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
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