases, provide a basis for evaluating the overall financial needs relative to each growth scenario.

Municipal Services – Budget Impacts

Understanding the impacts of each growth scenario on the Township's budget is key in the decision making process. The following methodology was used to estimate the budgetary impacts of each growth scenario:

- **Baseline Information** - To develop baseline information for revenues and expenditures, for the purpose of recognizing budget impacts, the 2007 Department of Community & Economic Development (DCED) Annual Audit and Financial Report was used as the most accurate baseline.
- **Budget Drivers** – For each budget category, a “driver” was established to calculate the projections. (i.e. population, staffing, calls for service, road miles, or acres).
- **Inflation Factors** – Inflation factors were applied to each budget projection to capture the dynamics of natural cost increases .
- **Baseline Benchmark** – For each driver, a baseline was established representing the 2007 benchmark. This was calculated by dividing the baseline information by the budget driver.
- **Multipliers** – To project budget categories, a multiplier was calculated by dividing the 2007 budget by the baseline benchmark.

Refer to Appendix G for more information.



Staffing projections, coupled with projected expenditure increases, provide a basis for evaluating the overall financial needs relative to each growth scenario.

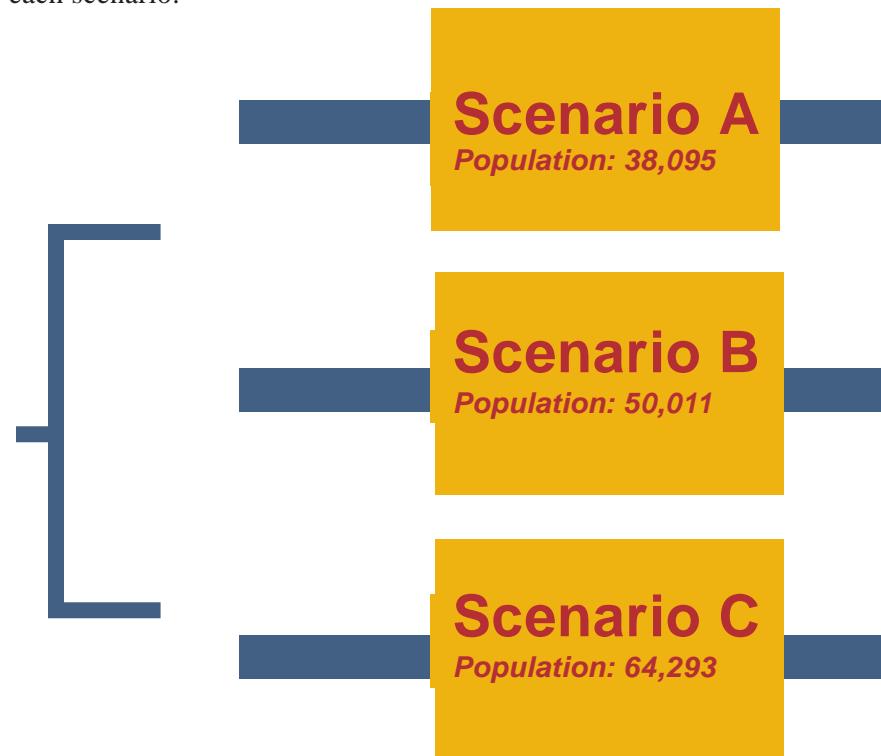


Fiscal Impacts

Models were constructed for each growth scenario, using the benchmarks and calculations to estimate annual revenues and expenses from 2007 to 2030. Revenue is driven largely by population increases and inflationary factors. Expenses are primarily driven by staffing levels.

Population estimates for each scenario:

Projections



Scenario A - Fiscal Impacts:

In this scenario, the General Fund first sees a deficit in the year 2022 and the total Net Revenue is \$46,314,830.

Scenario A							
	Revenue General Fund	Expenses- General Fund	Net Revenue General Fund	Revenue Sewer & Water	Expenses Sewer & Water	Net Revenue Sewer & Water	Total Net Revenue
2008	15,761,869	13,077,443	2,684,426	11,184,088	10,922,313	261,775	2,946,201
2009	16,608,697	14,134,774	2,473,923	11,857,934	11,529,200	328,734	2,802,657
2010	17,445,607	14,937,689	2,507,918	12,558,069	12,140,267	417,802	2,925,720
2011	18,310,643	15,875,306	2,435,337	13,285,403	12,780,019	505,384	2,940,721
2012	19,204,770	16,845,889	2,358,880	14,040,878	13,446,445	594,433	2,953,313
2013	20,143,905	17,866,420	2,277,485	14,825,463	14,148,342	677,122	2,954,607
2014	21,114,441	18,953,069	2,161,372	15,640,161	14,876,237	763,924	2,925,296
2015	22,117,446	20,082,049	2,035,397	16,486,006	15,631,095	854,911	2,890,308
2016	23,154,025	21,279,227	1,874,798	17,364,064	16,422,778	941,287	2,816,084
2017	23,742,793	22,280,952	1,461,841	17,786,125	17,247,952	538,174	2,000,015
2018	24,346,781	23,146,977	1,199,803	18,218,863	17,653,434	565,428	1,765,232
2019	24,966,415	24,047,189	919,226	18,662,547	18,070,602	591,945	1,511,171
2020	25,682,204	24,998,955	683,249	19,117,455	18,498,008	619,447	1,302,696
2021	26,335,324	26,000,687	334,637	19,583,870	18,933,326	650,545	985,182
2022	27,005,470	27,015,379	(9,909)	20,062,084	19,391,865	670,219	660,310
2023	27,693,120	28,079,261	(386,141)	20,552,395	19,853,196	699,200	313,059
2024	28,397,688	28,299,549	98,138	21,055,109	20,327,896	727,213	825,352
2025	29,120,471	28,502,321	618,150	21,570,541	20,816,053	754,487	1,372,638
2026	29,862,251	29,619,954	242,297	22,099,010	19,367,764	2,731,246	2,973,543
2027	30,623,560	30,908,534	(284,973)	22,640,848	19,880,636	2,760,212	2,475,239
2028	31,404,946	32,261,776	(856,831)	23,196,393	20,407,283	2,789,109	1,932,279
2029	32,206,971	33,683,405	(1,476,434)	23,765,990	20,948,084	2,817,906	1,341,472
2030	33,030,215	35,175,049	(2,144,834)	24,349,997	21,503,426	2,846,571	701,737
Total			21,207,755			25,107,075	46,314,830



Scenario B - Fiscal Impacts:

In this scenario, the General Fund first sees a deficit in the year 2027, and the total Net Revenue is \$62,336,004.

Scenario B							
	Revenue General Fund	Expenses General Fund	Net Revenue General Fund	Revenue Sewer & Water	Expenses Sewer & Water	Net Revenue Sewer & Water	Total Net Revenue
2008	15,706,268	13,089,308	2,616,960	11,245,602	10,922,313	323,288	2,940,248
2009	16,613,215	14,200,925	2,412,290	11,983,920	11,584,568	399,351	2,811,642
2010	17,551,144	15,062,702	2,488,442	12,751,598	12,253,918	497,680	2,986,122
2011	18,521,134	16,063,539	2,457,595	13,549,663	12,954,985	594,678	3,052,273
2012	19,524,297	17,101,565	2,422,732	14,379,176	13,685,878	693,299	3,116,031
2013	20,576,707	18,194,370	2,382,336	15,241,231	14,455,519	785,712	3,168,048
2014	21,664,912	19,358,446	2,306,466	16,136,959	15,254,567	882,392	3,188,858
2015	22,790,149	20,570,347	2,219,802	17,067,525	16,084,118	983,407	3,203,209
2016	23,953,690	21,856,297	2,097,394	18,034,134	16,954,174	1,079,959	3,177,353
2017	25,156,852	23,193,679	1,963,172	19,038,027	17,861,547	1,176,479	3,139,652
2018	26,368,818	24,616,446	1,752,372	20,080,487	18,802,205	1,278,281	3,030,653
2019	27,615,112	26,113,551	1,501,560	21,162,837	19,782,388	1,380,448	2,882,009
2020	28,983,836	27,704,975	1,278,860	22,286,442	20,801,762	1,484,680	2,763,540
2021	30,317,149	29,391,927	925,223	23,452,712	21,859,152	1,593,560	2,518,783
2022	31,695,765	31,134,378	561,387	24,663,100	22,971,062	1,692,038	2,253,425
2023	33,121,210	32,971,960	149,251	25,919,107	24,118,300	1,800,807	1,950,057
2024	34,595,063	34,019,785	575,278	27,222,279	25,312,724	1,909,555	2,484,833
2025	35,456,762	34,706,434	750,328	27,888,489	26,555,751	1,332,738	2,083,067
2026	36,340,997	36,053,448	287,549	28,571,552	25,259,397	3,312,155	3,599,704
2027	37,248,392	37,580,911	(332,519)	29,271,893	25,928,282	3,343,611	3,011,092
2028	38,179,590	39,182,973	(1,003,383)	29,989,951	26,615,135	3,374,816	2,371,432
2029	39,135,248	40,863,812	(1,728,564)	30,726,173	27,320,447	3,405,726	1,677,162
2030	40,116,044	42,625,530	(2,509,487)	31,481,019	28,044,722	3,436,297	926,810
Total			25,575,046			36,760,959	62,336,004

Scenario C - Fiscal Impacts:

In this scenario, the General Fund first sees a deficit in the year 2027, and the total net Revenue is \$73,052,558.

Scenario C							
Year	Revenues General Fund	Expenses General Fund	Net Revenue General Fund	Revenue Sewer & Water	Expenses Sewer & Water	Net Revenue Sewer & Water	Total Net Revenue
2008	15,756,347	13,111,005	2,645,343	11,306,035	10,922,313	383,722	3,029,065
2009	16,712,569	14,271,032	2,441,537	12,107,695	11,638,965	468,730	2,910,267
2010	17,701,908	15,185,105	2,516,803	12,941,731	12,365,575	576,156	3,092,959
2011	18,725,521	16,241,856	2,483,665	13,809,287	13,126,881	682,405	3,166,071
2012	19,784,607	17,339,338	2,445,269	14,711,539	13,921,110	790,429	3,235,698
2013	20,895,323	18,495,716	2,399,607	15,649,705	14,757,308	892,398	3,292,004
2014	22,044,309	19,727,749	2,316,560	16,625,041	15,626,259	998,782	3,315,341
2015	23,232,890	21,012,278	2,220,612	17,638,842	16,529,193	1,109,649	3,330,261
2016	24,462,438	22,375,826	2,086,612	18,692,447	17,476,248	1,216,199	3,302,810
2017	25,734,364	23,795,402	1,938,962	19,787,238	18,464,378	1,322,860	3,261,822
2018	27,050,127	25,310,491	1,739,636	20,924,640	19,489,697	1,434,942	3,174,578
2019	28,411,233	26,906,146	1,505,087	22,106,124	20,558,598	1,547,527	3,052,613
2020	29,899,302	28,602,748	1,296,554	23,333,210	21,670,903	1,662,307	2,958,861
2021	31,356,660	30,401,932	954,728	24,607,464	22,825,600	1,781,864	2,736,592
2022	32,864,192	32,262,470	601,722	25,930,505	24,039,363	1,891,142	2,492,864
2023	34,423,606	34,224,849	198,757	27,304,000	25,293,173	2,010,827	2,209,584
2024	36,036,662	35,405,241	631,421	28,729,673	26,599,072	2,130,601	2,762,022
2025	37,705,177	36,630,464	1,074,713	30,209,301	27,958,661	2,250,640	3,325,353
2026	39,431,027	38,836,511	594,516	31,744,716	27,423,607	4,321,110	4,915,625
2027	41,216,146	41,283,294	(67,148)	33,337,812	28,893,142	4,444,670	4,377,522
2028	43,062,529	43,868,575	(806,045)	34,990,540	30,421,567	4,568,973	3,762,928
2029	44,972,235	46,600,355	(1,628,119)	36,704,914	32,011,003	4,693,911	3,065,792
2030	46,947,387	49,484,831	(2,537,444)	38,483,011	33,663,643	4,819,369	2,281,925
Total			27,053,345			45,999,213	73,052,558



Staffing Requirements Comparison

Currently 158 full-time equivalent employees work for the Township, representing all full-time employees and part-time employees

aggregated into a full-time equivalent for all departments. The total full-time equivalent employees for scenarios A, B, and C, in the year 2030 are 202, 245 and 286.

	Scenario	2008	2010	2015	2020	2025	2030
Total	A	158	167	190	196	200	202
Total	B	158	169	195	220	243	245
Total	C	158	170	199	228	268	286
Building & Plants	A	3	3	4	4	4	4
Building & Plants	B	3	3	4	5	5	5
Building & Plants	C	3	3	4	5	6	6
Financial Administration	A	5	6	7	7	7	7
Financial Administration	B	5	6	7	8	9	9
Financial Administration	C	5	6	7	8	10	11
Legislative & Executive	A	6	7	8	8	8	8
Legislative & Executive	B	6	7	8	9	11	11
Legislative & Executive	C	6	7	8	10	12	13
Tax Collection	A	2	2	3	3	3	3
Tax Collection	B	2	2	3	3	4	4
Tax Collection	C	2	2	3	3	4	4
Public Safety - Police							
Uniform	A	29	31	36	38	40	41
Uniform	B	29	31	37	43	48	49
Uniform	C	29	32	39	45	52	57
Non-Uniform	A	5	6	7	7	7	7
Non-Uniform	B	5	6	7	8	9	9
Non-Uniform	C	5	6	7	8	9	10
Health, Welfare, Recreation							
Parks Maintenance	A	10	11	13	13	13	13

NOTE: Actual staffing decisions will be made by management based on work load and available resources. Numbers shown in the Scenario charts are for comparison purposes only.

Staffing Requirements Comparison (cont.)

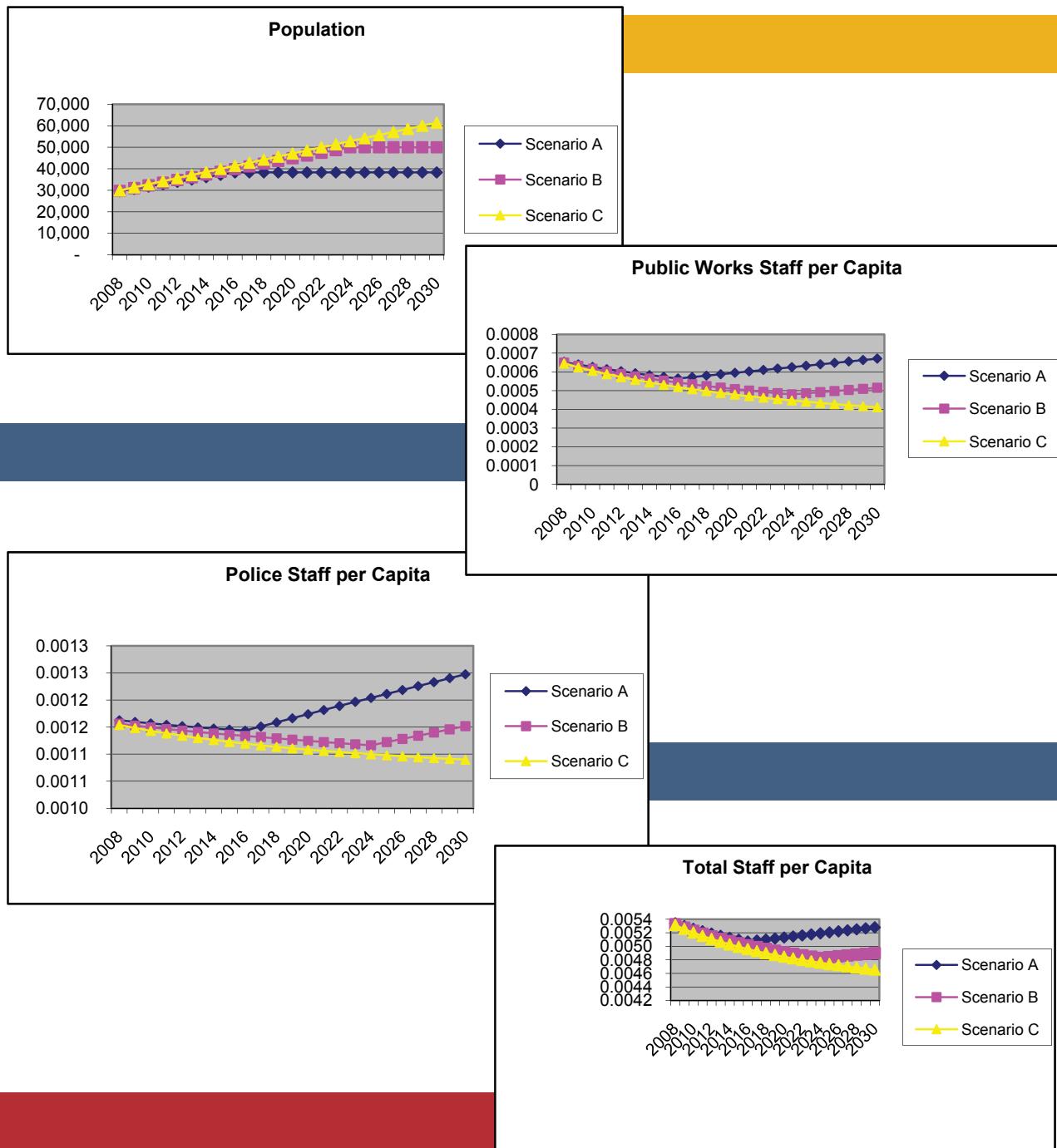
	Scenario	2008	2010	2015	2020	2025	2030
Planning, Code Enforcement, Customer Service & UCC	A	16	16	16	16	16	16
Planning, Code Enforcement, Customer Service & UCC	B	16	16	16	16	16	16
Planning, Code Enforcement, Customer Service & UCC	C	16	16	16	16	16	16
Engineering	A	5	5	5	5	5	5
Engineering	B	5	5	5	5	5	5
Engineering	C	5	5	5	5	5	5
Highways & Streets	A	17	18	19	20	22	23
Highways & Streets	B	17	18	19	20	22	23
Highways & Streets	C	17	18	19	20	21	23
Traffic Control System	A	1	1	1	1	1	1
Traffic Control System	B	1	1	1	1	1	1
Traffic Control System	C	1	1	1	1	1	1
Culture and Recreation	A	34	37	43	44	44	44
Culture and Recreation	B	34	37	45	52	58	58
Culture and Recreation	C	34	38	46	55	63	71
* Wastewater	A	11	12	14	15	15	15
* Wastewater	B	11	12	15	17	19	19
* Wastewater	C	11	13	15	18	21	24
Water System	A	10	11	13	13	13	13
Water System	B	10	11	14	16	18	18
Water System	C	10	12	14	17	19	22

* For a more detailed description of the Wastewater Employment Projections, refer to the Cranberry Township Water Pollution Control Department Staffing Evaluation in Appendix H.



Staff/Per Capita Trend Comparisons

The graphs below display the Township population projections, per scenario, and how those projections affect the population per Township-employee ratio.



Fiscal And Staffing Observations

Land Use Mix Observations

Residential growth is the primary driver for the retail market, and office growth drives the hotel market. While the current land use ratios do not represent a completely “balanced” mix of land uses, it is evident that the growth in related land uses is not consistent across the growth scenarios.

Growth in Scenario A is directed toward office use, yet hotel use does not increase accordingly. Residential growth is greatest in Scenario C, but retail use does not increase accordingly.

This chart shows the current ratio of selected related land uses, compared to the ratio of additional square feet (or units) for each scenario.

Ratio of Related Land Uses by Growth Category

Ratio	Current	Scenario A	Scenario B	Scenario C
Retail Square Feet per Residential Unit	302	519	394	268
Restaurant Square Feet per Residential Unit	28	58	48	41
Restaurant Square Feet per 1,000 Office Square Feet	65	32	68	100
Hotel Square Feet per 1,000 Office Square Feet	216	42	117	176

Revenue Observations

- Residential land uses in 2007 generate 67% of the total real estate tax revenue in the Township.
- Office and retail uses produce about 10% of the revenue for each use.
- Restaurants generate the greatest amount of real estate taxes per square foot, at 12 cents per square foot.
- Retail uses generate 8 cents per square foot, office uses generate 6 cents per square foot, and industrial and hotels generate 3 cents per square foot.
- Residential units generate an average of \$174.90 of real estate tax revenue per unit. Assuming that the average housing unit in Cranberry Township is approximately 1,800 square feet, a resident pays about 10 cents per square foot, in taxes.



- Earned income tax accounts for 65.5% of the Act 511 revenues, averaging \$167.41 per capita; or \$280.12 per worker. The total number of workers in Cranberry Township was 17,000, according to the Three Rivers Workforce Investment Board 2006 estimates.
- Business privilege/mercantile taxes accounts for 23.7% of the revenue, and the local services tax (paid by those who work in Cranberry Township) accounts for 10.8%.

Expenditure Observations

- Police services account for 30% of the Township's annual budget, the greatest single expenditure budget. In the police budget, 80% is related to salary and benefits.
- The next highest line item allocation is Public Works (highways, streets, winter maintenance, traffic control, fleet maintenance, and administration) at 15% of the budget, excluding the sewer and water funds.
- Debt service currently comprises 9% of the operating budget.

Scenario Comparisons and Observation

- For comparison purposes, total build-out was driven by market projections. In a market-driven environment, the build-outs occur

closer to the years identified in the market assessment than to the forced target year of 2030, which may extend the time period when expenditures outpace revenues. The impacts of staffing and budgets are less predictable beyond the first 10 year projection and should not be considered for future budgets.

- In each growth scenario, general fund expenditures outpace revenues after 2021: (Scenario A, by 2022); (Scenarios B and C, by 2027). In Scenario A, revenues rise again in 2024 to exceed expenses, but dip below expenses again after three years. This is primarily due to debt service changes that are not offset by an increase in other expenses as seen in Scenarios B and C.
- While general fund reserves available for capital expenditures increase by approximately 20% from Scenario A to Scenario B, there is only a 5% increase from Scenario B to Scenario C. Driven by population increase, sewer and water reserves that are available for capital expenditures increase by approximately 45% from Scenario A to Scenario B, with a 25% increase from Scenario B to Scenario C.
- The actual reserve available for capital expenditures and/or additional debt service to finance capital projects begins to drop after 2016, as inflation



General fund reserves available for capital expenditures increase by 20% from scenario A to B.

associated with expenses begins to “catch up” with real estate tax revenue.

- In each scenario, the projected general fund net revenue begins to slow between 2016 and 2020. The largest revenue sources, real estate tax and earned income tax, are tied directly to the additional housing units. While real estate tax plateaus with residential build-out in each scenario, charges for services and earned income tax continue to grow with inflation. Charges for services revenues outpace real estate tax revenue between 2017 and 2019 in each scenario.
- Residential population and commercial build-out are the primary drivers for water, sewer and other population and fee-driven services, and are treated similarly in all three scenarios.
- Increased staffing costs will eventually outpace the revenue generated by increases in residential and commercial development. While public-sector salary and benefits exceed CPI increases, assessments are frozen at 1970 values and do not reflect the natural market value increases of property in the Township, thereby limiting the revenue that can be generated by real estate taxes.
- In scenarios A and B, expenditures begin to outpace the revenues soon after the full residential build-out occurs. Additional build-out for commercial, retail, and industrial

do not have a significant impact, in terms of providing additional revenue or increasing the demand for municipal services.

Staffing Observations

The total FTE (Full Time Equivalent) staffing requirement at full build-out for Scenario A is 202, and is 245 and 286 for Scenarios B and C. Cranberry Township currently employs 153 FTE staff members.

- Scenarios B and C benefit the Township by creating some economies of scale for staffing requirements. By 2030, the number of police officers required to support the estimated number of service calls generated by the increased population is:

Base	28	1.3 officers/1,000
Scenario A	41	1.1 officers/1,000
Scenario B	49	1.0 officers/1,000
Scenario C	57	.93 officers /1,000

- Scenarios B and C also provide lower staffing costs in the public works department, because the miles per acre (.0085) is less for TND/mixed use development than for standard development patterns (.0138) as contemplated in Scenario A.



Scenarios B & C benefit the Township by creating economies of scale for staffing requirements.



Fire Staffing

The Township is served by a volunteer fire department. One paid fire administrator handles routine administrative tasks associated with a volunteer department. Staffing evaluations were not conducted for fire department personnel because of the volunteer department status.

The Township anticipates the volunteer fire department will continue to service future growth. However, as the population grows and calls for increased services, the administrative responsibilities will also increase, requiring additional administrative personnel. The addition of administrative support function will have a minimal impact on the overall analysis, and therefore, no projection was included.



Cranberry Township Volunteer Fire Department

2008 Statistics

Total Alarms	639
Average Firefighter turn-out	16
Average response time	9:21 minutes
Total time on scene	637 hours
Average time on scene	60 minutes
Total man hours for alarms	10,183 hours
Total Fire Prevention training	714 hours
Total Training	4,965 hours
External Training	2,130 hours
In-house Training	2,835
Total Station Time (maintenance, standby, meetings)	11,299 hours
Total Volunteer Hours	27,163 hours



See Appendix C for the Volunteer Fire Department Strategic Plan



125 men and women volunteer their time to staff the fire department.

Revenue And Expense Analysis By Land Use

To provide a clear picture of Cranberry's ability to generate revenue and to assess the impact of the costs associated with providing municipal services to residents and businesses, an analysis was completed to determine the revenue and expenditures by land use. By identifying the income generated, and resulting budget expenditures based on types of land use, it is possible to make observations about how types of development will impact Township finances.

Methodology

The planning team was charged with calculating the revenues and expenditures by land use. To do this, each revenue and expenditure category was analyzed to determine its source by type of land development in the Township. For purposes of this exercise, the following categories of land development are recognized for both revenues and expenditures:

- Residential
- Hotel
- Industrial
- Office
- Restaurant
- Retail

On the revenue side, the category "other" was used in the real estate tax revenue because Butler County uses this category in their assessment classification system. "Other" was assumed to be non-residential. Likewise, the category "utilities" was used for the Public Utilities Realty Tax because it is a nonresidential source of revenue from the state to the Township, but cannot be easily distributed into the other non-residential categories.

The Township provided estimated square footage for each of the above-referenced land use categories. A calculation was completed and applied to each of the revenue and expenditure categories. The percentages applied, based on this information, are:

• Residential	70.15%
• Hotel	2.22%
• Industrial	9.65%
• Office	10.27%
• Restaurant	.66%
• Retail	7.04%

Residential square footage included single-family homes, townhomes, and multi-family complexes. While the percentage of residential square footage in the Township is estimated to be 70.15%, the percentage of residential assessed value of property is approximately 67.2%.

Some categories of revenues and expenditures are associated in their entirety with residential or non-residential sources and uses. For example, Earned Income Tax collection is entirely a residential source of revenue, since it is available to the Township only from persons who reside in the Township. On the other hand, Mercantile Tax revenue is from non-residential land uses and must, therefore, be distributed based on non-residential categories only. For sources of revenues and expenditures that are totally associated with non-residential uses, the percentages applied to the revenues and expenditures are as follows:

• Hotel	7.44%
• Industrial	32.33%
• Office	34.41%
• Restaurant	2.22%
• Retail	23.60%



Fiscal Analysis by Land Use

Based on a detailed review of each revenue source and expense, the following assumptions were made regarding how the revenues and expenses were allocated to land use types:

Fiscal Analysis by Land Use - Revenue and Expenses Allocation to Land Use Type	
Revenue	
Revenue	Allocation
Real Estate Tax	Assessed Value by Land Use
Real Estate Transfer Tax	Square Foot by Land Use
Earned Income Tax	100% Residential
Business Taxes	100% Nonresidential/Square Foot by Land Use
Local Services Tax	100% Nonresidential/Square Foot by Land Use
Licenses and Permits	100% Residential
Fines and Forfeits	Square Foot by Land Use
Interest, Rents,	Square Foot by Land Use
Intergovernmental	
PURTA	100% Nonresidential/Utility Revenue
Liquor Licenses	100% Nonresidential/Restaurant Revenue
Charges for Services	
General Government	Square Foot by Land Use
Public Safety	Square Foot by Land Use
Culture and Recreation	100% Residential
All Other	100% Residential
Expenditures	
Expenditure	Allocation
Public Safety	
Police	Square Foot by Land Use
Fire	Square Foot by Land Use
Emergency Management	Square Foot by Land Use
Inspections	
Residential	Square Foot by Land Use
Nonresidential	Square Foot by Land Use
Miscellaneous	
Health and Human Services	Square Foot by Land Use
Public Works - Highways and Streets	Square Foot by Land Use
Culture and Recreation	100% Residential
Debt Service	Square Foot by Land Use
Miscellaneous Expenditures	Square Foot by Land Use

Analysis by Land Use Results

The summary table on the following page, provides an overview of the Revenues and Expenditures by Land Use. Revenue derived from residential sources, for the past five years, is shown as revenue per capita and expenditures per capita. In each of the five years, the difference between the revenue provided by residential land uses and the expenditures made, indicates a negative dollar amount. In other words, residents contribute, on average, about \$100 less in revenue than the costs to provide general operating services such as police, fire, public works, recreation, and general government services. However, the gap is narrowing, The difference between revenue and expenditures is smaller in 2007 at \$87, than \$104 in 2003.

The summary also outlines the revenues by land use based on estimated square footage and reported on a per square foot basis. This calculation indicates that restaurant land uses generate more per square foot than any other use at 43 cents per square foot, while residential uses generate the least amount at 31 cents per square foot. The average revenue per square foot in the Township is 32 cents of revenue per square foot of land use.

However, the analysis indicates that residential uses incur less cost for municipal services per square

foot than any other use at only 25 cents per square foot. By examining the difference between revenue per square foot and expenditures per square foot for each type of land use, it is clear that restaurant uses at an excess of revenue of 11 cents per square foot, and residential uses at an excess of revenue of 6 cents per square foot, may have a lower impact on the cost of providing municipal services. In contrast, industrial was the only use of any category that provided a higher cost for municipal services than the amount of revenue that is generated.

Applied Methodology

The purpose of this exercise was to provide observations about the impacts of land use on the Township's finances. The methodology used to complete the analysis does not capture the fiscal impacts of each land use with mathematical precision. An exact calculation is impossible due to the difficulties associated with allocating each expense to the appropriate land uses generating that expense. For example, costs associated with Township roads are difficult to determine with exact accuracy, because there is no way to determine exactly what land use is generating the traffic on the roadways.



Restaurants generate more Township revenue per square foot than any other land use.



Cranberry Township
Summary Revenue and Expenditures by Land Use

Cranberry Township Revenue and Expenditures - Residential			
Year	Revenue per Capita	Expenditures Per Capita	Difference
2003	\$284	\$387	-\$104
2004	\$291	\$408	-\$117
2005	\$313	\$415	-\$103
2006	\$321	\$401	-\$79
2007	\$329	\$416	-\$87

Cranberry Township 2007 Revenue by Land Use			
Land Use	Square Foot	Revenue	Revenue Per S.F.
Hotel	965,783	\$316,565	\$0.3278
Industrial	4,194,451	\$1,363,671	\$0.3251
Office	4,463,391	\$1,574,194	\$0.3527
Residential	30,184,821	\$9,357,584	\$0.3100
Restaurant	288,151	\$126,277	\$0.4382
Retail	3,061,268	\$1,148,229	\$0.3751
TOTAL	43,157,865	\$13,886,520	\$0.3218

Cranberry Township Expenditures by Land Use			
Land Use	Square Foot	Expenditures	Expenditures Per S.F.
Hotel	965,783	\$316,150	\$0.3274
Industrial	4,194,451	\$1,373,473	\$0.3275
Office	4,463,391	\$1,461,606	\$0.3275
Residential	30,184,821	\$7,572,442	\$0.2509
Restaurant	288,151	\$94,328	\$0.3274
Retail	3,061,268	\$1,002,396	\$0.3274
TOTAL	43,157,865	\$11,820,396	\$0.274

Cranberry Township Revenue-Expenditures Summary by Land Use			
Land Use	Revenue Per S.F.	Expenditures Per S.F.	Difference
Hotel	\$0.3278	\$0.3274	\$0.0004
Industrial	\$0.3251	\$0.3275	-\$0.0023
Office	\$0.3527	\$0.3275	\$0.0252
Residential	\$0.3100	\$0.2509	\$0.0591
Restaurant	\$0.4382	\$0.3274	\$0.1109
Retail	\$0.3751	\$0.3274	\$0.0476
TOTAL	\$0.3218	\$0.2739	\$0.0479

Land Use Per Assessment Value

DESCRIPTION:

The map illustrates the assessed values of Township properties, organized by land use, according to 2007 Butler County data. The total assessed property value is \$238,273,707. A majority of that value is comprised of residentially developed properties.

Sum of Assessment

Type	Total	Percentage
Hotel	\$3,048,188	1.3%
Industrial	\$12,454,545	5.2%
Office	\$24,187,307	10.2%
Other	\$12,502,143	5.2%
Residential	\$160,192,842	67.2%
Restaurant	\$3,132,687	1.3%
Retail	\$27,756,995	9.6%

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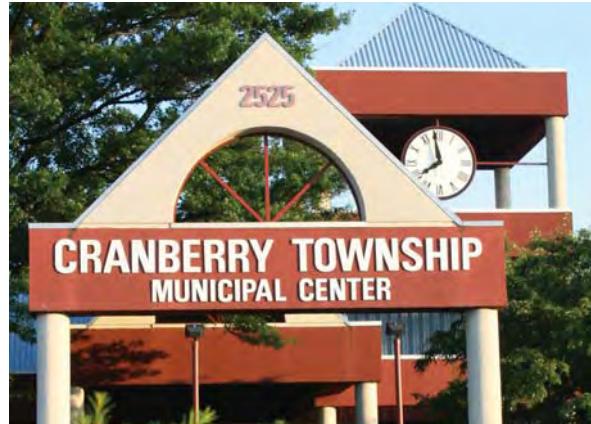
Plot Date: January 19, 2009



Municipal Facilities Requirements

Another consideration when comparing the growth scenarios involves an assessment of the municipal facilities necessary to accommodate the required staffing. To assess facility requirements, the factors considered included: staff categories, current facility square footage by staff category, and current facility capacity. Current staff were assigned to four categories: Administration, Police, Public Works and Parks & Recreation. Some departments include staff that are not necessarily associated with square footage; however, it was assumed that the ratio of staff associated with square footage would remain consistent. The square footage per staff was calculated by dividing the current square footage by the facility capacity. This benchmark was then

applied to the staff requirements for each of the three scenarios.



Space Requirements by Growth Scenario

	Administration	Police	Public Works	Parks & Recreation
Current Employees	37	33	40	43
Current S.F.	18,310	44,958	18,310	13,000
Current Capacity	55	50	70	43
S.F. per Staff (based on capacity)	333	899	262	302
Scenario A Staffing (2030)	43	48	54	58
Scenario B Staffing (2030)	49	58	63	75
Scenario C Staffing (2030)	56	67	71	93
Scenario A Total Space Requirement	14,161	42,950	14,111	17,499
Scenario B Total Space Requirement	16,342	51,705	16,372	22,822
Scenario C Total Space Requirement	18,483	60,133	18,451	28,048
Scenario A Additional S.F. ⁽¹⁾	4,149	2,008	4,199	(4,499)
Scenario B Additional S.F. ⁽¹⁾	1,968	(6,747)	1,938	(9,822)
Scenario C Additional S.F. ⁽¹⁾	(173)	(15,175)	(141)	(15,048)

Observations

The current administrative and public works facility space is adequate for Scenarios A and B, with 173 additional square feet required for Scenario C for administrative space, and 141 square feet for public works.

Current police square footage is adequate for Scenario A, with 6,747 additional square feet required for Scenario B, and 15,175 additional square feet required for Scenario C.

Parks and recreation facilities are currently operating at capacity, so additional space would be needed in all three scenarios. An additional 4,499 square feet of parks and recreation facilities space would be needed in Scenario A, 9,822 square feet in Scenario B, and 15,048 square feet in Scenario C.

Cranberry Public Library

The Library, as of 2008, has 15,300 square feet of space. The library recently assessed space needs based on a 2030 population projection of 45,412. The gross square footage requirement for 2030 is estimated at 36,122 square feet, representing an additional 20,822 square feet. While the actual space requirement calculation is complex, for estimating purposes, this requirement is equivalent to around .8 square feet per capita. An “order of magnitude” estimate based on population projections for 2030 for Scenarios A, B, and C suggests total space requirements of 30,448 square feet for Scenario A, 39,710 square feet for Scenario B, and 48,805 square feet for Scenario C.



Future space needs for the library is estimated at 36,122 square feet.



Physical Infrastructure

An important step in the assessment process is to quantify the capital improvements required to support the growth in each scenario. Based on the land use mix and the square footage and dwelling unit estimates for each scenario, the following was calculated:

1. A description of the required improvements;
2. An estimated cost of improvements;
3. An estimated timeframe for making improvements.

Transportation Impacts

A Transportation Impact Study on the Township's roadway infrastructure was conducted. Following the updated data collection and analysis of each of 18 roadway segments and 35 intersections for each growth scenario, a summary of likely transportation improvement projects along the seven major corridors in the Township were identified. The roadway improvements are listed by corridor with the location and 2008 estimated cost of improvements.

The recommendations are suggested to correct projected deficiencies anticipated within the next 22-year period to provide a preferred operational service level. The identified areas of capacity concern should be further evaluated, upon a preferred development scenario, and in conjunction with the Transportation Impact Fee Update, to follow the comprehensive plan update.

Refer to Appendix I for more information.



Adequate infrastructure is necessary to sustain a growing economy.

The Traffic Impact Summary table identifies the cost of transportation infrastructure relative to each of the growth scenarios. It is important to estimate the revenue generated relative to each growth scenario to gain a total picture of the net cost of each development scenario.

Scenario A generates a total transportation cost of \$120,400,000 and impact fees will bring \$64,031,252 in revenue, for a net cost of transportation improvements of \$56,368,748.

Scenario B transportation costs are \$132,500,000, with impact fee revenue of \$77,790,650, for a net transportation cost of \$54,709,350.

Scenario C construction costs are \$164,000,000, with revenue of \$93,993,098, for a net transportation cost of \$70,006,902.

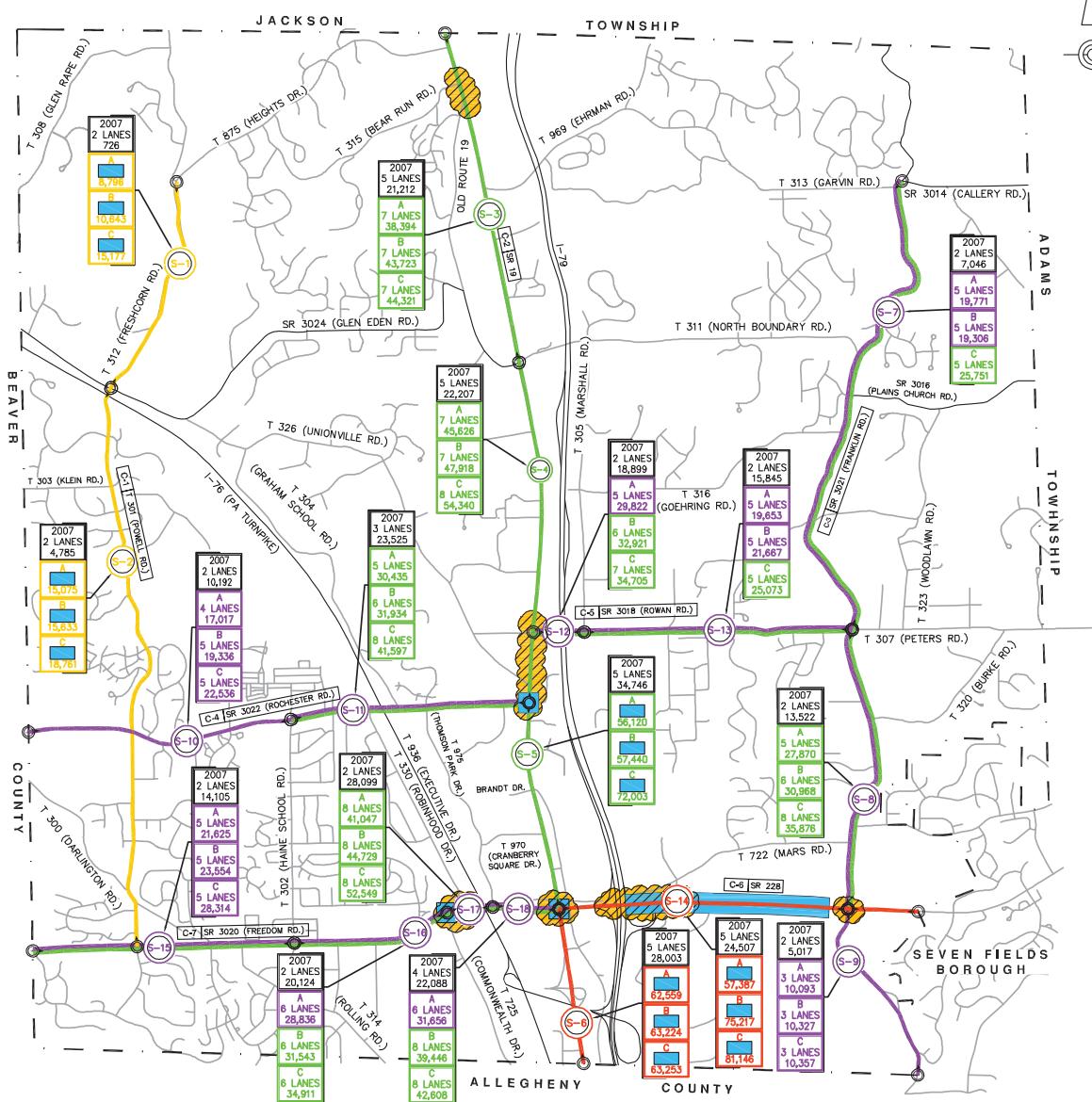
Other variables should be considered as part of the future transportation needs. Proper land use planning may reduce required vehicle trips from levels that have historically occurred and are the basis for standard trip generation methods.

Other modes such as pedestrian, bike, and transit may help to alleviate the projected impacts on the Township's roadway infrastructure.

Note: This analysis consisted of capacity analysis based on passenger vehicle traffic projections and standard trip generation principles.

Cranberry Plan Traffic Impact Summary Table			
Year 2030 Scenario Corridor Improvements Required/Probably Corridor Improvement Costs (2008 Dollars)			
Roadway Corridor	Growth Scenario A	Growth Scenario B	Growth Scenario C
Powell Road -T-301 (Corridor 1)	\$4,900,000	\$5,100,000	\$7,000,000
S.R. 0019 Route 19 (Corridor 2)	\$22,800,000	\$24,000,000	\$33,800,000
S.R. 3021, Franklin Rd.(Corridor 3)	\$26,400,000	\$28,000,000	\$34,500,000
S.R. 3022,Rochester Rd(Corridor 4)	\$18,700,000	\$22,800,000	\$29,000,000
S.R. 3018, Rowan Rd. (Corridor 5)	\$17,200,000	\$19,100,000	\$22,500,000
S.R. 0228, Route 228 (Corridor 6)	\$2,500,000	\$2,500,000	\$2,800,000
S.R. 3020, Freedom Rd.(Corridor 7)	\$27,900,000	\$31,000,000	\$34,400,000
Total Improvements	\$120,400,000	\$132,500,000	\$164,000,000
Impact Fee Revenue	(\$64,031,252)	(\$77,790,650)	(\$93,993,098)
Net Transportation Cost	\$56,368,748	\$54,709,350	\$70,006,902



SCENARIO ANALYSIS: 2030 VOLUMESTRAFFIC IMPACT MAP

CRANBERRY TOWNSHIP
BUTLER COUNTY, PENNSYLVANIA
SCALE: NOT TO SCALE MARCH 2009

LEGEND

YEAR 2030 STUDY SCENARIO	INFORMATION BLOCK * 2007 INDICATES EXISTING 2007 INFORMATION	CORRIDOR SEGMENT
NUMBER OF TOTAL LANES 8 LANES 800		END OF CORRIDOR SEGMENT(S)
AVERAGE DAILY TRAFFIC	PRINCIPAL ARTERIAL HIGHWAYS	MUNICIPAL BOUNDARY
—	—	SAFETY CONCERN AREA (BASED ON ACCIDENT HISTORY)
—	—	LEVEL OF SERVICE "D" MAY NOT BE ATTAINED
—	—	CORRIDOR IDENTIFICATION
—	—	ROUTE NUMBER (ROAD NAME)
—	—	C-7 SR 3020 (FREEDOM RD.)

Sewer Facility Impacts

Improvements to the existing sewer facilities were identified to accommodate each scenario. The results of this analysis project the costs for the future wastewater treatment plant and pump station design capacities. The locations of lines, manholes, and the required interceptor sewer upsizing can be found in Appendix G. This analysis is limited to the impact of the future development activities on existing interceptor, pumping, and treatment facilities. It does not reflect required sewer extensions to reach the new development areas. This calculation was based on information provided by the planning team in the form of estimated future population (defining residential development), and acreages defining various other developed land uses.

Observations

Scenarios A and B both require additional wastewater treatment capacity, with Scenario B requiring 22% more capacity than Scenario A. Scenario C requires 43% more capacity than Scenario A. The capacity improvements to the treatment plan are already planned for given that Scenario A is representative of the Township's current growth path and the Township proactively plans for future capacity needs. The additional capacity needed for Scenario B is not a significant increase above that needed for A and it could likely be accommodated at the Brush Creek Plan. However, a significant amount of additional capacity is needed for Scenario C. In addition to the cost of providing this capacity, it may not be able to be accommodated at the Brush Creek Plan, possibly requiring construction of an additional treatment facility.

No new capacity is needed at the Wolfe Run or Franklin Acres pump stations for Scenarios A and B, however additional capacity is needed at both stations to accommodate Scenario C. The Briar Creek Pump Station capacity needed for Scenarios A and B is identical, therefore, no infrastructure improvements would be needed to accommodate Scenario B, other than those already planned. Scenario C, however, does require double the capacity needed for A and B. While additional sewer lines are needed to accommodate both Scenarios A and B, thousands of feet of additional lines are needed to accommodate Scenario

Water Distribution Impacts

Necessary improvements to the existing water distribution system facilities were also identified for each scenario. The results of this analysis include project costs for projected future pump station design capacities and additional storage volumes.

Information in Appendix G lists the lengths of water mains by pipe diameter required to achieve acceptable performance under each development scenario.

Water main improvements are identified separately for the following categories:

1. Reinforcing mains within the existing system;
2. Conceptual extensions required to reach future development sites within the Township that lie outside of the existing distribution system service area; and,
3. Conceptual extensions to serve southern Jackson Township.

Observations

Generally, similar improvements to the water line network are needed for all three scenarios, except that several thousand feet of 36" line is needed to accommodate Scenario C, but not the other scenarios. Scenario B requires an increase of 23% over the needed capacity at the Freedom Road Pump Station for Scenario A, while Scenario C requires an additional 93% of capacity. The North Water Tanks does not need additional capacity in Scenario A, but .5 million gallons of capacity is needed for Scenario B and 1.5 million gallons is needed for Scenario C.

Costs

A level of efficiency is reached as a result of the increase in the density of development in Scenario B, thus the cost per equivalent dwelling unit for the combined sewer and water system improvements is less for Scenario B than Scenario A. However, because of the significant additional capital improvements needed to accommodate Scenario C, any efficiency that is achieved is outweighed by the significant cost of the needed improvements, making the per Equivalent Dwelling Units (EDU) cost the highest in Scenario C.



Required Improvements to Existing Sewer Facilities

Growth Scenario			
Required System Improvement Component	Scenario A	Scenario B	Scenario C
Increased Pumping and Treatment Facility Capacities (total required capacity - mgd)			
Expand Brush Creek WWTP average daily flow capacity to (mgd)	6.14	7.47	8.76
Expand Wolfe Run Pump Station peak flow capacity to (mgd)	---	---	2.81
Expand Franklin Acres Pump Station peak flow capacity to (mgd)	---	---	0.92
Expand Briar Creek Pump Station peak flow capacity to (mgd)	0.56	0.56	1.15
Upsized replacement sewers (feet of sewer)			
10-inch diameter	5,000	5,100	10,500
12-inch diameter	3,600	3,600	5,500
15-inch diameter	3,300	3,400	3,400
18-inch diameter	3,100	5,700	4,600
24-inch diameter	1,900	2,500	5,000
30-inch diameter	4,900	6,600	6,600
36-inch diameter	8,500	5,700	5,700
42-inch diameter	7,900	10,400	9,500
48-inch diameter	400	400	1,300
54- inch diameter	0	400	500
Replacement manholes associated with upsizing sewers (number of manholes)			
Manholes on sewers 36-inch diameter & larger	50	51	55
Manholes on sewers smaller than 36-inch diameter	108	139	172



Required Water Distribution System Improvements

Required System	Reinforcing the Existing System			Extensions to New Cranberry Development			Extensions into Jackson Township		
	Improvement Component	Scenario A	Scenario B	Scenario C	Scenario A	Scenario B	Scenario C	Scenario A	Scenario B
Water Mains (feet of mains)									
8-inch	0	0	0	57,500	57,500	53,000	11,700	11,700	11,700
12-inch	10,400	10,400	16,600	8,400	8,400	12,900	25,100	25,100	25,100
16-inch	13,300	5,900	5,200	7,700	7,700	7,700	0	0	0
24-inch	17,800	27,300	12,500	0	0	0	0	0	0
36-inch	0	0	16,600	0	0	0	0	0	0
Pump Station (maximum pumping capacity - gpm)									
Commonwealth Drive Pump Station	3,050	3,050	3,050	---	---	---	---	---	---
Freedom Road Pump Station	3,450	4,250	6,650	---	---	---	---	---	---
Additional Storage Capacity (million gallons)									
North Tank Site	0	0.5	1.5	---	---	---	---	---	---

Estimated Costs of Water and Sewerage System Improvements

Development Scenario	Sewer System Improvements	Water System Improvements	Total System Improvements	Estimated Number of Additional Equivalent Dwelling Units	
				Sewer System	Water System
Estimated Design and Construction Costs					
Scenario A	\$15,500,000	\$13,800,000	\$29,300,000	9,156	10,760
Scenario B	\$24,700,000	\$16,200,000	\$40,900,000	13,769	16,287
Scenario C	\$37,700,000	\$23,800,000	\$61,500,000	18,277	21,690
Estimated Cost per Additional Equivalent Dwelling Unit					
Scenario A	\$1,693	\$1,283	\$2,975		
Scenario B	\$1,794	\$995	\$2,789		
Scenario C	\$2,063	\$1,097	\$3,160		



Scenario D No Growth

To fully analyze potential development scenarios, for both contrast and completeness, it is helpful to consider a “no growth” alternative, using the hypothesis that the Township could prohibit all new development for a set period of time in an effort to maintain status quo, or to limit growth. For comparison purposes, a budget model for a fourth scenario was created to show no growth in land uses, population or staffing.

This comparison reveals deficits that would occur, if Cranberry Township were to experience no growth over the next two decades. Real estate taxes remain fixed throughout the projection period, while operating costs increase with inflation.

After ten years, the general fund is operating at a deficit. With sewer and water revenues only \$27,843 more than expenses in 2007, there is an immediate deficit in the Sewer & Water Fund in 2008; however, by 2014, revenues once again outpace expenses since changes in debt service are fixed, and the annual rate of change in debt service is less than one percent.

No-growth development strategies are not favored by Pennsylvania Courts, and in fact, proposed no-growth scenarios crafted to stop, reduce or prevent certain types of development have been flatly rejected.

In *Naylor v. Township of Hellam*, the Pennsylvania Supreme Court held that the power to suspend land development is separate and distinct from the power to regulate land development. While municipalities may have the authority, as conferred under the Municipalities Planning Code (MPC), to regulate land development, they have not been vested with the authority to suspend or stop land development.

The Township of Hellam enacted a one-year moratorium on new residential subdivision and land development, as well as a moratorium on commercial and industrial development that was not serviceable by the existing public sewer system. The stated purpose for the moratorium was to suspend land development until the Township revised its zoning and subdivision land development ordinances. Two owners of undeveloped land filed suit seeking a declaratory judgment that the moratorium was invalid, or in the alternative, that the moratorium was not in effect at the time their preliminary development plans were submitted to the township’s zoning office.

The Pennsylvania Supreme Court declared the moratorium imposed by the township invalid, ultimately holding that municipalities obtain their power from the Pennsylvania Legislature and may only do or refrain from doing those things which the Legislature has expressly or implicitly placed



No-growth development strategies are not favored by Pennsylvania courts.

within the municipalities' power. In support of its decision, the court stated that the power to impose a moratorium on new development has not been expressly granted by the Legislature to municipalities through the MPC, and it is not such an essential function that it is one which could be conferred upon municipalities implicitly through public necessity.

The Pennsylvania Supreme Court has struck down temporary moratoria on development that was intended to endure only while the municipality was amending its zoning ordinance. See *Boron Oil Co. v. Kimple*. In the Boron case, the Court held that stopping development would violate the constitutional rights of private property owners. Specifically, the Fifth Amendment to the U.S. Constitution prohibits taking private property without the award of just compensation. A "taking" is effectuated when the property is rendered unusable by government interference or action. This strikes at the heart of a lawful zoning regime, which is to manage the use and development of private property within the scope of a comprehensive plan, but not to stifle it. The Court in Boron cautioned "However much a rapidly expanding municipality may wish to declare a 'time out' and stop all development, such effect, by whatever means achieved, would be constitutionally impermissible."

The Pennsylvania Supreme Court adopted the "fair share" test in *Surrick v. Zoning Hearing Board of the Township of Upper Providence*, which dealt head-on with a township's attempt to restrict anticipated future growth through the development of ordinances that tried to maintain the status quo. The court noted that municipalities must deal with the problems of population growth, not avoid them. The basic notion of the fair share principle requires "local political units to plan for, and provide land use regulations which meet the legitimate needs of all categories of people who may desire to live within its boundaries".

A local illustration

Marshall Township, Allegheny County, was confronted by a landowner and developer claiming that it had not provided a fair share of multi-family dwellings and neighborhood commercial space within the township. The Township supported its ordinances and land development planning with expert testimony that the ordinances provided sufficient multi-family and neighborhood commercial space to meet the needs of the projected census growth within the Township and surrounding communities.

The Township was ultimately successful in defeating the ordinance challenge. However, the clear message from the case is that not only are municipalities prohibited from imposing moratoria on land development or adopting land use ordinances that are so restrictive as to have the same effect, but they also have an affirmative obligation in the land use planning process to account for growth, plan accordingly, and provide a fair share of uses to accommodate future population growth.

Observations

A halt to economic development in the Township will result in a stressed financial situation. Additionally, attempts to stop development are subject to legal challenge; putting the Township in the position of expending resources to defend policies that are not legally sustainable and running the risk of losing control of development that will likely occur anyway.

Therefore, a more sustainable land use approach:

- Manages growth to guide it towards the community's vision for the future.
- Requires new development to make necessary investments in the communities infrastructure.
- Balances development with recreation opportunities and open space conservation.



Scenario D (No Growth) Budget Summary

In this scenario, no growth and an increase in debt service account for a net loss for sewer and water immediately and the General Fund first sees a deficit in 2019. The Township's net Revenue in this scenario is \$12,321,906.

	Revenue - General Fund	Expenses - General Fund	Net Revenue - General Fund	Revenue - Sewer & Water	Expenses - Sewer & Water	Net Revenue - Sewer & Water	Total Net Revenue
2008	15,139,725	12,863,361	2,276,365	10,789,393	10,922,313	(132,920)	2,143,444
2009	15,418,237	13,540,451	1,877,786	11,049,557	11,173,934	(124,377)	1,753,409
2010	15,703,898	13,930,917	1,772,980	11,316,302	11,411,030	(94,728)	1,678,252
2011	15,996,884	14,426,703	1,570,181	11,589,795	11,657,361	(67,565)	1,502,615
2012	16,297,377	14,926,663	1,370,714	11,870,207	11,910,137	(39,930)	1,330,784
2013	16,620,489	15,442,771	1,177,718	12,157,711	12,177,354	(19,643)	1,158,076
2014	16,951,775	15,988,974	962,801	12,452,489	12,448,708	3,781	966,582
2015	17,291,441	16,539,102	752,339	12,754,723	12,724,300	30,423	782,762
2016	17,639,699	17,116,540	523,159	13,064,603	13,013,100	51,503	574,662
2017	17,996,767	17,700,871	295,896	13,382,321	13,310,850	71,471	367,368
2018	18,362,867	18,323,910	38,958	13,708,077	13,612,412	95,665	134,623
2019	18,738,229	18,967,090	(228,862)	14,042,073	13,922,878	119,195	(109,666)
2020	19,203,153	19,646,926	(443,773)	14,384,518	14,240,727	143,791	(299,982)
2021	19,598,604	20,360,921	(762,317)	14,735,626	14,563,554	172,072	(590,245)
2022	20,004,059	21,077,601	(1,073,542)	15,095,616	14,906,589	189,026	(884,516)
2023	20,419,770	21,829,606	(1,409,836)	15,464,712	15,249,320	215,391	(1,194,445)
2024	20,845,997	21,723,465	(877,468)	15,843,144	15,602,241	240,904	(636,564)
2025	21,283,006	21,581,580	(298,574)	16,231,150	15,965,351	265,799	(32,776)
2026	21,731,070	22,335,276	(604,206)	16,628,971	14,388,660	2,240,311	1,636,105
2027	22,190,468	23,239,521	(1,049,053)	17,036,855	14,769,681	2,267,174	1,218,121
2028	22,661,487	24,186,847	(1,525,360)	17,455,057	15,160,937	2,294,120	768,760
2029	23,144,421	25,179,722	(2,035,300)	17,883,838	15,562,708	2,321,130	285,830
2030	23,639,572	26,219,052	(2,579,480)	18,323,466	15,975,281	2,348,185	(231,295)
Total			(268,874)			12,590,780	12,321,906

Structuring Healthy Communities

The long-term financial health of Cranberry Township is critical to the Township's sustainability. In March 2007, the Pennsylvania Economy League (PEL) released a report that is relevant to the future of the Township. The principles enumerated in this report informed the fiscal analysis component of this plan and will continue to inform future financial decision-making.

The PEL report states that with the current legislative environment, the structure of the municipal codes, and the state-controlled regulations for revenue generation, local leaders are faced with revenue streams that are "largely inelastic, capped, and out of sync with budget needs." PEL further defines a direct link between the fiscal health of the community and its ability to continue healthy revenue generation. This observation is consistent with the scenarios -- that when build-out occurs, especially residential build-out, it becomes increasingly difficult to continue the revenue generation necessary to support the demand for local services such as police, public works, community development, and recreation. Revenue simply does not keep pace with the cost of providing municipal services.



The PEL report states that "the fiscal health of Pennsylvania's municipalities is moving in the wrong direction" and outlines *five stages of fiscal decline for all communities*, or as PEL describes it, "a continuing path toward distress."

- 1. Prosperity with low taxes** - New development increases the revenue base, and there is limited demand for services. The developers are paying for infrastructure, and revenues are increasing faster than the cost of services. (This is the stage that most accurately describes the circumstances for Cranberry Township at the time of this study in fiscal year 2008.)
- 2. Increasing demand for services and gradually rising tax rates** - The pace of development has slowed, but the residents who have moved into the community are demanding more and higher quality services. Tax rates and service fees have increased – but there is still a strong tax base.
- 3. Reductions in non-core services** – Tax base increases (i.e. revenue generation) are minimal – but demand for services continues to increase. Taxes increase and some non-core services are reduced or cut (usually related to community services, recreation, public relations, technology, public information).
- 4. Reductions in core services** – There is a mismatch between revenue and expenditures. The cost of providing services is escalating at a far greater pace than the revenue generated. In fact, the revenue may be declining – and there are reductions in staffing through attrition or layoffs.
- 5. Loss of tax base and distress** – Revenue continues to decline, services are cut, and people begin to "vote with their feet," which causes a continually declining tax base related to population decline. Infrastructure replacement needs are high, but the ability to support the costs of replacement is almost non-existent.



The southwest region consists of municipalities from 10 counties: Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington, and Westmoreland. There is a fairly consistent pattern of distress concentrated in and around the city of Pittsburgh. The relatively healthy portions of the region are located north and south of the City, close to Interstate 79. Most municipalities in Butler County are demonstrating increasing fiscal health. This, of course, includes municipalities such as Cranberry Township, and Adams Township.

Based on the distress index factor, the municipalities were categorized by Stage of Fiscal Decline in order to analyze the relative fiscal health of the communities by municipal code type, as shown below.

In recent decades, Cranberry, and other Townships of the second class, are the most numerous (1,455) type of local governments in Pennsylvania, who have shown the most rapid growth in population and number of households. For many reasons, over the past 30-40 years, Pennsylvanians chose to move from more urban areas into townships. This migration" reflects the reality of population growth or change during the second part of the twentieth century. This reality forever changed the economic and social patterns in Pennsylvania. This group, on average, shows relatively good fiscal health with 948 townships (65%) above the state average in 2003 for tax effort/capacity. Of these 948 fiscally sound townships, however, 400 (42%) have experienced a decline in relative fiscal health since 1970.

Stages of Fiscal Decline, as defined by the Pennsylvania Economy League

Note: The Boroughs column does not include the 43 communities experiencing declining populations with growing tax revenues.

The Five Stages of Fiscal Decline: The Number of Municipalities, by Type, Identified by the Five Progressive Stages of Fiscal Decline, 1970 to 2003

Progression	Cities	Boroughs	1st Class Township	2nd Class Township
Stage 1: Low taxes with prosperity	0	0	27	399
Stage 2: Gradually rising tax rates and increasing demand for services	15	99	26	259
Stage 3: Plateau of tax base with reductions in non-core services	1	213	1	512
Stage 4: Insufficient taxes or tax base with reductions in core services	1	366	29	256
Stage 5 Loss of tax base and onset of significant fiscal distress	39	228	8	29
Totals	56	906*	91	1,455

The Pennsylvania Economy League (PEL) Report offers these recommendations:

Recommendation 1: Allow municipalities to decide at the local level, in what manner, and how much, to tax (with minimum restrictions by legislation and maximum input by constituents).

Recommendation 2: To the greatest extent possible, expand and enhance existing revenue-generating options.

Recommendation 3: As soon as possible, place a wide menu of necessary revenue-generating tools in communities to prevent future fiscal distress.

Recommendation 4: Provide shared expertise for very complex planning and fiscal issues.

Recommendation 5: Keep and enhance current DCED programs and resources for municipalities.

Recommendation 6: Conduct further study related to the fiscal distress profiles and solutions.

The recommendations from the PEL study, include a combination of statewide legislative “fixes” and improvements to policy and administration at the local level.

The recommendations are consistent with the findings and observations from the Township scenario impact summaries: Revenue generation is key to the fiscal health in the community and that innovative tax and fee structures must be an important part of the strategic vision for the future.

Refer to the Appendix for the complete report.



Most communities in Butler County are demonstrating increased fiscal health.



Impact Assessment Summary

Township Staffing

In order to determine the baseline information for staffing at the Township in the various functional areas, Township Staff first determined the number of full-time and full-time-equivalent employees who were currently employed by the Township for each respective area. Employment projections for major service delivery areas such as Police, Community Development, Public Works and Parks and Recreation were calculated based on factors specific to each service area, as more fully described in Appendix G. In addition, these service-related calculations were coupled with population projections per scenario, and population was assumed to be the only driver for all other staffing estimates with non service-related drivers. Categorically, all staffing projections were aggregated into the Scenario A, B, C totals seen below.

Total Staffing and Office Space Projections						
Scenario	2008	2010	2015	2020	2025	2030
Scenario A Totals	158	167	190	196	200	202
Scenario B Totals	158	169	195	220	243	245
Scenario C Totals	158	170	199	228	268	286

Staffing and Office Space Projections					
Scenario	Administration	Police	Public Works	Parks & Recreation	
Current Employees	37	33	40		43
Current Square Feet	18,310	44,958	18,310		13,000
Current Capacity	55	50	70		43
Square Feet per Staff (based on capacity)	333	899	262		302
Scenario A Staffing (2030)	43	48	54		58
Scenario B Staffing (2030)	49	58	63		75
Scenario C Staffing (2030)	56	67	71		93
Scenario A Total Space Requirement	14,161	42,950	14,111		17,499
Scenario B Total Space Requirement	16,342	51,705	16,372		22,822
Scenario C Total Space Requirement	18,483	60,133	18,451		28,048
Scenario A Additional Square Feet	4,149	2,008	4,199		-4,499
Scenario B Additional Square Feet	1,968	-6,747	1,938		-9,822
Scenario C Additional Square Feet	-173	-15,175	-141		-15,048

Transportation

The Traffic Impact Analysis studied seven major roadway corridors and identified improvements associated with each corridor, and this table identifies the cost associated with each scenario, per corridor, as well as the cumulative transportation cost for each scenario.

Cranberry Plan Traffic Impact Summary Table

Year 2030 Scenario Corridor Improvements Required / Probable Corridor Improvement Costs (2008 Dollars)

Roadway Corridor	Growth Scenario A	Growth Scenario B	Growth Scenario C
Powell Road -T-301 (Corridor 1)	\$4,900,000	\$5,100,000	\$7,000,000
S.R. 0019 Route 19 (Corridor 2)	\$22,800,000	\$24,000,000	\$33,800,000
S.R. 3021 Franklin Rd.(Corridor 3)	\$26,400,000	\$28,000,000	\$34,500,000
S.R. 3022 Rochester Rd(Corridor 4)	\$18,700,000	\$22,800,000	\$29,000,000
S.R. 3018 Rowan Rd. (Corridor 5)	\$17,200,000	\$19,100,000	\$22,500,000
S.R. 0228 Route 228 (Corridor 6)	\$2,500,000	\$2,500,000	\$2,800,000
S.R. 3020 Freedom Rd.(Corridor 7)	\$27,900,000	\$31,000,000	\$34,400,000
Total Improvements	\$120,400,000	\$132,500,000	\$164,000,000
Impact Fee Revenue	(\$64,031,252)	(\$77,790,650)	(\$93,993,098)
Net Transportation Cost	\$56,368,748	\$54,709,350	\$70,006,902

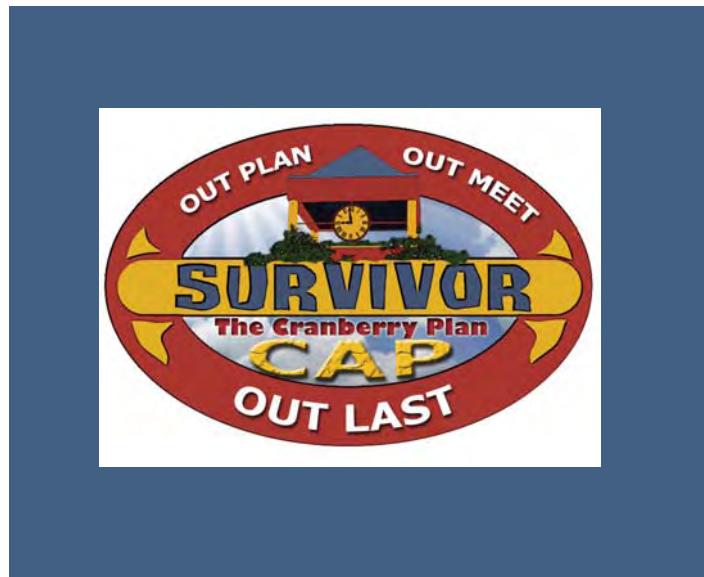
Sewer and Water

This table identifies the sewer and water cost per each scenario, as well as the estimated cost per additional Equivalent Dwelling Unit (EDU), which is equivalent to sewer and water usage of one household.

Cranberry Plan Sewer and Water Expenditures

Development Scenario	Sewer System Improvements	Water System Improvements	Total System Improvements	Estimated Number of Additional Equivalent Dwelling Units	
				Sewer System	Water System
Estimated Design and Construction Costs					
Scenario A	\$15,500,000	\$13,800,000	\$29,300,000	9,156	10,760
Scenario B	\$24,700,000	\$16,200,000	\$40,900,000	13,769	16,287
Scenario C	\$37,700,000	\$23,800,000	\$61,500,000	18,277	21,690
Estimated Cost per Additional Equivalent Dwelling Unit					
Scenario A	\$1,693	\$1,283	\$2,975		
Scenario B	\$1,794	\$995	\$2,789		
Scenario C	\$2,063	\$1,097	\$3,160		





I survived the Cranberry Plan! I also believe that the Cranberry Plan and planning for the future growth of Cranberry Township will allow many generations to enjoy this exciting place.

-Wendy Lydon
Citizen Advisory Panel Member





THE CRANBERRY PLAN SHAPING (CRANBERRY TOWNSHIP)

GROWTH MANAGEMENT Plan



Chapter 4

Different growth patterns will result from alternative policies based on varying assumptions about population density, land use, and other growth factors. Grouping different hypotheses and policy approaches into various combinations helps planners to analyze their relationships and to visualize likely outcomes. In the Growth Management Analysis, the technical analyses of Cranberry's transportation, physical infrastructure, operational services, and government administration came under careful scrutiny.

The Growth Management Plan begins with the identification of a Preferred Growth Scenario, based on the impact assessment results of the Growth Management Analysis. The Preferred Scenario was used to create the Future Land Use Map and over 200 strategies - the Township's ambitious agenda for the future. Many strategies resulted from the work of the CAP Task Forces and others reflect input from stakeholder groups, residents, Township staff and professional consultants.





Preferred Growth Scenario

The Preferred Growth Scenario is the result of countless hours of public involvement and detailed growth management analysis.

The analysis focused on land use based on market forces, projections based on past development, infrastructure efficiency, budget projections, municipal service capabilities, and sustainability. The starting point was the Market Assessment, which identifies the current and future land use in Cranberry Township in relation to market forces. The Market Assessment provided data for the buildup of three alternative growth scenarios.

CAP members further reviewed the analysis, as it related to their Task Force focus. CAP members participated in a prioritization activity where they first developed a personal priority ranking of key factors; and then, as a group, they further refined their priorities. Ultimately, the CAP determined the sustainable future of the community was their number one priority.

Scenario B - Preferred Growth Scenario

- Most financially responsible option.
- Makes the best use of available land.
- Provides for the efficient use of infrastructure.
- Fosters increased mixed use and TND development
- Promises to sustain the highest quality of life for Cranberry Township residents.

Scenario A assumed that growth would follow the same pattern as it does today. This was achieved by modeling the build-out of all developable lands in the Township in accordance with current land use policies.

Scenario B assumed changes to land use policies that would promote alternative development patterns that are higher density, mixed-use, and pedestrian-friendly in several areas throughout the Township.

Scenario C is similar to Scenario B, with the application of alternative land use policies, resulting in a further increase in alternative development patterns.

Benefits of Mixed Use and Traditional Neighborhood Development (TND)

Community Character

- Fosters a greater diversity of mixed use.
- Creates pedestrian-oriented neighborhoods.
- Structured around the “traditional” streetscape.

Increased Development Options

- Builds upon current residential, office, and retail development types; offering more alternatives.
- Diversity of housing options for residents, with potential for more attainable housing.

Flexibility and Efficiency

- Provides flexibility, minimizes need to amend ordinances to accommodate a diverse mix of development types.

Sustainability

- Mix of uses decreases vehicular trips and allows more foot travel.
- Focuses on form, rather than use; resulting in developments which accommodate adaptive re-use to respond to market changes
- Range of development options keeps the community current by allowing it to adapt to changing market demands.

Scenario build outs were calculated and the data was used to project each scenario's impact with respect to sewer and water, transportation, municipal services, municipal staffing, parks and recreation, public safety, and finance. This detailed analysis offered great insight into which scenario, or combination, would be optimal for the Township over the next 25 years.

Under **Scenario A**, the housing stock would consist primarily of single family detached homes in Planned Residential Developments (PRD's). Non-residential development would occur near transportation corridors creating a separation of uses that could only be connected by automobile travel. Available land would be used in a less efficient manner, making it more difficult to preserve open space, create pedestrian and transportation connections. This proved to be the least fiscally sound option of the three scenarios with the Township General Fund taking its first yearly loss in net revenue in 2022. This Scenario required the least with regards to municipal staffing and infrastructure improvements; with 403 employees needed by 2030 and a total of \$120,000,000 in transportation improvements, and \$29,300,000 in sewer and water improvements by 2030. However, when factoring Township impact fees into the total cost, Scenario A was not the most financially efficient scenario with respect to transportation infrastructure. Additionally, this scenario resulted in a greater cost for total sewer and water infrastructure improvements, per additional dwelling unit, than that of Scenario B.

Scenarios B and C include smart growth sub-areas modeled after the Traditional Neighborhood Development (TND) style of development, which offers a mix of land uses and a variety of housing options (single family, town homes, apartments,

live/work units). Combining non-residential development with housing promotes multi-modal transportation including pedestrian, biking, and automobile travel. Both Scenarios B and C follow Smart Growth Principles and Pennsylvania's Keystone Principles, allowing for neighborhood connectivity, infrastructure efficiency, housing diversity, pedestrian pathways, mixed uses, and open space and environmental preservation. Scenarios B and C differ in intensity, which greatly impacts the feasibility of either option.

Scenario B makes more efficient use of the available land than Scenario A, but not as efficiently as Scenario C, which features the greatest amount of TND style development, while incorporating the greatest amount of development on the smallest portion of land. Scenario B and C are very close in respect to the financial future of Cranberry Township. Both scenarios project the General Fund taking its first yearly loss in net revenue in 2027. However, Scenario B is the most financially responsible option when considering infrastructure cost.

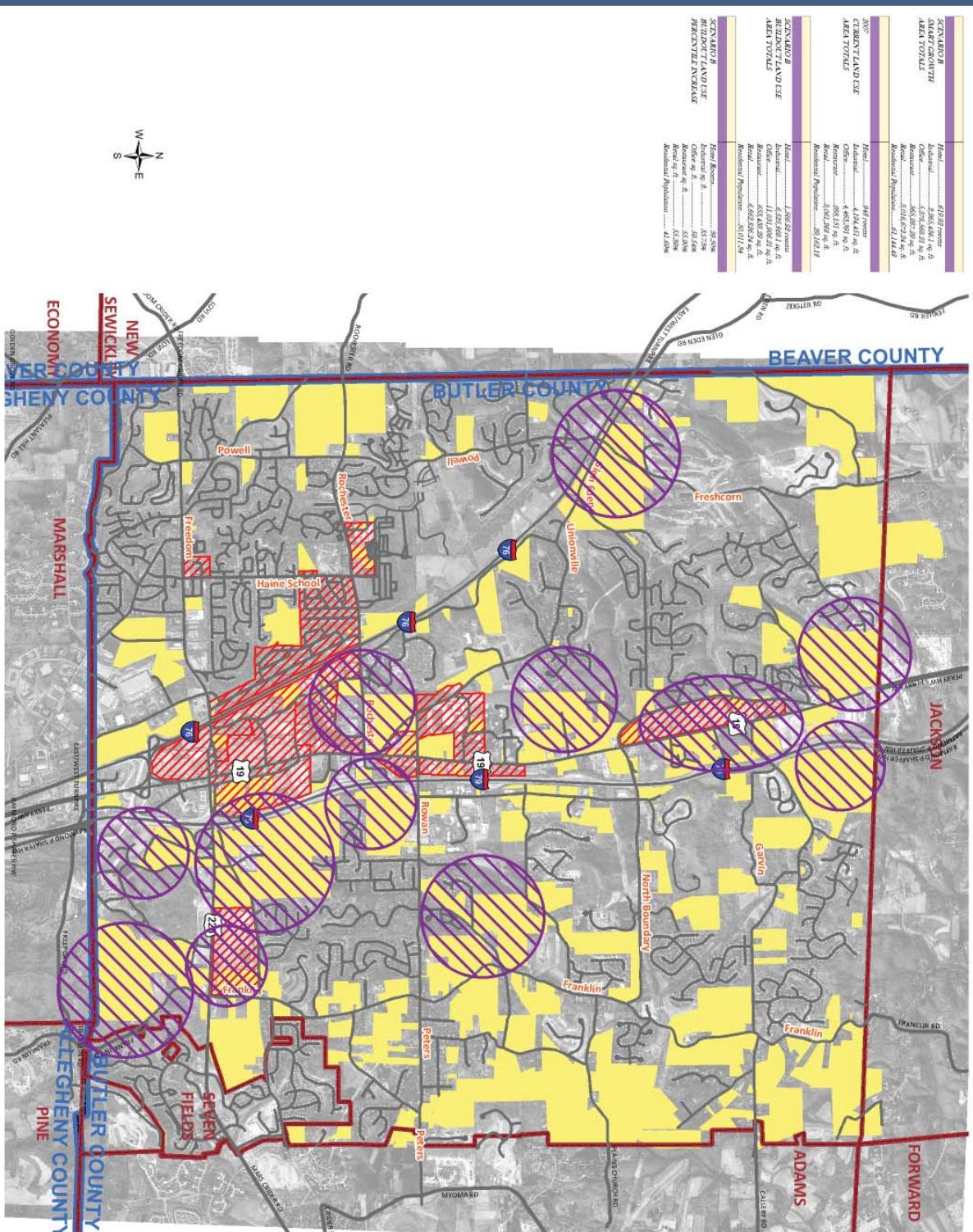
Scenario B was slightly modified to develop a final Preferred Growth Scenario. A few smart growth sub-areas were shifted closer to major transportation arteries, to make even better use of the physical infrastructure.

A sustainable future meets the needs of the present without compromising the ability of future generations to meet their own needs. Using the tools of sustainable development, Cranberry Township can continue to deliver high quality services to its residents.

Preferred Scenario 2030 Build Out					
Current Totals		Preferred Scenario Buildout Totals		Preferred Scenario % Increase	
Hotel Square Feet	465 Rooms (473,445 SF)	Hotel Rooms	1,567 Rooms (1,596,773 SF)	Hotel	237.27%
Industrial Square Feet	4,260,433	Industrial Square Feet	6,525,869	Industrial	53.17%
Office Square Feet	5,653,338	Office Square Feet	11,031,906	Office	95.14%
Restaurant Square Feet	288,151	Restaurant Square Feet	653,438	Restaurant	126.77%
Retail Square Feet	3,846,154	Retail Square Feet	6,862,826	Retail	78.43%
Protected Open Space Acres	2,088.28	Protected Open Space Acres	5,386	Protected Open Space Acres	157.92%
Total Non-residential SF	14,521,520	Total Non-residential SF	26,670,812	Non-residential	83.66%
Population	28,445 (10,054 Res. Units)	Population	50,011 (17,798 Res. Units)	Population	75.82%



Preferred Growth Scenario Map



Preferred Growth Scenario

Description:

This map illustrates the preferred growth pattern. It was developed using the detailed impact analysis of the three Growth Scenarios. The Preferred Growth Scenario B is a growth plan that efficiently uses the physical and operational infrastructure and sets the Township on a path toward a sustainable future.

LEGEND:

- Smart Growth Sub-Areas
- Redevelopment Areas
- Developable Lands



Plot Date: January 19, 2009

Future Land Use Map

The future land use map is Cranberry Township's guide for the implementation of the Preferred Growth Scenario.

The map evolved with input from the Citizen Advisory Panel, the general public, and the Steering Committee. To gain a hands-on understanding of the growth scenarios, CAP members spent one meeting working in small groups reviewing maps of each scenario and learning about Traditional Neighborhood Development (TND) and Mixed Use concepts to determine the built-out land use totals and the policy changes that might be required to achieve the potential of each scenario.

Drafts and revised drafts of the map were displayed for comment at public meetings. A copy was also mailed to every Township residence prior to a public hearing on the map and plan recommendations. All of this input was combined with the results of the growth management analysis phase.

The Future Land Use map illustrates a generalized plan for future land use patterns. It is not a Zoning map. However, zoning change requests, proposed by residents, or the Township, will proceed through the established process and be checked for compatibility with the Future Land Use map.

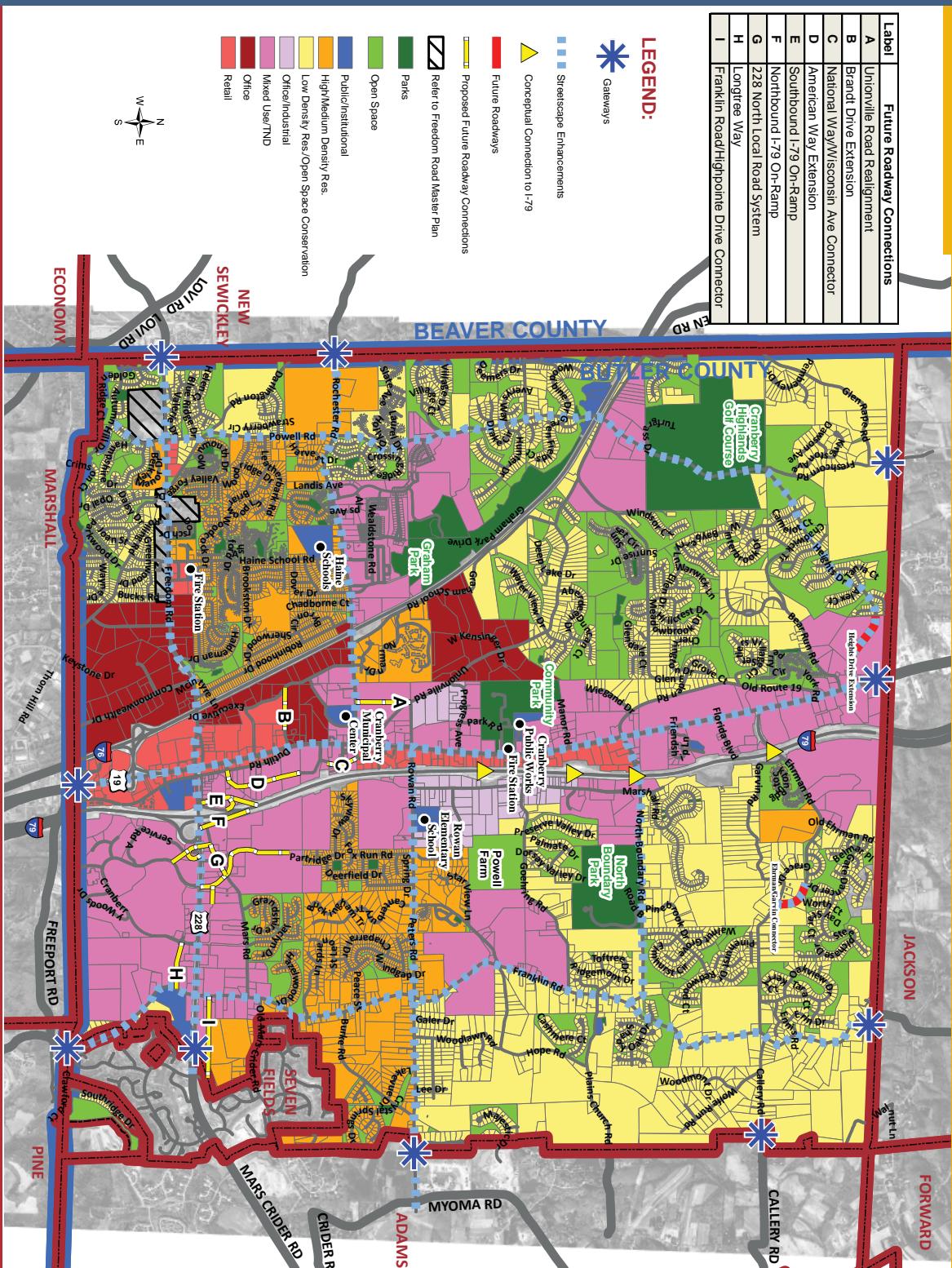
The Future Land Use map illustrates important goals:

- Mix housing types to develop a sustainable plan for land use.
- Accommodate a wide variety of land uses, both residential and non-residential.
- Promote concentrated pockets of development around core infrastructure.
- Provide pedestrian accessibility.
- Mixed-use development, modeled after TND standards (1).
- Contain single-use retail development to existing retail areas and areas along Route 19, south of North Boundary Road.
- Conserve open space.
- Enhance the Township's identity by increasing the visibility of municipal boundaries.
- Streetscape improvements along major road corridors improve aesthetics, increase pedestrian accessibility, and enhance the Township's identity.

(1) *Mixed Use/TND land use combines two or more compatible land uses in a pedestrian-oriented development that is patterned around an interconnected system of streets and sidewalks.*



Future Land Use Map



Future Land Use

DESCRIPTION:

The Future Land Use Map is a graphic illustration of the community's vision for the future. It defines, in a general sense, the desired development pattern for the Township. The map uses the results of the Growth Management Analysis and input from thousands of Advisory Panel members. This is not a zoning map; rather, it provides an overall plan for land use and sets a benchmark for future zoning changes.

The following goals are illustrated by the map:

- Diverse housing types.
- Accommodate a wide variety of land uses, both residential and non-residential.
- Promote concentrated pockets of development around core infrastructure.
- Provide pedestrian accessibility.
- Mixed-use development, modeled after Traditional Neighborhood Design standards. (1)
- Contain single-use retail areas and areas along Route 19, south of North Boundary Road.
- Conserve open space.
- Enhance the Township's identity by increasing the visibility of municipal boundaries.
- Streetscape improvements along major road corridors improve aesthetics, increase pedestrian accessibility, and enhance the Township's identity.
- (1) Mixed Use/TND land use combines two or more compatible land uses in pedestrian-oriented development that is patterned around an interconnected system of streets and sidewalks.



Plot Date: March 23, 2009

Strategic Action Plan



To guide growth toward the Preferred Growth Scenario and Cranberry's Vision, specific actions must be taken and policies must be created. This section of the plan outlines the actions and policies necessary to achieve each goal.

Throughout the planning effort, residents, elected officials, and staff examined background data, conducted a comprehensive marketing study of the community, projected alternative growth scenarios based on market demands, and modeled the impact of these growth scenarios on the future resources of the Township. Throughout this process, input from the Citizens Advisory Panel (CAP) and countless community stakeholders defined Cranberry's direction for the future.

The Cranberry Plan establishes broad policy recommendations and specific action items in the following areas:

- Transportation and Mobility
- Housing
- Land Use
- Economic Development and Redevelopment
- Cultural and Diversity
- Cranberry Town Center
- Civic Involvement and Communications
- Parks and Recreation
- Natural Resources and Open Space
- Community Facilities
- Governance
- Regionalism
- Sustainability

The final step in the planning process is to establish a plan of action for implementation. The result is a roadmap for implementing the preferred scenario as well overall initiatives for the Township. Goals with specific action items are identified with each area of the plan.

The Strategic Action Plan focuses on the implementation of the Cranberry Plan by organizing broad goals into achievable action items with an associated time frame. For a plan of this magnitude to succeed, specific targets and actions must be clearly identified, along with the strategic approaches required to put the plan into action.

The Action Plan is both comprehensive and flexible to encourage future growth management in a manner that is consistent with Cranberry's vision for the future.



Citizen Advisory Panel

Top Action Priorities

CAP members, through their Task Force research and discussion, helped to create many of the recommendations of this plan. Ultimately, their input was blended with the ideas and priorities identified by the residents, business owners, the Cranberry Plan Steering Committee, and other stakeholders – to create the complete set of strategies.

As the plan began to take shape, CAP members continued to review and prioritize – on an individual basis by responding to online surveys. These results were then shared with all members for further review and consideration. At the October 14 meeting, members took part in a live-prioritization exercise. First, the group broke into small groups to discuss and reach consensus on their top priorities. Then they entered these results into an online database. Finally, everyone viewed the composite results in real-time. The **top CAP priorities** (those receiving 2/3 support in online polling), are as follows:

Transportation and Mobility Annually pursue state and federal funding programs to achieve the transportation capital improvements program goals. High priority projects include: Rochester Road Turnpike Bridge, Freedom Road Turnpike Bridge, Route 228 Corridor, Freedom Road, and additional connections to Interstate 76 and Interstate 79.

Parks & Recreation Develop a comprehensive master parks, recreation, open space, and greenways plan. The plan will be comprehensive in scope and address all recreational needs of the Township for a period of 20 years. The recreation and open space planning process will:

- Lay the groundwork for the adoption of an official map identifying greenways and trail connections.
- Identify key environmentally sensitive areas.
- Connect Township parks through trails and sidewalks.
- Identify the future need for additional park land.
- Perform a detailed analysis of recreation

programming to ensure opportunities for all ages and abilities.

Natural Resources/Open Space Explore opportunities for open-space preservation through programs such as:

- Transferrable Development Rights (TDR's).
- Conservation easements.
- Agricultural easements.
- Public access easements.
- Increased open space requirements for PRD's.
- Cluster development alternatives.

Sustainability Operate a comprehensive traffic management system that includes a traffic signal timing system: to maximize traffic flow by coordinating signal timing along major corridors; move vehicles through the corridor more efficiently; and reduce idle time and the carbon output from vehicle exhaust.

Additional CAP Priorities

Transportation and Mobility

- Continue to use the Township Transportation Impact Fee program and developer contributions to leverage additional funding for state road improvements.
- Continue optimization of traffic signal timing on a regular basis, utilizing real time traffic data, including an upgrade to the traffic signal management system that provides a centralized and integrated platform for traffic signal control.

Housing

- Annually review and update the existing property maintenance code and enforcement policies to ensure they are meeting current community needs.
- Continue the quarterly Homeowner Association's Forum to facilitate

the exchange of information among Township neighborhoods.

Land Use

- Systematically adopt land use policies that implement the Preferred Growth Scenario and Future Land Use Plan.
- Work with residents and businesses impacted by the Freedom Road corridor to develop a land use and transportation master plan that will guide future land use decisions and implementation of road improvements in the Freedom Road Corridor.
- Utilize zoning and subdivision ordinances to promote Traditional Neighborhood Development, which will result in benefits including: reduced environmental impacts, increased opportunities to service-sector employees to live in the Township close to where they work, and creation of high quality of life developments where people can live, work, and play.

Economic Development and Redevelopment

- Create, adopt, and implement a redevelopment plan.

Public Image and Communications

- Meet quarterly with Seneca Valley School District representatives to review future growth projections.
- Conduct a Citizen's Survey every 3 years, and benchmark the results against prior years, beginning with the 2008 Township Survey.

Natural Resources and Open Space

- Require the replanting of indigenous tree species through subdivision and land development ordinance.

Community Facilities

- Plan for sewer and water system upgrades (i.e. sewer treatment capacity, water pumping capacity) to meet the needs of the growing population.
- Complete a long range water plan.

Regionalism

- Pursue infrastructure projects of regional significance.
- Spearhead an approach/mechanism to speak as one voice in the north Pittsburgh growth area (southern Butler, northern Allegheny, and eastern Beaver counties) through a network of organizations committed to issues of common importance and regional significance.
- Regularly explore opportunities for increased efficiency through shared municipal services with neighboring municipalities.

Governance

- Develop an annual review process with the Planning Advisory Commission and Board of Supervisors regarding the achievement of the Cranberry Plan goals.
- Update the Cranberry Plan every five years.
- Conduct an annual joint public meeting of the Board of Supervisors, the Planning Advisory Commission and the Zoning Hearing Board to review land development trends and planning efforts.

Culture and Diversity

- Establish the Cranberry Township Town Center as a cultural hub.

Cranberry Town Center

- Create pedestrian-friendly streetscapes and public spaces by creating streetscape dimensions and materials that will allow for a comfortable relationship between pedestrians and vehicles.

Sustainability

- Replace all traffic signal bulbs with LED lighting by the end of 2009.
- Provide routine maintenance to keep the costs of replacing equipment down and maximize efficiency and useful life of machinery.



Action Strategies

The implementation strategies set forth a step-by-step plan for maintaining the high quality of life and ensuring a sustainable future for the Township.

The strategies are organized into tables, by topic, on the following pages. Input from the CAP and community stakeholders was combined with the detailed inventory and analysis to identify a priority designation for each strategy.

The High (H), Medium (M), and Low (L) designations represent a prioritization of the recommendations, at this time. Priorities should be reviewed on an annual basis.

Action Strategy Implementation Guide

- **High (H)** = Years 1-5
- **Medium (M)** = Years 5-7
- **Low (L)** = Years 7-10
- **On Going** = Strategies with zero to minimal costs associated with implementation. These strategies may be completed at any time throughout the life of the plan.

Implementation strategies provide guidance to Township officials. The successful implementation of these strategies will depend upon the fiscal and political climate in any given year, making regular reviews and re-prioritization an essential component of the implementation phase.

Annual Review of Strategies

- Formalize a process for maintaining an up-to-date summary of implementation accomplishments.
- Meet with stakeholders on a regular basis to discuss progress, roadblocks and opportunities.
- Establish regular meetings with volunteer organizations and interested individuals who are committed to assisting with implementation of the strategies.
- Review and revise project priorities based upon accomplishments of the past year, public input, and future opportunities.



Transportation And Mobility



A comprehensive and efficient transportation system is important to the continued growth and vitality of the Township. People, goods and services need to move efficiently and effectively in, out, and through the Township. To remain a sustainable community, Cranberry will need to diversify its transportation options, continue the creation of a grid street system, and become a regional transportation leader.



Cranberry's goals for Transportation and Mobility are:

- 1. Connectivity** - Cranberry Township will improve connectivity and mobility to become a community with a grid network of interconnected streets, sidewalks, and trails; and will connect and expand the local pedestrian and street network to access key north/south and east/west transportation corridors.
- 2. Transportation Options** - Cranberry Township will provide a variety of transportation options for residents, employers, workers, and visitors.
- 1. Regional Transportation** - Cranberry Township will be a community that works with local, state and federal officials to provide enhanced mobility through adequate infrastructure and congestion management projects with regional benefits.



Transportation and Mobility STRATEGIES FOR ACTION		
Goal 1: Connectivity		
Cranberry Township will improve connectivity and mobility to become a community with a grid network of interconnected streets, sidewalks and trails and will connect and expand the local pedestrian and street network to access key north/south and east/west transportation corridors.		
To achieve this goal, the following critical success factors must be accomplished:		
		Priority
1A	Update the Township official map to create new north/south and east/west connectors between the existing roadways to further advance the current system of north/south and east/west collector roadways.	H
1B	Develop and fund a program to complete missing sidewalk connections throughout the Township. Refer to "sidewalks" map.	M
1C	Continue to integrate the traffic signal system to include signals not currently connected, as well as signals in adjacent communities along major roadways.	M
1D	Develop a traffic calming policy for Township streets and update the Public and Private Improvements Code (PPIC) to include traffic-calming standards.	M
1E	Integrate PennDOT's Smart Transportation Principles into the Township's transportation planning policies and implementation efforts. Refer to Appendix.	H
1F	Work with PennDOT and other regional stakeholders to identify and construct new access points to I-79.	L
1G	Develop and implement an access management strategy for arterial roads (primarily Rt. 19, north of Rowan Rd., and Freedom Rd.).	H
1H	Amend existing zoning and subdivision and land development ordinances to strengthen existing requirements for pedestrian and vehicular connections between adjacent developments.	H
1I	Use the Township newsletter, homeowners' forum, and other communications tools to communicate regularly regarding the Township traffic management program.	M
1J	Plan and implement parallel road systems along major transportation corridors, including, but not limited to: Dutilh Road, Route 228, Route 19, Freedom Road, and Rochester Road.	H

Goal 2: Transportation Options

Cranberry Township will provide a variety of transportation options for residents, employers, workers, and visitors.

To achieve this goal, the following critical success factors must be accomplished:

- effective multi-modal transportation system that moves people efficiently and safely.
- land-use patterns that support public transportation (mix of uses and intensity/density of use).
- transportation options for commuters to regional employment centers.
- education about transportation alternatives and their benefits.
- commitment to finding alternatives to automobile options for the Cranberry Township workforce.
- multi-functional streets (vehicle, pedestrian, bike, transit).
- a balanced transportation system that enhances modal choices

		Priority
2A	Develop a master bike and pedestrian plan to identify connections between neighborhoods, commercial developments and local destinations that can be safely implemented by both on-road bicycle lanes and off-road bicycle and pedestrian trails.	H
2B	General Advocacy to develop recommendations and focus attention on the public transportation needs of the Township and strategies to fulfill those needs.	M
2C	Work with Port Authority Transit (PAT) and Butler Transit Authority (BTA) to expand commuter service for Cranberry Township residents to regional employment centers, including the City of Pittsburgh.	H
2D	Work with regional public transportation providers to expand existing park and ride facilities used by Cranberry residents, including the facilities on Route 528, Warrendale-Bayne Road, and in the RIDC Industrial Park, as well as develop of new park and ride facilities.	H
2E	Work with Port Authority Transit (PAT), Butler Transit Authority (BTA) and Beaver County Transit Authority (BCTA) and other agencies to create and improve mass transit opportunities for service sector employees and commuters traveling to the Township, particularly from Butler, Lawrence, and Beaver Counties.	M
2F	Update the Township's subdivision and land development ordinance, zoning ordinance, and the public and private improvements code to require public transportation stops within new developments that could be served by mass transit.	H
2G	Expand the use of the TND-1, TND-2, and TND-3 Overlay zoning districts to additional areas within the Township, as these districts result in developments that are more conducive to public transportation.	H
2H	Evaluate available options for the creation of a mass transit system that moves residents, visitors, senior citizens, students, and employees throughout the Township.	M
2I	Explore long-term opportunities for a light rail, trolley, or maglev commuter service from Cranberry Township to the City of Pittsburgh.	L
2J	Complete a full update of the Township's Transportation Impact Fee program to align the program with the infrastructure requirements associated with the Preferred Growth Scenario.	H



Goal 3: Regional Transportation Cranberry Township will be a community that works with local, state and federal officials to provide enhanced mobility through infrastructure and congestion management projects with regional benefits.		
To achieve this goal, the following critical success factors must be accomplished:		Priority
3A	Annually pursue state and federal funding programs to achieve the Township's transportation capital improvements program goals. High priority projects include: Rochester Road Turnpike Bridge, Freedom Road Turnpike Bridge, Route 228 Corridor, Freedom Road, and additional connections to Interstate 76 and Interstate 79.	H
3B	Continue to use the Township Transportation Impact Fee program and developer contributions to leverage additional funding for state road improvements.	H
3C	Work with the Southwest Pennsylvania Commission (SPC) to continue to pursue an aggressive traffic congestion management program.	H
3D	Continue optimization of traffic signal timing on a regular basis, utilizing real time traffic data, including an upgrade to the traffic signal management system that provides a centralized and integrated platform for traffic signal control.	M
3E	Continue support for and active involvement in PennDOT's Route 19 Corridor Study, which will evaluate opportunities to improve access along this important transportation corridor.	H
3F	Engage municipalities and counties in the region to garner unified support for regionally significant roadway capacity projects.	O
3G	Communicate with local businesses regarding peak usage of local roadways and discuss opportunities that may exist to stagger employee work hours to avoid peak hour traffic periods.	O
3H	Continue active support for the Route 228 roadway improvements to support economic development opportunities in the region.	H

Dutilh Road Corridor Master Plan

The section of Dutilh Road running parallel with Route 19 from Route 228 to Brandt Drive serves a critical traffic function in the Township. It provides an alternative route for traffic that would otherwise travel north using Route 19, accessing Route 19 via the Route 228/Route 19 intersection.

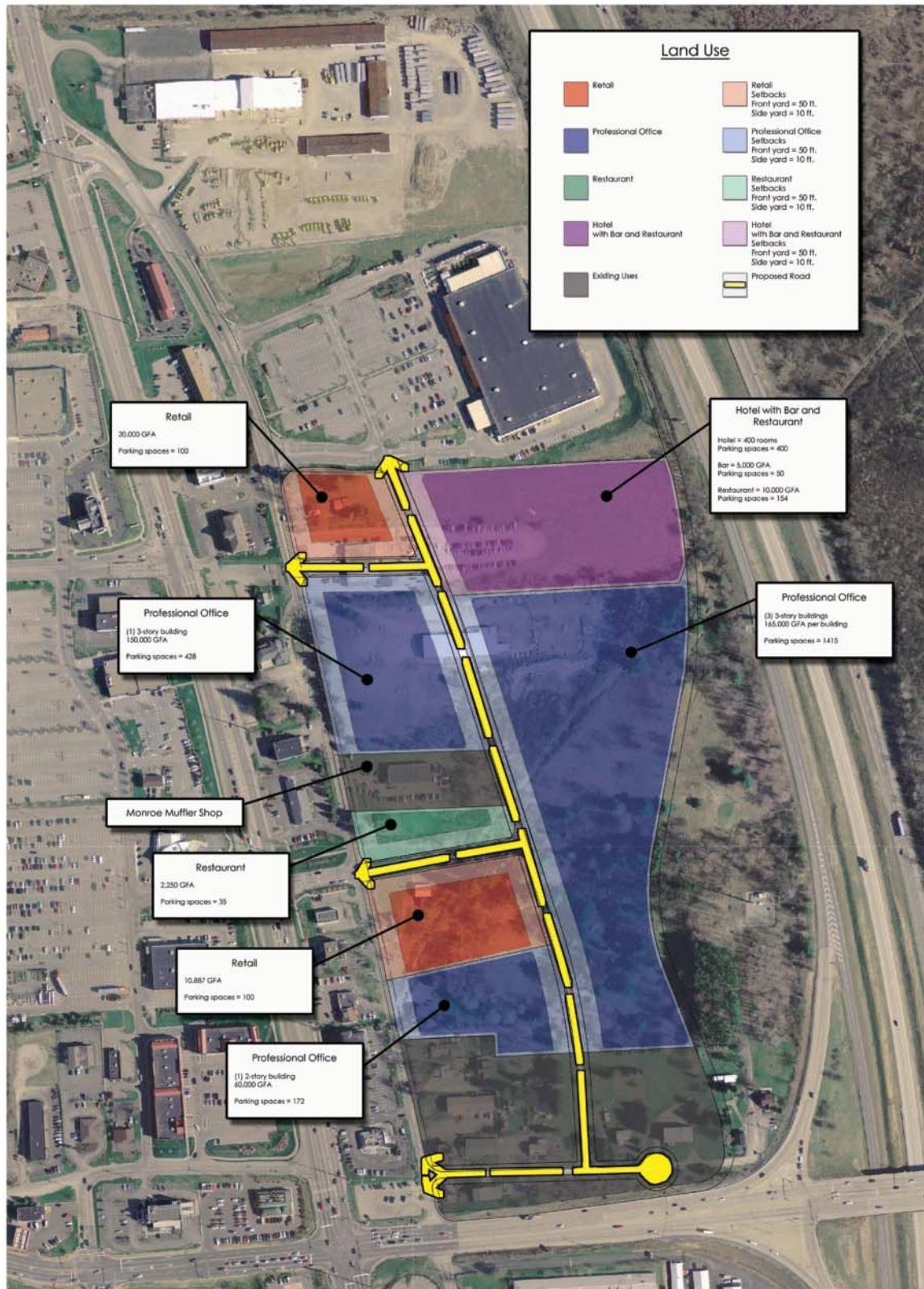
This intersection, one of the busiest in Western Pennsylvania, benefits greatly by the fact that northbound traffic can use Dutilh Road instead of Route 19. A traffic master plan was developed for the Dutilh Road corridor to help ensure that this Township road continues to provide efficient northbound travel, even as new development occurs along the corridor. The master planning process simultaneously examined land use and transportation, resulting in realistic and practical strategies for traffic management.

The undeveloped properties in the corridor were “built-out” using land uses that were likely to occur in this area of the Township. The build-out information was then used to generate vehicle trip generation numbers, which were used to measure impacts to the road system. A master plan was then developed to mitigate these impacts, improve connectivity, and ensure efficient traffic flow.

The analysis resulted in the following recommendations:

- Conversion of Dutilh Road access at Route 228 to right-in only.
- Installation of a traffic diversion device on the lot at 20204 Route 19 (currently Burger King) to discourage cut-through traffic.
- Construction of dual northbound lanes through the entire corridor, requiring a one-way north section of roadway between Short Street and Hartners Drive.
- Full-access, signalized intersections, limited to Short Street and Hartners Drive, all other access to Dutilh would be right-in/right-out.
- Implementation of a parallel road system to the east of Dutilh Road to manage traffic generated by new development.
- Creation of a wayfinding signage system to ensure efficient movement through the corridor and ease of access to commercial properties.





Dutilh Road Corridor Study Conceptual Land Use Plan



Dutilh Road Corridor Study Roadway Plan



Future Road Connections

Implementation of the 1995 Community Development Plan included the construction of several connector roadways. That plan created a framework for the construction of a grid pattern of collector streets to facilitate the efficient flow of traffic. Many of the connections recommended in 1995 are constructed, or in the design phase. The Cranberry Plan process highlights a continued priority on the interconnected street network. The following connections are identified on the Future Road Connections map in locations that are conceptual. Actual roadway construction would be preceded by additional planning, detailed studies, and design. The following list is not exclusive. As the development patterns continue to evolve, additional connections may be considered or proposed connections realigned.

A. Unionville Road Realignment Unionville Road moves traffic north/south, parallel to Rt. 19. The intersection of Unionville with Rt. 19 is not full access. Only a right-out is permitted from Unionville onto Rt. 19 south. This minimizes the functionality of Unionville Road and requires westbound traffic to travel on Rt. 19 south. By extending Unionville Road directly to Rochester Road, an important east/west connection, westbound traffic is removed from Rt. 19 south and Unionville serves as a north/south parallel road to Rt. 19.

B. Brandt Drive Extension Brandt Drive currently ends without providing a connection to another street. It is located in an area that includes a concentration of retail and business office uses, resulting in concentrated vehicle traffic. The extension of Brandt Drive to the west will connect Rt. 19 to Executive Drive, both of which provide north/south circulation. The road extension will also provide efficient access to new development that would occur on the vacant parcels in the area.

C. National Way / Wisconsin Avenue Connector This connection provides a missing link in the north/south road system running parallel to Rt. 19 in the south central portion of the Township. This area experiences concentrated vehicle traffic and this parallel road connection alleviates traffic on Rt. 19 to provide interconnectivity between existing and new development in the area.

D. American Way Ext. The section that runs parallel with Rt. 19 from Rt. 228 to Brandt Drive serves a critical function by providing an alternative route for traffic that would otherwise travel north using Rt. 19. A transportation master plan was developed for this corridor to help ensure that this road continues to provide efficient northbound travel, even as new development occurs along the corridor. The master planning process simultaneously examined land use and transportation, resulting in realistic and practical strategies for traffic management.

E. Southbound I-79 On-ramp Construction of this missing ramp from the I-79 / Rt. 228 interchange will eliminate the left turn movement across Rt. 228 that is currently necessary to access I-79 south. This will facilitate a more efficient traffic pattern in the corridor, as well as improve safety.

F. Northbound I-79 On-ramp Construction of this missing ramp from the I-79 / Rt. 228 interchange will eliminate the left turn movement across Rt. 228 that is currently necessary to access I-79 north. This will facilitate a more efficient traffic pattern in the corridor, as well as improve safety.

G. Route 228 local Road System The Township's official map, adopted in 2007, outlined a plan for a local road system north of Rt. 228 that will compliment the Rt. 228 main line by creating an interconnected system of local streets that will move traffic efficiently through the corridor, alleviating the pressure on Rt. 228. This includes the creation of a parallel road system and several other interconnections.

H. Longtree Way The Township's official map, adopted in 2007, identified this connection as an important link in the parallel road system south of Rt. 228. It provides access to the retail development along Rt. 228, as well as additional access to the Cranberry Woods office park.

I. Franklin Road / Highpointe Drive Connector This future road connection parallels Rt. 228. Running on the north side of Rt. 228, it connects Franklin Road, an important north / south connector, with Highpointe Drive in Seven Fields Borough. This allows for more efficient traffic flow along the corridor by alleviating the traffic pressure on the Rt. 228 main line.

Future Roadway Connections Map

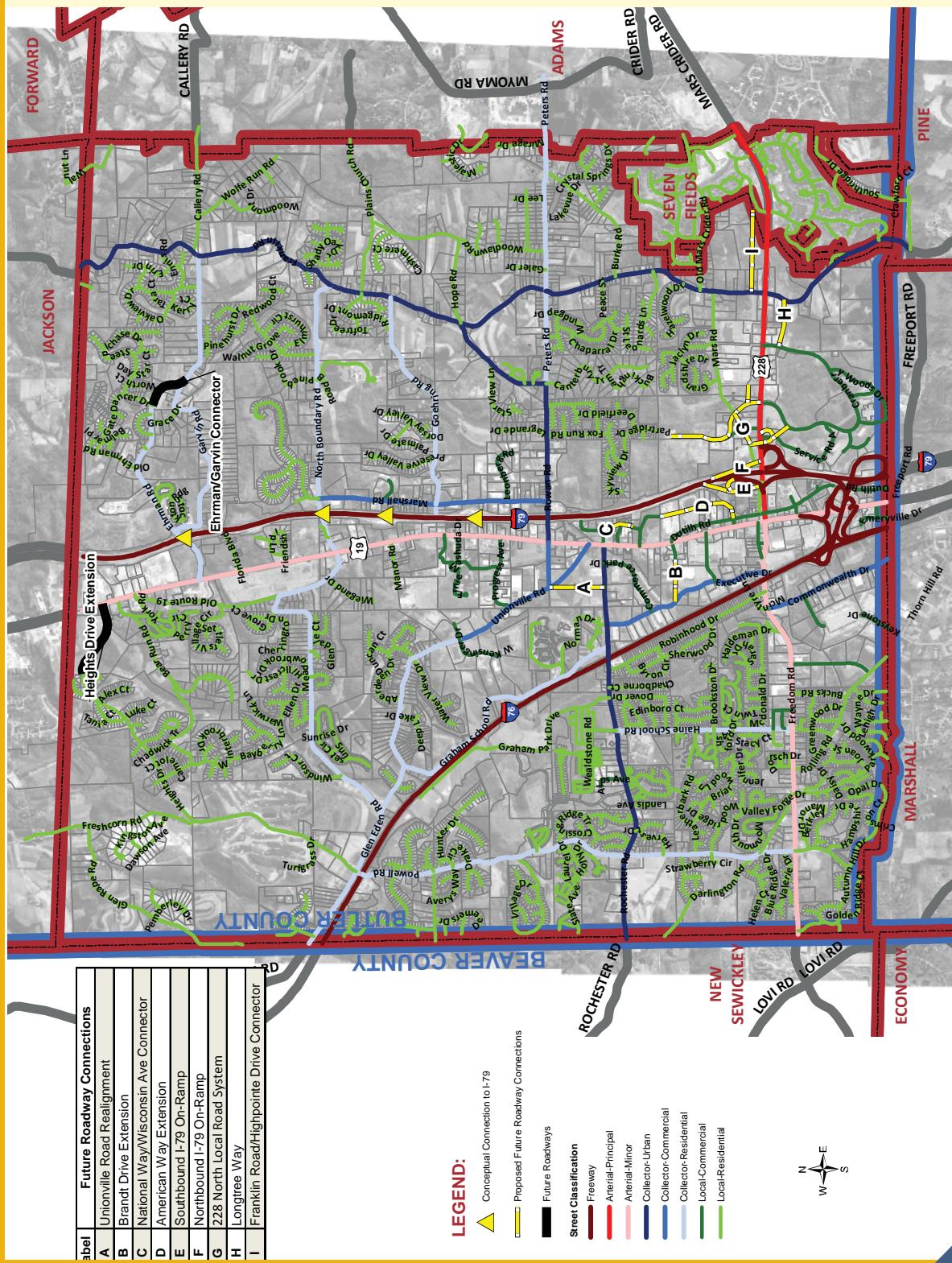
Future Roadway Connections

DESCRIPTION:

This map shows potential future roadway connections that will further the goal of an integrated connected grid network of streets that will continue the efficient movement of traffic in and around Cranberry. The roadway locations are conceptual in nature and will require additional study before implementation.



Plot Date: March 23, 2009



Housing

Cranberry Township has experienced tremendous growth in residential housing over the last twenty years. This resulted in rising property values for existing Township residents and many new, first rate houses for incoming residents. In order to become a sustainable community, Cranberry Township will need to diversify its housing stock to provide housing for all lifestyles and earning brackets, as well as facilitate the development of strong neighborhoods. Continued support for a high-quality community will further strengthen the goal of sustaining and increasing property values.

Cranberry's goals for Housing are:

1. **Housing Diversity** - Cranberry Township will become a community with increased housing options including a variety of housing types (single-family homes, apartments, townhouses, and condominiums) to serve different lifestyles and income levels, located within the same neighborhoods.
2. **Property Values** - Cranberry Township will continue to feature strong neighborhoods with well-maintained housing stock, as well as programs targeted to increase real estate values.



Housing

STRATEGIES FOR ACTION

Goal 4: Housing Diversity

Cranberry Township will be a community of increased housing options that include a variety of housing types (single-family homes, apartments, townhouses, and condominiums) to service different lifestyles and income levels, located within the same neighborhoods.

To achieve this goal, the following critical success factors must be accomplished:

- workforce housing that meets the needs of the Township workforce.
- housing options for seniors.
- entry-level housing options.
- a balance of ownership and rental options.
- developments that include a mix of dwelling types.
- well-maintained residential neighborhoods with high-quality design.

		Priority
4A	Review best practice inclusionary programs from across the country and determine applicability for use within the Township.	M
4B	Expand the use of TND-1, TND-2, and TND-3 overlay zoning districts to additional areas within the Township, as these districts are more conducive to development of a broader range of housing options, including single family, live/work, and multi-family.	H
4C	Amend the zoning and subdivision and land development ordinance requirements to include inclusionary housing provisions through the use of density and other incentive programs.	M
4D	Conduct a joint strategy session once annually between the Board of Supervisors and Planning Advisory Commission to establish a set of annual priorities for creating a well-balanced housing stock.	M
4E	Utilize zoning and land development tools to promote the development of rental units.	M
4F	Annually update the Apartment Survey Study, found in Appendix B, which quantifies available apartments in the Township, by number of bedrooms, vacancy, and rent.	O
4G	Complete a study to define workforce housing in the Township and identify strategies to preserve and enhance workforce housing.	H

Expand the use of TND-1, TND-2, and TND-3 overlay zoning districts.



Goal 5: Property Values

Cranberry Township will be a community with strong neighborhoods with a well-maintained housing stock, as well as programs targeted to increase real estate values.

To achieve this goal, the following critical success factors must be accomplished:

- strong relationships with neighborhood associations.
- systems capable of recognizing neighborhood decline and disinvestment.
- responsive to early signs of deterioration and disinvestment in properties.
- proactive policies regarding older residential neighborhoods.
- involved community members.

		Priority
5A	Establish a nonprofit housing trust, authority, or other entity to focus on reinvestment in select neighborhoods.	M
5B	Continue to work with the Housing and Redevelopment Authority of the County of Butler to implement housing revitalization programs in residential areas that have declining property values.	M
5C	Annually review and update the existing property maintenance code and enforcement policies to ensure they are meeting current community needs.	M
5D	Continue the quarterly Homeowner Association's Forum to facilitate the exchange of information among Township neighborhoods.	H

Continue to work with the Housing and Redevelopment Authority.



LandUse

The steady employment and population growth of the past two decades is projected to continue. To manage this growth, the Township has implemented innovative land use regulations. In the next 25 years, Cranberry expects to move away from the standard land use philosophies and continue efforts that promote quality mixed use developments that offer increased opportunities for people to live, work, and play in places that add to the Township's community character.

Cranberry's goal for Land Use is:

1. Cranberry Township will be a community with a mix of land uses that maintains a diverse tax base and supports a high quality of life. Mixed-use development will permit residences, offices, shops, and services to locate together for the efficient use of space, mobility, and infrastructure.



Land Use STRATEGIES FOR ACTION		
Goal 6: Land Use		
<p>Cranberry Township will be a community with a mix of land uses that maintains a diverse tax base and supports a high quality of life. Mixed-use development will permit residences, offices, shops, and services to locate together for the efficient use of space and infrastructure.</p>		
<p>To achieve this goal, the following critical success factors must be accomplished:</p> <ul style="list-style-type: none"> • integrated land uses. • land use policies that maintain a balanced tax base. • a regulatory scheme that promotes and incentivizes mixed use development. • a review process that reviews and mitigates land use conflicts. • a philosophy that emphasizes form over use. • remain aware of the land use goals of adjacent municipalities. • attractiveness to existing and prospective businesses and residents. • efficient use of remaining land resources. • a competitive business and residential tax environment. • Maintain a balance of development and environmental protection. 		
		Priority
6A	Systematically adopt land use policies that implement the Preferred Growth Scenario and Future Land Use Plan.	H
6B	Amend the zoning ordinance to increase density and intensity of use, combined with open space protection, in areas not covered by the TND ordinances, make more efficient use of available land and infrastructure. Evaluate the possibility of using a conservation subdivision design ordinance and/or increase the open space requirement in the Planned Residential Development ordinance to conserve open space in the low density residential areas identified on the future land use map.	H
6C	Use the Township newsletter, website, homeowners' forum, and other communication tools to regularly distribute information regarding important land-use issues in the Township.	H
6D	Amend zoning, subdivision and land development, and Public and Private Improvements Codes to improve and extend Township-wide development design guidelines.	H
6E	Develop and adopt a streetscape enhancement program along main transportation corridors, and amend the zoning and subdivision ordinances accordingly.	H
6F	Adopt zoning and subdivision ordinances that will implement form-based Traditional Neighborhood Development along main transportation corridors.	H

Land Use STRATEGIES FOR ACTION		
6G	Update the Township Market Assessment annually to understand and stay ahead of market trends.	O
6H	Continue to work with adjacent municipalities to ensure abutting land uses are compatible, and consider the regional impact of developments.	O
6I	Annually review land development procedures and requirements to ensure the processes are efficient and effective.	O
6J	Work with residents and businesses impacted by the Freedom Road Corridor to develop a land use and transportation master plan that will guide future land use decisions and implementation of road improvements in the Freedom Road Corridor.	H
6K	Provide training opportunities for code enforcement officers regarding form based codes and Traditional Neighborhood Development design guidelines.	M
6L	Develop and adopt a new shared parking ordinance.	H
6M	Engage the owners of large properties in the Township to discuss growth projections and development trends.	M
6N	Utilize zoning and subdivision ordinances to promote Mixed Use and Traditional Neighborhood Development, which will result in benefits including: reduced environmental impacts, increased opportunities to service-sector employees to live in the Township close to where they work, and creation of high quality of life developments where people can live, work, and play.	H
6O	Evaluate the possibility of implementing a Transfer of Development Rights Program to protect agricultural land in the Township and/or in other nearby municipalities.	M
6P	Continue to implement the recommendations of the Brush Creek Smart Growth Plan, including construction of pedestrian connections, operation of the Town Center, and promotion of development that is in Traditional Neighborhood Development form.	H

Systematically adopt land use policies that implement the preferred growth scenario and Future Land Use plan.



Economic Development And Redevelopment

Cranberry Township is located in one of a few growth pockets in western Pennsylvania that continues to experience strong economic development. Development activity is strong in Cranberry Township and opportunities for economic growth are predicted for the future. Proactive growth management affords the Township the opportunity to develop the quality-of-life amenities and infrastructure to become a world-class community. To ensure a future with a strong economy, Cranberry must continue to promote and facilitate economic development, while simultaneously providing a stronger focus on redevelopment.

Cranberry's goal for Economic Development is:

1. Cranberry Township will become a community which has a sustainable, diverse economy that can weather national economic fluctuations. Cranberry will be a regional employment center and a hub for regional economic development.

Cranberry's goal for Redevelopment is:

1. Cranberry Township will be a community that provides redevelopment programs and services that guide planned growth, facilitate the redevelopment of designated areas and help to rebuild neighborhoods.



Economic Development STRATEGIES FOR ACTION		
Goal 7: Economic Development		
Cranberry Township will be a community which has a sustainable, diverse economy that can weather national economic fluctuations. Cranberry will be a regional employment center and a hub for regional economic development.		
To achieve this goal, the following critical success factors must be accomplished:		
	<ul style="list-style-type: none"> • a strong connection to the business community through the Chamber of Commerce. • a business climate that nurtures entrepreneurship. • a community that attracts knowledge workers. • opportunities for family-sustaining jobs. • increased job opportunities in science and technology markets. 	<ul style="list-style-type: none"> • a community that nurtures existing businesses. • positioned in the new economy with a diverse, expanded economic base (size, type and age). • focused on economic development in new and redeveloped areas of the Township. • proactive in promoting Cranberry as an attractive place to live, work, and open a business. • a core community for regional business and activities. • partnerships with local universities and colleges. • the quality of life factors that attract young professionals.
		Priority
7A	Maintain a strong relationship with the Cranberry Area Chamber of Commerce and develop opportunities to collaborate and reach out to the business community.	O
7B	Hold a regular forum with the Chamber Board of Directors to discuss issues important to the business community.	H
7C	Designate a Cranberry staff liaison to communicate and work with the local business community, including employers of all sizes.	H
7D	Create a central repository for economic and business data to support local business needs through the use of GIS and other technology tools available to the Township.	H
7E	Explore the possibility of creating an entity (authority, nonprofit, municipal department) that is responsible for economic development activities.	L
7F	Create, adopt, and implement an economic development plan.	M
7G	Develop a policy for the appropriate use of economic stimulus incentives (TIF, LERTA, NID, abatement of development and impact fees, etc.) for development opportunities.	L
7H	Adopt the Pennsylvania Department of Community and Economic Development Business Retention and Expansion Program.	M
7I	Develop and maintain an updated inventory of available business and industrial properties in the Township.	M
7J	Update the "Doing Business in Cranberry Brochure" and work with the Chamber of Commerce to ensure it provides necessary information and is widely available to the business community.	H
7K	Create a Cranberry technology advisory committee to conduct a detailed evaluation using sources such as the Technology Council and Life Sciences Greenhouse to understand technology company needs and attractiveness factors for locating in a community. The study should assess Cranberry's strengths and weaknesses with regard to the technology sector needs and provide an action plan for implementation.	M



Economic Development

STRATEGIES FOR ACTION

7L	Develop and maintain an updated inventory of available business and industrial properties in the Township.	H
7M	Work with the Chamber of Commerce to establish a young professional's organization.	L
7N	Work with the Chamber of Commerce to promote a market brand and image for the Cranberry Township business community.	M
7O	Explore opportunities for wireless "hot spots" in key public spaces (e.g. municipal center, parks, and town center in conjunction with new mixed-use development.	L
7P	Work with local, state and federal officials to create a "shared vision for the corridor" between Beaver and Butler County along Freedom Road and Rt. 228.	H
7Q	Work with the Butler County Community Development Corporation (CDC) and the Housing and Redevelopment Authority of the County of Butler to use existing programs and identify strategies for economic development in Cranberry Township.	H
7R	Convene an annual summit of local representatives to identify opportunities for collaboration on responses to the business community's needs.	L
7S	Annually update the Northeastern University Center for Urban and Regional Policy Survey to identify the Township's strengths and weaknesses related to economic development.	H
7T	Highlight the Township's economic development assets through the creation of an economic profile (print and online), such as: available land, low taxes, and transportation network.	M
7U	Work with the Chamber of Commerce to identify and provide incubator space for small businesses in Cranberry Township.	M
7V	Partner with the Seneca Valley School District, universities and businesses in the region to establish an education and workforce development program, which may include design contests, internships, and continuing education.	M
7W	Seek out opportunities for public and private partnerships to develop community assets that will benefit residents and businesses.	O
7X	Communicate to residents the value and benefits of economic development through education sessions in partnership with the Chamber of Commerce and Butler County Community Development Corporation, as well as through print and online materials.	L
7Y	Publicize the Township's parks and recreation amenities to the regional business community to help attract and retain knowledge workers.	M

Highlight the Township's economic development assets through the creation of an economic profile.

Redevelopment

STRATEGIES FOR ACTION

Goal 8: Redevelopment

Cranberry Township will be a community that provides redevelopment programs and services that guide planned growth, facilitates the redevelopment of designated areas and helps rebuild neighborhoods.

To achieve this goal, the following critical success factors must be accomplished:

- organizational capacity to support redevelopment.
- regulations that provide flexibility and incentives for redevelopment.
- focus on development in redevelopable areas of the Township.
- an atmosphere that is conducive to business expansion.

		Priority
8A	Create an entity (authority, nonprofit, municipal department, staff person) that is responsible for redevelopment activities.	L
8B	Create, adopt, and implement a redevelopment strategy.	H
8C	Develop policies and incentives to stimulate redevelopment of older, vacant, or blighted non-residential uses. Incentives should include both economic (TIF, LERTA) and policy (ordinance densities, structure height, etc.) opportunities.	M
8D	Develop a policy for the appropriate use of economic stimulus incentives for redevelopment (LERTA, NID, abatement of development and impact fees, etc.).	M
8E	Work with the Butler County Community Development Corporation (CDC) and the Housing and Redevelopment Authority of the County of Butler to use existing programs and identify strategies for redevelopment in Cranberry Township.	O
8F	Develop an inventory related to the designated redevelopment areas including the following: vacancy rates, ownership, and duration of leases.	L
8G	Work with local businesses to identify retention and expansion road blocks and refer them to the Pennsylvania Business Retention and Expansion Program, through DCED, to provide the necessary assistance.	O

Develop a policy for the appropriate use of economic stimulus incentives for redevelopment.





FocusOnRedevelopment

Recent developments, such as the new Westinghouse facility and the Cranberry Business Park, are examples of the development that drives a positive economic climate in the Township. Past planning and community development initiatives focused on guiding the explosive growth of the last 20 years. In contrast, many communities in the region have not been as fortunate. .

Over the course of this Plan, developable land will be at a premium. Available properties will present significant physical and environmental challenges. The diminished supply of land, along with the additional development costs, may create an environment in which growth may slow or stop. The tax base relies, in part, on new growth to add new services and pay for increased costs associated with traditional services (public safety, public works, code enforcement, planning and community development, and parks and recreation services). A shrinking tax base, diminished new economic development, would add to the complexity of efficiently managing Township finances.

Past experience suggests that new economic activity follows the path of least resistance. Cranberry's growth management philosophy, requires developers to make significant investments in the local infrastructure (i.e. payment of impact fees and building of roadways to high standards); and to maintain a balance between open space and new development.

Economy League Defines Fiscal Health

Research conducted by the Pennsylvania Economy League (PEL) supports the notion that all communities may eventually face fiscal health issues. The report's observations offer insight into the fiscal challenges that may lie ahead for the Township and suggests opportunities to meet those challenges.

The stages of fiscal health, as defined by the PEL study, as referred to in Chapter 3, "Structuring Healthy Communities" are:

- 1. Prosperity with low taxes**
- 2. Increasing demand for services and gradually rising tax rates and service fees**
- 3. Reductions in non-core services**
- 4. Reductions in core services**
- 5. Loss of tax base and distress**

Cranberry is a community in stage one (Prosperity with low taxes). To avoid progressing through the stages of fiscal decline, the Township must be proactive and monitor development trends and watch for signs of fiscal distress; and be prepared to react accordingly.

Economic growth in the Township could create a sense of false optimism. The PEL study sounds a warning to all communities, suggesting that declining fiscal health is inevitable and not a choice. The focus of the Cranberry Plan has been to determine the direction of the community in light of a strong economy and continued development, the Township will also focus on economic redevelopment initiatives, by continually strengthening relationships with the business community. Working in partnership with the Chamber of Commerce and local business owners, the Township can achieve a business climate that fosters entrepreneurship, produces opportunities for family-sustaining jobs, provides for flexible regulations, and brings the quality-of- life amenities that will attract the workers of the future.

During the growth scenario phase, the Township identified potential areas for redevelopment initiatives, based on age, vacancy rates, state of repair, and whether the current use was the best use of the land. Areas for possible redevelopment efforts also included areas which present unique redevelopment opportunities - such as older strip developments, highway commercial development, or industrial developments. These locations may benefit from repair or reinvestment.

Currently, these areas are not treated differently than vacant land. As vacant or developable land becomes scarce, these properties will be ripe for redevelopment and can be reinvented with a creative approach and flexible regulations.

Each site will require a master plan to determine the best use, with an implementation strategy to engage interest from the private sector. Initiatives, (i.e. TIF and LERTA) can provide tax incentives for redevelopment. Regulatory incentives such as densities, intensity of use, and mixed-use are powerful tools to incentivize redevelopment efforts. Proactive programs identifying the appropriate use of these tools should be developed for implementation, using both tax incentives and regulatory flexibility.

Encouraging Redevelopment

In addition to funding programs, zoning, land use and subdivision ordinances can encourage redevelopment, by requiring that new construction focus on adaptive-reuse. Codes must be flexible to allow existing aging retail, office, industrial, and strip developments to be re-used by reorienting the site and the building. The Township can create an Ownership/ Leasing Information/ Business Inventory using GIS to track building vacancy rates and age to identify potential redevelopment areas.

Partnership groups, such as the Butler County Community Development Corporation (CDC) and the Redevelopment Authority of Butler County, will be mutually beneficial. The Township may choose to create an economic development authority, or committee to provide focus on and develop incentive programs for reinvestment targeted toward areas identified on the redevelopment map.

Older residential neighborhoods also experience decline and disinvestment. Abandoned residential property negatively affect surrounding property values, making resale difficult. Early identification and remediation of residential properties in disrepair is critical to avoid neighborhood erosion. The Township needs to partner with existing organizations or explore the creation of a new entity responsible for neighborhood rehabilitation and reinvestment.

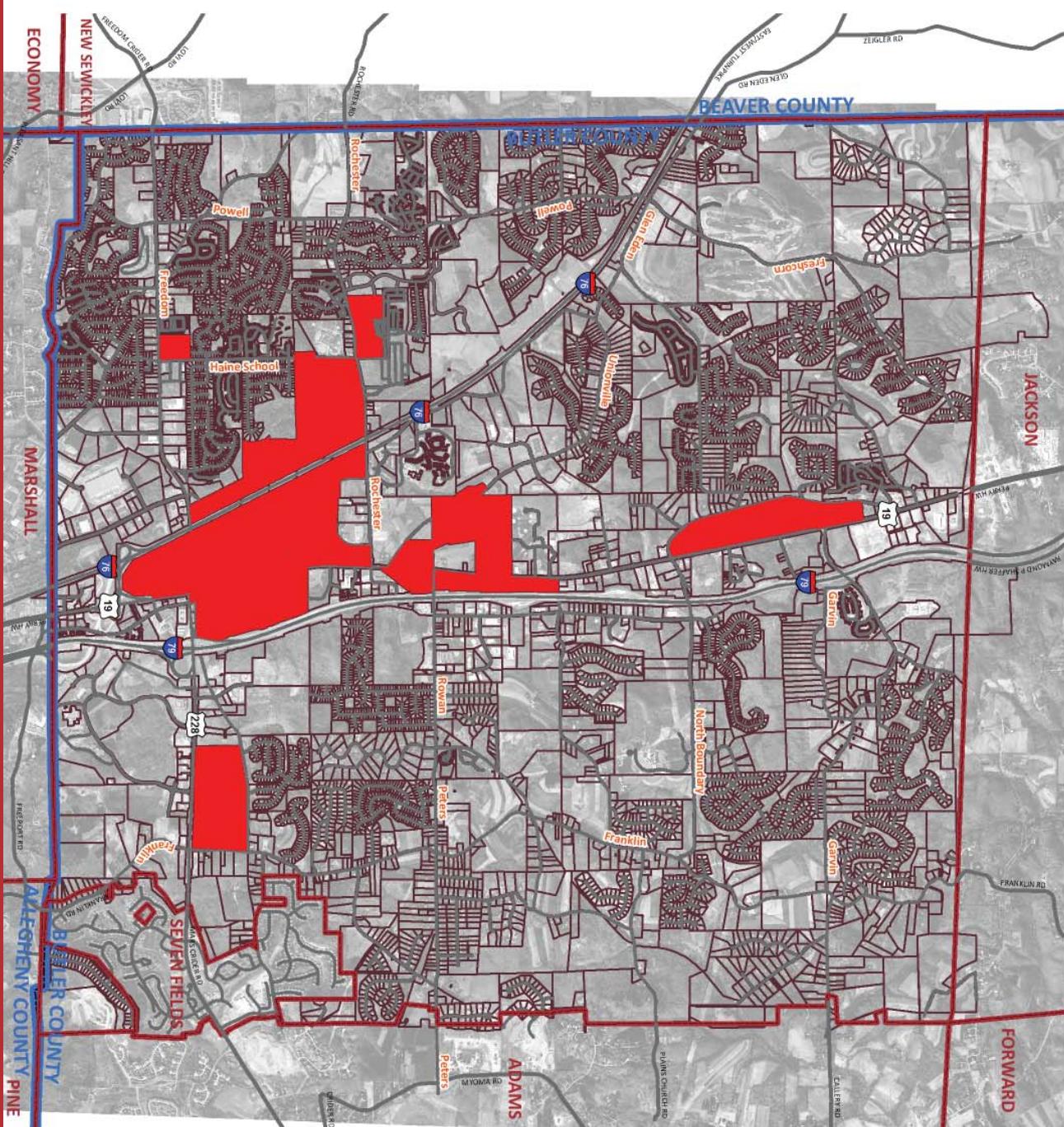
The goal of the strategy is to develop strategic policies, initiatives, and actions which focus proactive efforts on redevelopment and reinvestment in commercial and residential properties. The Township will focus on these efforts in advance of the signs of fiscal decline.



***Refer to Appendix J for the
Redevelopment Matrix
and the Pennsylvania
Economy League Report***



Redevelopment and Neighborhood Renewal Map



Redevelopment and Neighborhood Renewal

DESCRIPTION:

The long-term health of Cranberry's local economy depends upon continued economic development. Cranberry's sustainable approach to economic development does not rely solely on the development of developable properties, which are a finite resource. A healthy economy and strong tax base are dependent upon a quality housing stock. This map identifies areas that could become the focus for redevelopment and neighborhood renewal strategies.

LEGEND:

- Redevelopment Areas
- Municipal Boundaries
- County Boundaries



Plot Date: January 19, 2009

Civic Involvement And Communications



Cranberry's image is that of a family-oriented and successful community. In the future, Cranberry must be viewed as a place with strong civic engagement, as well as open and receptive government that is clearly distinguishable from other communities. Cranberry must strive to define its image in a proactive manner.

Cranberry's goal for Public Image is:

1. Cranberry Township will be a community with an identity that makes a clear statement. The Township's characteristics will project a sense of place through quality architecture and design of buildings, public spaces, and streetscapes.

Cranberry's goal for Communications is:

1. Cranberry Township will continue to be a community that meets the ongoing communications needs of the community by providing a consistent, multi-faceted, current, and progressive message.

Cranberry's goal for Community Outreach is:

1. Cranberry Township will continue community outreach to facilitate the exchange of information between Cranberry Township's public and private organizations to foster community involvement.

The spirit of giving and volunteerism are elements of healthy, vibrant communities. The goal of the Cranberry Township Community Chest (CTCC) is to strengthen the social fabric of Cranberry Township. To achieve that, CTCC has three main objectives: building membership among local nonprofit groups; promoting their programs and services; providing seed money to fund new community services.



Engagement: Connect prospective volunteers with appropriate opportunities to serve.

Promotion: Help local nonprofits to build attendance at their events.

Finance: Seek financial contributions from residents and businesses.

CTCC is focused on increasing membership in these groups and helping to seed new projects and services that will keep the community strong. Volunteer CTCC community leaders have developed an ongoing communications program, using press releases; a website and a direct-mail Annual Community Report. The most visible initiative is the two-day CTCC Community Days event held on the second Friday/Saturday of July in the Community Park. This is an opportunity to showcase the entire non-profit community, as well as churches and local businesses. Fun, food, activities, concerts and games draw thousands to the park. Fireworks brings the event to a spectacular close.

To strengthen the financial health of our non-profit/civic groups, the Cranberry Foundation is actively recruiting Legacy Endowments to provide lifetime income to these groups. Donors and receiving groups will be recognized in the Annual Report with the goal of encouraging others to make a commitment.

For more information concerning CTCC, visit their website, www.ctcchest.org .



Public Image and Communications

STRATEGIES FOR ACTION

Goal 9: Public Image

Cranberry Township will be a community with an identity that makes a clear statement. The Township's characteristics will project a sense of place through quality architecture and design of buildings, public spaces, and streetscapes.

To achieve this goal, the following critical success factors must be accomplished:

- flexible, but architectural styles that are unique to Cranberry and recognize the importance of character.
- strong architectural standards and continuity of design.
- a positive image that reflects the vision of this plan.
- prepared for future needs and trends related to community image and projection of that image.
- educated public regarding the importance of community image.

		Priority
9A	Construct gateways at Cranberry's borders, including but not limited to the following roadways: Freedom Rd., Rt. 19, Rt. 228, Peters Rd., Rochester Rd., Glen Eden Rd., and Franklin Rd. Gateway designs could include a welcome sign, lighting, and landscaping.	M
9B	Identify community elements that can provide continuity in design and image (e.g., light posts, traffic signals, street signs, and benches) and incorporate them into new development requirements and standards.	H
9C	Use the Township newsletter, homeowners' forum and other communications tools to publish an article and/or communicate annually regarding the importance of public image and community identity.	O
9D	Use Township media and, in partnership with interested private-sector, nonprofit, and governmental bodies, use commercial media to convey Cranberry's brand message both internally and externally.	O

Goal 10: Communications

Cranberry Township will be a community that meets the ongoing communications needs of the community by providing a consistent, multi-faceted, current, and progressive message.

To achieve this goal, the following critical success factors must be accomplished:

- proactive communications with the public.
- open and responsive to information needs.
- progressive and technologically advanced in communications deployment.

		Priority
10A	Work with the Seneca Valley School District to use the public access channel to disseminate appropriate and timely information regarding issues related to the Township and District.	H
10B	Continue to develop and nurture two-way communication tools for the community through the use of technology.	O
10C	Update the current Township technology systems to increase opportunities that allow citizens and businesses to regularly conduct business electronically with the Township.	M
10D	Review and update the communications program regularly.	O
10E	Expand existing communications strategies and publications to reach a regional audience.	M

Public Image and Communications

STRATEGIES FOR ACTION

Goal 11: Community Outreach

Cranberry Township will continue community outreach to facilitate the exchange of information between Cranberry Township's public and private organizations to foster community involvement.

To achieve this goal, the following critical success factors must be accomplished:

- a well-informed general population and business community.
- a multi-faceted and flexible communications program that reaches a variety of stakeholders.
- strong volunteerism.

		Priority
11A	Continue to hold quarterly meetings with home owner association representatives to facilitate the exchange of information between neighborhoods.	H
11B	Develop and maintain a comprehensive listing of faith-based and other volunteer organizations.	H
11C	Facilitate a quarterly discussion about the role of organizations in the community.	O
11D	Find ways to continue to provide opportunities for citizen involvement in local government and community service through volunteerism.	O
11E	Continue the Township's support for the Cranberry Township Community Chest to increase volunteering and membership to non-profit and civic organizations.	O
11F	Develop a program and curriculum for a Citizens Academy program and run a minimum of one annually.	M
11G	Continue to conduct the "Neighborhood Walks" with elected officials on a regular basis.	O
11H	Meet regularly with Seneca Valley School District representatives to review future growth projections.	O
11I	Partner with the Seneca Valley School District to promote the combined community assets offered by the Township and the School District.	M
11J	Conduct a Citizen's Survey every three years, and benchmark the results against prior years, beginning with 2008 Township Survey.	H
11K	Survey users of Municipal Parks, Recreation Programs, the Library, and other municipal functions to determine use and satisfaction.	M
11L	Incorporate public safety messages into the Township email alert system.	H
11M	Evaluate the possibility of operating an emergency notification system.	M
11N	Work with community groups to identify opportunities for community-wide events in addition to Community Days.	L
11O	Develop a "New Residents Clinic" to be held on a regular basis to orient new residents to the community.	M

Partner with the Seneca Valley School District to promote the combined community assets offered by the Township and School District.





Parks And Recreation

Cranberry's Parks and Recreation Department offers a wide variety of services to its residents. Cranberry recognizes that these services are an important part of what makes the Township a place where people want to live and work. Recreational programming and facilities are important factors that enhance the quality of life in communities. Quality of life amenities are an important component of the overall economic makeup of a community, as workers and businesses tend to locate in communities with exceptional services. Recreation activities are ever-changing, and Cranberry must provide activities or opportunities for activities that meet the needs of a diverse population. Cranberry will continue to stay ahead of national trends and provide superior quality of life amenities for the community:

Cranberry's goal for Parks and Recreation is:

1. Cranberry Township will become a community with indoor and outdoor recreational opportunities and broader offerings, including structured and unstructured activities, to meet the evolving needs of a diverse community.



Parks and Recreation STRATEGIES FOR ACTION		
Goal 12: Cranberry Township will be a community with indoor and outdoor recreational opportunities and broad offerings, including structured and unstructured activities, to meet the evolving needs of a diverse community.		
To achieve this goal, the following critical success factors must be accomplished: <ul style="list-style-type: none"> • recreational programs that meet the needs of all ages. • facilities that accommodate structured and unstructured activities. • a variety of offerings that include facilities and programs that are accessible to all citizens. • parks that are well maintained. • a comprehensive system of interconnected pedestrian sidewalks, trails, and bike paths that link people and neighborhoods to important community facilities . • responsive to changing recreational trends. • proactive in identifying the recreational needs of the community. 		
		Priority
12A	Develop a comprehensive master parks, recreation, open space, and greenways plan. The plan will be comprehensive in scope and address a projected recreational needs of the Township based on the preferred growth scenario. The recreation and open space planning process will: <ul style="list-style-type: none"> • Lay the groundwork for the adoption of an official map identifying greenways and trails connections; • Identify key environmentally sensitive areas; • Connect Township parks through trails and sidewalks; • Identify the future need for additional park land; • Perform a detailed analysis of recreation programming to ensure opportunities for all ages and abilities. 	H
12B	Complete a detailed bikeway feasibility study to identify and plan for opportunities to construct on-road bicycle lanes along the north-south and east-west roadways in the Township, resulting in an interconnected bikeway system.	M
12C	Refine the park master plan for Phase 2 of Graham Park.	M

Develop a comprehensive Master Plan for Parks and Recreation, Open Space and Greenways .



Natural Resources And Open Space

Cranberry will strive to create an environment with a healthy balance between development and natural open space, which is important for maintaining a high quality of life. Cranberry's challenge for the future will be to preserve natural resources and open space while maintaining strong economic development. This can be accomplished through continued use of smart land use practices.

Cranberry's goal for Natural Resources is:

- Open Space Conservation** - Cranberry Township will become a community with a network of linked open spaces accessible to the public, which creates passive recreational opportunities.
- Natural Resource Protection** - Cranberry Township will become a community with preserved environmentally sensitive areas, including but not limited to steep and slide-prone slopes, floodplains, wetlands, and stream corridors. These features will be proactively incorporated into the review and design of new development.

Cranberry Township 14,592 Acres

Protected Open Space	Acres	Percent of Township
Existing Open Space	2,088	14%
Build-out Open Space *	5,386	37%

* Represents a 158% increase



Natural Resources and Open Space STRATEGIES FOR ACTION		
Goal 13: Open Space Conservation		
Cranberry Township will be a community with a network of linked open spaces accessible to the public, which preserves open space and creates passive recreational opportunities.		
To achieve this goal, the following critical success factors must be accomplished: <ul style="list-style-type: none"> • a plan for creating a network of open space. • adequate public access to open spaces. • proactive efforts to identify critical links for connected open space. • flexible in approach to protection and ownership of open space. 		
		Priority
13A	Explore opportunities for open-space preservation through programs such as: <ul style="list-style-type: none"> • Transferrable Development Rights (TDR's). • Conservation easements. • Agricultural easements. • Public access easements. • Increased open space requirements for PRD's. • Conservation subdivision design. • Cluster development alternatives. 	H
13B	Evaluate the creation of or partnering with an organization such as a land trust to purchase, own, protect, promote, and maintain open spaces where appropriate.	M
13C	Use the Township newsletter or other communication tools to publish an annual article regarding the Township plan to preserve open space.	O
13D	Develop and adopt a comprehensive street tree program, including amendments to Township ordinances.	M
Goal 14: Natural Resource Protection		
Cranberry Township will be a community with preserved environmentally sensitive areas, including but not limited to steep and slide-prone slopes, floodplains, wetlands, and stream corridors. These features will be proactively incorporated into the review and design of new development.		
To achieve this goal, the following critical success factors must be accomplished: <ul style="list-style-type: none"> • strong regulations that protect sensitive areas. • a mechanism to take ownership of environmentally sensitive areas when necessary. • educated public on the importance of protecting environmentally sensitive areas. 		
		Priority
14A	Explore opportunities to use natural resources such as wetlands, floodplains, and stream corridors as tools for Best Management Practices (BMP) for stormwater management.	H
14B	Establish an educational program that highlights environmental education and uses protected spaces as an outdoor classroom.	L
14C	Review and update existing land development regulations as necessary to ensure the goals of environmental preservation are being achieved.	M
14D	Require the planting of indigenous tree species through the subdivision and land development ordinance.	H



Community Facilities

Cranberry's community facilities are well-maintained and relatively new. These include its sewer, water, utilities, stormwater management, parks, municipal buildings, and physical plant. The challenge for the future will be to manage these assets and develop a capital improvements plan to construct new facilities to support a growing Township.

Cranberry's goal for Community Facilities is:

1. Cranberry Township will continue to be a community that meets infrastructure and facility needs and maintains high quality service to an evolving, diverse community.



Community Facilities STRATEGIES FOR ACTION		
Goal 15: Community Facilities		
Cranberry Township will be a community that meets infrastructure and facility needs and maintains high quality service to an evolving, diverse community.		
To achieve this goal, the following critical success factors must be accomplished:		
		Priority
15A	Update the Act 537 sewage facilities plan for wastewater treatment.	L
15B	Continue aggressive sewer maintenance program to reduce inflow and infiltration within the system.	H
15C	Continue planning for sewer and water system upgrades (i.e. sewer treatment capacity, water pumping capacity) to meet the needs of the growing population.	H
15D	Complete a long range water plan.	H
15E	Maintain the stormwater management program and integrate with the Butler County program once it is completed and adopted.	M
15F	Create a long range technology infrastructure plan.	L
15G	Maintain and update the Township GIS system as a tool for infrastructure management.	O
15H	Maintain and update the Hansen Asset Management System as a tool for infrastructure management.	O
15I	Prepare a municipal center master plan to evaluate expansion options.	M
15J	Conduct a study to explore opportunities for the growth and expansion of the Cranberry Public Library, including the possibility of a new facility as part of the Cranberry Town Center project.	H
15K	Continue the water system leak detection program.	O

Conduct a study to explore opportunities for the growth and expansion of the Cranberry Public Library



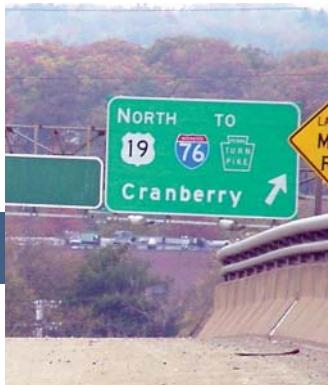


Regionalism

A strong and healthy region is important to the economic climate in Cranberry. Cranberry will take a leadership role in promoting regional initiatives and support of regional priorities. Working with the surrounding communities, regional stakeholders, elected officials, and representatives from all levels of government, Cranberry will find new and innovative ways to deliver services at a regional level.

Cranberry's goal for Regionalism is:

1. Cranberry Township will continue to be a community that advocates and encourages regional approaches and solutions to local government challenges.



Regionalism		
Goal 16: Cranberry Township will be a community that advocates and encourages regional approaches and solutions to local government challenges.		
To achieve this goal, the following critical success factors must be accomplished:		
<ul style="list-style-type: none">• open and regular communications horizontally (other municipalities, school district) and vertically (counties, state, and federal government).• prepared to look beyond solely the Township's needs in evaluating participation in regional efforts.• a consistent regional message.		
		Priority
16A	Work with Southwestern Pennsylvania Commission (SPC) to integrate "Project Region" into the Township's planning processes.	H
16B	Work with the Butler County Tourism Land Convention Bureau and surrounding communities to promote regional assets.	M
16C	Pursue infrastructure projects of regional significance in a collaborative way with all impacted government entities.	O
16D	Develop a regular forum at the municipal staff level to discuss development activities and projects of regional significance.	H
16E	Actively participate in the Butler County Council of Governments and find ways to expand services provided at a regional level beyond current programs.	O
16F	Spearhead an approach/mechanism to speak as one voice in the North Pittsburgh growth area (Southern Butler, Northern Allegheny, and Eastern Beaver counties) through a network of organizations committed to issues of common importance and regional significance.	H
16G	Regularly explore opportunities for increased efficiency through shared municipal services with neighboring municipalities.	M

Spearhead an approach/mechanism to speak as one voice in the North Pittsburgh growth area.



Governance

Challenges in this area center on creating operational capacity and developing proper policy and procedures. Sustaining the high level of service delivery must continue to be a priority for the future. The Township government must always work toward improvement by anticipating future needs and exceeding expectations.

Cranberry's goal for Governance is:

1. Cranberry Township will continue to have a governance system that is dynamic, proactive, fiscally sound, responsible and responsive, professional, and a high quality service provider.



Governance STRATEGIES FOR ACTION		
Goal 17: Cranberry Township will have a governance system that is dynamic, proactive, fiscally sound, responsible, responsive, professional, and a high quality service provider.		
To achieve this goal, the following critical success factors must be accomplished:		
<ul style="list-style-type: none"> • strong elected leadership that establishes vision, fosters and supports a professional staff to achieve its goals. • organizational capacity to be able to provide superior levels of service. • a strong set of regulations which guide daily activities. • a well-educated, well-trained professional staff. • focused on the timely implementation of this plan at the department level. • flexible and capable of responding to community needs. • transparent and open government. • professionally managed. • prompt to respond to requests for service. • fiscally prudent with taxpayer resources. • a diverse revenue structure that supports good fiscal health. 		
		Priority
17A	Establish a policy that recommends a minimum number of annual training hours for both elected and appointed officials.	M
17B	Continue and support a professional development program that provides appropriate training for Cranberry Township staff.	M
17C	Encourage management and key personnel to attend educational conferences and seminars to keep informed about best practices and national trends in their respective fields.	M
17D	Evaluate the current form of government (Township of the second class) to determine if it will meet the current and future needs of the Township, or if other forms would better serve the community.	L
17E	Conduct a study to evaluate alternative service delivery methods for public safety services.	M
17F	Complete the codification of Township ordinances.	H
17G	Develop an annual review process with the Planning Advisory Commission and Board of Supervisors regarding the achievement of the Cranberry Plan goals.	O
17H	Develop a revenue strategy for tax-exempt properties to ensure they pay for a portion of the cost of services they consume.	H
17I	Develop a five-year capital budget that includes all projects, priorities, costs and funding strategies.	H
17J	Create an on-line (electronic) portal payment plan for all Township fees and taxes including the use of credit cards.	M
17K	Expand customer service delivery through E-government (internet based) techniques for all services provided by the Township.	M
17L	Annually review, on a departmental basis, all fees for services to ensure that they cover the "total cost" of service delivery.	O



Governance STRATEGIES FOR ACTION		
17M	Transition the line item budget technique to a comprehensive program and program-based budget, in order to identify specific costs of units of service.	H
17N	Perform an independent staffing and benefits analysis at the department level every five years.	L
17O	Utilize the plan document spreadsheets to annually update staffing and benefit impacts as they relate to the levels of service delivery.	O
17P	Review implementation of the strategies from this plan prior to the annual budget process	O
17Q	Annually review a progress report on The Cranberry Plan recommendations at a Board of Supervisors Meeting.	O
17R	Update the Cranberry Plan every five years.	H
17S	Conduct a review of the Township tax structure that will do the following to ensure efficient use of taxing resources: <ul style="list-style-type: none"> • Analyze current tax structure • Identify available taxing tools • Recommend a comprehensive tax policy • Identify other revenue streams 	M
17T	Trend service demands every five years to identify needed changes in departmental structure and training.	L
17U	Assist the Cranberry Volunteer Fire Company in volunteer recruitment and retention so the company can continue to successfully serve the changing population.	O
17V	Conduct a study to identify Pennsylvania municipalities similar in nature to Cranberry Township's build out, in order to determine "Best Management Practices" that can be incorporated into Township policies.	H
17W	Develop and implement a Mission Statement to be utilized for Cranberry Township Staff.	H
17X	Conduct an annual joint public meeting of the Board of Supervisors, the Planning Advisory Commission and the Zoning Hearing Board to review land development trends and planning efforts.	O

Conduct a review of the Township tax structure to ensure efficient use of taxing resources.

Culture And Diversity



A diverse community with a vibrant arts atmosphere positively affects the overall quality of life. A community rich in culture can play a significant role in developing a unique sense of community identity and furthering a variety of Township-wide goals, including economic development and education. Diversity is about understanding, valuing, and making the most of the individual differences found in every person.

Cranberry's goals for Culture and Diversity are:

- 1. Diversity** - Cranberry Township will be a diverse community that is accommodating and attractive to diverse populations by taking proactive steps to create an inclusionary environment through “deliberate inquiry” to understand diversity through seeking active community leadership and participation from under-represented ethnic/social groups
- 2. Culture** - Cranberry Township will enhance cultural amenities, programs, and activities to provide a comprehensive cultural experience for all residents.



Culture and Diversity

STRATEGIES FOR ACTION

Goal 18: Diversity

Cranberry Township will be a diverse community that is accommodating and attractive to diverse populations by taking proactive steps to create an inclusionary environment through “deliberate inquiry” to understand diversity through seeking active community leadership and participation from under-represented ethnic/social groups.

To achieve this goal, the following critical success factors must be accomplished:

- increased social awareness to create a greater understanding of ethnic/social diversity.
- increased representation in leadership roles from under-representative ethnic/social groups.
- an inclusionary environment for all populations.
- a diverse community.

		Priority
18A	Support and accommodate festivals and meetings of all ethnic and social groups.	O
18B	Recognize ethnic holidays on the Township's calendar.	H
18C	Translate internet materials in other languages.	M
18D	Strengthen relationship with W. Pennsylvania Diversity Initiative; Urban League; Anti-Defamation League; Pittsburgh's university community; Seneca Valley S.D. Diversity Committee, in order to identify and recruit community leaders.	M
18E	Utilize Township communications to increase awareness of ethnic events.	M
18F	Develop an action plan with the Cranberry Area Chamber of Commerce to identify minority owned businesses in the area.	H
18G	Work with the Cranberry Area Chamber of Commerce to ensure that disadvantaged business enterprises (DBE) are aware of affordable office space opportunities.	O
18H	Develop and implement a plan for the American with Disabilities Act accessibility at all Township owned facilities and all new developments.	H
18I	Work with W. Pennsylvania Diversity Initiative; Urban League; Anti-Defamation League; Pittsburgh's university community; Seneca Valley S.D. Diversity Committee, in order to develop an action plan to attract and/or accommodate diverse populations in the community.	O
18J	Develop and adopt a Township diversity statement and publicize it.	H
18K	Provide diversity training for all Township staff.	M
18L	Work cooperatively with existing diversity groups formed through local businesses.	M
18M	Create a diversity committee within the Township to focus on increasing the diversity of Cranberry Township's population.	M

Develop and implement a plan for the American With Disabilities Act accessibility at all Township-owned facilities and all new developments.

Goal 19: Culture

Cranberry Township will have cultural amenities, programs, and activities to provide a comprehensive cultural experience for all residents.

To achieve this goal, the following critical success factors must be accomplished:

- a variety of cultural offerings that are easily accessible to the entire community.
- effective communication tools to publicize cultural offerings.
- open to a variety of cultural experiences.
- a well organized and integrated artistic community.
- an offering of cultural opportunities that is complimentary to regional assets.

		Priority
19A	Build on an existing theatre community to enhance and support existing assets, such as the Comtra Theatre, to create an identifiable cultural niche.	M
19B	Work with Butler County Community College (BC3) to promote the college's existing cultural offerings.	M
19C	Work with established regional organizations to provide local venues for events.	O
19D	Develop a relationship with the Pittsburgh Arts Council to promote and support public art in the Township.	H
19E	Work with the Seneca Valley School District to promote existing cultural offerings.	O
19F	Establish the Cranberry Township Town Center as a cultural hub.	H
19G	Provide links to other cultural organizations from the Cranberry Township website.	M
19H	Augment the Township recreation department offerings by adding additional diverse cultural events.	M
19I	Expand the Township recreation programming to include educational opportunities for art and culture i.e. theatre, painting, dance.	M
19J	Provide start up support for the Cranberry Area Council of Arts.	H
19K	Emphasize Culture and Arts in the Cranberry Township newsletter.	H
19L	Join the Butler Arts Council.	H
19M	Survey existing research to quantify the economic benefits of a strong arts and culture community, such as regional competitiveness, quality of life, and personal well-being.	M

Expand the Township recreation programming to include educational opportunities for art and culture (theatre, painting, dance).



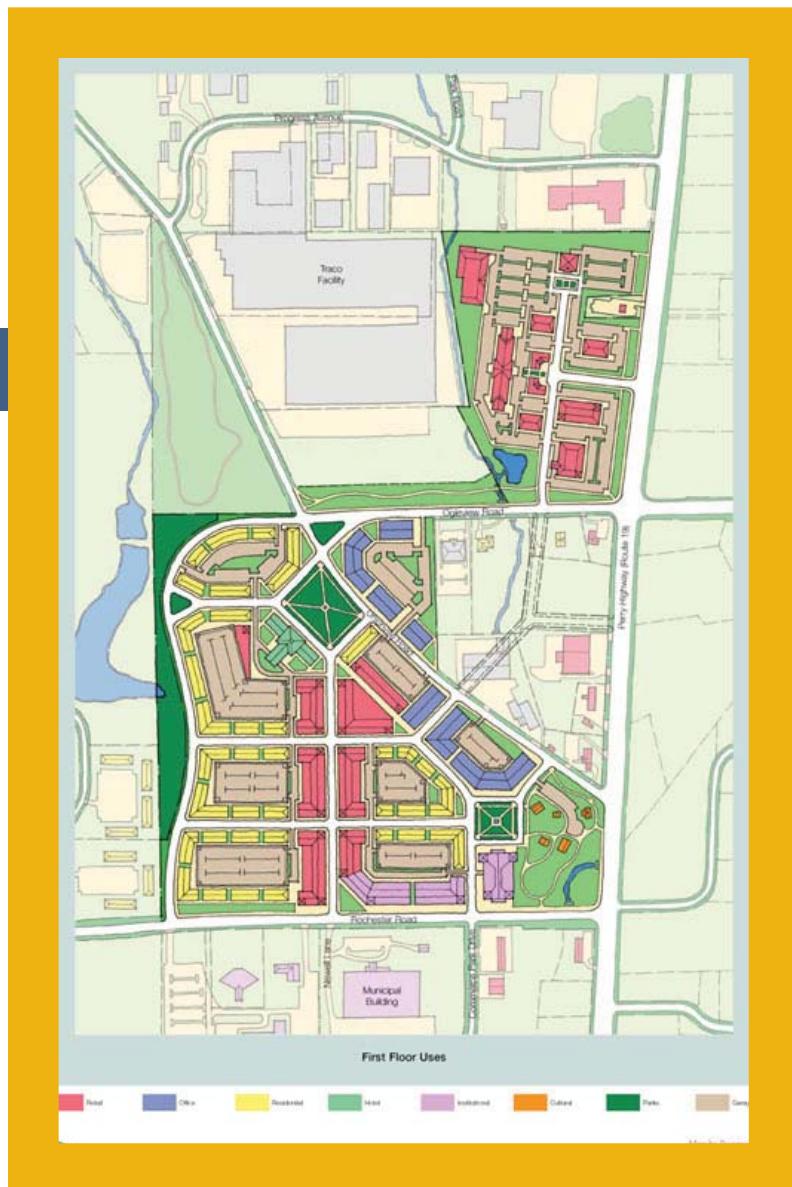


CranberryTownCenter

The Cranberry Township Town Center will serve as a focal point and establish a community identity through the development of a compact, mixed-use, pedestrian friendly, well-designed center of public, commercial and residential activity. The Town Center will reflect the values of the community through architectural design, tenant mix, and focus on walk-ability, green space, and public spaces.

Cranberry's goal for the Town Center is:

1. Cranberry Township will have a thriving Town Center at the intersection of Route 19 and Rochester Road, where people live, work, and shop, as well as participate in civic and cultural activities.



Cranberry Town Center

STRATEGIES FOR ACTION

Goal 20:

Cranberry Township will have a thriving Town Center at the intersection of Route 19 and Rochester Road, where people live, work, and shop, as well as participate in civic and cultural activities.

To achieve this goal, the following critical success factors must be accomplished:

- central location for community events.
- regional gathering place for culture, business and commerce.
- strong community identity.
- mix of uses.
- pedestrian-oriented design.

		Priority
20A	Identify successful town center projects in other communities to learn best practices that can be applied to make the Cranberry Town Center a successful place with a variety of residential and non-residential uses.	H
20B	Create pedestrian-friendly streetscapes and public spaces by creating streetscape dimensions and materials that will allow for a comfortable relationship between pedestrians and vehicles.	H
20C	Preserve traditional storefront design techniques; maximize opportunities for street activity through ground-floor development by encouraging street-level retailers to exercise creativity in appealing to both vehicular and pedestrian traffic.	H
20D	Work with community partners to provide civic space for organizations, such as the Postal Service, Cranberry Area Chamber of Commerce, Butler County Community College and other higher learning institutions.	H
20E	Include cultural and historical opportunities, such as public art, performances spaces, and the Meeder Farm land and structures.	H
20F	Explore opportunities for the growth and expansion of the Cranberry Public Library, including the possibility of a new facility as part of the Cranberry Town Center project.	H

Create pedestrian-friendly streetscapes and public spaces by creating streetscape dimensions and materials that will allow for a comfortable relationship between pedestrians and vehicles.





Sustainability

Sustainable Development meets the needs of the present without compromising the ability of future generations to meet their own needs. Through the use of the adopted Sustainability Principles and implementing the Sustainability Assessment, Cranberry Township can use these tools to implement the goals for sustainability and continue to deliver high quality services to Cranberry Township residents.

Cranberry's goal for Sustainability is:

1. The Cranberry Township principles for sustainable development will be integrated and fully implemented in all facets of municipal operations to create an atmosphere of sustainability in the Township.



Study Outlines a Path to Sustainability

Cranberry's sustainability principles provide a framework. The next, and most important step is putting the principles into practice.

During the Cranberry Plan process, the Township partnered with Sustainable Pittsburgh to accomplish two goals:

Goal 1

Define 'Sustainability' for Cranberry Township

The Citizen Advisory Panel and the Cranberry Plan Steering Committee were asked to define the concept of sustainability for Cranberry Township. Their input led to the development of a set of guiding principles that will help to ensure that Cranberry's long-term health and sustainability are always factored into decision-making processes. The principles were adopted by the Board of Supervisors in March 2008 and shared with all Township departments and made available to the community via the website.

Sustainable Pittsburgh, a 501(c)(3) nonprofit, affects decision-making in the Pittsburgh Region to integrate economic prosperity, social equity, and environmental quality bringing sustainable solutions to communities and businesses.



Goal 2

Complete a Sustainability Assessment

Sustainable Pittsburgh assembled an independent team of experts, representing a variety of technical specialties, to conduct an intensive assessment of the Township's physical plants, municipal programs, policies, and planning processes. The team provided specific recommendations, including expected costs and benefits, that could either save money, make money, or increase efficiencies, while enabling the Township to become a better environmental steward.

The resulting 200-page report focused on actions that the Township could implement immediately, and continue into the future to create a culture of innovation, conserve resources, achieve cost savings, maximize human creativity, and infuse sustainability in municipal policies, programs, and management. Study recommendations were organized by topic areas – energy, recycling, purchasing, stormwater, hiring, etc. – and grouped into three tiers, each corresponding to the length of time and level of resources required to produce significant results.



Principles to Guide Cranberry Township's Sustainable Development

Be distinctive. Cranberry Township's character is fundamental to its long-term success. That character grows out of a combination of its own unique qualities and the distinctive ways it manages the process of building a sense of community, which is an issue common to all communities. Identifying the distinct qualities of the Township's character and diverse citizenry, and leveraging them in the formulation of policies, programs, projects and promotions will be a bedrock principle for Cranberry's management.

Be prosperous. A successful community is one in which every resident has the motivation, as well as the opportunity to advance his or her own life and career. Success also occurs when the community benefits that accrue from prosperity are available to all. As a matter of policy, that means working to remove obstacles so that anyone in the community can fully participate in the Township's rising good fortune.

Be healthy. An economy that builds upon and contributes to a healthy environment is the foundation for continuing economic prosperity in Cranberry Township. That means working to attract knowledge-based industries and fostering a diversity of business enterprises that advance sustainable production and consumption, reduce waste, use renewable resources and contribute to preservation of scenic assets, ecosystems, clean air and water.

Be engaged. Citizens who are actively engaged in their own governance and civic life lead happier, more constructive lives than those whose involvement in their community is passive. Civic engagement also drives transparent, accountable, and effective governance. Cranberry will strive to create opportunities for individual residents, as well as organized groups, to participate meaningfully in advancing shared goals and simultaneously implementing social, economic, and environmental improvements throughout their Township.

Be committed. Cranberry is determined to have a long-term vision and to be agile in tracking and responding to emerging trends and signals, in order to make smart decisions for today and tomorrow. Accordingly, Township officials and administrators will provide steady leadership, educate residents on implementing these Principles to guide Cranberry's sustainable development, encourage innovation, develop and report on progress measures, and demonstrate sound business practices to address key issues facing the Township.



Refer to Appendix E for the Sustainability Assessment.

Sustainability STRATEGIES FOR ACTION		
Goal 21: The Cranberry Township principles for sustainable development will be integrated and fully implemented in all facets of municipal operations to create an atmosphere of sustainability in the Township.		
To achieve this goal, the following critical success factors must be accomplished:		
<ul style="list-style-type: none"> • a recognized leader for sustainable municipal operations. • a clearinghouse for information on sustainable practices for residents and businesses. • integration of the sustainable practices in everyday decision-making: proactive policies and ordinances that make sustainability a top priority. 		
21A	Continue replacement of all traffic signal bulbs with LED lighting.	Priority
21B	Operate a comprehensive traffic management system that includes a traffic signal timing system, which maximizes traffic flow by coordinating signal timing along major corridors (Rt. 228 and Rt.19, for example) to move vehicles through the corridor more efficiently, reducing vehicle idle time, thereby reducing the carbon output from vehicle exhaust.	O
21C	Install waterless urinals at select locations in Township buildings to determine which model would best suit the Township's needs.	H
21D	Promote walk-ability and reduce vehicular trips by encouraging Mixed Use and Traditional Neighborhood Development.	H
21E	Work with the Council of Government to pursue cooperative purchasing.	H
21F	Provide routine maintenance on Township equipment to keep the costs of replacing equipment down and maximize efficiency and the useful life of machinery.	O
21G	Provide incentives in the zoning and subdivision and land development ordinances, encouraging sustainable building practices, such as LEED and LEED ND certifications.	M
21H	Actively pursue a redevelopment strategy to most effectively utilize existing Township infrastructure.	H
21I	Utilize zoning tools to encourage building reuse and development of new buildings that are conducive to reuse,	H
21J	Develop regular print communication for the business community highlighting the successful sustainability activities. (Print on recycled paper)	M
21K	Participate in the Local Government Greenhouse Gas Emission Program through The Pennsylvania Department of Environmental Protection to reduce the carbon footprint of the entire Township.	H
21L	Develop a more diverse revenue structure that addresses fees for services to include the "total" cost of providing services, as well as costs associated with sustainability.	L
21M	Develop and promote a sustainability awareness and education campaign (logos, pamphlets, and websites).	M
21N	Develop and distribute sustainability checklists for all Township boards, commissions, committees and departments as a guide for decision making.	H



Sustainability
STRATEGIES FOR ACTION

21O	Pursue programming to educate residents and businesses on the benefits of environmentally sound stormwater control, such as the use of rain gardens and rain barrels.	M
21P	Enhance the Collection Connection program to increase recycling volumes collected from commercial uses and publish collection data to celebrate success.	O
21Q	Institutionalize, create incentive, and grow the potential for continuing the process of sustainability in Cranberry. Create a financial system whereby savings can be accumulated and used for underwriting implementation of other sustainability recommendations and new opportunities that arise.	H
21R	Ensure cross department coordination and vision, advance Cranberry's Principles for Sustainable Development and appoint an officer of sustainable development.	M
21S	Appoint an Interdepartmental task force. The Task Force charge will be to assess and implement recommendations in the sustainability assessment, continually evaluate new opportunities, develop a sustainability training program for municipal personnel, and formulate plans and a process for taking the sustainability program out to the community at large.	L
21T	Continually gauge whether the Township is headed away from or toward fulfillment of the Sustainability Principles, and establish a set of sustainability indicators. These indicators will be tied to the Cranberry Principles and other overall goals for the community and government operations.	H

Township Facilities and Operations

21U	Turn unneeded electrical appliances OFF.	H
21V	Increase employee awareness of sustainability and its benefits.	H
21W	Provide the Facilities Manager with a copy of utility bills.	H
21X	Turn off coffee makers at the power source.	H
21Y	Turn off computers when not in use.	H
21Z	Reduce the number of dorm style refrigerators.	H
21AA	Deter over illumination of combined fixed/dimmable lighted spaces.	H
21BB	Eliminate incandescent lighting where possible.	H
21CC	Continue locking out electric baseboard heaters and radiant panels during the cooling season.	H
21DD	Continue installing occupancy sensing lighting controllers.	H
21EE	Incorporate aggressive night set-back temperature control strategies.	H
21FF	Install low flow aerators and shower heads.	H
21GG	Limit water consumption due to leaks.	H
21HH	Reduce unnecessary weight in department trucks and vehicles.	H
21II	Instruct employees on energy efficient use of food preparation appliances and equipment, i.e., bar grill, kitchen hood.	H
21JJ	Turn off unneeded equipment in fingerprint room of police station when not in use.	H

Sustainability STRATEGIES FOR ACTION		
21KK	Incorporate energy efficient functions on the DVR security monitors.	H
21LL	Control ceiling fans in public works garages.	H
21MM	Install programmable thermostats in the Sewage Treatment Master Control Building.	H
21NN	Provide recycling containers for all co-mingled, paper, and corrugated cardboard materials all at waste and recycling facilities. Co-mingled recycling will be present in all lunch areas and inside all buildings. Small receptacles for paper recycling should be placed next to desks in all offices, with a larger paper bin in a central area that employees can easily empty their desk-side recycling bins into.	H
21OO	Provide waste reduction training to staff and employees to familiarize them with proper recycling techniques and cultivate concern for the issue. Establishing an internal recycling policy for Township employees and promote this policy to all current employees, new hires, and seasonal employees to demonstrate top-down support for the recycling program.	H
21PP	Inform and educate building maintenance and cleaning staff of Cranberry's efforts and provide guidelines for dealing with recyclables.	H
21QQ	Provide tenants renting space in the Municipal Building with educational materials related to sustainability and instructions similar to those given to Cranberry employees.	H
21RR	Establish sustainability rewards or incentive programs for Township employees to encourage participation and build a sense of ownership among employees.	M
21SS	Establish an internal "Green" team to review waste reduction, monitor proper separation of the waste stream from recyclables, and encourage employee recycling as a low-cost yet effective way to address problems of low participation and contamination.	L
21TT	Install compact fluorescent light bulbs throughout all buildings, which will result in less frequent replacement (not to mention energy savings) and less waste.	M
21UU	Offer the recycling of batteries, cell phones, and printer/toner cartridges as a service to its employees and the public. Consider other potential recycling drop-off items are CDs, VHS tapes, floppy disks, eyeglasses, tennis shoes and blue jeans.	M
21VV	Adopt a general Environmentally Preferable Purchasing (EPP) policy and reference it in any employee training manuals.	M
21WW	Adopt a green cleaning products policy and reference it in any training manuals and in bids for cleaning-related products and services.	M
21XX	Include a statement in all bid specifications that Cranberry Township has an EPP policy in place and that vendors should highlight any environmentally friendly aspects of their products in bid specifications.	M
21YY	Appoint an individual or committee to oversee the EPP program. Following the implementation of the EPP policy, it is imperative to be able to track the results of certain activities.	M
21ZZ	Procure renewable energy certificates (RECs) from local or national renewable energy resources to offset electricity consumption from the traditional fossil-fueled electricity supplied through the grid at a level so that the Township can be recognized as a participant in the EPA Green Power Partnership Program. This requires that 6% of the power usage comes from renewable resources.	L



Sustainability		
STRATEGIES FOR ACTION		
21AAA	Evaluate and review current commodity electricity supply agreements to identify additional savings by switching to another competitive supplier or moving to a new type of retail electricity product that may provide savings over current rates the Township is paying today.	M
21 BBB	Encourage Cranberry employees to change their parking habits by parking in St. Ferdinand's lot making more efficient use of the Municipal Center parking.	H
21CCC	Examine the schedule of activities held at the Municipal Center and implement new program start and end times to alleviate overcrowded conditions and traffic conflicts.	H
21DDD	Plant trees in the green space between St. Ferdinand's parking lot and municipal center parking lot help to absorb and slow any stormwater flowing from the upgradient parking lot to the municipal center parking lot.	M
21EEE	Involve the Human Resources Manager in planning for Cranberry's Sustainability Initiative. Provide more training for Human Resources staff regarding their role in supporting the initiative.	H
21FFF	Develop a written specific HR policy to encourage participation of employees in Sustainability Initiatives and activities. Publish, disseminate and enforce the policy.	M
21GGG	Develop an HR Strategic Plan, including aspects of recruiting and hiring employees who will support the Sustainability initiative and use the social responsibility aspect as a recruiting tool.	M
21HHH	Develop consistent communication approaches about pay and benefits for Township staff.	M
21III	Communicate more about Sustainability and the impact of the initiatives on individuals and their jobs. Create employee focus groups to discuss Sustainability and get their thoughts on how to institute the changes.	L
21JJJ	Include Sustainability in communication about safety, since following safe practices often protects the environment and it "sustains" the health and productivity of the employee workforce.	O
21KKK	Revive the Orientation program and include information on Sustainability.	H
21LLL	Make Sustainability a part of training for all employees.	M
21MMM	Develop a more formal employee development program to plan and track development and training for all employees. Use information from the Performance Appraisal program for the non-bargaining unit employees.	H
21NNN	Use the checklist included in this report to begin the task of creating an environmental management system for vehicle fleet operations.	H
21000	Pursue LEED certification for the Municipal Center. Cranberry will need to address 5 of the prerequisite conditions required before any credits can be granted towards LEED certification. The Township already has practices in place that will qualify for 3 LEED credits without having to make much of any investments in practices to achieve those 3 credits.	M
21PPP	The golf course will continue to document and pursue its Audubon certification as it is already doing many of the required practices to achieve certification.	H

Planning With Flexibility

The Cranberry Plan



The Cranberry Plan provides a detailed outline for the future - yet circumstances will change throughout the life of the plan. Implementation must be tempered with flexibility to allow the Township to react, respond and redirect as indicated by events that are outside of the Township's direct control.

During the next 25 years, conditions in the community will change, due to unexpected economic, social and technological changes. In some instances, these factors may prove to be dramatically different from present conditions. Close monitoring and regular updates will ensure that this plan remains a useful decision-making guide.

In addition to formal five year updates, the Township will create a "Report Card" to identify and explain to the community which projects are completed and what's next on the agenda for progress. The Cranberry Plan report card will be presented annually to the Planning Advisory Commission, Board of Supervisors and community, for discussion and further direction.

The Citizen Advisory Panel identified factors which could affect the implementation of the Plan. These 'unknowns' will be closely monitored, as well as other factors at the county, state and national levels. As action plan changes are warranted and incorporated annual updates in the form of a Report Card of the Cranberry Plan, will be presented to the Board of Supervisors and the community.

- Funding for State-owned roads
- I-79 Interchanges – potential for new interchanges
- I-76 Turnpike - construction projects; bridges
- Developments in neighboring municipalities
- Potential for mergers or shared services among municipalities
- Economy/costs
- Green legislation
- Major new infrastructures (i.e. Airport)
- State/County tax increases
- Changes affecting funding for public education
- Rising energy costs



Successful Implementation

The Cranberry Plan

The successful implementation of this plan relies on a number of factors:

1. Public Support and Education - Residents' support of future efforts is critical to the future of a successful system. Immediately following the approval of this planning document, efforts should be made to widely publicize its findings and regularly update the community.

2. Involvement of Elected Officials - As the primary decision-makers, the Township's elected officials should be updated on a regular basis regarding the recommendations of this Plan, the status of implementation, public support, and related issues as they arise.

3. Intergovernmental Cooperation - Through intergovernmental cooperation, local services and planning strategies can be strengthened by cooperative relations throughout the northern region of Pittsburgh.

4. Financial Support - Cranberry Township continues to show a commitment to maintaining a high quality community. Commitment to funding projects will greatly influence the success with which the recommendations of this plan are implemented. Alternative funding sources should be continually explored to supplement Township funds.

5. Volunteer Efforts - A strong volunteer base can make the greatest contribution to the physical implementation of the plan's recommendations. Cranberry Township is fortunate to have several organizations in the area that contribute greatly to the community.



The Cranberry Plan will foster the continued success of current achievements, outline a plan for the future, and present opportunities to create a sustainable community where people can live, work, and play.



THE CRANBERRY PLAN SHAPING (CRANBERRY TOWNSHIP)

