ABSTRACT

Title of Document: Growing the Destination: Revitalizing Downtown Hershey

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Hershey, Pennsylvania, home to the famous Hershey's chocolate brand, has grown from a small factory village to a prosperous town of 15,000 residents, which in addition to chocolate making, also relies substantially on tourism and entertainment for its economic success. 3 million guests annually visit both Chocolate World and Hersheypark. Separating these attractions from downtown Hershey is a railroad line and right of way. Directly between the residential fabric of Hershey and the entertainment area is an historic core with a number of significant pre-World War II structures, in addition to contemporary attractions. All contribute to the prospect of a revitalized downtown.

This thesis explores how architectural, urban design, and infrastructure interventions, particularly those on a downtown site with historic buildings, can improve the connection between the entertainment area and downtown Hershey, and can anchor a revitalized downtown. If successful, the destination might simply and all-inclusively be called *Hershey*.

Growing the Destination:
Revitalizing Downtown Hershey

By

Sean Robert Douty

Thesis submitted to the Faculty of the Graduate School of the
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Foreword

The town of Hershey, Pennsylvania has been a big part of my life from the time I was an infant, through today. I have always found it to be a place unlike any other, where everyone is friendly and happy, where there is always something happening, and where the sweet aroma of cocoa occasionally interrupts the refreshing natural scents of Hersheypark. While Hershey has the look of a Pennsylvania town, there are parts of it that have always stood out to me as very unique and unusual – special attributes that give it definition as a unique place.

I had the opportunity to work in Hersheypark for two years as well as serving as a reservations agent for the Hershey resorts for an additional two years. These experiences revealed not only the value of the town to the visitors; but also the value of the tourists to the town. The tourism industry in Hershey is a major part of Hershey's revenue. Seeing it from the perspective of a local, I learned even more about the respect, pride and loyalty to the town and its legendary founder, Milton Hershey, shared by its residents. The people of Hershey are very passionate about their town and how it grows and adapts over time.

The history of the town is undoubtedly an important part of the tourism industry as well as a tale its residents are deeply devoted to, and this is perhaps the greatest joy of all I have in working with Hershey. The history is marvelously recorded, with moments of lore infused as well. It is the continuation of this exceptional story that my thesis attempts to foster, in the spirit of Milton Hershey.

Dedication

I dedicate this thesis to my grandfather, Theodore Furry, for demonstrating a life full of accomplishments with humility, commitment, and selflessness. Also, for his dedication and service to others at every scale: family, school, town, and country. And finally, for his inspiration: when he sets his eyes on a new project, particularly recently with his writings on family lineage, town history, and service to God through song, he dedicates himself to each with an incredible diligence and integrity that go beyond words. I thank him for this inspiration, and hope that this thesis shows that the depth of his character and his impact on the world can be exemplified by the actions and accomplishments of his children and grandchildren. Thank you, Pap Pap.

Preface

Photos, drawings, computer models, and other graphics in this document are by the author, except where noted. All satellite map images are copyright-free screenshots from Google Earth and have been manipulated by the author.

Acknowledgements

I would like to thank my parents for their endless support throughout my life in everything I do. Their pride in my work has always been comforting and helped encourage me to continue moving forward every step of the way. I would also like to thank my brother for the well-timed phone calls and text messages that always reminded me of the world outside of studio. Additionally, I thank my friends and extended family, with whom it was always a relief for me to spend time with during breaks.

I thank my girlfriend, Ali Krichman, for her endless support and encouragement and also for her understanding when after asked what I did on any given day, all I said was “worked.”

Finally, I would like to thank the faculty at the School of Architecture, Planning, and Preservation for providing me with insight and opportunities that will shape my professional future. Particularly I thank Steve Hurtt and Matt Bell, for pushing me to see the bigger picture in my work, allowing me to realize that great changes can benefit entire neighborhoods, towns, and cities through sensible and progressive urban design.

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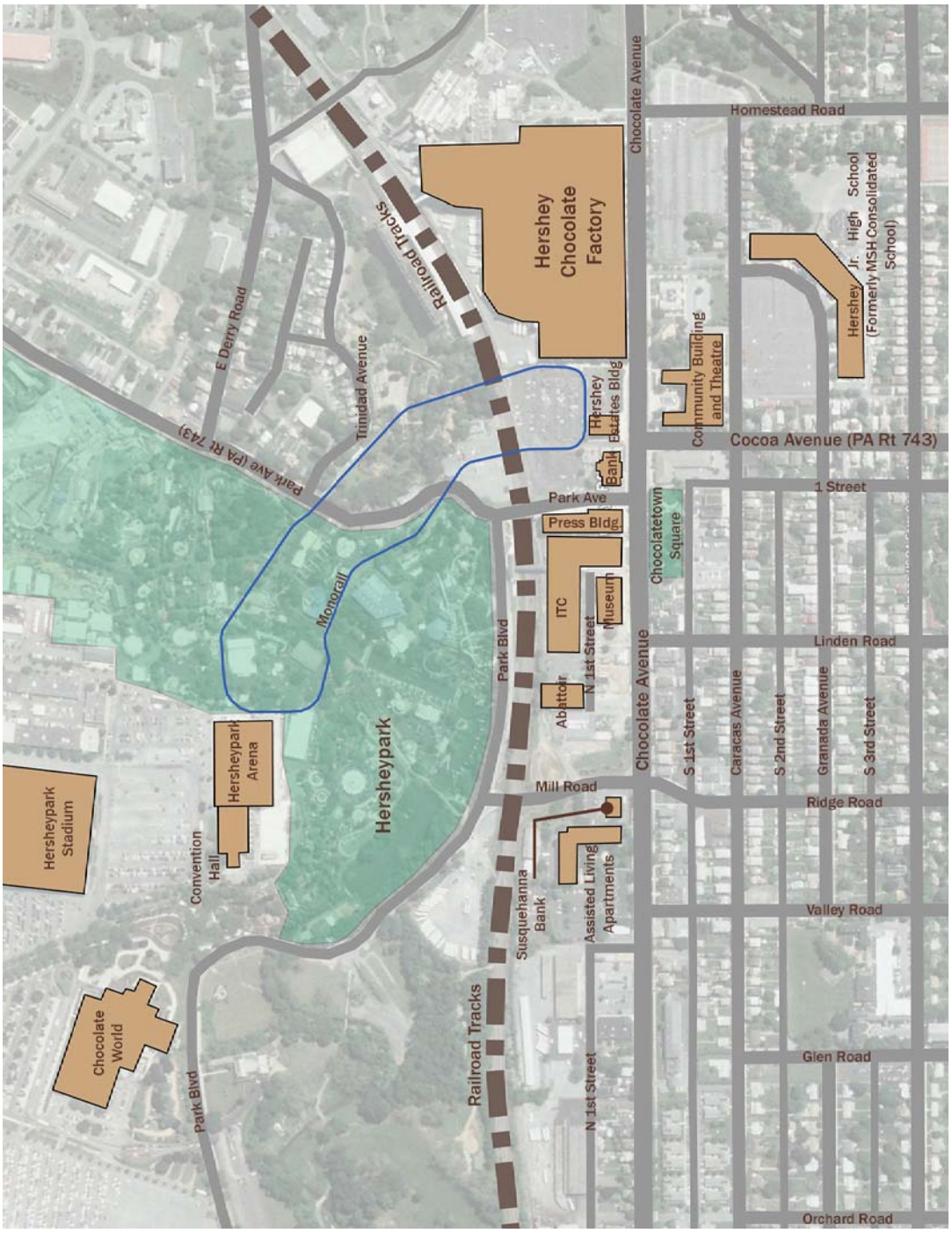

Figure 1: Key Map of streets, buildings, parks and infrastructure

Reshaping a Destination

When the name 'Hershey' is mentioned, most Americans would most probably associate it with the chocolate bar, which bears the same name. Or perhaps bite-sized, foil-wrapped Kisses might come to mind. Conversely, when the phrase 'Hershey, Pennsylvania' is mentioned, the association becomes place-driven. Particularly within the Mid-Atlantic region of the United States, many people would likely associate it with Hersheypark and Chocolate World (a theme park and a visitors center for the Hershey brand, respectively). Outside of the region (and even perhaps, to a lesser degree, within the region), many people might be surprised to learn that the town "Hershey, Pennsylvania" even exists, and then ask if this is where the chocolate comes from.

The Hershey Bears, a minor-league hockey franchise currently affiliated with the Washington Capitals, might best suggest to people beyond the Mid-Atlantic region that there is a place called Hershey. This league, the American Hockey League (AHL – with 30 from teams along the East Coast, in the Mid-West including teams in Texas, Oklahoma, and Wisconsin, and Canada) does not have the exposure that the NHL has, and its fan base is in fact only a niche market (Average league-wide fan attendance in the 2009-2010 season is 5,100 persons/game[1]). This might suggest that there is a place, perhaps associated with chocolate, that has a hockey arena. While true, these details do not offer any idea that there is anything more to Hershey, Pennsylvania than hockey and chocolate.

Hershey struggles with being able to market its features, amenities, and attractions beyond those with the most exposure: Hersheypark, chocolate, and the Hershey Bears. But, the town offers several other entertainment attractions, including theater,

a museum, and several upscale restaurants. However, these venues are disjointed, and do not offer an around-the-clock presence to sustain interest in the downtown area throughout the day and year. Furthermore, downtown Hershey does not offer the kind of Main Street that one might expect of an iconic American town.

This thesis proposes that the town of Hershey, Pennsylvania can become a well-known destination regionally and nationally through improved townscape and supportive programs and facilities in its downtown area. By locating additional attractions and venues in the downtown to supplement those already in place, creating appropriately scaled development to unite these facilities, Hershey can be a better-connected destination with more to offer to the entire consumer experience. Such development will require improved connections to Hersheypark and its neighboring attractions, helping make the new and the old mutually beneficial.

Tourism and Local

One focus of this thesis is to balance the demands of the tourist industry with the expectations of the local residents. The proximity of the residential areas to the downtown core of Hershey is extremely close. To use the idiom "double-edged sword" would be accurate, as this proximity offers benefits but also carries significant liabilities in developing Hershey's downtown. A livelier downtown would add a public forum for residents to gather and socialize, as well as potentially adding shopping and more dining options within walking distance. However, such development can alienate the residents from their downtown. If the residents perceive the development as exclusive space for tourists, they might find their

hometown overrun by unfamiliar populations (a situation of “us versus them”). Successfully integrating the distinctly different populations (“us and them”) is an important goal of this proposal.

Chapter 2: Site History

History of the Town

Before considering development in Hershey, an understanding of its history, particularly in terms of its built form, and ascension to being a popular destination is important. As the town is firmly rooted in this history, any new building projects within it must be considered in this context. The following is an abbreviated history of the town, the factory, and Hersheypark.

The town of Hershey, Pennsylvania is, at its core, a company town. Before establishment of the town, the area was mostly farmland; the region's primary industry was farming, livestock and agriculture. Derry Township, the local municipality, governed the land then as it does today. It was home to 2,300 residents in the 1850's - 80% of whom were farmers. Little urban development existed in Derry Township at that time, except for occasional churches, schoolhouses, and mills of varying sorts. The arrival of the railroad in Derry Township brought great change to the farming industry. Markets outside of the Lebanon Valley began importing its agricultural goods. Industrialization and the development of pasteurization in 1886 made milk a tremendous asset to the local economy. A dozen or so stone quarries were located in Derry Township as well. Stone had been used for local buildings and infrastructure, but the train began exporting the stone. Much of the quarried brownstone contributed to the iconic image of New York City's residential buildings[2].

Milton Hershey, born September 13, 1857, had a bold vision for a new chocolate brand that would make what was previously a luxurious confection affordable by mass-producing a limited product line. After several attempts in the candy and

confections failed, he finally found success making caramels in Lancaster, PA. Despite this success, he still experimented with milk chocolate, and when he struck a recipe that proved popular, he sold his caramel company for one million dollars at the turn of the century and began his search for the ideal site for his new chocolate factory[3].

After an extensive search along the East Coast he settled on the place that was to become Hershey, Pennsylvania. It had four essential components: the milk from local dairy farms (required for the chocolate-making process), stone quarries (which could contribute not only stone for buildings but also serve as an employer to support the local population), water (from Derry Church Spring and Spring Creek), and a railroad. Once Mr. Hershey had a railroad stop built for his new town, the railroad provided him easy access to the ports of Philadelphia and New York for cocoa bean imports[4].

Figure 2: Postcard showing Hershey factory in 1910

Milton Hershey founded the town of Hershey in 1903. He opened the chocolate factory two years later in 1905 (see Figure 2). By that time the rest of the town had

been completely planned and development was underway. With the arrival of 20 relocated employees from his discontinued Lancaster operations, Mr. Hershey understood that permanent residences must be provided for his staff[5]. He built housing along his main street, suitably named Chocolate Avenue, as well as on tree-lined avenues nearest the factory. These streets are named after the sources of the cocoa beans, such as Grenada, Caracas, and Trinidad Avenues. The first houses were built on Trinidad Avenue, north of the factory, while subsequent housing was built to the south[6]. By 1910, Hershey included the basic town amenities necessary for it to be self-sustaining: a school, department store, and The Cocoa House, which housed the

Figure 3: View of the Cocoa House in 1909

bank, post office, and other basic needs establishments[7] (see Figure 3). The Hershey Trust Company, serving as the town's bank, would relocate to new quarters in 1909[8] (now PNC Bank, see Figure 31). Most importantly, Mr. Hershey opened Hershey Park in 1907, for the purpose of providing grounds for leisure and picnics – free to his employees and the town residents, indeed to all who wished to use it. It functioned as

a truly public park. Land for this park was set aside from the outset, and its landscaping (as well as the town's) was designed by Oglesby Paul, who also designed Philadelphia's Fairmont Park. By 1910, interest in Hershey Park grew substantially, and attractions were added such as amusement rides, a bandstand, a swimming pool, and playground equipment[9] (see Figure 4).

Figure 4: Hershey Park was originally a leisure park, free to everyone. Over time playground equipment and other amusements were added due to its popularity.

Between 1910 and 1920 the town grew with the success of the Hershey Chocolate Company, and visitors began to come in increasing numbers. By 1912, the Company employed 1,400 persons[10]. Facilities such as ballrooms, theaters, sporting venues and more were built to accommodate both the residents and the town's visitors. The growth of the town was felt in the school system, and a larger facility was built in 1914, called the Milton S. Hershey Consolidated School. In the early 1920's a new, larger department store (now called the Press Building) was located in the building vacated by the printing operations, at the corner of Chocolate Avenue and present-day

Park Avenue (Figure 5 and Figure 30). Among many other things, this store sold meats delivered to it from the nearby abattoir (slaughterhouse), built in 1936. In the mid-1920's, the town expanded to accommodate a growing population, and the extended street network included new tree-lined residential avenues named after common trees, such as Maple, Beech, and Linen Avenues[11]. Hershey would continue to prosper through the Great Depression and World War II, with the addition of several significant buildings, including The Community Building and Theatre (see Figure 35), a new sports arena and stadium, and a factory expansion, along with numerous other building projects.

Figure 5: The Hershey Department Store, now called The Press Building, referencing its initial use as the Hershey printing source.

The park would double in size by 1916, and a zoo was added by this time as well[12]. By the mid-1920s Hershey Park contained a bandstand, a roller coaster, numerous other rides, a dance pavilion, and ball fields (see Figure 7). Mr. Hershey began to realize that his park was beginning to draw visitors not just from his town, but from surrounding areas as well. In fact, special picnic trains were arranged for the park, serving Harrisburg and Lancaster. The various attractions and rides at this time were "pay as you go." Admission to the park was free and the visitor paid for them on an

individual basis. By 1940, Hershey hosted nearly 2 million visitors annually, while the town's population was merely 3,500[13]. In 1941, the chocolate factory would offer 69,000 visitors tours of its facilities[14].

Figure 6: This postcard from 1924 shows vast amounts of green space and fully tree-lined streets

Figure 7: Hershey Park's first roller coaster, The Wild Cat, was built in the 1920s to celebrate the Park's 20th anniversary

While Milton Hershey passed away on October 13, 1945, his town continued to grow following his death. Mr. Hershey had transferred the ownership of the Hershey Chocolate Company and his other businesses to the Hershey Trust Company in 1918 (although he would remain the primary decision-maker through the remainder of his life). The Hershey Trust Company continued to oversee the company's and the town's growth after his death[15]. Tourist interest in the town continued to climb at staggering rates: in 1968, 740,000 visitors toured the factory[16]. This interest was recognized, and in the years that followed, substantial changes came to the town and the attractions.

Hershey Park transitioned from a town park to a major tourist destination. In 1969 it was rebranded as Hersheypark. The same year, a monorail was installed with a station within Hersheypark in addition to a station off of Chocolate Avenue, offering visitors a direct link between the park and the factory tours (see Figure 8). In 1971 the park was gated-in with a relocated entrance no longer serving the town but rather

the parking lots that had grown to accommodate the volume of visitors, and admission was charged with unlimited rides included in the admission fee (see Figure 9 and Figure 10). The visitor's center for Hershey's chocolate-making process, Chocolate World, opened in 1973 adjacent to Hersheypark's new entrance (See Figure 11). This facility was built to replace actual factory tours with a simulated factory tour attraction. The monorail stop in downtown Hershey was discontinued and the attraction was simplified to be an out-and-back loop simply offering birds-eye views of the park and downtown Hershey. Meanwhile, the Cocoa House was removed downtown and a new building was built in its place to house a drug store and offices for Hershey Estates (Figure 32)[17].

Figure 8: View of monorail in front of the Hershey factory

Hersheypark, Chocolate World, the stadium, arena, and convention hall collectively formed an extensive, all-in-one, entertainment complex. In 2002 a new arena, called Giant Center, was completed on the west end of the entertainment complex, with a

seating capacity of 10,500. Hockey games, concerts, commencement ceremonies, and various other events throughout the year are held in Giant Center. The Hershey Story, an interactive museum that shares the life story of Milton S. Hershey and his chocolate town, opened on Chocolate Avenue in 2009 (see Figure 16). That same year, Hersheypark and Chocolate World would each host around 3 million visitors, annually. Today, it is conceivable for a summer concert in the stadium to draw 25,000 people, while a home playoff game for the Hershey Bears, draws nearly 11,000 people, and Hersheypark to draw up to 50,000 visitors – all on the same day. As of the 2000 census, by comparison, Hershey is home to only 15,000 residents[18]. To create a vital "downtown" for Hershey, the downtown must attract some of Hersheypark's and Chocolate World's visitors.

Figure 9: Diagram of Hersheypark's original and current entrance location

Figure 10: View of Hersheypark entrance

Figure 11: View of Chocolate World entrance

History of the Site

Observations can be made from photographs and postcards that reveal more about the history of the downtown site that may not be so well documented. Photographs from around 1930 reveal that the entire Chocolate Avenue street front between the Press Building and Mill Road was largely residential, comprised mostly of detached houses (see Figure 12). The parcel where the abattoir facility now stands was occupied by a processing facility, and the parcel closest to Mill Road appears to have contained program perhaps servicing this processing facility or the mills across Mill Road. The tunnel under the railroad tracks was built to connect Mill Road to Park Boulevard. The parcel between the Press Building and the processing facility was undeveloped.

Figure 12: Aerial View ca. 1930s, with site highlighted

A postcard from 1970 provides an aerial view of a portion of the site, and some changes are noticeable (see Figure 13). The abattoir facility can now be seen, and the space between it and the Press Building is developed with a laundry facility (now removed). Most of the Chocolate Avenue houses appear to remain, however the

building on the corner of Chocolate Avenue and Mill Road appears to have been razed.

Figure 13: Postcard showing an aerial view ca. 1970's of Chocolate Avenue in the foreground and Hersheypark and the sports complex in the background. The lower-right corner shows the site, with a large building behind streetfront houses.

A 1999 satellite image reveals that some of the Chocolate Avenue houses were removed in favor of the buildings of a commercial nature on the corner of Mill Road and Chocolate Avenue (see Figure 14). A parking lot immediately west of the Press Building also took the place of a house. The mills west of Mill Road gave way to high-rise housing.

Figure 14: Satellite Image ca. 1999 of the site

The 2005 satellite image shows further removal of more houses on Chocolate Avenue in preparation for the construction of The Hershey Story (see Figure 15). Also, the commercial property in the southwest corner of the site has been removed.

Figure 15: Satellite Image ca. 2005 shows construction of The Hershey Story

Figure 16: View of the Hershey Story ca. 2010

Finally, the 2008 satellite image shows the removal of all remaining Chocolate Avenue commercial and residential structures, and the completion of The Hershey Story (see Figure 17). The Intermodal Transportation Center replaced the facility between the abattoir and the Press Building. Between 2005 and 2008, the Press Building structure was entirely renovated (restoring it to its 1920s architecture after a mid-century renovation closed off its windows and brick facade). Today this facility contains a restaurant and commercial space on the ground level with offices on the upper floors.

Figure 17: Satellite Image circa 2008

This history was outlined for a presentation of the thesis to a jury of professionals, and a diagram was drawn live, as the story was told, to illustrate the primary points (see Figure 18).

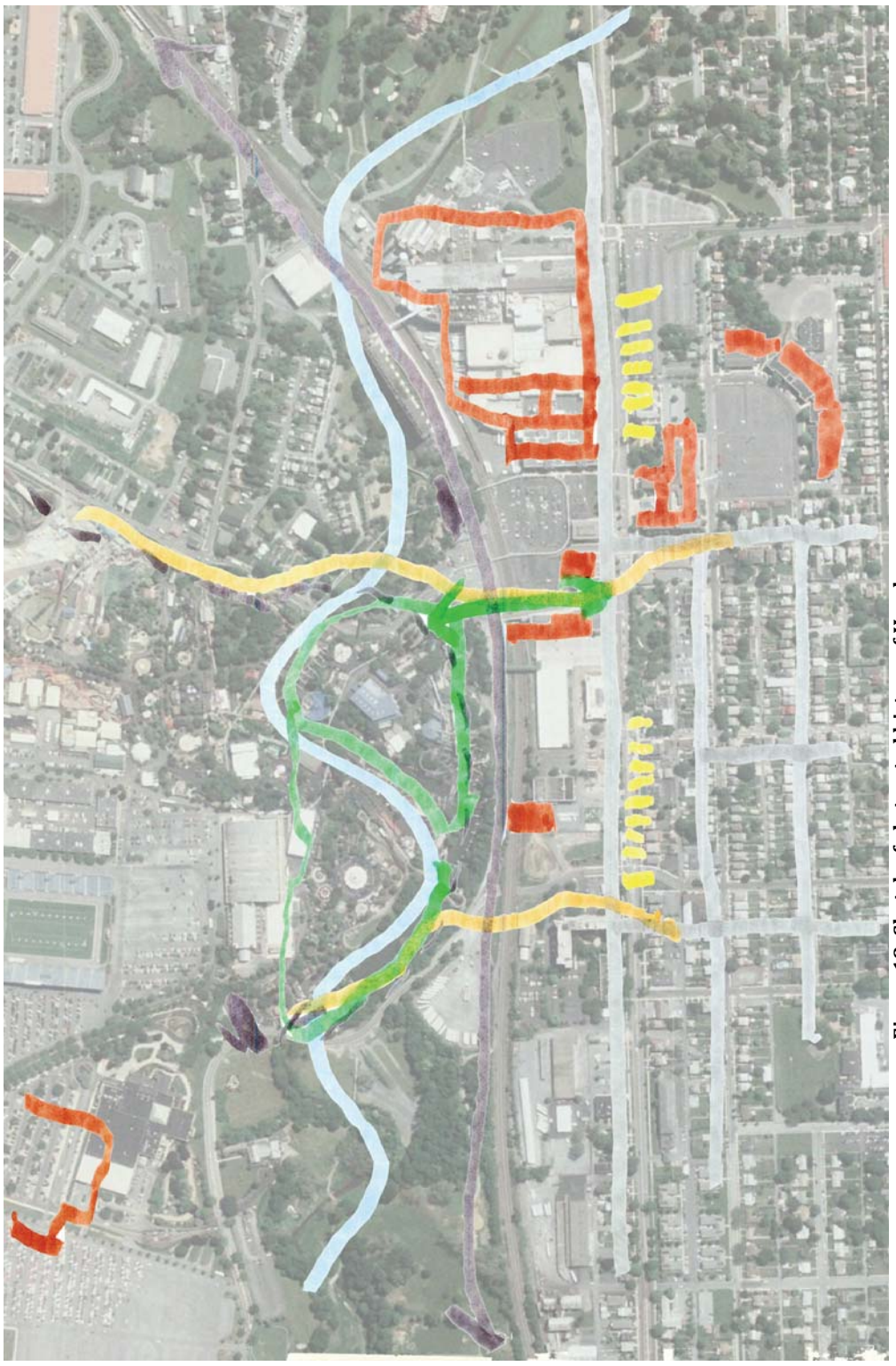

Figure 18: Sketch of abstracted history of Hershey

Chapter 3: Existing Site Conditions and Analysis

For views to and from the site, refer to Appendix A.

Intermodal Transportation Center

The Intermodal Transportation Center, owned by Derry Township, sits between the abattoir facility and the Press Building. The transportation hub is comprised of a parking garage accommodating nearly 600 vehicles, and a passenger terminal with waiting area, which sits on the other side of the Norfolk Southern railroad tracks. A pedestrian bridge connects the waiting area and garage over the tracks (see Figure 19 and Figure 20).

Figure 19: View of ITC waiting area and pedestrian bridge over railroad tracks

Figure 20: View of ITC pedestrian bridge towards the parking facility

Currently the Intermodal Transportation Center services the Capital Area Transit (CAT) bus lines westward to Harrisburg, as well as the County of Lebanon Transit (COLT) bus lines eastward to Lebanon. Also a limited-service stop for Capitol Trailways (operated by Greyhound) is accommodated here.

The Intermodal Transportation Center is equipped to accommodate future rail connections that are anticipated. These rail connections will lead to points westward by way of Harrisburg, and to points eastward by way of Lebanon.

Figure 21: Diagram of future Capital Area rail network with areas of growth indicated

Eventual links to transit systems in Baltimore, Washington, and Philadelphia are envisioned, thus making this hub potentially very accessible for business travel and tourists alike (see Figure 21). Additional links through the proposed Capital Red Rose Corridor would provide service to Lancaster and York by way of Harrisburg (see Figure 22)[19].

Figure 22: Diagram of proposed regional connection to Philadelphia by way of the Red Rose Corridor

The Abattoir Facility

In the early stages of this thesis, the thought was to focus on the re-use and renovation of the abattoir facility. While the thesis expanded to consideration of a multi-block area, the abattoir is described in some detail below.

The abattoir facility is a two-story building measuring 171 feet by 101 feet, with a full basement (see Figure 23). The building was built in 1936 presumably constructed shortly thereafter. An addition was planned and built on the second floor in 1939. After the addition (7,836 s.f.) was completed, the facility had a total square footage of 46,773 s.f. The building is supported by a concrete frame structure, and clad with limestone presumably quarried from local sources - a feature of many Hershey buildings. Today, the facility is partially used as the Hershey Post Office on the ground level. The Hershey Laundry & Dry Cleaning uses a portion of the basement. Offices and general storage occupy the remainder of space on the basement, ground and 2nd floor levels. This building offers a great opportunity for re-use in a downtown development. For additional history, description, and images, and architectural documentation of the existing facility, see Appendix B.

Figure 23: South façade of the abattoir facility, from Chocolate Avenue circa 2010

ChocolateTown Square

On the south side of Chocolate Avenue, between Cocoa Avenue and Linden Street, is a small town park called ChocolateTown Square (see Figure 24). This park includes a gazebo, playground equipment, and a performance stage. The tree-covered park hosts many events through the summer, including concerts and kids programs.

Figure 24: View of ChocolateTown Square

PA Route 743 Realignment Project

A significant project is currently underway in Hershey, which will eliminate the misaligned PA Route 743. At this time, traveling north through Hershey on Route 743 requires the driver to make a left turn at Chocolate Avenue, followed by an immediate right turn on to Park Avenue to continue on the state route (see Figure 25). The realignment project eliminates an intersection by curving Route 743 between

Caracas Avenue and Chocolate Avenue westward until it aligns with the street adjacent to the Press Building (see Figure 26).

This project was conceived to expedite the flow of traffic through the Chocolate Avenue, which averages 20,358 vehicles daily. Additional work in this project includes a new bridge for PA Route 743 over the railroad tracks as well as providing two pedestrian underpasses under Chocolate Avenue. This project will relieve the driver from being concerned for pedestrians in this high-traffic corridor[20].

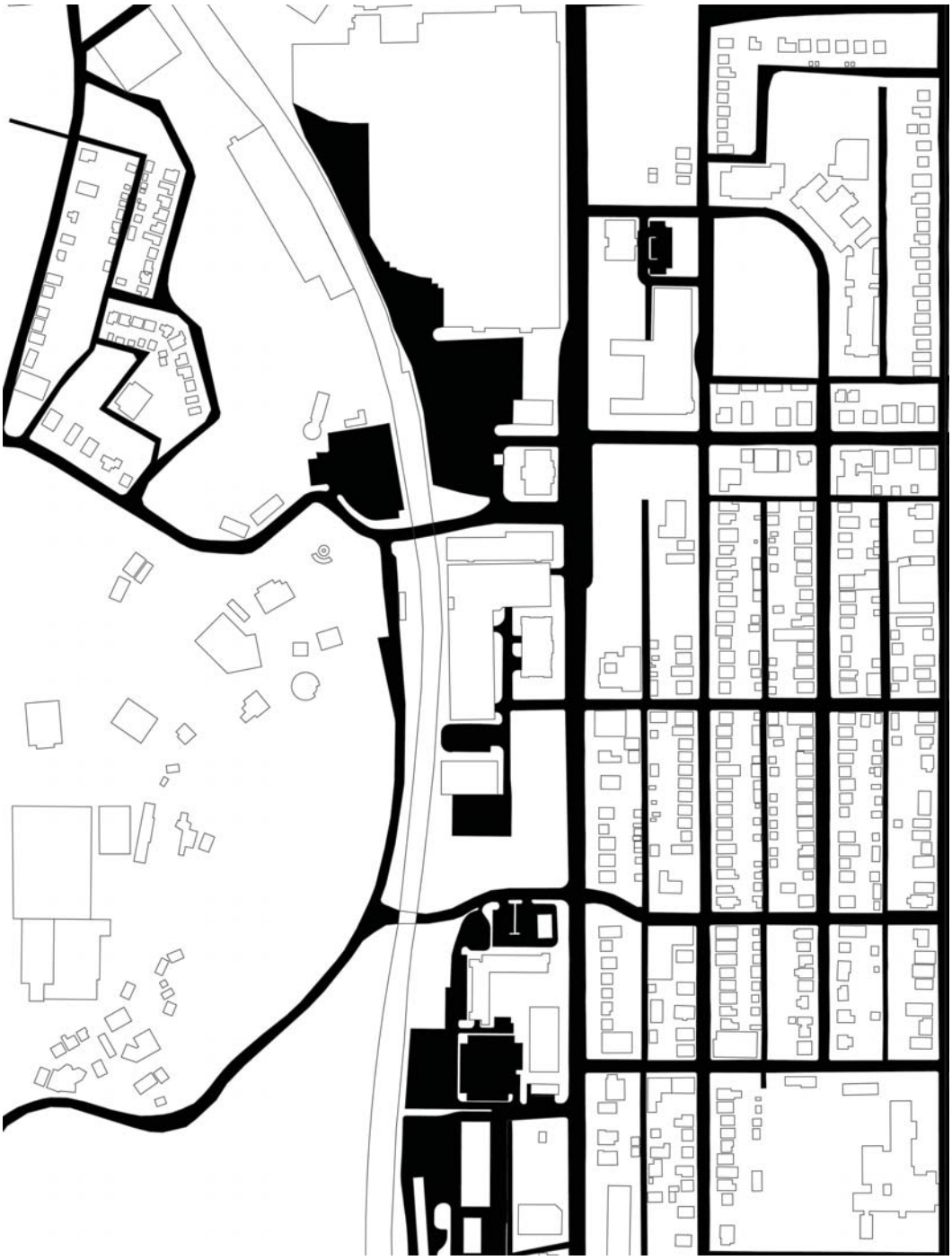

Figure 25: Street Network prior to PA Rt. 743 realignment

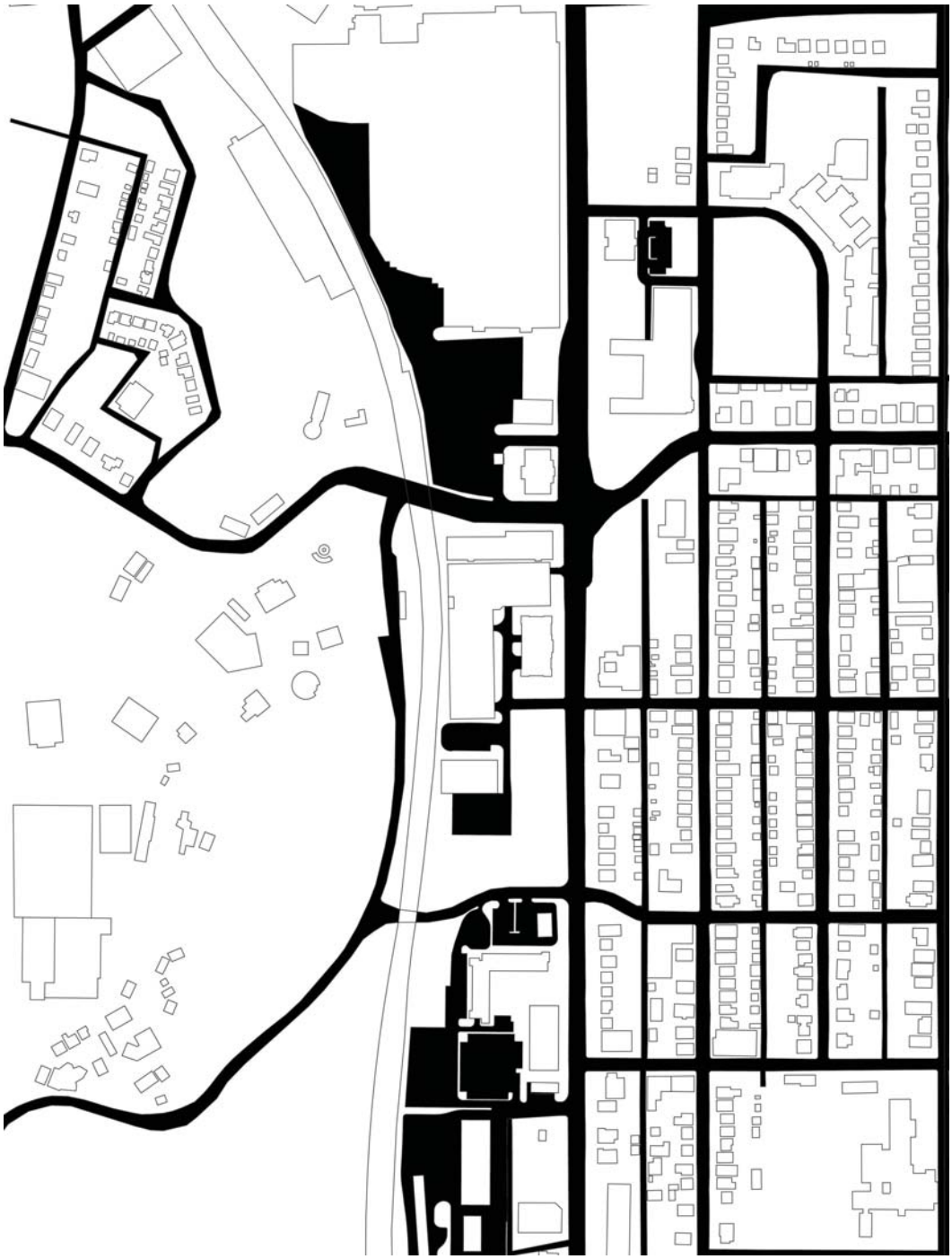

Figure 26: Street Network after PA Rt. 743 realignment

Closure of Original Chocolate Factory

The Hershey Company announced in summer of 2010 that it is closing the original factory in downtown Hershey[21]. This decision was made to keep up with modern trends in the candy industry by expanding its West Hershey plant with state-of-the-art automation, while the two million square feet downtown facility is too outdated to retrofit. With the vacancy of this facility, downtown Hershey will seek to redefine itself, as it loses both its original reason for being, and one of its major employers. While I was unable to tour and document this facility, it is considered to be "in play" at a diagrammatic level to repurpose and incorporate in to this thesis.

Entertainment Complex

The Entertainment Complex includes several venues that draw thousands of people to Hershey throughout the year (see Figure 27). Parking for all of them is combined in to one lot, with a central tram line that transports them from stations near their car to Tram Circle (see Figure 28), which is located in close proximity to the primary attractions: Hersheypark and Chocolate World. The town can benefit substantially by considering this arrangement and implementing new infrastructure to tie in to the tram line.

Figure 27: Diagram of the entertainment complex, its venues, and the tram line

Figure 28: View of Tram Circle

Zoning

The Derry Township Zoning District Map designates the site in the Village Core and part of the Chocolate Avenue Preservation Overlay district. The Derry Township ordinances mandate for the village core a maximum non-residential F.A.R. of 2.25 per net developable acre. Minimum front yard area depth is 20 feet, while the rear and side yard setbacks are 6 feet. The code also requires a minimum of 5% vegetative

cover and a maximum of 85% impervious ground cover. Maximum building height is 60 feet and maximum residential density is 49 dwelling units per acre.

Figure 29: The Derry Township zoning map ca. 2009

The Derry Township ordinances also stipulate design considerations for the Chocolate Avenue Preservation Overlay district. Important *recommendations* listed include (but are not limited to): adaptive re-use of existing buildings, maintaining street front vitality, and maintaining a relationship to context in terms of building height, roof forms, building massing/proportions, materiality, color, and detailing.

The prevailing building codes are The Uniform Construction Code, contained in 34 Pa. Code, Chapters 401 through 405. This Pennsylvania code uses the International Building Code 2009 for new buildings and the International Existing Building Code 2009 for existing structures.

Tectonic Traditions and Downtown Building Mass

Hershey's Village Core district is comprised of numerous buildings, which contribute to an image that interventions should be respect. Chocolate Avenue is a corridor of freestanding structures on each side. To the north are the more public buildings, and as such these buildings are more monumental in scale than their counterparts south of Chocolate Avenue. In addition to The Hershey Story and the Press Building (see Figure 30) are the Hershey National Bank (Now PNC Bank, see Figure 31), a building for a drug store (no longer in business, see Figure 32) and the Hershey Estates offices, and the chocolate factory itself (see Figure 33).

Figure 30: View of the Press Building, ca. 2010

Figure 31: View of PNC Bank ca. 2010

Figure 32: The Hershey Estates office building ca. 2010

Figure 33: View of the west end of the Hershey Chocolate factory ca. 2010

Chocolate Avenue's south edge is typically composed of detached houses and small business establishments. The houses frequently have brick veneers and porches facing Chocolate Avenue (see Figure 34).

Figure 34: Example of typical residential properties facing Chocolate Avenue

The exceptions to this order are two major buildings: the Community Building on the south side of Chocolate Avenue including a 1,900-seat theater (see Figure 35); and the First United Methodist Church across Chocolate Avenue from The Hershey Story (see Figure 36).

Figure 35: View of the Community Building ca. 2010

Figure 36: View of the First United Methodist Church, ca. 2010

These buildings, in addition to the Press Building and the Hershey Story also illustrate the diversity in building materials. Brick is clearly the predominant material, with limestone also a commonly used product, as seen in the chocolate factory, abattoir, church and some houses throughout town.

The mass of the buildings in Hershey varies substantially. The factory dwarfs the single-family homes that make up most of the town's fabric. Meanwhile, sporadic mid-scale structures occupy sites along Chocolate Avenue (see Figure 37).

Figure 37: Existing conditions figure/ground

Sunlight and Climate

Figure 38: Satellite image of the site with local sun chart and prevailing wind overlaid

Hershey's climate is temperate. July is the hottest month when the average high is 85 degrees and average low is 62 degrees. January is the coldest month - the average high is 36 degrees and the average low is 18 degrees. Although Hershey's average yearly precipitation of 43.6 inches is relatively evenly spread throughout the year, May is statistically the wettest month with an average of 4.6 inches. There are an average of 220 sunny days each year. Hershey is 410 feet above sea level. The buildings to the north of Chocolate Avenue receive the most sunlight.

Topography, Parcels, and Setbacks

In the initial phase of this thesis study, the block-sized parcel of land that includes the abattoir was examined in detail. That information proved important to the expanded study and is included here.

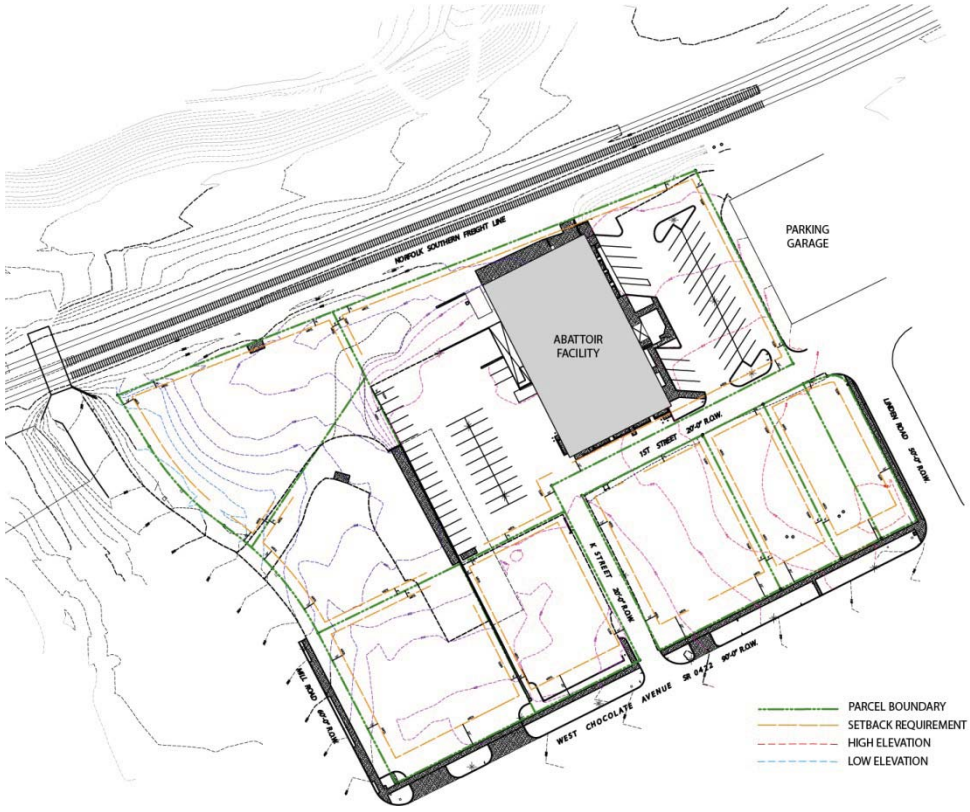

Figure 39: Site Plan with topography

The highest terrain is in the southeast corner of the site, sloping down to the north and west (Figure 39). Without infrastructure remediation, storm water runs in these directions. The setback lines for each parcel illustrate why freestanding buildings are so common - ordinances require side setbacks. Thus, party walls do not exist, making it hard to create a town-like character.

Storm water Runoff and Site Vegetation

Spring creek is the major receptor for storm water runoff coming from the site (see

Figure 40). Located below a sharp embankment that drops off about 52 feet from the level of the railroad tracks. Much of the embankment is vegetated to prevent erosion. The site is currently largely covered in grass where it is snot paved for parking surfaces.

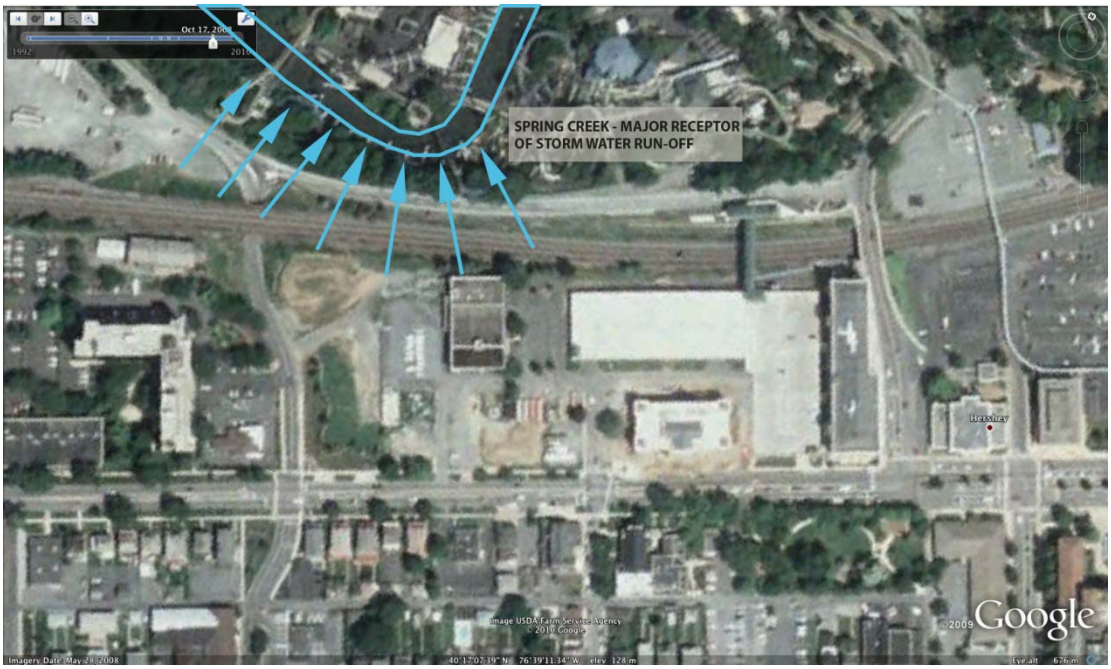

Figure 40: Satellite Image of site with direction of water run-off in to Spring Creek indicated

Figure 41: Satellite Image with grass areas and trees indicated

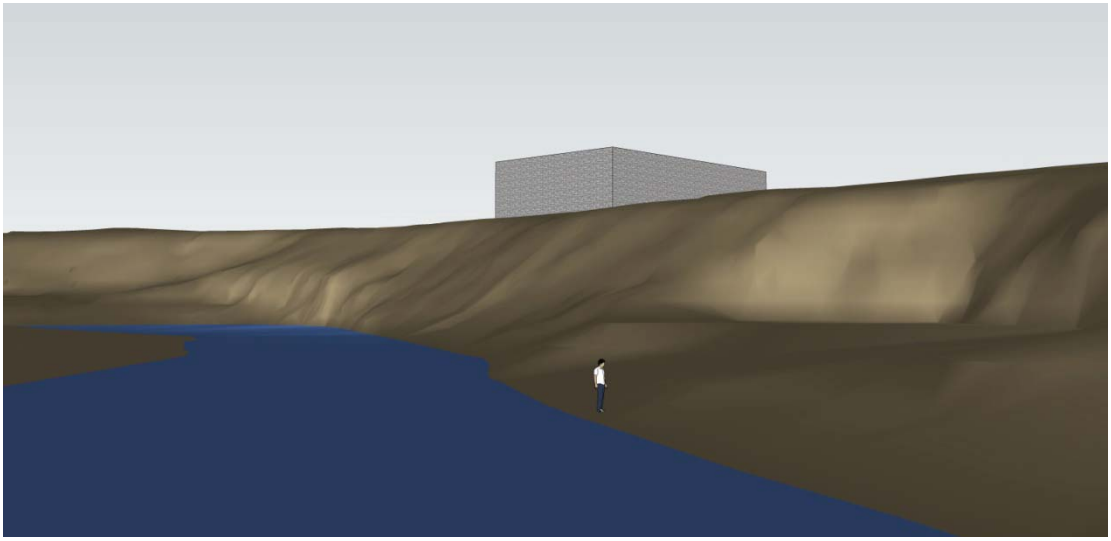

Figure 42: Illustration of scale of hill from the viewpoint within Hersheypark towards the abattoir facility

Traffic, Movement, and the Pedestrian

The site is served by multiple modes of circulation, all in some capacity forming the site edges. To the south is West Chocolate Avenue (U.S. Rt. 422), a 2-lane primary avenue that serves as Hershey's Main Street. Curbside parking is permitted in the

eastbound direction only. The west edge is formed by Mill Road, which crosses under the railroad tracks and intersects with Park Boulevard, the northern edge of the site. Park Boulevard connects to the attractions access to the west and to Park Avenue (PA Rt. 743).

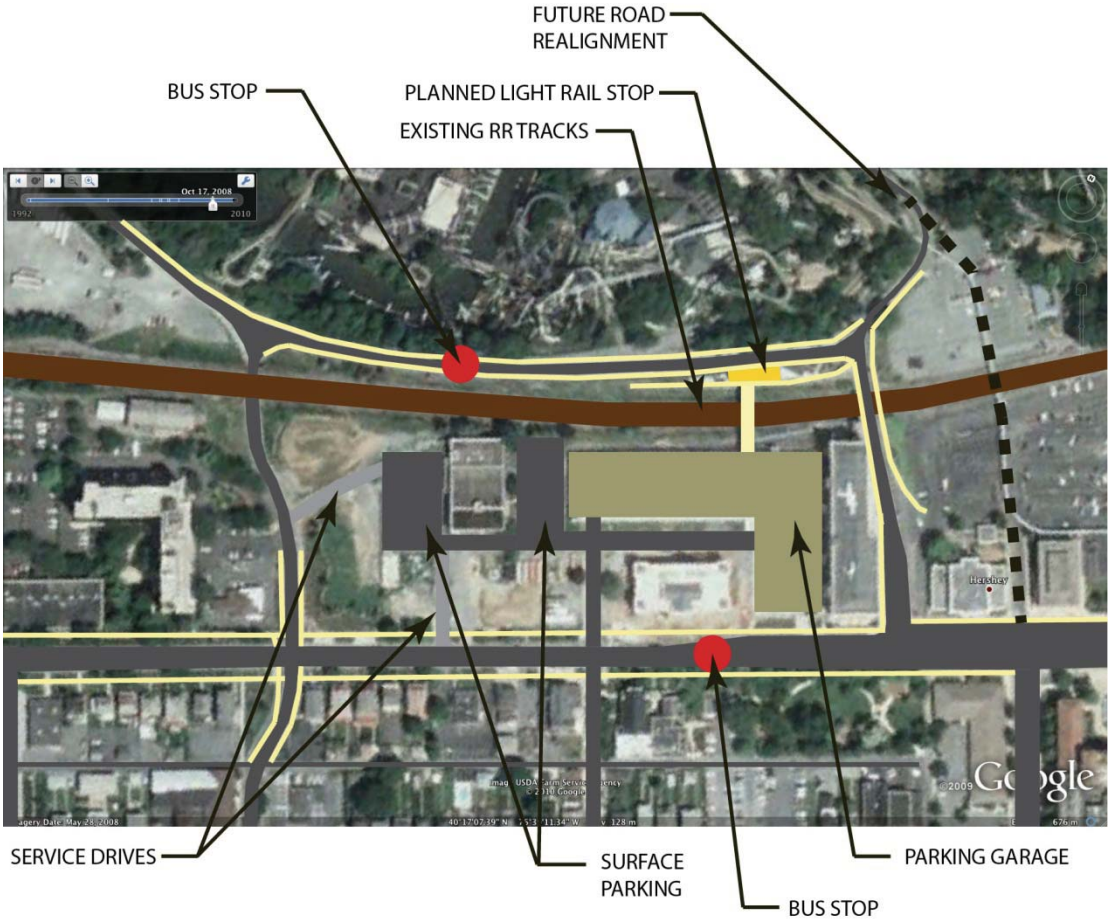

Figure 43: Diagram of existing infrastructure and transit features overlay on satellite image

The railroad tracks are owned by Norfolk Southern, which operates throughout the entire Eastern Seaboard, and as far west and south as Kansas City, Chicago, and New

Orleans. This rail corridor is anticipated for use as part of the planned regional commuter rail system in the future.

Pedestrian access is available through much of the site via sidewalks, however there is a breakdown of this system as Mill Road descends towards the railroad tracks. Mill Road's connection to Park Boulevard is the most direct route to the entertainment area.

Population and Demographics

Of Hershey's approximately 15,000 people, 66% are over 25 years old. The median age is 42, which is 6 years older than the national average. This indicates that adults stay in Hershey as they age. Approximately 93% of households have a car. About half of all residences are single family, detached homes. Over the entire ZIP code area, Hershey has an average population density of 1.85 persons per acre[22].

Hershey's residents are very loyal to their town and its reason for being. They have tremendous pride in its institutions, particularly The Hershey Company, The Milton Hershey School, and Hershey Entertainment and Resorts. They do not turn their backs to the industry; rather, they cherish the success and enjoyment it has brought to the town and its residents.

Hershey has a second population, which is substantially different than its permanent local population. This other population are those going entertainment complex. Whether the visitors are there to enjoy the theme park, learn how chocolate is made, watch a hockey game, or go to a major concert, they all go to the same complex served by the single large parking lot and tram service. Tram Circle is only 1/3 mile away from downtown Hershey, but not well connected to it (see Figure 44).

Figure 44: Locations of two distinctly different populations in Hershey

Chapter 4: Tourism

In 2010, travel and tourism accounted for 9.2% of the national Gross Domestic Product, and their contributions are expected to rise to 9.9% by 2020. Furthermore, these sectors of the U.S. economy account for 9.9% of all jobs in 2010.[23] The very nature of tourism is, however, focused on a locality much more specific than the country as a whole, and therefore local action should be taken to take advantage of these national (and global) trends.[24] Hershey Entertainment and Resorts, the primary entertainment and hospitality company which owns and/or operates most of the Hershey attractions as well as two resort hotels, employs 1,650 full-time and 7,400 part-time or seasonal employees. With this information in mind, Hersheypark's and Chocolate World's approximately 3 million visitors and the revenue they bring each year thus should be a strong target for development in Hershey's Chocolate Avenue core. How can these tourist dollars be brought to bear on vitalizing the downtown?

Studies indicate that there are three components to the final tourist product: travel, destination facilities, and the attractions themselves[25]. Shaw and Williams note that there is a direct relationship between tourism and travel. Tourism simply cannot exist without there being travel. In the case of Hershey, the overwhelming majority of tourists travel by car, while many also travel in groups on tour buses. Fewer are the tourists who travel on public transportation lines such as Capital Trailways buses or Capital Area Transit buses. In the future, however, regional train and light rail options may be alternative modes of tourist travel.

The second component of the tourist product described by Baud-Bovy and Lawson is the nature of the facilities at the destination. This includes all of the facilities and infrastructure required to accommodate the visitor while he or she is at the destination, and thus includes buildings such as hotels, and systems such as immediate transportation between the hotels and all of the attractions in the area. Hotels are plentiful in Hershey. Some of these provide transportation to the entertainment complex. A safe assumption is that the visitor's car will still be the means of getting to the complex from those hotels without courtesy transportation. With the development of the historic core of Chocolate Avenue, however, the trip from the entertainment complex to downtown is less clear and provisions to accommodate every car from the complex are unrealistic and undesirable. Therefore, infrastructure that can transport visitors from the entertainment complex to downtown will be considered for this project.

Baud-Bovy and Lawson's third component of the tourist product is the attraction(s). In an effort to make the destination *Hershey*, substantial thought needs to be given to the historic core of the town. While some effort has been enacted such as constructing the new museum, *The Hershey Story*, and restaurants in The Press Building, more attractions need to be added to enliven the streetscape of Hershey's Chocolate Avenue. In other words, while there are *places* on Chocolate Avenue, it still lacks *place*.

What Makes *Place*?

Numerous factors contribute to the perception of place. Pertaining to tourism, a few of these factors are particularly important: 1) the image of the place, 2) how the location affects the senses, and 3) how the local population interacts with the tourists.

1) The Image of the Place

Image in tourism is critical to success in the industry. Baud-Bovy and Lawson explain, "a choice in destination is usually not made objectively but according to the image projected."[26] This image is not necessarily one that is invented for a location, but rather often derived from surrounding character.[27] Furthermore, the image is often judged based on factors such as its uniqueness. Favorable responses occur in places with original characteristics: tourist places should be able to be distinguished from other tourist destinations (competition implies comparable characteristics, thus revealing the importance of distinction). Originality for many destinations often is the product of "authentic" buildings, objects and experiences.[28] John Urry suggests that conserving existing buildings and reusing them in the development of tourist spaces help maintain the *place*, for "demolishing the object is seen as a threat to the place itself."[29]

Paradoxically, as tourist places strive to attract large numbers of visitors, the spaces often become globalized. This may in part be attributed to the notion that in tourist communities, the visitors are not guests, but rather "outsiders to the local culture."[30] To combat the estrangement the tourist may then feel, destinations adopt global features to ensure a level of familiarity.

The destination's image also can be engineered through *theming*. Themed environments are everywhere: amusement parks, malls, restaurants and cafes all employ themes to choreograph the visitor's experience, and thus the image is manufactured. Disney utilizes this technique at the large scale in its many parks, but the concept is also practiced at the small scale, such as is seen in Starbucks cafes. The benefits to this approach are twofold: the designer can completely control the destination's image, while theming also "liberates people from the constraints of everyday life."[31]

2) How Place affects the Senses

In part, the engineering of a place's image needs to provide for a multi-sensory experience. Appealing to the senses makes an experience memorable and personal. Furthermore, it is this extra-sensual experience that enhances the actual tourist product as the goods and services alone are no longer sufficient.[32] John Urry conceptualizes this experience as the tourist gaze, which encompasses all of the senses, rather than merely the visual. He explains:

> "Central to tourist consumption is to look individually or collectively upon aspects of landscape or townscape which are distinctive, which signify an experience which contrasts with everyday life."[33]

The "collective," or social, gaze is consumption in the company of others. Thus, social experience also plays a significant role in the tourist image. Urry later states that "*other people* [italics mine] give atmosphere to a space. They indicate that this is *the* place to be and that one should not be elsewhere.[34]" Thus, the attractions that draw people the most are those that accommodate large volumes of people.

3) Local Population and Tourist Interaction

While the presence of other tourists activates a tourist site, other factors associated with the social realm of *place* are 1) the issue of the presence of the host community 2) its local population and 3) how tourists relate to it. As previously mentioned, tourists are "outsiders to the local culture," and furthermore, they relax their social norms.[35] Tourists enjoy places where they can meet people and be social[36]. A conflict could then arise where the tourist is in a place for play whereas the local might be there for work or other ordinary activity. Locals may feel a loss of space when visitors overtake it.[37] It is therefore the *tourists* that locals do not accept, not *tourism*: local populations often are supportive of the tourism industry for its local economic benefits. Strongest support occurs in small-scale, locally owned tourist development.[38] This is the opposite of what could happen in Hershey. The leadership of the Hershey Trust Company and its subsidiaries, the primary owners of the land under study and the most likely candidate to lead redevelopment, will need to be particularly sensitive to this matter.

A Set of Paradoxes

When looking at the issues of *place* in the context of Hershey, several paradoxes must then be negotiated: 1) Global trends vs. the authentic experience; 2) The outsider tourist wants to be a part of local culture; 3) tourist spaces want more people and locals want less; 4) the tourist expects conflicting experiences, and 5) the tourist likes to be social yet anonymous.

The first few paradoxes involve the tourists' involvement with the local culture and place. 1) Tourism and tourist spaces are becoming increasingly globalized, but often tourists search for uniqueness and authenticity. 2) Tourists are "outsiders" but also wish to be a part of the local culture, if even temporarily. Shaw and Williams suggest that involving the local community and including its needs in the development of tourist spaces can help preserve local cultures.[39] In Hershey, with its strong local tie to the town and its industrial history, designing with the community in mind is essential. 3) This paradox expands upon the effect of tourists on locals' places: as mentioned, tourist spaces succeed through volume of people, but this same volume contributes to the locals feeling a loss of their place, although they may get new restaurants and retail outlets in return.

The remaining paradoxes relate to the desires of tourists. 4) Tourists look for destinations for relaxation but at the same time they expect to be entertained and busy. 5) Tourists expect to maintain anonymity but at the same time be able to meet people at the tourist places.[40] Therefore, spaces for tourists should be flexible so that all of these desires can be met.

Tourism Facilities and Program

Bringing tourists and their spending capability to the downtown Hershey redevelopment area is key to its success. In addition to addressing the paradoxes noted above, that success depends upon: determining appropriate venues and facilities for them, easy access to them, their arrangement, and programming and calendaring them. Calendaring uses and events means understanding the seasonal nature of

Hersheypark. Whereas Chocolate World is open daily throughout the year, Hersheypark is not. Summer is the dominant season for Hersheypark, with nearly 2.5 million guests in 2010. However Hersheypark is also open periodically in the fall, winter, and spring (93,638 guests, 170,635 guests, and 87,635 guests in 2010, respectively), celebrating various holiday seasons and the arrival of new weather patterns[41]. Therefore, new development should be useful year-round. Additionally, destinations with outdoor attractions (such as Hersheypark) benefit from having facilities that accommodate tourists during days with undesirable weather.[42] Therefore, indoor spaces and attractions are advantageous.

Tourist facilities can also be arranged "to extend their animation along axes throughout the [destination], to generate interest and invite participation."[43] This could be even more important in attracting people as they flee when offensive weather arrives.

As tourism is inherently an act of consumption of experiences and commodities, facilities for shopping and recreation naturally cater to this sector.[44] These types can also be useful for community tourism, which is attractive to local culture as well. Basic recreational and cultural facilities include cinemas, open-air theaters, youth centers, and nightclubs or dance halls. Regional concert venues with capacities between 1,000 and 1,600 persons, such as Ram's Head Live in Baltimore[45] and the 9:30 Club in Washington, D.C.[46] draw national acts consistently throughout the year. Extensions of recreational areas may be shopping areas, which favor boutique-styled and sized shops averaging around 1,000 square feet. Shops and restaurants that offer

items for both tourists and local shoppers such as bakeries and cafes would be successful. These shopping districts are often informal and provide social atmospheres where meeting people and making friends is possible.[47]

Another type of entertainment venue features interactive and simulated game experiences. These places, such as Gameworks (see Figure 45) often resemble video arcades, but often scale up their games to more closely resemble real-life experiences. For instance, indy-style car racing games feature vehicles that tilt and shake, providing the user the sensation of being in a real race (see Figure 46).

Figure 45: Interior of Gameworks in Seattle

Figure 46: View of Indy-style racing attraction at Gameworks

Gameworks and the live music venue alike are both directly marketable to the young adult demographic without excluding other markets that Hershey already targets. This might be attractive as Hershey tries to increase its market base to include those beyond the families with children.

Chapter 5: Case Studies and Precedents

The proposals in this thesis involve three substantial issues where case studies are informative. These issues and their corresponding case studies are: 1) entertainment and retail districts: The Grove – Los Angeles, CA; 2) downtown and main street planning: Market Street – Corning, NY; and 3) automated transportation systems such as sky rides and gondolas: Teleférico, Parque das Nações – Lisbon, Portugal.

1) Entertainment and Retail Districts: The Grove – Los Angeles, CA

A recent trend in urban renewal across the country has been to introduce mixed-use buildings supported by one or more entertainment venues that anchor the development. Retail shops, restaurants, bars, and cafés most frequently occupy the street level properties, while a mix of commercial office space, hotels, and residential units occupy the higher floors. Where parking is a concern, garage structures are hidden behind the development where they cannot be seen from the retail level. These developments often take the form of pedestrian-friendly outdoor malls. The car may be invited, but not encouraged, or it may be excluded altogether. In shopping malls, large retailers are the anchoring pieces. These retailers may anchor entertainment districts as well, but concert venues, cinemas, nightclubs, performing arts centers, and/or marketplaces for the local agriculture industry are the common anchors for these urban developments.

Located about 6 ½ miles west of downtown Los Angeles, The Grove is a 17.4-acre development completed in 2002 that expands upon the popular Farmers Market already in place. The major entertainment venue is the Pacific Theaters, a 14-screen Cineplex (see Figure 47). While there is a Nordstrom on the property, the existing Farmers Market was conceptualized as the anchor for the development from its conception[48]. The cinemas are designed to be unique to this site, with an Art-Deco style reflective of the existing Farmers Market, contrasting with globalized cineplexes that may be found anywhere in the country. A transportation system was installed on site – a surface trolley line – to transport visitors from the development entrance to the Farmers Market (the length of the development: ¼ mile)[49].

Figure 47: Aerial view of The Grove, with significant areas labeled

The Grove currently has 49 retail outlets, as well as 8 restaurants and 9 specialty foods stores or cafés. The stores are serviced from the perimeter of the development and face a pedestrian-only street, with the only allowed transportation being the installed trolley line[50]. Pedestrians arrive by car, and park in the Farmers Market parking lot or the parking garage added with the development. The primary retail street has a north-south orientation, which is considered optimal with regard to sunlight, and intersects with secondary streets with east-west orientations. The development scale is 2-3 stories that provides a quaint atmosphere in an otherwise metropolitan city. By referring to European precedents, Elkus Manfredi Architects delivered a mixed-use community (office space provided above street level retail) offering a strong sense of place through texture, color and materiality, as well as through a town square setting with a community pond and park[51] (see Figure 48 and Figure 49).

Figure 48: View of the town square area with ponds, lawn, and pedestrian bridge

Figure 49: The streets feature a distinctly European proportion as well as color, texture, and materiality.

These design attributes have contributed to a successful development, where according to the developer, Caruso Affiliated, 92% of visitors make at least one purchase, and average visitor expenditure ($126 per visit) is almost twice that of the average enclosed shopping mall customer. Other significant statistics show that 28% of visitors are tourists, which indicates that local residents have a great appreciation for this type of development. This is particularly important in the case of Hershey, where residential neighborhoods are in very close proximity to the development site. Finally, the development in Los Angeles has shown that the addition of entertainment venues, in combination with cultural facilities such as the existing Farmers Market and the new town square setting, encourage visitors to stay nearly three times longer than in traditional shopping settings[52].

Figure 50: View of pedestrian street with retail on each side. Street is lined with trees, plantings, lights, and kiosks. It becomes a unique place around the holidays, when extra decoration is added.

Figure 51: Aerial view with service areas labeled. Some buildings do not have the benefit of a dedicated service side. Those with service sides have them generally in the rear of the retail.

2) Main Street and Downtown Renewal: Market Street – Corning, NY

The second theme of case studies is downtown renewal, particularly as it applies to the Main Street setting. Main Street is a familiar place to most Americans, and towns realized that they could benefit from restoring their Main Streets, offering an attractive place for commerce, retail, and restaurants to thrive in – reversing the trend of moving retail to shopping malls.

After Hurricane Agnes passed through this company town in New York's Southern Tier, the town of Corning realized an opportunity to not only repair the damage due to flooding, but also to improve the aesthetic and value of a blighted Market Street. Prior to the work, over one-third of the 125 retail properties was vacant, while many of the structures suffered from the ill-effects of the mid-century metal façade cover-ups under the guise of modernization[53]. By making improvements to Market Street, Corning hoped to entice Corning factory visitors to extend their stay by visiting the downtown. According to restoration activist Norman Mintz, "if 750,000 people can visit the Corning Museum every year, we could imagine maybe half of them visiting Market Street *if* it were an interesting, fascinating, fun place to be and to shop"[54].

The 5-block long Market Street was the target of planners and landscape designers Geddes Brecher Qualls Cunningham (GBQC) in partnership with the Market Street Restoration Agency. Together, these groups were charged with improving the aesthetic by unifying signage, adding street trees, improving pedestrian safety in sidewalks and crosswalks, and restoring façades to their original late 19th Century appearance. Market Street is approximately north-south oriented, with the north side

slightly turned westward. The restoration work was done in conjunction with the addition of two new plazas at the east end, extending Market Street with a pedestrian walkway (see Figure 52). The nearest plaza to the historic area is bordered by a hotel and commercial office space. The second plaza is bordered by a new library and city hall, by RTKL, and is terminated with an ice rink[55].

Figure 52: Aerial view with significant places labeled

The face-to-face distance across Market Street is approximately 63 feet, while the street width, with two travel lanes and two parking lanes, is approximately 40 feet (see Figure 53). The 3/4 mile stretch is entirely serviced from the rear of all of the retail locations. Parking is provided primarily to the north of the development area (see Figure 54).

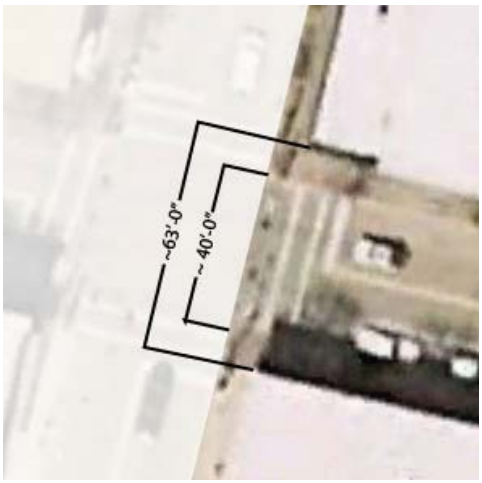

Figure 53: Street width and face-to-face dimensions

Figure 54: Aerial View with service areas and parking areas labeled

The Market Street Restoration Agency is still active today, and it continues to provide free signage design services in addition to façade restoration assistance. It also promotes converting upper-level space in this 2-4-story area into downtown living space, and raises public awareness of historic preservation[56]. Today, Centerway Square, just off of Market Street, is host to festivals and farmers markets throughout the year[57] (see Figure 55 and Figure 56).

Figure 55: View of Streetscape at Centerway Square

Figure 56: View of Centerway Square from across Market Street

3) Automated Transportation Systems: Teleférico, Parque das Nações – Lisbon, Portugal

Automated systems for transportation often get associated with climbing mountains or other long, vertical ascent conditions, particularly with cable-propelled transit technologies. However, such systems are also used for convenient horizontal transportation, keeping the traveler above the network of street level traffic. While still uncommon in the United States, these systems are becoming more popular worldwide. Their popularity is due to numerous factors including reliability, cost, safety, energy efficiency, capacity, and flexibility[58]. Numerous cable-propelled technologies are available that can be suited to many different scenarios, all of which require a low amount of urban intervention compared to street-level automated transportation modes[59] (see Figure 57).

The infrastructure is minimal, as the system only requires occasional locations for masts to support the cables, and wheel and car storage houses at each end of the line. Furthermore, these systems are very flexible with where the line can go, and the frequency with which the cars travel along the line can be on an "as needed" basis because, in many modern aerial transport technologies, the cars can be removed from the line with "grips"[60].

Figure 57: Example of a cable-propelled transit system

The cable-propelled system in Lisbon connects the Oceanarium and the Torre Vasco da Gama, both of which are tourist sites along the River Tagus. The city installed this gondola attraction, manufactured by Doppelmayr, as part of the international Expo 98 exhibition[61]. This system, approximately ¾ mile long, transports visitors 20 meters above sea level, offering them views of the city and waterfront while moving them point to point[62] (see Figure 58, Figure 59, and Figure 60).

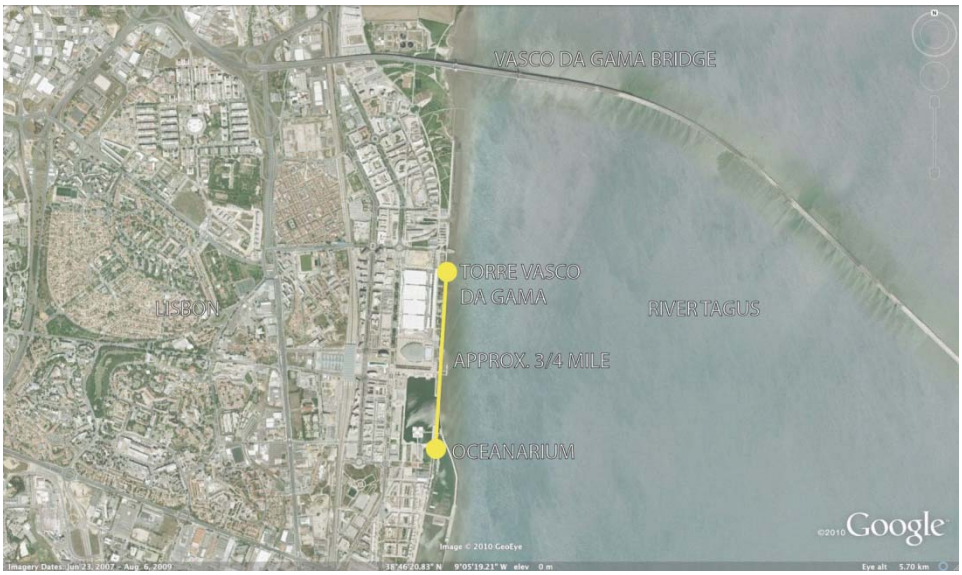

Figure 58: Aerial view of the Teleférico in Lisbon

Figure 59: View of the Teleférico from ground level towards Torre Vasco da Gama

Figure 60: View of the northern loading station

Chapter 6: Design Proposal

The proposal for downtown Hershey includes four major facets: repairing the urban grid, building a pedestrian-friendly retail core supported by entertainment venues, creating links to Hersheypark and the Entertainment Complex, and strengthening the bond with the town of Hershey. Through implementing these objectives, a new master plan for Hershey is derived (see Figure 61).

Connecting Hersheypark to Downtown Hershey

The first issue this thesis looks to address is how to overcome the barrier of the train tracks and the limited connections between the downtown area and Hersheypark. The proposal accepts that the entrance to Hersheypark is located specifically to handle the crowds arriving by car. Various ways of connecting Tram Circle into the downtown area were examined. The first mode studied is simply an extension of the tram line, where Tram Circle becomes a middle stop along the route and the circle at the end of the line is located in the town environment (see Figure 62). This option is reasonably viable, because it has limited infrastructure changes, and can take advantage of some existing roads. However, the tram, due to its train-like configuration, is not very maneuverable with its large turning radius and therefore is not suitable (or allowed by law with its open-door cars) to be used on public streets.

Master Plan

Figure 61: Overall Master Plan

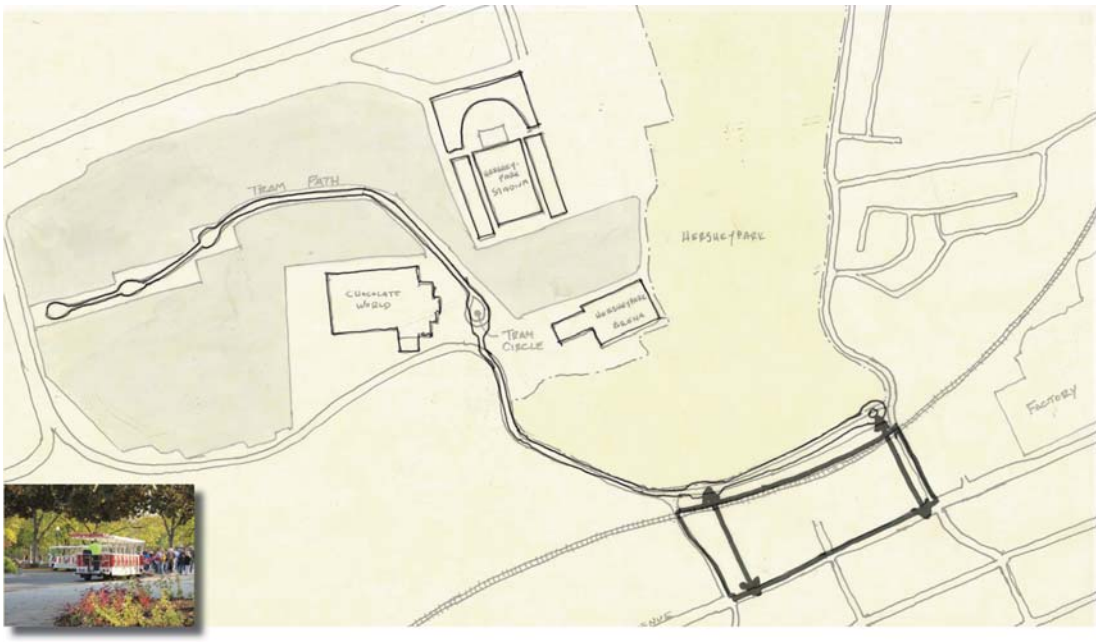

Figure 62: Extension of Tram Line in to downtown area

The second option that was considered is implementing a cable-operated streetcar or trolley system, in reference to the streetcars that once were a prevalent mode of getting around in Hershey (see Figure 63). With this option, a new circle for the trolley is located adjacent to the existing Tram Circle, and an out-and-back loop is built taking the trolleys from Tram Circle to downtown with several stops along the way. The trolley option, however, involves extensive infrastructure interventions. A streetcar system like San Francisco's requires streets to be re-engineered and rebuilt to integrate the cable into the ground. Meanwhile, an overhead cable system such as used in Seattle and Helsinki require electrical lines to be hung in the air, which require a lot of anchors to hold them up, and they may be unsightly.

The third transportation option studied is an aerial gondola system, where fully enclosed cars are suspended in the air from a moving cable above them. A platform

is proposed adjacent to the existing Tram Circle, where visitors can board a car and be transported by air into town along the cable path. The system works in both directions so out-and-back trips are possible with either end as the starting point (see Figure 64). Additionally, visitors can enjoy scenic views of the downtown area and Hersheypark while riding the gondola.

Figure 63: Cable-operated trolley line links Tram Circle to downtown

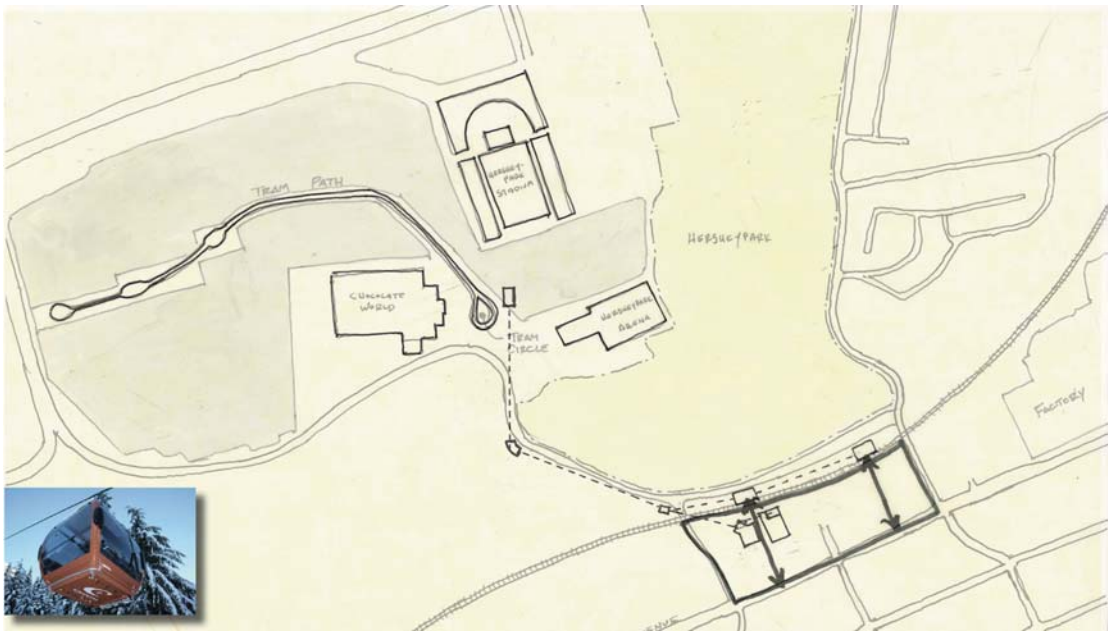

Figure 64: The aerial Gondola system easily transports visitors across the railroad tracks

The gondola system is selected from the three options, as it is seen as a way to extend the visitor's "ride" experience from Hersheypark into downtown Hershey. It provides a simple way to transport visitors across the railroad tracks, without needing extensive infrastructure adjustments in the downtown area. Furthermore, the gondola system can tie into the existing monorail, with a downtown station re-emerging. This station is integrated into the vacant chocolate factory facility on the eastern-most end of the gondola system (see Figure 65). An additional downtown gondola stop on the west end of the development is located such that the any point in the downtown development can be reached within a comfortable 5 minute walk from one of the stations (see Figure 66).

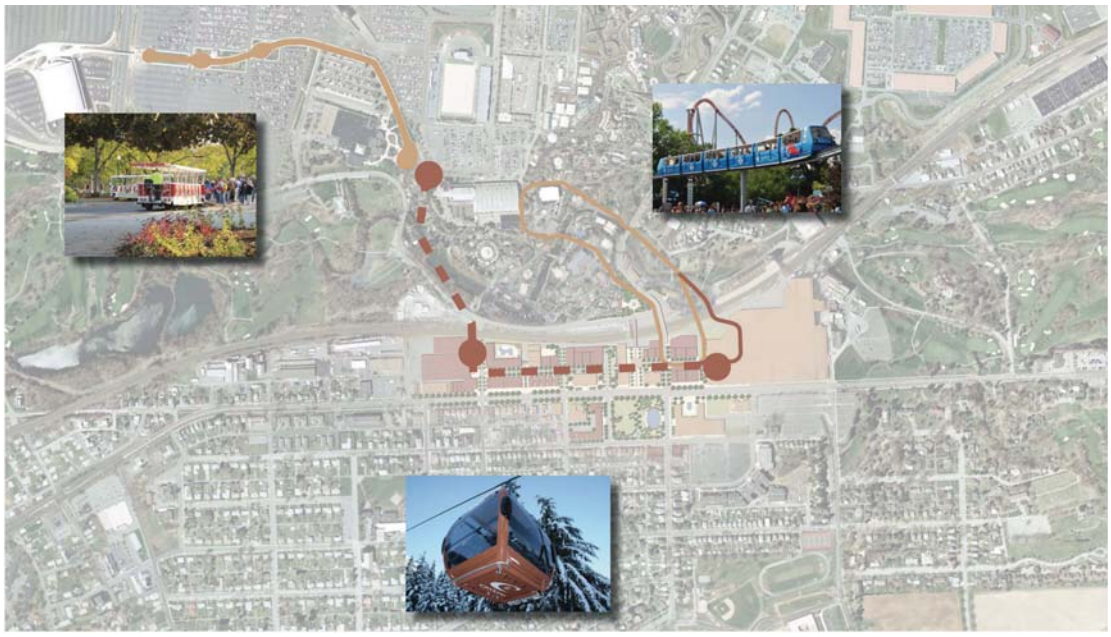

Figure 65: Overall infrastructure plan, with existing tram line and monorail connected via gondola.

Figure 66: Any point within the new development is located within ¼ mile of a gondola stop.

A Second Entrance for Hersheypark

An additional major connection between Hersheypark and downtown Hershey is bringing back the town-side entrance. The purpose of this entrance is not to replace the current entrance by Tram Circle. Rather, this new entrance will supplement it,

Figure 67: New entrance to Hersheypark

providing visitors a direct pedestrian connection between the town and Hersheypark (see Figure 67). The entrance is located adjacent to the Kissing Tower attraction, taking advantage of its iconic presence as a device to orient visitors to the entrance. More importantly, by dedicating a path for the pedestrian walking to and from Hersheypark, the experiential gateway between them occurs within the downtown fabric on the south side of the railroad tracks.

Figure 68: View of the east portion of downtown development from a Hersheypark attraction

Figure 69: View of the pedestrian plaza before the gateway to Hersheypark

This gateway serves not only as an in-town threshold into Hersheypark, but also as an entrance into the developed downtown area from the Park. Therefore, it is a welcoming device from both directions, and it is critical that the town appear welcoming from Hersheypark to help draw people to it (see Figure 68). The gateway

and bridge are bookended by pedestrian-only public open spaces – in front of Hersheypark is a tree-covered plaza with a fountain in its center, reflecting the park's Romantic landscapes; meanwhile the plaza downtown is hardscaped and more open, allowing it to be used for public events such as festivals, fairs, parades, and other events (see Figure 69).

Building a Pedestrian-Oriented Retail District

With the new connections to Hersheypark, the case for downtown development is strengthened. Deriving a program for this area becomes the critical issue. As The Grove proved in Los Angeles, pedestrian-oriented retail areas can be tremendously successful, especially when supported by significant anchors – either large-scale retailers or entertainment venues such as a multiplex cinema center. Corning, New York shows that in locations with existing tourist-drawing attractions (in Corning's case a museum dedicated to the production of glass), a downtown setting with a dedicated retail street is highly desirable by tourists as well as local populations.

Thus, a boutique-retail street with spaces for restaurants, parlors, cafes, boutique shops for fashion, travel, and special interests would be suitable for both the transient visitors as well as the permanent residents. Also, retail space for local needs including barber shops and day spas, bicycle shops, shoe sales and repairs, groceries, pharmacies, and more would be appropriate. Mixing these smaller store types will create a vibrant retail area that appropriately merges the tourist and the local populations.

The initial presumption was to have Chocolate Avenue serve as the retail-driven "Main Street" for Hershey. However, two factors contributed to this notion to be reconsidered. First, the character of Chocolate Avenue's building types, including the museum, the Press Building, the bank, and the Community Building, suggest that smaller-scale boutique retail outlets may not fit in along this route. Theses buildings are monumental and freestanding, and do not contribute to a continuous retail street. Furthermore, infusing a retail street with these buildings would reduce their grandeur. Second, the setbacks on Chocolate Avenue result in a street section that is 135 feet, face to face (see Figure 70). While this distance may be suitable in cities with much larger building scales, this dimension is far too large for a pedestrian-oriented retail street in Hershey, where many buildings are small duplex homes. Therefore, the opportunity to build a new 65-foot street, a half-block back from Chocolate Avenue, was realized (see Figure 71), achieving a more comfortable pedestrian experience.

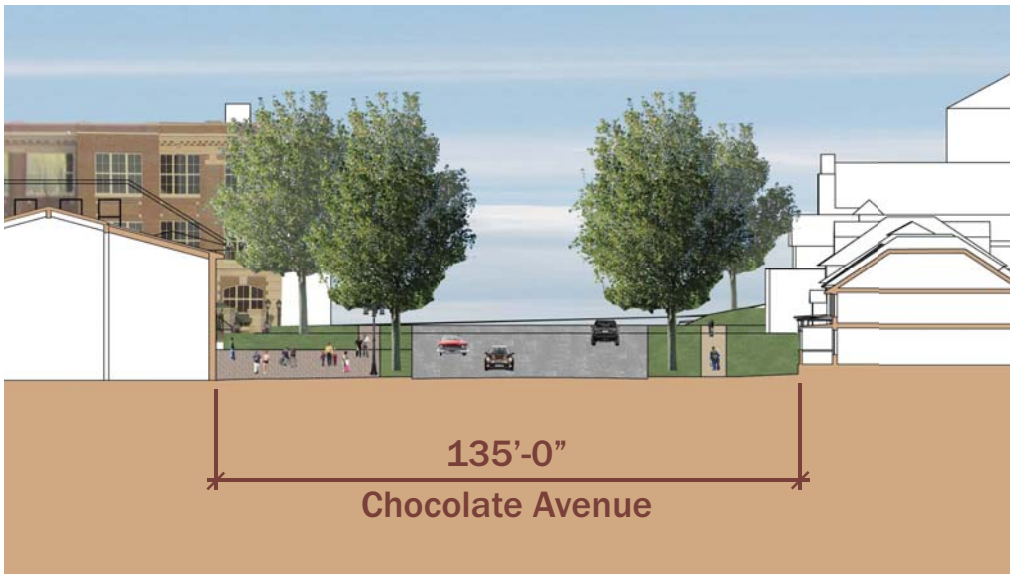

Figure 70: Street section through Chocolate Avenue

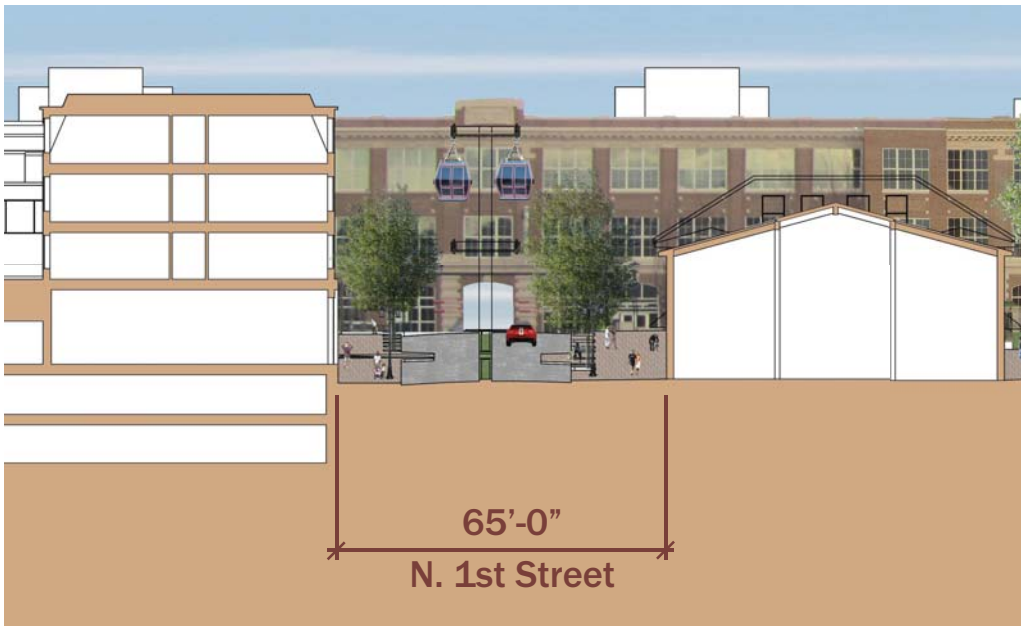

Figure 71: Street section through N. 1st Street

Figure 72: View of North 1st Street retail area, with re-used abattoir facility

As demonstrated in the examples in Chapter 5, anchoring the retail areas with supporting anchors helps draw and retain visitors to the retail areas. Therefore, a selection of larger businesses, entertainment venues, and retail outlets is critical to provide support for the entire development, enticing visitors to walk the length of the development. To accomplish this, each end of the development has program built in to it that serves as anchors to the retail street.

Two anchors are provided at the west end: a farmers' market and a multiplex theatre. The farmers' market, located between Chocolate Avenue and N. 1st Street celebrates regional agriculture, where local farmers can sell fresh produce, meats and baked goods, while venders can set up on the sidewalks along Chocolate Avenue to sell hand-made crafts and garments (see Figure 73). This takes advantage of the substantial setback on this street. An 8-screen multiplex cinema over a new supermarket is located across Mill Road from the farmers' market, and directly adjacent to the west gondola stop (see Figure 74 and Figure 75). The farmers' market and the cinemas are suitable for tourist and local populations alike, sustaining business through the entire year.

Figure 73: View of the Farmers' Market along Chocolate Avenue

The east end of the development also features venues for year-round entertainment. Particularly, a new live music venue with a capacity of 1200 persons will draw visitors to concerts throughout the year (see Figure 76 and Figure 77). With this as the first venue of this type and scale in the Harrisburg-Hershey area, the region can compete with the other markets within a 2.5-hour drive, including Philadelphia, Baltimore, and Washington, D.C.

Figure 74: Plan of the west portion of the retail development

Figure 75: Aerial axonometric of the west retail development

Figure 76: Plan of the east portion of the retail development

Figure 77: Aerial axonometric of the east retail development

While this thesis does not specifically cover the potential re-use of the factory, it assumes that it may be used in the future as a major anchor for the entire retail area. It may include a major resort hotel, performance venue, museum, a chocolate-based attraction, and/or a major shopping center with large retailers including department stores such as Nordstrom and "big-box" stores such as Best Buy.

The overall composition of North 1st Street thus has a distinctly different character than its Chocolate Avenue counterpart. North 1st Street's buildings are reduced in scale to improve the pedestrian's sense of movement through the retail district (see Figure 78). Meanwhile, the new buildings fronting Chocolate Avenue are more sensitive to the typology of the existing buildings on this street (see Figure 79). The farmers' market and the retail buildings east of it are dual-sided buildings that offer store-frontages to both Chocolate Avenue and North 1st Street (see Figure 80). The retail buildings replicate the housing typology on Chocolate Avenue, in which the ground floor has been converted to small retail and business space (see Figure 81, Figure 82, Figure 83).

Figure 78: North 1st Street north elevation

Figure 79: Chocolate Avenue north elevation

Figure 80: Nolli Plan

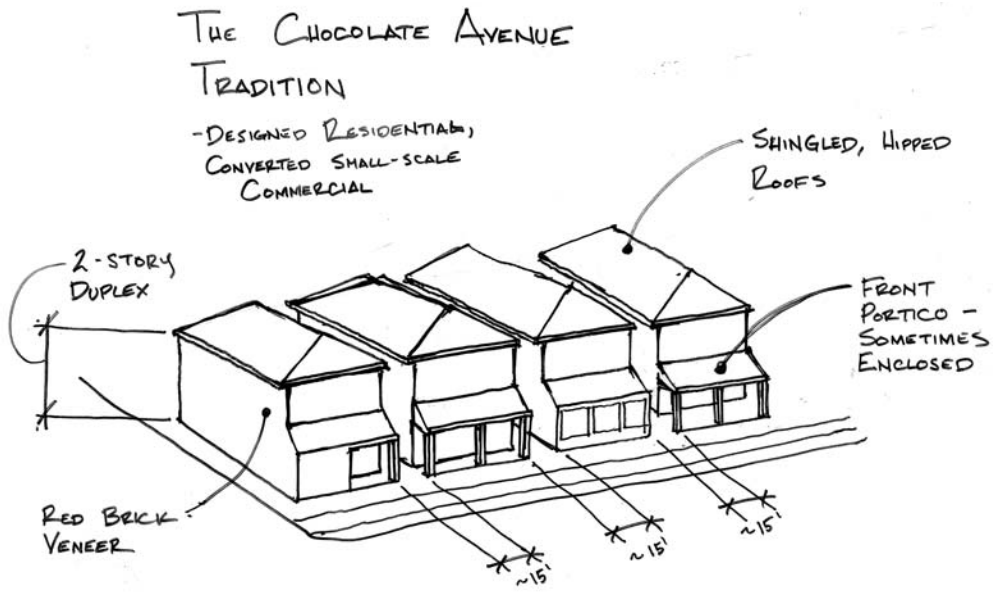

Figure 81: The traditional Chocolate Avenue duplex house

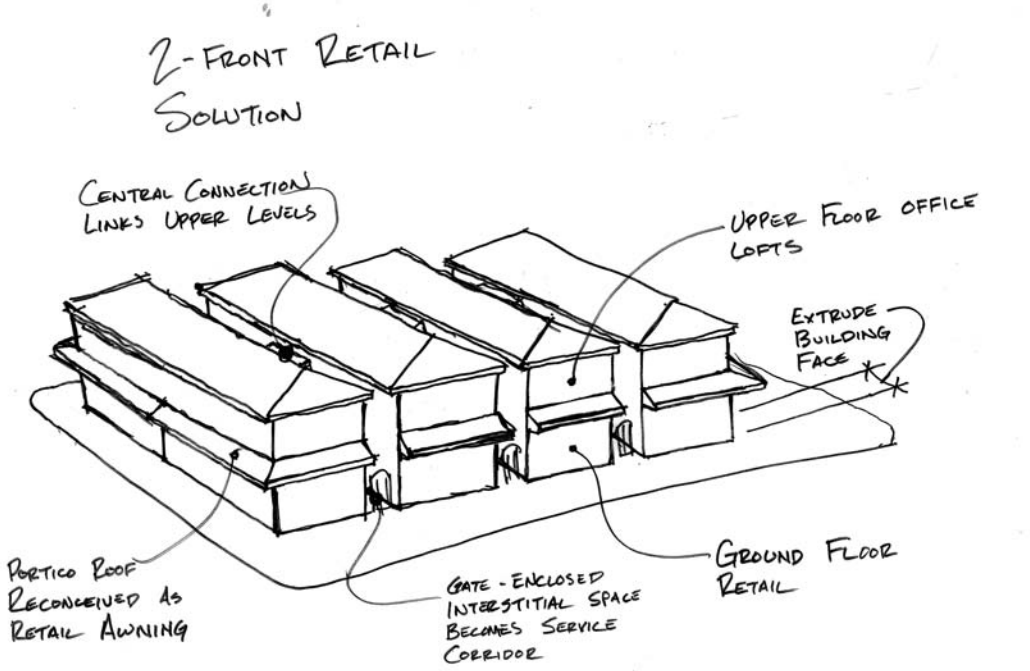

Figure 82: Adaptation of the Chocolate Avenue tradition for 2-sided retail

Figure 83: View of adapted Chocolate Avenue duplex retail buildings

Re-use of the Abattoir Building and its Adjacent Site

Additional new facilities along North 1st Street include a 150-room hotel across from the Farmers' Market, with retail underneath. The substantial grade change toward the west end of the hotel allow for double-story retail spaces (see Figure 84). Parking for the hotel is provided behind the retail, with a pool deck at the top (see Figure 85). This arrangement prevents train noise from directly affecting guestrooms in the hotel, while maximizing desirable views to Hersheypark (see Figure 86).

Figure 84: Elevation of hotel and restaurant property (former abattoir) with adjacent retail

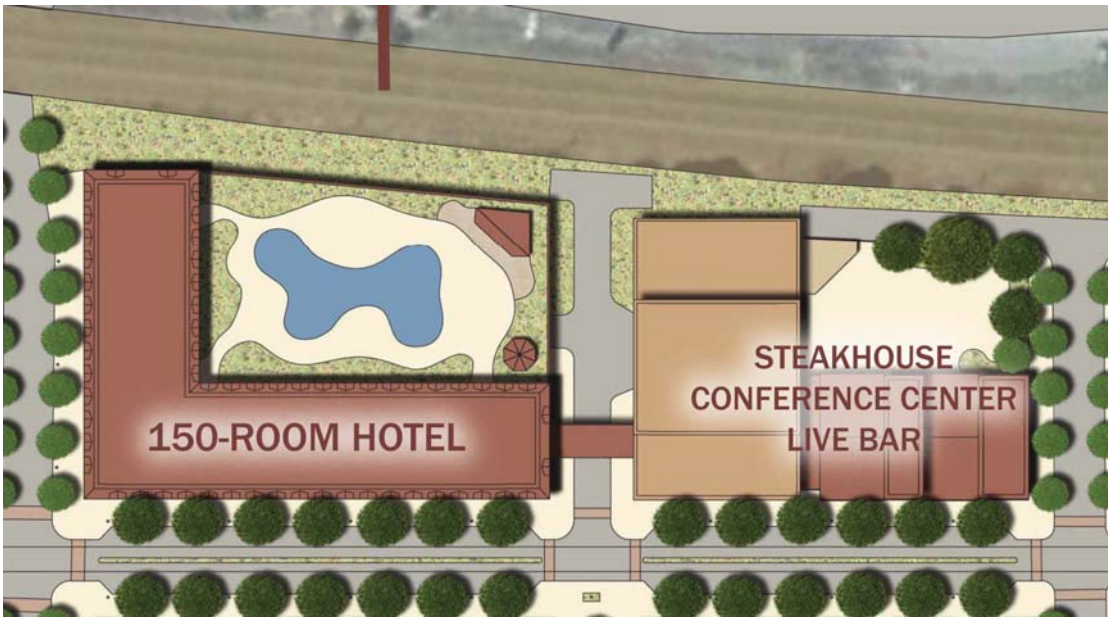

Figure 85: Plan of hotel and restaurant property (former abattoir) with adjacent retail

Figure 86: Site section through Hersheypark, hotel, and farmers' market

East of the hotel is the re-used abattoir facility, which features a steakhouse on the storefront, and a live bar for local music acts behind (see Figure 87). Performances can be held outside in the closed-off courtyard behind the adjacent new retail building. Above the bar area is conference space that is linked to the hotel lobby with a covered walkway, which also serves as a porte-cochère for the hotel guests (see Figure 88). A large kitchen can service the restaurant, bar and hotel.

Figure 87: Ground level plan of hotel lobby and steakhouse/live bar (former abattoir property)

The completed hotel, restaurant and entertainment complex will result in a comprehensive property that can be marketed against other local restaurant and entertainment establishments in the Harrisburg area. Furthermore, the new hotel can be marketed as being the closest hotel within walking distance to Hersheypark.

Figure 88: Section through steakhouse, kitchen, live bar and conference area (former abattoir)

Restoring the Public Realm

Providing the places for tourists and residents to shop, play, relax and work is not enough to revitalize Hershey's downtown. Just as important is restoring the public realm. This means bringing the outdoor spaces and streetscapes back to life in the town, and renewing Mr. Hershey's vision for a rich (and very green) outdoor scenery. To do this, the proposal calls for expanding ChocolateTown Square to twice its original size prior to the PA Rt. 743 Realignment project (see Figure 89).

Figure 89: Plan of ChocolateTown Square

The new park contains a bandstand for outdoor concerts and events, a gazebo, and a large fountain. The fountain has support buildings built around it, providing storage space for park supplies as well as machinery to ice the fountain over in the winter season (see Figure 90). At that time, the fountain becomes an outdoor ice skating rink for the public to enjoy in front of the Community Building, similar to ice skating in the National Gallery of Art sculpture garden by the National Archives in Washington, D.C. (see Figure 91). Substantial open grass areas are also included for activities such as throwing a Frisbee and taking dogs for runs.

Figure 90: View of ChocolateTown Square toward fountain and Community Building

Figure 91: Ice skating in front of the National Archives in Washington, D.C.

ChocolateTown Square is bordered by program that is most suitable for being "on the square." Therefore, buildings that are civic or are best suited for being by the park are located here. The assisted living apartments that were displaced by the new cinemas are relocated to the west edge of the park, along the new Amandola Avenue (named after the Latin origin of "almond," a major ingredient used in Hershey's products), giving the residents immediate park access. The park expansion displaces a volunteer fire department, which gets relocated to the south edge along Caracas Avenue. The post office, displaced by the re-use of the abattoir facility, is located opposite the entrance to the Hershey Theatre.

Other features that improve the public realm include new green space west of the Press Building and streetscape enhancements. The east portion of the Intermodal

Transportation Center parking garage, adjacent to the Press Building, becomes underground only, and the top level gets retrofitted with trees, planting beds, tree-lined walkways, and fountains. Streetscape enhancements feature the new streets, parks, and pedestrian plazas that are all fully tree-lined, offering plenty of shade for summer walks throughout the town. Also, dedicated pedestrian lighting illuminates the development at night for comfortable and safe evening/night activities. With these improvements, the downtown environment will be welcoming and desirable to residents and tourists alike.

Repairing the Urban Grid and Mass

The street grid is repaired and regularized at both the east and west ends of the development. At ChocolateTown Square, PA Rt. 743 continues northward in to Hershey to intersect Chocolate Avenue at orthogonally, and continues straight until it bridges over the railroad tracks, parallel with the existing monorail line, to align with Park Avenue (see Figure 92 and Figure 93). This eliminates the westward curve of PA Rt. 743, which aligns to the existing street between The Press Building and PNC Bank. To provide space for PA Rt. 743 to cross Chocolate Avenue, east of PNC Bank, the proposal calls for the demolition of the Hershey Estates office building. As this building was constructed after the passing of Milton Hershey, it does not have the historic value that remaining "Milton Hershey era" buildings have. Also, its architectural characteristics do not contribute to a revitalized downtown aesthetic, as it lacks retail storefronts and struggles with upper-level fenestration definition and character.

Figure 92: New street grid

The street grid is also corrected at the west end of the site where Mill Road and Ridge Road meet at Chocolate Avenue. Here, the eastward curve at Chocolate Avenue is

eliminated and Mill Road meets Ridge Road through a straight connection across Chocolate Avenue. This move requires the removal of the Susquehanna Bank on the northwest corner of the intersection, however a property is gained on the southeast corner, and additional lot space for the farmers' market is also acquired. These corrections increase pedestrian safety without requiring underpasses such as those occurring in the PA Rt. 743 Realignment project.

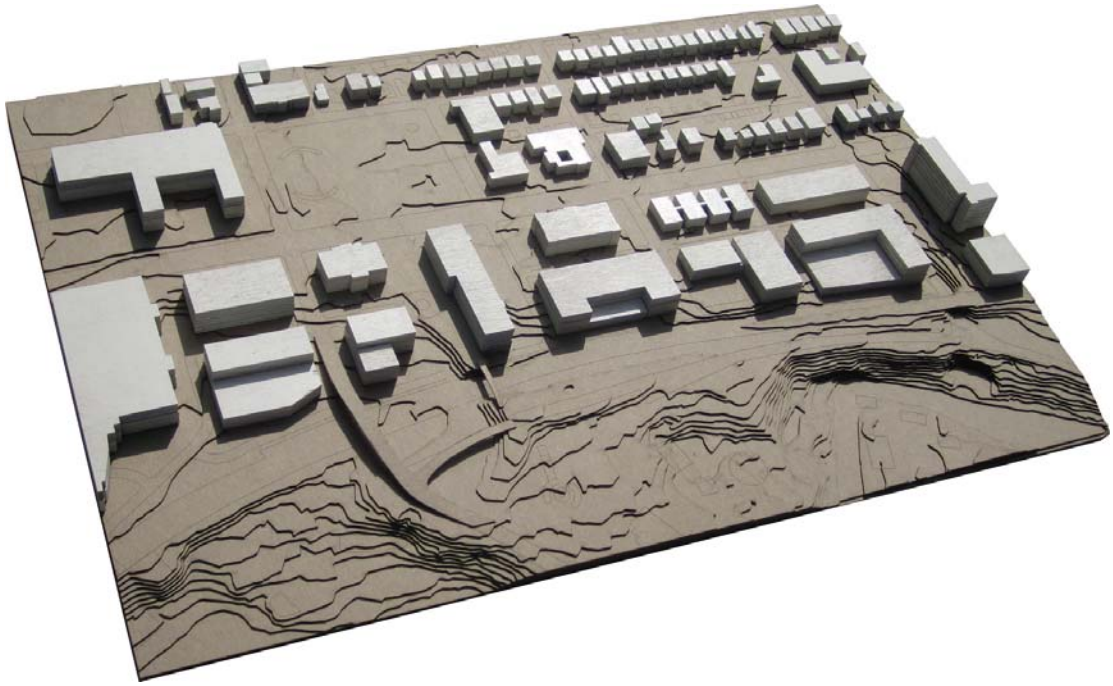

Figure 93: Model of development scheme, showing new bridge of proposed Rt. 743 crossing the railroad tracks

These corrections to the urban grid offer several advantages to developing within Hershey's downtown. First, the land opposite PA Rt. 743 from the Community Building is opened up once more, resembling the grid as it was prior to the realignment project. Two new streets are added: The first, Amandola Street, splits the block in half between Linden Street and PA Rt. 743. This completes the loop for the enhanced ChocolateTown Square. The second added street, North 2nd Street, is a

service street that runs adjacent to the south edge of the railroad tracks. Amandola Street runs from Caracas Avenue to North 2nd Street. By adding these streets, the downtown grid is resolved, and the public will be able to navigate the town instinctively.

The result of these adjustments is an urban mass that clearly distinguishes the locations of the retail streets and the public spaces such as parks, streets, and plazas (see Figure 94). Secondly, the sharp contrast between the mass of the factory and the mass of the single-family homes is negotiated through medium-sized building masses, emulating the mass of the small buildings where they face each other. As the new figure/ground and the overall aerial axonometric plan (see Figure 95) show, the new downtown mass completes the undeveloped land, while new public open spaces are organized, rational, and meaningful.

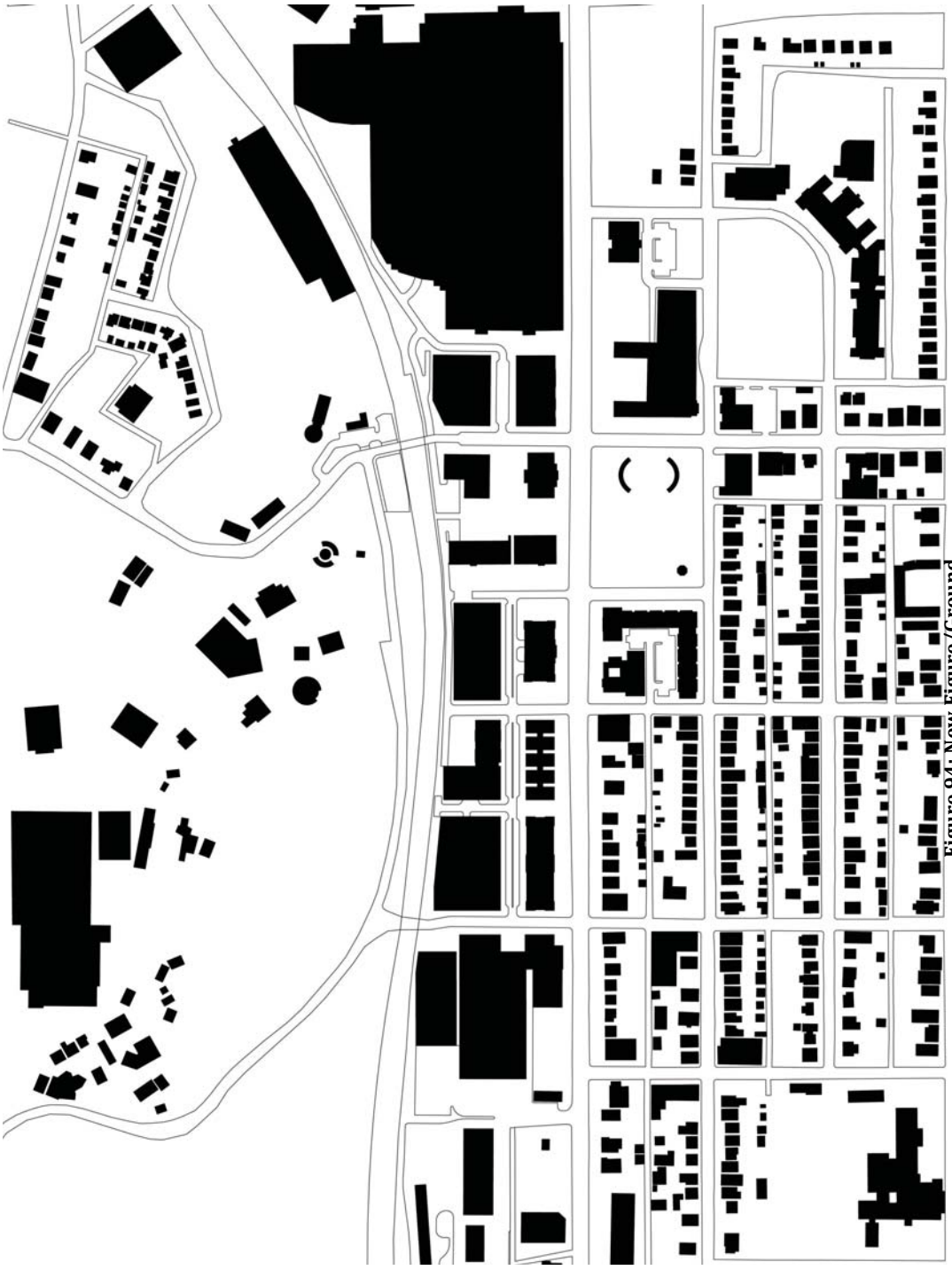

Figure 94: New Figure/Ground

Figure 95: Aerial axonometric of overall development

Chapter 7: Conclusion

This proposal shows that thoughtful interventions in Hershey, which focus on strengthening the link between Hersheypark and the town's historic core, can re-establish the relationship between the town's built form and its primary revenue source. The town's understanding that the original factory's closure shifts the focus away from the operations contained there, and toward the Park and the profits that it brings, is critical for the endurance of its long-term relevance.

Public Review

I presented this thesis to a jury of design and development professionals on April 25, 2011. Issues discussed included the following:

- While the aerial gondola may be an interesting way to continue the experience of the visitors at the theme park, there was question whether all ages and demographics would be comfortable on such a ride as opposed to a ground-level trolley. Additionally, a reference to Roosevelt Island's aerial tram in New York City was made (see Figure 96), referring to it as large, unsightly, and uninviting. I suggested that the technology, scale, and iconography of the Hershey aerial gondola are all very different and modernized in contrast to that used in the New York example.
- The phasing of such a project is a challenge. Finding the appropriate starting point for development is challenging. The connection to Hersheypark is a feature that should be immediately implemented, however downtown

development might demand focus at other points in the site. It is important to make any first phase an immediate success to encourage continuing the project.

- Locating the retail street ½ block back from Chocolate Avenue as opposed to on Chocolate Avenue itself should be further considered. The existing Chocolate Avenue duplexes may be further embraced as a unique retail typology. I suggested that the businesses occupying these buildings are often not pedestrian-oriented (such as small practices and specialty shops), and may not contribute to the retail environment as strongly Hershey's needs demand.

Figure 96: Aerial tram at Roosevelt Island in New York City

Presentation to the Executive Committee, Hershey Entertainment and Resorts

I also presented this thesis to the Executive Committee for Hershey Entertainment and Resorts on May 10, 2011. Issues discussed included the following:

- Three principle reasons to develop downtown Hershey are: 1) revenue benefits; 2) Maintaining the downtown area's relevance after the closure of the factory; 3) Restoring Milton S. Hershey's vision of a green town with a vibrant public realm. These concepts resonated well with the committee, despite the aggressive plan that challenges recent changes to the downtown fabric, such as the Intermodal Transportation Center and the PA Rt. 743 Realignment project.
- Finding a way to physically transport Hersheypark visit downtown Hershey has been studied in the past – including ideas such as extending the monorail line. The committee found these options studied to be very problematic, such as the large turning radius requirements of monorail, which makes it not very flexible. These options did not include an aerial gondola, though, and the committee appreciated the suggestion of a modern, flexible technology to accomplish this important goal.
- Members of the committee emphasized the importance of the first phase of development as well; realizing that early success in merging the town with the Hershey attractions will lead to residents' confidence that future efforts will be also successful and beneficial to the community.
- The target demographic for the downtown area may shift as young adults are delaying marriage and raising families until later in life. Instead, they are

looking for vibrant, year-round, day and night urban locales for more social experiences. Therefore, there is more disposable income that attractions and venues marketed toward this demographic can profit from.

With these concepts in mind, it is clear that it is very important to expand the destination from Hersheypark to something that offers much more to the visitor's experience. This thesis shows that Hershey's future relies on it being: a *place* that extends the stay of the visitors by offering more entertainment, dining, and shopping options easy access to them all. A *place* that encourages local residents to walk downtown and shop by providing a rich and inviting public realm. Finally, a *place* that merges both populations by providing diverse options for social interaction – from the neighborhood grocer to the live music venue and everywhere in between. After all, these ideas embody Milton Hershey's vision for his town. For it was he who said,

> "The problem is not of housing alone, but of town building. Commonsense tells us that to beautify one's home, one cannot limit one's self to a small lot on which is the house where one sleeps, since one really lives not in the house, but in the town."

This is destination: Hershey.

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Appendix A: Views to and From Site

Views to Site

Figure A1: View toward site from across Mill Road ca. 2010

Figure A2: View toward site standing at intersection of Mill Road and Park Boulevard ca. 2010

Figure A3: View toward site from ride in Hersheypark ca. 2010

Views from Site

Figure A4: View from site toward ride in Hersheypark ca. 2010

Figure A5: View toward Intermodal Transportation Center from abattoir ca. 2010

Figure A6: View toward the Press Building from abattoir ca. 2010

Appendix B: Existing Abattoir Facility

The abattoir discontinued operations in the 1970's and in the early 1980's plans were drawn for renovations to accommodate the Postal Service in the center of the first floor level. The Post Office is still in operation today, while a dry cleaning facility operates in the southeast corner of the basement level. Recent office renovations were made on the south side of the first floor. The remaining spaces are simply used as overflow storage by the Hershey Trust Company, which owns the property.

Figure A7: View of the entrance to the post office from the parking lot circa 2010

The post office interior was fitted to meet the needs of post office operations. The walls and columns were covered with plaster, and new walls were built out of concrete masonry units. Dropped ceilings with fluorescent lighting and new ventilation systems were added.

Figure A8: View of the post office work room on the ground floor, circa 2010.

The majority of the basement level and second floor remain intact with artifacts of the building's slaughterhouse past still present. The smoke chambers are still intact, with the original chamber doors in place on the basement level. Smoke residue on the walls around these chambers show evidence of the building's life as a meat processing facility. The original interior walls were constructed of concrete or 4" terra cotta block.

Figure A9: View of the smoke chambers

A machine, perhaps a sausage processor or a meat grinder, also stands on the ground floor. Additionally, red meat racks hang from the ceilings in various locations throughout the building.

Figure A10: View of meat processing machinery

Figure A11: View of suspended meat rails hanging from the ceiling

Figure A12: Original first floor plan ca. 1936

Figure A13: Original building elevations ca. 1936

Figure A14: First floor plan with renovations for Post Office ca. 1983

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