

Market Based Planning

A Case Study of Cranberry Township

American Planning Association – Pennsylvania Chapter

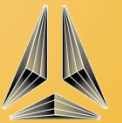
Annual Conference

October 13, 2008



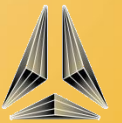
Market Assessment

- What is a market study?
- What are its components?
- What does it do?
- How does it help the Comprehensive Planning Process?



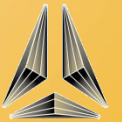
Market Assessment – What Is It?

- What is a market study?
 - Provides both qualitative and quantitative information regarding your municipality and the market
 - Identifies substantive economic trends at the national, regional, and local level and determines how these relate to local conditions
 - Determines the depth of the market and how much of an opportunity is available



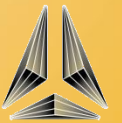
Market Assessment – What Is It?

- What is a market study? (cont'd)
 - Assess a community's current or developable assets, opportunities for sustainable economic development and its ability to support the potential development
 - Identifies opportunities for taking advantage of current growth trends
 - Provides the research and analysis necessary to match local, regional, and national trends with local resources and opportunities



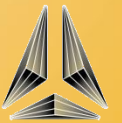
Market Assessment – Components

- What are the components of a market assessment study?
 - Demographic/Social Environmental Trends
 - Age of population
 - Age of work force
 - Travel time to work
 - Economic Environmental Trends
 - Types of existing industries
 - Types of business sectors



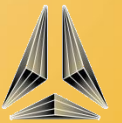
Market Assessment – Components

- Physical Inventory
 - School districts
 - Colleges and universities
 - Transportation corridors
- Absorption Rates
 - Amount of acreage per use
 - Amount developed per year
 - What can the market absorb?



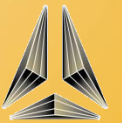
Market Assessment – Components

- **Public Involvement**
 - Obtaining views from “key” stakeholders
 - Qualitative information
 - Interview “key” businesses in your municipality
- **Existing and Developable Resources**
 - Industry clusters
 - College/university majors
 - Specific trades

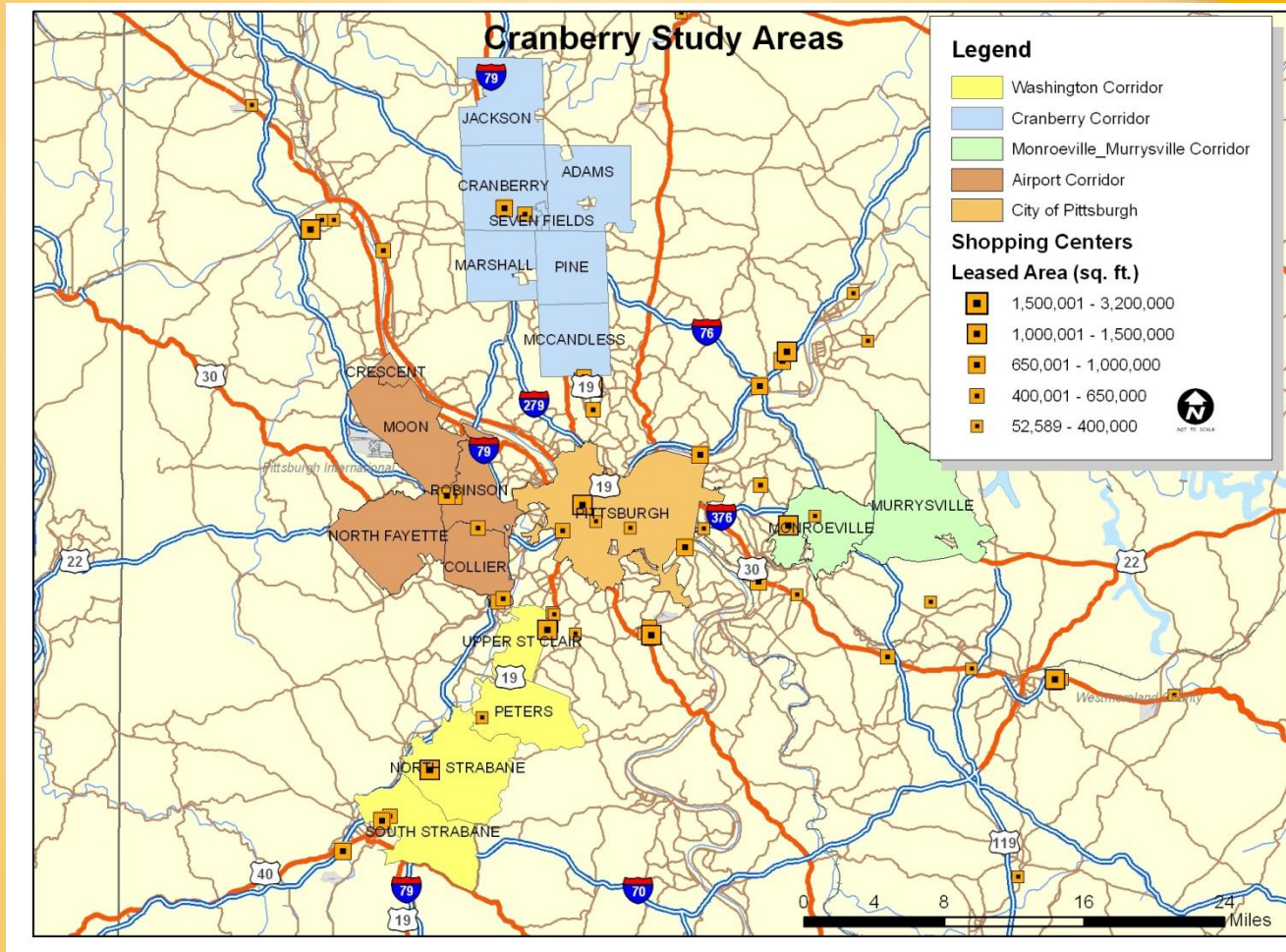


Market Assessment – Components

- Information Sources
 - Department of Labor and Industry
 - Internal Revenue Service
 - Census
 - Workforce Information
 - Local Government
 - County Government
- Assessment Tools
 - Location Quotient
 - Shift-Share Analysis
 - Cluster Analysis



Market Area Comparisons



Market Capture Rates

Retail Market Potential			
Estimated SF of Retail in	3,000,000		
Estimated Sales per Square Foot - Upper Decile	\$437		
Estimated Sales per Square Foot - Average	\$242		
Estimated Total Sales - Upper Decile	\$1,311,000,000		
Estimated Total Sales - Average	\$725,430,000		
		10 Mile Radius	15-Mile Radius
Consumer Spending			
Retail Goods Residents	\$356,883,358	\$1,950,125,826	\$5,001,122,054
Assumed Workforce Spending	\$10,170,160	\$25,425,400	\$50,850,800
Total Retail Spending	\$367,053,518	\$1,975,551,226	\$5,051,972,854
Spending Potential Index	139	121	103
Surplus/Leakage - Upper Decile Residents			
	\$(954,116,642)	\$639,125,826	\$3,690,122,054
Surplus/Leakage - Average Residents			
	\$(368,546,642)	\$1,224,695,826	\$4,275,692,054
Additional Square Feet Supported			
Upper Decile @ 10% Capture Rate	(195,061)	204,435	960,785
Average @ 10% Capture Rate	(110,353)	548,529	1,810,262
Upper Decile @ 20% Capture Rate	(413,394)	350,688	1,805,206
Average @ 20% Capture Rate	(262,765)	1,118,087	3,746,699



Market Study & Competitive Advantage

Location Quotient

Location Quotients by Industry, 2007

Industry	Compared with...		Economic Region Compared with PA
	Economic Region	Pennsylvania	
Agriculture, Forestry, Fishing and Hunting	1.69	0.38	0.22
Mining	<i>nc^a</i>	<i>nc</i>	0.91
Utilities	<i>nc</i>	<i>nc</i>	0.62
Construction	0.80	0.72	0.89
Manufacturing	1.36	1.04	0.77
Wholesale Trade	2.78	2.99	1.07
Retail Trade	1.53	1.58	1.03
Transportation and Warehousing	0.59	0.54	0.93
Information	0.58	0.58	1.00
Finance and Insurance	0.55	0.69	1.25
Real estate and Rental and Leasing	1.28	1.04	0.82
Professional and Technical Services	0.98	1.17	1.19
Management of Companies and Enterprises	0.10	0.15	1.58
Administrative and Waste Services	1.94	1.74	0.90
Educational Services	0.07	0.15	2.15
Health Care and Social Assistance	0.60	0.82	1.37
Arts, Entertainment, and Recreation	0.28	0.29	1.04
Accommodation and Food Services	1.34	1.36	1.01
Other Services, except Public Administration	1.36	1.50	1.10
Government	0.21	0.14	0.66



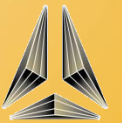
Market Study & Competitive Advantage Shift Share

Shift Share Analysis for and Entire Region by Industry, 2002-2007				
Industry	Shift in Employment Due to:			Total Shift in Employment
	National Trend	Regional Industrial Mix	Regional Competitiveness	
Agriculture, forestry, fishing and hunting				
Cranberry Township	19	-36	-36	-53
Economic Region	493	-944	452	1
Mining				
Cranberry Township	ncb	nc	-36	-36
Economic Region	410	20	-126	304
Utilities				
Cranberry Township	nc	nc	nc	0
Economic Region	474	-765	-2,711	-3,002
Construction				
Cranberry Township	84	99	-203	-20
Economic Region	6,081	7,132	-13,602	-389
Manufacturing				
Cranberry Township	192	-346	-289	-443
Economic Region	7,617	-13,744	-5,383	-11,510
Wholesale Trade				
Cranberry Township	104	-17	953	1040
Economic Region	3,933	-634	-711	2,588
Retail Trade				
Cranberry Township	286	-82	44	248
Economic Region	11,707	-3,341	-6,192	2,174
Transportation and Warehousing				
Cranberry Township	32	-11	14	35
Economic Region	4,261	-1,419	-10,559	-7,717



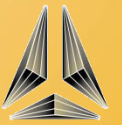
Market Assessments & Planning

- Market/Development Opportunities
 - What are industry sectors that are emerging in your municipality?
 - What industry sectors are not emerging in your municipality?
 - What advantages does your community have over the neighboring markets?
 - What disadvantages does your community have over the neighboring markets?



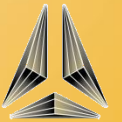
Market Assessments & Planning

- Preliminary Recommendations
 - Define specific ways to:
 - Take advantage of the opportunities
 - Take advantage of your strengths
 - Overcome your weakness, plug gaps
 - Tap into resources to improve market conditions
 - Use to define policy.



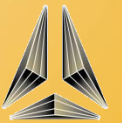
Market Assessments & Planning

- How does it fit into a comprehensive plan?
 - Provides additional information to be used during the development of the following:
 - Future land use plan
 - Developing recommendations
 - Housing needs
 - Community facility needs
 - Developing other polices



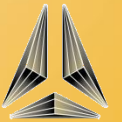
Market Assessment – Why Do It?

- Provide municipal policy-makers and decision-makers with more information
- Market and economic growth drive land use in municipalities
- Market demand cannot be captured if land use does not support the market
- Identify opportunities to capitalize on in your municipality



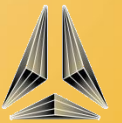
Market Assessment – Why Do It?

- Some townships are growing in both residential and commercial areas
- Some townships are dealing with new growth; opportunity to ensure that the uses and development meet the interests of residents and future residents
- Some townships need to redevelop abandoned strip malls and other abandoned buildings/offices



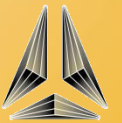
Market Assessment – Why Do It?

- Determine the “right” type of zoning
- Attracting the “right” development
- Businesses use market analysis to locate and invest in communities
- Ensure the right mix of amenities are being built in your community
- Identify business sectors that you may not realize are opportunities



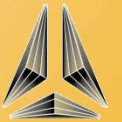
Market Assessment – Why Do It?

- Provide supervisors and municipal staff with more information.
- Allow for thoughtful and informed decision-making processes.
- Shape strong policies for the future.

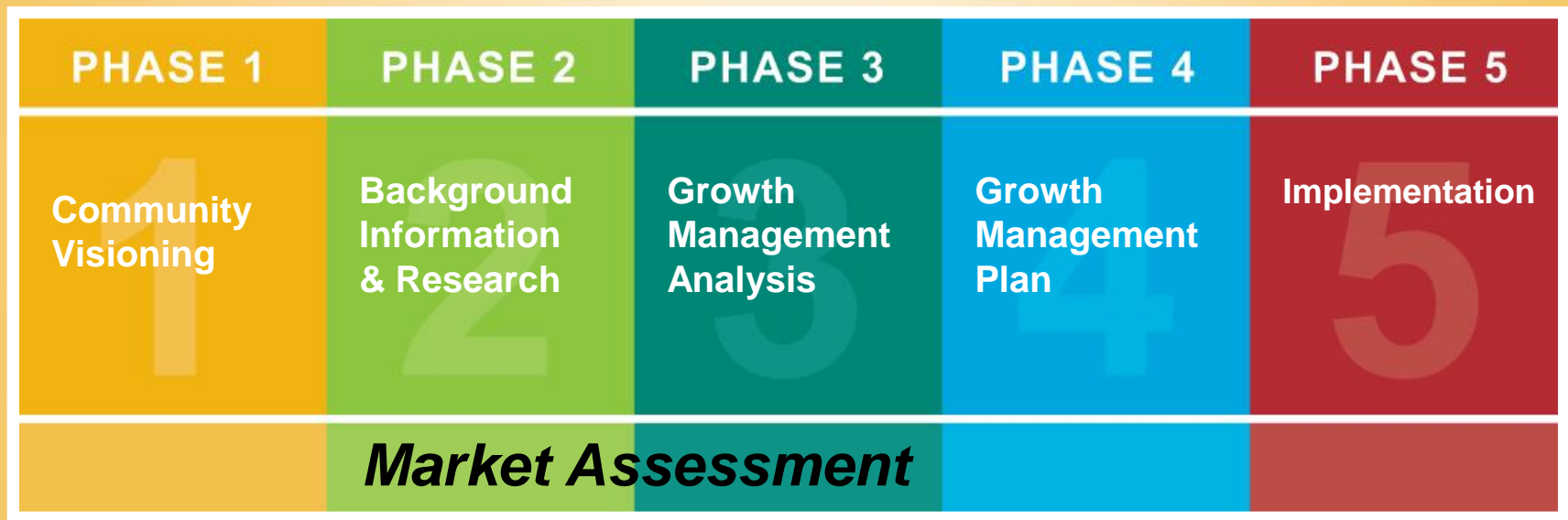


Market Assessment – Why Do It?

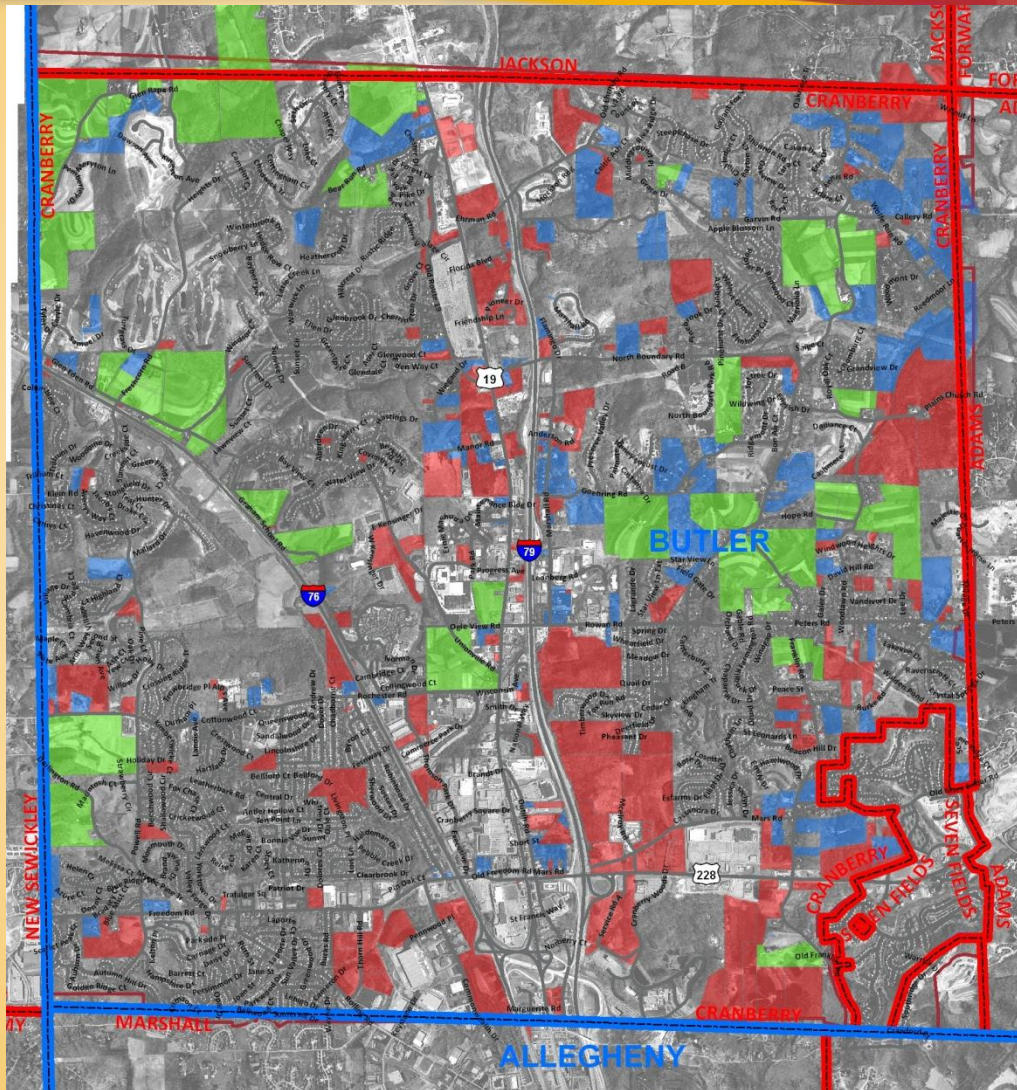
- Identify the opportunities in order to further strengthen the municipality's economy
- Identify the highest and best uses of land and the most sustainable mix of uses
- Provide benchmarks for projecting future growth and economic impacts.



Five-Phase Process



Growth Scenarios

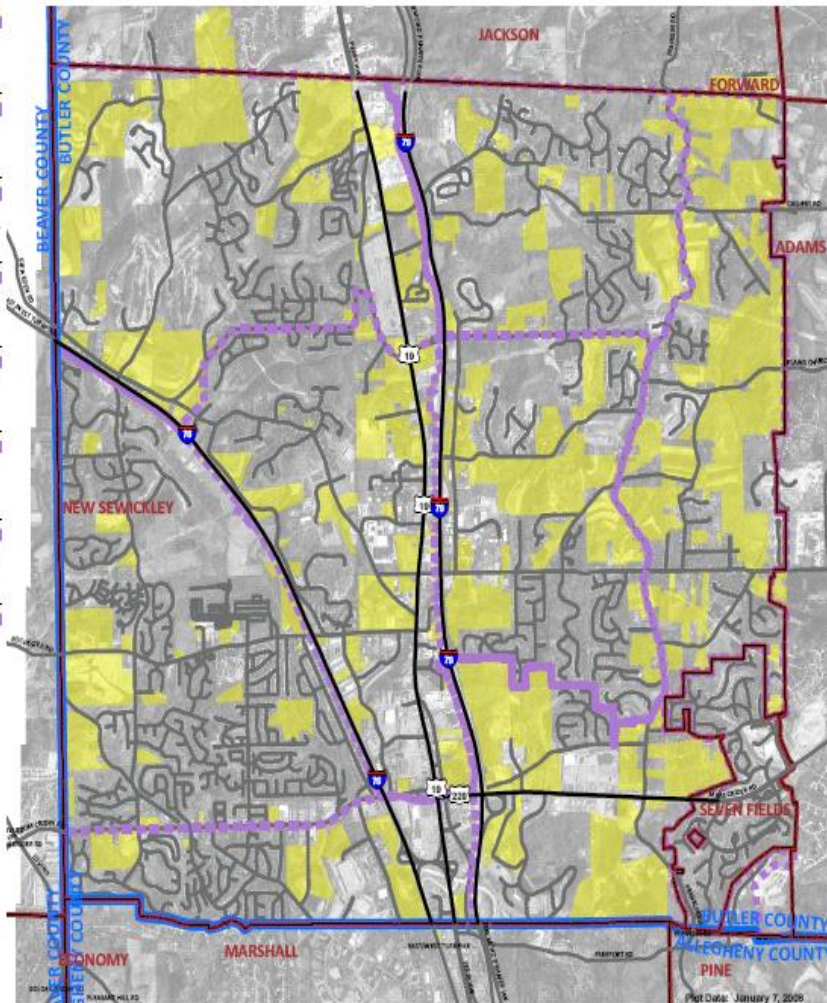


DEVELOPABLE LANDS



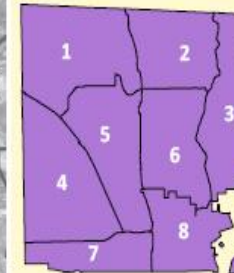
Growth Scenarios

SMART GROWTH	
AREA I	AREA 5
Home..... 76.00 acres	Home..... 76.00 acres
Business..... 1,047.00 sq. ft.	Business..... 1,047.00 sq. ft.
Office..... 1,047.00 sq. ft.	Office..... 1,047.00 sq. ft.
Government..... 1,047.00 sq. ft.	Government..... 1,047.00 sq. ft.
Hotel..... 1,047.00 sq. ft.	Hotel..... 1,047.00 sq. ft.
Industrial..... 1,047.00 sq. ft.	Industrial..... 1,047.00 sq. ft.
Smart Growth..... 1,047.00 sq. ft.	Smart Growth..... 1,047.00 sq. ft.
AREA 2	AREA 6
Home..... 2.70 acres	Home..... 2.70 acres
Business..... 1,210.70 sq. ft.	Business..... 1,210.70 sq. ft.
Office..... 1,210.70 sq. ft.	Office..... 1,210.70 sq. ft.
Government..... 1,210.70 sq. ft.	Government..... 1,210.70 sq. ft.
Hotel..... 1,210.70 sq. ft.	Hotel..... 1,210.70 sq. ft.
Industrial..... 1,210.70 sq. ft.	Industrial..... 1,210.70 sq. ft.
Smart Growth..... 1,210.70 sq. ft.	Smart Growth..... 1,210.70 sq. ft.
AREA 3	AREA 7
Home..... 2.70 acres	Home..... 2.70 acres
Business..... 1,210.70 sq. ft.	Business..... 1,210.70 sq. ft.
Office..... 1,210.70 sq. ft.	Office..... 1,210.70 sq. ft.
Government..... 1,210.70 sq. ft.	Government..... 1,210.70 sq. ft.
Hotel..... 1,210.70 sq. ft.	Hotel..... 1,210.70 sq. ft.
Industrial..... 1,210.70 sq. ft.	Industrial..... 1,210.70 sq. ft.
Smart Growth..... 1,210.70 sq. ft.	Smart Growth..... 1,210.70 sq. ft.
AREA 4	AREA 8
Home..... 2.70 acres	Home..... 2.70 acres
Business..... 1,210.70 sq. ft.	Business..... 1,210.70 sq. ft.
Office..... 1,210.70 sq. ft.	Office..... 1,210.70 sq. ft.
Government..... 1,210.70 sq. ft.	Government..... 1,210.70 sq. ft.
Hotel..... 1,210.70 sq. ft.	Hotel..... 1,210.70 sq. ft.
Industrial..... 1,210.70 sq. ft.	Industrial..... 1,210.70 sq. ft.
Smart Growth..... 1,210.70 sq. ft.	Smart Growth..... 1,210.70 sq. ft.
2014 (2011) A	Home..... 27.00 acres
2014 (2011) B	Business..... 2,000,000.00 sq. ft.
2014 (2011) C	Office..... 2,000,000.00 sq. ft.
2014 (2011) D	Government..... 2,000,000.00 sq. ft.
2014 (2011) E	Hotel..... 2,000,000.00 sq. ft.
2014 (2011) F	Industrial..... 2,000,000.00 sq. ft.
2014 (2011) G	Smart Growth..... 2,000,000.00 sq. ft.
2014 (2011) H	Home..... 27.00 acres
2014 (2011) I	Business..... 2,000,000.00 sq. ft.
2014 (2011) J	Office..... 2,000,000.00 sq. ft.
2014 (2011) K	Government..... 2,000,000.00 sq. ft.
2014 (2011) L	Hotel..... 2,000,000.00 sq. ft.
2014 (2011) M	Industrial..... 2,000,000.00 sq. ft.
2014 (2011) N	Smart Growth..... 2,000,000.00 sq. ft.



Scenario A

Description:
Projected growth in Cranberry using current land development policies.



SCENARIO A



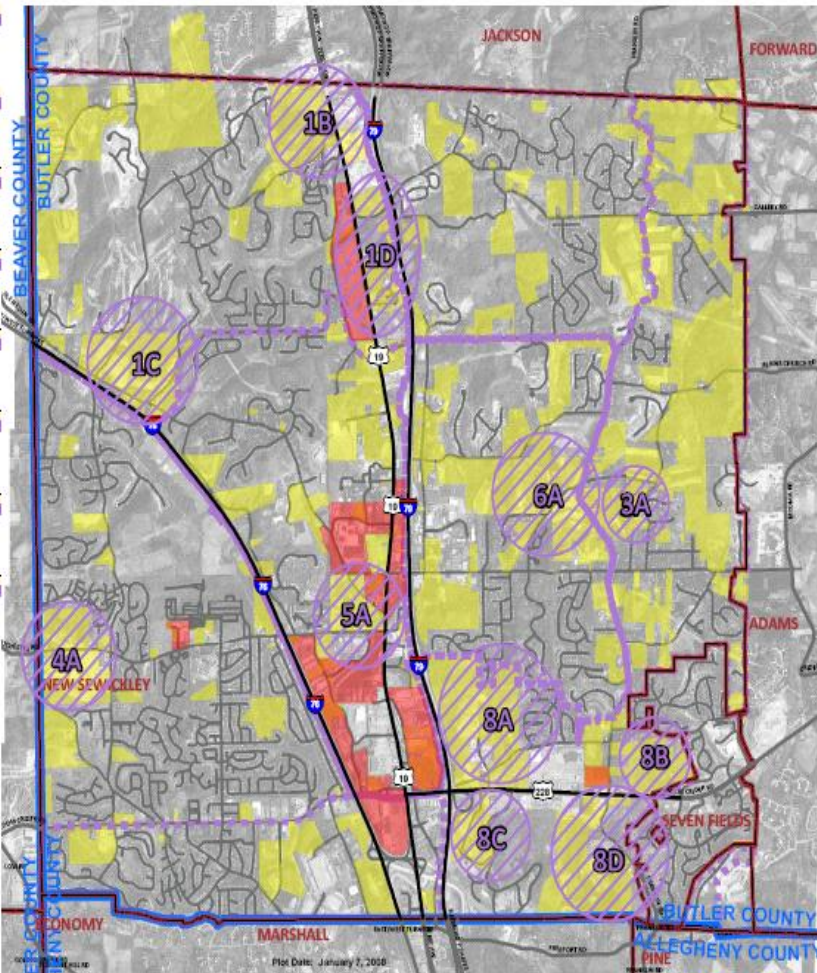
Growth Scenarios

SMART GROWTH		SMART GROWTH	
AREA 1		AREA 2	
Area	12.8 acres	Area	25.7 acres
Development	30,075.00 sq. ft.	Development	51,618.14 sq. ft.
Office	170,368.81 sq. ft.	Office	1,367,892.13 sq. ft.
Residential	3,077,007.00 sq. ft.	Residential	1,144,024.77 sq. ft.
Retail	194,708.07 sq. ft.	Retail	32,489.81 sq. ft.
Acres/Block	398.23 units	Acres/Block	298.27 units

SMART GROWTH		SMART GROWTH	
AREA 3		AREA 4	
Area	15.0 acres	Area	27.12 acres
Development	37,854.00 sq. ft.	Development	61,272.16 sq. ft.
Office	2,862.00 sq. ft.	Office	1,509,002.13 sq. ft.
Residential	292.00 sq. ft.	Residential	1,600,101.11 sq. ft.
Retail	1,387.20 sq. ft.	Retail	22,680.00 sq. ft.
Acres/Block	312.29 units	Acres/Block	1,120.71 units

SMART GROWTH		SMART GROWTH	
AREA 5		AREA 6	
Area	12.07 acres	Area	21.00 acres
Development	30,165.00 sq. ft.	Development	47,007.75 sq. ft.
Office	181,352.15 sq. ft.	Office	121,661.67 sq. ft.
Residential	2,712.00 sq. ft.	Residential	7,280.00 sq. ft.
Retail	7,590.00 sq. ft.	Retail	1,126.75 sq. ft.
Acres/Block	276.81 units	Acres/Block	1,126.75 units

REDEVELOPMENT AREAS		REDEVELOPMENT AREAS	
AREA 7		AREA 8	
Area	8.00 acres	Area	1,500.00 acres
Development	2,000,000.00 sq. ft.	Development	3,750,000.00 sq. ft.
Office	6,400,000.00 sq. ft.	Office	12,000,000.00 sq. ft.
Residential	2,000,000.00 sq. ft.	Residential	4,000,000.00 sq. ft.
Retail	1,600,000.00 sq. ft.	Retail	3,200,000.00 sq. ft.
Acres/Block	250,000.00 units	Acres/Block	500,000.00 units



Scenario B

Description:
Projected growth in Cranberry using current land development policies.



SCENARIO B



Growth Scenarios

Scenario A

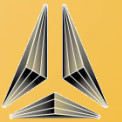
Estimated
Population: 38,095

Scenario B

Estimated
Population: 50,011

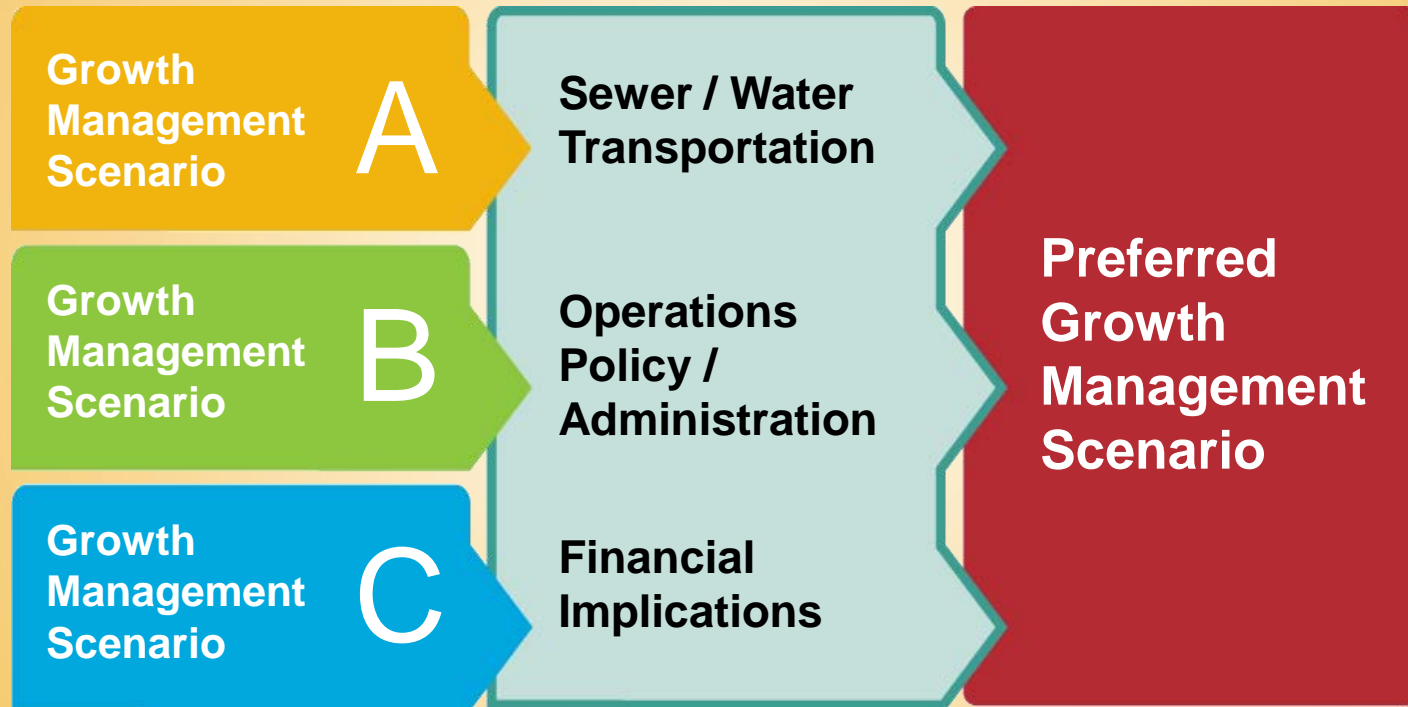
Scenario C

Estimated
Population: 64,293



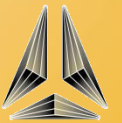
Growth Management Analysis

PHASE 3: Measuring the Impacts



Projecting The Impacts of Growth

- Fiscal Impacts
 - Revenue and expenditures
- Staffing Impacts
- Scenario Comparisons



Fiscal Impact of Development

- Fiscal impact is defined as determining the effect of
 - New investment, construction, employment, or new population on a government's budget
Whether for individual developments or community
- Methods for costing development impacts include:
 - Fiscal Impact Analysis (FIA)
 - Cost of Community Services studies (COCS)



Sample Formulas

Revenue

Real Estate Tax Example

<u>Driver</u>	<u>Existing Rev.</u>		<u>Baseline Benchmark (SF)</u>	<u>Mult.</u>	<u>Inflation</u>
Sq. Ft	33,690	/	965,783	=.03	n/a

511 Tax Example

<u>Driver</u>	<u>Existing Rev.</u>		<u>Baseline Benchmark (pop)</u>	<u>Mult.</u>	<u>Inflation</u>
Pop.	4,762.022		28,446	=167.41	1.0253

Expense

<u>Driver</u>	<u>Existing Exp.</u>		<u>Baseline Benchmark (SF)</u>	<u>Mult.</u>	<u>Inflation</u>
Staff	277,489		14	=19,821	1.0253



Example Impact Assessment Revenue

Revenue Sources	Driver	2007 Revenues	Baseline Benchmark	Multiplier	Inflation Factor	2010	2015	2020	2025	2030
General Fund										
Real Estate Taxes										
Hotel	SF	33,690	965,783	0.03	N/A	36,565	41,356	46,147	50,938	55,729
Industrial	SF	137,655	4,194,451	0.03	N/A	147,352	163,515	179,677	195,840	212,002
Office	SF	267,332	4,463,391	0.06	N/A	281,680	333,264	449,414	519,446	589,478
Other	Fixed	138,181			N/A	138,181	138,181	138,181	138,181	138,181
Residential	Units	1,770,542	10,123	174.90	N/A	1,993,485	2,365,056	2,736,628	3,108,199	3,108,199
Restaurant	SF	34,624	288,151	0.12	N/A	47,792	69,739	78,517	78,517	78,517
Retail	SF	251,512	3,061,268	0.08	N/A	273,124	391,302	427,322	463,341	499,360
Total Real Estate Taxes		2,633,536				2,918,178	3,502,413	4,055,886	4,554,462	4,681,467
Real Estate Transfer Taxes										
Hotel	SF	17,923	965,783	0.02	N/A	20,966	26,868	33,970	42,486	52,666
Industrial	SF	73,232	4,194,451	0.02	N/A	84,492	106,233	132,265	163,343	200,349
Office	SF	142,220	4,463,391	0.03	N/A	161,515	216,517	330,825	433,250	557,074
Other	Fixed	73,512			N/A	79,233	89,774	101,718	115,251	130,585
Residential	Units	941,922	10,123	93.05	N/A	1,143,063	1,536,547	2,014,499	2,592,432	2,937,342
Restaurant	SF	18,420	288,151	0.06	N/A	27,404	45,308	57,798	65,488	74,201
Retail	SF	133,804	3,061,268	0.04	N/A	156,609	254,224	314,562	386,455	471,911
Total Real Estate Transfer Taxes		1,401,032				1,673,281	2,275,472	2,985,638	3,798,705	4,424,127
Act 511 Taxes										
Earned Income Tax	Population	4,762,022	28,446	167.41	1.0253	5,778,916	7,768,230	10,184,588	13,106,410	14,850,152
Retail & Restaurant										
Business Privilege/Mercantile Tax	SF	1,721,250	3,349,419	0.51	1.0253	2,061,602	3,353,229	4,163,050	5,070,140	6,144,907
Local Services Tax	Actual	783,323	35,888	21.83	NA	864,559	1,122,218	1,312,020	1,481,889	1,651,758
Total Act 511 Taxes		7,266,595				8,705,078	12,243,677	15,659,658	19,658,438	22,646,817
Licenses & Permits	Population	299,030	28,446	10.51	1.0253	362,886	487,804	639,539	823,014	932,512
Fines & Forfeits	Population	128,772	28,446	4.53	1.0253	156,270	210,064	275,406	354,416	401,570
Interest, Rents & Royalties										
Interest	Fixed	322,500			1.06	384,103	514,016	687,869	920,524	1,231,869
Rent	Fixed	46,516			1.06	55,401	74,139	99,215	132,772	177,679
Total Interest, Rents & Royalties		369,016				439,504	588,155	787,085	1,053,297	1,409,549
State										
PURTA	Population	16,431			1.0253	17,710	20,066	22,736	25,760	29,188
Alcoholic Beverage License	Population	7,800	28,446	0.27	1.0253	9,466	12,724	16,682	21,468	24,324
General Municipal Pension System State Aid	Fixed	455,308			1.0253	490,742	556,033	630,011	713,830	808,802
All Other State Shared Revenues & Entitlements	Population	219,395	28,446	7.71	1.0253	266,245	357,896	469,222	603,836	684,173
Total State		698,934				784,163	946,720	1,138,651	1,364,895	1,546,487
Charges for Services	Population	1,917,683	28,446	67.42	1.0253	34,520	46,403	60,837	78,290	88,706
Interfund Operating Transfers	Population	80,000	28,446	2.81	N/A	90,073	106,862	123,652	140,441	140,441
Refunds of Prior Year Expenditures	Population	73,590	28,446	2.59	N/A	82,856	98,300	113,744	129,188	129,188
Total General Fund Revenues		14,868,188				15,246,810	20,505,871	25,840,095	31,955,146	36,400,863

Figures may differ slightly due to rounding



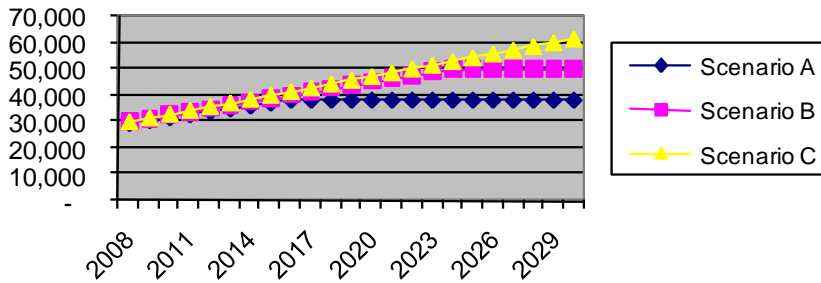
Example Impact Assessment Expenditure

Detail	Driver	2007 Expenses	Baseline Benchmark	Multiplier	Inflation Factor	2010	2015	2020	2025	2030
General Fund										
General Government										
Legislative/Executive										
Salaries	Staff	277,489	14	19,821	CPI	336,745	452,665	593,470	763,728	865,338
Benefits	Staff	80,276	14	5,734	1.08	97,418	130,953	171,687	220,942	250,337
Other	Population	450,297	28,446	16	CPI	526,083	711,482	936,902	1,209,710	1,404,230
Total Legislative		808,062				960,247	1,295,101	1,702,059	2,194,380	2,519,905
Auditing Services/Bookkeeping Services	Population	248,088	28,446	9	CPI	289,842	391,987	516,180	666,482	773,651
Tax collection	Population	212,573	28,446	7	CPI	248,350	335,872	442,286	571,072	662,899
Buildings and Plants										
Salaries	Staff	103,393	3	34,464	1.03	125,472	168,664	221,127	284,566	322,426
Benefits	Staff	44,493	3	14,831	1.08	63,106	110,006	187,030	312,121	458,608
Other	Population	359,529	28,446	13	CPI	420,039	568,067	748,048	965,865	1,121,175
Total Buildings & Plants		507,415				608,617	846,737	1,156,205	1,562,552	1,902,209
Total General Government		1,776,138				2,107,055	2,869,696	3,816,731	4,994,486	5,858,665
Public Safety - Police										
Salaries - Uniform	Staff	2,059,591	28	73,557	1.05	2,674,447	4,101,037	6,012,113	8,657,768	11,377,071
Benefits - Uniform	Staff	879,861	28	31,424	1.08	1,243,284	2,194,837	3,704,316	6,141,283	9,290,860
Salaries - Non-Uniform	Staff	140,534	7	20,076	1.05	182,487	279,829	410,229	590,752	776,300
Benefits - Non-Uniform	Staff	13,986	7	1,998	1.08	19,762	34,887	58,881	97,617	147,680
Other	Population	492,427	28,446	17	CPI	575,304	778,049	1,024,559	1,322,891	1,535,610
Total Public Safety - Police		3,586,397				4,695,284	7,388,640	11,210,099	16,810,310	23,127,522
Public Safety-Other (Fire)	Population	249,776	28,446	9	N/A	291,814	394,654	519,692	671,017	778,915
Planning, Code Enforcement & UCC										
Salaries	Staff	570,188	21	27,152	1.03	662,206	910,176	1,172,849	1,482,414	1,745,363
Benefits	Staff	187,735	21	8,940	1.08	254,826	454,200	758,989	1,244,041	1,899,426
Other	Population	669,117	28,446	24	CPI	781,731	1,057,225	1,392,187	1,797,565	2,086,611
Total Code Enforcement & UCC		1,427,040				1,698,764	2,421,600	3,324,024	4,524,019	5,731,400
Health & Human Services										
Public Works										
Highways & Streets										
Salaries	Staff	462,147	17	27,185	1.03	561,273	754,483	989,170	1,272,950	1,442,309
Benefits	Staff	216,509	17	12,736	1.08	307,322	535,723	910,822	1,520,006	2,233,387
Other	Population	645,738	28,446	23	CPI	754,418	1,020,285	1,343,544	1,734,758	2,013,705
Total Highway & Streets		1,324,394				1,623,012	2,310,492	3,243,535	4,527,713	5,689,401
Winter Maintenance										
Salaries	Staff	58,365	1	58,365	1.03	70,828	95,209	124,825	160,635	182,007
Benefits	Staff	7,383	1	7,383	1.08	10,472	18,254	31,035	51,793	76,101
Other	Population	214,259	28,446	8	CPI	250,320	338,536	445,795	575,602	668,158
Total Winter Maintenance		280,007				331,619	452,000	601,655	788,030	926,266
Traffic Control System										
Salaries	Staff	49,889	1	49,889	1.03	60,542	81,383	106,698	137,308	155,576
Benefits	Staff	22,954	1	22,954	1.08	32,556	56,752	96,489	161,024	236,597
Other	Population	82,923	28,446	3	CPI	96,879	131,021	172,533	222,771	258,592
Total Traffic Control System		155,766				189,978	269,157	375,719	521,102	650,765
Culture and Recreation										
Salaries	Staff	519,164	90	5,768	1.03	630,028	846,907	1,110,343	1,428,885	1,618,991
Benefits	Staff	108,603	90	1,207	1.08	154,035	268,514	456,520	761,854	1,119,413
Other	Population	276,809	28,446	10	1.03	335,919	451,555	592,014	761,855	863,216
Total Culture and Recreation		904,576				1,119,982	1,566,975	2,158,876	2,952,593	3,601,619
Parks Maintenance										
Salaries	Staff	160,903	8	20,113	1.03	195,263	262,480	344,126	442,851	501,770
Benefits	Staff	63,283	8	7,910	1.08	83,107	144,873	246,308	411,047	603,962
Other	Population	167,829	28,446	6	CPI	196,075	265,157	349,191	450,868	523,367
Total Parks Maintenance		392,015				474,445	672,527	939,625	1,304,766	1,629,099
Debt Service										
Employer Paid Benefits & Withholding										
Withholding Tax and Unemployment Compensation	Staff	61,722	197	313	CPI	74,515	100,623	131,513	168,733	192,949
Pension/Retirement Fund Contributions	Fixed	24,330			CPI	26,223	29,712	33,665	38,144	43,219
Total Employer Paid Benefits & Withholding		86,052				100,738	130,335	165,178	206,877	236,168
Insurance, Casualty and Surety	Population	153,488	28,446	5	1.08	209,582	367,565	627,677	1,050,981	1,582,062
Unclassified Operating Expenditures	Population	6,531	28,446	0.23	N/A	7,630	10,319	13,589	17,545	20,367
Total General Fund Expenditures		11,826,927				14,599,286	20,625,506	27,762,633	38,705,037	50,063,598

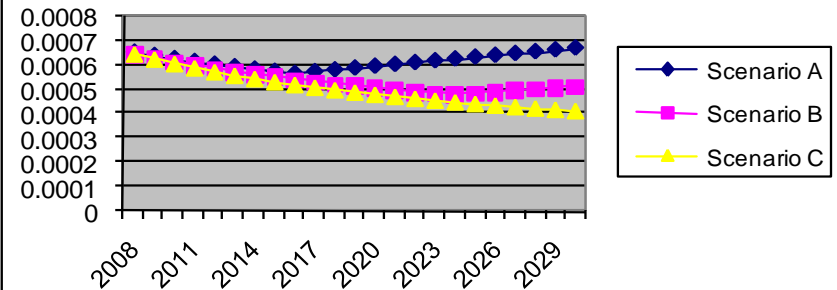


Employment Impacts

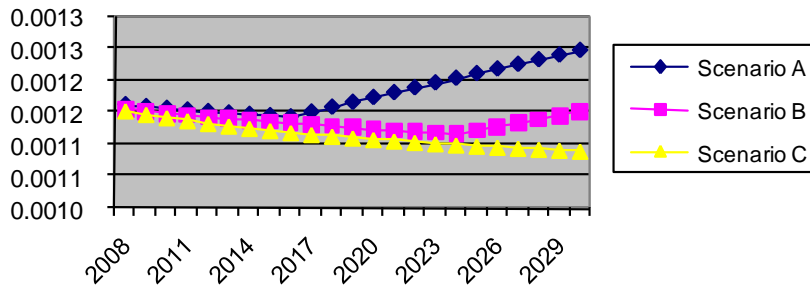
Population



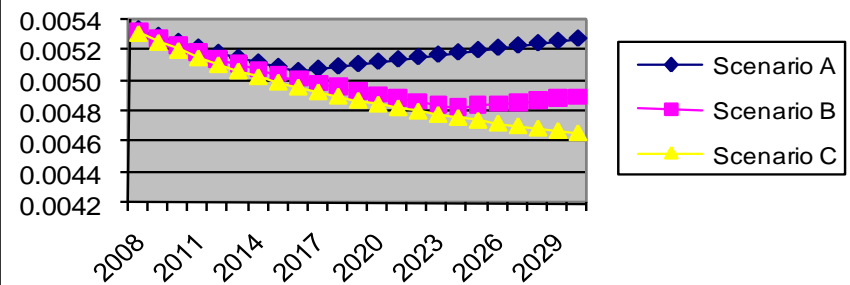
Public Works Staff per Capita



Police Staff per Capita



Total Staff per Capita

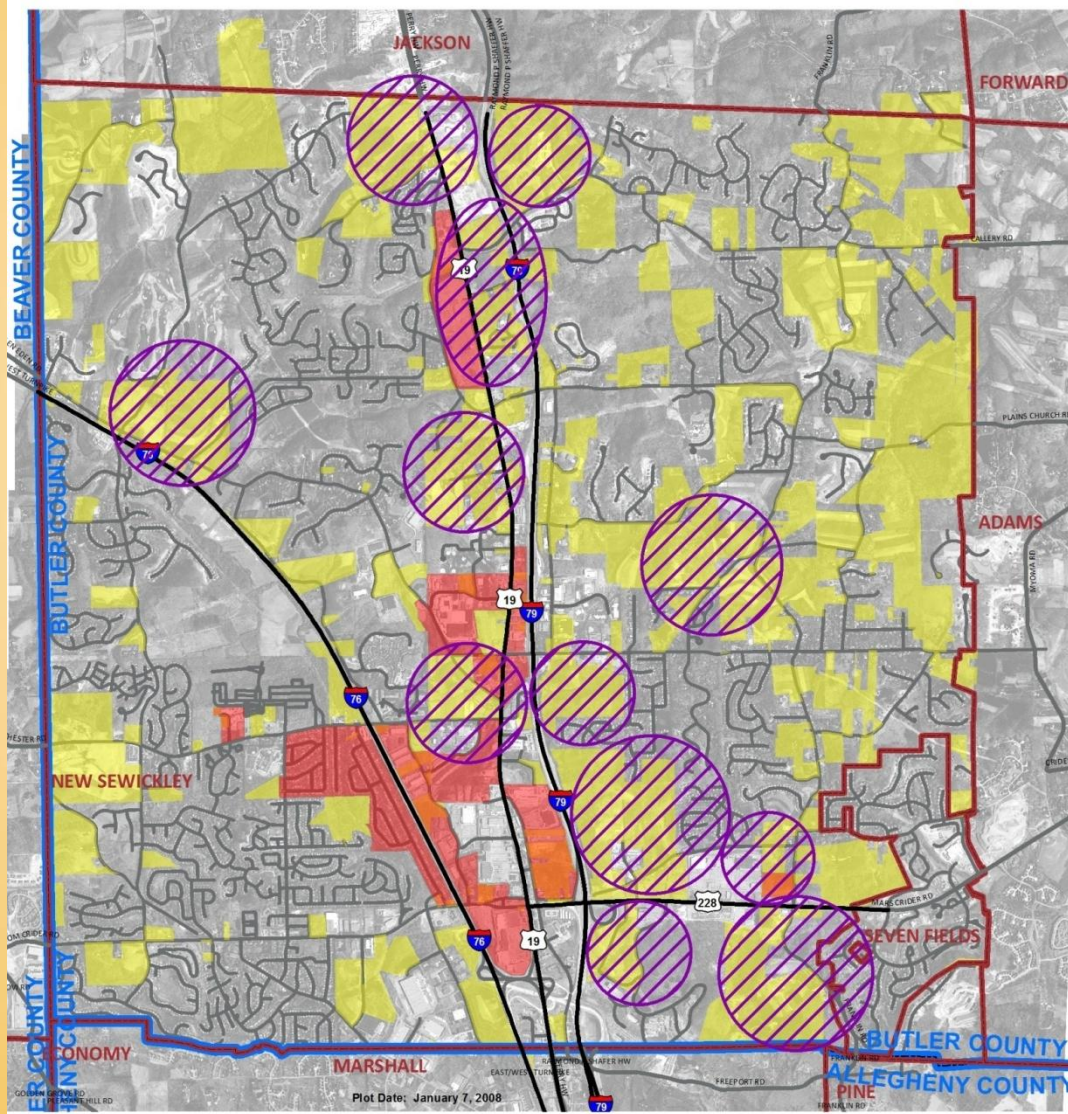


Fiscal Impact Summary by Scenario

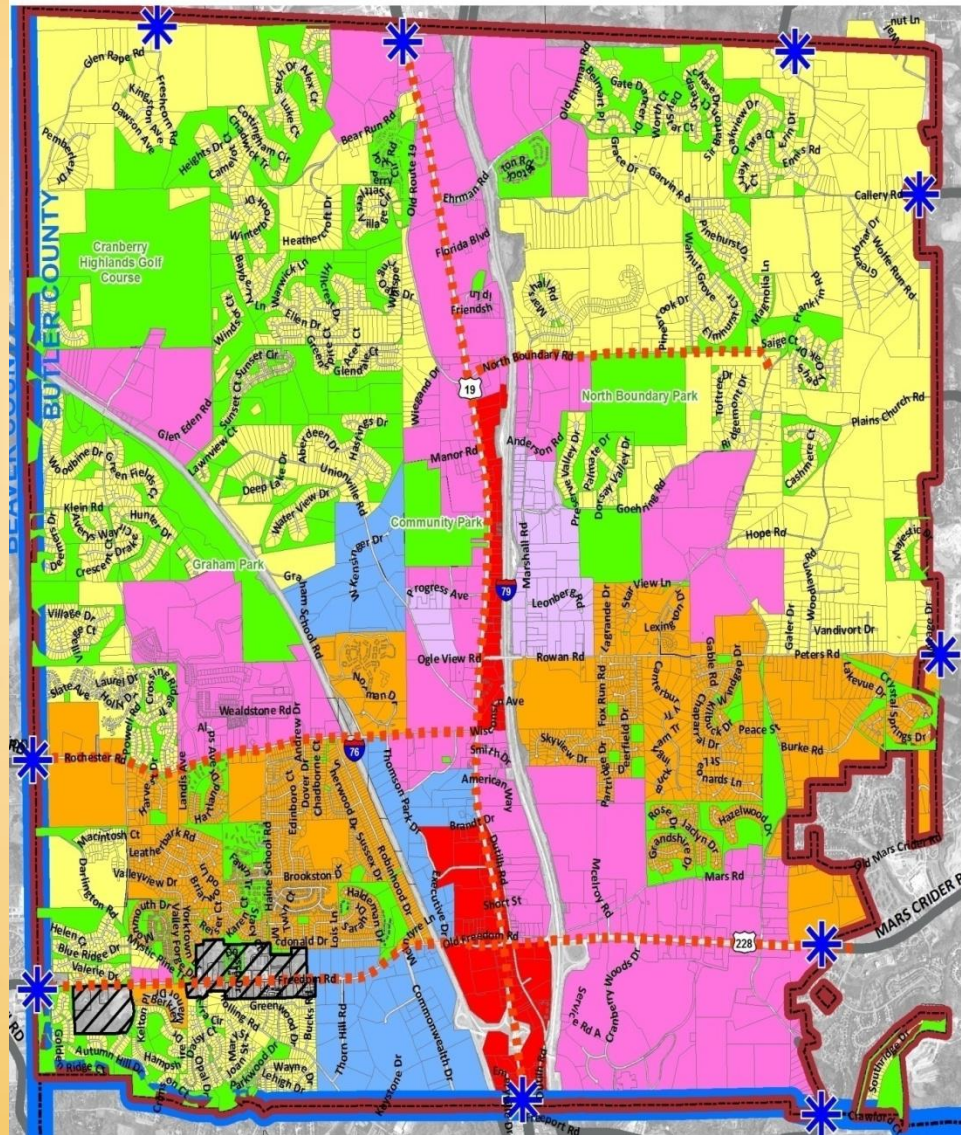
	Revenue General Fund	Expenses General Fund	Net Revenue General Fund	Revenue Sewer & Water	Expenses Sewer & Water	Net Revenue Sewer & Water	Total Net Revenue
2008	15,706,268	13,089,308	2,616,960	11,245,602	10,922,313	323,288	2,940,248
2009	16,613,215	14,200,925	2,412,290	11,983,920	11,584,568	399,351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



Preferred Growth Scenario



Future Land Use



Visit the Cranberry Plan on the web

THE CRANBERRY PLAN
SHAPING
CRANBERRY TOWNSHIP

Home Contact Us RSS

Search Go EVOLVING PLANNING GREENING DOING CONNECTING Email Page | Print Friendly

DOING BUSINESS
MOVING HERE
ZONING
RESOURCES
NOTIFY ME
CRANBERRY TOWNSHIP

Guiding Growth...
Managing Maturity

Popular Pages

- Cranberry Plan Team
- Interactive Map
- Cranberry Township Maps
- Feedback
- In the News
- View All

News & Announcements

Community Planning Month
Change is constant and affects every community. Community planning provides an opportunity for all residents to be meaningfully involved in making choices that determine the future of their community. [Read on...]

[GREEN COMMUNITIES]
Cranberry Plan mid-point progress update
Over 100 people attended the Cranberry Plan open house, on July 31, to review [Read on...]

Township receives State grant to further planning process
As Cranberry Township approaches the half-way point in the development of a plan to chart the community's future, [Read on...]

• View All

Calendar

October 30
Cranberry Plan Open House & Progress Update

Oct. 10
Rt. 228 Project Information Meeting for Businesses

Oct. 31
Cranberry Plan Open House & Meeting
• View All

Cranberry Township, 2525 Rochester Road Suite 400, Cranberry Township, PA 16066
Accessibility | Powered by CivicPlus | Copyright Notices



www.cranberryplan.org



Thank You

Dan Santoro, AICP

Manager, Pittsburgh Office

Delta Development Group, Inc.

(724) 778-4005

dsantoro@deltaone.com

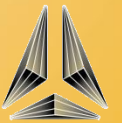
John Trant, Jr., AICP

Chief Strategic Planning Officer

Cranberry Township, Butler County

(724) 778-4806

John.Trant@cranberrytownship.org



DELTA DEVELOPMENT GROUP
INC.