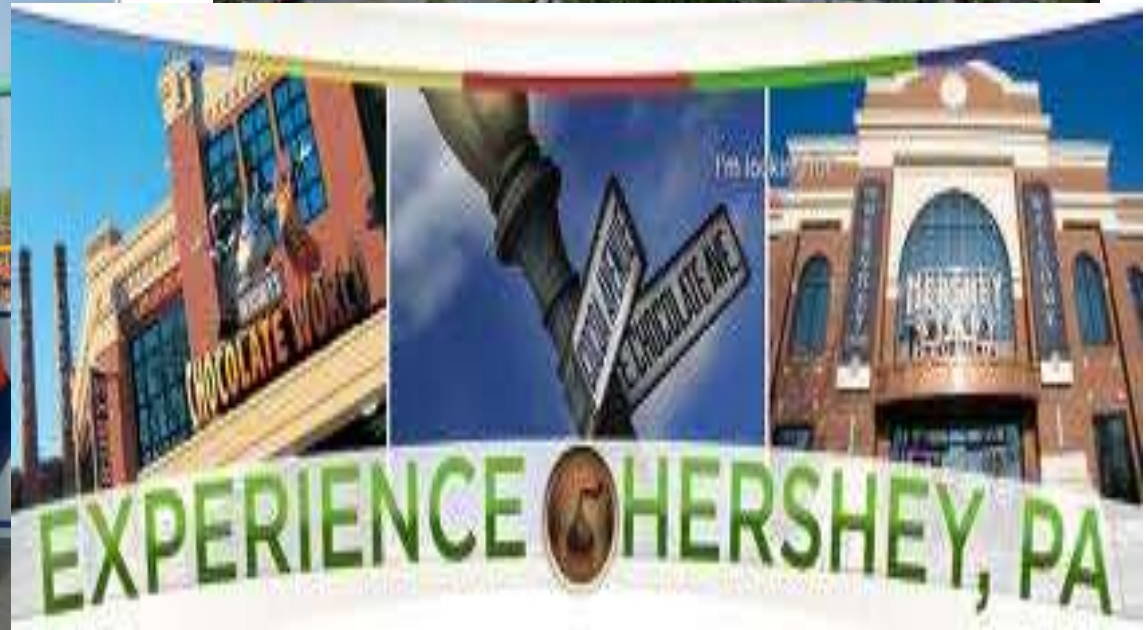


Hershey PA

A small town with big numbers

Milton Hershey Home & School with \$8B Trust
Hershey Chocolate Co.
Hershey Amusement Park
Penn State Medical Center



Where is Hershey?



Hershey @ a Glance

- Population 25K
- +5M tourists & 4.2M medical visitors annually
- 3 of the 4 largest employers in county:
 1. Penn State Hershey Medical Center - 9K+
 2. Hershey Entertainment (HersheyPark) - 2K FT 7K PT
 3. The Hershey Company
- 27 sq mi (1/2 owned by Hershey School Trust)
- Hershey School Trust owns
 - Hershey Entertainment - 100%
 - Hershey Chocolate Co. - 50% voting control

Milton Hershey's Model Town





CHOCOLATE AVENUE

HERSHEY, PENNSYLVANIA



Former Downtown Factory



Now Gone.
What will be
built ?



Government

- **5 elected Supervisors**
- **6 year terms**
- **Professional Township Manager**
- **Large staff - 200 FTE**
- **\$16 M budget**

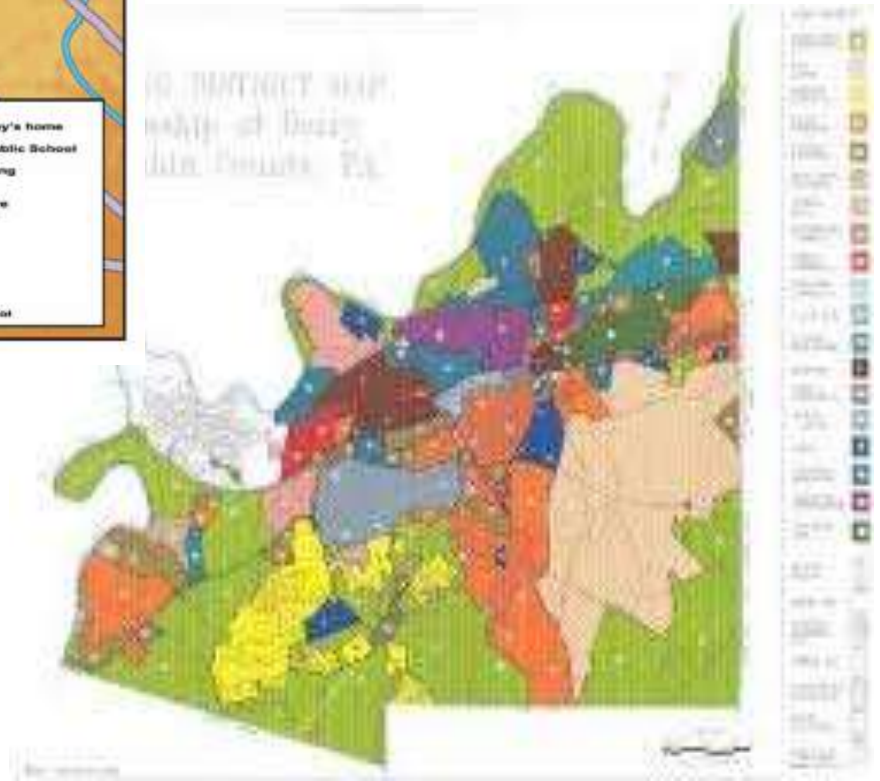
Revenue

Income Tax – 1% income of employees in Twp 27%
Occupation Tax \$250/employed resident 14%
Local Services Tax \$52/employee in Twp 8%
Real Estate Transfer Tax 3%
Real Estate Tax 14%
Amusement Tax -- 85¢/ticket sold -- 8%
Parking Tax - 10% of parking fees -- 4%
Misc. Permits, Interest, Rents & Fines 6%
Intergovernmental Revenue 5%
Charges for Services 11%

Expenses

Police 37%
Public Works 14%
Recreation 11%
Library 7%
Community Development 4%
Volunteer Fire Company 3%
Fund Transfers 14%
Administration 10%

1945 Town to Suburban Sprawl



Photos from Hershey Sept 2011 Flooding



Comp Plan & SG Education

- April 2010 **Resolution** Passed
 - Listed 10 SG principles to make our intent clear
- Summer 2010, formed **Working Group** to do work
 - No funds were available to hire a consultant
 - Included all the Hershey Interests
 - Wrote Survey & resulting Vision
- Sept 2011 **Kick-off speaker** to drum up interest in Survey
 - Pulitzer Prize-winning journalist & author, Tom Hylton
 - Day after devastating floods and 100 people attended !
- At no extra charge, Hylton
 - Discussed SG in our region on radio talk show
 - Wrote an Oct 2011 Op Ed that highlighted SG issues
 - Published a Nov 2011 Hershey SG newspaper supplement
 - Repeated his presentation at the Med Center

Feb '12 - staff member & I go to **Smart Growth America** conference

Step One – Community Survey

- **Survey Monkey** - Fall of 2011
 - Started with 10 Smart Growth principles
- Respondents could enter a **raffle to win** gift certificates
- 1,500 responses
 - Exceeded both our expectations and
 - The number of responses to be confident in the results.
- Jan 2012 survey results were shared through
 - Township web site and DerryVision.org
 - Township newsletter
 - Local newspapers, and
 - 22 **Listening Sessions** (e.g. AARP, Rotary ...) for additional input

Survey Results - Wanted - Reinvigorated Downtown With **Historic Character & Small Town Atmosphere** Required

Most liked about Derry Township, were

- + the **low crime** rate,
- + quality **schools**,
- + access to **health care**,
- + the **bike/walking path**, and
- + the **small town** atmosphere.

Items **least liked** were

- event and rush-hour traffic,
- **insufficient downtown** businesses and activities,
- **over-development**,
- **limited shopping** opportunities,
- the high **cost of housing** and
- insufficient **transit**.

Roughly 90% of respondents agreed that we should

- preserve the Township's **historic image** and
- manage development to protect the Township's **environmental quality**.

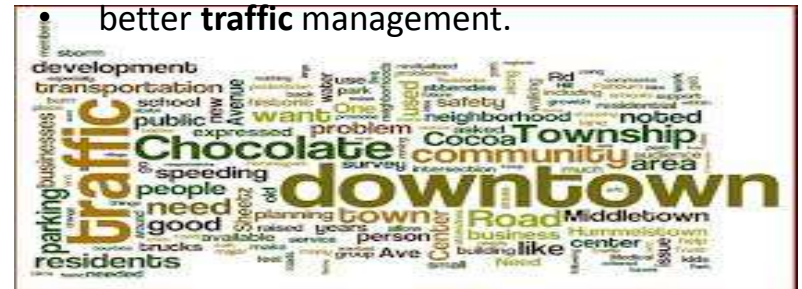
Over 80% agreed that

- new development and additions to structures should be consistent with the existing scale and **neighborhood character** and
- we should promote the full development of existing residential areas before creating new residential areas - **infill**

Respondents were most concerned about –

- maintaining the quality of **schools**;
- ensuring that **run-down buildings** are repaired and junk is removed;
- preserving natural areas, **open spaces** and farmland;
- protecting streams and **water quality**;
- redeveloping/revitalizing **downtown**;
- managing development to **minimize sprawl**; and

- better **traffic** management.



Community Vision Adopted

Working Group turned feedback into Vision
Sept 2012 - Board approved

We envision Derry Township as a safe, healthy and active community valuing

- open space;
- vibrant cultural, social & business offerings; and
- welcoming neighborhoods & gathering places.

We envision

- a variety of housing opportunities
- with shops & services within walking distance &
- connected by a network of transportation options accessible to all.

We envision

- a prosperous future driven by our dynamic health care, research, educational, entertainment, business and manufacturing economies,
- while respecting our
 - cultural heritage and
 - scenic beauty.

The vision embraces the following principles:

1. Preserve unique character.
2. Focus on the revitalization of downtown with a mixed-use main street.
3. Promote infill & pedestrian connectivity.
4. Allow for compact, mixed-use development.
5. Create a safe transportation system for all citizens.
6. Require green stormwater management.

SGA Technical Assistance

Smart Growth Zoning Codes for Small Cities

- Oct 2012, over 100 residents & all supervisors attend **presentation**
- Next day's **workshop** on zoning & sub/land development codes
 - Included working group, staff, and board members
 - Discussed tools and options such as
 - Removing regulatory barriers,
 - Implementing incentives, and
 - Identifying regulatory gaps.
- **Current codes** are suburban-oriented with low density & separation of uses.
- Participants chose 3 important and feasible potential changes
 1. Encourage **compact, mixed-use** development in targeted areas;
 2. Enhance **mobility options**; and
 3. Promote **green infrastructure** storm water management
- Recommended completing Com Plan prior to ordinances revisions

How To Make Changes

1. Encourage **compact, mixed-use development** in targeted growth areas

- Increase allowable density for residential developments in the downtown commercial districts.
- Permit live/work units in all commercial, office, and industrial areas, downtown districts.
- Allow mixed-use residential by right in growth nodes that are zoned commercial.
- In the downtown commercial district and designated growth nodes.
 - Reduce excessive setback regulations &
 - Increase the maximum floor area ratio standards (to allow more floor space/density).
- Adopt simple design standards to assure quality developments and neighborhood compatibility.
- Focus development in growth areas and reduce sprawl in rural parts of the Township.
- Encourage the use of the cluster subdivision option to preserve open space.

2. **Enhance mobility** options with safe alternative methods of travel.

- Reduce excessive off-street parking requirements in commercial districts.
- Require bicycle parking facilities in downtown zoning districts and larger commercial and multi-family projects.
- Reduce setbacks in the downtown commercial district to encourage walking.
- Require sidewalks that connect the perimeter streets.
- Require trails around developments and more pedestrian connections.

3. Promote **green infrastructure** stormwater management.

- Reduce impervious pavement and encourage shared and off-site parking.
- Permit street-side infiltration swales to replace curb/gutter in low-traffic areas.
- Reduce road pavement widths.
- Strengthen the required tree replacement ratio.
- Increase wetland buffers in low density zoning districts.

2013 to Current

- Jan 2013 Strong Towns' Chuck Marohn *Curbside Chat* – *ongoing community education*
- Three RFP's
 1. \$100K budgeted to finish Comp Plan & update Code
 - Hired Urban Research & Design Corporation
 2. Downtown Association formed
 - Most members part of Working Group
 - Hired Derck & Edson for revitalization plan
 3. Working on Regional Bike Connections Study