

INTRODUCTION

The purpose of the Economic Development Plan is to guide public and private decisions that help promote retention, expansion and stabilization of the economic base, plus the creation of quality employment opportunities in the local community. In the Tri-Borough Region the focus of economic development will be meeting the needs of existing residents and businesses.

Economic development seeks to strengthen a community through the expansion of its tax and employment base and the services provided to the community. A strong tax and employment base allows the community to support a higher quality of life for its residents by improving public services, such as parks, schools, libraries, police, fire, emergency service, sewer and water services. Ideally, economic development should balance economic vitality with stability, environmental protection, and preservation of the Boroughs' small town character. A community's economy directly affects the quality of life. It's important that a community has a variety of employers in its tax base. A community with a broad range of jobs from different sectors, will be better prepared to handle economic downturns and cycles. A community that fails to achieve diversity in the job sector is very susceptible in an economic downturn.

A healthy economy requires a balance between residential and non-residential uses, preserving residential neighborhoods to support commercial areas and provide a workforce. Communities with high quality-of-life amenities attract more affluent and skilled workers and retain existing workforces better than communities with poor quality-of-life amenities. Preserving open space, architecture, and culture helps a community maintain a sense of place and attract people and businesses to the region. We are concerned with providing places and support for the location of economic activity while at the same time protecting and enhancing the quality of life.

Issues and Objectives

During the course of the planning process, certain concerns regarding economic factors came to light through the public participation process discussed in Chapter 3, including retaining the local businesses and shops; tax rates in the community; creating additional job opportunities; increasing utilization of vacant and underutilized industrial buildings and areas in Dallastown and Red Lion; attracting residence-serving businesses to Yoe; and attracting restaurants to Dallastown and Red Lion.

There is limited desirable vacant land remaining in the Boroughs, which limits opportunities for new commercial and industrial development to address these concerns. Efforts to address these issues will have to focus on revitalization, appropriate intensification of use, appropriate redevelopment and appropriate adaptive reuse of what exists in the Boroughs and marketing and recruitment activities. The Boroughs have determined that a regional approach is best to address economic development, and this approach is detailed below. Cooperation will involve more than the three Boroughs and associations, committees and commissions within the Boroughs – it will also involve the school districts, adjoining townships, and county and state agencies, such as the YCPC, YCEDC and PADCED. In particular, the Boroughs should make use of the staff expertise of the YCEDC and the various YCEDC programs.

Economic development activities in the Region make sense – it is a very desirable area in which to live and do business. The cost of living and housing is relatively low, as witnessed by the movement of Maryland residents to the area. The Dallastown and Red Lion school districts are well respected, and people want to be able to send their children to those schools. There is tremendous pride in the community, a rich history, good communication among the Borough staffs and good community facilities and services.

The Region is well located with regard to metropolitan areas and has access to major highways. There are true downtowns, industrial bases and a business and industry friendly climate, with support from the Red Lion Area Business Association. Streetscape improvements have been implemented in Red Lion. There are commercial and industrial areas and buildings which still afford adaptive re-use and revitalization opportunities. The Boroughs intend to embark upon regional economic development activities involving a broad spectrum of participants, including County agencies.

Esri data indicates that there is demand in the region for dining out, general merchandise and clothing business, among others. The YCEDC has identified target industries to try to recruit for York County.

Economic development activities will involve a broad spectrum of elements, and will include:

- Enhancing downtowns as unique shopping destinations and mixed use environments through streetscape programs and marketing the downtowns.
- Encouraging the adaptive reuse of vacant and underutilized properties in the Boroughs through zoning revisions and recruitment.
- Protecting historic resources as discussed in Chapter 11.
- Retaining existing desirable businesses and industries and supporting their appropriate expansion where feasible.
- Identifying strategies to attract desirable businesses, such as restaurants.
- Addressing parking issues discussed in Chapter 8.
- Encouraging resident-serving businesses to locate in Yoe through zoning revisions and recruitment.
- Facilitating pedestrian access to businesses to parking areas and connections between parking areas and businesses through parking management and parking facility enhancements.
- Establishing zoning standards to improve the design and appearance of commercial areas.
- Supporting revitalization efforts for the downtowns.
- Supporting streetscape enhancements in commercial corridors.
- Fostering retention of local businesses.

- Making appropriate zoning revisions in support of economic development, as discussed in Chapter 6.
- Planning efforts such as downtown master planning, streetscape planning, corridor planning and capital improvements planning.
- Participation in available county and state programs.

A REGIONAL APPROACH

Economic development planning is not only the responsibility of the Borough officials. Local economic development groups, non-profit organizations, business and property owners, and State legislators all have a stake in the economic well being of the Boroughs. The Boroughs have access to several economic development business association and enhancement groups, such as the York County Economic Development Corporation (YCEDC), Red Lion Area Business Association, Dallastown Beautification Committee and Red Lion Redevelopment Commission. These groups should work together with the Boroughs to establish a consistent approach and common focus for future economic development and work closely with the public and private sectors to avoid duplication of efforts. This plan recommends that a regional economic development committee comprised of Borough officials and representatives of these groups be formed to further accomplish economic development in the Region.

The regional economic development committee (EDC) should also have representation from the Dallastown Area and Red Lion Area School Districts, non-profits, such as Lions Clubs, and coordinate with York and Windsor Townships. The YCEDC can use its tools, data, staff and other resources to support the functioning of the EDC. The school districts are very strong and centers of activity with very strong sports programs. The EDC can evaluate how this element of pride and activity can be exploited for greater sense of community and economic gain for the Region and identify other elements of similar strength that can be foundations for additional growth. Students can be involved in event planning, can be the focus of some activities and can provide artwork, entertainment and advertising elements in the downtowns.

While regional cooperation will be emphasized, all three Boroughs should benefit from the Committee's activities over time. The EDC can address specific topics in each municipality, such as parking management (enhancement, visibility, wayfinding and sharing of parking facilities) and downtown master planning. Within a regional framework, objectives will be to:

- Promote, strengthen and expand business opportunities in each downtown to strengthen the overall Tri-Borough Region.
- Preserve and enhance the predominant characteristics of each Borough to maintain their individual uniqueness.
- Recognize that each downtown should be a gathering place (destination) for the Region.

In the planning of events in the Boroughs, a more regional focus should be used by the EDC. Events now limited to one Borough could be opened up to three Boroughs. New events can be planned as joint efforts among the three Boroughs, School Districts, and Non-Profits. Events could be rotated among the three Boroughs, utilizing municipal parks or accessible locations closer to downtowns. The School

Districts, Boroughs, and other groups could plan activities to build upon school activities, such as sports events.

Activity and success attracts more activity and success. Short term, this may mean creating 'staged' activity in order to gain mass and sense of rebirth. This can be done through establishing a special events calendar. This may start out quite simple, and small with one or two events per year and slowly adding elements to a monthly activity. Activities should be varied but engaging and could include: neighborhood night out, porch walk/artisan event; holiday tours, garden tours, classic car night; back to school night; sports night or pep rally – all should include some type of food offering.

The EDC should target 2011 for the initiation of a rotating Tri-Borough-wide happening, such as a first, second, third, or fourth Friday, such as is held in York and Lancaster. Food vendors from the region could set up stands. Art, music, crafts and dance from school students and other groups in the community could also be featured.

ENCOURAGING ECONOMIC VITALITY IN THE REGION

Targeted Investment Areas

In the case of the three Boroughs, the major components of the economy are the industrial areas in Dallastown and Red Lion, the three Borough Centers, and the peripheral commercial development on Main Street and Broadway in Red Lion, George Street in Yoe and Main Street in Dallastown. In recognition of this, the Future Land Use Plan (Chapter 6) discusses targeted investment areas, including Industrial Revitalization areas (where the focus is on retaining business and increasing the utilization of existing buildings), Downtown Revitalization areas (where the focus is on enhancing downtowns and retaining existing and attracting new businesses) and Commercial Enhancement areas (enhancing peripheral commercial areas to keep them vital and an asset to the community). Policies for these areas are discussed in the Future Land Use Plan chapter.

Downtown Master Planning

To further revitalize downtowns, a joint Downtown Master Plan is recommended for the three Boroughs. In 1999, Red Lion prepared such a plan, *Strategies for Strengthening the Borough Center*. That plan led to completion of successful initiatives in downtown Red Lion, and now it would be appropriate to prepare a joint plan to continue the process of revitalization. Such a plan would have detailed recommendations for building, streetscape, public space, signage, programmatic, transportation, and parking enhancements; guidelines for accomplishing jobs, services, shops and residences in proximity; suggestions for encouraging additional periods of activity in the downtowns; suggestions for clustering of uses to facilitate interaction; and strategies for achieving walkable, attractive and distinctive business districts.

Elements of the downtown master planning will include:

- Walk each business area and note the existing strengths of each, i.e., type of businesses, duration of business, parking, ease of access, architecture, etc.
- Build on the existing strengths of each community.
- Work on recruitment, but focus on service and hospitality entities first.
- Build on uniqueness of area – specifically the style of architecture from the 40's, 50's, and 60's. Also small town/village character.
- Work with existing businesses to utilize window space 24/7 (for all businesses). Educate on appropriate window displays or allow other groups to display to fill window space. Leave lights on in evening to encourage activity and interest in evenings.
- Consider infill and reuse development to expand opportunities in downtown areas.
- Develop an economic vision for the Tri-Borough downtowns and appropriate focus for each individual borough.

- Review key streetscape improvements necessary to encourage re-investment by business entities in downtown. A more detailed streetscape plan can be done in the future after activity increases.
- Focus first on easy strategies as well as existing activity areas.

Once a downtown master plan is in place, it is important that responsibility is assumed for implementation of the plan and managing strategies for revitalization of the Borough's main streets. This responsibility could lie with the EDC, a Main Street or Elm Street Manager, Borough staff member, or group such as a Business Improvement District. It will be important to forge a public and private partnership for investment in the main streets.

Design Considerations and Historic Resources Preservation

As noted in the Introduction, economic development can be linked to providing attractive spaces for people, preserving the heritage of the Region and generally enhancing the quality of life in the Region. It is important to consider design elements in the Boroughs (see Chapter 7, Design Considerations) and preserve the historic resources and traditional architecture in the Boroughs (see Chapter 11, Historic Resources Preservation). Some of the key concepts discussed in those chapters are:

- Respecting architectural traditions of the Boroughs
- Retaining the character and integrity of traditional and historic buildings
- Unveiling architectural features which have been covered up
- Retaining existing buildings and encouraging any new building and uses to be in character with the downtowns. Discourage uses and buildings which would transform the character of downtowns
- Enhancing gateways to Boroughs and the downtowns
- Protecting traditional Borough streetscapes
- Enhancing parking areas and access to downtowns from parking areas, improve wayfinding to parking areas and manage existing parking better.
- Making the Boroughs more walkable and pedestrian friendly
- Protecting the character of historic districts
- Providing spaces for people, such as outdoor dining spaces
- Having appropriate signage control and encouraging more attractive signage
- Encouraging landscaping enhancements

- Improving the quality of businesses by helping them be more customer responsive and competitive
- Helping to maintain existing businesses and encouraging patronage of those businesses
- Encourage new development to be compatible with, and integrated into, existing attractive streetscapes when appropriate, with consideration of:

Marketing and Operational Considerations

Downtown revitalization can be fostered by the EDC, working with the YCEDC and regional business association such as the Red Lion Area Business Association to market the Borough downtowns and improve the operations of businesses in the Region. This could involve participating in any County-wide initiatives, such as a downtown heritage trail. Local initiatives could include developing a unique branding message for signage, street signs, banners, brochures, directories and maps; developing marketing themes related to market niches and the Region’s heritages, such as the Ma and Pa Railroad and the cigar industry, and unique businesses; encouraging businesses to offer longer operating hours; organizing special events as discussed previously; creating information networks to inform people about the events, and recruiting volunteers to help with event planning and special initiatives; planning strategies to “capture” high traffic volumes for Routes 24 and 74 and patrons going to school events and other destinations in the Region; and working to attract residence-serving businesses to and adjoining Yoe.

Other activities include identifying potential new businesses to be recruited; identifying underutilized and vacant buildings, notifying the YCEDC, and helping to find uses for them; working with financial institutions to establish loan pools for business start-up and façade and other physical improvements; identifying other sources of money for physical improvements to businesses; and offering assistance to or finding assistance for, as the case may be, businesses in making them more customer responsive and competitive.

A list of current business entities within the Tri-Borough Area should be maintained. This listing would be helpful to better understand the current business mix and identify needs of the businesses. Information should include how long in business, current space utilized, perceived challenges as a business in the community, specific business needs, and any perceived business clustering existing or possible.

Economic Revitalization Initiatives in the Region

There are several initiatives in the Region which will contribute to economic revitalization, including efforts to plan the Ma and Pa Greenway and establish a farmers market in downtown Red Lion, Red Lion Borough streetscape enhancements on Main Street and CDBG program improvements in the Boroughs, such as street and sidewalk improvements. Other existing efforts include:

Red Lion Tax Abatement Program

Properties in the Industrial Zone, Commercial Zone, and the Borough Center Zone are eligible to participate in the Local Economic Revitalization Tax Assistance Law (LERTA) which authorizes local taxing authorities to provide for tax exemption for certain deteriorated industrial, commercial and other business properties.

Certain uses qualify for this tax abatement program which requires improvements be made to the property. The percentage of additional assessment attributable to the improvements to the property exempted from real estate taxes is on a decreasing scale with 100% the first year, down to 10% in the tenth year.

Red Lion Redevelopment Commission Facade Improvement Loan

The Red Lion Redevelopment Commission has available no-interest loans for facade improvements to business properties in downtown Red Lion. This program is designed to help revitalize downtown Red Lion as a business and commercial center.

Facade improvements are changes to the face or front on a building to improve its appearance and restore it to the period in which the building was constructed. The no-interest loans are available for 50% of the facade improvement costs up to a maximum of \$20,000. The remaining 50% of the improvement costs may be obtained through the use of the owner's own resources or through a bank loan. Repayment of the no-interest loan will be negotiated, but repayment need not begin until commercial facade improvement loans have been first satisfied. A maximum of 5 years may be granted for repayment from the time the commercial loan is satisfied or from the time the no-interest loan is conveyed through this program if the owner's funds are used.

Red Lion Borough Council Façade Improvement Loan

Red Lion Borough Council also has a façade loan available for \$7,500. The program provides matching loans of up to \$7,500, \$2,500 of which is a grant. The loan is interest free.

Red Lion Area Keystone Opportunity Zone (KOZ)

The Red Lion Area Keystone Opportunity Zones are specific areas with greatly reduced or no tax burden for property owners, residents and businesses. The KOZ has been designated by Red Lion Borough, Windsor Township, York Township, York County, Red Lion Area School District and the Dallastown Area School District and approved by the Commonwealth of Pennsylvania.

Binding ordinances and resolutions were passed granting the waiver, abatement or exemption of certain state and local taxes. Depending on the situation, the tax burden may be reduced to zero through exemptions, deductions, abatements, and credits for the following:

State Taxes: Corporate Net Income Taxes, Capital Stock & Foreign Franchise Tax, Personal Income Tax, Sales & Use Tax, Bank Shares and Trust Company Shares Tax, Alternative Bank and Trust Company Shares Tax, Mutual Thrift Institutions Tax, Insurance Premiums Tax

Local Taxes: Earned Income/Net Profits Tax, Business Gross Receipts, Business Occupancy, Business Privilege & Mercantile Taxes, Local Real Property Tax, Sales & Use Tax

The above listed tax benefits will remain in place until **December 31, 2013** after which they will expire.

Red Lion Mile

The Red Lion Mile is a one-mile walking and biking path through the heart of Red Lion. It starts at the Red Lion Historical Society Train Station, continues under the North Charles Street bridge, and then continues to Springwood Road along the old Maryland Pennsylvania ("Ma & Pa") railway line. This is Red Lion's portion of York County's Rails to Trails Recreational Project.

The trail from North Franklin Street to Springwood Road is ready for use and is being maintained by the Red Lion Public Works Department.

Other Local Organizations

Other local organizations play an important role in economic development. The Dallastown Beautification Committee is involved in such activities as tree planting on Borough streets, thereby enhancing streetscapes. It is also working to enhance gateway treatments in the Borough and the streetscape of the square on Main Street.

The Red Lion Area Business Association (RLABA) serves as a forum for the exchange of ideas among small business owners. It also provides entrepreneurial support, supports gateway treatments, and has promoted police foot patrols in Red Lion (Feet on the Street program).

The Dallastown Area Historical Society and Red Lion Area Historical Society continue efforts to preserve elements of the past in the Boroughs. Both societies maintain buildings and raise money for their activities. The Red Lion society is enhancing the train station site along Main Street.

Role of Land Use Regulations

The zoning maps of the Boroughs should continue to designate areas for commercial and industrial activity consistent with the Future Land Use Plan.

The Boroughs should maintain zoning policies which allow viable and appropriate use of buildings, particularly in the Targeted Investment Areas identified in Chapter 6. Flexibility should be built into zoning ordinances with regard to permitted uses in order to facilitate the re-use of vacant and underutilized buildings. Adaptive reuse of buildings is also discussed in Chapter 6.

Borough zoning ordinances should provide efficient plan processing procedures for economic development projects so such projects are not discouraged nor unduly delayed. See also the discussion of infill promotion strategies in Chapter 6.

Zoning ordinances should also permit and establish appropriate standards for home based businesses pursuant to the MPC and for home occupations. Zoning ordinances should also promote mixed use of downtowns. The presence of dwelling units makes for a more active downtown throughout the day and

provides customers for businesses. Use of the ground floors of buildings in downtowns for commercial use, with residential uses on upper stories, can be encouraged.

Additional zoning tools are described in the list of economic development programs in Appendix 8. This includes incentive zoning and overlay zoning. To encourage economic activity to locate in the Boroughs and encourage businesses to provide streetscape amenities, incentive zoning may be used to offer developers higher density or intensity at reduced requirements in return for provision of amenities.

Corridor overlay zoning was discussed in Chapter 7. Overlay zoning can be used to provide for incentive zoning in the Route 24 and 74 corridors with the intent of enhancing those corridors.

Related Planning Efforts

In this chapter and those on future land use and design elements, downtown master planning (revitalization and redevelopment planning) and streetscape planning are discussed. Additional planning elements include corridor planning and capital improvements planning. The YCPC works with municipalities on corridor planning studies. Such studies with Windsor and York Townships would be appropriate for the Route 24 and 74 Corridors. Corridor Planning is intended to improve the functioning of the corridors.

A Capital Improvements Plan (CIP) programs local capital expenditures over a 5 or 10 year period. The improvements which are programmed can contribute to the attractiveness and functioning of the Borough, thereby enhancing the quality of life and business climate. Infrastructure improvements which directly support economic development can also be programmed.

Coordination with County and State Agencies

County and State agencies can aid the Boroughs in economic development efforts. Primary contacts are the York County Economic Development Corporation (YCEDC), York County Planning Commission (YCPC), Redevelopment Authority of York County (RAYC), and York County Industrial Development Authority (YCIDA). The YCEDC provides municipal economic development services and has business attraction, retention and expansion programs. The YCEDC's marketing plan and business retention and expansion programs focus on businesses in target industries in the County, such as energy, biomedical and health care. The Boroughs should work with the YCEDC to determine what can be done to attract such businesses as alternative energy sales offices to the Region. Opportunities for businesses in the Region achieving designation under the Foreign Trade Zone (FTZ) program can also be pursued with the YCEDC.

The employability of the Region's residents can be improved with workforce support and development. In turn, businesses need to be able to meet workforce needs. The YCEDC's Office of Workforce Development helps address employers' current and future workforce needs. The William F. Goodling Regional Advanced Skills Center created by YCEDC provides manufacturing and business training in targeted skill areas.

The YCPC has Community Connections and Technical Assistance Programs which provide information to and grant writing, training and planning guidance to municipalities. The YCPC also administers the York County Heritage Program, which designates sites for listing on the York County Heritage Program website.

Dallastown and Red Lion contain an industrial base, including older industrial properties. RAYC focuses on redeveloping and rehabilitating blighted industrial properties. Pennsylvania's Brownfield Action Team can serve as a facilitator of brownfields redevelopment by offering incentives through a number of State programs, including PennVEST's brownfields loan program. The YCIDA administers bond programs which allow for lower-cost financing of eligible business needs including land, buildings, and machinery and equipment costs.

Appendix 6 lists a number of State programs which can be used for plan implementation. Of particular interest are those listed under Downtown/Revitalization/Redevelopment, Economic Development and General Community and Economic Development. The Pennsylvania Department of Community and Economic Development (DCED) is the lead agency. Within DCED, the Community Action Team (CAT) plays a very important role in downtown revitalization. CAT creates priority "impact" projects within a community, assisting with all stages of a project and acting as a single point of contact for all State Departments. An "impact" project is one that is a "community-changing revitalization project that includes multiple components and uses a variety of local, state, federal and private investment sources."

Two programs administered through DCED which have been important in community revitalization are Main Street and Elm Street.

Main Street Program - Main Street grants are often used to enhance the business districts of Pennsylvania's core communities with improvements to existing businesses, streetscape upgrades and other rehabilitation projects.

Elm Street Program - The Elm Street Program was created to bolster the older historic neighborhoods located within walking distance from our revitalized Main Streets. Along with the physical changes they make to the properties, these grants also help create a positive image for the community.

Within Main Street areas, the Anchor Building Program can be used to provide low interest loans to a developer to renovate and redevelop eligible vacant buildings. A loan of up to \$250,000, but not exceeding 30% of project costs, can be made to developers.

A Main Street program can be considered in Dallastown and Yoe, and Elm Street programs considered for all three Boroughs. Candidate sites for the Anchor Building Program could be identified by the Boroughs in designated Main Street areas.

The Boroughs could also consider participating in a regional Main Street program coordinated by YCEDC, which would work with the Boroughs to provide staff support which would spend time in each of the participating municipalities.

The YCEPC can also help the Boroughs and local businesses in efforts to participate in other State programs. As part of the EDC effort, the YCEDC could be asked to dedicate a staff person to assist the Boroughs in their efforts for economic development.

Appendix 9 contains material developed by the Pennsylvania Downtown Center. The first matrix presents the Main Street Four Point Approach. The second table presents the Elm Street Five Point Approach. The third table presents an integrated Main Street/Elm Street approach to revitalization. The program areas in the integrated approach include organizational development; physical improvements (building improvements, streetscape improvements, infrastructure improvements, visual merchandising, graphics, parking and transportation issues and planning, zoning and code issues); asset development and enhancement; community marketing; and safe, clean and green issues.

SUMMARY OF RECOMMENDED ELEMENTS OF ECONOMIC DEVELOPMENT PROGRAM FOR THE TRI-BOROUGH REGION

- Regional Cooperation
 - Three Boroughs, YCEDC, YCPC, Dallastown Beautification, Dallastown Area and Red Lion Area School Districts, Non-Profits, Red Lion Redevelopment, RLABA work together
 - Regional Economic Development Committee
 - Grantsmanship on a cooperative basis
 - Regional events
- Downtown Revitalization and Commercial Area Enhancements
 - Joint downtown master planning
 - Streetscape Enhancements - sidewalks, lighting, public spaces, landscaping, street furniture, signage
 - Downtown greenery programs continue
 - Gateway treatments are enhanced at Borough and downtown entrances
 - Façade Improvement Program continues in Red Lion and is used in Dallastown and Yoe
 - Design Considerations are incorporated into Borough Zoning Ordinances
 - Respect architectural traditions and historic character
 - Retain character and integrity of buildings and streets
 - Building elements such as height, appearances, location on lot, footprints, scale, materials, details, roofs can be addressed as determined to be appropriate by the Boroughs
 - Farmers market is established in Red Lion
 - Corridor overlay zoning in Route 24 and 74 Corridors
- Historic Preservation
 - Zoning provides for historic preservation
 - Historical Societies continue their preservation efforts
 - Walking tours of the Boroughs are initiated
 - Museums are maintained
 - See program in Historic Resources Preservation Plan
- Ma and Pa Greenway/Red Lion Mile/pedestrian enhancements
- Increased occupancy of vacant and underutilized commercial and industrial buildings is promoted. Buildings should be assessed for reuse and their long-term viability determined.
- Parking Management and Enhancement
 - New public lots are provided
 - Shared parking is utilized
 - Wayfinding and pedestrian access is facilitated
 - Parking areas behind buildings and along alleys are managed, improved, and consolidated
 - Zoning requirements are reviewed and flexibility is provided to utilize on-street and off-site parking resources to meet parking requirements

- Business Retention, Attraction and Formation
 - Attention to needs of existing businesses
 - Training and education of employees
 - Expansion opportunities are identified
 - Financial assistance is made available to businesses (such as start-up loans)
 - Restaurants are attracted
 - Recruitment of targeted compatible businesses is pursued
 - Available site identification is provided to economic development agencies
 - Encourage clustering of appropriate businesses
- Resident serving businesses are attracted to the Yoe Borough Center
- Transportation Enhancements
 - Traffic calming in major road corridors (Routes 74 and 24)
 - Road Interconnections to relieve congestion
 - Pedestrian safety enhancements
 - Corridor planning on a regional basis for Routes 24 and 74 corridors
 - Access management in commercial areas
- Zoning flexibility for existing buildings
 - Micro enterprises and business incubators are allowed
 - Shared services is allowed
 - Adaptive reuse is fostered
 - Outdoor dining is allowed
- Tax abatement for fixing up deteriorated properties
- Increased utilization of police foot patrols
- Main Street/Elm Street approaches are utilized (see Appendix 9)
- Borough-wide quality of life enhancement efforts
 - Recreation enhancements
 - Special events
 - Affordable/attractive residential neighborhoods are maintained
- Coordinated marketing efforts on a regional basis
 - Publication of successes; programs, events
 - Business directories and maps
 - Coordinated themes/niche/branding message/image
 - Community newsletter(s)
- Contributions for community development from major retailers who enter the greater region