

CRANBERRY TOWNSHIP

Venango County, Pennsylvania

Comprehensive Plan

2016



CRANBERRY TOWNSHIP COMPREHENSIVE PLAN

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CRANBERRY TOWNSHIP, VENANGO COUNTY

COMPREHENSIVE DEVELOPMENT PLAN

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CHAPTER 1. INTRODUCTION

A comprehensive plan is a long-range plan that considers all issues facing the town comprehensively. It considers things like land use, economic development, transportation, housing, parks, and more, and gives a comprehensive, macro-level picture of the present and desired future state of the community. The public is consulted during the plan writing process through surveys, meetings, and other methods. The comprehensive plan sets the overall vision for the town for the next 10-20 years. Any subsequent plans, as well as many types of ordinances, should be consistent with the goals and objectives it lays out.

Comprehensive Planning is an opportunity for communities to think intentionally and critically about the future of their area. It involves considering past and present circumstances and expected future conditions in order to navigate the municipality toward a desired future. It is significant to note that planning done right should be able to affect outcomes, not just accommodate them. In other words, planning should enable community leaders to steer the ship along a roughly charted course, so to speak, rather than just buttress the bow to withstand the rocks. The goals and objectives identified by the public in the comprehensive plan and its implementation strategies are a primary way communities can take control of their futures. Comprehensive planning can also significantly strengthen grant applications, legal protection, and zoning.

Another way of answering the question “why does comprehensive planning matter?” is that it doesn’t unless a community actually uses the plan after it has been made. Too often, a comprehensive plan is written and then placed on a bookshelf somewhere in the municipal building and never looked at again. It is not consulted when making development decisions or allocating funds. It is treated as if the process of making it was enough and its existence will somehow guide the town by osmosis. A comprehensive plan is intended to guide decisions made by local leaders. The process of writing it involves a close review of data and careful consideration and weighing of competing values and alternatives. The recommendations that result are selected for good reason. To ignore the long-range goals delineated in the comprehensive plan and instead make arbitrary decisions about development is poor governance and violates the trust placed in local leaders by the citizens electing them. The comprehensive plan should be one of the primary sources consulted by leaders in making decisions because it reflects decisions they already made with significant effort and input from the public. However, the plan itself is not a legally-binding document and it is not an ordinance. Instead, it is advisory in nature. It is intended to guide decision making, but every decision should also take into account other factors that weren’t considered or have changed since the plan was written. In fact, because things change over time, the plan should be reviewed every few years and updated to reflect new information.

As a long-range plan, a comprehensive plan is generally written to be wide in scope and relatively shallow in depth. The point of the comprehensive plan is to address all issues, factors, and sectors of the town’s future, and to do this, it necessarily has to forego great detail. While it makes specific recommendations, these are often only about the most significant factors. For example, while a

comprehensive plan might say that sewer and water lines should be extended to a certain area of the municipality, it usually would not go into such great detail as to recommend the particular size and type of pipes involved in this extension.

A comprehensive plan needs to be specific to the community for which it is written, and while there are topics or “elements” that are frequently included, there is no quick formula for writing a comprehensive plan. Some planning problems are what have been called “wicked problems”, meaning that they are inherently unique and often difficult to even understand, much less solve. This does not mean that they cannot be solved or that there is not significant value in trying to solve them, but it does mean that there is no one-size-fits-all solution for addressing them. Thus, a comprehensive plan must be tailored to the specific challenges of the community for which it is created. This plan has been written from the ground up for Cranberry Township.

In Pennsylvania, comprehensive planning is enabled and governed by the Municipalities Planning Code (MPC), Act 247 of 1968, as amended. The MPC elevates the status of the comprehensive plan from being strictly an advisory document, to being the required basis for zoning and subdivision ordinances. The plan itself is not a legally-binding document, but zoning and subdivision ordinances must be consistent with the goals and objectives laid out in the plan. The MPC further requires that comprehensive plans include a statement of objectives, and address land use, housing, transportation, community facilities and utilities, and historic and natural resources. Plans must discuss the interrelationships among plan elements, implementation strategies, and compatibility with the county plan and plans in neighboring areas.

PLANNING PROCESS

The process used to develop the plan is important because the process affects the content of the final plan. A good plan process takes into account the local expertise of the plan committee, the opinions of the public, the best-available data, and the more general expertise of the consultants.

Cranberry’s comprehensive planning process walked the committee through answering three questions:

1. Where are we now? What is our Township like now?
2. Where are we going? What do we want our Township to be like twenty years from now?
3. How do we get there? What actions should we take now in order to reach our goal for the future?

These questions formed the chronological framework for developing the plan.

PLANNING PROCESS TIMELINE

WHERE ARE WE NOW?

October 2015 – February 2016

- Plan Steering Committee conducts top-level SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) (See Appendix A)
- Community Survey is written and sent out
- Community Survey available for public response
- Analysis of survey results (See Appendix B)
- Analysis of other data—Census Bureau, PennDOT, etc.
- Writing Community Profile for Cranberry Township

WHERE ARE WE GOING?

February – April 2016

- Public Open House presenting background information and soliciting further public input (See Appendix C)
- Writing Vision Statement for Cranberry Township and Statement of Objectives
- Writing Vision Statement for each plan element
- Develop projections about future population
- Draft recommendations for the future based on all information gathered

HOW DO WE GET THERE?

April – September 2016

- Finalize recommendations
- Develop implementation strategy with specific actions
- Assign responsibility for implementation items
- Develop benchmarks for measuring implementation progress
- Estimate costs of public improvements
- Develop maps and other supporting graphics
- Formal process for adopting the plan

IMPLEMENTATION BEGINS

September 2016 and beyond

- Township and others take actions recommended by plan
- Plan is reviewed and updated regularly

A note on public input: This plan has been locally guided throughout the plan development process. The volunteer Comprehensive Plan Steering Committee has met faithfully every month with the consultant to review progress, provide direction, and make decisions. The consultant and staff have kept the Planning Commission in the loop throughout the year. The first part of the process was to solicit input from a broader swath of the public through the Community Survey. The community response to the survey was excellent, with nearly 40% of households responding via mail or online. We would have been quite happy with half that number. The March Open House provided an additional opportunity for the public to learn about the plan and provide input, and many did. In addition, information was available throughout the process on the township website, and we were fortunate to have consistent press coverage in the Derrick on plan progress. The Derrick's coverage likely significantly increased survey responses and open house attendance. A number of citizens attended the monthly Steering Committee meetings to voice opinions as well. In short, this plan is very much Cranberry's plan, created by Cranberry residents for Cranberry Township.

CHAPTER 2.

COMMUNITY PROFILE

GEOGRAPHIC OVERVIEW

Cranberry Township is a Township of the Second Class located in the central portion of Venango County. It is 70.4 square miles in size, with 0.9 square miles of water area. Cranberry Township is the largest municipality in Venango County covering more than 45,000 acres. The bedrock is predominantly sandstone, with some lower layers of siltstone exposed by downward cutting waterways. Just under 8% of the township is developed, primarily in the corridor between Woodland Heights, Seneca, and Cranberry. Eighteen percent of the township is in agriculture, and 74% is forest. Portions of the southern border of the township are in State Game Land #45, and a small portion of the northeastern corner is within State Game Land #47.



HISTORY

As written on the Cranberry Township website, *“the Township was originally called Fairfield when it was laid out in 1806. When it was officially organized in 1830, the name was changed to Cranberry for a large wetland located near the center of the Township known as Cranberry Swamp.*

The Susquehanna and Waterford Turnpike, which later became U.S. Route 322, was built between 1818 and 1820. This became the main east-to-west route through Venango County. Another early road was the Salina Turnpike. A toll road ran from Oil City to Pinoak and cost 25 cents. Although the fee may seem high for the time, roads were generally in deplorable condition, and it was considered well worth the toll to travel on improved “turnpikes.” These roads were an important influence on the number of new settlers coming into the County. An early public works project of the Township was the construction of a large bridge along the old Franklin Road crossing East Sandy Creek at the mouth of Ziegler Run. The structure was built by John Houser and his two sons entirely of hand-hewn timbers, some up to 55 feet long.

The first industry of the Township was iron production. At least two dozen stone blast furnaces were erected throughout Venango County, with the heaviest concentration in Cranberry and Rockland Townships. One of the oldest surviving furnaces, Slab Furnace, was built in 1832 in Cranberry Township by William Cross, an early ironmaster. Its unusual construction apparently did not prove durable as the stack was rebuilt in 1840. Most of the iron furnace ruins that remain are located on private property.

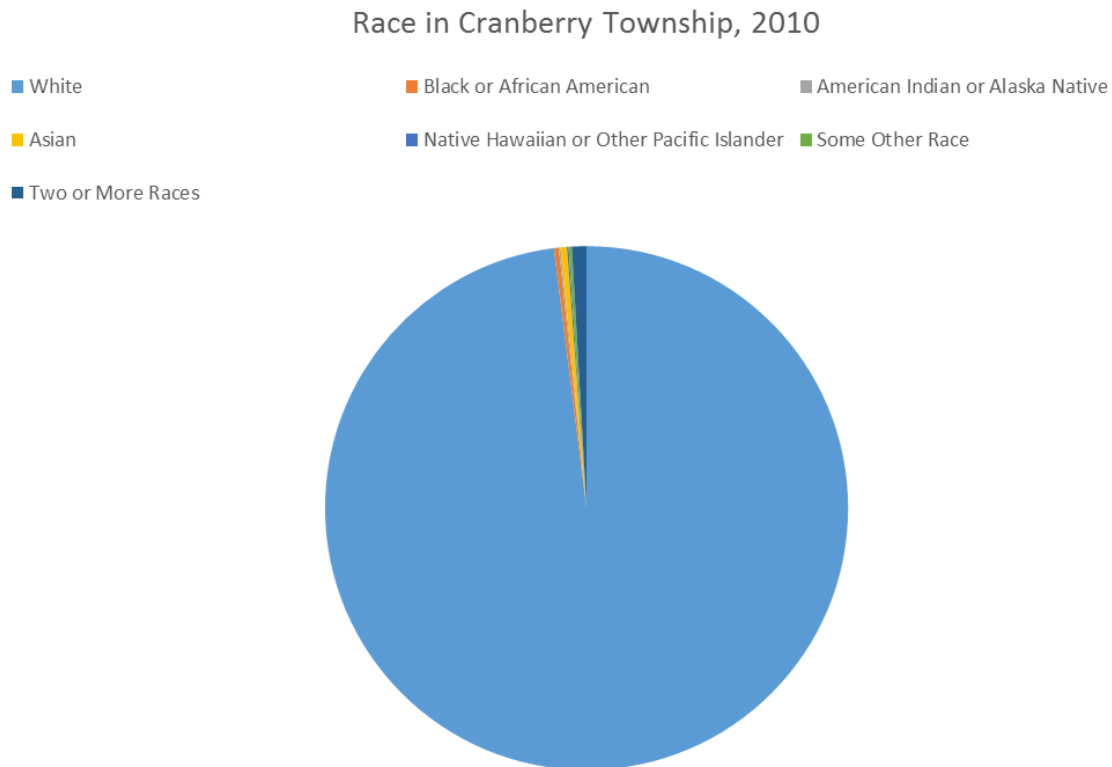
Because water power and convenient supplies of wood were needed for the smelting operation, most iron furnaces were located in remote areas, and each had its own small socio-economic complex consisting of workers’ homes, stables, a company store, a blacksmith shop, and other shops to provide goods and services for a 19th century lifestyle. Myron Sharp and William Thomas, in A Guide to the Old Stone Blast Furnaces in Western Pennsylvania, point out that although blast furnace operations probably

required 15 to 20 workers around the clock, other related jobs, such as wood cutting to make charcoal, transporting charcoal, hauling ore, limestone, and pig iron, and raising food for the employees, along with some 30 to 50 horses, increased the total operation to between 60 and 80 employees.”

POPULATION

As of the 2010 Census, Cranberry Township had a population of 6,685. As shown in Figure 1 below, the population was 1.9 percent non-white and 0.6 percent Hispanic as of 2010.

Figure 1:



Cranberry’s largest age group is between 45 and 64, with about a third of the population in that range, compared to 28% in Oil City. The population pyramid in Figure 2 below shows Cranberry’s population broken out by sex and age. The graph visibly constricts in the 20-24 age group and remains small through the 20s and 30s age groups. While the colored bars represent male and female population in 2010, they are overlaid on gray bars representing the corresponding data from the 2000 Census. This allows for comparison of the age structure of the population between 2000 and 2010. What is immediately obvious is that from 2000 to 2010, the percentage of the population grew in nearly every age group over age 50, while it shrunk in nearly every age group under age 50. In 2010, there were fewer children under 20 and, correspondingly, fewer parenting-age adults.

Figure 2:

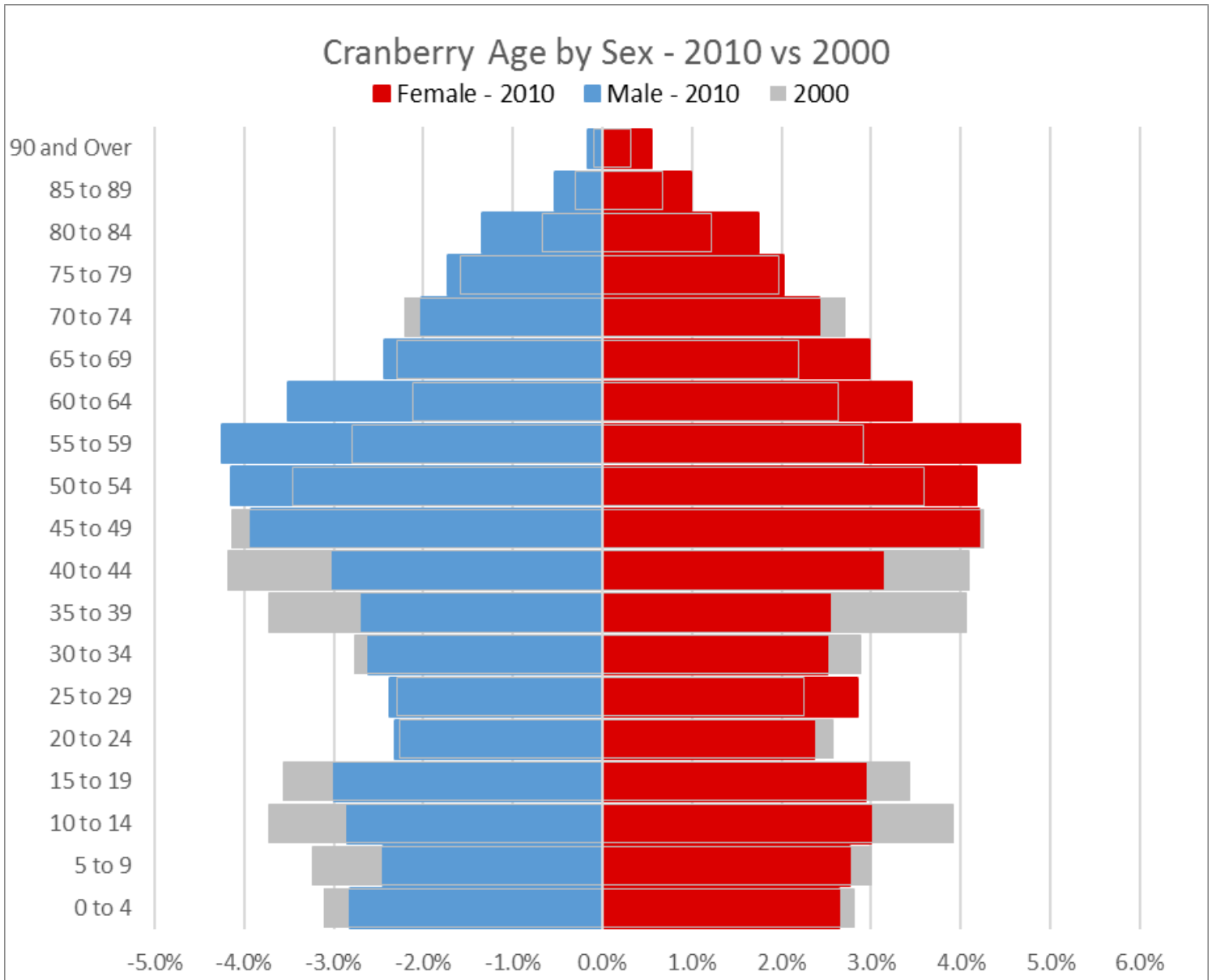
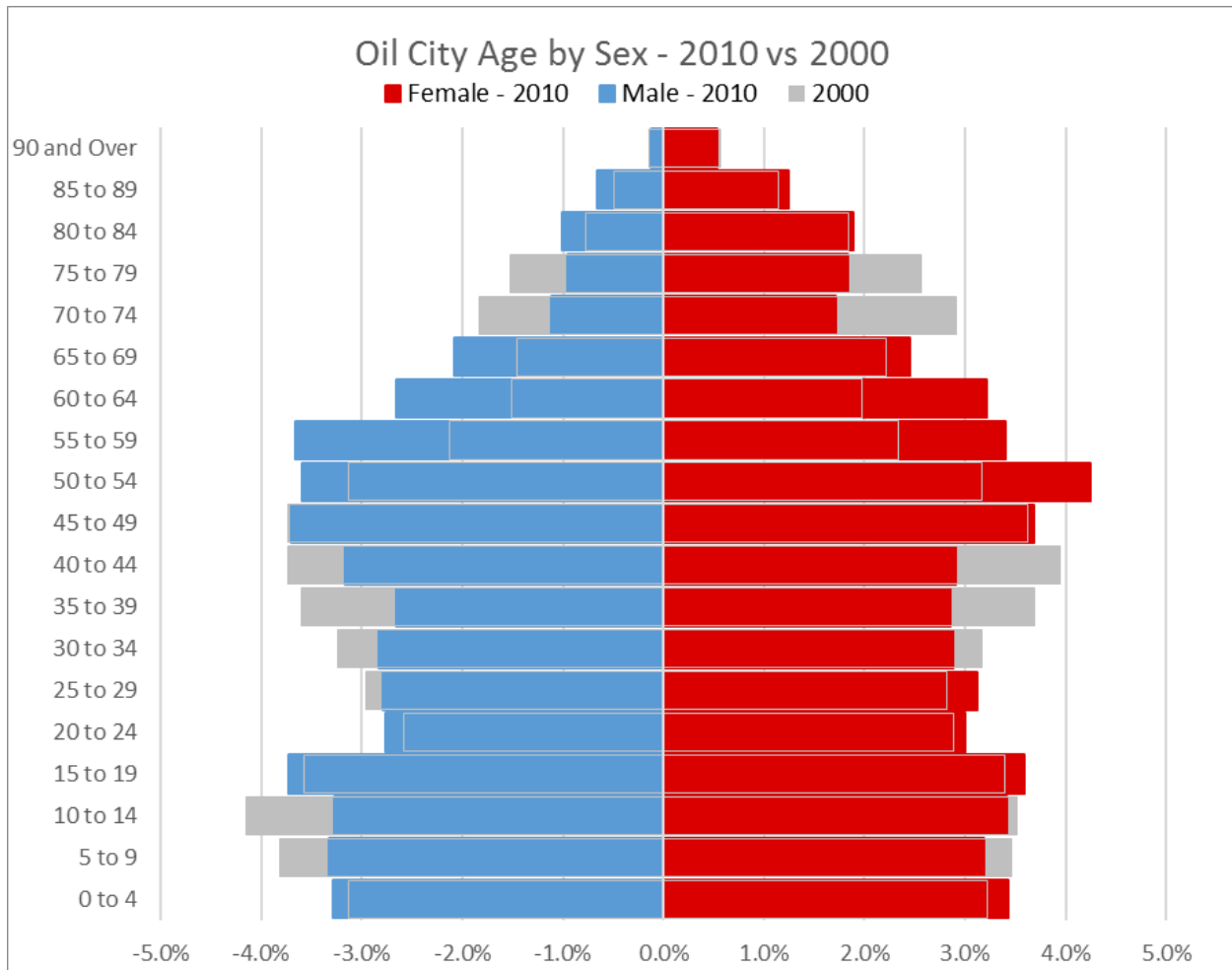


Figure 3:

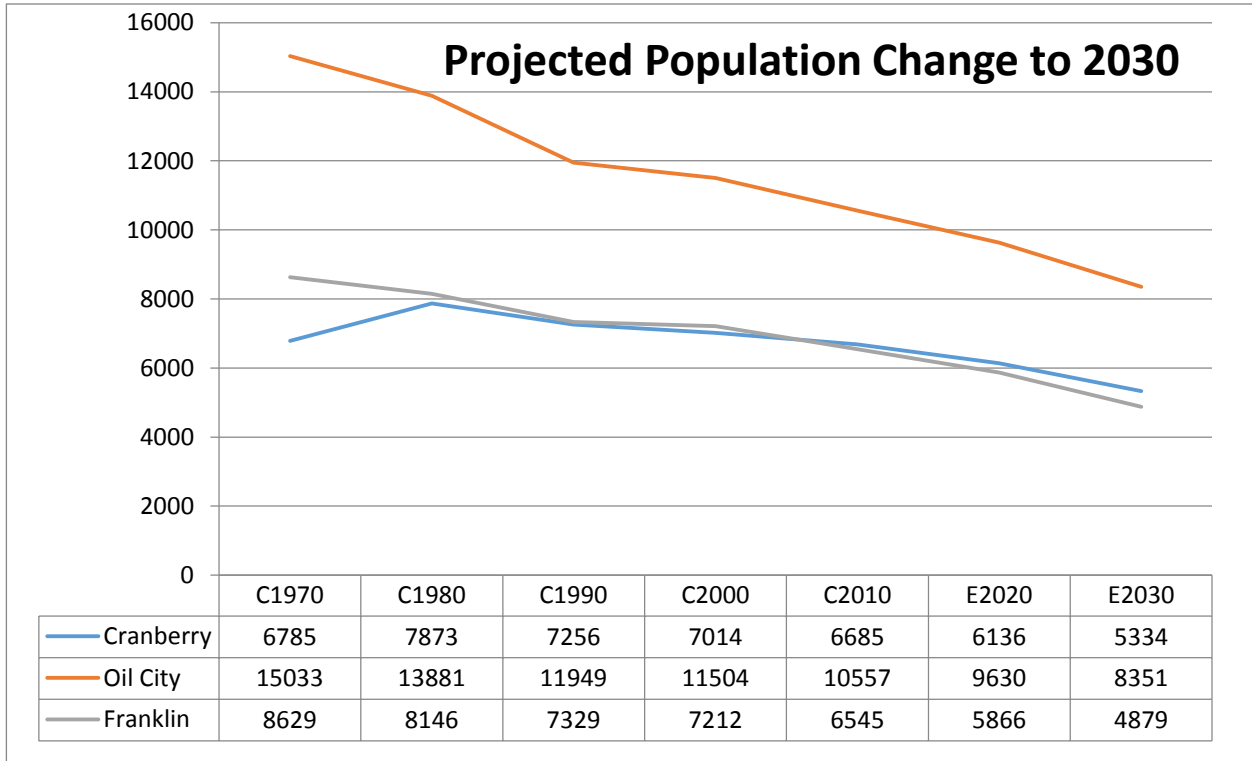


As a comparison, a similar graph for Oil City (Figure 3) shows a more muddled picture, with significant shrinkage of population among people in their 70s. Additionally, the contraction of the pyramid around people in their 20s and 30s is not as severe as in Cranberry Township, meaning more people in that age range either stick around or move into Oil City. However, the percentage of retirees shrinks more in Oil City than in Cranberry, especially for males. The Oil City pyramid shows a greater disparity between males and females among those over age 60 than in Cranberry Township. Women over 60 account for 4.3 percent more of Oil City’s population than men over 60. In Cranberry Township, the difference is only 2.4 percent. Reasons for this difference are unknown.

Cranberry Township’s population shrunk from 7,873 in 1980 to 6,685 in 2010, a difference of 1,188 or 15.0%. But even with the continuing loss of population, Cranberry Township still ranks as the second largest municipality in Venango County, behind Oil City’s population of 10,557. The most recent Census counts 3,217 males (48.1%) and 3,468 (51.9%) females as Cranberry residents. The median age for males is 45.0 years and for females 46.6 years. The population density (persons per square mile of land area) dropped from 99.7 in the year 2000 to 95.8 in 2010. The largest age cohort of 65 years and over was 16.2% in 2000 and 18.9% in 2010. The second largest age cohort for total population was 35-44 years

which declined from 16.1% in the year 2000 to 11.3% in 2010, indicating that the current population is aging. Figure 4 below shows the population change from 1970 to 2010, with projections out to 2020 and 2030 for Cranberry, Oil City, and Franklin. Cranberry Township is expected to decline somewhat slower than Franklin, and quite a bit slower than Oil City.

Figure 4:



“C” columns (C1970) are actual census population figures for that year. “E” columns (E2020) are estimated population numbers based on projections.

Housing

Although the population was declining, the housing market saw a slight upturn. The 2000 figure for total housing units was 3,054 but the 2010 Census saw a net increase of 36 housing units, to 3,090. The vacancy rate dropped from 9.5% vacant in 2000 to 4.7% in 2010. In addition, the number of building permits granted for single family residential unit skyrocketed compared to the rest of Venango County.

According to the Department of Housing and Urban Development, Cranberry was number one in permits issued between 1996 and 2007 for single family units (260 permits), followed by Cherrytree with 106 and Sugarcreek with 96.

The primary type of housing (2,563) is single unit detached homes, representing 80.3% of all housing in Cranberry Township. There are approximately 210 multi-family dwellings and 352 mobile homes in the Township, according the American Community Survey 2010-2014 estimates done by the U.S. Census Bureau. The average household size is 2.33 persons per unit, and the average family size is 2.75 per family occupying a housing unit, according to the 2010 Census. Households refer to the people living in a single dwelling unit. Families refer to households of related persons. Two unrelated roommates would be considered a household, but not a family. Individuals living alone are also included in the definition of a household, but not a family. Therefore, it is not surprising that households are smaller than families, which by definition require at least two related people living together.

The median year that the structure was built is 1959, but over 25% of the structures were built before 1939 and only 1.2% since 2005. A peak decade of growth was 1970-1979, when 17.% of the housing stock was constructed.

The value of homes in Cranberry grew quite a bit in the decade between 2000 and 2012. The median price of a home in 2000 was \$64,400 and grew to \$91,600 in 2012. The costs of mortgages and rents grew accordingly, with monthly ownership costs for homes with mortgages rising from a median of \$673 in 2000 to \$993 in 2012. Rents increased from \$376 to \$585 in the same time period¹.

EMPLOYMENT

The largest category of employment occupation, sales and office, remains the same in the last two census periods. Although the population dropped, the sales and office occupation rose from 27.8% in 2000 to 29.7% in 2012. The largest industries in both periods were Manufacturing (20.7% in 2000 versus 21.5% in 2012), Educational Services, and Health Care and Social Assistance (19.9% in 2000 versus 24.7% in 2012), and Retail (16.4% in 2000 versus 15.9% in 2012)².

¹ For this paragraph, Year 2000 numbers are from the 2000 Census. This information was not asked in the 2010 Census, so 2012 numbers are from the U.S. Census Bureau's American Community Survey, 2010-2014 estimates, the most recent years for which data is available.

ECONOMY

Wages have risen in the last decade as the recession eases. The median household income was \$47,713 in 2000 and \$49,422 in 2012³, adjusted for inflation and estimated in 2015 dollars.

EDUCATION

School-aged children attend the Cranberry Area School District. The total district K-12 enrollment is 1,167. In Cranberry Township, 1,535 of persons aged three or over were in some type of educational institution in 2000; corresponding to the population decrease this number dropped to 1,339 in 2012. The good news, however, is that the percentage of education attainment rose in each study period from 82.5% to 92.6% of persons graduating high school, and 13.4% to 18.9% attaining a bachelor's degree or higher⁴. There are also a number of private school options in Cranberry Township. Faith Baptist Academy is a K-12 school with approximately 40 students. Christian Life Academy offers Pre-K through 12th grade to around 120 students at its facility on a 9.1-acre campus into which it moved in 2010. The Cranberry Child Development Center provides child care and pre-school. It recently underwent a \$700,000 expansion.

GOVERNMENT

Cranberry Township is governed by a three-person Board of Supervisors which meets the second and fourth Thursday of each month, except holidays, held at the Cranberry Township Municipal Building, 3726 State Route 257, Seneca, PA. The five-member Cranberry-Venango County General Authority have their meetings the first Tuesday of each month at noon at the Cranberry Township Municipal Building. Cranberry Township Planning Commission meetings are held at 7:00 PM the second Monday of each month and consists of five members. The three member and one alternate member Zoning Hearing Board meetings are held on an as needed basis. And the five-member Park and Recreation Board meetings are held at 7:00PM at the Township Municipal Building. The meeting dates are listed on the Cranberry Township calendar.

LOCAL INVESTMENT

In addition to recent investment in private schools as described above, a number of businesses have invested in Cranberry recently. Taco Bell built a new \$700,000 restaurant in the Township. The Venango County Humane Society recently built a new \$1.3 million facility. In the coming months, a new retail plaza will be constructed in the outlots in front of Home Depot.

CHAPTER 3. STATEMENT OF OBJECTIVES

The Statement of Objectives lays out in brief terms what the Township hopes to accomplish through this plan. It casts vision for the future of the Township, and the remainder of the plan is a strategy for accomplishing the objectives.

The following Vision Statement and Statement of Objectives were developed and revised by the Comprehensive Plan Steering Committee, based in part on results of the Community Survey.

VISION STATEMENT

It is the overall goal of Cranberry Township, through local determination, to develop and preserve a pleasant, attractive, healthy, safe, and economically viable environment for living, working, shopping, and recreating for today’s residents and future generations.

STATEMENT OF OBJECTIVES

- Create economic opportunities for youth and families in order to promote and sustain a high quality of life in the township.
- Provide opportunities for people to “age in place”.
- Identify, preserve, maintain, and enhance the Township’s natural, scenic, historical, and environmental resources, including farmland and natural areas.
- Encourage an orderly pattern of development.
- Promote and encourage civic pride, responsibility, and upkeep of property to enhance property values.
- Encourage the expansion of existing businesses, support local industries, and encourage industrial diversification while considering environmental impacts.
- Provide opportunities for lifelong learning through partnerships with regional educational institutions
- Provide a variety of recreational options for residents and visitors
- Ensure the safety and efficiency of roads

CHAPTER 4. ECONOMIC DEVELOPMENT

SECTION 1. INTRODUCTION

The Economic Development element considers the local economy in terms of major industries and jobs, as well as regional and national economic trends and their impacts on local economic prospects.

The Economic Development element is the most important chapter in this comprehensive plan. Oftentimes, when people talk about community planning, especially comprehensive planning, they treat the land use plan as the most important aspect of the plan and treat all the other elements as just secondary supporting chapters. This near-universal emphasis on land use planning can sometimes lead to other topics being given short shrift in the planning process and in the final plan. The Pennsylvania Municipalities Planning Code, which governs planning at the local level, doesn't require (or even mention) economic development planning. This may make sense in large cities where the economy is self-supporting and land is a scarce resource. However, in more rural areas, the opposite is true: land is plentiful while economic opportunity is scarce. For this reason, this plan emphasizes economic development. All the other topics flow from this focus. If the local economy is booming, probably the population is holding steady or growing, homes are being built, developers are interested in building, and pressure is being felt on natural, agricultural, and historic resources. If, on the other hand, the economy is stagnant or if jobs are being lost, the population is probably also shrinking, the amount of resources available for public facilities and services is reduced, and the need for social services is higher. Emphasizing land use while ignoring the local economy is tantamount to saying "if you zone it, they will come." This strategy doesn't attract jobs like it attracts baseball players. This is not to say that land use planning is unnecessary or that there isn't a connection between land use and economic growth. But in rural areas, land use planning should be done in service to economic development, not the other way around.

VISION STATEMENT

BY 2030, CRANBERRY TOWNSHIP WILL HAVE LOCAL ECONOMIC DEVELOPMENT COMMITTEE THAT SERVES AS AN ADVOCATE FOR ECONOMIC DEVELOPMENT PROJECTS AND THAT CONNECTS WITH REGIONAL ECONOMIC DEVELOPMENT BODIES. THE TOWNSHIP WILL HAVE CULTIVATED A GREATER DIVERSITY OF BUSINESSES THAT PROVIDE FAMILY-SUPPORTING JOBS.

SECTION 2. DISCUSSION AND RECOMMENDATIONS

LOCAL ECONOMIC DEVELOPMENT BACKGROUND

Any local economy relies on money coming into town and circulating among local people and businesses.

The “leaky bucket” theory of economic development uses a metaphor of a bucket with holes in it to conceptualize how a local economy works. The bucket represents the local economy. The water in the bucket is the money in the local economy. The goal is to keep the bucket as full as possible. Money can enter a local economy in a variety of ways, but the most important for economic development is sales. Local businesses produce goods or provide services that are then sold to people from the outside. These are often known as “export industries”. Export industries bring money into the local economy by paying out their sales earnings in wages, local taxes, and local investment. Like adding water to a bucket, this keeps the bucket full. However, there are holes through which water can leak out, which works against adding water to the bucket. In the local economy, money leaks out when residents spend or invest money outside the local economy. It also leaks out when people from outside the local area earn wages which they then spend outside. Money both earned and spent locally circulates in the local economy, and is represented by water that stays in the bucket. The goal of economic development, according to the metaphor, is twofold: to increase the water going into the bucket, and to plug holes to reduce leakage.

In Cranberry, the commercial areas like the mall and big box stores are key export industries. These companies pay their employees, who spend some of their wages in other local businesses, which in turn pay their own employees. In this cycle, money circulates among businesses and households, benefiting many people and businesses along the way. However, as national corporations, any profits over and above wages and taxes paid represent leakages from the local economy as this surplus is sent out of the

Township to other places. This contrasts with locally owned businesses, in which the company's ultimate profits are earned by local business owners, who theoretically spend more of them in the local economy.

Imagine, hypothetically, that someone from Emlenton spends \$100 at a Cranberry Township business. That business then pays \$60 to an employee. The employee saves some of it, spends some of it in Titusville, and spends \$30 at another Cranberry business. That business pays its employee \$20, who in turn spends \$10 at a third Cranberry business. By this point, the initial \$100 from the outside has "multiplied" in the local economy to account for \$140 in local spending. The more times a dollar circulates within an economy, the more that local area benefits.

ECONOMIC CONTEXT

Venango County is situated in the Appalachian Region, which means it was federally recognized as economically similar to a 1,000-mile band of 420 counties in and around the Appalachian Mountains stretching from southern New York to northeastern Mississippi. The economies of these counties was historically based on resource extraction—timbering, coal, agriculture—and heavy manufacturing. The region also historically experienced high poverty rates. The Appalachian Regional Commission, which was created in the 1960s to try to address problems in the region, lists Venango County's rank as "transitional" for Fiscal Year 2016. This means that the county ranks in the middle 50% of counties nationwide in terms of per capita income, unemployment rate, and poverty rate. Forest County to the east ranks lower—in the worst 25% of counties nationwide, while Butler County to the south ranks higher—in the best 25% of counties nationwide. While Venango County isn't among the worst counties nationwide, it still has room for improvement as well.

Cranberry is in Pennsylvania's Oil Region, which was the site of the first oil industry in the U.S. Oil drove the regional economy for many years, but in recent decades, the influence of oil has declined, as many large oil companies have moved to Texas and elsewhere. The advent of hydraulic fracturing could bring oil and natural gas extraction back to the area.

EMPLOYMENT

According to the Census Bureau, Cranberry has working-age (16+) population of 5,403. Of these, 3,194 (59%) are in the workforce. This is known as the Labor Force Participation Rate (LFPR), and is used in tandem with the unemployment rate to describe employment in the region. Essentially, The LFPR excludes from consideration those who do not want to work or are unable to work. This includes retired people, stay-at-home-parents, high school students who do not want to work, people who cannot work due to disability, etc. It may also include people who have given up trying to find a job or who don't work because they can't earn enough to make getting a job worthwhile to them.

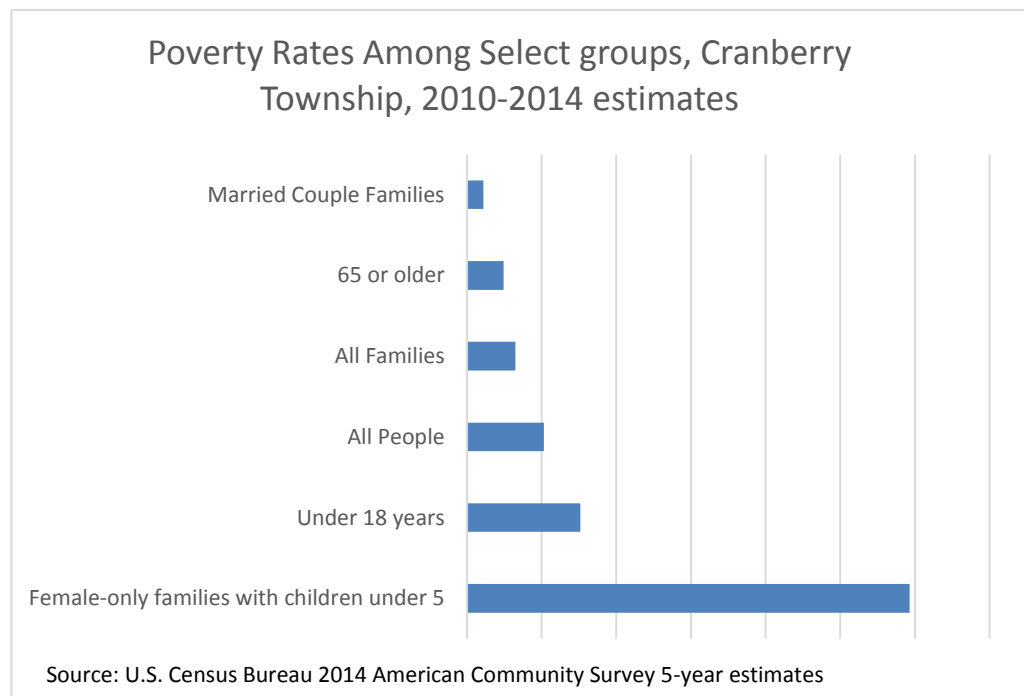
The unemployment rate, then, is the percentage of people who want to work (Labor Force Participants) but who cannot find a job. In Cranberry Township, the average unemployment rate from 2010-2014 was a very respectable 3.9%. There is no more current data available on the local level. The Bureau of Labor Statistics (BLS) releases annual average unemployment rates for states and counties. That data finds an

unemployment rate of 6.0% in Venango County. Statewide, that number was 5.1% over the same time period, which was the median rate among states. The unemployment rate does not account for underemployment—those who have a part-time job but want to work full-time, as well as those who are not actively looking for a job but would take one if it came along. This data is only available on the state level, but the BLS finds a total unemployment and under-employment rate of 10.7% in Pennsylvania—more than double the unemployment rate.

HOUSEHOLD ECONOMICS

The Census Bureau estimates that Cranberry Township has a median household income of \$49,338 in 2014 dollars. This is higher than the county average of \$43,291. (The median income is the middle point in a set—so half of households in the township have lower incomes and half have higher.) At the same time, Cranberry Township’s poverty rate is at a fairly low 10.3% for all people. However, poverty does not affect all residents equally, as Figure 5 shows. Among married couple families, the rate is just 2.2%, while for female-only families with children under age 5, poverty is 59.3%.

Figure 5:



The overwhelming message from the Community Survey conducted for this Plan is that residents want the township to work on job creation, whether it comes from attracting new businesses or expanding those businesses already here. Eighty-nine percent of respondents think more should be done locally to create jobs. Most would support industrial development in the Township. In addition, only 7% of respondents believed that young people were able to stay in the Township after finishing their schooling, due to a lack of availability of good jobs. Thirty-four percent would be willing to pay more taxes in order to promote economic development, the highest of any of the actions polled. The perception is that there are not enough jobs to go around. See Appendix B for more information on survey results.

RECOMMENDATION 1: CREATE A LOCAL ECONOMIC DEVELOPMENT COMMITTEE

This is perhaps **the most** important action Cranberry can take in planning for its future. Such a committee should be comprised of locally connected residents and business people, with representation from Township staff or elected or appointed officials. The committee should serve somewhat as a liaison between businesses and the township, but should be its own entity. The committee should be given responsibility for many of the additional actions listed below. The two primary focuses of the committee should be to identify and attract new business from outside the Township and to assist existing local businesses in expanding their operations. As part of its responsibilities, the committee should create marketing materials, including a website, to provide information about business opportunities in the Township. The committee should coordinate with similar county and regional agencies, committees, and Chambers of Commerce including the Oil Region Alliance and the Northwest Commission. However, the actions of the committee should be locally driven. ***There is no substitute for a group of committed people, invested in the local community, thinking about and working on economic development and job creation on an ongoing basis.***

The committee may want to retain the services of an experienced economic developer to help it get started and to consult periodically on projects. Expert consultants may be hired for this job, or Penn State Extension might be able to fill this role as well, along with the Oil Region Alliance or the Northwest Commission. An even more ideal scenario would be for the committee to have its own part-time economic development professional on staff. Such a staff member could really help drive the process and ensure the committee stays on track. However, hiring a staff person is probably a goal to work toward in the future, rather than a necessity to get started. Specific recommendations for the committee's work include:

1. Treat the local economy as being more regional.
2. Work to diversify the local economy.
3. Use selective targeting in business attraction efforts.
4. Focus on local business startups and expansions.
5. Recognize the Cranberry Area schools as an economic development asset.
6. Pursue recreation-oriented businesses.
7. Work to attract or develop additional, higher-end restaurants and a coffee shop.
8. Leverage local resources to build up the economy.
9. Create a "local" food co-op and marketing program.

More detailed descriptions of each of these items can be found in Appendix D. Also included in the appendix is an in-depth discussion of market research data on which kinds of retail stores may be successful in Cranberry Township.

LOCAL INDUSTRY MIX

The table in Figure 6 below shows the industry mix in Venango County. The first column shows each industry as a share of all jobs. The largest industries in the county are Manufacturing (24% of jobs), Health Care and Social Assistance (21% of all jobs), and Retail Trade (16%).

The columns labeled “LQP” are location quotients per capita. Essentially, this number compares the number of jobs per capita in Venango County to the number of jobs per capita nationwide. This allows us to see which industries are concentrated in Venango County more or less than the average. An LQP above 1 means that there are more jobs per person in that sector in Venango County than there are nationwide. An LQP below 1 means that there are fewer jobs than average in that sector. Few numbers are above 1 because Venango County has fewer jobs overall than the U.S. In 2013, Venango County had 73 fewer jobs per 1000 people than the national average. LQPs are calculated for 2007 and 2013.

Venango County’s strongest sectors in 2013 were Manufacturing, Health Care and Social Assistance, and Retail Trade. Not only are these industries the largest employers in the county, they are also the industries that are more concentrated here than the national average. Venango County’s worst sectors were Real Estate Rental; Professional, Scientific, and Technical Services; and Educational Services. The final column shows the difference between 2007 and 2013. Positive numbers (in green) have added more jobs per capita than the national average. Negative numbers (in red) have lost competitiveness when compared to the rest of the country.

Figure 6: Key Industries in Venango County

	% of Jobs 2013	LQP 2007	LQP 2013	Change
Agriculture, forestry, fishing and hunting				
Mining, quarrying, and oil and gas extraction	1%	0.66	0.80	0.13
Utilities	1%	0.77	0.91	0.14
Construction	3%	0.28	0.47	0.19
Manufacturing	24%	1.78	2.05	0.27
Wholesale trade	3%	0.52	0.45	-0.06
Retail trade	16%	0.98	1.03	0.05
Transportation and warehousing	4%	0.85	0.92	0.08
Information				
Finance and insurance	3%	0.46	0.43	-0.03
Real estate and rental and leasing	1%	0.29	0.33	0.04
Professional, scientific, and technical services	2%	0.17	0.28	0.11
Management of companies and enterprises				
Administrative and support and waste management services	5%	0.55	0.51	-0.04
Educational services	1%	0.27	0.27	0.00
Health care and social assistance	21%	1.17	1.06	-0.11
Arts, entertainment, and recreation		0.54		
Accommodation and food services	8%	0.66	0.60	-0.06
Other services (except public administration)	5%	1.03	0.94	-0.10
Industries not classified				

Source: U.S. Census Bureau, County Business Patterns data set

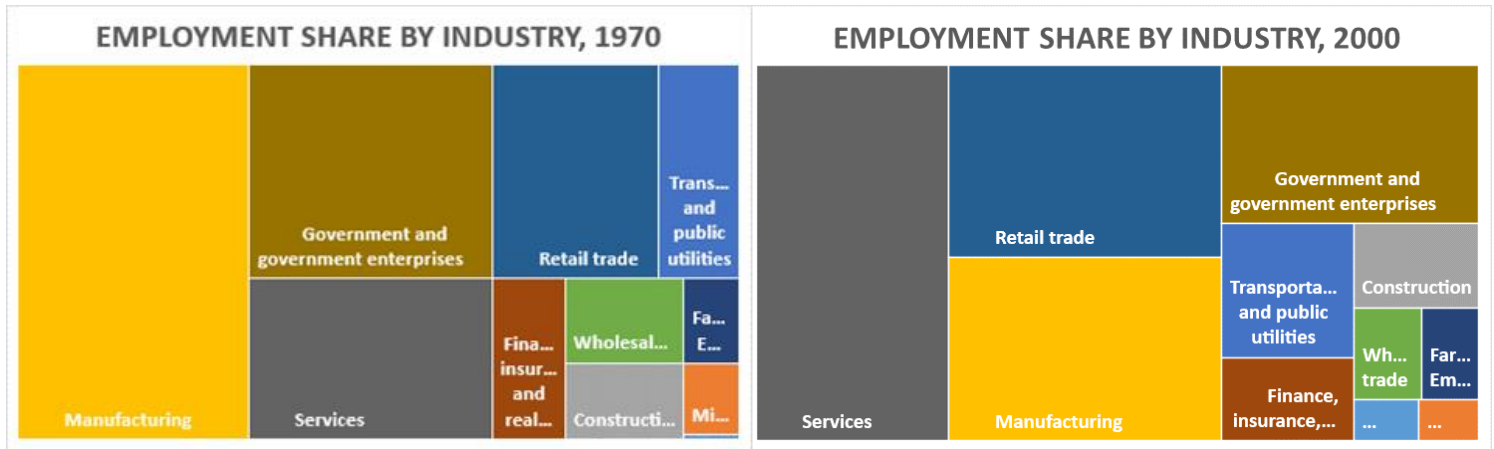
Note: The percentages do not add up to 100% because the last 3% is made up of the rows left blank, for which there was not enough data to calculate jobs. In addition, this data omits most government employees, railroad employees, and self-employed people.

It should be noted that the table looks at jobs *in the county*, which is not the same as jobs held by Venango county residents, who may commute out of the county to work. Of course, people also commute into Venango County from elsewhere. The Census Bureau’s Journey-to-Work data indicates that Venango County has a net *loss* of commuters of -1,442. This means that more people commute out of Venango County for work than commute into the county.

INDUSTRY SHIFT

Over the longer term, Venango County employment has changed in line with national trends. Since 1970, the Service and Retail sectors have grown, while manufacturing has declined, along with government employment. The graphs in Figure 7 below illustrate these changes.

Figure 7:



Source: Bureau of Economic Analysis, Regional Economic Accounts, Tables CA25 and CA25N

MANUFACTURING AND OTHER HEAVY INDUSTRY

A key sector in the region is manufacturing. While this may be less evident in Cranberry Township itself, in 2013, Venango County had more than twice as many manufacturing jobs per capita as the nation as a whole. This represented an increase in manufacturing concentration since 2007. As the recent closing of the Joy Global plant potentially indicates, this sector may be in decline regionally. On the other hand, this may have been the result of other factors, such as a decline in demand for mining equipment, rather than problems with the manufacturing industry itself. Worldwide, mining equipment sales have fallen sharply from a high in 2012. (Global sales in the fourth quarter of 2015 were only about half of what they were in 2007.) Caterpillar and other companies have also been impacted by these trends. While this is bad news in terms of regional job loss, it is good news in that non-local factors seem to have been the major contributor to the plant closing. Theoretically, some other kind of industry could be more successful here.

One of the major factors limiting industrial development is transportation. As discussed further in the Transportation element, Cranberry is not competitively situated in terms of road access and completely lacks rail service. Because of this, industries that rely on good transportation will not locate here. Logistics/distribution facilities are out of the question, as are some types of manufacturing that generate a high volume of products to be shipped. A company that requires ten truckloads to make a million dollars in sales has twice the additional shipping cost as a company that only needs five truckloads to haul the same value of goods.

Given the constraints discussed, there are a number of industry sectors that may be more successful here. First, manufacturing that builds a lower volume of higher-value products relies less on shipping, and has more margin per widget shipped that can pay for somewhat worse transportation access. Joy Global was a good example of this type of manufacturing. Other heavy equipment manufacturing may be successful in the region. Second, another potential type of industry would be that which does not rely on shipping of goods at all. A prime example of this would be a call center. Transportation access does not matter if nothing is being shipped. However, this type of industry does require exceptional communication infrastructure, which Cranberry currently lacks. Improving broadband and phone service is much more feasible than improving transportation access. A third category of potentially successful industries is resource-based industries. This includes mineral extraction, agriculture, and timbering or other forest products. Because the resources are physically located in the Township, they represent an economic asset regardless of the quality of transportation access. If a company wants Cranberry's trees, crops, or natural gas, they have to come here to get them. Transportation is still a factor, however. If the same resources are available elsewhere with easier access, companies are likely to prefer to extract resources from those areas first. Still, there is economic potential in Cranberry's natural resources. Forest resources are discussed further in the Natural Resources and Historic Preservation element.

RECOMMENDATION 2: CREATE AN ONLINE INVENTORY OF DEVELOPABLE SITES

The economic development committee should create a website with information about potential development sites in the Township. The website should inventory parcels that are zoned for development and have or could fairly easily be made to have access to sewer and water lines. The Seneca Industrial Park should be one of the sites listed, along with other sites along Routes 257 and 322 that are zoned commercial or industrial which are already serviced with water and sewer or for which there is a shovel-ready plan to build water and sewer lines. (Privately owned lands should only be listed with the owner's permission.

EXISTING CLUSTERS: RETAIL AND HEALTH CARE

Cranberry should not ignore its existing industries. Clusters of certain types of businesses often attract more of the same because there are opportunities to share resources, staff, expertise, and potentially even transportation costs. Clustering is what has created places like Silicon Valley. Tech companies like to locate near one another for the reasons listed. In Cranberry Township, the key industry clusters are retail and health care. People from outside the township come into Cranberry to shop and to visit

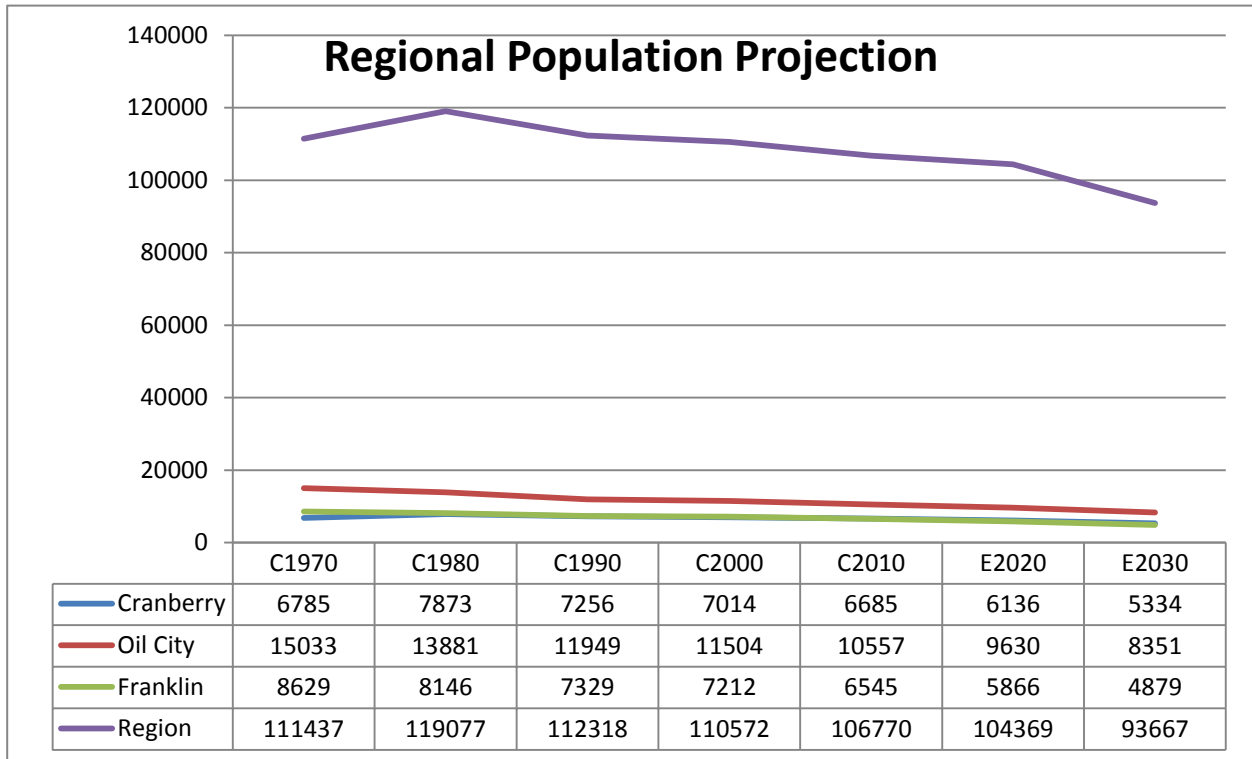
doctors. It is self-evident how a retail cluster forms—people want to do all their shopping at once, so stores locate near other stores. But there are also advantages to medical clusters. People may want to be able to visit their specialist at the same time they are visiting their primary care physician, especially if they have to travel some distance to reach these health services. In addition, doctors often have private practices while also working part time in a hospital. Sometimes medical suppliers will locate near medical facilities, which in turn attract additional health care providers because the area has easy access to supplies.

The existing clusters are both indicators of and contributors to a competitive advantage for these sectors in Cranberry Township. So in addition to diversifying, the economic development committee should work to strengthen the retail and health care industries in the Township, as they are likely to be successful.

While data on employment by industry is not available for Cranberry specifically, we do know that one of Cranberry's major industries is retail trade. Several large retail stores have been built near the intersection of Rt. 257 and U.S. 322 in the last couple decades, beginning with Walmart in 1999. In addition, Cranberry has had a small regional mall since 1983. Retail trade is obviously a strong sector here. Cranberry's reliance on this industry sector produces some challenges, both currently and in the future. First, while these stores provide a lot of jobs, most are not high-paying, family-sustaining jobs. For this reason, Cranberry may have a significant number of "underemployed" people as described above. The local economy needs enough other kinds of jobs as well.

The second challenge created by this retail cluster is the population required to sustain such stores. In order to succeed, these big stores need to be able to serve a certain number of people, the number varying by store. When a sufficient population is not available locally, the store must be able to draw people in from a wider region. Because of this, retail trade is an export economy for Cranberry Township. In other words, the stores around the mall pull money into Cranberry from outside, which is a good thing. However, it also means that the success of the stores (and, to the extent that they contribute to the local economy, Cranberry as a whole) is dependent upon the region maintaining enough population to support them.

Figure 8:



“C” columns (C1970) are actual census population figures for that year. “E” columns (E2020) are estimated population numbers based on projections.

Challenges like this may be seen already in the Cranberry Mall. While malls everywhere are struggling, with a nationwide vacancy rate of around 8% for indoor malls and 10% for strip malls, an informal inventory of Cranberry Mall in February 2016 found 25% of storefronts vacant. In addition, JC Penney, one of the major anchors, recently left Cranberry Mall. It is likely that the mall is losing its ability to draw enough population to remain successful. Figure 8 above depicts the regional population that likely shops in Cranberry based on proximity to Cranberry stores versus nearby competitors. As shown there, that region has been losing population since 1980. Barring some major intervention or economic shift, the region is expected to continue losing population at an accelerating pace. The point at which the region would be unable to support the big stores is unknown, but it is certainly an ominous trend for Cranberry. Factors other than regional population loss could affect the success of the retail sector as well. If Target or Lowes built a store outside of Franklin, it would likely siphon off business from Cranberry’s Walmart or Home Depot. If the cost structure of key products or transportation shifted significantly, one or more of Cranberry’s stores could become unprofitable to keep open. And of course, there is the ever-present and growing threat of online shopping pulling enough away just enough business to prompt the closure of brick-and-mortar stores in Cranberry.

RECOMMENDATION 3: REVITALIZE THE MALL



Exterior of Cranberry Mall, May 2016. The Cranberry Mall had a 25% vacancy rate as of February 2016.

The Township should work with Cranberry Mall management to find ways to revitalize it and draw more people and businesses back into the facility. It is to the Township's advantage to have the mall survive and thrive, both in terms of revenue and avoiding large-scale blight.

As discussed previously, regional population decline threatens Cranberry's success, especially the retail sector. The health care cluster is somewhat safer than the retail sector even in the face of population loss for two reasons. First, the hospital represents a major investment that UPMC is less likely to walk away from or move elsewhere in the short term. Stores like Walmart have made big investments, but a big box store is a comparatively smaller investment than a hospital. One of these stores is mostly just four walls and a parking lot; there isn't as much expensive equipment in a Walmart as in a hospital. Walmart is also a much larger company, so each store represents a smaller portion of Walmart's total assets. And while retail is threatened by online shopping, telemedicine advances won't replace physical hospitals in the foreseeable future. In short, it is easier to move a Walmart than a hospital. Second, the other buffer for the health care sector is that even as the regional population declines, it also ages. Elderly people are the key demographic seeking medical care, so hospitals will continue to be needed.

RECOMMENDATION 4: EMPHASIZE HEALTH CARE

Because it is already a strong industry in Cranberry and is expected to be more stable in the future, an emphasis on health care is recommended. One possible avenue for strengthening the health care sector is to be sure all the medical facilities in the Township obtain official designation as rural providers. Apparently, rural providers are eligible for certain medical school debt forgiveness programs through the federal government. More details on this program are not known at this time.

LOCAL BUSINESS START-UP

Finally, while the big retail stores pull money into Cranberry, they don't keep as much of it here as some other types of industry. They pay property taxes and wages, but they also strain infrastructure and streets. And the low wages they pay don't add as much to the local economy as an employer who pays higher wages. Instead, a greater share of their revenues gets passed onto the national corporation, which doesn't keep the money in Cranberry. Creating and expanding locally-owned businesses is generally better for the economy than attracting national corporations, for a number of reasons, including that locally-owned businesses usually generate more local money circulation as described in the section on the Leaky Bucket Theory.



Hospital. UPMC Northwest serves Cranberry Township and the surrounding region, making health care an export industry for Cranberry Township.

RECOMMENDATION 5: CREATE A REVOLVING LOAN FUND FOR BUSINESS START-UP AND EXPANSION

The Township should consider creating a revolving loan fund for businesses looking to start or expand within the Township. (More is written about revolving loan funds in the Housing element.) Criteria for the business startup or expansion loan should be need, likelihood of success, and number and quality of additional jobs created. Alternatively, the Township could work to promote the existing loan program available through the Northwest Commission, or set up a local loan program as a funding match/augmentation of Northwest's program.

Entrepreneurship training opportunities are available in the area as well. Small Business Jump Start in Franklin offers a nine-week training course to people interested in starting businesses. Over 200 people have been through the program. Similarly, Clarion University has a Small Business Development Center, which offers courses, online training, seminars, and consulting to area residents interested in starting or growing a business. These resources are a valuable asset for people wanting to start businesses locally. The Economic Development Committee should help to raise awareness of these opportunities.

CHAPTER 5. COMMUNITY FACILITIES AND SERVICES

SECTION 1. INTRODUCTION

The Community Facilities and Services element has the broadest scope of all the chapters in the Plan. It covers most public facilities and infrastructure other than schools and roads, as well as some privately-run facilities and services.

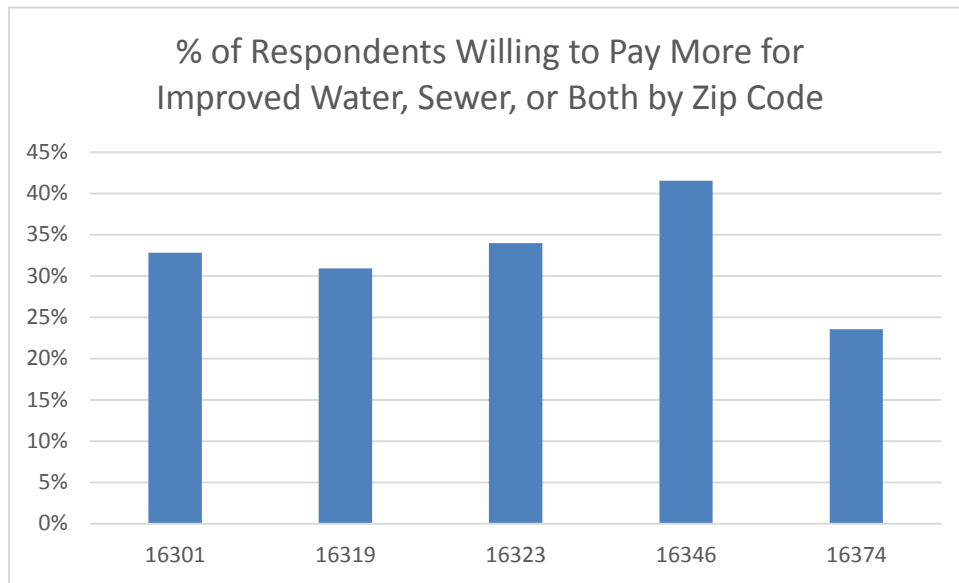
VISION STATEMENT

BY 2030, CRANBERRY TOWNSHIP WILL PROVIDE THE BEST PUBLIC SERVICES IN THE REGION. PROPER MAINTENANCE AND REASONABLE EXPANSION OF SERVICES IS THE PRIMARY FOCUS FOR YEARS TO COME.

SECTION 2. DISCUSSION AND RECOMMENDATIONS

WATER AND SEWER

The most populated parts of Cranberry Township are on public water and sewer lines. This includes the entire Rt. 257 corridor from Oil City to U.S. 322, including Woodland Heights, Seneca, and Cranberry. Water lines also extend west on U.S. 322 toward Franklin as far as the top of Victory Heights Hill. Residents in the rest of the township must use private wells and septic systems. The 2015 Venango County Hazard Mitigation Plan reports that homes in Cranberry Township are served by 433 private water wells. Around 1,800 homes and businesses are served by water, sewer, or both. Cranberry has its own sewer lines, but they flow to Oil City's treatment plant. As a result, Cranberry residents pay Oil City for sewage treatment, plus an additional conveyance charge to maintain Cranberry's pipes. Part of the water system is owned by Cranberry and part is from Oil City. In this arrangement, Cranberry Township residents have no representation on the board that controls the systems and water and sewer rates. Water and sewer systems are expensive to build and maintain, and Community Survey respondents disagree about how to deal with these challenges. On the other hand, private wells and septic systems are also expensive for property owners, and the clay soils in parts of Cranberry Township impede the proper functioning of septic fields. In the Community Survey, 32% of respondents said they would be willing to pay increased taxes to improve the public water system. Twenty-three percent said the same for the sewer system. Forty-two percent of respondents from zip code 16346 were willing to pay more for water, sewer, or both, which was the highest of the five zip codes. Only 24% of respondents from zip code 16374 agreed, the lowest percent in agreement. The other three zip codes were all around 33%. These differences are shown in Figure 9 below.

Figure 9:

RECOMMENDATION 6: CREATE JOINT OVERSIGHT BOARD WITH OIL CITY FOR WATER AND SEWER

The Township should work with Oil City to create a joint oversight board for water and sewer services. This board should include equal representation for both municipalities. This representation ensures that Cranberry Residents are charged a fair price for water and sewer. Such a move may be increasingly possible, given recent personnel changes in Oil City.

RECOMMENDATION 7: IDENTIFY AND PROTECT ALTERNATE WATER SOURCE

Cranberry Township already has a wellhead protection overlay district included in its zoning code. This serves to protect future safe drinking water. However, this plan recognizes, quoting from the Pennsylvania Municipalities Planning Code, Article III, Section 301. (b):

- 1) *Lawful activities such as extraction of minerals may impact water supply sources and such activities are governed by statutes regulating mineral extraction that specify replacement and restoration of water supplies affected by such activities.*
- 2) *Commercial agriculture production may impact water supply sources.*

Therefore, in order to provide additional protection of future water supplies, Cranberry should work to identify potential alternate water sources that could be tapped if current sources ever became contaminated. In the same vein, the Township should develop shovel-ready plans for creating independent water and sewer systems so that it can quickly respond if major problems arose with staying on Oil City's systems.

MUNICIPAL BUILDING

The Cranberry Township Municipal Building is located on Rt. 257 in Seneca. The building has offices for township staff, record storage, and a large, flexible-layout meeting hall in which all of the municipal boards and commissions meet. The site also contains maintenance buildings, as well as recycling dumpsters for use by residents. At this time, no major changes to the municipal building complex are recommended.



The **Cranberry Township Municipal Building** contains offices and meeting space, along with maintenance sheds and recycling bins also on the site.

REFUSE

There is no universal garbage service in Cranberry Township. Instead, residents can choose from among a handful of local companies with which to contract for pickup service. The Township does offer recycling services to residents, but not pick-up service. Residents can bring recyclables to dumpsters located in the parking lot of the municipal building. The Township also sponsors bulk metal collection days three times per year.

RECOMMENDATION 8: EXPAND RECYCLING OPTIONS

The Township should consider expanding existing recycling options to include tire collection and electronics collection. Such collections could be offered on special days rather than always being available.

PARKS AND TRAILS

Cranberry Township offers residents access to two parks and a bike trail. Morrison Park is 23 acres, and includes a walking trail, volleyball courts, basketball courts, tennis courts, horseshoes, baseball field, three playgrounds, and four picnic pavilions. Moody Pond is more recently established and includes a fishing pond, pavilion, and playground. A restroom is planned, but not yet installed. The Samuel Justus Trail is an asphalt bike trail that follows an old railroad bed along the Allegheny River for 5.3 miles. The same trail then continues as the Allegheny River Trail. Together, the two trails reach 32 miles from Oil City to Emlenton, and pass through tunnels and past bridges and historic buildings. In the Community Survey, 56% of respondents said they use the parks “rarely”, 21% use them “at least once per month”, and just 7% use them “at least once per week”. The remaining 16% responded that they never use the parks. This question did not ask which parks in particular people use, so it is not clear which park or trail receives the most use. Common uses may provide some insight into this, based on which parks have which types of recreational facilities. Younger respondents use the parks more often than older residents. Additionally, most people find the current park space to be sufficient, with 69% responding “yes” when asked whether park space was adequate and only 11% of respondents indicated that park space is not adequate (the remaining 21% selected “not sure”). People living in apartments were more likely to say that park space was not sufficient than others, perhaps because they lack private outdoor space, so they want there to be more public open space. Fourteen percent were willing to pay additional taxes to improve the parks.



Morrison Park. One of three playgrounds at 23-acre Morrison Park.



Moody Pond Park. The new Moody Pond Park features fishing, a playground, and a picnic shelter, with more amenities planned.

These numbers are not too surprising, especially given that the survey responses skewed toward older residents. Plus, the wide geographic spread of the population limits easy access to the parks for many residents. And many residents have large, many-acre lots on which they can recreate without having to go to a park. Still, there may be opportunities to increase park usage.

The survey also asked about which activities people do in the parks. Residents partake in a broad range of activities in the local parks. Among the most common responses were picnics, community or private gatherings, walking or hiking, biking, and taking kids to play on the playground. Figure 10 visually depicts the answers given, with the most common words used in answers written the largest.

Figure 10:



RECOMMENDATION 9: EXTEND AND CONNECT WALKING AND BICYCLING TRAILS

The Township should strengthen trail connections, as described in detail in the Transportation chapter. Essentially, this would involve building an 8-mile shared biking and walking connector along Route 257 between the north end of the Samuel Justus Trail and the Sandy Creek Trail. The result would be a 21-mile loop that passed through major business areas and near key destinations in the Township, like Morrison Park, the schools, and the hospital. Short spurs should be built to complete the connections to these destinations. There is a real potential for economic benefit from expanded biking facilities. A 2013 study of six trails between Titusville and Parker found that the trails saw over 158,000 annual users, which generated over \$6.9 million of money flowing directly into the local economy. Thirteen percent paid for overnight lodging, and 77% paid for food and other expendable supplies. Most visitors were from Pennsylvania, but 10% were from out of state. The most common age of trail users is between 56 and 65 years old. By expanding its own bike facilities, Cranberry may be able to capture some of this economic opportunity, in addition to providing better access for local residents.

RECOMMENDATION 10: ADD SIGNAGE TO BIKE PATH TRAILHEADS

The Township should add wayfinding signs for people to find the Samuel Justus trailheads. It should also build informational signs at the trailheads to inform bicyclists of the businesses and restaurants available in the township and provide emergency contact information. The signage at the trailheads and at picnic areas, trash cans, etc. along the trail should clearly identify the trail as being owned and maintained by Cranberry Township.

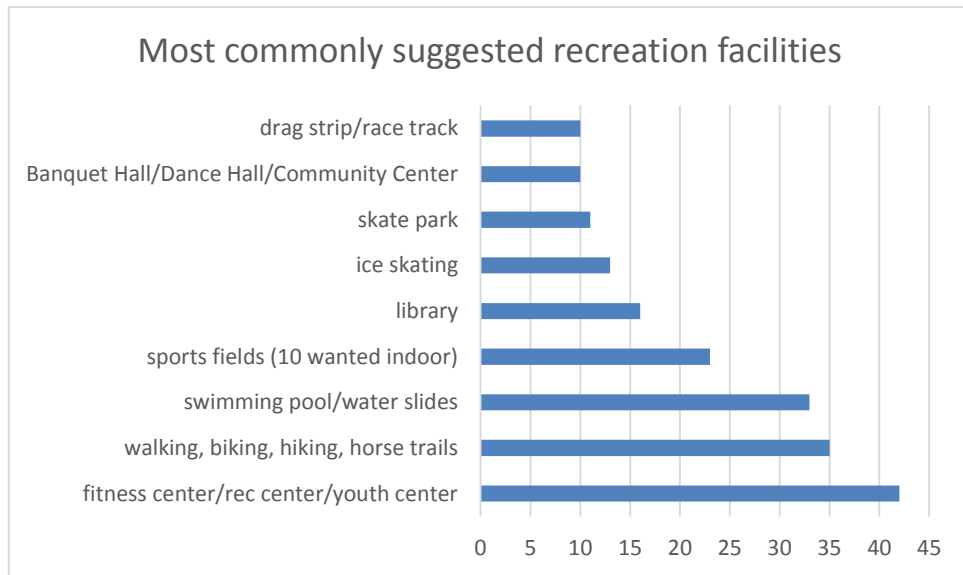


Samuel Justus Trail Parking Lot. Most of the signage in place today does not identify Cranberry Township as the owner and maintainer of the bike trail.

RECOMMENDATION 11: ADD TO RECREATIONAL FACILITIES IN PARKS

The Township should continue expanding facility offerings at the parks. Because so many people have plenty of open space on which to recreate, the Township should focus on providing facilities that individuals cannot build for themselves. The Community Survey asked residents which additional recreation facilities would be beneficial. The most common responses are summarized in Figure 11 below. A few of the top suggestions are infeasible to build. However, expanded trails, a swimming pool, a skate park, and additional ball fields would all be possible. Less common, but feasible, suggestions include a disc golf course, additional basketball courts, and additional picnic facilities. Some suggested that there is a need to expand parking at Morrison Park as well. Parking should certainly be a consideration when the Township decides what to build, as more facilities and activities will probably draw more traffic, which will require more parking.

Figure 11:



POLICE AND EMERGENCY SERVICES

Cranberry Township does not have its own police department. Instead, it relies upon Pennsylvania State Police. PSP has a district station in Cranberry Township near the corner of U.S. 322 and Big Egypt Road. Crime in Cranberry is quite low, with both violent crime and property crime well below the national average.

RECOMMENDATION 12: CONTINUE USING PENNSYLVANIA STATE POLICE FOR POLICE SERVICES

Cranberry should continue relying upon Pennsylvania State Police for patrol services. Most residents find the current service adequate, and starting its own police force would prove expensive for Cranberry.

Fire protection services are provided by the Seneca Volunteer Fire Department, with its station on Rt. 257. Emergency Medical Service is provided by the fire department, as well as private companies. This location is quite close to the heavily populated areas of Seneca and Woodland Heights, as well as the commercial area around the mall. In addition, it is centrally located for the rest of the district, which is beneficial as it provides primary service across the entire Township. The department comprises 94 volunteers and eight apparatus, including four firefighting trucks, a brush truck, a “heavy rescue” extraction truck, a trailer, and a rescue boat. In 2015, the department responded to 672 calls, which is somewhat lower than average over the last 7 years. Of these, about 63% were for emergency medical service, 6% were for fires of all types, and the remaining 30% were for other service or assistance calls. In 2015, the department received a grant of over \$12,000 which will help to upgrade equipment, including ladders, saws, and fire hydrant flags to improve hydrant visibility. The department also moved

to a new online reporting system that brings it into compliance with national standards and makes the department eligible for state and federal grants.

In the Community Survey, questions about satisfaction with emergency services all received high marks, including a good number of “very satisfied” answers. The best scores were for the Fire Department response time, which received “very satisfied” 44% of the time and “satisfied” another 39%, for a total positive rating of 83%. The lowest scores were for “Police response time”, which had positive answers two-thirds of the time. With this, dissatisfaction scores were very low: 6% of respondents were dissatisfied with police response time and only 0.2% of respondents were dissatisfied with fire department response time. All of these services had fairly high “neutral” answers, ranging from 16% to 27%. This likely reflects the fact that most residents have not had to use these services very often or ever. In fact, it is likely that some respondents gave an answer without having any personal experience with the services. Still, these numbers indicate that residents are, on the whole, quite satisfied with the quality of emergency services in the Township. Across the board, older respondents were more satisfied with emergency services than younger residents. Sixteen percent were willing to pay increased taxes for increased police patrols, and fourteen percent were willing to pay for improved emergency services.

The 2015 Venango County Hazard Mitigation Plan Update says that Cranberry Township has 1541 structures that are vulnerable to hazardous materials releases from sources within the Township. This does not include hazardous materials being transported on roadways. The Hazard Mitigation Plan does not identify which structures are vulnerable, but this represents 37% of all structures in the Township. Included in this number are five “critical facilities” within a quarter mile of the nearly 40 miles of gas transmission pipelines in the Township.

RECOMMENDATION 13: TRAIN FIRE AND EMS PERSONNEL FOR POTENTIAL HAZARDS

The Seneca Volunteer Fire Department should make plans and train for responding to the various hazards identified in the Venango County Hazard Mitigation Plan. In particular, the department should stay current in its training for responding to an accidental release of hazardous materials in the Township.

MEDICAL SERVICES

Cranberry is served primarily by UPMC Northwest, located off of Rt. 257 in Seneca. An affiliate of the University of Pittsburgh Medical Center, UPMC Northwest has 96 private rooms, with capacity to expand up to 126 beds if necessary. The facility was built in 2002 and includes state-of-the-art technology. It offers a broad slate of medical services and specialties, with additional services available through UPMC’s telemedicine system. In addition to the main hospital facility, UPMC Northwest includes a behavioral health unit, a 9-bed rehabilitation unit, and a 16-bed transitional care unit. Other nearby hospitals are located in Clarion, Titusville, Meadville, and Grove City. Additionally, several dentists and eye doctors are located in Cranberry Township.

COMMUNICATION

Portions of Cranberry Township lack access to high-speed internet service. Cellular phone service has better coverage. Federal broadband maps are not precise enough to provide any useful information about broadband availability in different areas of Cranberry Township.

A Community Survey question queried residents about internet and cell phone service. Just under half of respondents were satisfied with internet speeds, and just over half were satisfied with quality of cell phone service. Only 22% were satisfied with the cost of internet services, while over half were dissatisfied, the rest choosing “neutral”. Quality of mobile data was more mixed, with about 41% satisfied and 26% dissatisfied. Fully one-third were neutral on the quality of mobile data service, perhaps because they do not use these services. People who spend more than 40% of their income on housing costs are less satisfied with internet speeds, cost of internet, cell phone quality, and mobile data quality than others, potentially because they cannot afford the faster speeds and higher quality services, although it could also reflect where they live in the Township. Residents of zip code 16319 were very dissatisfied with available internet speeds. This is likely an area with poor access to the internet. Residents of zip code 16301 were the least likely to be satisfied with cell and mobile data quality.

RECOMMENDATION 14: WORK WITH PROVIDERS TO EXPAND BROADBAND ACCESS AND SPEEDS

The Township should work with internet service providers to improve broadband availability and speed throughout the Township. Such a partnership could work a number of different ways, so the Township should examine all the options and choose the one that best balances service improvements with costs. The County is currently working with a provider to lay fiber optic lines connecting key locations in the area. Cranberry Township may be able to work with the same company and tie into the County network.

LIBRARY

Cranberry Township does not have its own public library and the Township does not directly support any regional libraries. Cranberry residents may purchase a library card for one of the libraries in the county for \$30 per year. Cardholders are then able to check out materials from any of the county libraries, as well as use the library computers and other services. Oil City, Franklin, and Cooperstown all have libraries that have recently formed a county library system to allow better access and sharing of materials among them. In 2016, the Oil City Library became its own non-profit entity, instead of being owned by the city. The library would like Cranberry Township to contribute directly to the library, which would give Cranberry residents free access to all of the library’s resources.

When asked about satisfaction with library services on the Community Survey, the most common answer for was “I never use the library and better access would not change that”, with 40% selecting this answer. The next most common answer was “I am okay with having to go into Oil City or elsewhere to access a library”, at 34%. Then 27% wished Cranberry Township had its own library, 21% wanted better access to books and other materials for borrowing, and 12% wanted better access to other library services. Renters are more likely than owners to want improved library access. Females are more likely to want more library services than males. Since renters are mostly female, these two differences may be related. People with more education were more likely to use or want to use the library than people with less education. Residents of zip code 16301 were the mostly likely to be okay with having to go into Oil City to access a library. This is likely due to their close proximity to Oil City.

Because respondents could select more than one answer for this question, we cannot simply add the numbers together to summarize preferences. Analysis of individual responses, however, found that 38%

of respondents selected at least one of the answers indicating they want better library access. A good number of people wrote in that they would prefer to improve access to Oil City’s library for Cranberry residents. For the most part, these residents favored some arrangement that would eliminate or reduce the fee for residents to use the Oil City library. Twenty-one percent of respondents were willing to pay more in taxes to increase library services. (It should be noted that allegations arose during the planning process that individuals in the Oil City Library tried to skew the results of the Community Survey to encourage Cranberry Township to contribute to the library. It is unclear how many non-resident individuals may have filled out the survey in support of the library, but it is almost certainly fewer than 1% of the total responses, so any impact on the survey results is negligible. A witness brought these survey responses to the attention of the Cranberry Code Enforcement Officer, who shared the issue with the plan steering committee.)

RECOMMENDATION 15: REIMBURSE FOR LIBRARY CARDS AND MOVE TOWARD FULL LIBRARY SUPPORT

The Township should not try to start its own library, but it should help residents access other libraries in the county. The Oil City Library would like Cranberry Township to become a full partner, with the Township making a major contribution which would allow all residents full access to use the facilities. The contribution they would ask for is \$5 per capita. This would probably be the most effective action and would maximize access for Cranberry residents. Only 40% of survey respondents said they would never use the library regardless of access, which is probably a good deal lower than the average number of people who don’t use libraries. Contrary to popular belief, libraries are not becoming obsolete in the internet age. Today, libraries provide computer and internet access, meeting space, and books on Kindle, in addition to traditional paper book loans. The Oil City Library even has recreational equipment available for checkout. With a simple education campaign about the available services, use would probably increase. This should be the preferred action. Barring this, however, the Township should reimburse residents who choose to purchase a \$30 annual library membership. This option probably costs less, but provides a lower access level to residents, and requires more administrative work. The Township should keep records of how many people request reimbursement. At around 1,100 reimbursements (39% of households), the full contribution will become cheaper than reimbursing individual members, not counting administrative costs of individual reimbursements. Even before this number is reached, the marginal cost of full contribution decreases as the number of library users increases.

CHAPTER 6. HOUSING

SECTION 1. INTRODUCTION AND BACKGROUND

The housing element examines whether the housing stock in Cranberry Township is adequate for the current and future population in terms of variety, quality, and affordability.

VISION STATEMENT

By 2030, CRANBERRY TOWNSHIP WILL HAVE A VARIETY OF HOUSING TYPES THAT MIRRORS THE CHARACTERISTICS OF THE POPULATION AND ALLOWS FOR AGING IN PLACE. IT WILL HAVE A BALANCE OF RENTAL AND OWNER-OCCUPIED UNITS AS WELL AS A VARIETY OF HOUSING SIZES AND PRICES.

SECTION 2. DISCUSSION AND RECOMMENDATIONS

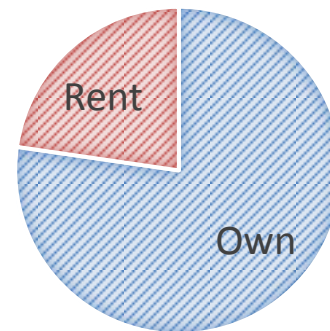
CRANBERRY HOUSEHOLDS

Cranberry Township has an estimated 2,814 households. Of these, 69% are family households, where residents are related to one another. Over ¾ of family households have married couples, while the remainder are single-parent households. About 90% of non-family households are single people living alone. Just over ¼ of households include children under age 18, and 45% have at least one person 60 or older. Average household size is 2.34 people, with family households being larger, at 2.79 people. All of these numbers track pretty closely to the county averages. However, they differ from national statistics, where slightly more households (32%) have children under age 18 and just 36% of households have someone 60 or older. The outsized older population in Cranberry has significant implications for planning in Cranberry, especially as it relates to housing.

Figure 12:

Households and Families		
	Cranberry	Venango County
Number of Households	2814	22,412
Percent Family Households	69%	68%
Average Household Size	2.34	2.36
Average Family Size	2.79	2.86
HHs with kids under 18	26%	28%
HHs with person(s) 60+	45%	43%
Family Types		
Married Couple Families	77%	76%
Male Head, No Female	9%	7%
Female Head, No Male	14%	16%

Cranberry Homeownership



Source: U.S. Census Bureau, American Community Survey 2014 5-year estimates

The Census Bureau estimates that about 11% of Cranberry housing units are vacant, which is quite close to the state average, but is much lower than the Venango County average (18%). Vacant homes attract crime, cost resources, and often do not pay any real estate taxes. Nationwide there are about 12,000 fires in vacant homes ever year, many of which are caused by arson. Cranberry has a higher rate of homeownership than the state, with 77% of residents owning their homes and just 23% renting. These statistics are summarized in Figure 12.

TYPES OF HOUSING

The vast majority (80%) of housing in Cranberry is single-family homes, as shown in Figure 13. Mobile Homes make up over 10%, while apartments and townhomes together account for only about 8% of the total housing stock. Cranberry's housing skews a bit more toward single family homes than Venango County, which is only around 75% single-family. Statewide, the percent of single family homes is much lower, at only 57%, due to the higher percentage of apartments and townhomes in bigger cities.

Figure 13:



Source: U.S. Census Bureau, American Community Survey 2014 5-year estimates

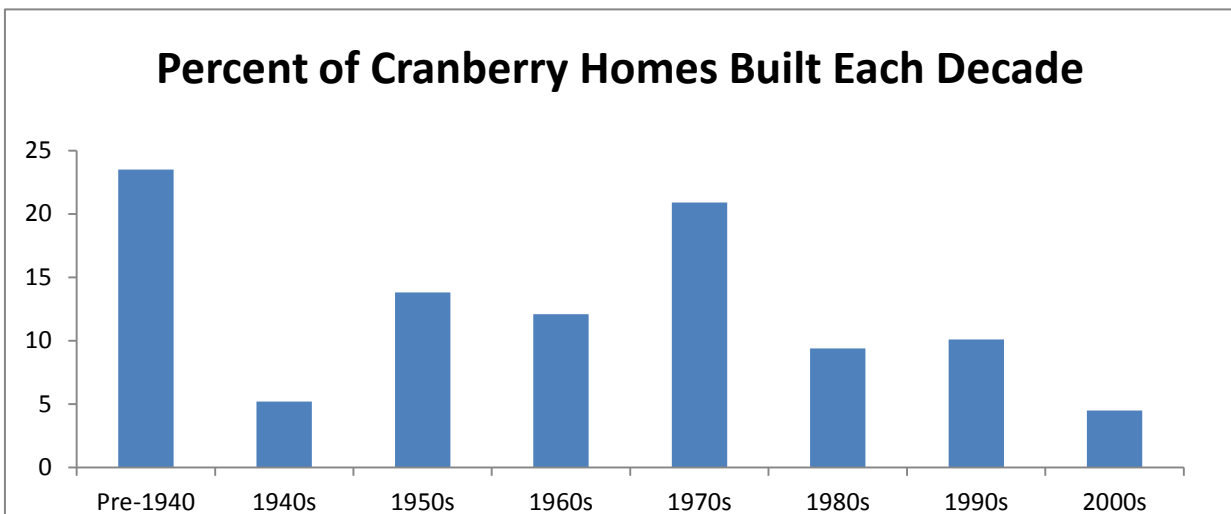
AGE OF HOUSING STOCK

Just under $\frac{1}{4}$ of the housing in Cranberry Township was built before 1940, as shown in Figure 14, making these homes over 75 years old. Another $\frac{1}{5}$ was built in the 1970s, which represented somewhat of a boom in housing construction in the Township. The 1940s were understandably sparse due to rationing of building materials during the war. The other decades of the 20th century all hovered in the 10-15% range. New housing construction slowed considerably after 2000. This may be because of a shrinking population and the availability of affordable older housing stock. Data from the current decade is

insufficient for a fair comparison. Elsewhere in Venango County, the housing is older, with over 35% of homes countywide being built before 1940. In both Franklin and Oil City, around 60% were built before 1940.

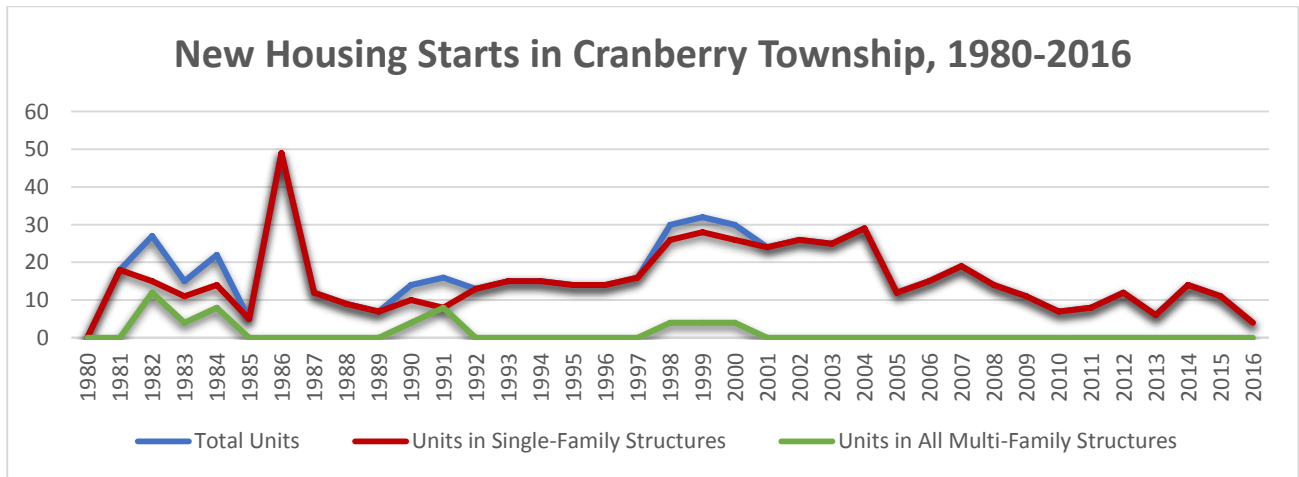
According to the Department of Housing and Urban Development (HUD), 610 housing units have been built in Cranberry Township since 1980. Five hundred sixty-two of these (92%) have been single family homes. As Figure 15 below shows, there was a spike in single family housing construction in 1986. Construction has been slower since the start of the recession. Building Permit data for 2016 is still preliminary, but show that just 4 permits have been issued through the first three quarters of the year. Of the 202 permits in the HUD database issued in all of Venango County between 2010 and 2015, Cranberry issued 46, or 23 percent. This was by far the highest of the 31 municipalities in the county. The next highest were Jackson Township (24 permits), Sugarcreek Borough (21 permits), and Oakland Township (16 permits).

Figure 14:



Source: U.S. Census Bureau, American Community Survey 2014 5-year estimates, Cranberry Township Building Permit Records for 2014-2016. 2016 preliminary, as of September 2016.

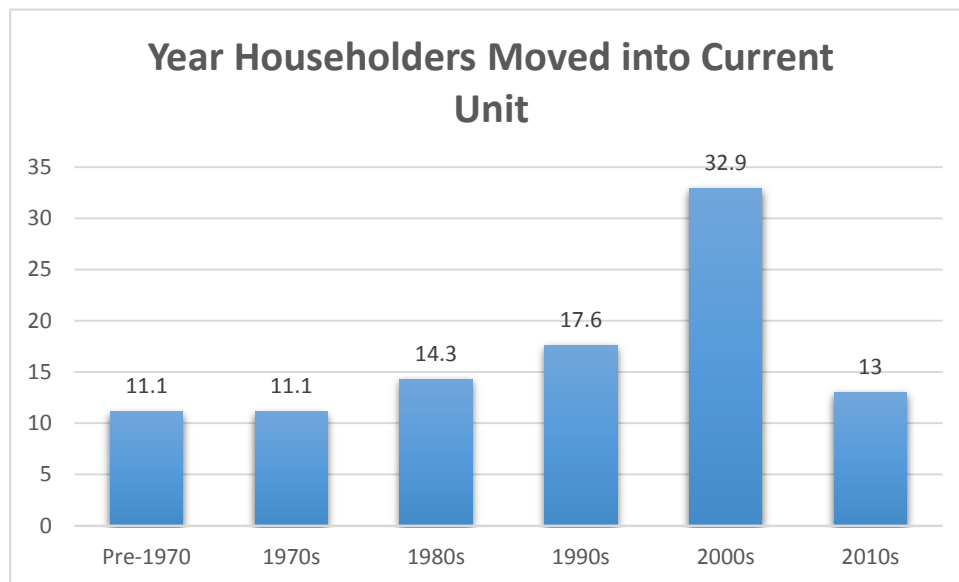
Figure 15:



Source: Department of Housing and Urban Development, SOCDs Building Permit Database, Local Building Permit records

A plurality of Cranberry Township residents moved into their current housing unit in the 2000s, as shown in Figure 16 below. This is also true statewide, although the proportion is lower in Cranberry than Pennsylvania as a whole. Fewer Cranberry residents moved into their current unit post-2010 compared to Pennsylvania residents as a whole. This is probably due to the more transient nature of renters and younger people, which are underrepresented in Cranberry Township. Cranberry also has more residents who have been in their current housing for more than 25 years (37%) than the state average (25%).

Figure 16:

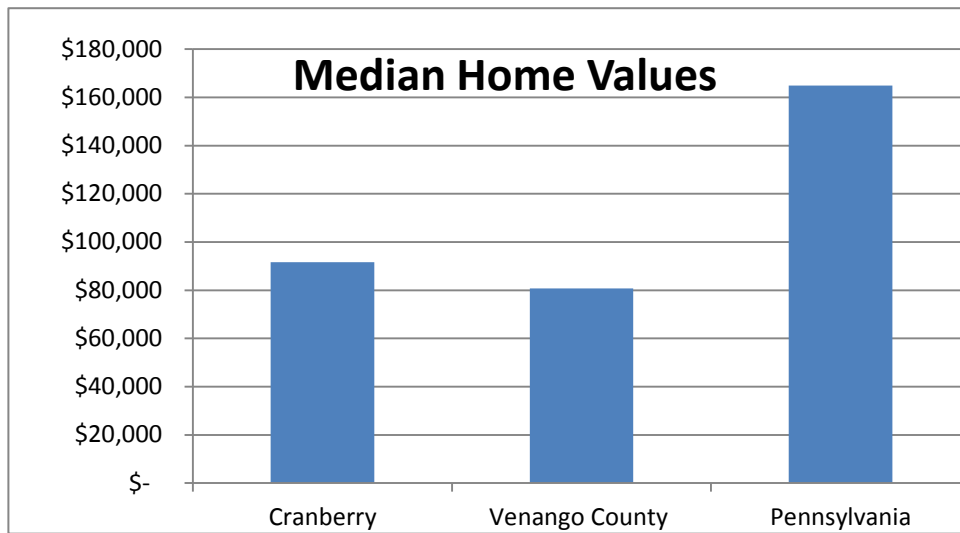


Source: U.S. Census Bureau, American Community Survey 2014 5-year estimates

HOUSING VALUE

Census data indicates that Cranberry’s housing is worth more, on average, than Venango County’s, as Figure 17 demonstrates. Naturally, the value is much lower than the state, because of the more expensive markets in urban centers like Philadelphia and Pittsburgh. Fifty-six percent of Cranberry’s housing stock is valued at under \$100,000, compared to 64% countywide. This may be due in part to the newer nature of much of the housing in Cranberry. Still, it is an indicator of prosperity in Cranberry Township that housing here is more valuable than elsewhere in the area. On the other hand, more expensive housing makes it more difficult for people to afford to live in Cranberry, especially first-time homebuyers.

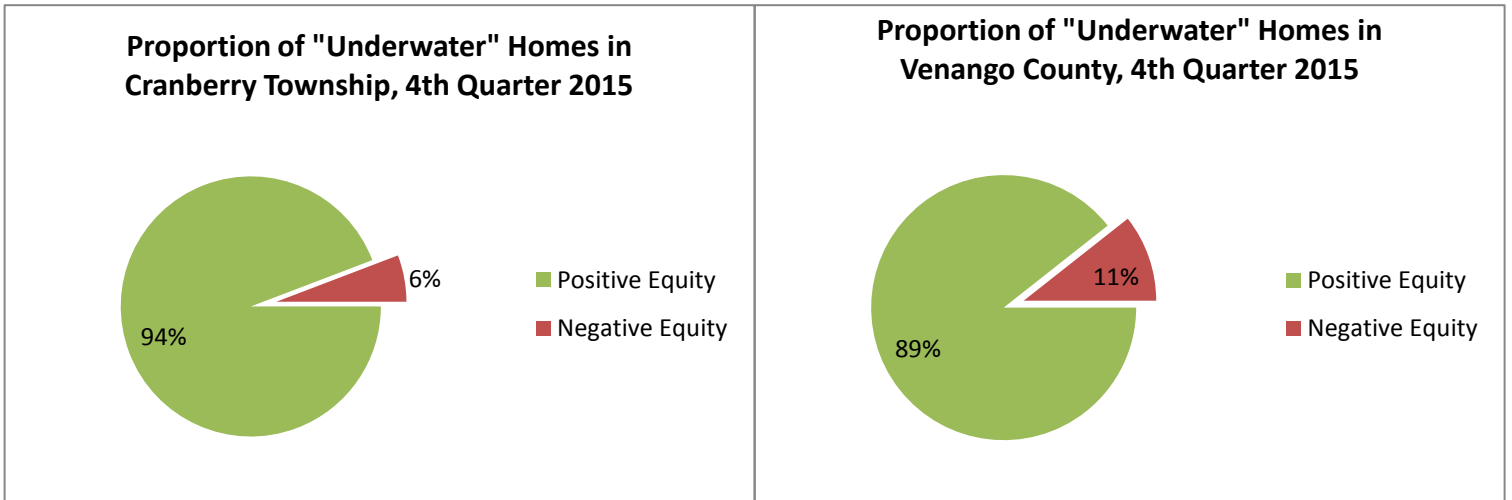
Figure 17:



Source: U.S. Census Bureau, American Community Survey 2014 5-year estimates

The housing website Zillow publishes data about housing on a regional and local level. This includes estimates of the number of homes with negative equity. Commonly called being “underwater”, a home with negative equity is worth less than the owner still owes on the mortgage. Having numerous homes with negative equity can slow down a local real estate market. Zillow points out that the easiest way for a home to return to positive equity is to wait for housing values to increase over time. According to Zillow, nationwide, nearly one in three homes were underwater in 2012. In 2015, this was down to about 13%. As the charts in Figure 18 below show, Cranberry has fewer underwater homes than Venango County, and well below the national average. The proportion of underwater homes in the township is just half of what it was in 2013. Zillow estimates that these 6% of homes are collectively worth more than \$2 million less than is owed on them.

Figure 18:

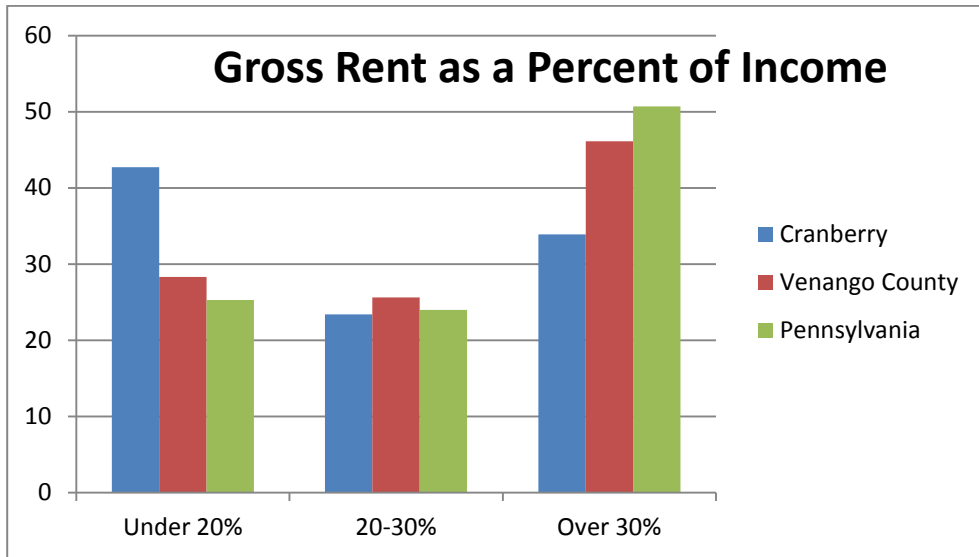


Source: 2015 Q4 Negative Equity estimates from Zillow. Note: Negative Equity estimates are for homes with mortgages, not all homes.

HOUSING AFFORDABILITY

According to the federal government, housing is considered affordable if households spend less than 30% of their income on housing-related costs—including rent or mortgage, real estate taxes, utilities, and maintenance. This is a rather arbitrary number with legislative roots tracing back to the Great Depression. (The current level of 30% was selected in 1981 to minimize housing payouts from a cash-strapped federal government, not because it somehow represents an inherently useful benchmark.) How much a household can afford to spend on housing depends on many other factors, including their level of income. Because many costs of living do not vary much based on income, a higher-income household can afford to spend more on housing than a lower-income household. Still, the 30% benchmark does give us a general idea about the affordability of housing in Cranberry Township. Among renters in Cranberry Township, one in three spend more than 30% of their income on housing, as illustrated in Figure 19 below. Renters spend more of their income on housing than homeowners, but much less than renters in the rest of Venango County and Pennsylvania. Improving housing affordability could partly offset the lack of good jobs for young people in the Township.

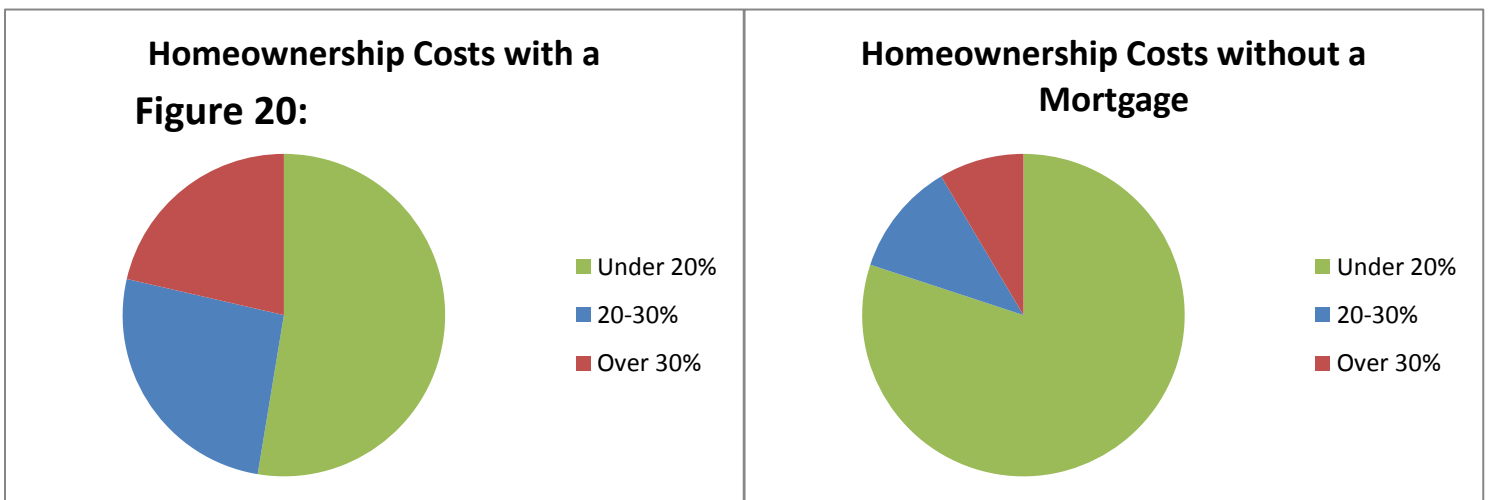
Figure 19:



Source: U.S. Census Bureau, American Community Survey 2014 5-year estimates

About half of homeowners in Cranberry Township have a mortgage. This matches the rates in Venango County, but is a much lower percent of mortgage holders than the state average, which is 62%. This is likely due to the overall lower housing costs in the Township and the generally longer housing tenure—more homeowners have lived in their homes long enough to pay off their mortgages.

As expected, homeowners without a mortgage spend much less of their income on housing than homeowners with a mortgage, as shown in the charts in Figure 20.



RECOMMENDATION 16: JOIN THE AFFORDABLE HOUSING ADVISORY BOARD

The Township should seek representation on the Venango County Affordable Housing Advisory Board. This would improve communication with and awareness of County housing programs available to Cranberry residents.

RECOMMENDATION 17: IMPROVE LOCAL HOUSING AFFORDABILITY THROUGH LAND BANKING, GRANTS, OR LOANS

There are a number of other strategies to increase housing affordability. One strategy is land banking. Venango County has a program to purchase and bank homes and other properties in order to maintain stable neighborhoods, prevent blight, and provide affordable housing. They use banked properties in a variety of ways: rehabbing for rent or sale, demolition, and selling property to neighboring owners at reduced rates. Selling homes generates funds to bank additional properties. Returning land to private ownership in any of the ways described promotes better maintenance and generates real estate tax. Cranberry Township should work with the County Land Bank as part of its strategy for reducing blight and ensuring affordability.

The banked homes could also be made available for “homesteading”. In such a system, if new home buyers paid some fees and agreed to live in and fix up the home for at least five years, the home would become theirs at the end of that time period, providing they paid their real estate taxes in full during that time. A homesteading system like this could reduce the value of houses in the area because some people could become homeowners at a much lower cost, but this is preferable to allowing lots of homes to sit vacant. It would be better for the community as a whole to get people living in the homes, caring for them, and paying property taxes.

Another way of increasing housing affordability for first-time homebuyers is direct financial assistance like grants or loans. In a grant system, the Township would have to allocate money every year to a homebuyer fund. Homeowners would then apply to receive a grant, and the Township would give them the money with no expectation that it would be repaid. This option provides the most assistance to homebuyers since it provides free money. However, such a program could also artificially inflate home prices because sellers know that buyers have these kinds of funds available and may want their “cut” through higher selling prices. A better program would be a revolving loan fund, in which the Township provides a repayable loan to homebuyers at lower interest rates than are available from area banks. As the money is repaid, it can be loaned back out to someone else. There could be other stipulations and terms as well, such as a maximum income in order to qualify, or a zero-interest repayment period for a few years before the regular interest rate kicks in. Venango County already has a grant program that provides \$5000 to first-time buyers who agree to stay in the home for a certain period of time. The Township could promote this program, or augment it with its own grant or loan program.

HOUSING MAINTENANCE

In a township like Cranberry, writing and enforcing a property maintenance code is a delicate job. As an example, one homeowner may be growing hay to feed livestock, while just down the road another homeowner hasn't mowed his grass all year. Both have tall grass, but one is agriculture and the other is an unmaintained yard. It is difficult to write a maintenance code that can successfully navigate all such nuances. The Community Survey revealed that people are split on their satisfaction with overall property maintenance in the Township. Of those who expressed an opinion (i.e. they did not select "neutral"), 63% want the Township to enforce maintenance rules more strictly, 60% think people tend to leave junk in their yards or not mow regularly, and 52% believe that too many homes are unkempt, in disrepair, or unsightly. The results also suggest that the problem may be only with a few properties, rather than being widespread, since only 44% of respondents agreed that there are "a lot of vacant and abandoned houses in Cranberry Township." This may also indicate that residents perceive that the maintenance problem is with occupied residences rather than with unoccupied houses. Twenty-seven percent of survey respondents indicated a willingness to pay more taxes in order to clean up blighted properties. Housing maintenance may become increasingly difficult for aging homeowners.

RECOMMENDATION 18: INCENTIVIZE PROPERTY MAINTENANCE THROUGH A LOAN FUND OR AWARD PROGRAM

A few non-regulatory actions could be taken to encourage and incentivize good home maintenance. One option would be to create a revolving loan fund for home repair and improvements. Cranberry had a similar program in the past, and this should be revived and modified as needed. One of the drivers of poor home maintenance is that homeowners cannot afford, for example, the paint needed to repaint the outside of their house. The Township could provide small loans for this type of maintenance, to be repaid at low interest rates. Another way to incentivize property maintenance would be for the Township to create an annual award for the best-maintained properties. This may not have a significant effect, but it could help to promote residents taking pride in their homes and in their community, thereby making them want to care for their homes well. A companion award could be given for good business property maintenance.

RECOMMENDATION 19: STRENGTHEN PROPERTY MAINTENANCE CODE AND ENFORCEMENT

Because incentive programs are unlikely to reach the worst property-maintenance offenders, the Township should work to strengthen the property maintenance code and to enforce it fairly across all properties. At present, the code contains several subjective clauses that are difficult to enforce in a legally defensible way. These should be corrected by making them less subjective. There are also a few areas in which the enforcement mechanism is unclear. For example, does the Code Enforcement Officer have to be directed by the Supervisors to investigate a property, or should (s)he investigate as soon as a potential violation comes to his(her) attention? These differences should be clarified. The Township should also address the conflict between property types (such as the above example of tall grass in residential versus agricultural contexts). One approach would be to issue stricter standards, but include an exemption for active agricultural ground. In the case of tall grass, to qualify as active agricultural

ground, a parcel would either need to have grazing livestock present, or would need to be cut and baled on some periodic basis, for example. Failing to meet such requirements would void the exemption for that property. This could also reduce the regulatory burden on local farms. Such a revision to the code should be undertaken under the advisement of an attorney. The Township should place increased emphasis on enforcement of the revised code. Enforcement should be approached fairly, but also strategically, to ensure that case law is established in favor of the code, not against it. This may mean enforcing (and litigating, if necessary), smaller infractions before trying to tackle the worst offenders. However, any strategic approach should have uniform enforcement across all properties as the ultimate goal.

RECOMMENDATION 20: CREATE A HOME HELPERS PROGRAM TO ASSIST ELDERLY AND DISABLED RESIDENTS WITH MAINTENANCE

Another common cause of poor property maintenance is that elderly people cannot physically care for their homes. Short of moving to an assisted living facility, another way to ensure that these properties are cared for is to create a “Home Helpers” program. Elderly homeowners could sign up to receive assistance with mowing yards, pruning bushes, weeding beds, cleaning their homes, doing basic home maintenance, and the like. Volunteers could then sign up to be assigned to help care for a certain yard or home. While the labor would be voluntary, the recipients of assistance could be asked to pay a small monthly or annual fee to offset the cost of administering the program. A portion of that money could be set aside to reimburse volunteers for any direct costs, like gas for a lawn mower. Such a program would focus on routine home and yard maintenance and cleaning. For more major issues, the county has a weatherization program to assist homeowners in weatherproofing their homes. In addition, Mustard Seed Missions provides home repair services to county residents who are unable to care for their homes, including constructing ramps to enable handicap access.

FUTURE HOUSING FACTORS

A number of factors may influence the future value of Cranberry housing. The first is a declining population. As the population shrinks, so will demand for housing. This could lead to a reduction in housing values. This is partially offset by the trend toward smaller households, whereby fewer people are spread out across more homes. However, the aging population will tend to increase housing supply, which will further drive down prices. Many survey respondents expressed interest in housing accessible to seniors for independent or assisted living. One risk with this type of development is that it may significantly depress home prices elsewhere in the Township. If, upon completion, 300 seniors move into the new facility, they might flood the market with hundreds of houses. This sudden surge in supply without a concomitant increase in demand would likely create a strong buyers’ market. This would cause people to sell their homes for less than they would have previously. This would affect anyone trying to sell a home in the Township, including those seniors who are moving into the new facility. Even without the construction of a senior housing facility, many of these homes may end up for sale in the next couple of decades. Currently, 36% of owner-occupied homes are owned by someone over 65, including 16% owned by people 75 or over. This former number represents 793 homes in the township. Many of these homes will likely be purchased by younger people, but it is unclear whether future

demand will meet future supply. Another way to look at this problem is that this glut of houses for sale would increase the amount of affordable housing in the Township.

RECOMMENDATION 21: DEVELOP A SENIOR HOUSING OR ASSISTED LIVING FACILITY

The strongest housing preference revealed by the Community Survey is the need for some form of senior-friendly housing or assisted living facility. Many of the Township’s older residents would like to move out of their houses into a facility that relieves them of maintenance duties but is still at “home” in the Township. As Cranberry’s population ages, this demand is likely to increase. The Township has sold land near the hospital to the Oil Region Alliance for the development of such a facility, with the stipulation that the Township can buy the land back if the ORA does not move quickly enough. The Township has already extended the deadline once and still nothing has been done on this project. The Township should vigorously pursue this development. The Township should meet regularly with the ORA to increase pressure to complete this project. If the ORA fails to meet the deadline again, the Township should buy the land back and pursue the project itself.

In the process, the Township should seek ways to reduce the “flooding the market” impact discussed above. One method would be to work with the developer to do a phased opening of the new senior housing. Essentially, only a limited number of units would be available for a certain period of time. This would spread out the homes to be sold over time, which should reduce this problem. Another option would be to land bank some of the homes and consider tearing down those in poor condition to reduce the stock available for sale. The banked homes could then be brought to market over a longer period of time.

CHAPTER 7. TRANSPORTATION

SECTION 1. INTRODUCTION

The transportation element covers two major categories of transportation: the movement of people, and the movement of goods. The element examines the movement of people both into and out of the Township, as well as within the Township. It examines the movement of goods into and out of the Township.

VISION STATEMENT

By 2030, CRANBERRY TOWNSHIP’S TRANSPORTATION NETWORK WILL PROVIDE FOR THE SAFE AND EFFICIENT MOVEMENT OF PEOPLE AND GOODS AROUND THE TOWNSHIP AND TO AND FROM CONNECTIONS IN THE SURROUNDING REGION.

SECTION 2. BACKGROUND AND RECOMMENDATIONS

MOVEMENT OF PEOPLE

Human transportation within the Township is almost exclusively personal vehicles on well-maintained roads. In more densely populated places, it may make sense to encourage “active transportation” like walking and biking. Due to the geographic size of the Township, many residents do not live within walking distance of destinations within the Township. Most of the recent development has been auto-centric as well. Big-box stores surrounded by vast parking lots are located away from much of the population, and even smaller businesses have their own parking lots. Sidewalks are few and far between in Cranberry Township, even in the denser areas, like Seneca, where they might be useful. Street lights are similarly sparse. Because of the hills and the widely dispersed population, Cranberry’s street network is not very well connected. In other words, many destinations can only be reached by a single road, with few options for alternate routes. This condition concentrates traffic onto main roads, so that the roads that connect major destinations are quite busy. The busyness of these roads, many of which lack paved shoulders, let alone protected walking or biking lanes, further reduces the ability of residents to safely walk or bike to destinations.

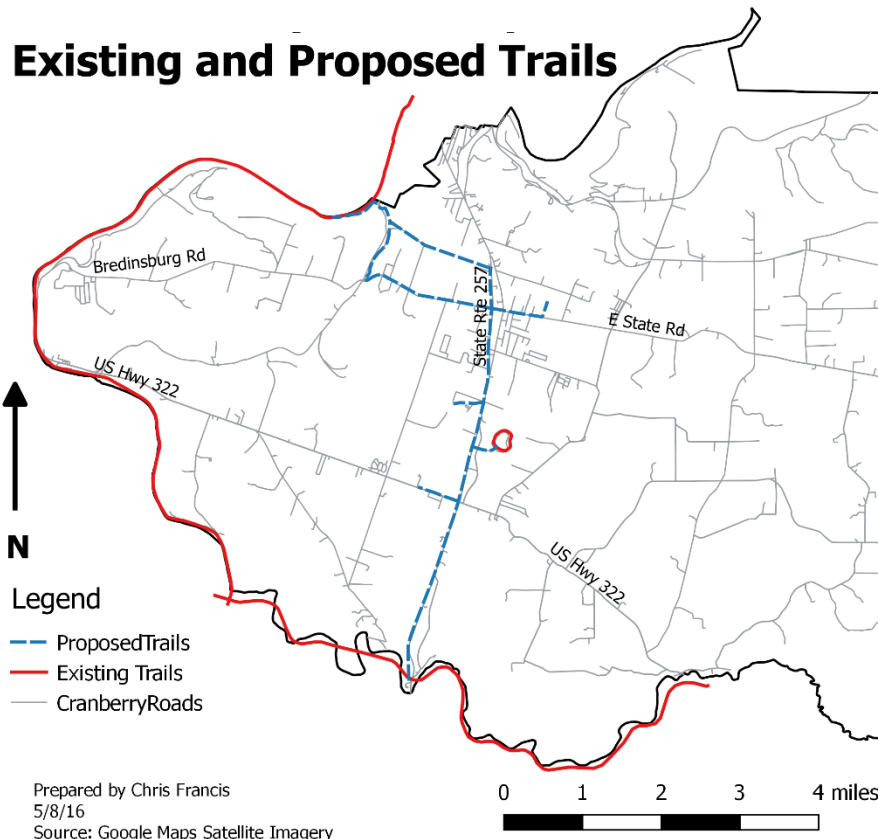
RECOMMENDATION 22: ADD BIKE AND WALKING CONNECTIONS ALONG 257

The Township should construct a grade-separated, shared-use bicycle and walking trail along Route 257 from North Main Street to Route 322, along with street lights on the same route for added safety at night. Such a trail, running along the west side of 257 with marked crossings at stoplights, would connect the population of Seneca with businesses in Seneca and around the mall. It would also allow bike and pedestrian access to the schools. Short spurs should be built that connect to the school, post office, hospital, and Morrison Park. The west side of the road has more space for such a path than the east side. In places where parking lots come all the way to 257, an easement across the edge of the lot

should be obtained. While limited in scope, this 3.3-mile trail would provide for active transportation connections to the residents who live close enough to potentially use active transportation to reach businesses and other destinations. It would also add another option for people who want to bike or walk recreationally.

This stretch should be seen as the core of the path, connecting the nearby population to destinations in the Township. Extensions could be added that would connect to other trails. Specifically, the trail could be extended south along Cranberry-Rockland Road to connect to the Sandy Creek Trail, which in turn runs from Van to the River and beyond. It connects with the Allegheny Valley Trail, which connects to the Samuel Justus Trail. On the north end, the trail could be extended along rights-of-way to connect with the Samuel Justus Trail at Clarion University. If such connections are not available, the trail could run along Bredinsburg Road and then along Deep Hollow Road to the college. The advantage of using rights-of-way for power lines (or otherwise) is that the land is already set aside and maintained to a certain degree, so the Township would just have to lay pavement or crushed limestone to create this connection. Such a trail could attract trail users to local businesses, but would also provide additional recreation options for locals as well as tourists. If all of the above were completed, the result would be a 21-mile loop in Cranberry Township (in dotted blue on the map in Figure 21), connected to the larger Allegheny Valley Trail system (in red on the map in Figure 21), and passing through the major business areas of the township.

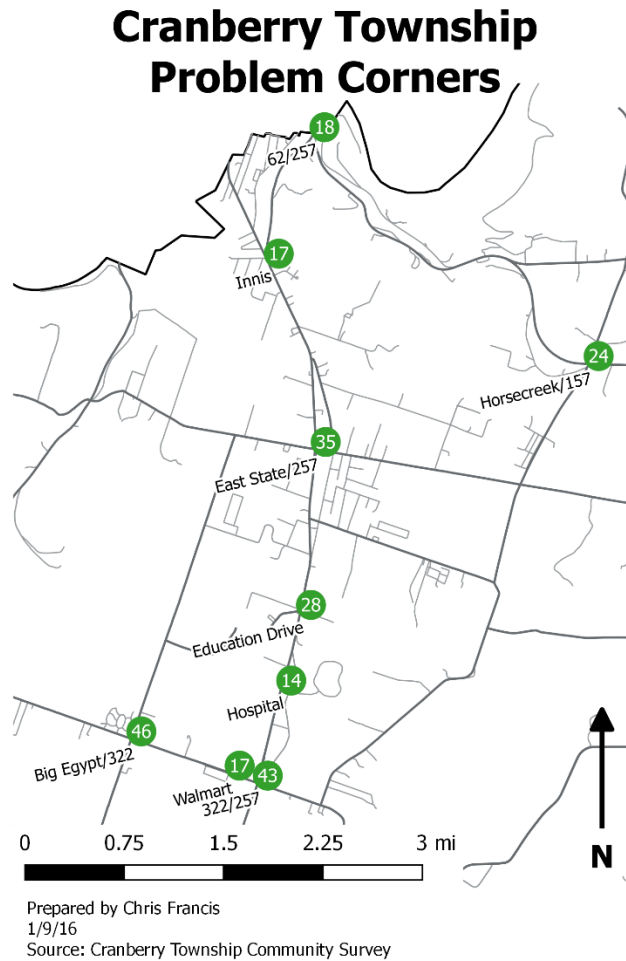
Figure 21:



Respondents to the Community Survey were, on the whole, very satisfied with winter road maintenance in the Township, as well as the overall condition of the roads. Twenty-six percent were willing to pay increased taxes for improved roads and related facilities. The Community Survey also asked about problematic roads and intersections. The map in Figure 22 (cropped to the central part of the Township) shows the corners mentioned most often in the survey. The number in the circle is the number of respondents that had a problem with that spot. Most corners mentioned simply have a lot of traffic. There were some exceptions, including:

- Need for left turn arrow at Rt. 257 and East State Road.
- Need for a stop light at Rt. 322 and Big Egypt Road.
- Dangerous intersection at Rt. 157 and Horsecreek Road.

Figure 22:



RECOMMENDATION 23: IMPROVE SAFETY AT HORSECREEK AND ROUTE 157

The Township should prioritize improving safety at the intersection of Route 157 and Horsecreek Road. The township should work with the state to put in a four-way stop or stoplight at the corner. This would maximize safety by requiring everyone to stop and would hopefully prevent high-speed collisions. LED-lined stop signs in all directions would reduce the chances that drivers missed the stop and drove through it without stopping. The pole that blocks visibility should be studied for possible relocation by a traffic engineer.



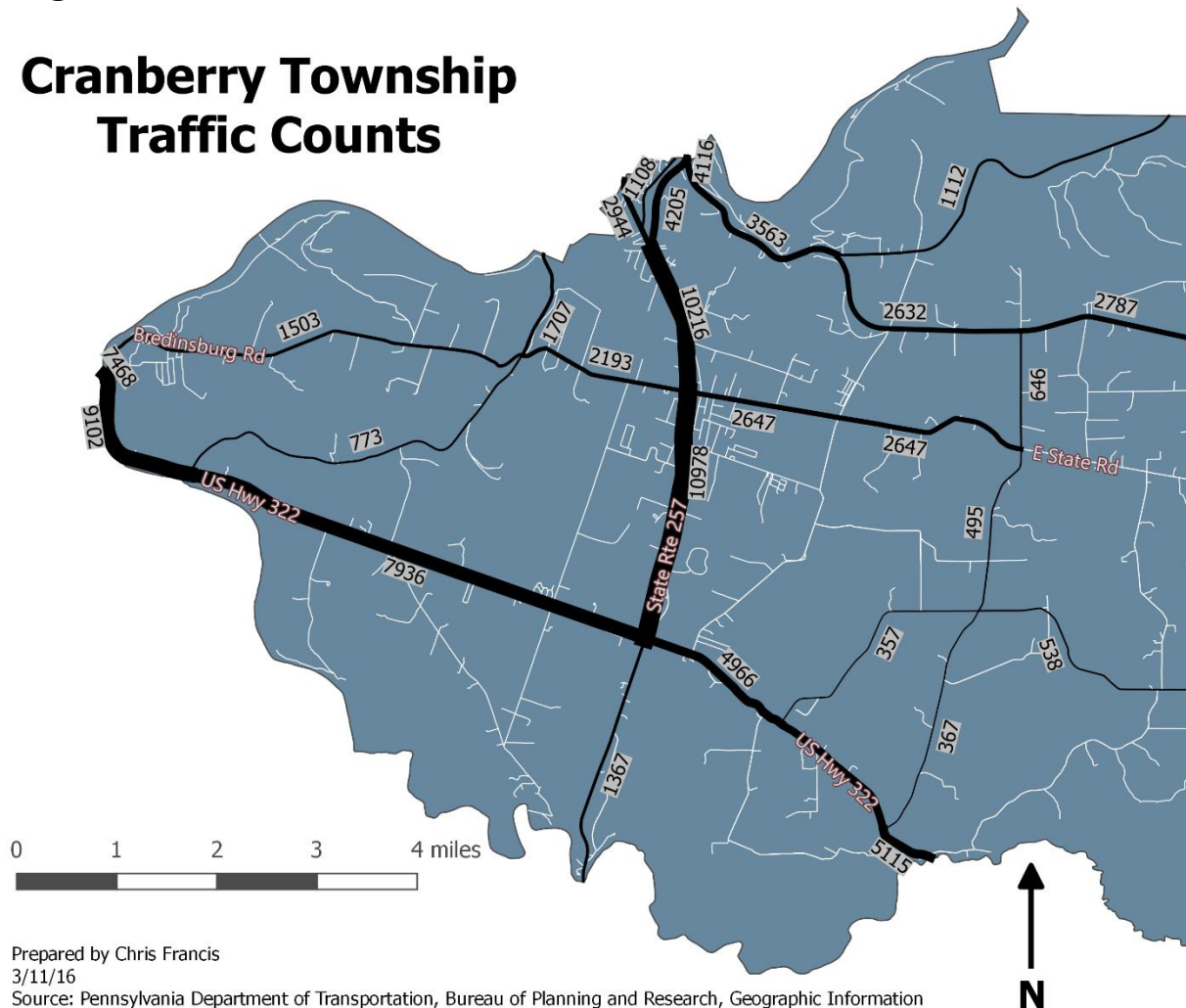
Intersection of Horsecreek and Rt. 157. Some residents think the two poles in this image are a factor in the numerous accidents that have occurred here, as they block lines of sight for people turning left from Horsecreek onto 157.

Many of the major roads through Cranberry Township are owned and maintained by the state. This includes the major thoroughfares of Rt. 257 and U.S. 322. As a result, any improvements made to these corridors—addition of sidewalks, bike paths, or street lights, changes to stoplights, etc.—must go through the state as well. The Township can voice opinions or request actions, but ultimately authority rests with PennDOT and the Township’s influence is fairly limited. The map in Figure 23 visually illustrates the amount of traffic on major roads in Cranberry Township. The thickness of the (black) line

is proportional to the average daily traffic on that stretch of road. “Annual Average Daily Traffic” counts from PennDOT are in the gray boxes alongside each road. White lines are local roads for which no data is available. The busiest stretch of road in the Township is Rt. 257 between Innis St. Ext. and U.S. 322, with over 10,000 cars per day passing through that corridor. The southern portion (south of Bredinsburg Rd) is busier than the northern part, nearing 11,000 daily car trips. The next busiest is U.S. 322 between Cranberry and Franklin, followed by U.S. 322 toward Clarion. Naturally, the highest volume roads serve the greatest population, as well as destinations such as shopping centers and the hospital. In the Community Survey, residents generally felt that the road network is able to handle current traffic levels. They were less certain that the roads would be adequate if a lot of growth or additional commercial development occurred.

Figure 23:

Cranberry Township Traffic Counts



Prepared by Chris Francis
3/11/16

Source: Pennsylvania Department of Transportation, Bureau of Planning and Research, Geographic Information

The Northwest Commission, a rural planning organization, conducted an inventory of stoplights in the region in 2014. The study found that there are ten stoplights and one flashing light in Cranberry

Township. The Commission does not recommend removal or complete replacement of any of the lights in Cranberry Township. It also did not find that any traffic lights were non-compliant with the current standards in the Manual on Uniform Traffic Control Devices. However, it did find need for stoplight maintenance and other compliance upgrades at an estimated cost of \$70,000 in the township, and a need to re-time stoplights and make other operational improvements at an estimated cost of \$102,000. All of Cranberry’s stoplights are located on state-controlled roads, so PennDOT has jurisdiction over these actions and bears responsibility for the costs of improvements.

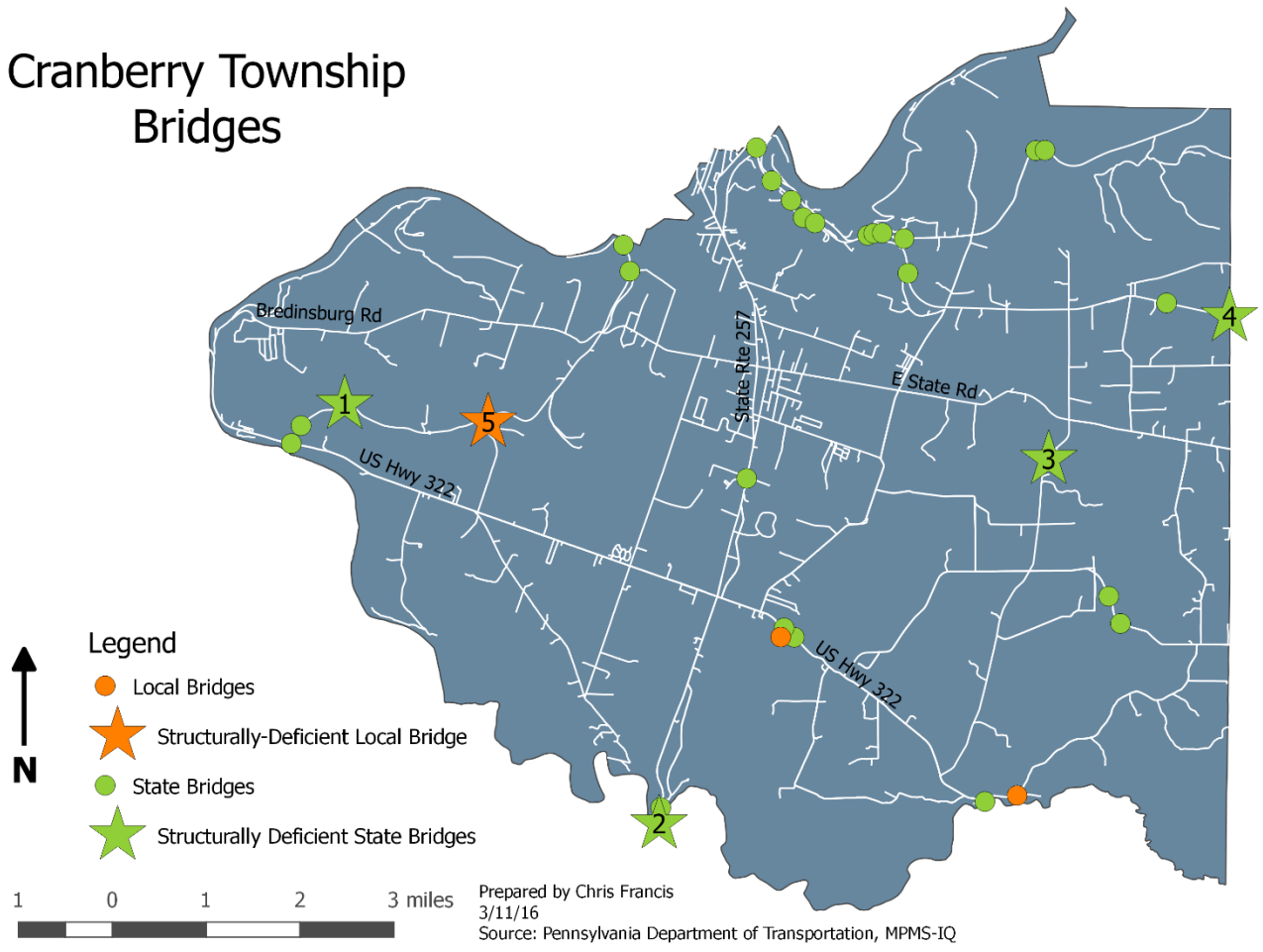
RECOMMENDATION 24: ESTABLISH ALTERNATE ROUTES OF TRAVEL THROUGH THE TOWNSHIP

Actions relating to transportation should focus on increasing the safety and efficiency of vehicular travel. One of the most helpful actions in this regard would be to designate alternate routes around the busy corridors where possible. A few roads already serve this purposes, and the Township should embrace these patterns and improve the roads to handle the additional traffic. This includes improving Horsecreek Road from 322 to 157 and Big Egypt from Bredinsburg Rd to 322. In addition, Bredinsburg should be improved along most of its length, focusing on leveling, straightening, and widening the winding parts. Larger investments would include connecting Big Egypt and Little Egypt Roads, as well as adding a road along the back of Home Depot and Walmart between Bucktail Road and Cranberry-Rockland Road, possibly extending to meet Horsecreek Road south of 322. Stoplights should be added at Big Egypt and 322, as well as potentially at Horsecreek and 322. The creation of these alternate routes accomplishes three things. First, they enable drivers to bypass the busiest roads in the Township, allowing them to reach their destinations more quickly. Second, they improve traffic flows into and out of commercial and institutional areas by reducing the amount of through traffic on the main routes. Third, they improve emergency vehicle access by spreading out traffic and by providing alternate routes in case an emergency blocks the main roads.

Cranberry Township contains 3 locally-owned bridges and 28 state-owned bridges, 9 of which are culverts. Most are in good condition, but 16% are considered structurally deficient. This includes 1 local bridge, 3 state bridges, and 1 state culvert. In the map in Figure 24, state bridges are in green and local bridges are orange. The stars represent structurally deficient bridges, and the number in each star corresponds to the details below:

Figure 24:

Cranberry Township Bridges



1—Deep Hollow Road bridge over Twomile Run

- Built in 1957.
- Superstructure needs minor rehabilitation.
- No work scheduled.

2—Cranberry-Rockland Road bridge over East Sandy Creek

- Built in 1930, rebuilt in 1986.
- Superstructure needs minor rehabilitation.
- Work scheduled for 2017.

3—Hill City Road culvert over Halls Run

- Built in 1961, rebuilt in 1994.
- Culvert in serious condition.
- No work scheduled.

4—Route 157 bridge over Wolf Creek

- Built in 1942.
- Superstructure and Deck need to be replaced.
- Work scheduled for 2017.

5—Aires Hill Road Bridge over Twomile Run

- Built in 1908, rebuilt in 1998.
- Deck in poor condition.
- No work scheduled.

RECOMMENDATION 25: REPAIR BRIDGE OVER TWOMILE RUN

The Township should repair the deteriorating bridge over Twomile Run on Aires Hill Road, and estimate and plan for future bridge repairs to ensure safety.

As mentioned above, most transportation within Cranberry occurs through use of personal vehicles. Since there are no circulating taxi companies in the area, so the only real option for getting around without a personal vehicle is the Venango Transit, CATA bus system. The bus follows a regular loop connecting Franklin, Oil City, and Cranberry Township. Eleven of the 19 bus stops are in Cranberry Township, including stops at shopping centers and the hospital. Residents can also call and request a ride to specific places, but few take advantage of this service. Only four respondents to the Community Survey use the bus with any regularity. So with low ridership on the only public transportation and active transportation options precluded by a lack of safe routes, the vast majority of local trips are done via car.

RECOMMENDATION 26: INCREASE AWARENESS ABOUT THE COUNTY BUS SYSTEM

The transit system is an important asset for the community, especially seniors who are unable to drive but need to access goods and services. The Township should work with the County to educate the public on the bus system and how to use it. The Township should also seek to have a representative on the County Transportation Board to be able to provide local input into the bus system.

CONNECTIONS OUTSIDE THE TOWNSHIP

In terms of passenger connections to points outside the Township, there are a few options, but most still require significant driving to access other modes. The nearest Interstate Highways are I-79, which runs north-south between from Erie, down through Pittsburgh and to Charleston, WV, is about 45 minutes west of Seneca. I-80, running east-west across the country, lies south of Cranberry Township. It takes about 35 minutes to reach I-80 at Barkeyville to the west, and about 30 minutes to get to I-80 at Clarion to the east. The Emlenton exit, almost straight south of Cranberry, takes a little over 20 minutes to reach.

The nearest public transportation option is the Venango Regional Airport in Franklin, about 20 minutes from Seneca. Southern Airways Express offers three round trips per day from Franklin to Pittsburgh (two per day on weekends), from which passengers can access most major carriers and a large number of

destinations. Tickets range from \$29-\$39 per trip. Erie International Airport is about 90 minutes from Seneca, and offers direct flights to Philadelphia, Detroit, and Chicago on three different carriers. Pittsburgh International Airport is an hour and 45-minute drive from Seneca and offers flights to many destinations on most major carriers.

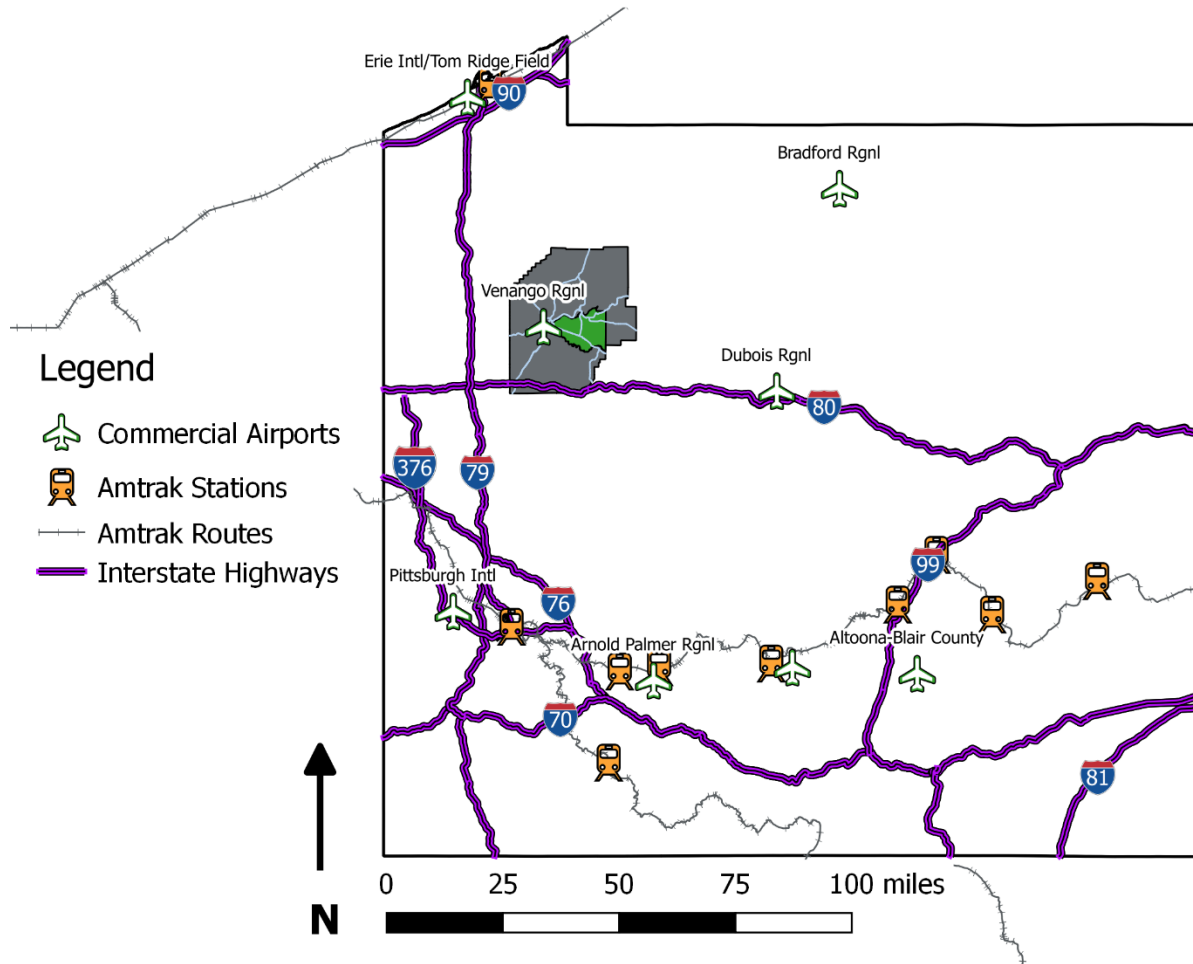
In terms of ground public transportation, the nearest option is a Greyhound Bus stop in Meadville, about 50 minutes from Seneca. Meadville is on a line that runs two daily round trips between Erie and Pittsburgh. From Erie, passengers can transfer to a line that runs between Cleveland and Buffalo, as well as points beyond. Several Greyhound lines run through Pittsburgh to a number of destinations east and west. Passenger rail services are also available in Pittsburgh and Erie. In Erie, the Lake Shore Limited runs daily between Chicago and New York and Boston via Cleveland, Buffalo, and points in between. The station is about an hour and a half from Seneca. In Pittsburgh, passengers can access two trains. The Capitol Limited runs between Chicago and Washington, D.C. daily via Cleveland, and the Pennsylvanian runs daily from Pittsburgh to Harrisburg, Philadelphia, and New York. While the Greyhound and Amtrak stations are fairly close together in both Erie and Pittsburgh (in Pittsburgh, they are across the street from one another), service times do not match up very well to allow passengers to take the Greyhound to access Amtrak—long layovers are generally required. The one exception is getting off the Lake Shore Limited from Chicago in Erie, which only requires an hour and a half layover (if the train is on time) before getting on the Greyhound back to Meadville. After that, the next best connection times are taking Greyhound to get on the Capitol Limited in Pittsburgh toward Chicago and getting off the Lake Shore Limited from New York or Boston in Erie to take the Greyhound back to Meadville. Both require a 7-8 hour layover.

MOVEMENT OF GOODS

Freight transportation in and out of Cranberry Township is a major constraint on certain types of commercial and industrial development. Highway access is a major concern, given the distance to I-80 and I-79. The best Interstate access for trucks is down U.S. 322 toward Clarion. PA Rt. 8 is also a good road, with four lanes most of the way between Franklin and I-80, but trucks have to pass through most of Franklin on that route, which slows them down. As a result, Cranberry cannot expect to compete with Clarion, or Grove City in terms of highway access. The map in Figure 25 illustrates Cranberry's connection to regional transportation facilities.

Figure 25:

Cranberry Township Regional Transportation Connections



Prepared by Chris Francis
7/30/16
Source: U.S. Census Bureau, Data.gov

Improving access to I-80 would be helpful in attracting business, especially large employers, but topographic constraints make such a connection difficult. Two possible options would be to build up and widen Route 38 between Route 322 and I-80 at Emlenton to accommodate truck traffic. However, there is not strong reason to believe that such a route would receive much use. From the east, it is easier to just get off I-80 at 322 in Clarion. From the west, this route would require going somewhat past Cranberry Township and then backtracking. Furthermore, Cranberry Township does not control this road and it does not even go through the Township. Another option would be to build a bypass around Franklin to improve access to I-80 via Route 8. A logical bypass would go straight west across the river where 322 turns north toward Franklin. Instead of turning north, the bypass would cut across the river and reach Route 8 at the airport. The problem here is that this road would probably only save about ten

minutes, versus going through Franklin, and construction costs would be significant because it would require purchase of land, building a bridge, and climbing about 400 feet of elevation in a fairly short distance. Again, much of this new route would not be in Cranberry Township. Given the difficulty and costs of these improvements, neither action is recommended. Improved I-80 access is unlikely in the foreseeable future.

The Allegheny River connects to Pittsburgh and points west via the Ohio, but there isn't shipping traffic this far north on the river. There is no rail service into the township either. The closest freight rail access is about ½ mile north of Cranberry Township in Oil City, where the Western New York and Pennsylvania Railroad runs between Oil City and Franklin before running up into western New York, with connections to Class 1 Railroad Norfolk Southern. There is not currently air freight traffic through the Franklin airport, either.

CHAPTER 8. NATURAL AND HISTORIC PRESERVATION

SECTION 1. INTRODUCTION

This chapter discusses preservation of two important types of resources: natural and historic. Natural resources include the forests, rivers, streams, soil, air, farms, open space, topography, plants, and animals that make up and inhabit Cranberry Township’s environment. Historical resources are the features that represent the human history of the township. These mostly consist of structures or other sites which are old, have some historical significance, or both. Of course, the most historic part of Cranberry Township is its natural resources, as the natural environment of the Township has been roughly the same for generations. Each of these categories are considered separately below.

VISION STATEMENT

BY 2030, CRANBERRY TOWNSHIP WILL BE INVOLVED IN REGIONAL HISTORIC PRESERVATION EFFORTS AND WILL HAVE AN EFFECTIVE BALANCE BETWEEN NATURAL RESOURCE CONSERVATION AND ECONOMIC USE.

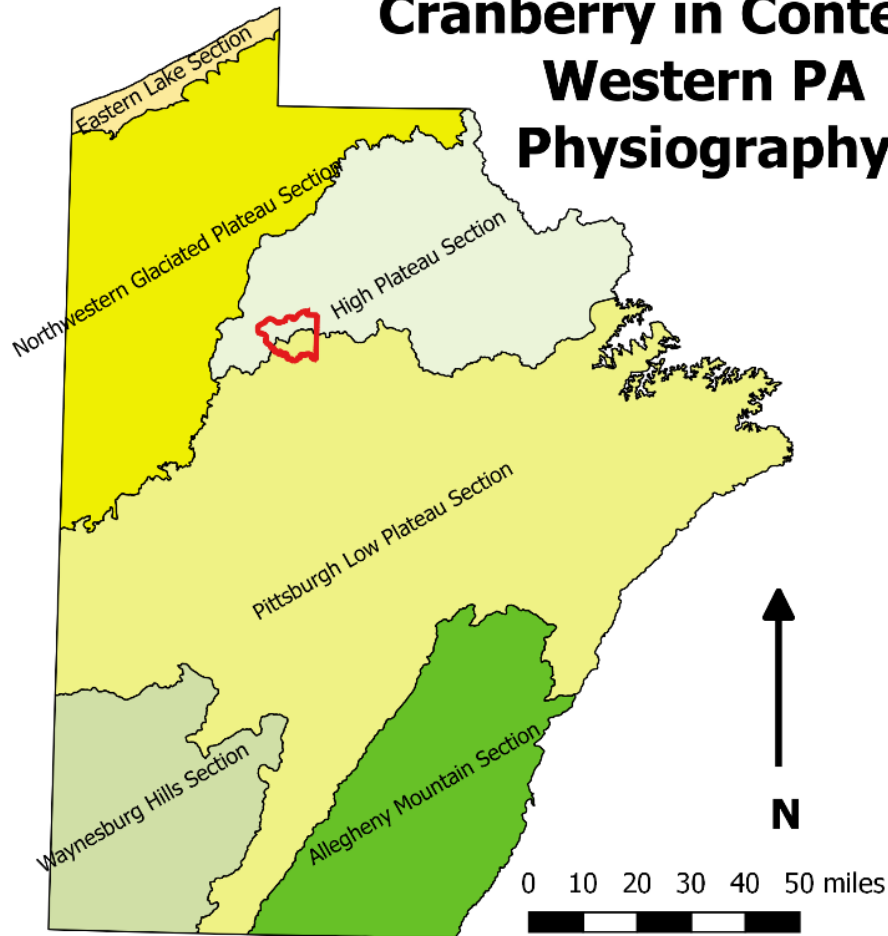
SECTION 2. BACKGROUND AND RECOMMENDATIONS

NATURAL RESOURCES PRESERVATION

Cranberry’s natural resources provide a great deal of potential for recreation, economic development, and generally healthy living. Cranberry Township is situated in the unglaciated portion of the Allegheny Plateau physiographic province. The northern half of the township is in the High Plateau Section, while the southern half of Cranberry Township is in the Pittsburgh Low Plateau Section. “Unglaciated” means that none of the glaciers of the last ice age passed over the Township, leaving intact the steeper topography with no glacial till soil deposits. Figure 26 shows Cranberry’s location in these physiographic sections.

Figure 26:

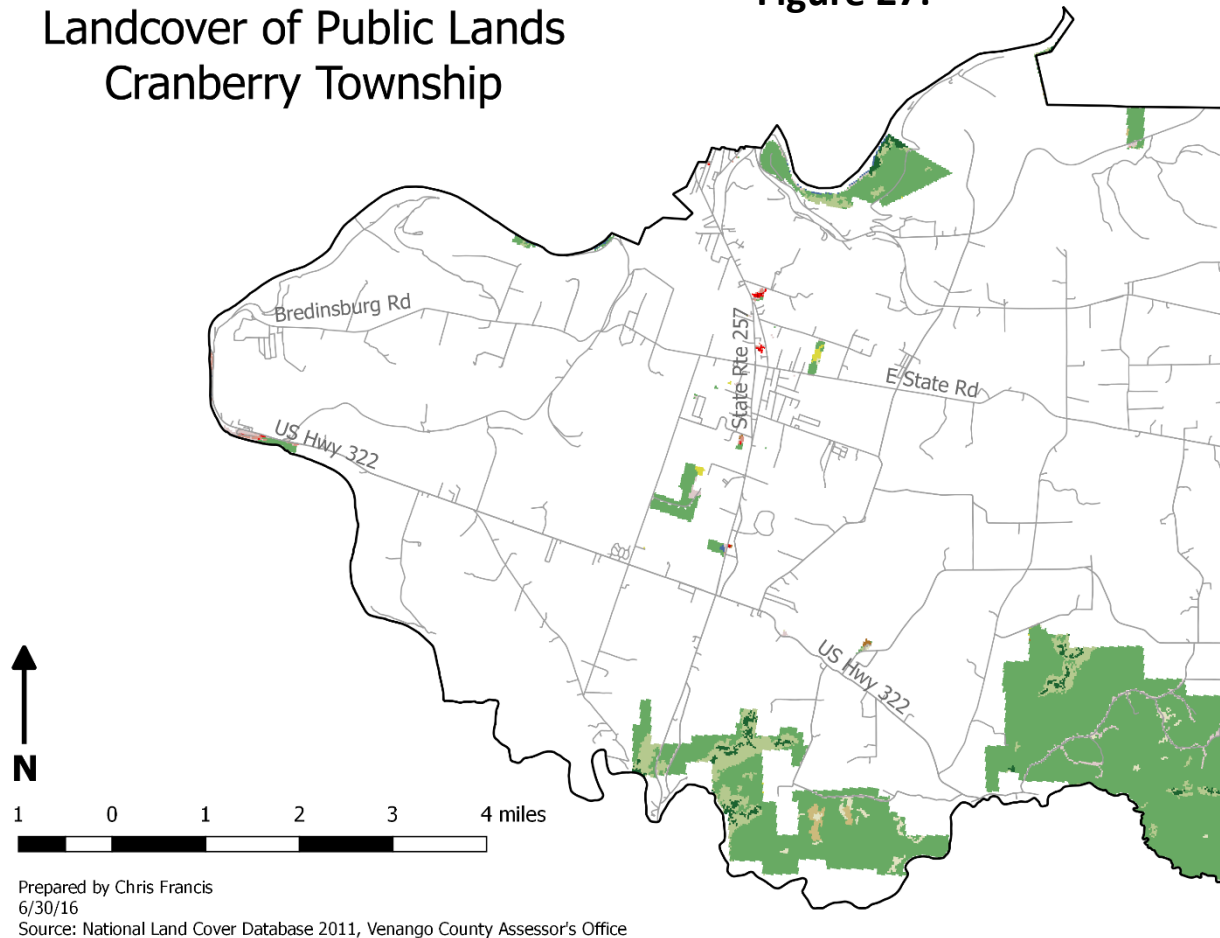
Cranberry in Context of Western PA Physiography



Prepared by Chris Francis
7/30/16
Source: Pennsylvania Department of Conservation and Natural Resources

The most visible natural feature other than topography is Cranberry’s forests. Cranberry Township lies on the edge of the Mixed Mesophytic Forest Region, dominated by a variety of oaks and maples, as well as beech and basswood. Nearly 78% of Cranberry Township is forested, according to the National Land Cover Database. Forests represent a significant resource in the Township, but the large number of property owners involved makes coordination difficult. Thirteen percent of Cranberry’s forests are publicly owned, 56 percent are owned by private individuals, and the remaining 31 percent are owned by other private entities. Figure 27 shows the land cover types for publicly-owned lands in the Township.

Figure 27: Landcover of Public Lands Cranberry Township



RECOMMENDATION 27: DEVELOP A VOLUNTARY, COOPERATIVE FOREST MANAGEMENT PLAN

Due to the large number of landowners in the Township, forest management decisions are often made on a small scale, without much regard for how they may affect Cranberry's forest and other natural resources as a whole. In order to coordinate these decisions, the Township should cooperatively produce a unified forest management plan with all major landowners in the Township. Such a plan would not be mandatory or regulatory in nature—landowners would not be forced to participate, and there would be no legal ramifications for not complying with the plan whether a landowner participated in the process or not. Rather, this would be a voluntary, advisory document intended to benefit forest landowners and the natural environment by pooling resources to hire good management advice. Forests represent Cranberry's largest and most visible natural resource. They are critical components of the natural ecosystem, providing wildlife habitat, preventing erosion, managing stormwater, moderating the air temperature, and cleaning the air. A unified management plan could also help reduce the risk of

wildfires. The 2015 Update to Venango County's Hazard Mitigation Plan indicates that Cranberry has over 45,000 acres (over 70 square miles) that are susceptible to wildfires. The Hazard Mitigation Plan classifies the wildfire risk as "medium" and the value of potential losses as "high".

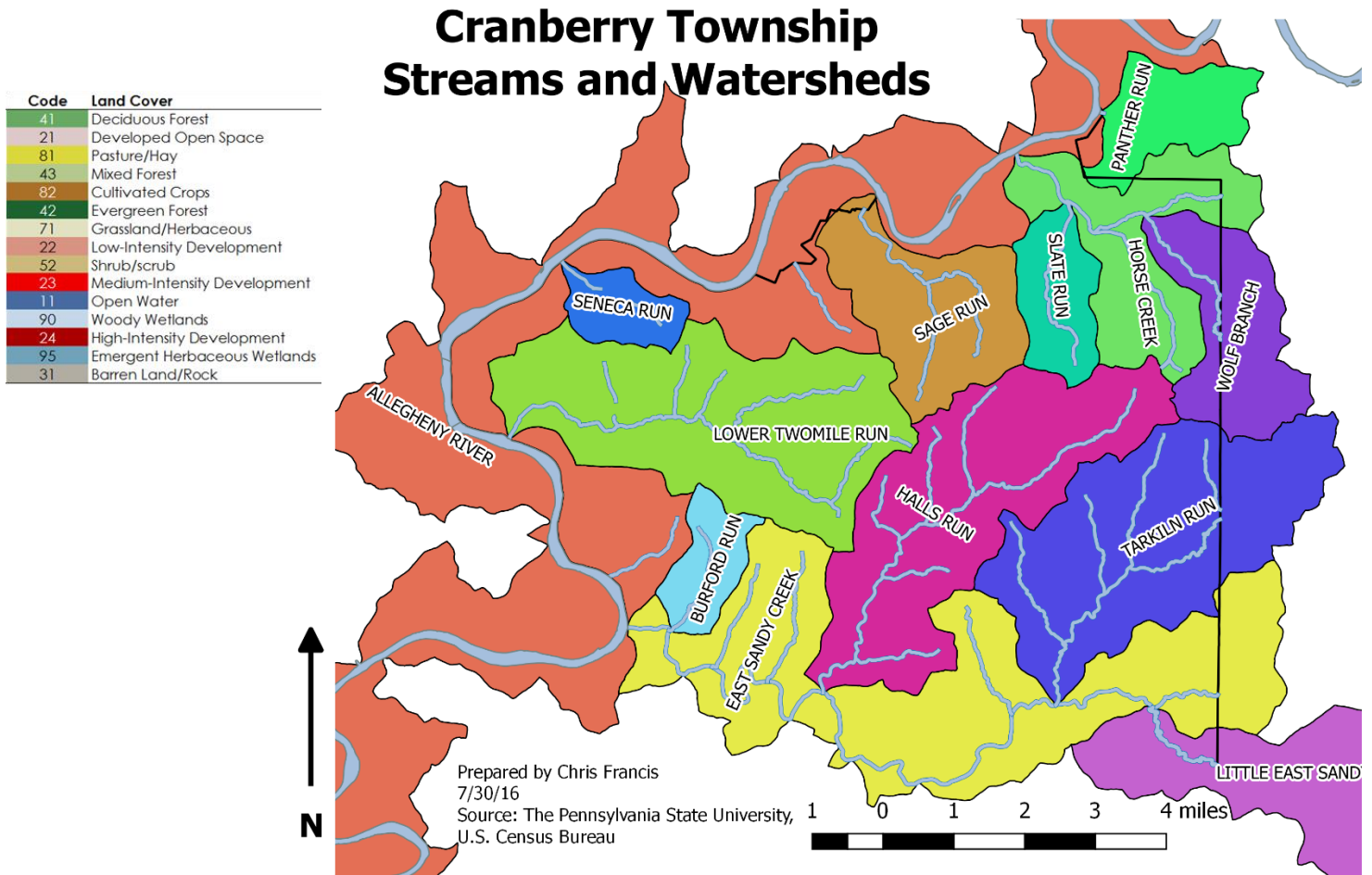
The forests also contain significant economic opportunity. Economic opportunities in the forests include timbering, but they are also a tourism resource. Non-timber forest products include game animals, furs, nuts, and sap-derived products like syrup and resins. While one landowner may not be able to produce enough of any of these to be marketable, combining the resources of Cranberry Township's 30,000 acres of forest increases the volume to where it could have economic value. A unified forest management plan would help to maximize the effectiveness of the forests for both environmental and economic benefits by recommending best management practices specialized to the forests in Cranberry Township.

A newer economic opportunity related to forests is carbon sequestration. Essentially, companies that generate air pollution elsewhere can purchase carbon offsets to make up for some of their pollution. This takes the form of what is effectively a long-term, non-harvest easement on a forest. One advantage of selling carbon offsets is that it provides both environmental and economic benefits—landowners are paid to sequester the carbon, and the forest stays intact. A unified forest management plan could balance all of these forest-related opportunities and find the right distribution of forest uses in the Township.

WATER

Cranberry's water resources are also significant. Bordered on three sides by the Allegheny River and East Sandy Creek, Cranberry has over 15 miles of Allegheny River frontage. East Sandy Creek forms another 14 miles of Cranberry's border. So together, two-thirds of Cranberry's border is formed by the two waterways. There are other smaller streams within Cranberry's borders. Many of these, such as Horse Creek and Lower Twomile Run, drain directly into the Allegheny River. The exception is the southeastern portion of the township, where Halls Run and Tarklin Run drain into East Sandy Creek before reaching the Allegheny, as shown in Figure 28. Cranberry also has a few wetland areas, but these make up less than half of one percent of the land area of the township.

Figure 28:



Cranberry Township includes portions of two state game lands—Numbers 45 and 47. These are in the southeast and northeast corners of the township, respectively. In addition, the Venango County Natural Heritage Inventory identifies several “Biological Diversity Areas” in the township, which are home to unique species of plants or animals. The largest of these is the Tippery Meadows BDA, which encompasses much of the area east of Rt. 257 between Routes 322 and 157. The Inventory refers to it as “one of the most ecologically significant spots in Venango County”. It is home to three unidentified “sensitive species of concern”, including one state endangered species. All three need both wetlands and uplands during their life cycles. The decline in livestock grazing in the BDA has allowed natural succession to progress. In other words, forests have been growing back in the area, which threatens these species’ needs for open areas. Important species in the other BDAs include mussels, fish, plants, and insects. For further information and recommendations on preserving these habitats and species, see the Venango County Natural Heritage Inventory.

RECOMMENDATION 28: PROTECT ENVIRONMENTALLY SENSITIVE AREAS FROM DEVELOPMENT

The Township should work to ensure that zoning and development decisions consider environmental impacts. A key way of doing this is to zone for new commercial areas contiguous to existing commercial areas. Keeping these intensely developed areas close together preserves as large of tracts of open and natural land as possible. The Township should also avoid zoning for development in environmentally sensitive areas, including old-growth forests, steep slopes, wetlands, flood plains, areas around public wellheads, prime agricultural land, and those areas recognized as Biological Diversity Areas by the Venango County Natural History Inventory.

In the Community Survey, residents were asked what they thought about natural resource preservation. Seventy percent said that protecting natural resources should be a voluntary action by the property owner, rather than something the government imposes on the landowner. 12% disagreed with this proposition. Interestingly, when asked to agree or disagree with the statement “Preserving natural resources is more important than the potential economic gains associated with development and/or fracking”, 51% agreed, including 19% who agreed strongly. On the other side, 18% disagreed, including 4% who disagreed strongly. The remaining 31% were neutral on the subject. Nevertheless, over half favored preservation over development or fracking and over 80% were either in agreement or neutral on this statement. Because the question asked about development and/or fracking, we cannot know for sure whether the results would have been different if the two had been separated.

Cranberry’s farms are another natural resource. There are around 2,700 acres of pasture land in the township, and another 1,700 acres of cultivated crops. Countywide, about 65% of agricultural sales were from crops and 35% were from livestock and animal products. In Cranberry Township, there are about 26 active farms, most of which are self-sustaining. Major crops include corn, oats, and soybeans. Beef is the most common kind of livestock, with a handful of dairy farms as well. Over two-thirds of Community Survey respondents felt that agricultural land deserves protection from development pressures. While less than 8% thought such protection was not deserved. Many of the biggest regulatory challenges to farms are state and federal rules about stream crossing, manure management, and the like.

HISTORIC PRESERVATION

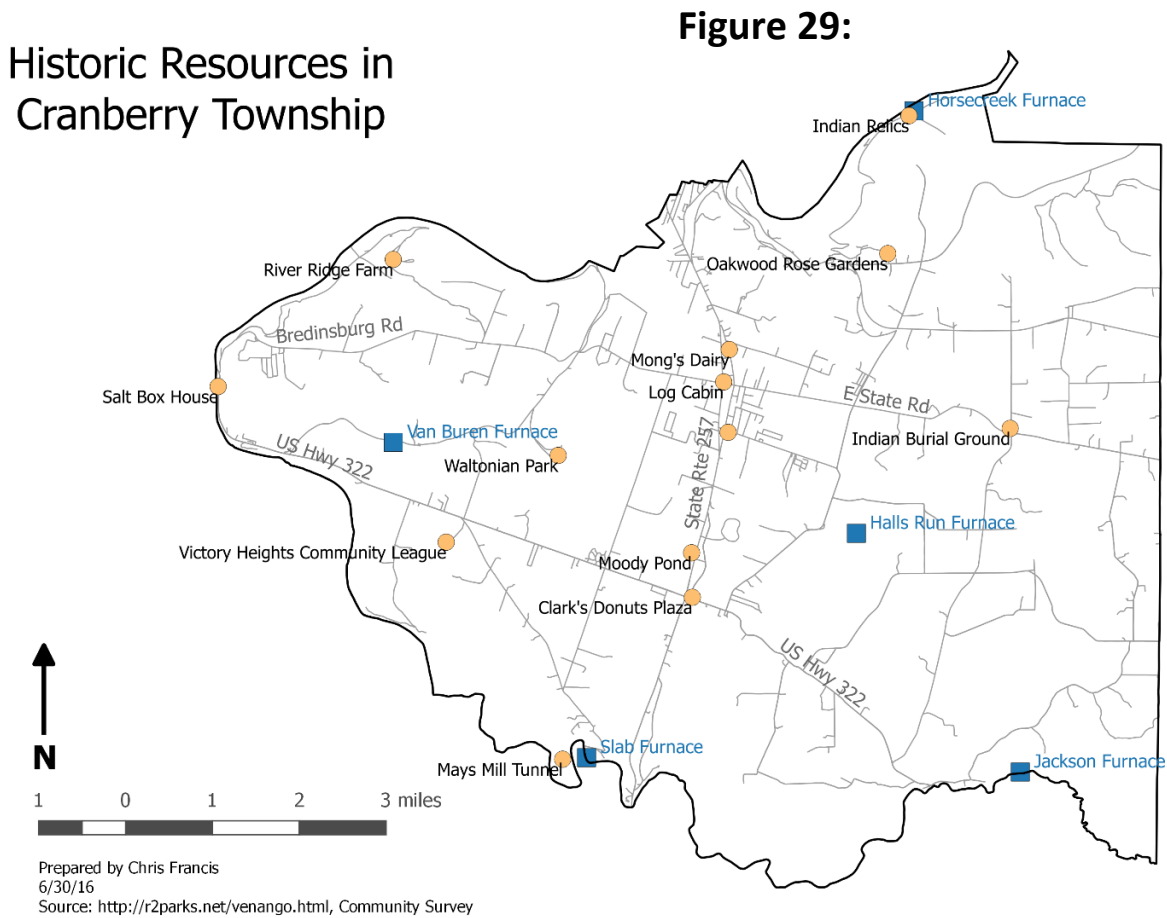
The benefits of historic preservation depend largely on the types of historic properties being preserved, and include the following:

- Preserving historic properties raises awareness of local history,
- Encouraging economic development—especially through tourism,
- Contributing to a unique local identity and sense of place,
- Preservation and reuse of buildings is more “green” than building new, keeps construction waste out of landfills, and reduces the need for infrastructure extension into new areas,
- Attracting investment to the area—both directly to maintain or inhabit the building, and indirectly—by making the community more attractive.

Sites can be found to be “historically significant” based on a number of factors, including:

- Architectural style/design,
- Use of old methods of construction,
- Age of buildings,
- Connected to a historically important person or event,
- Historical integrity/lack of modern modification,
- Setting in particular landscape or neighborhood.

Cranberry is located in North America’s original oil region, which has been designated by Congress as the Oil Region Heritage Area. Most of the remaining visible indications of early oil production and storage are the active and inactive pumpjacks and stock tanks found through the Township, especially those visible along Bredinsburg Road, the Samuel Justus Trail, River Ridge Farm, Deep Hollow Road, and other sites. Also prevalent in the township are iron furnaces, dating to the 1830s. Numbering between 20 and 25 in the county, these iron furnaces were the earliest industry in the area. Small settlements formed around each furnace to provide labor including furnace operation, cutting and transporting wood, transporting raw ore and finished iron, and growing food for the settlement. Five of these stone structures remain in Cranberry Township, all on private property. They are shown in blue on the map in Figure 29.



There are a number of other potentially significant cultural resources in Cranberry Township, which the individual owners have been preserving with varying levels of success. No properties in Cranberry are listed on the National Register of Historic Places, although in 1982 the Duncan Grey McIntosh Estate along Route 322 was ruled as being eligible for such listing. Survey respondents suggested potential historic sites, which are shown with the circles and squares on the map in Figure 29. In addition, those church buildings and school buildings which are more than 50 years old are typically classified as cultural resources.

RECOMMENDATION 29: WORK ON HISTORIC PRESERVATION AT A REGIONAL LEVEL

Due to the general lack of accessible historic resources in Cranberry Township, historic preservation should be approached at a regional level. Oil City and Franklin both have sites listed on the National Historic Register, and Cranberry residents can benefit from having access to these and other historic resources nearby.

The Community Survey also asked about historic preservation. It found that most people believe that historic preservation is important (71%), but that it should be a voluntary decision by the property owner, not something the government imposes (59%). Interestingly, more people think the property owner should have a choice over natural resource preservation than over historic preservation. Only 10% of survey respondents said they would be willing to pay increased taxes if they knew it was going to pay for identifying and preserving historically important properties, making it the lowest priority of the investments asked about in the question.

RECOMMENDATION 30: CREATE AND MAINTAIN ACCESS TO HISTORIC SITES WHERE POSSIBLE

The Township should identify any historic resources that are accessible and seek to maintain access to these resources. This includes the Salt Box House, as well as any iron furnaces that can be reached by road or trail. The Township should work with current property owners to negotiate some sort of access where it is feasible to do so. Perhaps the most eligible site for preservation is River Ridge, the Joseph Sibley Mansion. Sibley was an important businessperson and political leader in the area, his mansion is still in good condition, and is an iconic landmark along the Samuel Justus Trail.



River Ridge, as seen from the Samuel Justus Trail. The mansion of Joseph Sibley is arguably Cranberry Township's most important historic site.

CHAPTER 9. LAND USE

SECTION 1. INTRODUCTION

The Land Use element considers the distribution of residential, commercial, institutional, industrial, and open space uses throughout the Township. It takes into account historic patterns of land use and how much of each type of land use is available. The Land Use element seeks to balance the amount of each use for maximum benefit to the Township and its residents. For example, having too much residential land and not enough commercial or industrial land could reduce availability of jobs in the area.

Conversely, not having enough residential areas could cause housing prices to become inflated and overly expensive for people who want to enter the market. Different types of land uses create demand for different services. While adding residential development to an area generally creates the most demand on the local school system, industrial uses usually put more demand on roads and other infrastructure. The Land Use element also considers connections between different types of development.

Historically, planners recommended extreme separation of uses—with residential areas in one place and commercial and industrial areas completely separated from housing. This strategy created its own set of problems, as residents had to travel long distances to get to jobs and other destinations, creating traffic problems and adding to the cost of maintaining roads.

Today, we tend to avoid such strong separation of uses. In general, we want residences close to things like parks, schools, libraries, and churches, but also shopping, and restaurants. The use of “mixed-use” zones can help to accomplish these goals. We also want to avoid siting major industrial developments next to quiet residential neighborhoods and schools. But we don’t want residential areas too far away from major employers.

Another consideration is infrastructure. Land Use planning should work in tandem with transportation and infrastructure planning. New developments cannot overwhelm the capacity of current water systems or create more stormwater runoff than storm sewers can handle. Additionally, developments that are likely to create a lot of additional traffic (such as an office building or a Walmart) should be situated near roads that can handle the increased traffic load. The Land Use element takes into account and attempts to reconcile all of these factors and more.

Land Use planning should be structured to allow for the community’s preferences. In the Community Survey, 70% of respondents indicated a desire for Cranberry to be “A relatively self-sufficient community with quite a few family-sustaining jobs, and continued status as a retail hub.” Over half of respondents want growth to be managed to limit its impact on existing properties. Eighty percent want additional commercial development opportunities along Rt. 257 and U.S. 322. Seventy percent like the current mix of residential, agricultural, and business uses. The Land Use element can take these preferences into account when recommending amounts of different land uses.

LAND USE PLANNING VS. ZONING

Land Use planning is closely related to zoning and subdivision ordinances, but is not the same thing as either one. The Land Use element of the comprehensive plan is the document that informs the zoning and subdivision ordinances. While the comprehensive plan is not a binding document, the zoning and subdivision ordinances are binding. They explain how to apply the principles laid out in the Land Use element. The Land Use element is based on careful study and public input, so a zoning ordinance that implements the plan's recommendations should be fair and effective for the township and its residents.

VISION STATEMENT

BY 2030, LAND USE IN CRANBERRY TOWNSHIP WILL LARGELY MIRROR COMMUNITY PRIORITIES OF ENCOURAGING DEVELOPMENT, WHILE LANDOWNERS WILL RETAIN CONSIDERABLE FREEDOM TO MAKE DECISIONS ABOUT THEIR PROPERTY. ROUTES 257 AND 322 WILL FUNCTION AS COHESIVE COMMERCIAL CORRIDORS WITH RETAIL AND OTHER COMMERCIAL USES. DEVELOPMENT AND ZONING DECISIONS WILL TAKE INTO ACCOUNT THE VARIOUS ECONOMIC, ENVIRONMENTAL, AND SOCIAL CONSTRAINTS AND IMPACTS IMPLICATED IN THE DECISION.

SECTION 2. DISCUSSION AND RECOMMENDATIONS

NATURAL DEVELOPMENT CONSTRAINTS

In planning for land use, a number of natural constraints must be taken into account, in addition to the infrastructure and proximity constraints discussed above. In Cranberry Township, one of the most challenging is topography. Some slopes are too steep to build on. Topography can also prevent roads from being built to access certain sites. In fact, the 2015 Venango County Hazard Mitigation Plan Update indicates that there are currently 1,755 structures in Cranberry Township in areas that are highly susceptible to landslides, generally in hilly areas in the southern portion of the Township. The plan does not provide more detail about which areas are considered highly susceptible. Another related constraint is floodplains. Areas along streams that are prone to flooding should not be developed and must be left as open space. This does not mean that they are entirely worthless. Certain types of agriculture and some recreational uses can be safely sited in flood plains. The 2015 Venango County Hazard Mitigation Plan Update finds 121 Cranberry Township structures in the Special Flood Hazard Area, commonly called the "100-year floodplain". It also indicates the presence of 33 "repetitive loss properties" that have a special susceptibility to flooding, 30 of which are residential. These are generally identified as being along Sage Run. Soil type can also be a factor in whether a site is developable, as some kinds of soil are too unstable to support a building.

RECOMMENDATION 31: REMOVE “REPETITIVE LOSS” STRUCTURES ALONG SAGE RUN

Acquire and raze the repetitive loss properties along Sage Run identified in the Venango County Hazard Mitigation Plan. A repetitive loss building is one that has had two or more flood insurance claims over \$1000 in any ten-year period. The county plan does not specify which structures along Sage Run are classified as repetitive loss, but it is at most a handful of them. Not all the buildings in that area should be slated for demolition under this recommendation. Federal funding is available for this type of project.

LAND COVER

Much of Cranberry Township is currently forested, open space, or very low-density residential. There are dense residential areas in Seneca and Woodland Heights. The most intense commercial development is in the area around the mall, and, to a lesser extent, along Rt. 257 through Seneca. Lower-density residential areas occur along Rt. 257, as well as in clusters or settlements throughout the Township such as Van, Victory Heights, and along Horsecreek Road. Institutional uses are generally in the Rt. 257 corridor, including the schools, hospital, parks, and municipal building.

The United States Geological Service publishes the National Land Cover Database (NLCD) every few years. The NLCD shows patterns of land cover across the United States. Each pixel (dot) on the map in Figure 31 represents a 30m x 30m surface area (a little under ¼ acre) of Cranberry Township. That pixel is then colored to indicate whether that spot is mostly forest, grassland, development, etc. NLCD does not tell us whether a developed area is residential, commercial, or industrial. Also, it just shows what is currently there, it does not say anything about what should be there in the future. While the NLCD is not the same as a land use map, it can provide useful information about distribution of land use types, especially providing detail about different types of open space.

Analysis of the map in Figure 31 can be seen in the legend in Figure 30. According to NLCD, Cranberry Township is covered by the following:

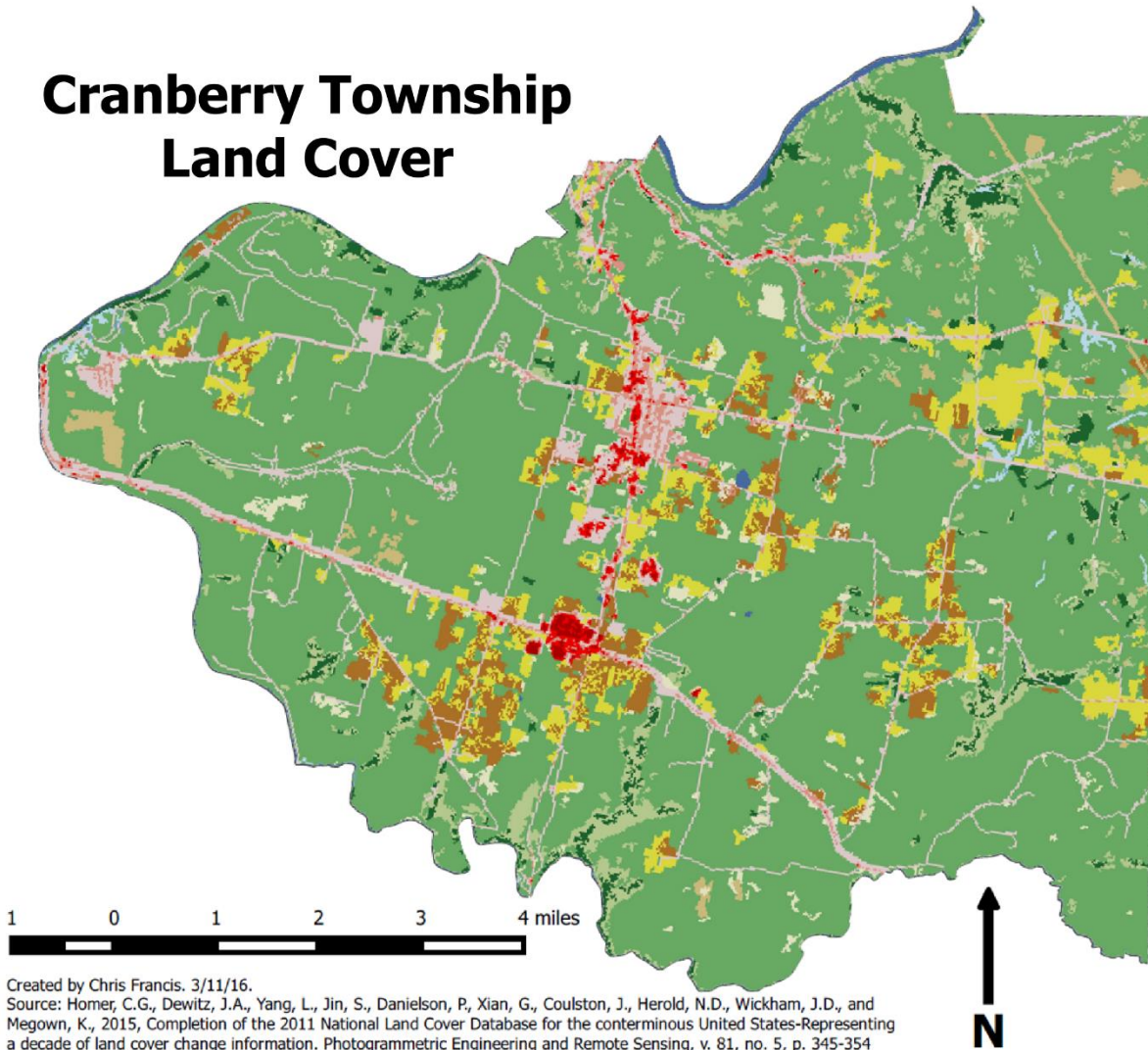
- 78% Forests of all types
- 13% Cropland, pasture, grassland, shrubs
- 9% Developed/built on

The image makes apparent that the most intense development is around the Cranberry Mall. It also shows that most of the agricultural uses are in the southern and eastern portions of the Township. Several small patches of wetlands are also visible in the east. One of Cranberry's most important assets is its large stock of potentially developable land along major corridors.

Figure 30:

Code	Land Cover	Percent
41	Deciduous Forest	71.85
21	Developed Open Space	6.68
81	Pasture/Hay	6.01
43	Mixed Forest	3.90
82	Cultivated Crops	3.73
42	Evergreen Forest	1.90
71	Grassland/Herbaceous	1.75
22	Low-Intensity Development	1.52
52	Shrub/scrub	1.11
23	Medium-Intensity Development	0.47
11	Open Water	0.47
90	Woody Wetlands	0.38
24	High-Intensity Development	0.20
95	Emergent Herbaceous Wetlands	0.03
31	Barren Land/Rock	0.02
		100.00

Cranberry Township Land Cover



Created by Chris Francis. 3/11/16.
 Source: Homer, C.G., Dewitz, J.A., Yang, L., Jin, S., Danielson, P., Xian, G., Coulston, J., Herold, N.D., Wickham, J.D., and Megown, K., 2015, Completion of the 2011 National Land Cover Database for the conterminous United States-Representing a decade of land cover change information. Photogrammetric Engineering and Remote Sensing, v. 81, no. 5, p. 345-354

RECOMMENDATION 32: ZONE TO PROTECT FARMS AND ENVIRONMENTAL AREAS FROM DEVELOPMENT

Productive farmland, especially that classified as prime agricultural land by the USDA, and environmentally sensitive areas should not be zoned for development. Instead, new development areas should be contiguous to existing developed areas. Environmentally sensitive areas include old-growth forests, steep slopes, wetlands, flood plains, areas around public wellheads, and those areas recognized as Biological Diversity Areas by the Venango County Natural History Inventory.

PARCELS AND OWNERSHIP

The land in Cranberry Township is divided into 3937 separate parcels, ranging in size from 0.02 acres up to 1479 acres. These are owned by around 3,000 different landowners. The map in Figure 32 categorizes parcels by type of owner. Parcels in blue are owned by private individuals (or couples), parcels in purple are owned by private non-individuals (like companies or organizations), and parcels in green are owned by some unit of government. All told, 11% of the land in Cranberry Township is publicly owned (not including roads). Private individuals own 60%, and private non-individuals own 29%.

Figure 32:

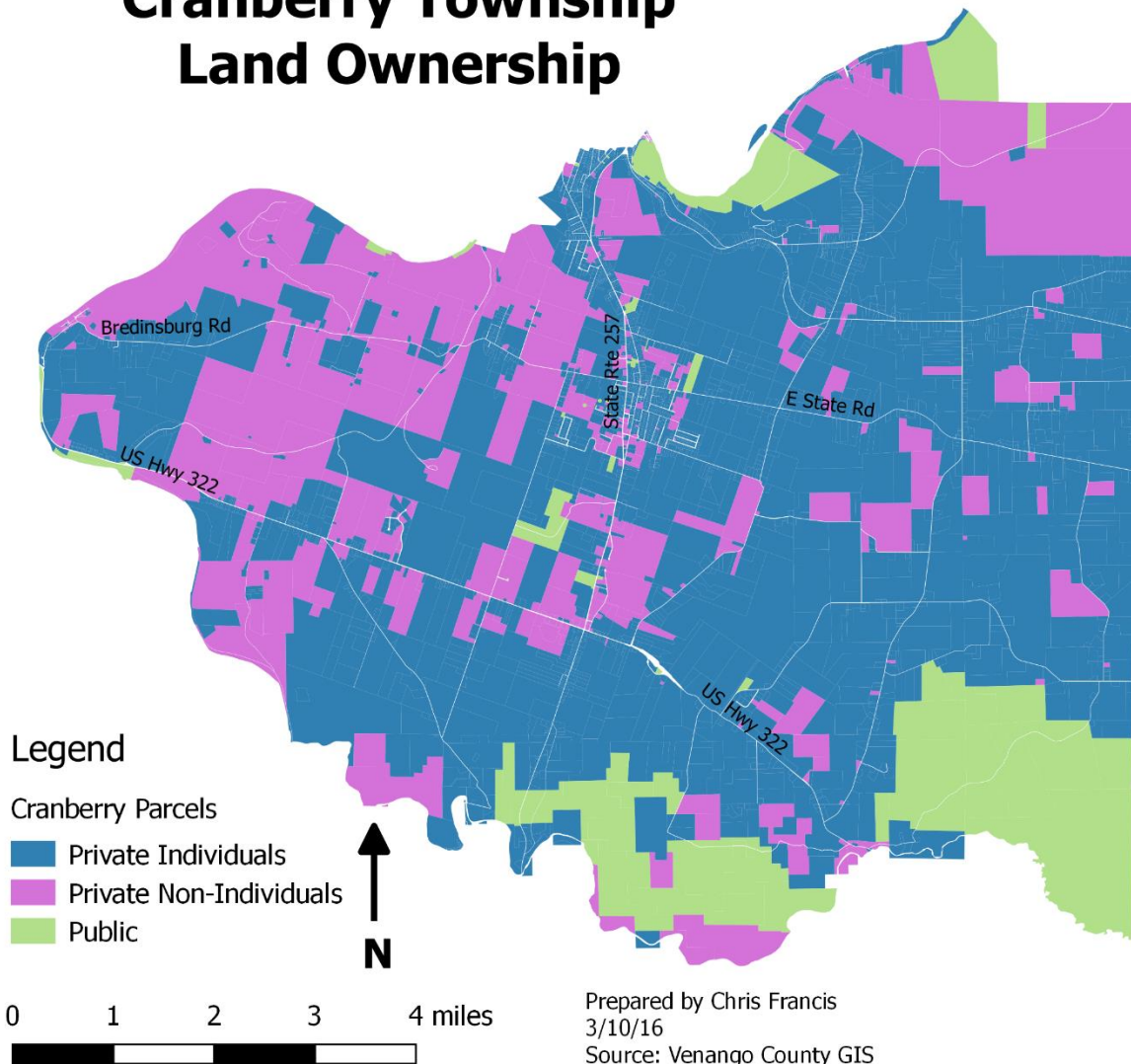
	Land Ownership in Cranberry Township		
	Public	Private Individuals	Private Non-Individuals
All Types	11%	60%	29%
Forest	13%	56%	31%
Wetland	0%	71%	29%

CURRENT AND FUTURE LAND USE

The map in Figure 33 shows the parcel-by-parcel current land use in Cranberry Township. Note that in the less-developed areas of the Township, there may be residences scattered across areas marked as "Open Space", but they are at a very low density.

Figure 33:

Cranberry Township Land Ownership

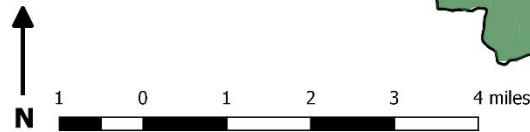


Current Land Use Cranberry Township

Legend

Current Land Use

- Open Space
- Institutional
- Recreation
- Commercial
- Industrial
- Residential



Prepared by Chris Francis
6/29/16
Source: Venango County GIS, Bing Maps, Google Maps

RECOMMENDATION 33: KEEP COMMERCIAL DEVELOPMENT IN MAJOR CORRIDORS

The 257 and 322 corridors should continue to be the primary area of commercial development. Any additional large-scale commercial uses should be located in these areas. The roads are the best able to handle increased vehicle capacity, and provide the most direct connections for people coming in from outside the township to shop. Furthermore, adding commercial areas along these primary roads is consistent with the existing character of the area. These areas are already serviced by water lines, a critical component of major commercial developments. However, because this plan is also recommending some limitations on additional retail construction, it is difficult to justify rezoning these entire corridors to only allow commercial in the future.

As a compromise between seemingly competing goals, a new mixed-use zone should be added to the zoning code that would allow landowners to build either commercial or residential buildings. Mixed-use zones generally only allow smaller or less intense commercial uses than normal commercial districts. This can be accomplished by prescribing specific types of businesses allowed in these areas or by limiting floor area of commercial buildings in mixed use zones. This designation would be preferable to pure commercial in Seneca, which already has a largely residential character. It would be less useful in the area around the mall, as the commercial uses there are much more intense and therefore less compatible with neighboring residential. A mixed-use zone could also provide a better buffer between commercial or industrial uses and residential or conservation uses. As such, it may be useful in much of

the 257 corridor and even along 322 between 257 and Horsecreek Road. Creating a mixed-use zone provides several benefits. First, it increases available commercial zones in the Township, which has been identified as a need. Second, it relieves some of the pressure felt by homeowners who do not want to live next to large commercial areas by making a distinction between what is allowed in pure commercial versus mixed-use zones. Third, it gives landowners more choice in how to use their land. Fourth, it does not designate more commercial zoning than the population can support, thereby restricting land development for uses that may not even be successful here.

Mixed-use zones can also have some drawbacks if not applied properly. First, they may create new potential for conflicts between residents and businesses. This can be mitigated by restricting what types of businesses are allowed in mixed zones. Second, because they permit residential and small-scale business uses, they create potential for additional driveways in and out of busy roadways, which reduce traffic safety in these corridors. As such, the Township should require shared driveways among neighboring property owners in the 257 and 322 corridors where feasible. PennDOT may have its own access restrictions as they are state-owned roads.

RECOMMENDATION 34: LIMIT INDUSTRIAL DEVELOPMENT TO AREAS OF LOW IMPACT

Industrial uses should be limited to those areas in which they will have minimal impact on surrounding uses. In particular, the 322 corridor and the area south of the mall, etc. provides the most space and road capacity to handle industrial development.

Figure 34 shows the potential future land uses in Cranberry Township. In order to maintain the natural, rural character of the Township, as well as to minimize the lengths of required infrastructure extensions, the Potential Future Land Use Map proposes maintaining very low density of development in the outer areas of the Township. All of the potential intense development is in the central core of the Township around Seneca and Cranberry. Most of Route 257 is changed to Commercial, most new Residential is in the area around this core, approximately between Big Egypt Road and Horsecreek Road. New Industrial is south of Walmart, Home Depot, et al, and runs from Bucktail Road, across Cranberry-Rockland Road, to Route 322. Filling in all of these areas with new development would represent a significant build-out, with vast increases in population and jobs. It is not expected that these entire areas will be developed, but the Potential Future Land Use Map designates where each type of development should occur. In the potential new industrial areas along 322, the Township may want to consider making the road frontage commercial rather than industrial, leaving industrial uses a little off the main road. Figure 35 is a map that zooms in on the potential land use changes. The base is the Current Land Use Map, and future use changes are hatched over it in corresponding colors. ***(Both of these maps just show generally where development should occur. They are not zoning maps nor are they legally binding in any way.)*** These maps should be used to inform adjustments to the official zoning map, but more careful parcel-by-parcel precision should be undertaken in adjusting the zoning. In fact, while these maps use cadastral parcels to designate land use, the zoning map could have zone lines cut across parcels to be even more precise in designating areas for development. Furthermore, this plan does not propose that Cranberry Township should change the zoning map to match the Potential Future Land Use map next week or even next year. This plan is looking twenty years or more into the future. There is no need to zone for what

might happen in twenty years. Zoning should stay ahead of development, so that there is always commercial and industrial land available, but it should not be so far ahead of development that it becomes inconsistent with the character of the area. The land around current commercial uses may be zoned commercially, for example, but land a mile away from developed areas probably should not be zoned for development until the areas builds out more.

Figure 34:

Potential Future Land Use Cranberry Township

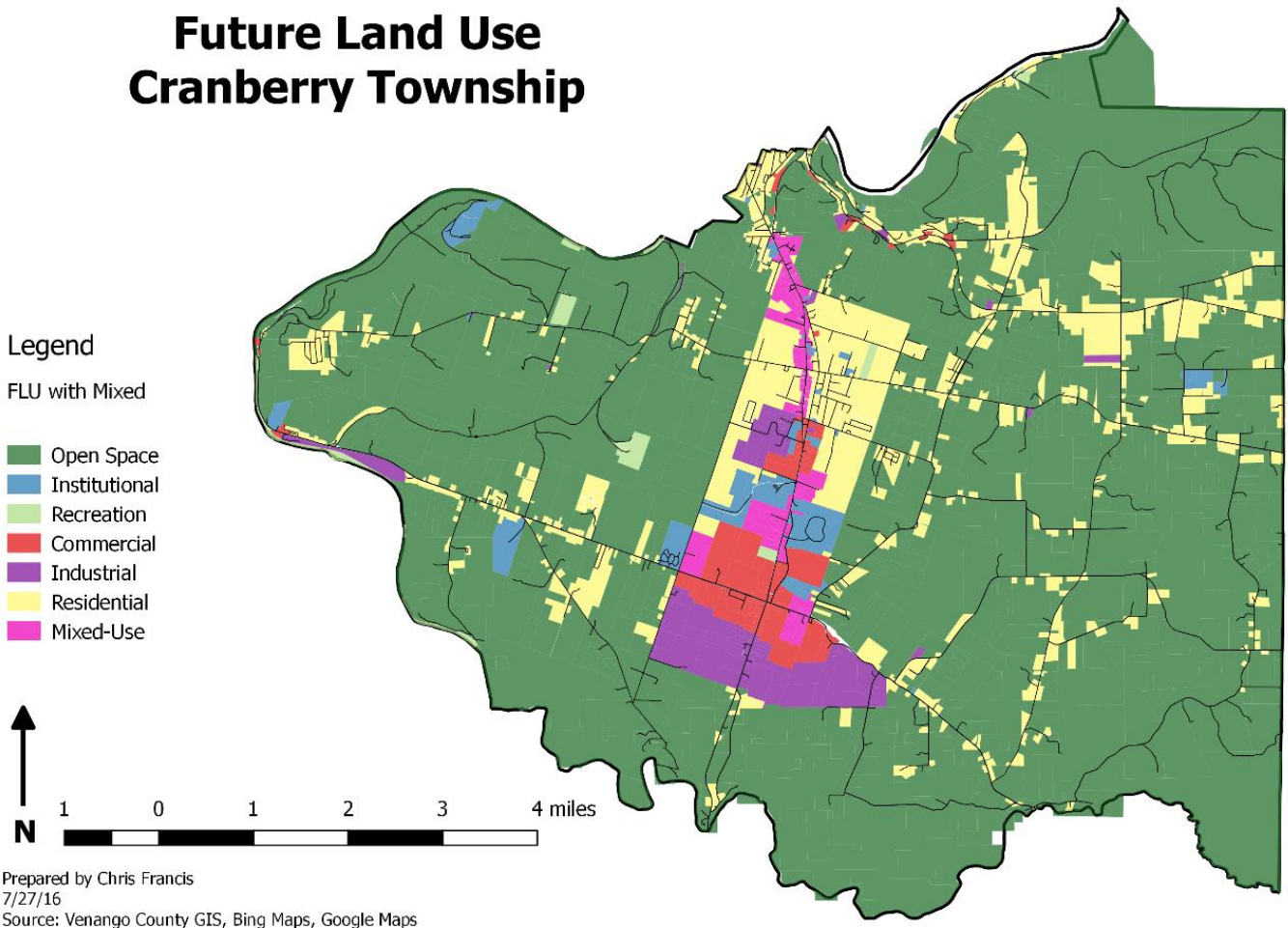
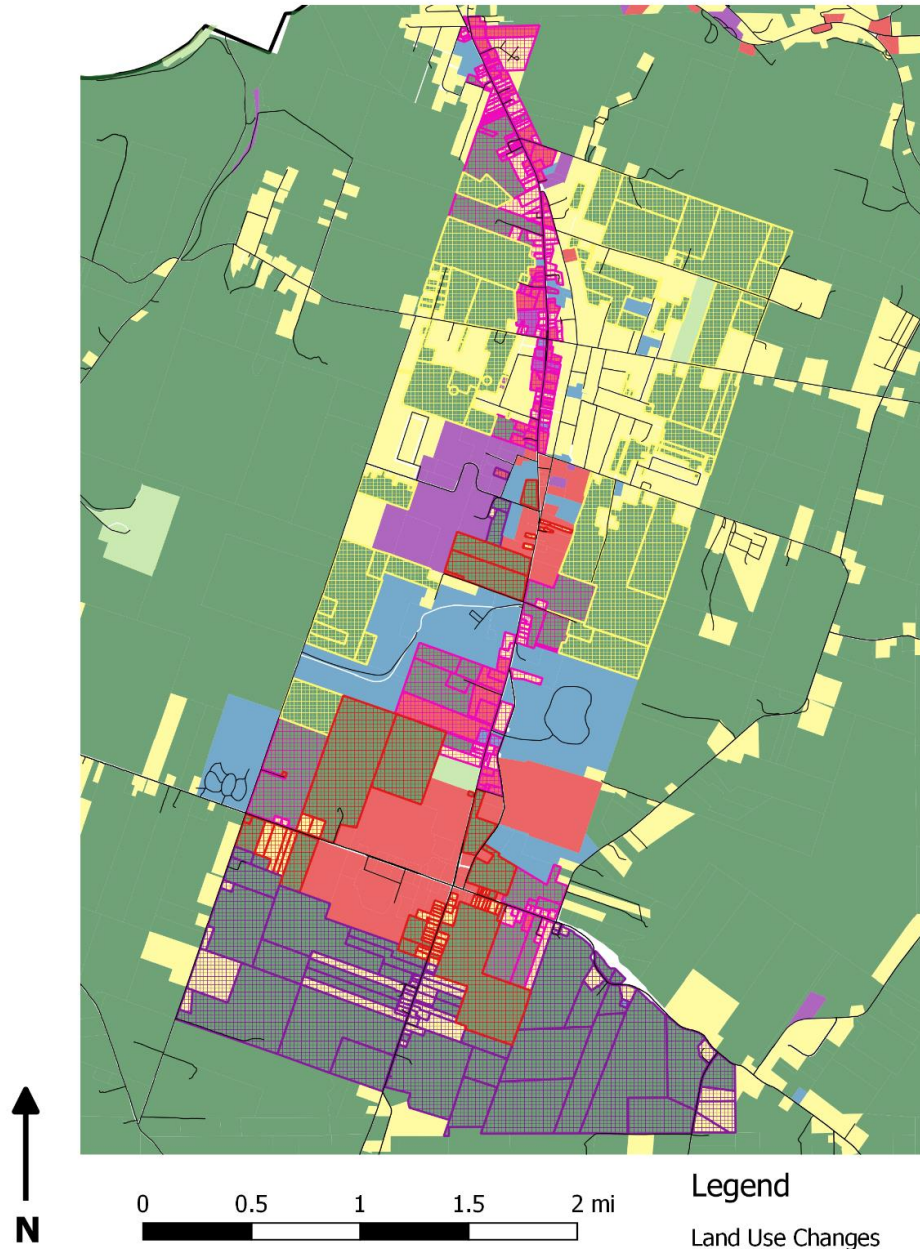


Figure 35:

Potential Changes from Current to Future Land Use Cranberry Township



Prepared by Chris Francis
7/30/16
Source: Venango County GIS, Bing Maps, Google Maps

RECOMMENDATION 35: REQUIRE BUFFERS AROUND NEW COMMERCIAL BUILT NEAR HOMES

Because of historical patterns of development, a number of single family homes still exist in future commercial or mixed-use areas. While it may be bothersome to live next to big box stores, the township must consider what is best for the township as a whole in making land use decisions. However, in order to limit negative impacts on neighboring properties, the township should require buffer zones for new large-scale commercial development within 1000 feet of residential uses. Buffers should be built to mitigate unsightly views, excessive noise, and nighttime light pollution. The township should study particular types of buffer, but these may include fencing, tree lines, and shrubbery. The Township should also require that new parking lot lights be of the full cutoff variety to minimize light pollution.

RECOMMENDATION 36: PREPARE SHOVEL-READY PLANS FOR EXTENDING UTILITIES TO NEW DEVELOPMENT SITES

The township should create a plan for extending water and sewer service as necessary to areas designated for commercial and industrial development. These areas need not be serviced right away, but shovel-ready plans should be prepared so that lines can be extended quickly to accommodate new development.

RECOMMENDATION 37: CONSIDER OPTIONS FOR FUTURE REDEVELOPMENT OF MALL AND OTHER RETAIL SITES

Given the current state of Cranberry Mall, as well as the challenges for indoor malls nationwide, Cranberry should assess potential options for reuse of that land in case the mall is forced to close in the future. The township need not prepare detailed plans for reuse of the space, as such plans will hopefully be unnecessary, but coming up with a list of use options now will facilitate more rapid redevelopment if the need arises. The options should include alternate uses of the building itself, as well as alternatives that would require razing the mall and using the site for something new. This is necessary to quickly find an alternate use for these buildings if the businesses close, so that the area does not become blighted.

RECOMMENDATION 38: LIMIT CONSTRUCTION OF ADDITIONAL RETAIL SPACE

While the retail cluster is an asset to the Township, if it is overbuilt and several stores have to close due to population decline, empty storefronts will remain. Never developing the land in the first place is far preferable to this kind of commercial blight. In the same vein, the township should limit the amount of small retail development such as strip malls in outparcels around big box stores. Without enough businesses to fill them, they too will sit empty or may pull businesses from the Cranberry Mall, accelerating its decline. The township should be cautious in allowing over-development of retail beyond what the region can support. One way to do this is to make retail development a conditional use or special exception in some or all of the commercially-zoned land in the Township. This would then allow the Township to require detailed market research reports from interested companies demonstrating why the company believes it can be successful in Cranberry Township over the long term.

CHAPTER 10. IMPLEMENTATION

OVERVIEW

The implementation plan takes the recommendations discussed in the previous chapters and makes them more concrete, laying out a strategic framework for getting things done.

IMPLEMENTATION COMMITTEE

The Township should appoint a committee to oversee implementation of the plan. The committee may include Plan Commission members, Steering Committee members, and other interested citizens. This is the best way to ensure implementation actually happens. This need not be an open-ended commitment. The committee should be able to accomplish its goals in a one-year timeframe.

The committee's main tasks should be filling in the details of the implementation framework discussed below and then setting things in motion. Filling in the details includes coming up with a concrete timeline for starting each item and identifying and applying for grants where necessary. Setting things in motion includes making contact with each of the non-Township stakeholders identified in the tables below to begin talking about the proposed actions, and other work to start making progress on the short-term actions.

While the committee should work on the recommendations generally in these regards, it should also focus particular attention on the following items, as they need to be started in the very short term:

- 1) Plan for and convene the Economic Development Committee as soon as possible. This is the most important recommendation in the entire plan, and many of the other recommended actions have been assigned to this group. The key focus of the implementation committee should be in getting the *right* people on the committee.
- 2) Begin talks with local internet providers about increasing broadband access and speeds. That there are still large areas without good access is a major disadvantage for the Township. This should be corrected to improve economic development opportunities, communication, safety, and attractiveness to residents.
- 3) Renew talks with the Oil Region Alliance regarding the establishment of a senior housing facility in the Township. The ORA has not made progress in finding a developer, and the Township should offer assistance and push this development as a priority by having regular meetings with them about the development to increase pressure to make progress.
- 4) Meet with PennDOT and perhaps consult with a traffic engineer regarding safety at the Horsecreek/157 intersection. This corner is dangerous and time is of the essence to prevent any additional fatalities. If the implementation committee can generate a plan for carrying out the recommendations, make contact with partner organizations and entities, and set these four key actions into motion, it will be a success.

ZONING MODIFICATIONS

In addition to the work of the implementation committee, the Planning Commission should study and implement two recommended zoning changes in the short term, while the zoning code is still in the process of being updated. These include the new buffer zone requirement for commercial being built near existing residential and the move to make retail a conditional use or special exception in commercial areas so that the Township can require a market study showing long-term viability before allowing more retail space to be built. Both of these actions are themselves time-sensitive, as they should be in place before any new commercial development is attempted, but they could also be included in the current zoning update if they are addressed quickly.

IMPLEMENTATION TABLE

The Implementation Table in Figure 36 prioritizes the recommendations based on importance, and also prescribes a general time frame for each action. This is important because some actions naturally must precede or follow other actions. The table simply designates each action as short, medium, or long-term. Short-term items should be under way within roughly one year of plan adoption. Medium-term items should be tackled between two and five years after adoption. Long-term items can be thought of as being slated for action five years after adoption or longer.

The Implementation Table also identifies which entities should carry primary responsibility to carry out each action. For many of these, the responsible party is the Township. Most items also list an approximate cost to complete. For several where the particular cost may not be obvious, consultant fees are in view. Where possible, sources of funding are identified, including non-Township governmental bodies and grants. Some recommendations basically amount to maintaining the status quo, including emergency services and several of the zoning items. No action is needed for these other than what is already underway.

BENCHMARKING TABLE

After the Implementation Table is the Benchmarking table, in Figure 37 (2 pages). This table gives more information about how to carry out each recommendation, and how to measure progress in working toward the goals outlined. For most recommendations, a “first step” is identified to set in motion work on that particular action. Then the “metric” column identifies what outcome is expected from successful implementation of that recommendation. The final columns identify the current status of that action, as well as the “benchmark” for what kind of progress should be made by 2030. This should help the Township track its progress in implementing the plan.

Figure 36:

Implementation Table						
Element	Number	Summary	Importance	Timing	Responsible Parties	Est. Cost Funding Source
ED	1	Create local economic development committee	Very High	Short-Term	Township, businesses, institutions	\$20,000
ED	2	Create an Online Inventory of Developable Sites	High	Medium-Term	Economic Development Committee	\$10,000
ED	3	Revitalize the Mall	High	Short-Term	Township, Mall management	
ED	4	Emphasize Health Care	High	Long-Term	County, Economic Development Committee	\$0 ED Comm. Budget
ED	5	Create a Revolving Loan Fund for Business Startup and Expansion	High	Short-Term	Township, Economic Development Committee	\$20,000
CFS	6	Create joint oversight board for sewer and water with Oil City	High	Medium-Term	Oil City, Township	\$0
CFS	7	Identify alternate water source	Medium	Long-Term	Township	
CFS	8	Expand Recycling Options	Medium	Short-Term	County, Township	
CFS	9	Extend and Connect Walking and Bicycling Trails	Medium	Long-Term	Stakeholders along routes, Township	
CFS	10	Add Signage to Bike Path Trailheads	High	Short-Term	Township	
CFS	11	Add to Recreational Facilities in Parks	Medium	Long-Term	Township	
CFS	12	Continue Using Pennsylvania State Police for Police Services	High	Status Quo	Pennsylvania State Police	\$0 Status Quo
CFS	13	Train Fire and EMS Personnel for Potential Hazards	High	Medium-Term	Seneca VFD, PennDOT	FEMA?
CFS	14	Work with providers to improve broadband access and speeds	High	Short-Term	Local providers, Township	
CFS	15	Reimburse for Library Cards and Move Toward Full Library Support	Medium	Short-Term	Township	\$9,000
Housing	16	Join the Affordable Housing Advisory Board	High	Short-Term	Township, AHAB	\$0
Housing	17	Improve local housing affordability through land banking, grants, or loans	Medium	Medium-Term	County, Township, Northwest Commission	\$50,000 County, Northwest Commission
Housing	18	Incentivize property maintenance through a loan fund or award program	High	Medium-Term	Township	\$20,000
Housing	19	Strengthen property maintenance code and enforcement	Medium	Medium-Term	Township	
Housing	20	Create a Home Helpers Program to Assist Elderly and Disabled Residents with Maintenance	Low	Long-Term	Township, Nonprofits	\$0 Self-supporting through fees
Housing	21	Develop a senior housing or assisted living facility	Very High	Short-Term	Oil Region Alliance, Township, Private Developer	\$0 Developer
Trans	22	Add Bike and Walking Connections Along 257	Low	Long-Term	Stakeholders along routes, Township	
Trans	23	Improve safety at Horsecreek and Route 157	Very High	Short-Term	Township, PennDOT	PennDOT
Trans	24	Establishing alternate routes of travel through the Township	Medium	Long-Term	Township, PennDOT	
Trans	25	Repair bridge over Twomile Run	High	Short-Term	Township	Act 13 funding
Trans	26	Increase awareness about the county bus system	High	Medium-Term	County, Township	\$1,000
NHP	27	Develop a voluntary, unified forest management plan	Medium	Long-Term	Township, Forest landowners	\$20,000 Grant?
NHP	28	Protect Environmentally Sensitive Areas from Development	Medium	Medium-Term	Township	\$0 Status Quo
NHP	29	Work on historic preservation at regional level	Low	Long-Term	County, Township, Oil Region Alliance	\$0 Oil Region Alliance
NHP	30	Create and maintain access to historic sites, where possible	Low	Long-Term	Township	\$10,000
Land Use	31	Remove repetitive loss structures along Sage Run	Medium	Medium-Term	Township	FEMA's Hazard Mitigation Grant Program
Land Use	32	Zone to protect farms and environmental areas from development	High	Status Quo	Township	\$0 Status Quo
Land Use	33	Keep commercial development in major corridors	Very High	Status Quo	Township	\$0 Status Quo
Land Use	34	Limit industrial development to areas of low impact	Very High	Status Quo	Township	\$0 Status Quo
Land Use	35	Require buffers around new commercial built near homes	High	Short-Term	Township	\$1,000
Land Use	36	Prepare shovel-ready plans for extending utilities to new development sites	Medium	Medium-Term	Township	
Land Use	37	Consider options for future redevelopment of mall and other retail sites	Medium	Long-Term	Economic Development Committee	\$5,000
Land Use	38	Monitor and limit retail development by making it a conditional use	High	Medium-Term	Township	\$1,000

Figure 37:

Benchmarking Table

Element	Number	Summary	First Step	Metric	2016 Status	2030 Goal
ED	1	Create local economic development committee	Create Charter, Recruit members	Committee meets regularly to work toward planned ED strategy	None	Committee exists, meets regularly, has met some initial goals and has identified new ones
ED	2	Create an Online Inventory of Developable Sites	Work with County GIS to identify sites	Website exists, is updated regularly	None	Website successful in helping to attract investment to Township
ED	3	Revitalize the Mall	Meet with mall management	Vacancies reduced	25% vacant	Vacancy rate around 10%, or in line with national current averages
ED	4	Emphasize Health Care	Recruit representatives from UPMC to join ED Comm	New investment in these key sectors		10% increase in health care jobs, 5% increase in retail jobs
ED	5	Create a Revolving Loan Fund for Business Startup and Expansion	Identify funding and write program rules	Businesses started and expanded using loan program	None	\$100k in total loans made to date
CFS	6	Create joint oversight board for sewer and water with Oil City	Start conversation with Oil City	Creation of joint board	No representation	Equal representation for Cranberry Township
CFS	7	Identify alternate water source	Hire engineering consultant	Alternate sources identified and protected	None	Alternate sources identified and protected
CFS	8	Expand Recycling Options	Identify recycling providers	Services available in Township	None Built	Specialized recycling in Township at least monthly
CFS	9	Extend and Connect Walking and Bicycling Trails	Plan exact route	Path built	None Built	Path partially complete
CFS	10	Add Signage to Bike Path Trailheads	Inventory current signage and identify need	Signage installed	Limited	Significant wayfinding and informational signage installed
CFS	11	Add to Recreational Facilities in Parks	Detailed site plan for park facilities	New facilities installed	Existing	Parks offer skate park, more basketball, disc golf
CFS	12	Continue Using Pennsylvania State Police for Police Services		High-quality emergency service provision	Good	Still Good
CFS	13	Train Fire and EMS Personnel for Potential Hazards	Review current training procedures	Fire and EMS personnel know how to respond to hazards of various kinds		Trained for all hazards identified in most recent Hazard Mitigation Plan Update
CFS	14	Work with providers to improve broadband access and speeds	Meet with existing providers	Faster speeds over more of Township	Spotty	Widely available access at good speeds for the times
CFS	15	Reimburse for Library Cards and Move Toward Full Library Support	Publicize about reimbursement	Increasing library users in Cranberry Twp.	No public money	Full contribution to library
Housing	16	Join the Affordable Housing Advisory Board	Contact board, identify volunteer to represent Township	Cranberry is represented on board	No representation	Ongoing representation on board benefits Cranberry residents
Housing	17	Improve local housing affordability through land banking, grants, or loans	Meet with County Land Bank to discuss partnership	Fewer residents spending over 30% of income on housing		Under 20%
Housing	18	Incentivize property maintenance through a loan fund or award program	Write incentive program	Fewer poorly-maintained homes		
Housing	19	Strengthen property maintenance code and enforcement	Revise current code	Stronger law, fewer violations		Code is enforced uniformly across township
Housing	20	Create a Home Helpers Program to Assist Elderly and Disabled Residents with Maintenance	informally gauge interest from homeowners and volunteers			
Housing	21	Develop a senior housing or assisted living facility	Work with ORA to find developer	Progress toward opening of facility	None	Senior housing facility up and running
Trans	22	Add Bike and Walking Connections Along 257	Plan exact route	Path built	None Built	Path partially complete
Trans	23	Improve safety at Horsecreek and Route 157	Meet with PennDOT about the issue	Progress toward modifying traffic patterns at intersection		action complete, accidents reduced
Trans	24	Establishing alternate routes of travel through the Township	Prioritize most important alternate routes	progress toward improving network of alternate routes		at least one alternative route improved
Trans	25	Repair bridge over Twomile Run	Determine needed repairs	Progress toward making repairs		Bridge repaired, all Township-owned bridges regularly monitored
Trans	26	Increase awareness about the county bus system	Generate plan for raising awareness	More Cranberry residents using bus		10% increase in local ridership.

Benchmarking Table

Element	Number	Summary	First Step	Metric	2016 Status	2030 Goal
NHP	28	Protect Environmentally Sensitive Areas from Development	Finish under-way zoning revisions			
NHP	29	Work on historic preservation at regional level	Seek representation on regional historic boards			
NHP	30	Create and maintain access to historic sites, where possible	identify potentially accessible historic properties and meet with owners to discuss public access			At least one historic site accessible to public
Land Use	31	Remove repetitive loss structures along Sage Run	Identify properties, apply for grants	progress toward removal of properties		50% of repetitive loss properties razed
Land Use	32	Zone to protect farms and environmental areas from development	Finish under-way zoning revisions			
Land Use	33	Keep commercial development in major corridors	Finish under-way zoning revisions			
Land Use	34	Limit industrial development to areas of low impact	Consult Venango County Natural Resources Inventory			
Land Use	35	Require buffers around new commercial built near homes	Identify properties requiring buffers	No new, unbuffered development	some nuisance-limiting rules	conflicts between land uses minimized
Land Use	36	Prepare shovel-ready plans for extending utilities to new development sites	identify potential development sites	plans prepared	none	plans prepared for at least the 5 most-developable sites
Land Use	37	Consider options for future redevelopment of mall and other retail sites	hire site reuse consultant	potential re-uses identified		
Land Use	38	Monitor and limit retail development by making it a conditional use	Change zoning	Retail is conditional, new applicants present market research evidencing long-term viability	Retail is by right use in commercial areas	Retail sector is strong, but not over-built

PLAN UPDATES

A final note on implementation: The plan is not a static document; it should be dynamic. A recommendation that makes sense today may not still make sense in five years. Planning is the most effective when it is an ongoing process. Just as a Township would never pass a budget and then stop paying attention to its finances for a decade, Cranberry Township should not adopt this plan and then leave it on a shelf for ten years. Ongoing “accounting” of plan progress and a “balancing” of the planning “books” is necessary to actually make progress toward the plan’s goals. And just as the budget is updated every year, so should the plan be updated every year or two. This need not be an arduous process every year, but the Plan Commission should review the Plan periodically and consider 1) whether the data and assumptions upon which the plan is based are still current, 2) whether updating that data would logically lead to a different set of recommendations, and 3) whether any unforeseen circumstances have arisen that need to be accommodated or planned for. Making regular, minor updates will ensure the plan and actions taken in response to the plan are still relevant. In addition, every ten years or so, the entire plan should be rewritten. Usually, enough has changed in a decade that the old plan is only marginally useful.

INTERNAL INTERRELATIONSHIPS

The Pennsylvania Municipalities Planning Code, Article III, Section 301 (a) (4.1) requires a statement of interrelationships among the plan elements.

This plan is consistent with itself, and the elements are interrelated, so that none stands alone or deviates from the others. The vision statement at the beginning states that it is the overall goal of Cranberry Township, through local determination, to develop and preserve a pleasant, attractive, healthy, safe, and economically viable environment for living, working, shopping, and recreating for today’s residents and future generations. This vision is the primary thread tying all of the elements and their recommendations together.

A few notable points of connection:

- 1) The Land Use Plan and the Natural and Historic Preservation Plan both recommend disallowing development in prime agricultural areas and environmentally sensitive areas.
- 2) The Land Use Plan takes into account water and sewer lines and highway capacity in determining which areas should be zoned for development
- 3) The Economic Development Plan considers Land Use in recommending that the Township consider alternative uses for the mall.
- 4) The Land Use Plan balances the competing goals of blight prevention, economic development, and housing needs in recommending the institution of mixed use zones along parts of 257 and 322.
- 5) The Land Use Plan recommends keeping development close to existing developed areas to preserve natural areas.
- 6) The Economic Development Plan recommends attracting industries that would utilize resources found locally, and the Natural and Historic Preservation Plan recommends developing a cooperative forest management plan to better take advantage of economic opportunities associated with Cranberry's woodlands.

CONSISTENCY WITH PLANS FROM NEIGHBORING MUNICIPALITIES AND THE COUNTY

The Pennsylvania Municipalities Planning Code, Article III, Section 301. (a) (5) requires a statement explaining how this plan is consistent with those of neighboring municipalities and the county.

A review was completed to identify comprehensive plans from neighboring municipalities. Of the nine surrounding municipalities, including Ashland Township in Clarion County and Pinegrove, President, Cornplanter, Sandycreek, and Rockland Townships, the Borough of Sugarcreek, and the Cities of Oil City and Franklin, all in Venango County, only two municipalities were found to have comprehensive plans in place based on an internet search, review of municipal websites, and review of the Pennsylvania eLibrary for County and Municipal Land Use Documents. Those two, Oil City and Cornplanter Township, are both part of the same multimunicipal plan with the Borough of Rouseville. Oil City shares a border with Cranberry on the north side of the Township, and Cornplanter Township shares a small portion of

border with Cranberry, also to the north. Cornplanter and Cranberry are separated by the Allegheny River, with no direct bridge connections between them.

In terms of land use, the areas of Oil City and Cranberry near their shared border are mostly residential with a few businesses, so they are consistent with one another. The Oil City plan discusses downzoning some residential areas to lower-density residential. This plan recommends converting some of the zoning along 257 to mixed use, but that zone will not be right against the Oil City border. Neither change would be a significant departure from the existing land uses in the area, and the existing uses seem to be compatible. Eighteen Community Survey respondents mentioned that there is a lot of traffic at the corner of 257 and 62, which is right on the Oil City border. However, this is PennDOT's jurisdiction as both roads are state-owned, so no recommendation is made about changes to the intersection.

The portion of Cornplanter Township directly across the Allegheny River from Cranberry is proposed to remain zoned for Conservation. This is consistent with existing use and with existing use in Cranberry. This plan does not propose to change the use in that portion of the Township.

Both plans also support regional cooperation among governments and both also recommend the development of senior-oriented housing.

The 2005 Venango County Plan was also reviewed to ensure consistency. Several points of agreement were noted.

- First, both plans saw Economic Development as important enough to include, even though it wasn't required by the MPC. This suggests that the plan developers were on similar pages in writing the two plans.
- Second, the County plan calls for regional governmental cooperation among counties and municipalities (Recommendation 1.7). This plan identifies several instances in which cooperation with the County is merited. These are not only consistent ideas, but cooperation will help to ensure consistency in actions moving forward.

A few other points of agreement:

- 1) Venango County recommendation 1.2 says development should be focused near existing development, as does this plan in recommendations 28, 34, and 35.

- 2) Venango County recommendations 1.6 and 5.8 suggest pursuing industries that will take advantage of local resources, as does this plan, in the instructions for the Economic Development Committee in Appendix D.
- 3) Venango County recommendation 2.1 says municipalities should develop their own plans. This plan fulfills that recommendation for Cranberry Township.
- 4) Venango County recommendation 3.6 recommends identifying traffic problems and working with PennDOT to solve them. This plan does so in recommendation 23.
- 5) Venango County recommendation 3.14 encourages a regional view of the economy. This plan says the same in the Economic Development Plan and Appendix D.
- 6) Venango County recommendation 3.15 says municipalities should support county libraries, as does this plan in recommendation 15.
- 7) Venango County recommendation 4.2 advocates for increased variety in housing options in the area. This plan calls for development of a senior-oriented housing facility in recommendation 21.
- 8) Venango County Goal 6 promotes an economically sound approach to agricultural and forest enhancement. This plan does the same in recommendation 27.

Based on reviews of the County Plan and the plans of neighboring municipalities, this plan is found to be consistent with both.

The Cranberry Township Comprehensive Plan also concurs with the Management Action Plan for the Oil Regional National Heritage Area, and updates thereof. The ORNHA Management Action Plan described activities related to open space, recreation, cultural conservation, historic preservation, community development, education/interpretation, economic development, and intergovernmental cooperation for all of the municipalities in Venango County plus the City of Titusville, Oil Creek Township, and Hydetown Borough in eastern Crawford County. The ORNHA Management Action Plan implementation is coordinated by the Oil Region Alliance, the designated administrator of the ORNHA.

APPENDIX A:

STEERING COMMITTEE SWOT ANALYSIS

SWOT Analysis

As part of the planning process, the Comprehensive Plan Steering Committee conducted several SWOT Analyses. A SWOT analysis is a sort of brainstorming activity, wherein participants try to identify a community's Strengths, Weaknesses, Opportunities, and Threats.

Strengths and Weaknesses, are generally the current conditions of the township. Opportunities and Threats are more forward-looking, considering opportunities available to the Township (currently or in the future) and threats to the township, or problems that could be detrimental to the quality of life in the township in the future.

The first SWOT analysis was conducted at the very first Steering Committee meeting in October 2015, and looked broadly at the Township as a whole. Later, smaller groups from the committee also conducted SWOT analyses for each of the six topic areas covered by the Plan.

The SWOT analyses provide a good starting point for thinking about the future. In terms of the Plan's recommendations, a good rule of thumb is that recommendations should do one of the following:

- Maximize a Strength
- Minimize a Weakness
- Take advantage of an Opportunity
- Mitigate a Threat

OVERALL PLAN SWOT

Strengths

Good roads
 Winter maintenance
 Responsive elected and local officials
 Parks
 Natural resources/scenery
 Access to a condensed shopping area
 Bike trails--Justus, Allegheny Valley Trails Association
 Family values
 Work ethic

 Public & private schools--choice, quality
 Low crime
 Hospital/Medical care access
 4 major highways--good access
 Clean air
 Agriculture
 Fire department

Opportunities

Attractive area to live
 Potential commercial growth
 Developable land
 Tourism--outdoor recreation
 Absentee landowner spending
 Expanding recreation in parks
 Energy development
 Medical expansion
 Communication expansion

Economic Development

Strengths: Infrastructure and land reserves, Transportation to businesses, health care and social services, schools, work ethic, increase of building limits as one of highest in county

Weaknesses: No marketing or outreach to recruit businesses, aging population, losing population, few family restaurants, Internet access, rehabilitation of blighted property, interstate access, no rail access

Opportunities: New business capabilities, Redevelopment of abandoned commercial and industrial sites, Economic development efforts are positively implemented as needed by population [?], FERTA [?], tax incentives to new business, work with County on attracting business, taking inventory of businesses and competition, supply buses [?], shortage of "aging in place" housing, telecommunication companies, fiber optic county wide, intergenerational families of returning children to care for parents, Oil/gas, Forest development

Threats: Water and Sewer agreements with surrounding municipalities, losing population and aging population, shortage of appropriate housing to aging, garbage on property on highly traveled roads, short [?] budget, regional population decline

Weaknesses

Aging housing stock
 Lack of assisted senior housing
 Little industry (could also be a strength)
 Few family-sustaining job opportunities
 Hard for young people to stay
 Lack of property maintenance
 Infrastructure
 Clay soils--bad for on-lot septic systems

Threats

Dependent on Oil City for water/sewer
 No local representation
 Insufficient capacity
 Antiquated
 Limits usefulness for big development
 No room for failure of Cranberry water system
 Mineral extraction threatens water wells
 Oil City/other areas declining
 May lead to:
 Job decline
 Crime
 Aging housing
 Declining property values
 Declining tax base
 Flood plains/end to federal subsidy for flood insurance
 Decline in hunting
 Lack of good-paying jobs in the township
 Over-regulation--State and Federal

COMMUNITY FACILITIES AND SERVICES

Strengths: Great Roads, Water/sewer infrastructure, parks/rec., Fire Dept/EMS, churches, schools, businesses, steady growth, police services, bike trail, Hospital, low crime

Weaknesses: Lack of industry, dependent upon Oil City to supplement water/provide sewer, stormwater, bike trail not easily accessed from Oil City, areas without good internet service

Opportunities: be classified as “rural” to encourage doctors to come (financial relief for student loans), building bicycle-friendly access, improve internet access, expanding parks/recreation opportunities

Threats: control over water/sewer rates (Oil City), Police services (charged by state police)

HOUSING

Strengths: Schools, homeowner—higher, generational community, township rehab

Weaknesses: no senior housing/assisted living—condo style, lack of property maintenance, lack of water/sewage in areas, lack of housing rehab program

Opportunities: township restart rehab, seek senior housing developers

Threats: unkempt property, decline property value, lack of assisted living for seniors, lack of affordable housing for young people, lack of rental housing options

TRANSPORTATION

Strengths: good roads, few stop lights, winter road maintenance, GO bus, availability for emergency needs, bike trail, population decrease, good/well maintained roads, County airport service

Weaknesses: can the roads handle business growth?, 157/Horsecreek street light, lack of turning lights, no interstate exit, growth on 322, lack of freight rail access

Opportunities: safe sidewalks, bike trail, revamp the airport, build on bike trailhead, light stop sign to add for safety, rumble strips?, building walking trails

Threats: growth on 322, bad winters, reduction/discontinuation of GO bus service, downgrading/lack of funding for state/federal highways

NATURAL AND HISTORIC PRESERVATION

Strengths: Several properties, waterways, bike trails/primitive camps, parks, forest resources, agricultural resources,

Weaknesses: Historic sites are privately owned, public unaware of history, public use and awareness of trails, forest resources largely privately owned

Opportunities: Historic Registers, Public Awareness and Involvement, Increase Awareness and, Tourism/recreation, development travel related businesses, primitive camping, waterway access, ads in Oil Region visitors' guide

Threats: Owners opposed to public awareness venues, whim of property owner, lack of benefits for business use- lack of trails, energy development, logging, new development

LAND USE

Strengths: Desire for commercial growth, good infrastructure, new development, recreation, hospital, schools/campus—private and public, low % rentals, already a hub

Weaknesses: aging housing, lack of access to interstate, topography, senior living, lack of partnerships with Oil City/Franklin, property maintenance

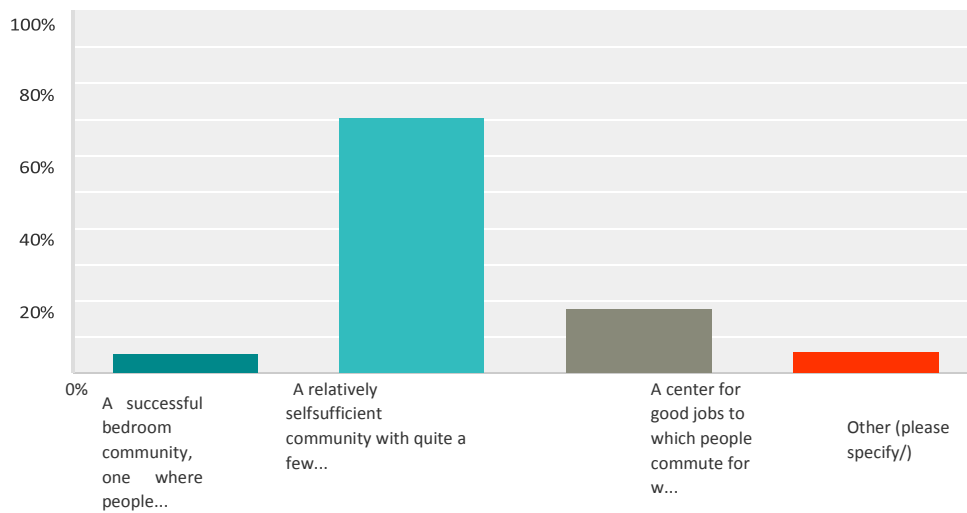
Opportunities: land available to be developed, interest to change zoning from land owners, oil/gas, forestry/timbering

Threats: mall decline, population decline, no control over water/sewer charges from Oil City

APPENDIX B: SURVEY SUMMARY

Q1 Which of the following most closely matches your preferred future for Cranberry Township twenty years from now?

Answered: 1,028 Skipped: 47

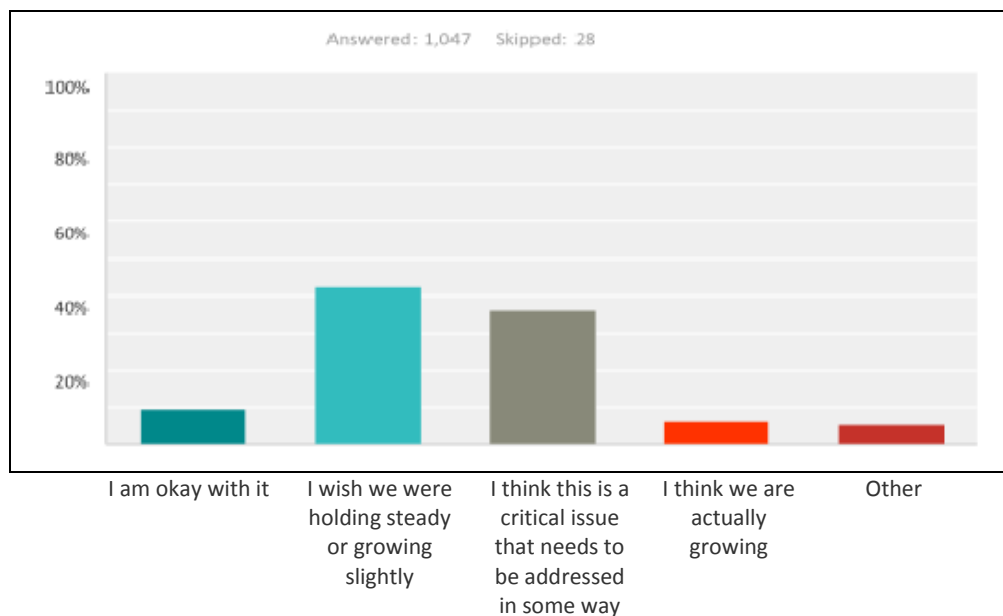


Answer Choices	Responses
A successful bedroom community, one where people commute elsewhere for jobs.	5.45% 56
A relatively self-sufficient community with quite a few family-sustaining jobs, and continued status as a retail hub.	70.43% 724
A center for good jobs to which people commute for work from outside the township.	18.19% 187
Other (please specify)	5.93% 61
Total	1,028

Q1: Which of the following most closely matches your preferred future for Cranberry Township twenty years from now?

When asked generally about their preferred future for the township, 70% of respondents selected “A relatively self-sufficient community with quite a few family-sustaining jobs, and continued status as a retail hub.” The next highest preference, with just 18%, was “A center for good jobs to which people commute for work from outside the township.” The least popular option, with only 5% of answers, was “A successful bedroom community, one where people commute elsewhere for jobs.” Another 3% marked both of the highest two answers. The remainder wrote in answers that were generally along the lines of wanting a self-sufficient community with family-sustaining jobs.

Q2 Recent figures from the U.S. Census Bureau indicate that Cranberry Township has been slowly losing population. How do you feel about this trend?

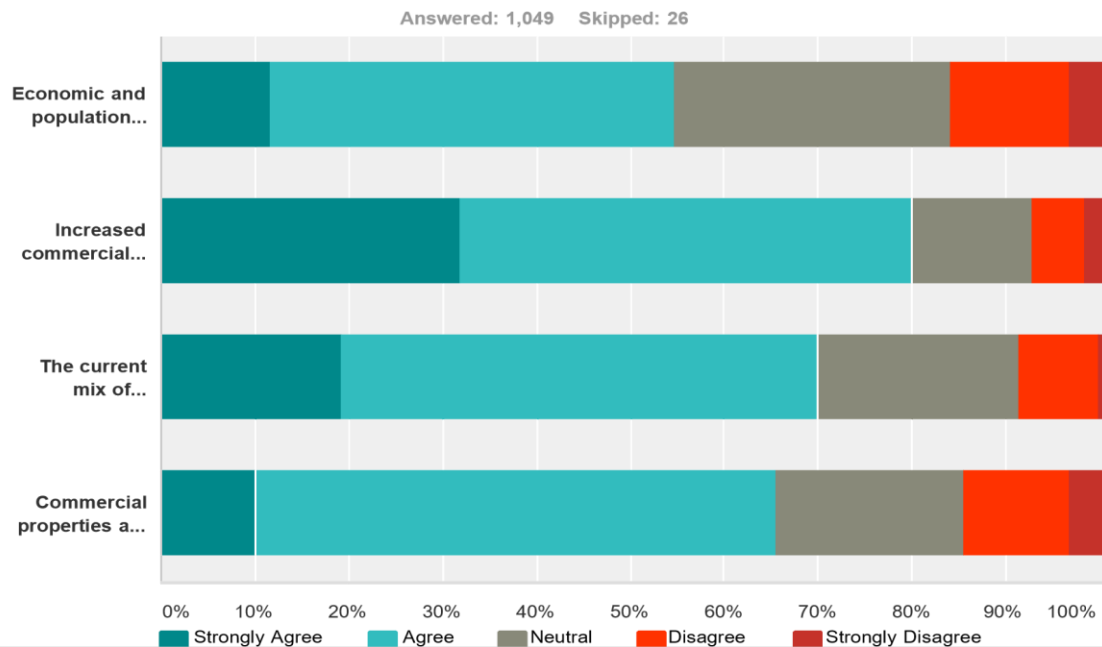


Answer Choices	Responses	
I am okay with it.	9.46%	99
I wish we were holding steady or growing slightly.	42.41%	444
I think this is a critical issue that needs to be addressed in some way.	36.10%	378
I think we are actually growing.	6.69%	70
Other (please specify)	5.35%	56
Total		1,047

Q2: Recent figures from the U.S. Census Bureau indicate that Cranberry Township has been slowly losing population. How do you feel about this trend?

Results for this question were more mixed, although the leading answers were similar. 43% of respondents chose “I wish we were holding steady or growing slightly, while 37% marked “I think this is a critical issue that needs to be addressed in some way.” As these answers are not mutually exclusive, both are likely true for a good number of residents. Nearly 10% were okay with the population loss, and about 7% disagreed with the data, believing instead that Cranberry is growing. People who spend more than 40% of their income on housing were more likely to consider this a “critical issue” than others. Younger people were marginally more okay with the decline than older people. Another 2% marked more than one of the options, the remainder wrote in a variety of other responses. In general, these keyed on the need for more good jobs or reduced taxation as solutions to keep people from moving away from the Township.

Q3 Please indicate your agreement or disagreement with the following statements.



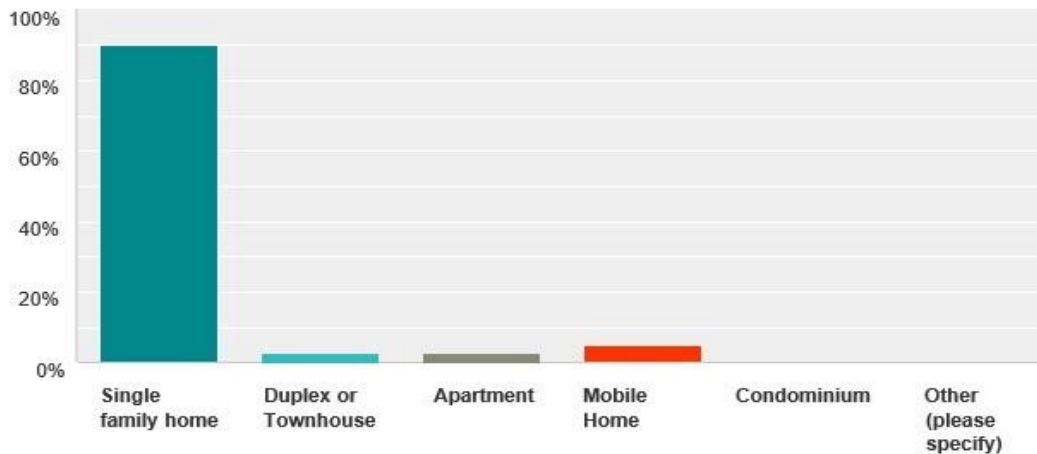
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
Economic and population growth should be managed so as to limit its impact on existing properties.	11.61% 114	43.18% 424	29.33% 288	12.63% 124	3.26% 32	982	2.53
Increased commercial development opportunities should be provided for along the Routes 322 and 257 corridors.	31.90% 326	47.95% 490	12.92% 132	5.28% 54	1.96% 20	1,022	1.97
The current mix of residential, agricultural, and business uses should be maintained.	19.19% 195	50.89% 517	21.26% 216	7.58% 77	1.08% 11	1,016	2.20
Commercial properties and public spaces are generally well-kept and tidy.	10.12% 103	55.40% 564	20.14% 205	10.71% 109	3.63% 37	1,018	2.42

Q3: Please indicate your agreement or disagreement with the following statements.

These statements focused on preferred levels and types of future development in Cranberry Township. Residents generally agreed with all the statements. The strongest agreement was with the statement “Increased commercial development opportunities should be provided for along the Routes 322 and 257 corridors.” Fully 80% of respondents either agreed or strongly agreed with this statement, including about 32% strongly agreeing. The lowest agreement score was for the statement “Economic and population growth should be managed so as to limit its impact on existing properties.” Just 55% of respondents agreed or strongly agreed with this statement, which also had the highest “neutral” score, at 29%, the highest “disagree” at 13%, and the second-highest “strongly disagree”, at 3%. The only higher “strongly disagree” was the statement “Commercial properties and public spaces are generally well-kept and tidy, with 4% strongly disagreeing. This statement enjoyed agreement from 66% of respondents. The statement “The current mix of residential, agricultural, and business uses should be maintained”, came in second, with 70% agreeing or strongly agreeing, and under 10% disagreeing or strongly disagreeing. This question did not allow for dissenters to suggest their preferred mix, so it is unknown how the 9% would like to see the mix changed.

Q4 What type of housing do you live in now?

Answered: 1,059 Skipped: 16



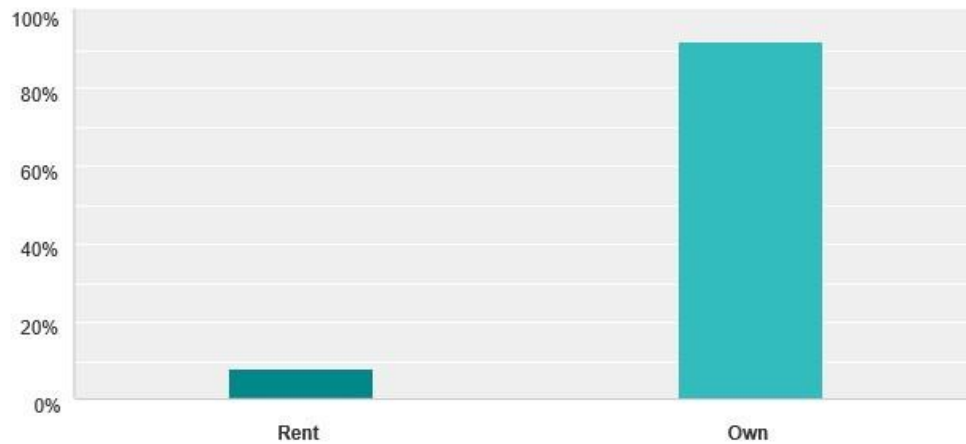
Answer Choices	Responses
Single family home	89.99% 953
Duplex or Townhouse	2.36% 25
Apartment	2.36% 25
Mobile Home	4.82% 51
Condominium	0.19% 2
Other (please specify)	0.28% 3
Total	1,059

Q4: What type of housing do you live in now?

Fully 90% of respondents indicated that they live in single family homes. Another 5% live in mobile homes. “Duplex or townhome” and “apartment” each garnered just over 2%. Well under 1% chose “condominium”. This differs from Census figures about housing types. According to the U.S. Census Bureau (American Community Survey 2014 5-yr estimates), just 81% of Cranberry residents live in single-family homes, 11% live in mobile homes, and 6% live in apartments. In the survey results, renters live in more diverse types of housing than homeowners. People in zip codes 16323 and 16346 were more likely than others to live in housing other than single family homes.

Q5 Do you rent or own your residence?

Answered: 1,061 Skipped: 14



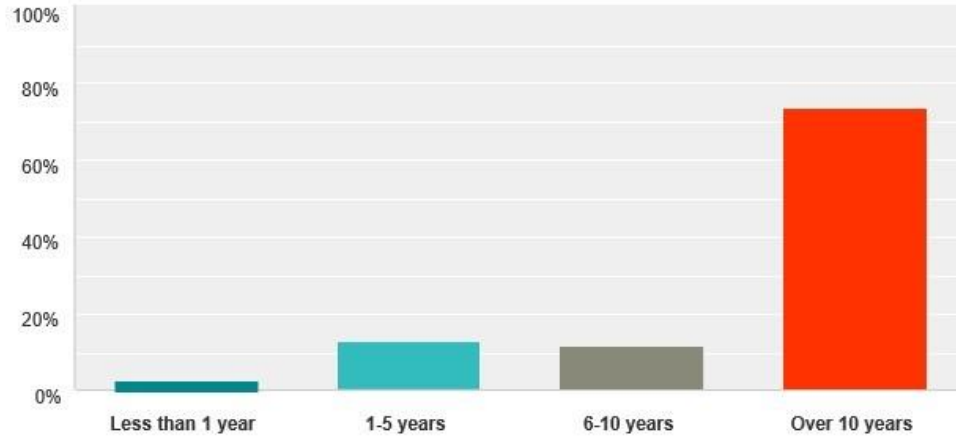
Answer Choices	Responses
Rent	8.11% 86
Own	91.89% 975
Total	1,061

Q5: Do you rent or own your residence?

92% of respondents own their current residence, and 8% rent. This differs significantly from Census figures, which estimate that just 77% of residents own their homes and 23% rent.

Q6 About how long have you lived in your current residence?

Answered: 1,061 Skipped: 14



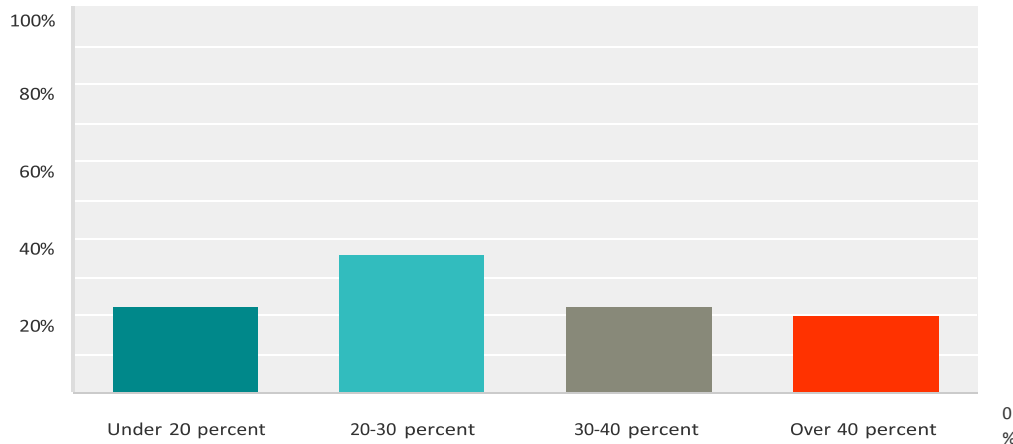
Answer Choices	Responses	
Less than 1 year	2.73%	29
1-5 years	12.35%	131
6-10 years	11.40%	121
Over 10 years	73.52%	780
Total		1,061

Q6: About how long have you lived in your current residence?

74% of respondents have lived in their current residence for over 10 years, 11% have lived there for 6-10 years, 12% have lived in the same place for 1-5 years, and just 3% have lived in their current location for less than a year. Unsurprisingly, apartment dwellers and renters are less likely to have lived in their current residents for a long time than others. These numbers indicate a fairly stable population in Cranberry Township, one where people are not moving in and out frequently. Long-time residents tend to care for their properties better than short-term residents as well. It may have been interesting to break the “over 10 years” category into more discrete choices to draw out the differences between people who have lived in the same place for 11 years and those who have stayed put for 40 years, but ultimately, the fact that nearly ¾ of respondents have been in one place for over 10 years supports the understanding that this is a stable population. It is possible that there is a selection effect in play here. That is, people who have been in one residence for a long time may be more personally invested in the future of Cranberry Township, and therefore more likely to respond to a survey on the subject. This could also skew high based on age sampling error—older people are more likely to have lived somewhere for a long time than younger people.

Q7 Approximately how much of your household income goes to paying for housing costs (rent/mortgage, utilities, real estate taxes, insurance)?

Answered: 999 Skipped: 76



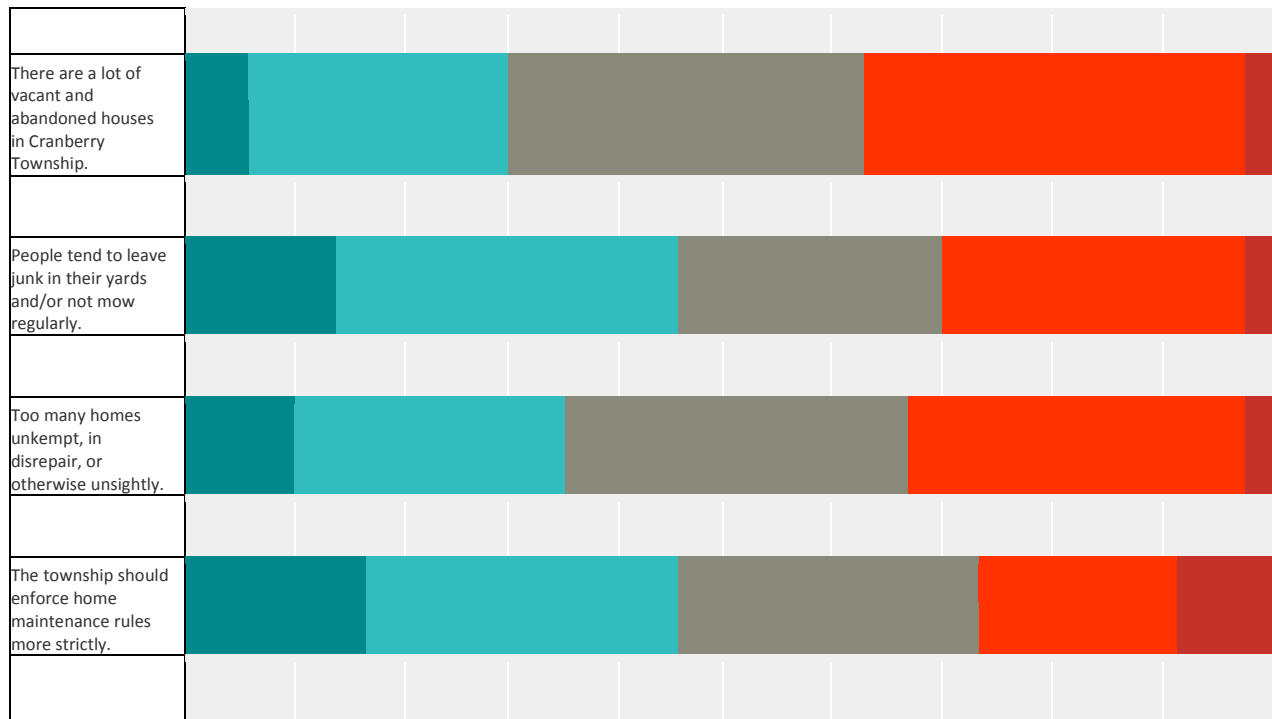
Answer Choices	Responses
Under 20 percent	22.42% 224
20-30 percent	35.64% 356
30-40 percent	22.12% 221
Over 40 percent	19.82% 198
Total	999

Q7: Approximately how much of your household income goes to paying for housing costs (rent/mortgage, utilities, real estate taxes, insurance)?

The U.S. Department of Housing and Urban Development uses 30% as the cutoff for what it considers “affordable” housing. The reasons for this are somewhat arbitrary, and how much of one’s income one can “afford” to spend on housing varies by total income, other required expenses, and many other factors. Still, this offers a good benchmark as we consider housing affordability in Cranberry Township. 22% spend under 20% on housing costs, which we might consider to be “very affordable”. 36% spend between 20 and 30% on housing, which is still affordable. Another 22% spend between 30 and 40% on housing, which is considered unaffordable. Another 20% spend over 40%, which is very

unaffordable. Thus, 57% of households have affordable housing and 42% live in unaffordable housing. Apartment dwellers are more likely to spend more of their income on housing than people who live in other types of housing. Renters also spend more than homeowners. People with less education tend to spend more than people with more education. Those who have lived in their homes for ten years or more spend less on housing than shorter-term residents. This could be because some long-term residents have paid off their mortgages, or because they bought their homes when prices were lower and locked in lower monthly payments for the term of their mortgage. Residents of zip code 16319 generally spend less on housing costs than others. This may be problematic for the ability of those residents to remain in Cranberry Township long term. These numbers may again reflect the age of respondents, as older people on fixed incomes may have to spend more on housing than others. Furthermore, even though the questions say to include utilities, taxes, and insurance, respondents may have calculated these numbers slightly differently in reporting their total housing costs.

Q8 Please indicate your agreement or disagreement with the following statements.



Answered: 1,047 Skipped: 28

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Strongly Agree Agree Neutral Disagree Strongly Disagree

Strongly Agree Agree Neutral Disagree Strongly Disagree Total Weighted Average

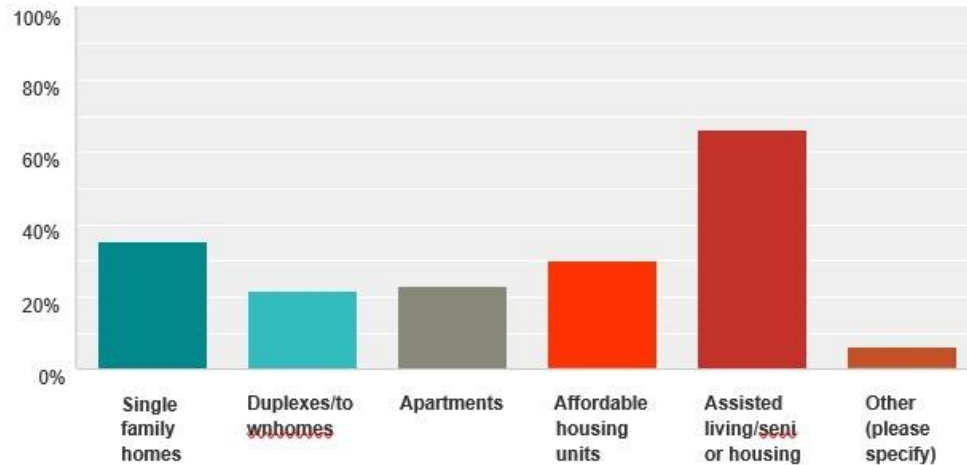
There are a lot of vacant and abandoned houses in Cranberry Township.	5.86% 59	23.56% 237	33.50% 337	34.69% 349	2.39% 24	1,006	3.04
People tend to leave junk in their yards and/or not mow regularly.	13.78% 141	31.77% 325	23.75% 243	28.25% 289	2.44% 25	1,023	2.74
Too many homes unkempt, in disrepair, or otherwise unsightly.	10.68% 108	24.53% 248	31.65% 320	30.76% 311	2.37% 24	1,011	2.90
The township should enforce home maintenance rules more strictly.	16.63% 170	29.55% 302	27.10% 277	18.10% 185	8.61% 88	1,022	2.73

Q8: Please indicate your agreement or disagreement with the following statements.

These statements dealt with property maintenance in Cranberry Township. Respondents were fairly split as to whether they found property maintenance to be sufficient or lacking. 37% disagreed with the statement “There are a lot of vacant and abandoned houses in Cranberry Township, while 29% agreed. The remainder chose neutral. 46% agreed that “People tend to leave junk in their yards and/or not mow regularly”, while only 31% disagreed. 35% agreed that “Too many home are unkempt, in disrepair, or otherwise unsightly”, while 33% disagreed. 46% agreed that “The township should enforce home maintenance rules more strictly”, while just 25% disagreed, making this the most agreeable statement. Some of the “disagree” selections may be due to the strength of language used in the statements. Phrases like “a lot”, “people tend to...” and “too many” are key. Several people wrote in the margins that while there are homes like this around, they wouldn’t consider there to be “a lot” of them. Females are somewhat more likely than males to be dissatisfied with the appearance and upkeep of homes in Cranberry Township. Older people were more likely than younger people to want the Township to enforce maintenance rules more strictly. Residents of zip code 16301 were less satisfied than with the overall level of home maintenance than others.

Q9 Does Cranberry Township need more of any of the following types of housing? (check all that apply)

Answered: 923 Skipped: 152

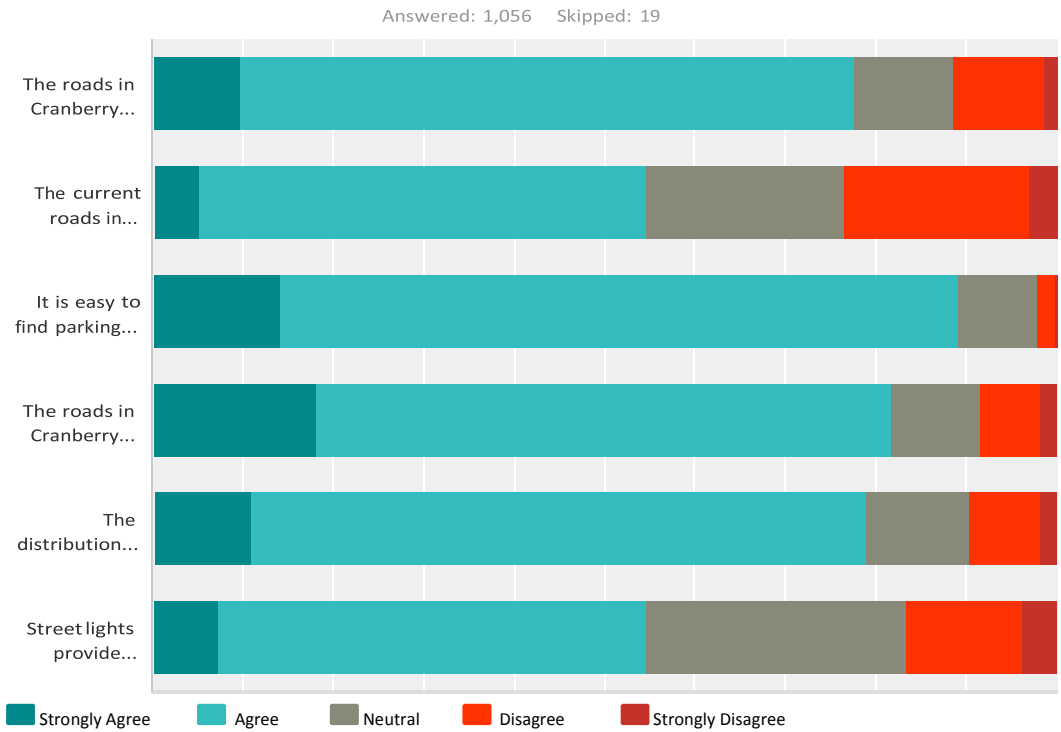


Answer Choices	Responses	Count
Single family homes	35.64%	329
Duplexes/townhomes	21.67%	200
Apartments	22.75%	210
Affordable housing units	30.01%	277
Assisted living/senior housing	65.76%	607
Other (please specify)	5.85%	54
Total Respondents: 923		

Q9: Does Cranberry Township need more of any of the following types of housing?

The most common response was that there is a need for more assisted living/senior housing in Cranberry Township, with two-thirds of respondents recognizing this need. The others, ranked, were Single Family Homes (36%), Affordable housing (30%), apartments (23%) and duplexes/townhomes (22%). Apartment dwellers are more likely to think the township needs more Affordable housing and less likely to think more Assisted living/senior housing is needed than those who live in other types of housing. Renters are more likely to want more apartments and affordable housing units than owners. Respondents who spend less than 20% of their income on housing are less likely to see a need for affordable housing than those who spend more. Unsurprisingly, older respondents were much more likely to see a need for assisted living/senior housing than younger respondents.

Q10 Please indicate your agreement or disagreement with the following statements.



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
The roads in Cranberry Township support the current level of traffic.	9.54% 99	68.02% 706	11.08% 115	10.02% 104	1.35% 14	1,038	2.26
The current roads in Cranberry Township could support additional traffic if new housing and business development occurred.	5.04% 52	49.76% 513	21.73% 224	20.47% 211	3.01% 31	1,031	2.67
It is easy to find parking near Cranberry Township businesses.	14.01% 146	75.24% 784	8.45% 88	2.02% 21	0.29% 3	1,042	1.99
The roads in Cranberry Township are generally in good condition/well-maintained.	18.02% 188	63.66% 664	9.97% 104	6.52% 68	1.82% 19	1,043	2.10
The distribution of stop lights is appropriate for the level of traffic on Cranberry's roads.	10.87% 113	68.08% 708	11.54% 120	7.79% 81	1.73% 18	1,040	2.21
Street lights provide adequate lighting during the dark hours.	7.31% 75	47.37% 486	28.65% 294	12.87% 132	3.80% 39	1,026	2.58

Q10: Please indicate your agreement or disagreement with the following statements.

These statements were about traffic facilities in Cranberry Township. Respondents were highly satisfied with the quality of these facilities. 78% think Cranberry's Roads can support current traffic levels, while just 11% disagree. 55% think this capacity would continue to be enough if new development occurred, while 23% disagree. Nearly 90% find it easy to park near businesses. 82% are satisfied with road maintenance. 79% think the distribution of stoplights is appropriate, but just 55% agree that street lights in Cranberry are adequate. The question about stoplights did not ask respondents to indicate whether there are too many, too few, or poorly located stoplights, just whether the current scenario is effective. Given the high positive numbers, it appears that the current configuration is adequate. Specific responses from Q11 may shed some more light.

Q11 Are there any areas in Cranberry Township in which traffic regularly gets backed up? Please give an intersection or landmark and any parameters, such as time of day when the congestion occurs.

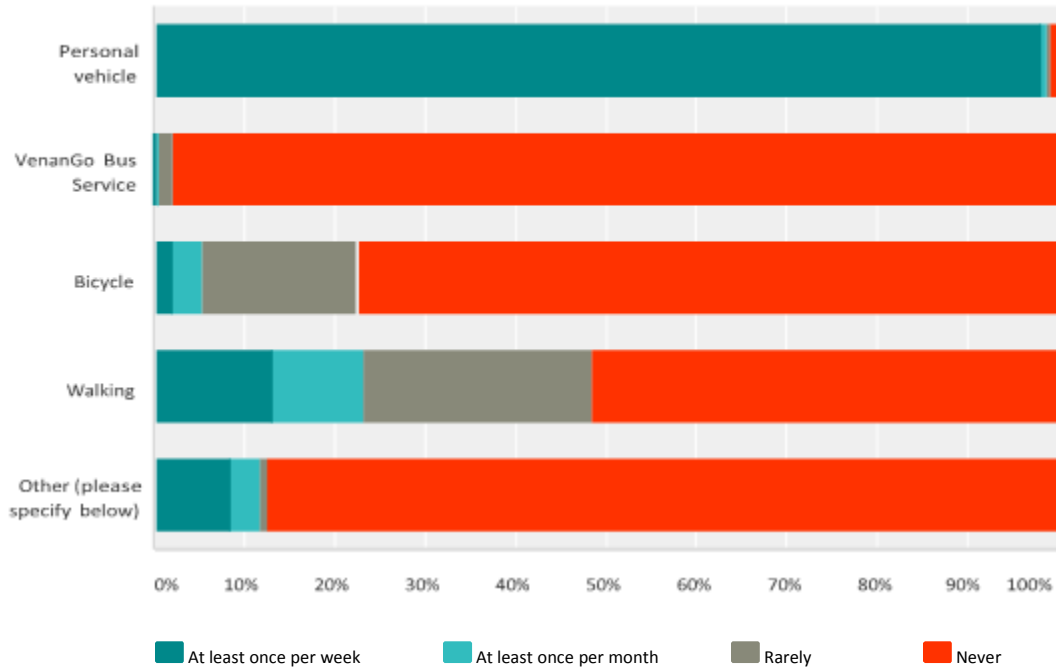
Answered: 351 Skipped: 724

Q11: Are there any areas in Cranberry Township in which traffic regularly gets backed up? Please give an intersection or landmark and any parameters, such as time of day when the congestion occurs.

Most people didn't think there were any major traffic problems in the Township, but others did have concerns. Respondents identified a total of 25 specific traffic problem areas. In addition to those, there were several general comments about 257, everywhere when school gets out, the need for more turn arrows, wide loads on 322, etc. Of the specific places mentioned, just 9 of them were mentioned by 10 or more people. These are shown on the map. The most-mentioned corner was Big Egypt Road and 322, which many people believe needs a stoplight. The corner of 322 and 257 was mentioned 43 times, but without any particular suggestions, just that it backs up sometimes. The corner of 257 and East State Road was brought up 35 times, nearly all of which were advocating for a left turn arrow to turn from Southbound 257 onto E. State. Education Drive received 28 mentions for generally high traffic volumes, but some also suggested adding turning arrows to the stoplights. 24 respondents said Horsecreek and 157 was very dangerous. Several potential solutions were mentioned, from correcting line-of-sight issues to adding rumble strips to the approach so that drivers are more aware of the intersection. 257 and Riverside Drive has poorly-timed stoplights, according to 18 respondents. Seventeen people brought up the intersection of 257 and Innis St. Ext. as being difficult and potentially dangerous. The Walmart/Mall complex along 322 also received 17 mentions for general busyness. Finally, the hospital road was mentioned 14 times, again for poorly-timed stoplights.

Q12 How often do you use the following modes of transportation to get around Cranberry Township or to access locations outside the township?

Answered: 1,050 Skipped: 25



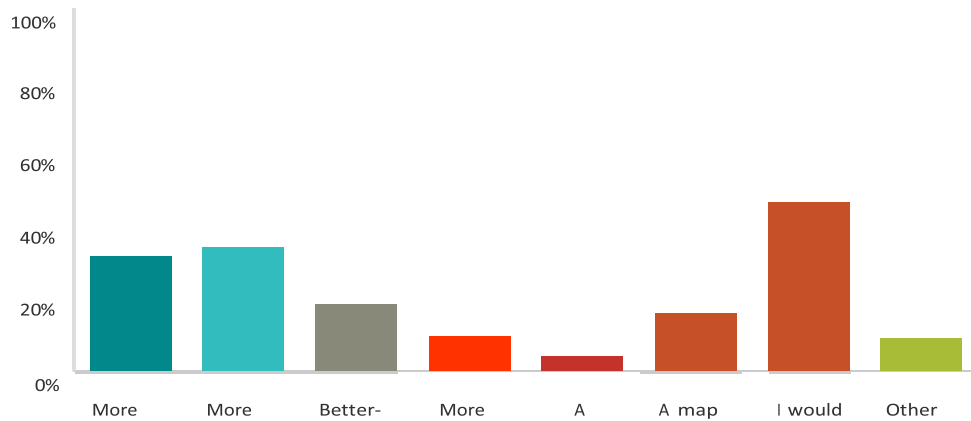
	At least once per week	At least once per month	Rarely	Never	Total	Weighted Average
Personal vehicle	97.97% 1,013	0.87% 9	0.39% 4	0.77% 8	1,034	1.04
VenanGo Bus Service	0.41% 3	0.14% 1	1.64% 12	97.82% 717	733	3.97
Bicycle	2.00% 15	3.33% 25	17.07% 128	77.60% 582	750	3.70
Walking	12.95% 100	10.36% 80	25.13% 194	51.55% 398	772	3.15
Other (please specify below)	8.39% 12	3.50% 5	0.70% 1	87.41% 125	143	3.67

Q12: How often do you use the following modes of transportation to get around Cranberry Township or to access locations outside the township?

Given the geographic size of the Township, it is unsurprising that 96% of respondents use a personal vehicle at least once per week. The next most frequent mode of transportation is walking, with 10% doing it at least once per week, and 36% walking at least rarely. 16% say they ride their bikes at least rarely, but very few do it on a regular basis. Only 1.5% of respondents have ever used the VenanGo bus service. People living in duplexes and townhomes are slightly more likely than others to walk or use the VenanGo bus service.

Q13 What would make you more likely to walk or ride a bicycle for transportation around Cranberry Township? (check all that apply)

Answered: 958 Skipped: 117



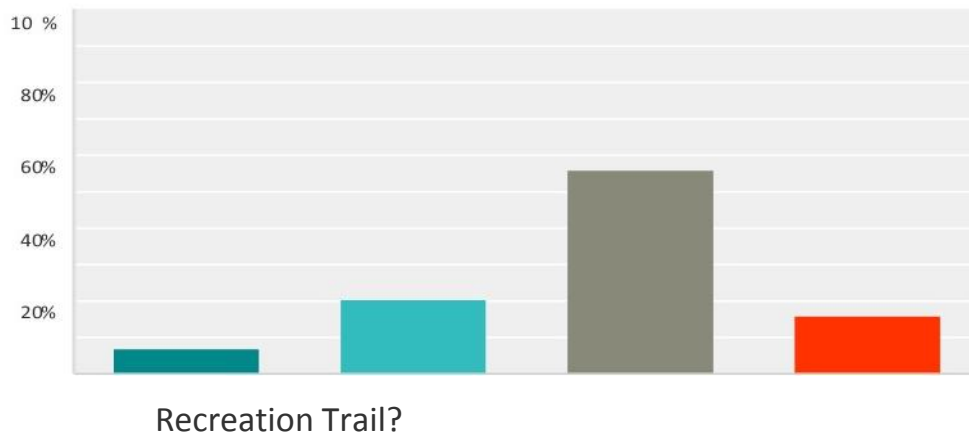
Answer Choices	Responses
More sidewalks	31.84% 305
More designated bike lanes and paths	34.45% 330
Better-maintained pedestrian and bicycle facilities	18.79% 180
More places to lock my bike near businesses	10.13% 97
A rewards program for using active transportation	4.28% 41
A map showing which areas in the township have sidewalks and bike-safe roads or lanes	16.60% 159
I would never walk or bike to get around Cranberry Township	47.18% 452
Other (please specify)	9.29% 89
Total Respondents: 958	

Q13: What would make you more likely to walk or ride a bicycle for transportation around Cranberry Township?

The most common answer to this question was “I would never walk or bike to get around Cranberry Township.” The next most common answers were “More sidewalks” and “More designated bike lanes and paths,” with 32 and 34% respectively. “Better-maintained pedestrian and bicycle facilities” was selected by 19% of respondents, and “A map showing which areas in the township have sidewalks and bike-safe roads or lanes” was favored by 17%. Males are more likely to want more bike lanes and less likely to want more sidewalks than females. People with more education were less likely to say that they would never walk or bike to get around the township. Resident of zip code 16346 were the most likely to want more sidewalks. This question does not tell us how much more people would walk or bike if these improvements were made.

Q14 How often do you use Morrison Park, Moody Pond Park (on Rt. 257), or Cranberry Township's Samuel Justus

Answered: 1,038 Skipped: 37



At least once per week

Answer Choices	Responses	
	At least once per week	7.23%
At least once per month	20.62%	214
Rarely	55.97%	581
Never	16.18%	168
Total	1,038	

Q14: How often do you use Morrison Park, Moody Pond Park (on Rt. 257), or Cranberry Township's Samuel Justus Recreation Trail?

56% of respondents say they only use the parks “rarely”, 21% use them “at least once per month”, and just 7% use them “at least once per week”. The remaining 16% never use the parks. This question did not ask which parks in particular people use, so we don’t know which park or trail receives the most use. Common uses may provide some insight into this, based on which parks have which types of recreational facilities. Younger respondents use the parks more often than older residents.

Q15 What activities do you do most often in local parks?

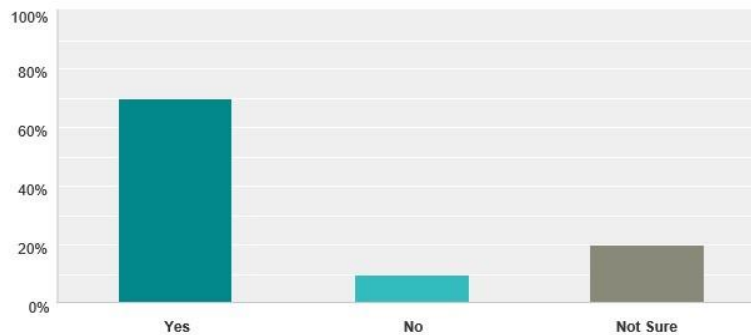
Answered: 597 Skipped: 478

Q15: What activities do you do most often in local parks?

Residents partake in a broad range of activities in the local parks. Among the most common responses were picnics, community or private gatherings, walking or hiking, biking, and taking kids to play on the playground.

Q16 Do you think park space and recreation opportunities are adequate for Cranberry Township's population?

Answered: 1,028 Skipped: 47



Answer Choices	Responses	Count
Yes	68.68%	706
No	10.60%	109
Not Sure	20.72%	213
Total		1,028

Q16: Do you think park space and recreation opportunities are adequate for Cranberry Township’s population?

Most people find the current park space to be sufficient, with 69% responding “yes” to this question. Just 11% said no, with the remaining 21% selecting “not sure”. People living in apartments were more likely to say that park space was not sufficient than others, perhaps because they lack private outdoor space, so they want there to be more public open space.

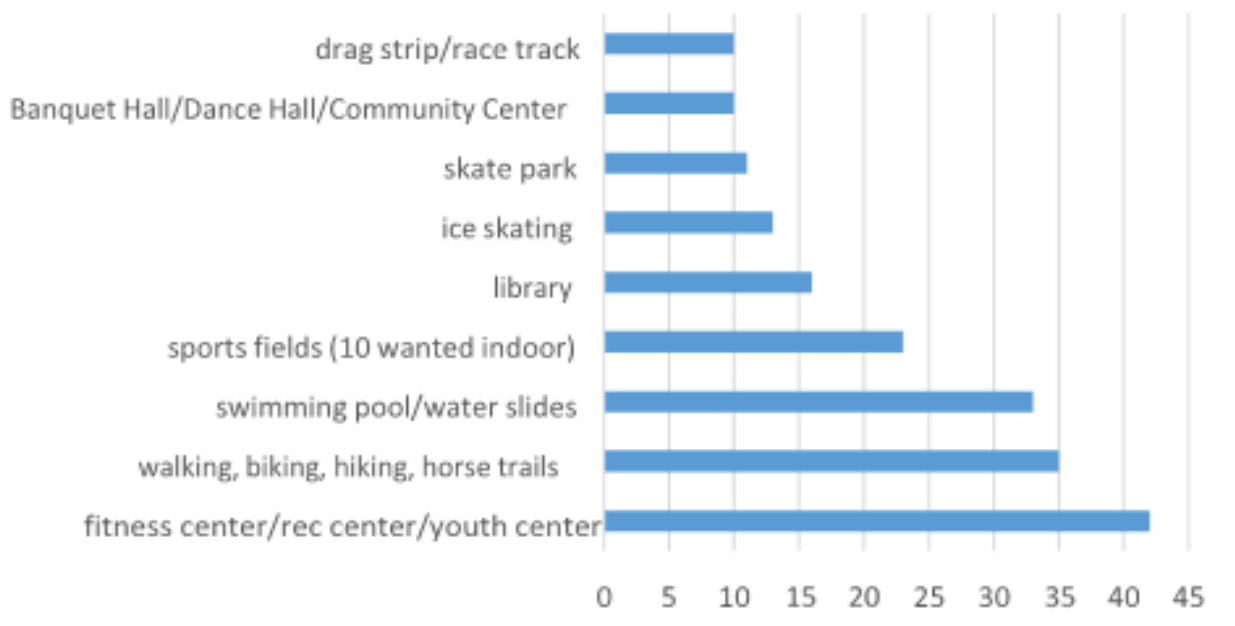
Q17 What types of additional recreation spaces, programs, facilities, or equipment would be beneficial to Cranberry Township?

Answered: 314 Skipped: 761

Q17: What types of additional recreation spaces, programs, facilities, or equipment would be beneficial to Cranberry Township?

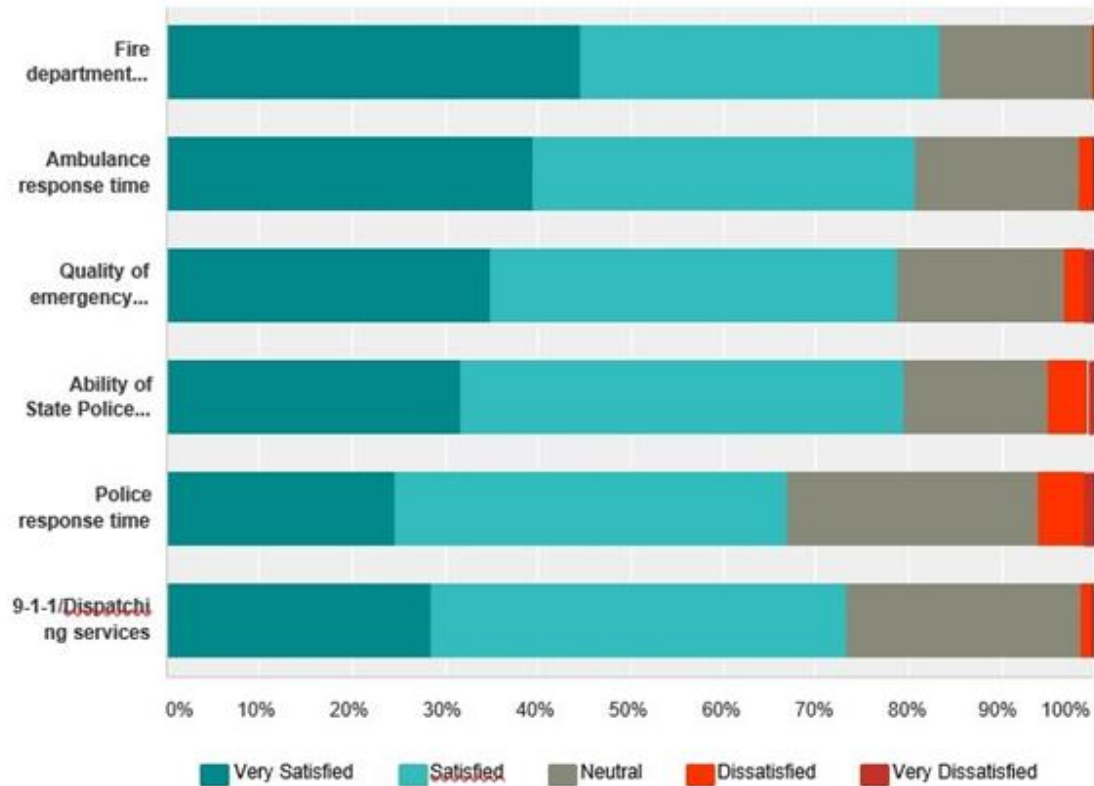
A wide variety of activities, facilities, or programs were suggested. Among the most popular were walking/shared-use trails, a fitness center, ball fields, and a swimming pool. Some other suggestions included improved parking at Morrison Park, a disc golf course, a senior center, restrooms along the bike trails, and more signage along the bike trails. Some of the facilities suggested are more commonly privately-owned, but they may represent potential business opportunities in the Township. These included miniature golf, go carts, a golf course, a shooting range, and laser tag.

Most commonly suggested recreation facilities



Q18 Please rate your level of satisfaction with the following emergency services in Cranberry Township.

Answered: 1,005 Skipped: 70

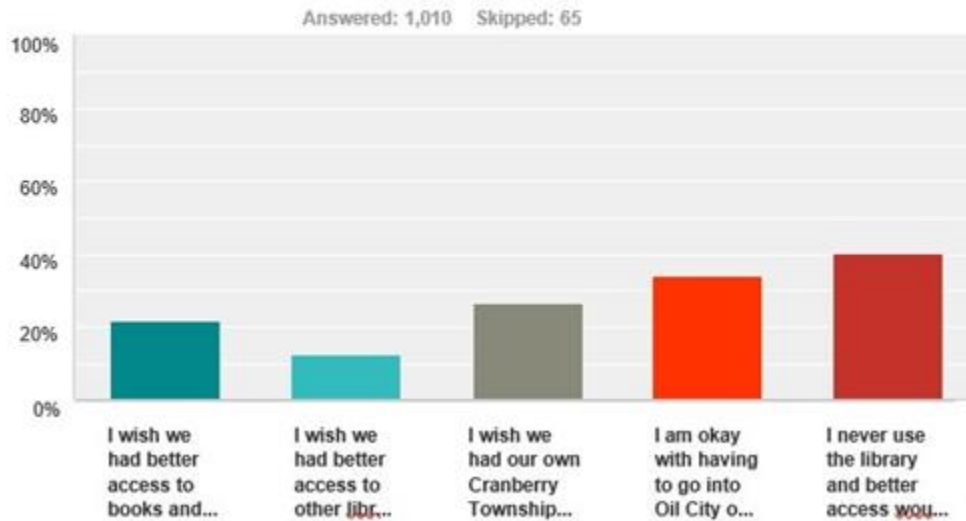


Q18: Please rate your level of satisfaction with the following emergency services in Cranberry Township.

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total	Weighted Average
Fire department response time	44.44% 436	38.94% 382	16.41% 161	0.20% 2	0.00% 0	981	1.72
Ambulance response time	39.47% 388	41.20% 405	17.80% 175	1.42% 14	0.10% 1	983	1.81
Quality of emergency medical care	34.78% 337	43.96% 426	18.06% 175	2.17% 21	1.03% 10	969	1.91
Ability of State Police to maintain order and safety	31.71% 313	47.82% 472	15.60% 154	4.36% 43	0.51% 5	987	1.94
Police response time	24.71% 237	42.23% 405	27.11% 260	4.90% 47	1.04% 10	959	2.15
9-1-1/Dispatching services	28.48% 274	44.80% 431	25.26% 243	1.04% 10	0.42% 4	962	2.00

All the emergency services received high marks, including a good number of “very satisfied” answers. The best scores were for the Fire Department response time, which received “very satisfied” 44% of the time and “satisfied” another 39%, for a total positive rating of 83%. The lowest scores were for “Police response time”, which had positive answers two-thirds of the time. Conversely, dissatisfaction scores were very low, the worst being police response time at 6% and the best being fire department response time at 0.2%. All of these services had fairly high “neutral” answers, ranging from 16% to 27%. This likely reflects the fact that most residents have not had to use these services very often or ever. It is likely that some respondents gave an answer without having any personal experience with the services as well. Still, these numbers indicate that residents are, on the whole, quite satisfied with the quality of emergency services in the Township. Across the board, older respondents were more satisfied with emergency services than younger residents.

Q19 How satisfied are you with access to Library services in Cranberry Township? (check all that apply)



Answer Choices	Responses
I wish we had better access to books and other materials for borrowing.	21.29% 215
I wish we had better access to other library services (computers, meeting space, reference materials, etc.) (specify which below)	12.48% 126
I wish we had our own Cranberry Township library building.	26.73% 270
I am okay with having to go into Oil City or elsewhere to access a library	33.96% 343
I never use the library and better access would not change that.	40.20% 406
Total Respondents: 1,010	

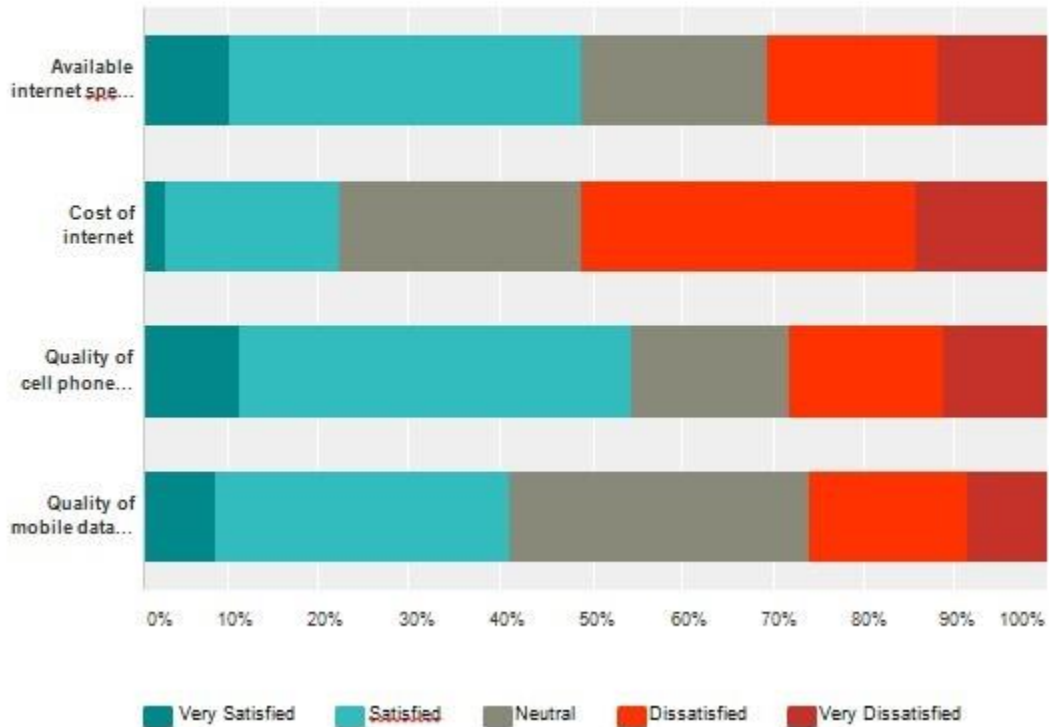
Q19: How satisfied are you with access to Library services in Cranberry Township?

The most common answer for this question was “I never use the library and better access would not change that”, with 40% selecting this answer. The next most common answer was “I am okay with having to go into Oil City or elsewhere to access a library, at 34%. Then 27% wished Cranberry Township had its own library, 21% wanted better access to books and other materials for borrowing, and 12% wanted better access to other library services. Renters are more likely than owners to want improved library access. Females are more likely to want more library services than males. Since renters are mostly female, these two differences may be related. People with more education were more likely to use or want to use the library than people with less education. Residents of zip code 16301 were the mostly likely to be okay with having to go into Oil City to access a library. This is likely due to their close proximity to Oil City. Because respondents could select more than one answer for this question, we cannot simply add the numbers together to summarize preferences. Analysis of individual responses, however, found that 38% of respondents selected at least one of the answers indicating they want better library access. A good number of people wrote in that they would prefer to improve access to Oil City’s library for Cranberry residents. For the most part, these residents favored some arrangement that would eliminate or reduce the fee for residents to use the Oil City library.

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total
Available internet speeds at your home	9.40% 90	39.71% 380	20.06% 192	18.70% 179	12.12% 116	957
Cost of internet	2.42% 23	19.89% 189	26.42% 251	36.74% 349	14.53% 138	950
Quality of cell phone service for calling/texting	11.20% 110	42.97% 422	17.62% 173	17.01% 167	11.20% 110	982
Quality of mobile data service (i.e. 3G, internet on your cell phone)	7.81% 71	33.22% 302	32.78% 298	17.27% 157	8.91% 81	909

Q20 Please rate your level of satisfaction with the following communication services in Cranberry Township.

Answered: 996 Skipped: 79

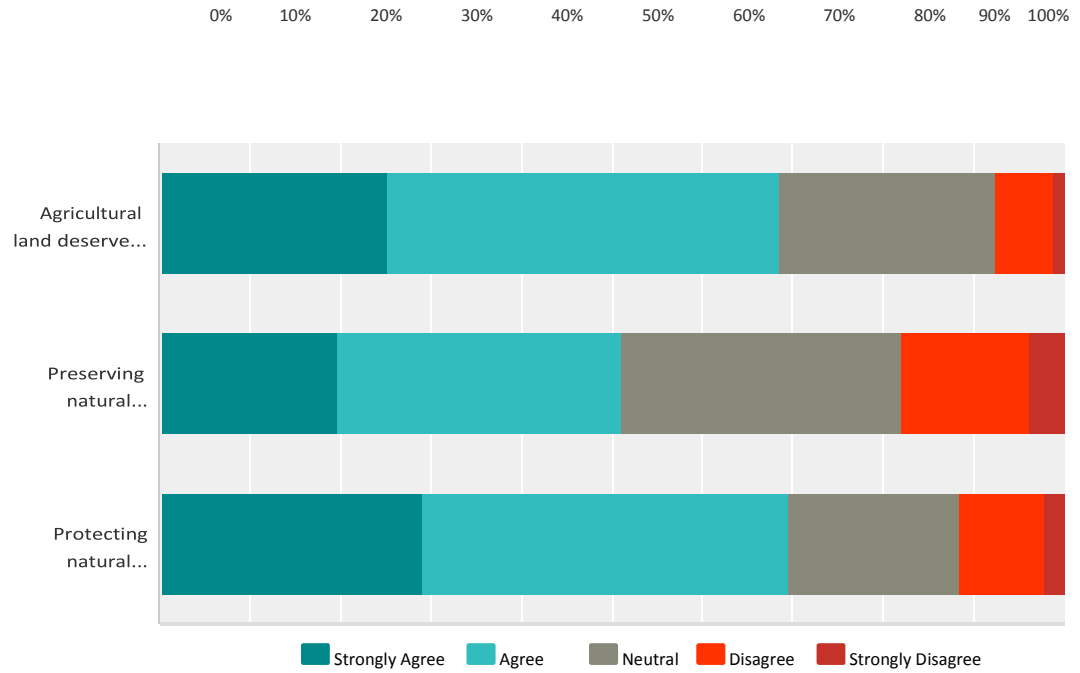


Q20: Please rate your level of satisfaction with the following communication services in Cranberry Township.

This question queried residents about internet and cell phone service. Just under half of respondents were satisfied with internet speeds, and just over half were satisfied with quality of cell phone service. Only 22% were satisfied with the cost of internet services, while over half were dissatisfied, the rest choosing “neutral”. Quality of mobile data was more mixed, with about 41% satisfied and 26% dissatisfied. Fully one-third were neutral on the quality of mobile data service, perhaps because they do not use these services. People who spend more than 40% of their income on housing costs are less satisfied with internet speeds, cost of internet, cell phone quality, and mobile data quality than others, potentially because they cannot afford the faster speeds and higher quality services, although it could also reflect where they live in the Township. Residents of zip code 16319 were very dissatisfied with available internet speeds. This is likely an area with poor access to the internet. Residents of zip code 16301 were the least likely to be satisfied with cell and mobile data quality.

Q21 Please indicate your agreement or disagreement with the following statements.

Answered: 1,022 Skipped: 53



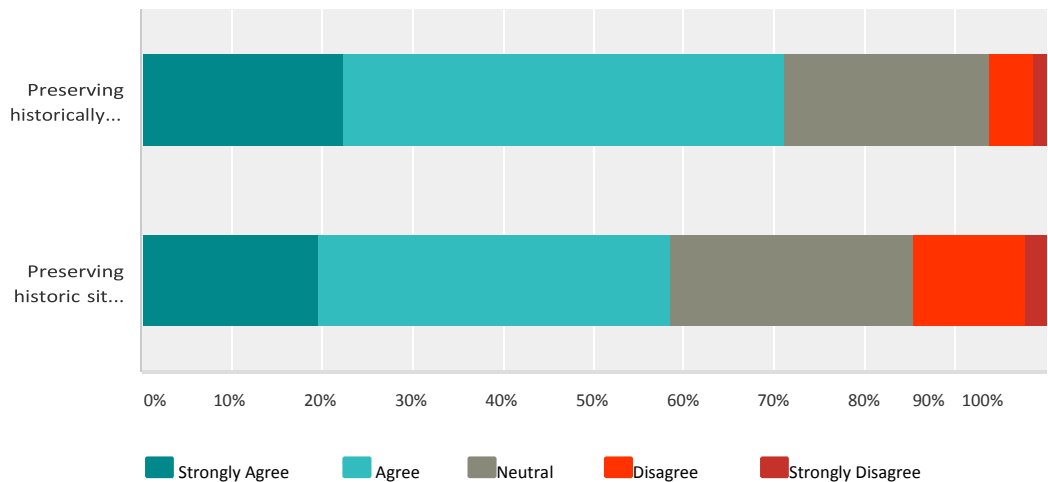
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
Agricultural land deserves protection from development pressures.	24.97% 247	43.58% 431	23.86% 236	6.37% 63	1.21% 12	989	2.15
Preserving natural resources is more important than the potential economic gains associated with development and/or fracking.	19.39% 191	31.78% 313	30.76% 303	14.21% 140	3.86% 38	985	2.51
Protecting natural resources should be a voluntary action by the property owner, not something they are forced into by government.	28.86% 290	40.70% 409	18.91% 190	9.25% 93	2.29% 23	1,005	2.15

Q21: Please indicate your agreement or disagreement with the following statements.

These questions asked about agriculture and natural resource preservation. 69% of respondents believe that agricultural land should be protected from development pressures. Respondents who have lived in their current home for longer are more likely to favor protection of agricultural lands. About the same amount, or 70%, believe that protecting natural resources should be a voluntary action by the property owner, rather than something the government imposes on the land. 12% disagreed with this proposition. Interestingly, when asked to agree or disagree with the statement “Preserving natural resources is more important than the potential economic gains associated with development and/or fracking, 51% agreed, including 19% who agreed strongly. On the other side, 18% disagreed, including 4% who disagreed strongly. The remaining 31% were neutral on the subject. This was certainly the least popular of the three statements in this question, but still over half favored preservation over development or fracking and over 80% were either in agreement or neutral on this statement. Because the question asked about development and/or fracking, we cannot know for sure whether the results would have been different if the two had been separated.

Q22 Please indicate your agreement or disagreement with the following statements.

Answered: 1,021 Skipped: 54



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
Preserving historically important sites is important to maintain the unique character of Cranberry Township.	22.34% 223	48.90% 488	22.44% 224	4.81% 48	1.50% 15	998	2.14
Preserving historic sites should be a voluntary action by the property owner, not something they are forced into by government.	19.54% 194	39.07% 388	26.79% 266	12.49% 124	2.11% 21	993	2.39

Q22: Please indicate your agreement or disagreement with the following statements.

Most people believe that historic preservation is important (71%), but that it should be a voluntary decision by the property owner, not something the government imposes (59%). Interestingly, more people think the property owner should have a choice over natural resource preservation than over historic preservation. Residents who have lived in their current home for less than a year are less likely to believe historic preservation is important than those who have lived in the same place for longer. People who have less education were more likely to want historic preservation to be a voluntary action by the property owner than people with more education, the same is true for older people. However, these two variables are correlated, so the trends may be related.

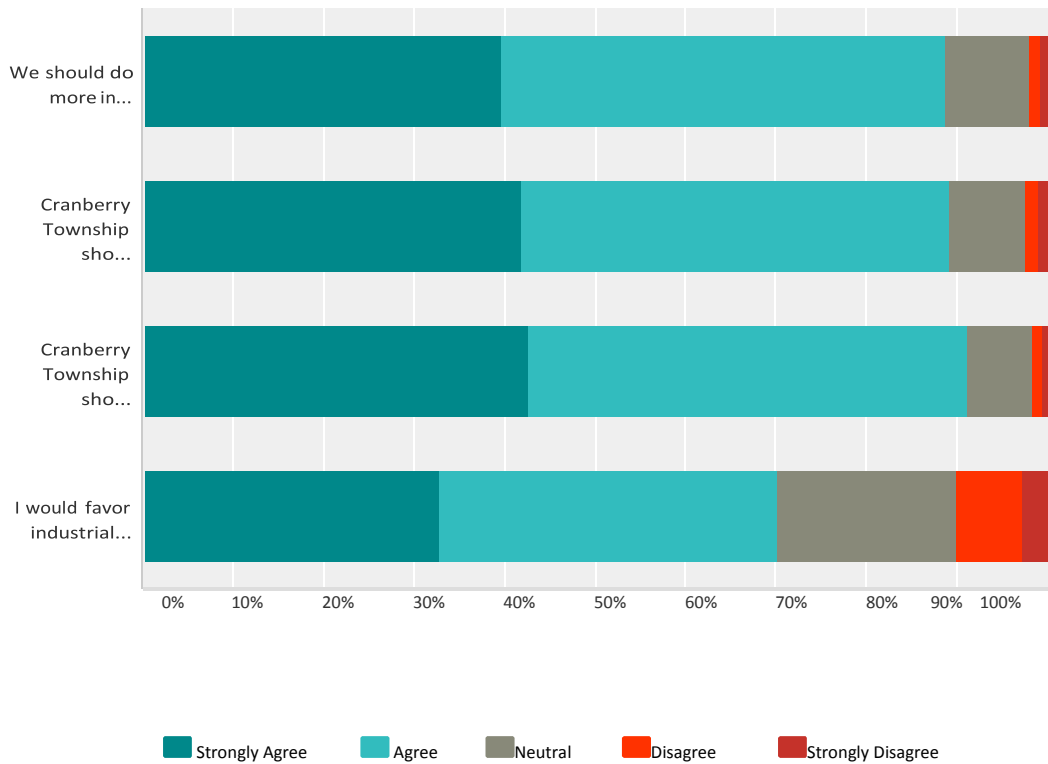
Q23 Do you know of any specific sites or buildings that may be historically significant? (i.e. very old, the site of notable events, etc.). If so, please list them below.

Answered: 118 Skipped: 957

Several sites were mentioned. Among the most popular are the various iron furnaces, the Old Seneca High School, Monarch Park, River Ridge, and the Sibley Mansion.

Q24 Please indicate your agreement or disagreement with the following statements

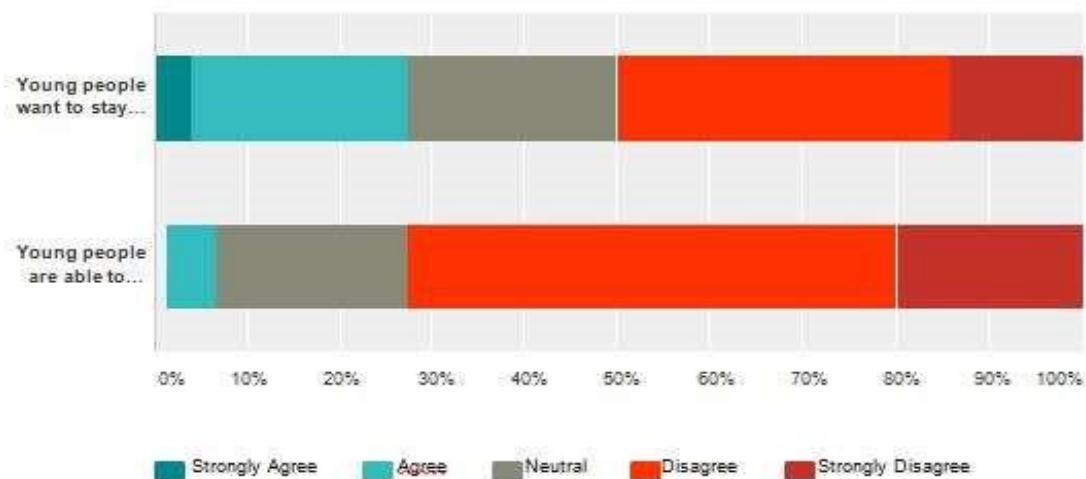
Answered: 1,057 Skipped: 58



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
We should do more in Cranberry Township to create new jobs.	39.45% 402	49.36% 503	9.22% 94	1.08% 11	0.88% 9	1,019	1.75
Cranberry Township should try to attract new businesses from outside our community.	41.66% 427	47.61% 488	8.29% 85	1.46% 15	0.98% 10	1,025	1.72
Cranberry Township should promote local creation of new businesses and expansion of existing businesses.	42.56% 432	48.67% 494	7.19% 73	0.89% 9	0.69% 7	1,015	1.68
I would favor industrial development in Cranberry Township.	32.71% 331	37.45% 379	19.76% 200	7.21% 73	2.87% 29	1,012	2.10

Q24: Please indicate your agreement or disagreement with the following statements.

These statements dealt with the local Cranberry Township economy. These were some of the strongest numbers in the entire survey, and the message is strong that people want the Township should work on job creation. 89% believe that more should be done to create jobs. Just 2% disagreed. 89% also want the Township to try to attract businesses from outside the area. A whopping 91% want the Township to promote local business creation and expansion of existing businesses. 43% agreed with this strongly. When asked about industrial development, 70% favored it, while 10% were against it, and about 20% were neutral. Apartment dwellers were much less supportive of industrial development than others. People with a Bachelor’s degree or a Graduate degree were less likely to support industrial development than those with less than a Bachelor’s degree. These strong results are consistent with many of the comments written on the surveys calling for job creation in Cranberry Township.



Q25 Please indicate your agreement or disagreement with the following statements.

Answer Choices	Responses
Increased police patrols (1)	19.16% 168
Improved emergency services (2)	17.45% 153
Updated public sewer services (3)	28.28% 248
Improved public water systems/treatment plant (4)	39.11% 343
Increased library services (5)	25.31% 222
Improved park and recreation space (6)	16.76% 147
Economic Development efforts (7)	41.62% 365
Improved roads and related facilities (8)	31.93% 280
Cleaning up vacant and abandoned properties (9)	32.95% 289
Preparing the township for natural disasters and other large-scale emergencies (10)	27.14% 238
Identifying and protecting historically important properties in the township (11)	12.77% 112
Other (please specify) (12)	18.13% 159
Total Respondents: 877	

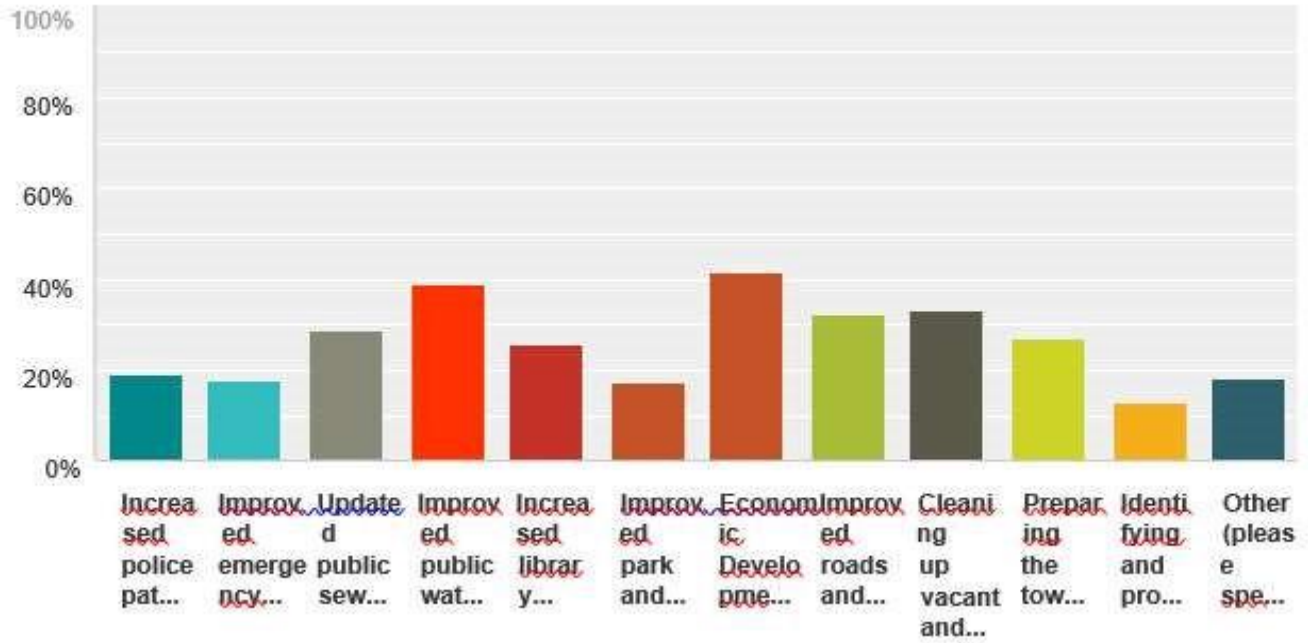
Answered: 1,026 Skipped: 49

Q25: Please indicate your agreement or disagreement with the following statements.

These statements were about young people staying in the Township. First, respondents were asked whether young people want to stay in Cranberry Township after completing their education, then they were asked whether young people are able to stay in the Township. Surprisingly, just 27% of respondents think young people even wanted to stay, and 49% believe that young people do not want to stay. Less surprising was the second statement, in which just 7% believe young people are able to stay if they want to, and 72% believe young people could not stay if they wanted to.

Q26 Public service improvements have a cost. Would you be willing to pay increased local taxes if you knew the money was going to support any of the following?
(check all that apply) Please consider each line individually, as if that were the only item taxes were being raised to pay for at any one time.

Answered: 877 Skipped: 198



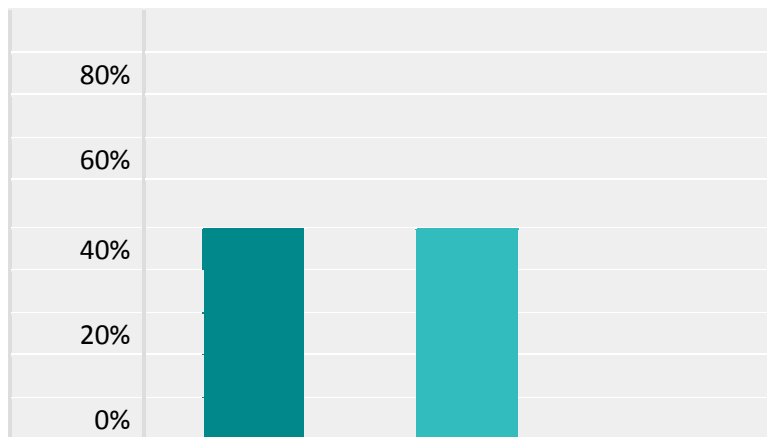
Answer Choices	Responses
Increased police patrols (1)	19.16% 168
Improved emergency services (2)	17.45% 153
Updated public sewer services (3)	28.28% 248
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Preparing the township for natural disasters and other large-scale emergencies (10)	27.14% 238
Identifying and protecting historically important properties in the township (11)	12.77% 112
Other (please specify) (12)	18.13% 159
Total Respondents: 877	

Q26: Public service improvements have a cost. Would you be willing to pay increased local taxes if you knew the money was going to support any of the following? (check all that apply) Please consider each line individually, as if that were the only item taxes were being raised to pay for at any one time.

This question is aimed at determining a rough ranking of priorities in the eyes of Cranberry’s citizens. 75% of respondents were willing to pay increased taxes for at least one thing. The other 25% either didn’t mark any or wrote in that they didn’t want increased taxes. The highest-ranked project was “economic development efforts”, with 34% willing to pay increased taxes to support such efforts. The next highest was an improved public water system/treatment plant, at 32%. This was followed by Cleaning up vacant and abandoned properties (27%), improved roads and related facilities (26%), Updated public sewer services (23%), Preparing the township for natural disasters and other large-scale emergencies (22%), and Increased library services (21%). The others were all under 20%. The lowest was Identifying and protecting historically important properties in the township at 10%. People ages 25 to 39 were much more likely than others to be willing to pay for improved park and recreation space.

Q27 What is your Gender?

Answered: 1,026 Skipped: 49



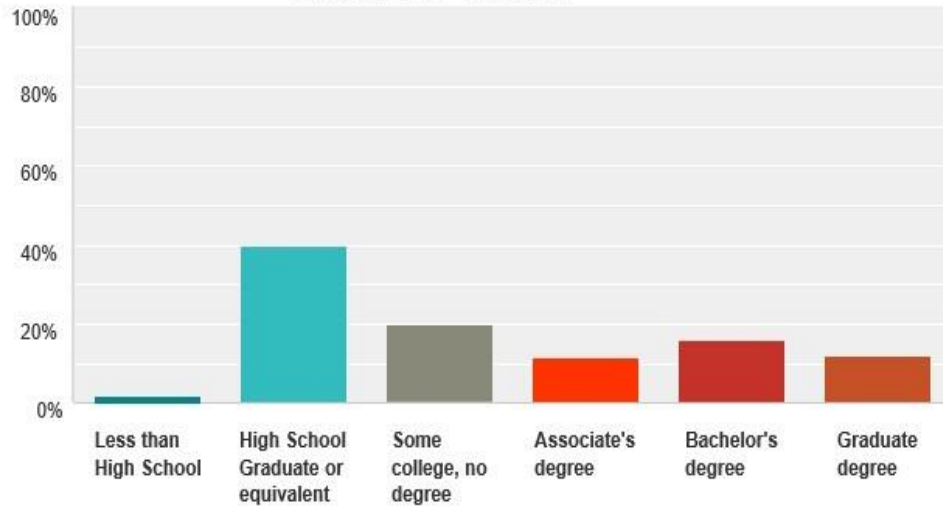
Answer Choices	Responses
Female	46.98% 482
Male	48.83% 501
Other (please specify)	4.19% 43
Total	1,026

Q27: What is your Gender?

47% of respondents were female, 49% were male. The other 4% were filled out by a husband and wife or a family. According to the 2010 Census, 52% of Cranberry’s population is female, and 48% is male, so the survey responses are slightly skewed toward males. Interestingly, respondents living in apartments skew heavily toward females, who make up 80% of apartment-respondents. Renters also skew female, at about 64%. Females are more likely than males to spend more of their income on housing. Males are somewhat more likely to have a Bachelor’s or Graduate degree than females. Respondents from zip code 16374 skewed heavily male.

Q28 What is the highest level of education you completed?

Answered: 1,026 Skipped: 49



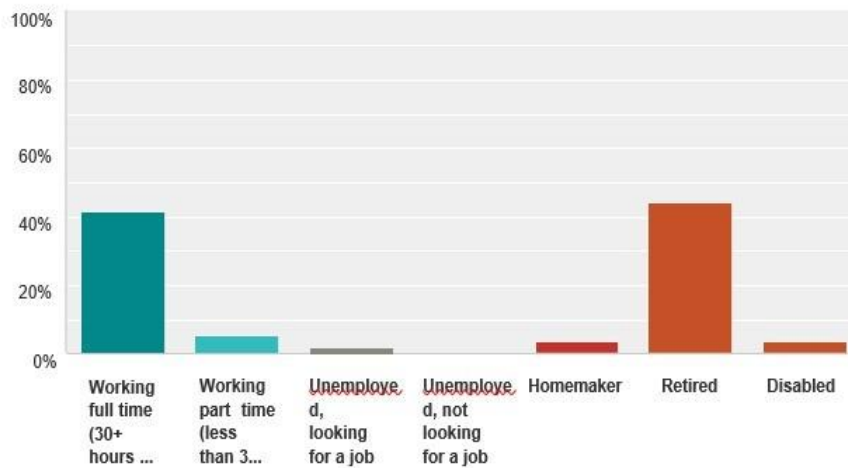
Answer Choices	Responses
Less than High School	1.46% 15
High School Graduate or equivalent	39.28% 403
Some college, no degree	19.79% 203
Associate's degree	11.70% 120
Bachelor's degree	15.79% 162
Graduate degree	11.99% 123

Q28: What is the highest level of education you completed?

Survey respondents are, on the whole, more educated than the population as a whole. Just 1% of survey respondents did not finish high school, compared to 7% of the total population, according to the U.S. Census Bureau (American Community Survey 2014 5-yr estimates). 39% of respondents had a high school diploma, compared to 51% of the total population. 12% of respondents have a graduate degree, compared to just 7% of the total population. On the whole, respondents living in mobile homes are less educated than others. Those who spend more of their income on housing are generally less educated than those who spend less. Individuals age 65 or older generally have less education than those younger than 65.

Q29 What is your current employment status?

Answered: 1,034 Skipped: 41

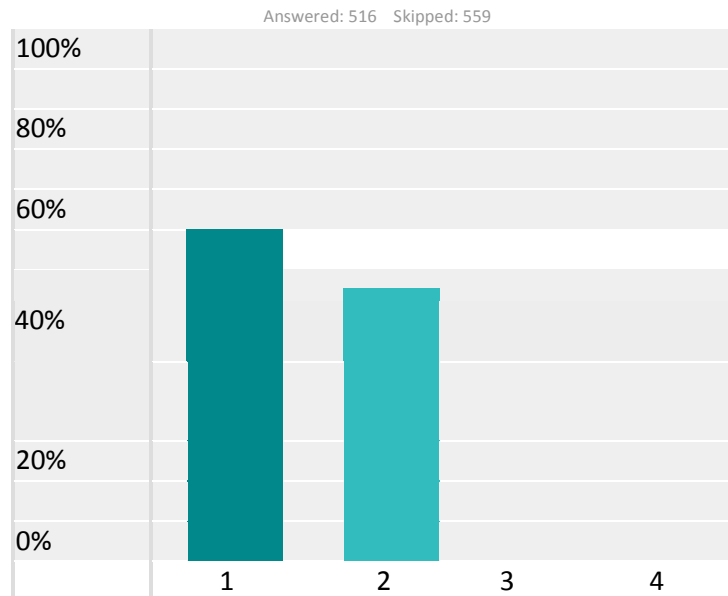


Answer Choices	Responses
Working full time (30+ hours per week)	41.59% 430
Working part time (less than 30 hours per week)	5.61% 58
Unemployed, looking for a job	1.45% 15
Unemployed, not looking for a job	0.19% 2
Homemaker	3.38% 35
Retired	44.10% 456
Disabled	3.68% 38
Total	1,034

Q29: What is your current employment status?

The largest group here is retired (44%), followed by working full time (42%). The rest were spread fairly evenly across the other options (working part time, unemployed, homemaker, disabled), with each taking between 2% and 6% of the responses.

Q30 How many people in your household are 65 years of age or older, including yourself?



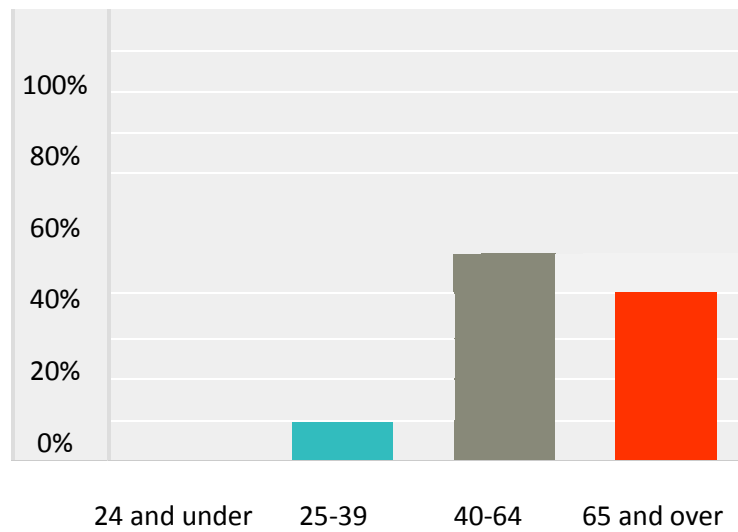
Answer Choices	Responses
1	53.88% 278
2	44.77% 231
3	0.78% 4
4 or more	0.58% 3
Total	516

Q30: How many people in your household are 65 years of age or older, including yourself?

This question lacked a “0” option. If about the same number would have skipped this question as have skipped the others, we can assume the rest of the skips were “0” answers, many of which were written in that way. This would mean that about 50% of respondents claimed to have one or more persons over age 65 in their home. About 27% have one person over age 65 and 22% have 2 persons over age 65. Just 7 total respondents marked “3” or “4 or more”. Homeowners were far more likely to have 2 persons over age 65 in their household than renters.

Q31 What is your age?

Answered: 1,033 Skipped: 42



Answer Choices	Responses	
24 and under	0.77%	8
25-39	9.68%	100
40-64	47.14%	487
65 and over	42.40%	438
Total		1,033

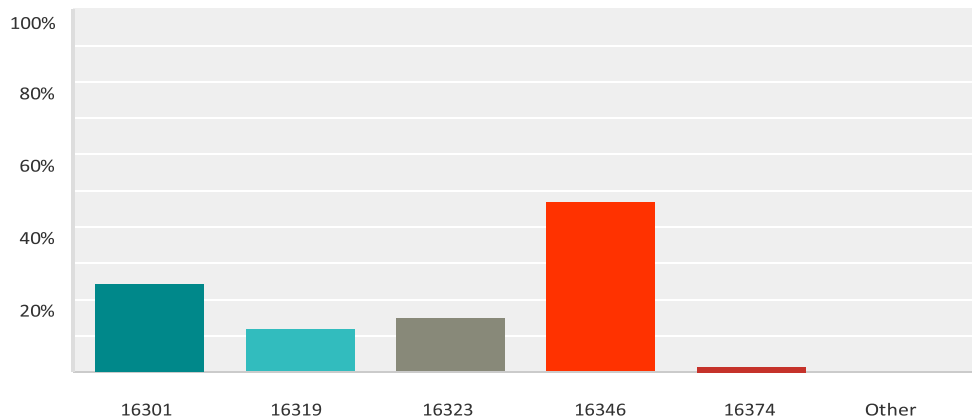
Q31: What is your age?

People under age 40 are underrepresented in the survey results, and those over 65 are overrepresented. According to the 2010 Census, 9% of the population was between 18 and 24, while just 1% of survey respondents were under 25. 19% of the population is between 25 and 39, but just 10% of survey respondents fit in the same category. The 40-64 category is nearly a perfect match, with 48% of the population and 47% of survey responses. Those 65 or older make up just 24% of the population,

while they returned 42% of surveys. These Census figures are five years old, so it is possible that the population has aged somewhat since then, meaning the disparities may not really be as pronounced as these numbers suggest. It is also possible that younger people are underrepresented because just one survey was sent to each household. In households with young people living at home with their parents, the parents may have filled out the survey instead of the younger people, thus skewing the responses toward older age groups. The online survey option did little to correct for this, as about 60% of online respondents were between ages 40 and 64. Half the respondents under 25 used the online system, and about 1/3 of respondents between 25 and 39 filled the survey out online.

Q32 In which area of Cranberry Township do you live?

Answered: 1,034 Skipped: 41



Q32: In which area of Cranberry Township do you live?

These results matched the Census counts quite closely. Zip code 16319 is slightly overrepresented, and 16346 is slightly underrepresented, but otherwise the results match the actual distribution of population perfectly.

Answer Choices	Responses	
16301	24.47%	253
16319	11.90%	123
16323	14.80%	153
16346	46.81%	484
16374	1.64%	17
Other (please specify)	0.39%	4
Total	1,034	

Appendix C:

INPUT FROM THE MARCH OPEN HOUSE

Questions asked on posters

What untapped economic opportunities do you see in Cranberry Township (Resources? Tourism? Etc.)

- Cash mob
- Cranberry has a need for ice skating rink with a made covered roof

What types of businesses would you like to see in Cranberry Township that we don't currently have?

- More stores so we don't have to go to Erie or Grove City
- Like hometown feel to the township currently
- Need tech training locally so that industry as workers
- Educational activities at playgrounds
- Restaurant like Applebees or Fridays or Cracker Barrel
- Library. Help support and promote the library for Cranberry
- More rec for kids
- Transportation for aging folks w/o transportation that is easily accessible.
- Concerned about mall—enjoy shopping and just walking
- More mall stores
- Oil City Library—Keep supporting it. Cranberry needs it. It will help the poverty situation.
- Target would be nice
- Need good paying manufacturing jobs
- Sam's Club
- Chain sit down restaurants
- More stores in the mall!
- Arcade or Chuckie Cheese for kids and parties
- Splash lagoon
- Small-intermediate assembly—manufacturing
- Would like more shops at mall and also to walk
- Hunting supply stores
- Young Adult Stores –Aeropostle, etc.
- Build up business at mall. Take care of what is in township now elsewhere
- Cranberry Township should be a member of Library

Would you prefer to have our own water/sewer facilities (independent from Oil City) or a partnership with Oil City with equal representation for Cranberry?

- Our own
- Both options should be explored
- Our own
- Our own it would lower rates for sewerage
- A partnership w/ other municipal because of population trends and need for us to work together for future generations
- Partnership with Oil City. This will enable our communities to have the best in water/sewage
- Our own

Would you prefer to continue to use Pennsylvania State Police for police services or move toward a regional police/local police department?

- State Police
- State Police
- Local Police
- State Police
- State Police
- State Police – as it is
- State Police
- State Police
- State Police

Would you like to see the sidewalk network expanded? If so, where?

- Seneca
- Main Street to Cranberry Pond
- Main Street in Seneca
- LED Street-lights
- A lot of traffic on Horsecreek as people use it instead of congestion on 322

Would you support the township implementing stricter housing/property maintenance rules?

- Cleaning up properties on 322 and 257
- Junk yard needs fenced, cleaned up, talk to Senator Hutchison and Rep Jones
- Getting rid of junk cars on properties
- Codes on business colors
- In the residential area of Seneca, we have a serious problem with people burning garbage and smoldering fires. How about an early morning burn time or certain days?
- Slight problem
- Clean up properties on 322 with many junk vehicles
- Clean up the blight in the township.

- Cleaning up junk in Cranberry should be important to the township but it does not seem to be something you can do!!
- Blighted properties
- Yes – clean up junk cars and decrease junk in general
- Tire collection is needed in Cranberry Township. Could charge \$ it for collecting

Verbal Comments/Input

- Mall and township should coordinate
- Businesses should coordinate/support one another with events, etc.
- Need opportunities to work remotely/from home
- Inventory of potential business sites
- Mall retail rents should stay low so businesses can afford to be there
- Mall should be fuller
- Drainage issues in Cranberry commercial area preventing business construction
- Library is good investment—Cranberry should support it
 - Provides a variety of community and youth services
- Need to expand broadband access – 322 toward Clarion
- Need more specialist doctors like cardiologists, child neurologist
- Space for youth to hang out in winter
 - More recreation options
- Coffee shop/café with events and entertainment
- More community festivals/events
- More campgrounds
- Rec Center/Sports facilities
- Wifi—Meadow Church Road
- Extend Rockland Road to I-80
- Businesses should not be added near existing residential areas
- Place across from Cranberry UMC on 322—eyesore

APPENDIX D: ADDITIONAL NOTES FOR THE ECONOMIC DEVELOPMENT COMMITTEE

A few other notes on potential business opportunities in the Township were not broad enough to merit inclusion in the main body of this plan. They are described here for the benefit of the Economic Development Committee, which should also consider the recommendations in the main body of the plan. Beyond attempting to attract major employers, there are several actions that can be taken by the Township or the economic development committee to strengthen the local economy and provide new opportunity.

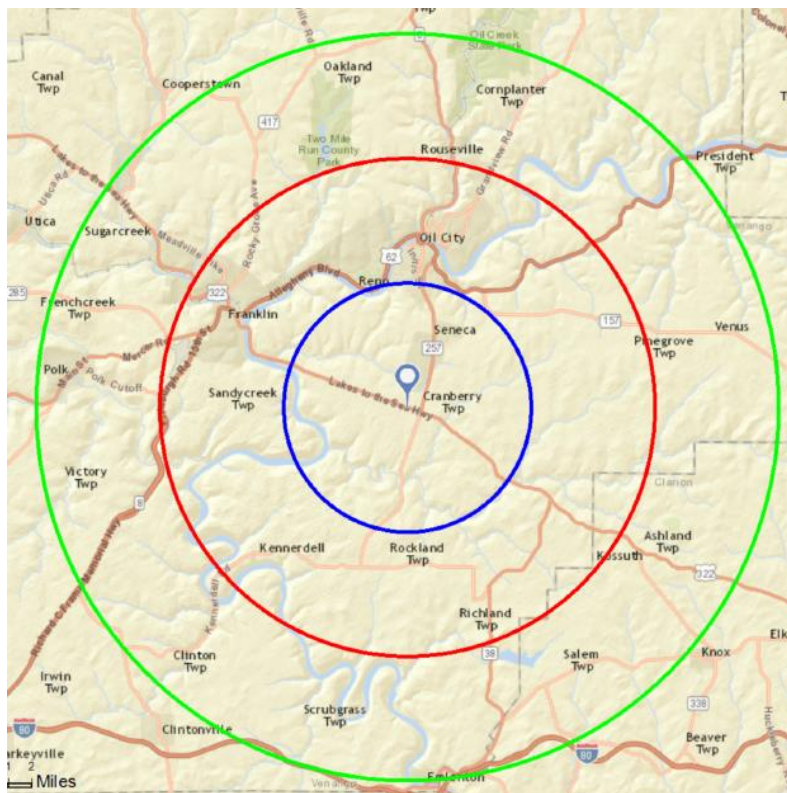
1. Recognize the Cranberry Area schools as an economic development asset. The schools provide good-paying jobs to the area. In addition, because the school district includes Pinegrove and Rockland Townships, their residents regularly come to Cranberry Township. Business catering partly to this group could benefit from targeting marketing efforts to school users. An example would be offering coupons or discounts to parents of students. A similar potential market exists with people traveling to Cranberry to support visiting sports teams. Another economic advantage provided by the schools is proximity. Families with school-age children want to live in good school districts and also don't want to live too far from those schools. That the schools are located in Cranberry Township provides a competitive advantage over Pinegrove and Rockland Townships in terms of attracting people moving to the region.
2. Pursue recreation-oriented businesses. Cranberry and the region generally are not strong in terms of tourism, but there is some potential to attract customers who come to the area for the bike trails or camping into stores. The Township should seek ways to strengthen connections between these facilities and local businesses. The Justus trail does not run very close to strong business areas, so direct trail connections may not be very feasible. However, a business providing bike rentals, camping supplies, and canoeing trips on the river may have potential. Another option may be to place bulletin boards near trailheads and campsites to advertise local restaurants and other retail stores.
3. Work to attract or develop additional, higher-end restaurants and a coffee shop. Visitors to the March 2016 Open House expressed a desire for these businesses. The economic development committee should study the viability of such businesses and try to promote or attract them if deemed likely to succeed. The Venango Area Chamber of Commerce would be a good partner for the committee on this. Often one of the key issues with attracting restaurants is a lack of available liquor licenses. At present, there is one unassigned license available in the Township. Approving additional available licenses must be done via referendum.

4. Leverage local resources to build up the economy. here is some potential for Cranberry to expand resource-based economic activity. The extensive forests provide opportunities not just in timbering, but in other forest products, tourism, and potentially even carbon sequestration. Cranberry's location atop the Marcellus Shale and Utica Shale deposits create a potential for oil and gas development. However, the portion of the Marcellus Shale under Cranberry is smaller than elsewhere in the state, so this area likely won't see as much demand for fracking as other parts of Pennsylvania.
5. Create a "local" food co-op and marketing program. With regard to agriculture, there are increasing opportunities for farmers to receive premium prices if they adopt certain practices and market their products right. Farmers using organic production practices can sell their produce for more, especially to urban consumers. This, however, requires major changes in workload, equipment, and frankly, yield expectations. The other big trend today is the local food movement. Urban consumers will pay a premium for food produced locally because it is more environmentally friendly, fresher, and (some say) tastes better. When talking about "local" food, often a radius of 100 or even 200 miles is in view. This puts Erie, Pittsburgh, and even Cleveland into play as potential markets for local food produced in Cranberry. The limitation here is that the local food label really only applies to direct-consumption foods like milk, meat, and produce. Corn, soy, and wheat products are not usually marketed as local. The economic development committee should consider gathering a collective or cooperative of farmers interested in marketing "local" food. The collective can then aggregate output into marketable quantities and work to build business relationships with specialty stores and restaurants in nearby cities. Pursuing such a strategy on a county-wide basis would further increase quantities and allow for potentially better name recognition, as consumers may be more likely to have heard of Venango County than a particular municipality name. On the other hand, there would be marketing advantages to using "Cranberry" in the name, as it is a kind of food, and, at least in Pittsburgh, Cranberry Township is a recognizable name due to general familiarity with the Cranberry Township in Butler County. Branding the collective as being from the Oil Region would carry negative connotations when marketing food products.
6. Treat the local economy as being more regional. If Cranberry attracted a major employer, some of those jobs will be held by people from Franklin, Oil City, and elsewhere. By the same token, new industry outside of Cranberry Township could provide jobs for Cranberry residents. This is why it is important that the committee coordinate with regional agencies and support their efforts. Adding 1,000 jobs to Franklin provides jobs for some Cranberry residents, and Franklin residents who get those jobs will come to Cranberry to shop, which benefits Cranberry as well. For these reasons, the Township should partner with the Northwest Commission and the Northwest Workforce Investment Board and ensure local efforts are consistent with those on a regional level.

7. The committee should work to diversify the local economy. In particular, it should focus on developing or attracting jobs that pay enough to support families. Again, working with the regional agencies, including the Venango Area Chamber of Commerce, is necessary here.
8. Use selective targeting in business attraction efforts. The committee should be selective in targeting industrial development and not waste effort on industries poorly suited for Cranberry's facilities and conditions.
9. Focus on local business startups and expansions. Locally-owned businesses generate more circulation of money within the local economy, and local business owners are often better contributors to community efforts, events, and organizations.

RETAIL OPPORTUNITIES

The table on the next several pages considers *retail* demand and supply around Cranberry. Specifically, it estimates (with caveats) how much money people living within a radius around Cranberry Mall spend on various goods and services, and then compares that to the amount of goods and services sold in the same radius. In short, red numbers indicate that people from outside the area come here to shop for that item, while green numbers indicate that people from this area purchase that item elsewhere. Essentially, green numbers represent market potential for new or expanded businesses providing that good or service. This data reflects only retail opportunity, and does not include market potential for other types of businesses. There are three different radii included, as shown on the map. The 4-mile radius includes much of Cranberry's population, but not much else. The 8-mile radius picks up Oil City and Franklin, and the 12-mile radius approximates the region of people living closer to Cranberry than to other retail and economic centers at Clarion and Titusville. (Note that this 12-mile radius is not the same region as was used in analyzing population decline above.)



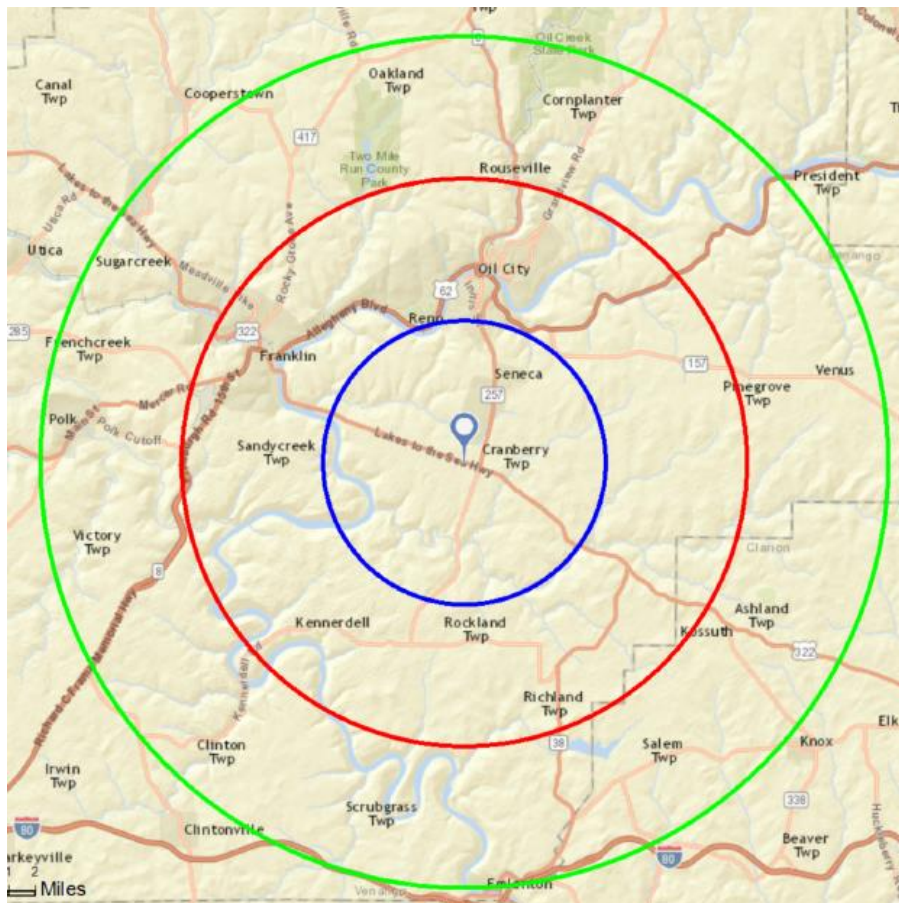
As the table for the 4-mile radius shows, the 87 retail businesses in this area collectively net nearly \$150 million in outside spending annually. General Merchandise department stores account for the lion's share (about two-thirds) of this number. This would include Wal-Mart and probably some stores at the mall, possibly including the large anchors. The next largest numbers come from cars and building materials dealers. The latter category probably includes Home Depot. The most notable economic opportunity in the 4-mile radius is for grocery and specialty food stores. This gap is probably created by people going into Oil City and Franklin for groceries. This does not necessarily mean that starting a new grocery store in Cranberry Township would be successful—many people may live closer to grocery stores in other towns or may just prefer them due to size and selection. Another possibility is that this grocery gap is due to data collection methods that categorize businesses based on their *primary* type. If a higher percentage of residents than average buy groceries at Wal-mart, this table may not be able to account for those purchases, which are actually made within the 4-mile radius.

Moving out to the 8-mile radius, we now include all of Cranberry Township, all of Oil City, and most of Franklin and Rockland Township. The 8-mile table looks at consumer demand for all those people, as well as sales from all of the retail stores in that area, not just Cranberry stores. This table includes 330 retail businesses and total sales of nearly over \$587,000. This is almost three times the total sales in the 4-mile radius, but the geographic area under consideration is about four times as large (50 sq. miles in the 4-mile vs. 200 sq. miles in the 8-mile). This works out to total retail sales of about \$4.0 million per square mile in the 4-mile radius and \$2.9 million per square mile in the 8-mile radius. This is another indicator of the strength of the retail sector in Cranberry Township. The retail gap in the 8-mile radius is only slightly larger than in the 4-mile, meaning that most of the additional retail demand is also being supplied within the larger area. The first thing we notice is that there are many more green numbers than in the 4-mile table. More residents of the 8-mile radius leave that same area to buy food, furniture, gas, clothes, sporting goods, etc. General merchandise, cars, and building materials are still big exporters, meaning those stores draw people in from outside. Cranberry Township is a major player in this larger area. In the building materials category, the 4-mile radius accounts for nearly 60% of the total supply in the 8-mile, and in the general merchandise category, that number jumps to over 75%.

One number on the 8-mile table is particularly telling. The industry group with the largest net exports in the 8-mile radius is Nonstore Retailers, mostly made up of online sales. While most of the industry groups in the table represent stores selling merchandise or services locally or regionally, this \$90 million is probably coming in from farther away. Furthermore, taking that amount out of the total at the top of the page, the retail gap for local stores decreases to around \$80 million, which is substantially *less* than the gap in the 4-mile. This tells us that the region contained in the 8-mile radius is a net exporter of retail goods and services, but is comparatively self-sustaining, with most of the goods being sold to local residents. As for economic opportunities, there are several highlighted in this table. Residents spend \$10 million in food and beverages elsewhere, about 40% of which is on alcohol. Nearly \$10 million leaks out in clothing purchases; over \$9 million is spent elsewhere on furniture, home furnishings, electronics, and appliances. (Note: because some of the sales within the radius are to people from outside, it is likely that local residents actually spend *more* than these amounts outside the radius. The numbers cited above are the *net* loss in sales in the local economy. Additionally, because the radii do not follow natural

population boundaries, some of these numbers are a bit muddy. If there is a grocery store just outside the line somewhere, it probably draws people from inside the radius, so there may not really be as much economic opportunity as the numbers imply because the local economy extends across the boundary. Conversely, a store right at the edge of the radius probably draws in population that may be very nearby, but which is excluded from the analysis, thereby overstating the functional net export of a given product.)

In the 12-mile radius, which approximates the halfway point between Cranberry Township and other nearby retail centers, the total retail gap is even smaller, meaning that this region is even more self-contained economically. Notably, the leakage percentages for automobiles, gasoline, and restaurants approach zero in the 12-mile radius. So, on net, the 12-mile radius approximates the service region for these businesses. This table comes closest to approximating the “natural” economy of the local region. The total number of stores in the analysis did grow by only 17%, even though the total geography more than doubled. The larger radius adds more people than businesses. The supply from General Merchandise stores is hardly changed from the 8-mile, meaning Cranberry Township is still the supplier of 75% of general merchandise sold in the region. This time, removing the Nonstore Retailer line would actually lead to a net positive retail gap, meaning that the 12-mile radius is *not* a net exporter of retail goods and services without online sales. Residents of this region are more likely to go elsewhere to shop, which may be expected since a smaller percentage of the included population lives in Cranberry, Franklin, or Oil City.





Retail MarketPlace Profile

4,8,12 Mile Radii Cranberry Mall
 6945 US 322 Cranberry PA 16319
 Ring: 4 mile radius

Latitude: 41.35174
 Longitude: -79.71884

Summary Demographics						
2015 Population						4,085
2015 Households						1,789
2015 Median Disposable Income						\$36,462
2015 Per Capita Income						\$23,299
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$53,579,593	\$202,456,640	-\$148,877,047	-58.1	87
Total Retail Trade	44-45	\$48,866,026	\$192,454,704	-\$143,588,678	-59.5	69
Total Food & Drink	722	\$4,713,567	\$10,001,936	-\$5,288,369	-35.9	18
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$11,396,626	\$28,868,889	-\$17,472,263	-43.4	12
Automobile Dealers	4411	\$9,554,108	\$25,577,858	-\$16,023,750	-45.6	8
Other Motor Vehicle Dealers	4412	\$1,208,567	\$2,626,553	-\$1,417,986	-37.0	1
Auto Parts, Accessories & Tire Stores	4413	\$633,950	\$664,478	-\$30,528	-2.4	3
Furniture & Home Furnishings Stores	442	\$1,408,188	\$2,472,914	-\$1,064,726	-27.4	4
Furniture Stores	4421	\$850,286	\$1,846,644	-\$996,358	-36.9	3
Home Furnishings Stores	4422	\$557,903	\$626,270	-\$68,367	-5.8	1
Electronics & Appliance Stores	443	\$2,444,564	\$5,082,455	-\$2,637,891	-35.0	3
Bldg Materials, Garden Equip. & Supply Stores	444	\$2,380,313	\$16,501,326	-\$14,121,013	-74.8	4
Bldg Material & Supplies Dealers	4441	\$2,033,973	\$15,813,063	-\$13,779,090	-77.2	3
Lawn & Garden Equip & Supply Stores	4442	\$346,340	\$688,263	-\$341,923	-33.0	1
Food & Beverage Stores	445	\$9,657,861	\$7,257,391	\$2,400,470	14.2	4
Grocery Stores	4451	\$8,284,539	\$7,085,681	\$1,198,858	7.8	3
Specialty Food Stores	4452	\$586,636	\$0	\$586,636	100.0	0
Beer, Wine & Liquor Stores	4453	\$786,686	\$171,710	\$614,976	64.2	1
Health & Personal Care Stores	446,4461	\$2,338,207	\$6,916,925	-\$4,578,718	-49.5	6
Gasoline Stations	447,4471	\$3,420,075	\$4,669,833	-\$1,249,758	-15.4	3
Clothing & Clothing Accessories Stores	448	\$2,240,520	\$3,790,412	-\$1,549,892	-25.7	8
Clothing Stores	4481	\$1,638,946	\$1,605,148	\$33,798	1.0	4
Shoe Stores	4482	\$338,809	\$818,631	-\$479,822	-41.5	2
Jewelry, Luggage & Leather Goods Stores	4483	\$262,764	\$1,366,633	-\$1,103,869	-67.7	2
Sporting Goods, Hobby, Book & Music Stores	451	\$1,479,114	\$5,871,086	-\$4,391,972	-59.8	7
Sporting Goods/Hobby/Musical Instr Stores	4511	\$1,204,413	\$5,871,086	-\$4,666,673	-66.0	7
Book, Periodical & Music Stores	4512	\$274,701	\$0	\$274,701	100.0	0
General Merchandise Stores	452	\$7,854,233	\$105,573,424	-\$97,719,191	-86.2	5
Department Stores Excluding Leased Depts.	4521	\$6,036,865	\$103,949,309	-\$97,912,444	-89.0	4
Other General Merchandise Stores	4529	\$1,817,368	\$1,624,115	\$193,253	5.6	1
Miscellaneous Store Retailers	453	\$2,530,925	\$5,450,049	-\$2,919,124	-36.6	13
Florists	4531	\$125,486	\$80,363	\$45,123	21.9	1
Office Supplies, Stationery & Gift Stores	4532	\$463,417	\$1,870,805	-\$1,407,388	-60.3	4
Used Merchandise Stores	4533	\$165,442	\$916,100	-\$750,658	-69.4	4
Other Miscellaneous Store Retailers	4539	\$1,776,579	\$2,582,781	-\$806,202	-18.5	4
Nonstore Retailers	454	\$1,715,399	\$0	\$1,715,399	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$1,323,246	\$0	\$1,323,246	100.0	0
Vending Machine Operators	4542	\$50,092	\$0	\$50,092	100.0	0
Direct Selling Establishments	4543	\$342,061	\$0	\$342,061	100.0	0
Food Services & Drinking Places	722	\$4,713,567	\$10,001,936	-\$5,288,369	-35.9	18
Full-Service Restaurants	7221	\$2,489,477	\$4,331,691	-\$1,842,214	-27.0	9
Limited-Service Eating Places	7222	\$1,891,411	\$5,517,339	-\$3,625,928	-48.9	8
Special Food Services	7223	\$100,647	\$152,906	-\$52,259	-20.6	1
Drinking Places - Alcoholic Beverages	7224	\$232,032	\$0	\$232,032	100.0	0

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>
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March 15, 2016



Retail MarketPlace Profile

4,8,12 Mile Radii Cranberry Mall
 6945 US 322 Cranberry PA 16319
 Ring: 8 mile radius

Latitude: 41.35174
 Longitude: -79.71884

Summary Demographics						
2015 Population						33,196
2015 Households						14,114
2015 Median Disposable Income						\$32,517
2015 Per Capita Income						\$22,024
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$417,849,217	\$587,522,551	-\$169,673,334	-16.9	330
Total Retail Trade	44-45	\$381,886,092	\$538,499,078	-\$156,612,986	-17.0	235
Total Food & Drink	722	\$35,963,125	\$49,023,473	-\$13,060,348	-15.4	95
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$89,387,733	\$111,150,053	-\$21,762,320	-10.9	44
Automobile Dealers	4411	\$74,807,591	\$98,911,034	-\$24,103,443	-13.9	24
Other Motor Vehicle Dealers	4412	\$9,750,981	\$6,839,426	\$2,911,555	17.5	8
Auto Parts, Accessories & Tire Stores	4413	\$4,829,162	\$5,399,593	-\$570,431	-5.6	12
Furniture & Home Furnishings Stores	442	\$10,752,247	\$5,089,690	\$5,662,557	35.7	8
Furniture Stores	4421	\$6,480,346	\$3,779,282	\$2,701,064	26.3	4
Home Furnishings Stores	4422	\$4,271,901	\$1,310,408	\$2,961,493	53.1	4
Electronics & Appliance Stores	443	\$18,671,880	\$14,806,000	\$3,865,880	11.5	11
Bldg Materials, Garden Equip. & Supply Stores	444	\$18,313,576	\$27,643,023	-\$9,329,447	-20.3	19
Bldg Material & Supplies Dealers	4441	\$15,557,553	\$26,368,891	-\$10,811,338	-25.8	16
Lawn & Garden Equip & Supply Stores	4442	\$2,756,023	\$1,274,132	\$1,481,891	36.8	3
Food & Beverage Stores	445	\$75,891,356	\$65,850,041	\$10,041,315	7.1	25
Grocery Stores	4451	\$65,348,871	\$62,659,722	\$2,689,149	2.1	18
Specialty Food Stores	4452	\$4,614,990	\$1,319,368	\$3,295,622	55.5	3
Beer, Wine & Liquor Stores	4453	\$5,927,494	\$1,870,951	\$4,056,543	52.0	4
Health & Personal Care Stores	446,4461	\$18,229,201	\$25,549,323	-\$7,320,122	-16.7	21
Gasoline Stations	447,4471	\$27,144,831	\$19,863,566	\$7,281,265	15.5	10
Clothing & Clothing Accessories Stores	448	\$17,244,621	\$7,265,117	\$9,979,504	40.7	15
Clothing Stores	4481	\$12,640,221	\$3,006,884	\$9,633,337	61.6	9
Shoe Stores	4482	\$2,657,077	\$863,698	\$1,793,379	50.9	2
Jewelry, Luggage & Leather Goods Stores	4483	\$1,947,322	\$3,394,535	-\$1,447,213	-27.1	4
Sporting Goods, Hobby, Book & Music Stores	451	\$11,583,116	\$9,386,895	\$2,196,221	10.5	17
Sporting Goods/Hobby/Musical Instr Stores	4511	\$9,463,396	\$8,863,319	\$600,077	3.3	15
Book, Periodical & Music Stores	4512	\$2,119,720	\$523,576	\$1,596,144	60.4	2
General Merchandise Stores	452	\$61,072,649	\$134,940,661	-\$73,868,012	-37.7	16
Department Stores Excluding Leased Depts.	4521	\$46,782,750	\$128,752,615	-\$81,969,865	-46.7	8
Other General Merchandise Stores	4529	\$14,289,899	\$6,188,046	\$8,101,853	39.6	8
Miscellaneous Store Retailers	453	\$20,228,692	\$14,933,364	\$5,295,328	15.1	47
Florists	4531	\$945,467	\$606,653	\$338,814	21.8	8
Office Supplies, Stationery & Gift Stores	4532	\$3,572,532	\$3,177,757	\$394,775	5.8	9
Used Merchandise Stores	4533	\$1,273,910	\$3,757,793	-\$2,483,883	-49.4	16
Other Miscellaneous Store Retailers	4539	\$14,436,783	\$7,391,162	\$7,045,621	32.3	14
Nonstore Retailers	454	\$13,366,191	\$102,021,344	-\$88,655,153	-76.8	1
Electronic Shopping & Mail-Order Houses	4541	\$10,254,909	\$102,021,344	-\$91,766,435	-81.7	1
Vending Machine Operators	4542	\$393,522	\$0	\$393,522	100.0	0
Direct Selling Establishments	4543	\$2,717,759	\$0	\$2,717,759	100.0	0
Food Services & Drinking Places	722	\$35,963,125	\$49,023,473	-\$13,060,348	-15.4	95
Full-Service Restaurants	7221	\$18,975,361	\$26,504,473	-\$7,529,112	-16.6	52
Limited-Service Eating Places	7222	\$14,494,075	\$20,366,678	-\$5,872,603	-16.8	30
Special Food Services	7223	\$776,397	\$703,057	\$73,340	5.0	4
Drinking Places - Alcoholic Beverages	7224	\$1,717,292	\$1,449,264	\$268,028	8.5	9

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
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March 15, 2016



Retail MarketPlace Profile

4,8,12 Mile Radii Cranberry Mall
6945 US 322 Cranberry PA 16319
Ring: 12 mile radius

Latitude: 41.35174
Longitude: -79.71884

Summary Demographics						
2015 Population						44,674
2015 Households						18,623
2015 Median Disposable Income						\$34,259
2015 Per Capita Income						\$22,391
Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$568,518,193	\$635,885,466	-\$67,367,273	-5.6	386
Total Retail Trade	44-45	\$519,794,793	\$584,223,475	-\$64,428,682	-5.8	282
Total Food & Drink	722	\$48,723,400	\$51,661,991	-\$2,938,591	-2.9	104
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$122,153,106	\$125,151,274	-\$2,998,168	-1.2	61
Automobile Dealers	4411	\$102,080,088	\$110,508,627	-\$8,428,539	-4.0	34
Other Motor Vehicle Dealers	4412	\$13,525,967	\$8,850,268	\$4,675,699	20.9	13
Auto Parts, Accessories & Tire Stores	4413	\$6,547,051	\$5,792,379	\$754,672	6.1	14
Furniture & Home Furnishings Stores	442	\$14,613,229	\$5,999,152	\$8,614,077	41.8	9
Furniture Stores	4421	\$8,775,615	\$4,688,744	\$4,086,871	30.4	5
Home Furnishings Stores	4422	\$5,837,613	\$1,310,408	\$4,527,205	63.3	4
Electronics & Appliance Stores	443	\$25,304,177	\$14,949,708	\$10,354,469	25.7	11
Bldg Materials, Garden Equip. & Supply Stores	444	\$25,221,159	\$32,689,140	-\$7,467,981	-12.9	25
Bldg Material & Supplies Dealers	4441	\$21,394,944	\$30,897,605	-\$9,502,661	-18.2	21
Lawn & Garden Equip & Supply Stores	4442	\$3,826,215	\$1,791,535	\$2,034,680	36.2	4
Food & Beverage Stores	445	\$102,940,147	\$70,771,506	\$32,168,641	18.5	30
Grocery Stores	4451	\$88,650,054	\$67,339,598	\$21,310,456	13.7	22
Specialty Food Stores	4452	\$6,257,415	\$1,539,027	\$4,718,388	60.5	4
Beer, Wine & Liquor Stores	4453	\$8,032,678	\$1,892,881	\$6,139,797	61.9	4
Health & Personal Care Stores	446,4461	\$24,859,883	\$25,955,140	-\$1,095,257	-2.2	23
Gasoline Stations	447,4471	\$36,895,073	\$30,769,450	\$6,125,623	9.1	13
Clothing & Clothing Accessories Stores	448	\$23,298,850	\$7,372,543	\$15,926,307	51.9	16
Clothing Stores	4481	\$17,077,060	\$3,114,310	\$13,962,750	69.2	10
Shoe Stores	4482	\$3,592,037	\$863,698	\$2,728,339	61.2	2
Jewelry, Luggage & Leather Goods Stores	4483	\$2,629,753	\$3,394,535	-\$764,782	-12.7	4
Sporting Goods, Hobby, Book & Music Stores	451	\$15,767,487	\$10,491,729	\$5,275,758	20.1	22
Sporting Goods/Hobby/Musical Instr Stores	4511	\$12,921,407	\$9,968,153	\$2,953,254	12.9	20
Book, Periodical & Music Stores	4512	\$2,846,079	\$523,576	\$2,322,503	68.9	2
General Merchandise Stores	452	\$82,848,258	\$135,655,197	-\$52,806,939	-24.2	16
Department Stores Excluding Leased Depts.	4521	\$63,438,131	\$129,128,635	-\$65,690,504	-34.1	8
Other General Merchandise Stores	4529	\$19,410,128	\$6,526,562	\$12,883,566	49.7	8
Miscellaneous Store Retailers	453	\$27,665,539	\$19,041,320	\$8,624,219	18.5	54
Florists	4531	\$1,310,025	\$609,241	\$700,784	36.5	8
Office Supplies, Stationery & Gift Stores	4532	\$4,862,818	\$5,461,903	-\$599,085	-5.8	12
Used Merchandise Stores	4533	\$1,721,903	\$3,800,073	-\$2,078,170	-37.6	16
Other Miscellaneous Store Retailers	4539	\$19,770,794	\$9,170,103	\$10,600,691	36.6	18
Nonstore Retailers	454	\$18,227,885	\$105,377,316	-\$87,149,431	-70.5	1
Electronic Shopping & Mail-Order Houses	4541	\$13,952,797	\$105,377,316	-\$91,424,519	-76.6	1
Vending Machine Operators	4542	\$533,486	\$0	\$533,486	100.0	0
Direct Selling Establishments	4543	\$3,741,603	\$0	\$3,741,603	100.0	0
Food Services & Drinking Places	722	\$48,723,400	\$51,661,991	-\$2,938,591	-2.9	104
Full-Service Restaurants	7221	\$25,700,938	\$28,306,340	-\$2,605,402	-4.8	57
Limited-Service Eating Places	7222	\$19,654,882	\$21,007,628	-\$1,352,746	-3.3	31
Special Food Services	7223	\$1,054,073	\$746,759	\$307,314	17.1	5
Drinking Places - Alcoholic Beverages	7224	\$2,313,506	\$1,601,263	\$712,243	18.2	11

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>
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