

The New Founding of McKees Rocks:

Pioneering in the 21st Century

A Strategic Revitalization Plan for Rebuilding the Physical Environment

June 2003



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Contents

Executive Summary	5
The Planning Process	7
McKees Rocks Today	9
The Challenge	17
McKees Rocks' Fit in its Economic Context	19
Repositioning in the New Economy	21
Assets and Liabilities	29
The Development Concept	39
Strategic Development Principles	47
The Development Plan	49
Target Areas	51
The Phasing Plan	65
Development Implementation	69
Early Development Initiatives	71
Short Term Action Plan	77

2 The New Founding of McKees Rocks

"(Anticipating) the emergent but still invisible cities of the twenty-first century...the most crucial task before us is not one of putting in place the digital plumbing of broadband communications links and associated electronic appliances...but rather one of imagining and creating digitally mediated environments for the kinds of lives that we will want to lead and the sorts of communities that we will want to have.

"What does it matter? Why should we care about this new kind of architectural and urban design issue? It matters because the emerging civic structures and spatial arrange-

ments of the digital era will profoundly affect our access to economic opportunities and public services, the character and content of public discourse, the forms of cultural activity, the enaction of power, and the experiences that give shape and texture to our daily routines. Massive and unstoppable changes are underway, but we are not passive subjects powerless to shape our fates. If we can understand what is happening, and if we can conceive and explore alternative futures, we can find opportunities to intervene, sometimes to resist, to organize, to legislate, to plan and to design."

William J. Mitchell

City of Bits: Space, Place, and the Infobahn. Cambridge MA: MIT Press, 1998, page 5.

4 The New Founding of McKees Rocks

Executive Summary

The Revitalization Plan for McKees Rocks is designed to guide the Borough in obtaining and utilizing resources to develop the physical environment as a part of bringing about new and sustainable prosperity. The revitalization is envisioned as a new "pioneering", a goal as ambitious as the original founding of the town. The strategy outlines a twenty-year vision, a phased development plan, and a set of short-term catalytic initiatives.

The goal of McKees Rocks' revitalization is not the construction of new buildings or even the growth of business. Rather, it is the attraction of new people to the town, which in turn, will lead to development, employment, and a better quality of life. Industrious people built the town in the 19th Century, and a new generation of pioneers is needed to rebuild it in the 21st Century. The challenge is to create the conditions that appeal to those who would invest themselves in businesses, homes, and the McKees Rocks community. If energetic and creative people find a unique and supportive environment in McKees Rocks, they will attract others.

The Revitalization Plan took shape over the course of a year's study and discussion by the Stakeholder Group, fifteen of McKees Rocks leaders and Allegheny County representatives. In the planning process, the Group recognized that McKees Rocks has

lost its fit in the economy of the region, which has led to population loss and economic decline over a seventy year period. Two directions for change were evaluated: (1) recovering a fit in the current "modern" economy by competing with newer suburbs for auto-based industry or (2) positioning the town to attract the talent to take part in the "New Economy", the reorganization of industry based on the digital revolution. It was determined that McKees Rocks has more to gain in preparing for the New Economy than in trying to adapt to the already-declining current economy. The "new founding" of McKees Rocks is the rebuilding of the town as a model of community enterprise and innovation, based on its strategic assets: its proximity to downtown and the airport, its waterfront, its cultural and architectural heritage, its affordable housing, and its core of successful businesses.

The development plan consists of five major undertakings, which focus on the redevelopment of the underutilized commercial/industrial flatland in the Borough:

- Create a transit-oriented town center
- Introduce Carson-Island Boulevard and new connector streets
- Develop the P&LE complex
- Construct new mixed-income housing
- Create a network of public green spaces

In the development plan, these are organized into fourteen target areas, each of which involves both private and public investment. The target areas are organized into a seven-phase sequence to accommodate constraints such as fundraising, site acquisition, infrastructure development, and market potential. Overall, the development plan calls for approximately 750 new units of housing and 1.6 million square feet of retail, office, commercial, and industrial space. In terms of public investment, it is comparable in scope to recent redevelopment projects in the county, including the Homestead steel works site and the LTV property in the South Side.

Four early initiatives, which are strategic in terms of their impact and anticipated feasibility, are identified for completion within the first three years. They are: the Bank Building, the Roxian Building, the Desks, Inc Building, and affordable for-sale housing in the Bottoms. Project costs range from \$1.4 million to \$3.8 million.

A short-term action plan outlines key steps to be taken over the next eighteen months. Among these are the organization of a Community Development Corporation, building support for the plan within and outside the McKees Rocks community, planning for the extension of Carson Street, organizing citizens and businesses to improve and promote McKees Rocks, and initiating early development projects.

The Planning Process

McKees Rocks has undertaken the development of a community-based strategy for revitalization.

The Borough of McKees Rocks, recognizing that traditional planning tools are inadequate to deal with challenges it faces, commissioned a development strategy to define a direction for revitalization. The plan is intended to be action-oriented and guide the use of limited resources. Its focus is on improving physical conditions, even though physical problems are to some extent symptoms of other nonphysical issues. The planning process was designed to involve local leaders from the Borough to help build the leadership resources on which revitalization depends.

A stakeholder group, consisting of fifteen individuals representing residents, business, and government, was established to guide the direction of the planning process. The group met monthly from March through November, 2002. All the members of the group volunteered their participation.

Mr. Scott Baker, Jenny Lee Bakery
 Mr. John Ciangiarulo, McKees Rocks Borough Council
 Mr. Ernie Diecks, Sto-Rox School Board
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The strategy defines a long-term vision for the Borough in view of the large-scale trends that will be reshaping its context over the next twenty years. It then identifies a set of short-term catalytic initiatives and a phased development process to create an environment that supports its vision.

The approach to the strategy is based on three principles:

1. Think regionally, act locally

The goal is to achieve a good fit between McKees Rocks and its regional context.

2. Develop strategic assets

In the competition for resources, the Borough's success will depend on how well it employs its assets to create a distinctive identity and an advantageous investment opportunity.

3. Build from the inside out

The conviction, energy, and understanding needed to realize McKees Rocks' potential must come from within the community, through effective leadership and active citizen engagement.



McKees Rocks' Stakeholders propose an ambitious agenda.



Many of the Stakeholders grew up in McKees Rocks, and have lived in the town for more than forty years. Some left for college and returned. Others more recently started businesses in McKees Rocks or moved there to be near family. The group considers the Borough's greatest asset to be its location, in proximity to downtown Pittsburgh. The people of McKees Rocks, who have come from a variety of ethnic traditions and have acquired a strong attachment to the town, are another key asset. The Stakeholders also believe that the Borough is notable for the churches and other architecturally distinctive buildings, the affordable housing, the wooded slopes and the riverfront. They have seen some new investment, such as Cathedral Hall and the Hamilton Building, and recognize the good work that Focus on Renewal continues to do in social services, health, and education.

They are concerned about the exodus of young people, the apathy of many residents and business owners, poverty, low property values, the "run-down" character of the town, litter and poor maintenance, truck traffic through the business district, and the Borough's reputation for crime and corruption.

The Stakeholders want to see McKees Rocks overcome the reputation it has inherited from its past. They want their town to be known as a great place to live, a gateway to Pittsburgh

and to the western suburbs, a forward-thinking community that welcomes innovation and new energy. It should also be known for its pride in its heritage and its multicultural traditions. The Stakeholders would like to see McKees Rocks become a model for community spirit, cooperation, and collaborative initiatives.

When they envision McKees Rocks in twenty years, they see:

A town with places to work, live, and play

A town that is conveniently connected to regional destinations

Successful economic enterprise

Sustainable diversity, both economic and demographic

A stable population with strong leadership

Good governance

Well-funded and well-managed public services

A variety of housing opportunities

A community that celebrates its multicultural heritage

A well-made built environment

Good stewardship of its natural resources and environmental amenities

A quality of life that is satisfying to its citizens

McKees Rocks Today

McKees Rocks is a small community on the bank of the Ohio River at the mouth of Chartiers Creek, ten minutes from Downtown Pittsburgh. Its population of approximately 6600 people occupy an area of a little more than a square mile. Although it is no larger than a single neighborhood of Pittsburgh, it is an independent borough of Allegheny County. Like most small towns along the river, McKees Rocks developed in the industrial era, but with an economy built on the railroad rather than on steel production. The town is comprised of two distinct geographic areas: industrial flat land along the river and residential neighborhoods on the hillsides. The hilltops in McKees Rocks command impressive views of the river and the Golden Triangle.

McKees Rocks today is a town in distress.

The borough today shows many signs of a seventy-year decline. Commercial buildings along the main streets have empty storefronts. Many of the borough's businesses are marginal or are low-yield enterprises. Even profitable businesses are in poorly-maintained or poorly-built buildings. Its traditional downtown main street has few businesses and is no longer an identifiable or attractive place. Public spaces are neglected and unkempt.

Its shrinking population leaves few resources.

In 2000, its population was 6,622. This is only one-third of what it was in 1930, when over 18,000 people lived in the borough. In the forty years between 1930 and 1970, the population declined by about 6,000, for a loss of roughly 33%. Then, in the thirty years between 1970 and 2000, it lost another 6,000 people, or just about half of its population. By 2000, its population was roughly equivalent to what it was in 1900.

The loss of population has taken a toll on the entire social, economic, and physical structure of the town. As fewer people chose to live in McKees Rocks, the demand for housing fell, and consequently so did the value of residential property. According to the census, in 2000, the median home value in McKees Rocks was \$40,600, which is less than half the value in the county (\$84,200). Moreover, the housing vacancy rate in McKees Rocks, at almost 15%, is almost twice the rate for Allegheny County as a whole. Businesses that depended on a local market closed their doors. Over time, the pool of enterprising and energetic leadership, which is critical to any community's survival, has gradually diminished, as younger people have left to find better opportunities elsewhere. These losses are mutually reinforcing, giving momentum to decline.





The local economy has been in decline for years.

McKees Rocks today has less than half the jobs it had seventy years ago. Its rate of unemployment is nearly twice the rate as in neighboring suburbs. The decline of the railroad industry cost the town its major source of employment. The P&LE shops were shut down in the 1930's. Operations were maintained on a smaller and smaller scale until the 1980's as the railroad continued to lose money. Meanwhile, due to the Depression and the 1936 flood, over ten of the largest sixteen employers in town closed. With high unemployment, the town began to experience a high rate of crime. Large industrial complexes were vacated, and have never been fully re-used.

The closing of large manufacturers had a profound "ripple" effect on other businesses in town. These businesses depended on the large producers as a market for materials, fabricated parts, and services. These small businesses, which are estimated to have been the source of at least half as many jobs as the large corporations, could not survive. Throughout the borough, economic decline caused a loss in household income and economic opportunity. As the prospects of finding work declined, so has the population's

sense of confidence in the future. Apathy has become more prevalent. The industries that had been founded in McKees Rocks by local entrepreneurs had produced not only wealth but civic leadership, which largely disappeared with the businesses.

Poverty, age, and lack of education place a high demand on municipal services.

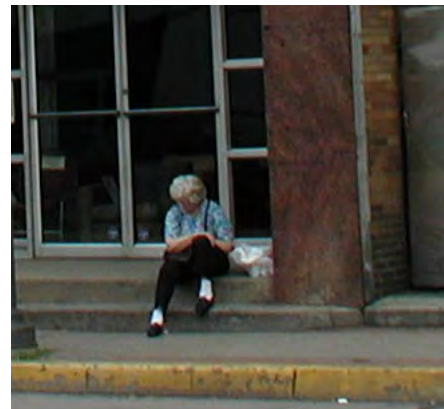
MR is a localized pocket of poverty among more affluent suburbs. The median income in the borough in 2000 was less than 60% of the county. The median household income in all of Allegheny County was \$38,329; in McKees Rocks, it was \$22,278. Its school district is ranked sixth in the state in the number of children in poverty it serves. Almost 21% of the families in the borough live below the poverty level, whereas only about 8% of the families throughout the county are at that level.



A corollary to poverty is a lack of household assets and stability, reflected in a low rate of homeownership. Based on the 2000 Census, the homeownership rate in the borough, at 50%, is almost 20% less than the county-wide, which is at 67%.

The borough also has a higher concentration of the very elderly. The population that is older than 75 is 20% higher than in the county, which itself has the second oldest population of all the counties in the United States. There is a large population in McKees Rocks who are retired and live in a house they own on a limited income. In the next ten years, an unprecedented number of such houses will come onto the market as their occupants die, move in with other family members, or require care facilities.

One of the greatest liabilities McKees Rocks has is the under-education of its population. In comparison with surrounding municipalities, the borough has twice the number of people without high school degrees. Western Pennsylvania has always been an under-educated region, in comparison with the rest of the country. Today, with the disappearance of the industrial market for uneducated labor, the lack of educational attainment is a critical factor stifling economic growth.



The Borough is struggling to make ends meet.



According to the Economy League's annual assessment of the viability of municipalities, McKees Rocks is rated as "strapped". It ranks 11th lowest of 131 municipalities in Allegheny County. In spite of its relatively small size and geographically expansive industrial base, the borough's real estate tax millage rate is high--in fact, it is the 22rd highest in the County. Its school district, with its high-cost population, is the eight lowest in the state in tax revenues. The Borough is caught in the "catch 22" squeeze between low tax revenues and high tax rates, where it is difficult to attract the investment that generates sufficient revenue to reduce the rates.

In its good economic times, McKees Rocks made little investment in the quality of its public infrastructure--buildings, public works, parks, and other public amenities. In the darker days of McKees Rocks' history, what had once belonged to the citizens of the town was sold for political gain. The town today is impoverished in terms of public amenities. Its Borough Building, a utility building from the 1960's, is on a back street, surrounded by the backs of other buildings. The town has no civic center, no major park or other public recreational amenity.

McKees Rocks has an unusually high concentration of public housing. The Allegheny County Housing Authority maintains approximately 700 public housing units throughout the county (well less than 1% of the county's total housing) and almost half of those public housing units were built in McKees Rocks. Those units, in turn, account for just under 10% of the total number of housing units in the borough. As part of the federal government's policy of discontinuing the funding for public housing, the McKees Rocks Terrace project is being replaced with privately-built houses to be occupied by a mix of public and private housing residents, but two major projects, Hays Manor and Uansa Village, as well as scattered-site subsidized housing still exist.

McKees Rocks is hampered as much by its image as the facts. The limited information that people outside McKees Rocks receive, such as news reports, tend to exaggerate the negative conditions. The town has a notorious past as a locus of organized crime. In addition to corruption and violent crime, racial frictions have received media attention. To some extent, McKees Rocks has not yet outgrown the culture that give rise to such problems. Nevertheless, the image has tended to linger beyond justification because it has not been supplanted by a new stronger positive image.

Physical conditions in McKees Rocks today reflect years of disinvestment.

The borough generally has a deteriorated character, and these physical conditions contribute to its image as a dying town, which deters investment. Its first impressions are unfortunate. Even a "welcome" sign cannot overcome the unfriendly character of the arrival. McKees Rocks presents itself with convenience stores, gas stations, fast food, and parking lots. The message is that this is a place to make a quick stop, then move on. There is no sense of civic identity or pride here, nothing to inspire someone to want to invest in business or life here.



Poor entrances to the town



Deteriorated buildings and vacant storefronts

14 The New Founding of McKees Rocks



The decades of economic decline have taken their toll on the physical facilities in town. As investment is reduced, deterioration grows. The disinvestment is progressive and tends to exacerbate the very conditions that cause it to happen in the first place. What is created is a dynamic spiral of disinvestment that is self-perpetuating. The course of its progress is predictable.

Early signs of deterioration erode confidence by property owners in the future value of their property. They are therefore reluctant to continue to invest in their own property. Market values and assessments decline, thus fulfilling the negative expectations. Due to the loss of tax revenue, public services and maintenance are cut back. The community's image worsens, discouraging outsiders' interest in investing. Property owners, not wanting to throw good money after bad, allow their property to continue to deteriorate...and so on.

Blank walls that detract from the town's character



Disinvestment is evident in both private and public property in McKees Rocks, especially in the industrial and commercial flatland. Deteriorated buildings and vacant storefronts on major streets are highly visible signs of decline. Some industrial property in use is so poorly maintained that it appears vacant to the passer-by.

Unintentional juxtaposition of buildings

Housing in the residential neighborhoods, on the whole, is well maintained. However, there are individual problem properties that are likely to initiate the spiral of disinvestment if they are not improved soon.

The erosion of the quality of the town's physical environment is caused not only by the deterioration of older properties, but also by the poorly or cheaply built buildings that are more recent. These buildings convey clearly that McKees Rocks is not worth investing in. Blank-walled sheds of concrete block, prefab metal, or vinyl siding represent as little investment as the property owners could possibly make. They, in turn, diminish the property values around them. Low-quality development only begets more low-quality development.



Disruptive highway traffic routed through the center of town



Poor quality streets, parking lots, and too much pavement to maintain



Unkempt and littered open space



Streets in the commercial areas and even in some of the residential neighborhoods are unpleasant, visually incoherent spaces. They are not inviting or pedestrian-friendly; there is no continuity to the buildings along the streets; and there are practically no street trees. Route 51, a clumsy one-way pair of rights-of-way with no relation to the pre-existing order or scale of the street, has virtually destroyed the old business district. These highly visible, highly traveled spaces contribute to McKees Rocks' poor image: they communicate that the town does not care about the quality of its public domain.



Degradation of natural environment and public spaces

The waterfront, as in many older towns in the region, is occupied by industrial uses, and where the natural riverbank is visible, it is often overgrown and litter-strewn. Exploited only for its commercial value, the natural environment that is not in use for private gain is left as a public detriment. The most egregious example of the misuse of the town's natural and cultural heritage is the grinding of the Indian Mound Rock into gravel. Today, the riverfronts are more a liability than an asset. Like the other incidental open spaces in town, they have become wasteland and dumping grounds.

The Challenge

McKees Rocks' revitalization challenge is to attract energetic and creative people.

For McKees Rocks, revitalization is not the construction of new buildings, the reuse of underutilized property by new businesses, or the repair of the damaged environment. Attracting people to McKees Rocks is the goal of revitalization and a measure of its success. It is also the means to that end. Industrious people built the town in the first place. A new generation of "pioneers" will rebuild it. The challenge is to create the conditions that appeal to those who would invest themselves in business enterprise, homes, and community. If energetic and creative people find a unique and supportive environment in McKees Rocks, they will attract others.

The vitality of a community is ultimately the reflection of the well-being of its citizens. Improving the physical condition of a community is not sufficient to make it a good place to live. However, a town cannot thrive if buildings are rundown or local streets are clogged with heavy traffic. In addition to supporting social, economic, and civic development, improving the physical environment makes a visible demonstration of the community's turnaround. If it is done strategically, it can become the catalyst that draws new people and investment to the borough.



McKees Rocks' Fit in its Economic Context

The evolving economic context has shaped McKees Rocks. In each era, its prosperity depends on its strategic assets.

The process of revitalization is a part of the ongoing evolution that has shaped McKees Rocks since its first founding. The forces that led to its decline will not disappear; rather, they must be re-channeled to support development. McKees Rocks prospered when it enjoyed a good "fit" in the regional economy. Its fit is determined by its strategic advantages, that is, the value its local assets to the economic enterprises it is looking to attract. As the structure of the economy changes, the nature of strategic assets also changes.

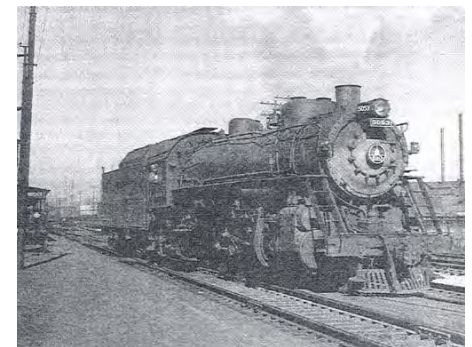
Until the late nineteenth century, McKees Rocks was a small trading center. In the agricultural-mercantile economy of the time McKees Rocks' greatest asset was the river, which was its only link to the world. Its location, however, was not of great value, so its growth was slow: about 8 settlers a year for 100 years.

From a few hundred people in 1880, when the P&LE Railroad laid its tracks, to over 18,000 people in 1930, the town drew its livelihood from the railroad and related industries. Most of its population growth occurred in the twenty

years at the turn of the century, when thousands of immigrants from Central and Eastern Europe settled in McKees Rocks to work for the railroad or in the mills. The flat land along the water (the bottoms and along Chartiers Creek) became industrial property, while houses were built up the slopes of the hills. Chartiers Avenue became the main commercial street.

During the industrial era, from 1880 to 1930, McKees Rocks' strategic advantages were its location, its access to water and rail, its low-cost labor force, and its local entrepreneurship. These were formidable, and population growth took off at forty times the rate it had been.

Like other towns built in the early twentieth century, McKees Rocks was built in a tightly knit pattern in which jobs and services were within walking distance of home and businesses relied on local trade. Streetcars linked McKees Rocks to Pittsburgh, and rail lines connected it to farther destinations.





Industry flourished as long as the railroads did, but were set back during the Depression and began to decline steadily after World War II. Two catastrophic floods (1936 and 1972) left extensive damage throughout the commercial and industrial areas of the town.

Employment and the economic vitality of the town started a persistent descent.

The region's economy was also changing dramatically during this period. The Depression marked the end of the industrial era and the beginning of the modern automotive era, which has dominated the economy since World War II. The assets that became strategic were access to highways, large areas of development-ready vacant land, low levels of public services and taxes, and low labor costs. Rust-belt cities gave way to sun-belt suburbs. With the end of the industrial economy, the ebbing of Pittsburgh's pre-eminence in steel production, and the decline in rail transportation, the mills were shut down. The demise of the Pittsburgh region's heavy industry sector has been most acute since the 1960's, and the loss of employment in that sector has been dramatic. That has translated into further population losses and, while the region has seen a

twofold increase in service industry jobs, that growth has been well behind the national average. The Pittsburgh region today is one of the slowest developing regions in the country, and the prosperity and general well-being of the region has suffered.

At the same time, the economic status of the blue-collar wage earner who chose to stay in the region has improved significantly; and, during a period from the 1950's through the 1980's, wages in the manufacturing sector reached middle-income levels, affording many workers an opportunity to "move up". The result was an exodus toward the suburbs and away from traditional worker neighborhoods throughout the region.

Today, McKees Rocks is one of many struggling ex-mill towns in the region caught in a cycle of disinvestment between an inadequate tax base and high municipal costs, progressively distressed, and increasingly non-competitive in the context of the regional economy. Public housing built in the 1950's added 320 units, which further heightened the concentration of poverty. An urban renewal effort that spanned nearly two decades resulted in the demolition of over 200 buildings and cost the borough more than fifty businesses. Reconstruction in the mid-1960's took the form of suburban development: a shopping center and outparcel buildings.

Vehicular traffic took an even greater toll on the borough when Lower Chartiers Avenue was converted into a divided highway to facilitate through truck traffic. Today the fabric of neighborhoods of single-family houses has survived largely in tact, but McKees Rocks' "downtown" has disintegrated, its industrial property provides far fewer jobs than it once did, its public properties and infrastructure are of poor quality, and its waterfront is underutilized and neglected.

In recent years, there have been a few regional initiatives, which have generally been for the purpose of attracting new businesses, but there is still a strong resistance to regional planning or cooperation. The region has continued to develop in conventional suburban patterns: large shopping malls, big box retailing complexes, and expansive office parks at the intersections of major highways. The continuing investment in highways facilitates suburban sprawl, producing a burgeoning population in ever more removed tract housing subdivisions that steal their life from older communities throughout the region.

Repositioning in the New Economy

We are in the midst of the digital revolution. We are shifting from the old automotive economy to a new electronic economy.

For those older communities, though, signs of change and hope have begun to take hold. One of the more encouraging developments is the regional transportation study sponsored by a group of local governments and government agencies. In addition to highway improvements between downtown Pittsburgh and the airport, the study recommends a light rail line that would have a stop in McKees Rocks. City neighborhoods like the South Side have made considerable progress in re-inventing themselves. Older towns like Carnegie have begun to re-merchandise themselves with physical improvements that celebrate their character and enhance their image so as to successfully encourage the introduction of new businesses and private investment. The most profound opportunity for revitalization, however, is in capitalizing on the transformation of the automotive economy into the electronic economy.

In the 1980's, technological developments in information technology began to generate new products and services, and even innovative ways of doing business. New modes of communication have enhanced productivity, changed economic transactions,

and transformed social relationships. The "New Economy" has become the paradigm for the re-organization of the economic system based on the digital revolution. One of its fundamental characteristics is that the dominant source of wealth has shifted from "hard" resources, the raw materials of industry, to "soft" resources:

"Knowledge and the innovation capacities of human capital are at the core of the New Economy. The key source of competitive advantage, be it among regions or industries, is its intellectual capital--that is, the knowledge embedded in its people. In the Old industrial economy, the accumulation of hard assets determined economic success or failure. Today, the knowledge, skills, experience and innovation potential of talented individuals has greater value than capital equipment or even capital itself. Talented individuals are highly mobile and can reward those regions that attract them. Likewise, their loss can be punishing." (Milken Institute, "Knowledge-Value Cities in the Digital Age", p v)





The new forms of communication and business have reduced the significance of face-to-face encounters. Many researchers have concluded that the electronic age will become increasingly "placeless", as proximity becomes less and less a factor in economic transactions. Whether this will ultimately lead to the "death of distance", it is already having a significant impact on where people are choosing to live and to do business. According to the new theories of industrial location, quality of life incentives are becoming increasingly critical in companies' investment decisions. This is especially true in the high-growth high-tech industries.

"The classic variables of land, labor, and capital, as well as utility rates, taxes, and the elusive business climate and entrepreneurial environment are now essentially available universally. As the focus of economic activity shifts more toward the service sector, we are beginning to see other transformations... The new variable has become psychic income. This translates into a higher value placed on more intangible variables such as quality of life and amenities." (David Rusk, in Segedy, James. "How important is 'quality of life' in location decisions and local economic development." in Dilemmas of Urban Economic Development. Bingham, R and Meir, R, eds, Thousand Oaks: Sage Publications, 1997, pp 56-73)

The digital revolution, like the industrial revolution before it, not only restructures production and wealth-generation, but it also profoundly impacts the geography of production. In the shift from the agricultural-mercantile economy to the industrial economy, mechanization and conglomeration in production favored the aggregation of large numbers of people and resources in cities near rail or water routes. The New Economy, organized around the production of knowledge-based products and services, has freed the entrepreneur and the workplace from those geographic constraints. The favored locations have become sites with the amenities of beauty, recreational opportunity, or intellectual fulfillment: places like Boulder, Colorado; Burlington, Vermont; Seattle, Washington. But more than any other factor, the high-tech businesses are looking for places with talented people. "...Wherever intelligence clusters, wealth will accumulate." (Kotkin and DeVol, p3) Increasingly, companies and people locate not where they must, but where they will. Certainly, the locations described above are likely to attract talented people (the people who have the most choice), but talented people can be found and attracted to less dramatically wonderful places, as well.

There is a lot of discussion today about the shift in interest from the large first-tier cities in the country (San Francisco, Boston, Washington DC) to the smaller third-tier cities, cities of populations between 15,000 and 110,000, such as Youngstown, Ohio, or Lowell, Massachusetts. In fact, there is evidence that the new "knowledge workers" are attracted to small town life, which is one reason that small towns are the fastest growing type of settlement in the country today. Sidelined in both the industrial and the automotive economies, small towns may be in a better position than large cities to develop clusters of related firms that are networked into the global business community. Small towns that offer a sense of community, a high quality of environment and lifestyle, and access to the resources of a larger city are emerging as prime locations. These industries, in return, are far more town-friendly and ecologically-compatible than the industries of the last century.

In making the shift from the Old Economy to the New Economy, smaller communities such as McKees Rocks face some common obstacles.

Out-of-date infrastructure and deteriorated built environment

Older towns may have inadequately sized or poorly maintained sewer and utility systems. Vacant land is scarce. Brownfield sites are likely to be contaminated. High speed internet connections are not yet in place.

"Proximity to high-speed data networks is to today's businesses what proximity to rivers and rails was to earlier industries" (Siegel and Waxman) Proximity to international airport is also highly desirable. Towns with declining downtown have serious disadvantage in attracting higher-income population, for both symbolic and reasons.

Inadequate supply of human capital

Lack of career opportunities plus increased mobility have drained the town of its youth. There have been no incentives to keep people from leaving for better opportunities. The workforce left behind is likely to have a low level of education. Immigrants can bring valuable skills and work ethic, but most towns lack institutions to help them assimilate.

Declining competitiveness within region

Suburban sprawl takes middle/upper income population out of older urban centers. Competition leaves older towns with declining tax base, higher unemployment, less education, less homeownership, and higher tax burden.

Weakened civic infrastructure

The public sector is likely to be severely overburdened, with no staff or other resources to invest in critical transformation strategies. The town probably has a heavy dependence on property taxes, which discourages development. Apathy and lack of resources are generally reflected in lack of leadership, both private and public, in community. Civic organizations may be anachronistic leftovers from previous generation. Businesses that remain may not be able to afford to make civic contributions of time or money.



Smaller cities are already overcoming such obstacles and capitalizing on the New Economy. The successful approaches improve the amenities, governance, and human resources of the town.



Inadequate access to resources

Smaller towns lack local philanthropies and can rarely get attention from the larger foundations. They have a need for funding development expertise (far more than grant-writing).

Enhance local amenities

Towns are capitalizing on their natural assets, such as waterfronts and hillsides to create new amenities and a new image. Arts and cultural resources are often a highly effective way to draw people into the town center: rejuvenating an old theater, creating artists work/live space, or providing facilities for local arts organizations can enliven a commercial district.

Develop communications infrastructure

New Economy firms need good access. Today this means a well developed communications infrastructure and no more than thirty minutes to an international flight.

Build on institutions of higher education

Links to a local university or community college provide technological resources, cutting-edge product design, a well-educated workforce, a market in students and faculty for housing and local businesses, and an intellectually stimulating quality of life. Towns

are collaborating with colleges to create research centers and incubators for spin-off enterprises that create new employment.

"To attain a competitive advantage in the New Economy, urban centers must access, create and utilize human capital. Cities that tap the knowledge assets in their midst, such as universities and research centers, will benefit from the talent that they attract to fuel local economic growth. Life-long learning and retraining programs will bolster urban economic success, forestalling the creation of a labor force that is "finished at forty". Urban areas that do not continually educate their populations face the prospect of being left behind in the New Economy." (Kotkin and DeVol, "Knowledge-Value Cities in the Digital Age", p vi)

Create effective civic institutions and leadership

To attract successful entrepreneurs, towns need to demonstrate capable and trusted leadership, a culture of open democracy, active citizen engagement, and a strong public/private collaboration. This creates confidence in the depth and durability of the quality of life in the town.

Adopt appropriate land use policies and tools

Conventional planning and development policies do not allow for the rich intermixture of uses that a vibrant New Economy town needs. A more sophisticated approach to guiding development is required, including new types of zoning codes, new integrated approaches to parking, and standards for private development. Tools such as a community land trust may be appropriate.

Promote diversity as strength

Diversity and tolerance for lifestyle differences are qualities that the knowledge worker population is said to prize. Towns that cultivate such values and focus on consensus-building to overcome divisiveness are developing their "social capital", one of their important assets. This is especially critical in order to tap the entrepreneurial talent and productivity of new immigrants. This is likely to require an active and sustained effort focused on developing networks, such as "community circles".

Restore confidence in public safety

No community can attract investment without a reputation for safety. Older urban areas, unfortunately, have a burden of proof that newer suburbs do not share, even though the perceptions of crime they must overcome may be exaggerated. An extra effort must be made without turning the town into a fortress. Activity in public spaces is the best reassurance of safety.

Engage in regional collaboration

Municipalities need to see the mutual advantage in collaboration. Successful efforts have produced a regional development policy framework, joint initiatives, and innovative projects. Sometimes the advantages are as simple as getting economies of scale, as in jointly contracting for internet service.





Old economy

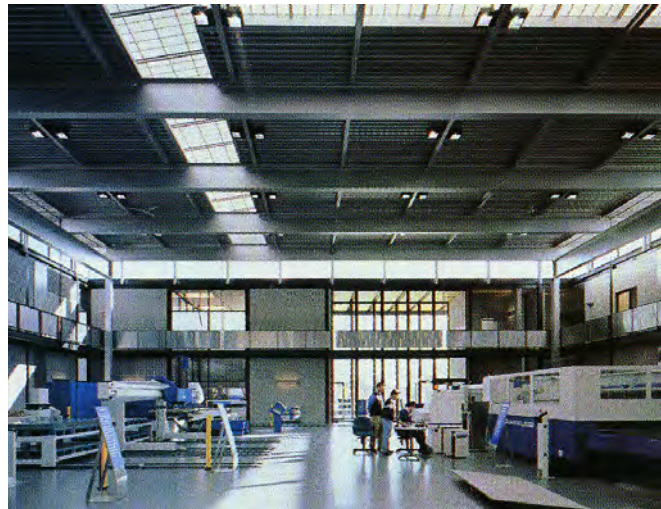


McKees Rocks has a choice: to improve its fit in the Old Economy or to reposition itself in the New Economy.

If McKees Rocks continues to focus its efforts on succeeding in the Old Economy, even aggressive marketing to attract new businesses is only likely to slow the decline. Its strategic assets in the automotive economy are at best second-rank: compared to suburbs in the region, McKees Rocks has more limited highway access, higher site preparation costs, higher taxes, and a poorer image. The businesses that the Borough can expect to land are not much better than what is there now. And because they are inherently land-intensive, they will generate low revenues per square foot for the Borough.



New economy



By repositioning itself in the electronic economy, McKees Rocks will be a model of community enterprise and innovation. This is the new founding of McKees Rocks.

If McKees Rocks chooses to reposition itself as a New Economy town, it will require a community commitment and strong and consistent leadership. It will also require a major investment in public infrastructure as well as private development. To get such commitments, the Borough will need to present its plan with knowledge and conviction. The benefits are the potential for far greater wealth generation, amenities that benefit not only newcomers and business owners but all McKees Rocks citizens, higher-paying jobs, and in the long run, greater economic resilience.

The strategic planning process should be informed by the community's vision for its own future. This is not intended to be a simplistic description of the outcome of an implementation of a plan, but rather setting forth a vision to inspire the first steps toward a better future.

McKees Rocks twenty years from now, as envisioned by the stakeholder group, is a town with a strong sense of civic pride. In our

scenario for the future, the Borough turned the difficulties inherent in being a neighborhood-size municipality in the 21st century into an advantage. By mobilizing a small unified core of committed citizen-leaders, the Borough was able to undertake an agenda for change that was unhampered by the political inertia and bureaucratic entanglements of larger municipalities.

In 2023, McKees Rocks is a small but thriving town that is distinctly different from any place else in the region. Its location, ambience, and community spirit draw new residents, including some whose parents had abandoned their hometown for the suburbs. Recognizing the strengths of its own roots, the town was one of the first American communities to create incentives to welcome the talents and skills of immigrants from around the world. It has restored its identity as a "melting pot" through its own policy of "reverse globalization". McKees Rocks is known for its cultural vitality and its flourishing arts life, which developed around its community-based ethnic arts initiatives.





It is a place that celebrates its heritage and the traditions that newer residents bring with them. Through the foundation funding sources it has cultivated, McKees Rocks now regularly attracts major artists and performers from around the world to its festivals of poetry, music, and heritage arts.

Just as the original immigrant settlers of McKees Rocks made their way in the new world by educating themselves, the borough made a commitment to education as the foundation for economic success and community-building. In addition to enriching its public school curriculum, McKees Rocks initiated innovative community-based public education for children and adults, with programs ranging from literacy to high-tech specialties to fine arts. The town has now one of the most educated populations in the county.

Recognizing that the community can no longer rely on jobs in large manufacturing companies, McKees Rocks founded an entrepreneurial institute resulting from a longstanding partnership between the schools and the business community. In the spirit of McKees Rocks' early immigrants, today's graduates have created what is known as McKees Rocks' renaissance—dozens of thriving businesses in town, many of which serve an international market through the

Internet. The town offers the environment and infrastructure to encourage these local businesses. By becoming a "community of choice" for talented and motivated workers, McKees Rocks has also become a preferred location for businesses and investment.

The town offers a unique combination of arts and the natural environment. Having boldly reclaimed its "Rock", the site of a native American burial ground, from being ground into gravel, McKees Rocks restored it as the centerpiece of a new civic waterfront park, symbolic of its renaissance. The waterfront now offers access for a wide variety of recreational sports as well as new housing and a popular waterfront restaurant. The town's streets are planted with trees and small squares and parks give special identity to local neighborhoods. From its hilltop communities to its vibrant "main street" to its river banks, it offers a pleasant pedestrian environment. Its affordable housing, while not as prevalent as it used to be, still attracts first homebuyers.

Assets and Liabilities

The Borough's existing assets are the foundation for its development.

The success story of McKees Rocks is beginning to attract journalists, researchers, and innovators from around the country. It is a town known not only for its community spirit, but for what that spirit can accomplish. As a model for livability, enterprise, and community, McKees Rocks has begun a new era in its history, has new challenges to face, but also has the experience of having overcome far greater challenges.

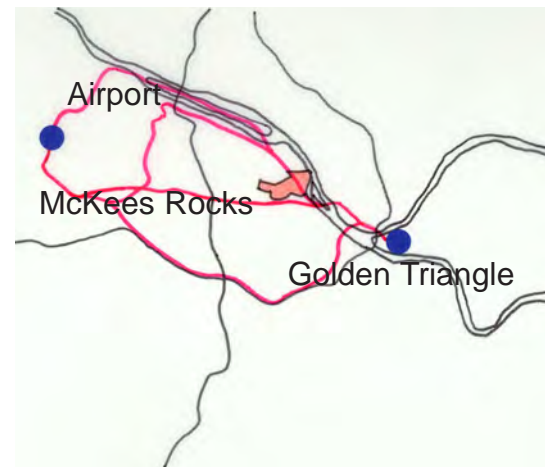
A vision is a statement of long range goals and an embodiment of fundamental values. Its purpose is to provide a general sense of direction throughout the process of revitalization. It is described in detail, not because each of those details is essential to realizing the goals, but rather because they give a sense of tangibility to what is inherently difficult to imagine. Unpredictable obstacles and opportunities will arise that will redefine its specific features, but a tangible image of the ultimate goal is a powerful tool for focusing the process, building energy, and gathering support.

In any development process, the place to begin is to recognize and strengthen existing assets. Assets are defined only in terms of a community's goals: old brick buildings may

be an asset for the purpose of creating a pedestrian-scale mixed-use district, but a liability if the goal is to develop an office park. McKees Rocks' assets are its features that have value to the people and organizations that will enable the town to realize its vision for the future. The most important assets are those that distinguish McKees Rocks from other places.

Proximity to both downtown and airport

People with choices today, whether they are building a business or choosing their home, are likely looking for easy access to regional destinations and beyond. McKees Rocks is a ten minute drive from downtown along West Carson Street. It is the municipality with the best to Pittsburgh's downtown. It is also a fifteen minute drive to the airport. The construction of a proposed light rail line through McKees Rocks will make both these connections even better.



View of Downtown Pittsburgh from McKees Rocks



Waterfront

The areas in the country that are attracting the greatest growth offer natural landscapes, which are desired for both their beauty and their recreational potential. McKees Rocks's creekfront and riverfront have long been relegated to industrial use. At one time water transportation was critical to manufacturing operations, but with few exceptions, the businesses located along the water today make no use of the water. The waterfront, which has become a neglected backyard, could be reclaimed as a prime asset. The flat plain along the water, as long as it is protected from flooding, offers a large area of buildable ground, which is an uncommon asset in the region.

Affordable housing in viable neighborhoods

A good but modest housing stock is attractive to younger households and others who are in the early stages of their career or investing in a business or community. The character and integrity of the housing is essential to its value. Those who are looking for a large suburban house on a cul-de-sac will not find a good fit in McKees Rocks, but simple gabled houses and small bungalows on well-kept streets can attract people who are looking not only for a good house but for an opportunity to take part in building a community.



Cultural heritage

A town that prides itself on the rich heritage of its founding immigrants can turn this inheritance into a living culture that can fulfill the desire for community that many successful people today are missing. This is evidenced in the trend away from suburbs back to small towns and close-knit neighborhoods.

Beautiful churches and other architecturally significant buildings

The character and sense of connection with the past that historic buildings provide has become the stepping stone for revitalization in many communities. If McKees Rocks values its cultural heritage, what remains of its distinctive architecture should be protected and reinforced with compatible development. This includes not only the remarkable churches, but the fine industrial buildings of the P&LE complex.

Successful businesses and non-profit organizations with regional reputation

The great reputation of local businesses not only brings people to McKees Rocks, but also enhances the reputation of the town itself. Bakeries and restaurants that were founded by McKees Rocks' immigrant families help keep its cultural traditions and identity alive. These and other successful businesses are economic assets for the community, and their reputation for success can create a positive climate for other businesses. Similarly, Focus on Renewal is known as one of the best non-profit service agencies in the region, and its work contributes social, economic, and political benefits to the town.



A good development strategy overcomes liabilities with the same actions that strengthen its assets.



Like assets, liabilities can only be defined in relation to goals. Liabilities are the obstacles that make it difficult for McKees Rocks to realize its vision. Many of the liabilities are visible physical conditions; others are constraints that have invisibly shaped those conditions or are underlying social and economic forces.

Physical liabilities:

Poor quality entrances

None of the four major entrances to the town is attractive. In fact, they present parking lots, fast food, and convenience goods--an image that is cheap, common, and banal.

Deteriorated downtown

There is almost nothing left of downtown. A few blocks of storefronts and four buildings with architectural character. It is an uninviting place that discourages pedestrian traffic, the lifeblood of a downtown business district. Most of the businesses that once lined the major streets in town have disappeared, leaving only scattered commercial buildings disconnected from both clientele and other businesses.

Poor transportation system

The routing of the highway through the heart of town is a major disruption to local traffic and a serious environmental detriment. Local

streets are indistinguishable from arterials, and local street grids are fragmented. Access to major regional routes is limited to Highways 51 and 65.

Concentration of public housing

McKees Rocks has one of the highest ratios of public to market-rate housing units in the county. The Allegheny County Housing Authority, like all housing authorities today, is facing a continuous reduction of funding and will need to restructure its properties. The two projects in McKees Rocks are in marginal locations, abutting non-residential uses and isolated from transportation and services.

Low-functioning shopping centers and other vacant buildings

The retail businesses in McKees Rocks that once thrived on local trade have closed due to the combination of the loss of the population base and urban renewal. Shopping centers built in town are unable to attract a more affluent regional market, and therefore are occupied for the most part by low-rent low-value retail businesses or social service agencies. Vacancies are not uncommon. Vacant buildings can be seen along major streets, reinforcing the image of a dying town.

Poor civic infrastructure

Since private interests have shaped McKees Rocks, it is not surprising that the borough's public infrastructure is minimal. Overflow sewage pollutes Chartiers Creek after every rainstorm. A well-constructed water and sewer system is a major advantage to the borough in attracting people and businesses over time, but is a far greater commitment than a single business or factory requires. In addition to utility issues, the street -system, as mentioned earlier, was not well-designed or well built. In fact, the expanse of the borough's industrial property, including a large area of what was once railroad property, was only minimally improved, and much of it has no street access. The lack of flood protection led to several devastating floods.

Environmental degradation

People who are looking for a small town with a high quality of life are likely to form initial opinions based on the physical appearance of the town. In McKees Rocks today, public spaces--streets and sidewalks, riverfronts, hillsides, etc--give the borough the appearance of a neglected and deteriorating town. Pollution and erosion are serious ecological problems that will undermine efforts toward revitalization unless they are addressed systemically. Litter, weeds, and unkempt natural spaces have a significant visual impact, and they convey a lack of civic

pride. This is especially true at entrances to the town and along major streets, which are the most visible parts of town. Planting street trees and small green spaces can transform bleak streets and other hard public spaces into pleasant places and contribute to the borough's ecological sustainability.

Non-physical liabilities:

Small size as municipality

Both geographically and demographically, McKees Rocks is no larger than a modest-size neighborhood in Pittsburgh. Yet it must provide full municipal services. Moreover, the borough must draw from its small population the leadership capable of dealing with problems as difficult as any major city faces today.

Large impoverished "trapped" population

The decline of the borough over the last seventy years has left behind many people who, because of little education or low income, had few other options. This is a population with little hope of success, who tend to be apathetic or cynical. Many of the people left behind are elderly who are isolated by physical frailty and small fixed incomes.



Poor land use control

Ineffective or ill-considered land-use policies have led to some of the physical problem in the borough. The underutilization of waterfront land and the lack of public access have resulted from maintaining long-standing practices that are no longer well-suited to industrial operations. Permitting a private company to plunder the Indian Mound Rock is one of many examples where the Borough's civic resources were sold for private gain.

Weak tradition of governance and lack of civic pride

McKees Rocks has a sad history of public corruption and organized crime. It is hard say whether the political culture that tolerated such wrongdoing gave rise to it or whether the betrayal of public trust by the borough's leadership caused the town to become cynical and hopeless. The Borough is attempting to overcome this legacy and rebuild civic pride, but it is a task made more difficult by poverty and the lack of education.

Lack of civic institutions and facilities

Historically, the strongest affiliations in McKees Rocks have been to church and family. As in other mill towns, strong class distinctions kept political and economic power in the hands of a small number of business

owners and denied participation in civic life to most of the population. The town therefore lacks the traditions and institutions of civic life. A town library exists only because FOR, a private non-profit organization, made that commitment. It is perhaps symbolic that the Borough Building is a utility-block building on a back street. There is no significant public park and virtually no community recreational or cultural facilities.

Bad reputation

McKees Rocks today is hampered by a reputation it has acquired over many years of decline, corruption, and apathy. It has been known for years as a "tough" town, which is a great reputation for its football team, but a poor image for the quality of life there. In recent years, news stories have consistently emphasized problems of crime, violence, and drugs. Even reports of successes in dealing with those problems reinforce the perception that life in McKees Rocks is dangerous. People, even urban pioneers, are unlikely to be attracted to McKees Rocks until these stories are supplanted by the stories of the town "turning around" and the rumors of a new community solidarity and spirit.

Both assets and liabilities may become opportunities. The regional transit system could be a tremendous asset for the Borough. Opportunities within the Borough consist of under-utilized and under-valued property.

The proposed light rail line to be constructed through McKees Rocks is the most significant opportunity for revitalization since the railroad came to town in the 1880's. With a new station at the Carson Street gateway to McKees Rocks, it will connect the borough with fast, dependable transportation to downtown Pittsburgh and the airport. The light rail system is in the early stages of planning and approvals, but may be constructed at least as far as McKees Rocks within seven years.

Since the land in McKees Rocks is almost entirely developed, there is little opportunity to find new building sites. The most opportune sites are the problematic areas in town, where redevelopment can eliminate existing liabilities as well as create new assets.

Front doors

All of the major entrances to McKees Rocks are across bridges, which creates an opportunity for a strong sense of arrival and a powerful first impression of the town. What now exists at all those important "portals" is underutilized land--parking lots, convenience stores, and other marginal uses. Good landscaping is an important part of the solution, but welcome signs and flowers are not enough. Strategic property development, along with related public improvements, is an investment that will leverage much greater future investment because of its impact on public perceptions of the Borough.





Underdeveloped waterfront

McKees Rocks is fortunate to be bounded by water along half of its perimeter. Since it no longer has the economic value to industry that it once had, it is a resource that needs to be reinvented. Most of the river-plain property consists of very large parcels occupied by low-value-added materials-handling or storage uses. By redeveloping it for residential and recreational uses, McKees Rocks can not only make better use of the land, but offer a distinctive amenity that will restore a regional advantage to the borough.

P&LE property

The brick industrial buildings on the railroad property are unusually fine examples of nineteenth century architecture. They are unique in their monumentality and detail. Today they are inaccessible and underutilized. Development of these buildings will require a combination of an appropriate revenue-producing use and significant capital. Public improvements to provide accessibility are essential.



Business district

Lower Chartiers Avenue has remnants of McKees Rocks' original "downtown". In its current state of decline, it is a liability, but consolidation of businesses in that area, along with a well-organized program of renovation and construction, could turn it into a solid business district. Within walking distance of both the proposed transit station and the waterfront, it could both benefit from and contribute to the vitality of those developments. A well-conceived and well-managed mix of uses, including housing, would help insure its continued success.

Housing Authority property

The Hays Manor project, located behind the McKees Rocks shopping center, is disconnected from any neighborhood and is seen as a detriment to the viability of nearby commercial property. Uansa Village, in the Bottoms, is in an even more isolated location. While there is a need to insure that affordable housing is available in town, the concept of "project" housing is no longer considered appropriate by the federal government. Funding for public housing projects is being progressively diminished. It has been projected that such funding will be eliminated entirely over the next ten to twenty years. This is an ideal opportunity for the borough and the housing authority to look at alternative mixed-income housing alternatives.



In view of the uncertainties that are inevitable in this strategy, a few assumptions have been made in order to prepare the Development Plan. These assumptions will need to be investigated.

The light rail line is not assured, so it should be pursued with maximum effort because of potential beneficial impact. The revitalization strategy assumes it will happen, partly because the strategy itself can be instrumental in bringing it about. Without it, development take will longer and is less certain, but the basic planning concepts are the same.

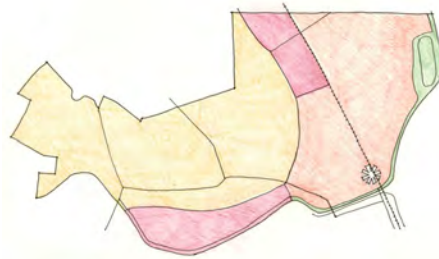
It is assumed that all minor rail spurs and local rail lines are abandoned over the next five to ten years. The main tracks continue to be in use.

It is anticipated that the federal policy of replacing public housing projects with mixed-income neighborhood housing will continue and will be incorporated as an aspect of the housing initiative described in the revitalization strategy.

Acquisition of private property is to be done privately wherever possible; the use of eminent domain is to be minimized.

The Development Concept

The Development Concept transforms McKees Rocks' flatland from the underutilized remnants of industrial use to a new integrated mixed-use district.



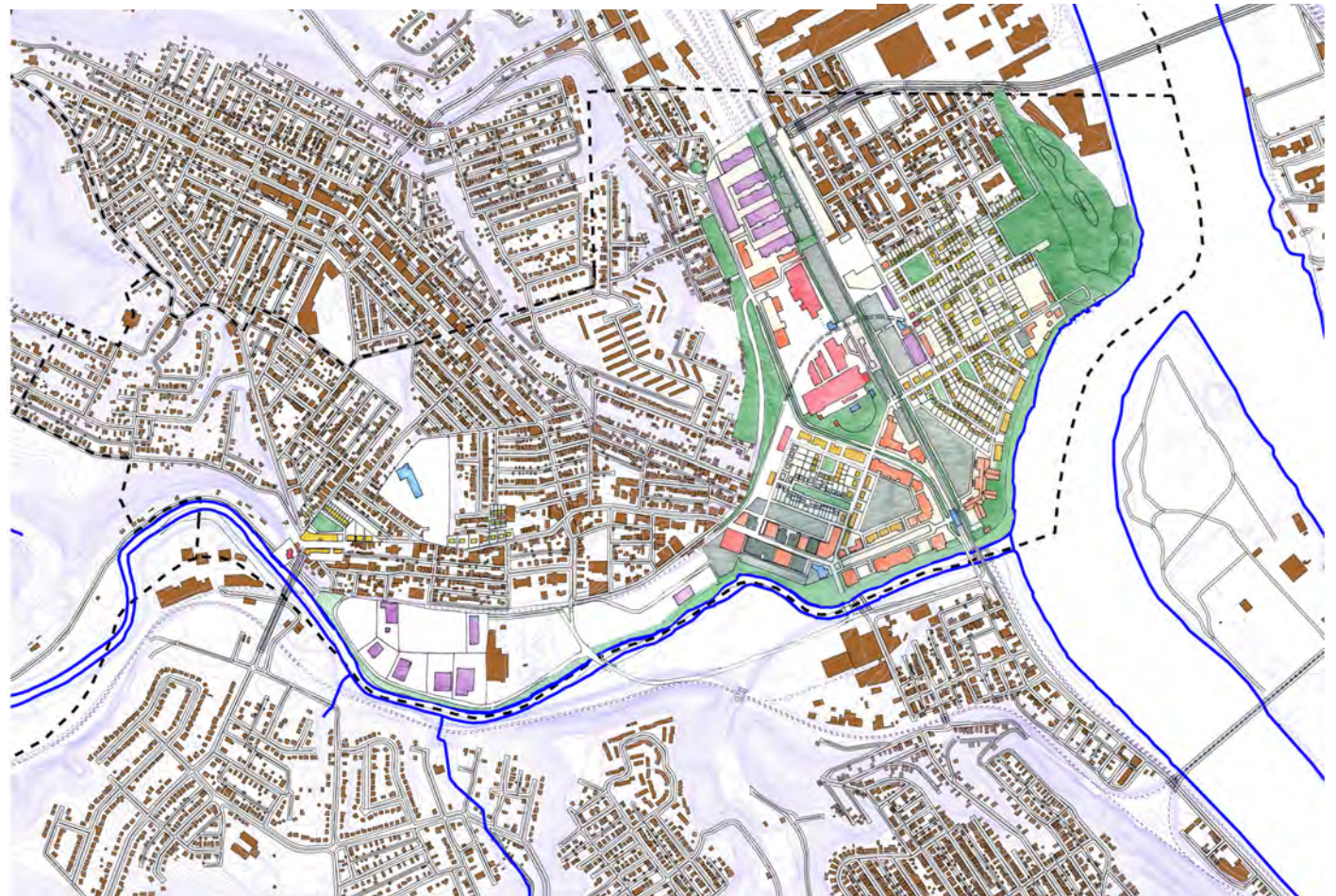
Land uses



Street organization



Development opportunities





Create a transit-oriented town center

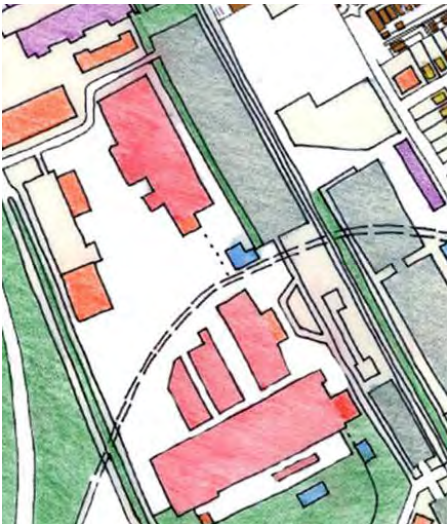
- Construct a new light rail station at the entry to McKees Rocks from Carson Street, giving access on the projected transit line to Downtown Pittsburgh and the airport.
- Create a demonstration model of transit oriented development at the new station, incorporating a mix of pedestrian oriented uses within five minutes walk of new rail station.
- Provide space for office, retail, housing, and entertainment, along with short-term free public parking.
- Set design standards that respect the character of McKees Rocks.



Introduce Carson-Island Boulevard and new spine streets

- Organize and provide access to new development areas and connect them with existing town.
- Address three access issues that are serious impediments to development. Eliminate the circuitous routing of traffic between Carson Street and Island Boulevard through the business district on Lower Chartiers Avenue and the contorted one-way traffic pattern on Chartiers Avenue by extending West Carson Street as a boulevard to connect to Island Avenue.
- Provide vehicular access into the railroad property, one of the major development sites in town by creating an entrance to railroad property at intersection of two new streets, Carson-Island boulevard and McKees Rocks Avenue.
- Improve access to the waterfront, both along the river and along Chartiers Creek by connecting the riverfront with the street grid in the Bottoms.
- For the industrial creekfront (Thompson Avenue), construct a new bridge connecting to a road along the proposed route of the Chartiers Expressway.





Develop the P&LE Complex

- Utilize its distinctive architecture to transform it into a unique regional asset with local McKees Rocks character.
- Introduce a thematic cluster of related retail, office, cultural/entertainment uses. Investigate the feasibility of a community college site and/or a hotel and the potential for seasonal farmers' market and other specialized food retailing.
- Create a public park/town square at the front and landscaped courtyards within the complex.
- Facilitate access by transit as well as by car, and possibly by boat (at the new landing near the train station).

Consolidate, concentrate, and revitalize the business district and anchor it with a new McKees Rocks civic center.

- Renovate Chartiers Avenue between the creek and the RR trestle for a combination of commercial, cultural, and residential uses. Infill with new construction to maintain scale and character.
- Provide public parking to rear.
- Anchor the west end with a grocery store and drug store, relocated from existing sites on western Chartiers Avenue, where housing is to be developed.
- Relocate other outlying businesses such as Pat Catan's to business district.
- At the east end of the business district, construct a new civic center at the convergence of Chartiers Avenue, the bridge across the creek, and the new streets to the P&LE town square and the train station.
- Incorporate borough offices, council chamber, library, meeting rooms, etc.
- Create a small park overlooking the creek and a monument at the intersection





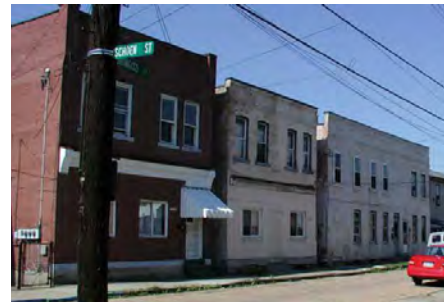
Turn the waterfront into McKees Rocks' new "façade" to the river and the region.

- Develop condominium apartments and townhouses along riverfront, with a restaurant, marina, and public promenade.
- Introduce a continuous public park and flood control berm along the creek from the new civic center to the Indian Mound.
- Provide recreational amenities.
- Develop new "Creekside" urban office buildings facing creek, with pedestrian-oriented commercial uses along sidewalk.



Introduce new mixed-income housing.

- Extend the Bottoms to give it a new link to the riverfront and direct access to the town center. Build on its small-scale character to create new identity as distinctive urban mixed-use neighborhood.
- Develop area vacated by railroad and industry.
- Utilize the new McKees Rocks Avenue as spine and front door to New Bottoms.
- Connect the Bottoms street grid to McKees Rocks Avenue.
- Provide new small "squares" to give place-identity to local areas in Bottoms.
- Build new housing and infill housing, generally 1-4 unit buildings. Similarly, integrate new housing into the center of town.
- Provide a diversity of house types, sizes, and prices.
- Design green squares as centers for townhouse development.
- Build apartments above first floor commercial space, maintaining a consistent scale throughout.
- Build scattered-site housing in the Bottoms and in other neighborhoods as housing demand increases.
- Improve condition of existing housing with public/private programmatic initiatives and public improvements.
- Increase home ownership.
- Provide mortgage and renovation subsidies.
- Create incentives for new live-work alternatives.





Introduce new public spaces

- Create a network of connected green spaces.
- Invest in high-quality landscaping and furnishing. Elements are to include: public promenade/waterfront park, new town park at P&LE Complex, Carson-Island Boulevard, planted avenues, and small squares.
- Initiate a comprehensive street tree program, and designate some streets as "green streets" with wider planted and pedestrian zones.

The goal of strategic revitalization is to initiate a process of change in which the success of early small steps creates the opportunity to take larger actions. In order to counter the negative spiral of decline, it is necessary to create a "snowballing" process of positive change. In terms of physical development, the goal of this catalytic process for a community is ultimately to restore a functioning real estate market, in which healthy supply and demand are balanced. Or, to say it differently, the goal is to find a sustainable market fit. This is achieved by making the community a more desirable and more competitive place to live and do business. The process consists of localized physical improvements that incrementally change the image of the entire community and the market's perception of its future.



Strategic Development Principles

Ten strategic development principles guide the development plan, target areas, phasing strategy, and early initiatives.



Some basic principles guide this process:

1. Identify interventions strategically.

Resources are limited, so their impact has to be optimized. Revitalization needs and development opportunities have to be prioritized by comparing their cost with their potential impact. Success is critical at each point in the process, so a small-scale project with a high likelihood of success is a better first step than a more ambitious (albeit higher-impact) project.

2. Make early changes that are visible. In the early stages, the changes that matter the most are the ones that change a community's image. Recognizing that a community's investments are likely to come from outside, it helps a lot if the early changes are visible from high-traffic locations, such as major streets or entrances.

3. Make changes that have a high potential for strong localized impact. A strategic change should present a character and a quality that will positively influence and encourage reinvestment in the area around it. In a catalytic process, it is not the change itself, but rather the impact of the change--its "spillover" effect--that is important. Strong impact does not require large-scale

development if the impact area is largely self-contained and relatively small.

4. Work within the structure and context that is there. First, with limited resources, it is virtually impossible to succeed by destroying what already exists in order to create something different. The starting point is the recognition of the resources that are already in place, so that they can be strengthened and made more distinctive with new development. Secondly, in order to influence reinvestment in the existing context, the new development has to reflect in some way the existing physical character--something that is dramatically different is less effective in drawing out the potential value of what is already there. For the same reason, new development should be integrated into the existing fabric to the fullest extent possible--something with a wall around it, real or perceived, doesn't much affect what's outside the wall.

5. Build from strength or create strong building blocks. A core idea of strategic revitalization is to take value from what is already in place and then leverage that value into things that are progressively different. If there is nothing of strength in place, then the least compromised parts of the existing context have to be worked to create good building blocks.



6. Diversify initiatives. Incorporating differences in use or pricing can help to access different and more resources, respond to a wider range of needs and opportunities, and enrich a context in terms of its places. Initiating a number of diverse projects simultaneously with different resources enlarges impact and expedites change.

7. Diversify markets. Addressing the potentials of different market segments helps to stabilize a community by providing diversity. It also can help to expedite change by permitting potentially simultaneous multiple development initiatives that are synergistic rather than competitive, in the process reducing risk, enhancing market absorption, and increasing impact.

8. Rebuild place by place. Every issue has its component elements, and every community is comprised of a mosaic of identifiable places. Dealing with a big agenda or a large area in terms of its constituent components makes it more understandable and practical. With regard to strategic revitalization, it also encourages diversification while affording greater opportunity for variation and richness throughout its context. It builds better neighborhoods.

9. Leverage change. In an incremental process, each physical improvement becomes part of the context for the next improvement. Each step should be designed to take value from what is there, envision additional potential, set a new quality standard, capture the increased value in sales or rents, and leverage that value into added potential for the next opportunity.

10. Partner. The more people who are involved, the greater the range of resources that can be accessed and the faster things can get done. Collaborations with qualified partners provide credibility and greater assurance of success. The challenge is to develop the leadership and organizational capacity to integrate partners into a goal-directed process that does not lose its focus.

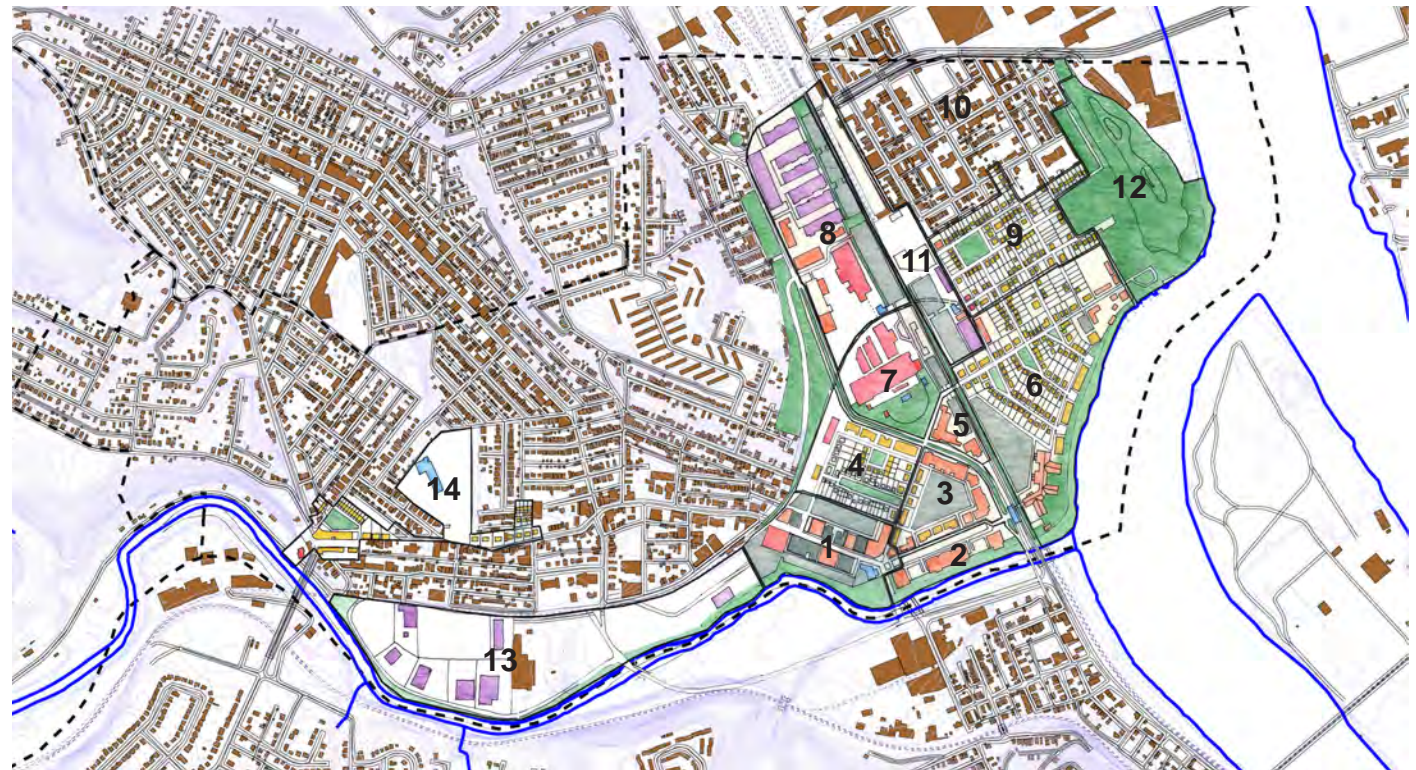
The Development Plan

The Development Plan is comprised of fourteen separate areas that have been targeted for new development that can be pursued independently in order to provide the flexibility needed to respond to opportunities as they arise.

The plan for new development includes most of the Flats because this is where there is the greatest potential for high impact change that can build on and leverage the Borough's inherent assets in a way that re-fits it to a new economy.

The current predominance of industrial use on the Flats takes modest advantage of the existing accessibility attributes there but generally benefits very little if at all from the riverfront setting, views, visibility, land availability, and traffic potentials. It makes extensive and inefficient use of the land and discourages higher value commercial and residential uses that might better respond to the assets of the Flats.

The Development Plan acknowledges the long-term impact of this under-utilization and proposes a dramatic series of changes that will help to create a new fit for McKees Rocks in the Pittsburgh region by introducing a mix of new uses that are synergistically inter-related and that respond to the existing asset base in a way that maximizes the realizable value of those assets.



Target Area Map

1. Old Town Business District
2. Creekside Office Park
3. New Town, South
4. New Town, North
5. Central Market Area
6. Rocks Riverfront

7. P&LE Complex
8. Bridge Business Park
9. New Bottoms
10. Old Bottoms
11. Bottoms Business Park
12. The Indian Mound
13. Thompson Industrial Park
14. Chartiers Corridor and Five Points

Plan Summary

Location	Use	Retail Area	Office Area	General Commercial Area	Industrial Area	Residential Unit Count Rental	Residential Unit Count For-Sale
Area 1	Traditional Business District	79,000	52,000			28	
Area 2	Creekside Office Park		152,000				
Area 3	New Town South	8,500	213,000			22	
Area 4	New Town North		42,000			84	51
Area 5	Central Market Area	25,000					
Area 6	The Rocks Riverfront	25,000	75,000	35,000		174	125
Area 7	P&LE Complex	14,000		145,000			
Area 8	Bridge Business Park		250,000		250,000		
Area 9	The New Bottoms					12	121
Area 10	The Old Bottoms						55
Area 11	The Bottoms Business Park				80,000		
Area 12	The Indian Mound						
Area 13	Thompson Industrial Park				145,000		
Area 14	Chartiers Corridor / Five Points	7,000				74	17
All Areas		158,500	784,000	180,000	475,000	394	369

The components of the plan provide for revitalization and expansion of the business district, a light-rail transit linkage near the mouth of Chartiers Creek, a major mixed-use riverfront development along the Ohio River shoreline, adaptive re-use of the historic P&LE railroad facilities, substantial mixed-income / mixed-tenure housing, and the development of new industrial facilities to both replace and expand the industrial uses lost through the proposed redevelopment.

Overall, the Plan involves the development of approximately 750 new units of housing and some 1,600,000 square feet of retail, office, general purpose commercial, and industrial space with a total estimated development cost of almost \$260,000,000 and, as a part of that, estimated site acquisition costs of approximately \$20,000,000.

The investment in public infrastructure that is necessary as a framework for implementation

of the plan is estimated at \$31,300,000 and includes earthwork; water, gas and electric lines; storm and sanitary sewers; paving; street lighting and furnishing; open space and street planting. A 15% contingency for design and construction is built into the budget. The total budget for infrastructure improvements is approximately 12% of the anticipated development cost.

By envisioning a series of initiatives that reflects revitalization needs and development

potentials incrementally from place to place within the Borough, the plan is more manageable and affords an opportunity for strategic implementation that can be flexibly structured to respond not only to development opportunity and market dynamics over time but also to the availability of needed financial and other resources from time to time.

Target Areas

Target Area 1

Old Town Business District

Significance

Target Area 1 is the old business district.

It is distressed but its modest scale, compact density, and varied architectural character are assets with unrealized values that can tie the community to the commercial vitality of its past.

Development Concept

Make the old business district a new business district with a mix of vital local uses and regional attractions and an updated historic physical character that mark it as a distinct place in the form and fabric of the new McKees Rocks.

New Uses

Predominately first floor retail and commercial storefronts with upper floor office and residential uses providing for selectively targeted destination retail functions, neighborhood serving businesses, restaurant, entertainment and cultural attractions, general purpose office space, new municipal facilities, and new housing opportunities.

Plan Summary

Retail Area.....79,000 sf
Office Area.....52,000 sf
Rental Housing Units.....28 units

Estimated Project
Development Cost.....\$16,000,000

Estimated Project
Infrastructure Cost.....\$1,188,000

Required Acquisitions,
Renovation Projects.....3

Pro Rated Acquisition Cost,
Renovation Projects.....\$720,000

Required Acquisitions,
New Construction.....25

Pro Rated Acquisition Cost,
New Construction.....\$1,215,000



Plan Components

Mixed-use adaptation and renovation of major existing buildings:

- A. 420 Chartiers Avenue
- B. 425 Chartiers Avenue
- C. 602 Chartiers Avenue

Staged selective in-fill new mixed-use construction along Chartiers Avenue to provide for redevelopment of vacant lots, obsolete or severely deteriorated existing buildings, and/or uses and facilities that are inconsistent with the desired character of the district.

1. 3-story office / retail building
2. 3-story apartment / retail building
3. 2-story office / retail building
4. new municipal building
5. freestanding grocery store
6. freestanding drugstore

Related Initiatives

- new public parking
- creekside recreation area
- streetscape improvements

Ideas

- Establish the Old Town Business District as a Special Improvement District. Consider designation of the District as a Certified Historic District.
- Establish a Merchants' Association to organize and promote common interests.
- Establish signage standards for the District. Establish a matching grant funding program for signage that conforms to the standards.
- Establish a façade improvement matching grant program for the District to help property owners defray the cost of façade renovations consistent with standards established for that purpose.
- Encourage successful merchants and other businesses now located outside the District to relocate into the District.

Target Area 2

Creekside Office Block

Significance

Target Area 2 consists primarily of the parking lot of the McKees Rocks Plaza shopping center.

The Plaza is presently viable as a low-end strip center but it is losing its market presence and is gradually declining in terms of economic performance, tenant quality, and physical condition. It has a commanding presence at the front door to the community from West Carson Street and the marginal quality of its image is a poor representation of the community's basic potential.

Development Concept

Create a new front-door image by redeveloping the site as a block of low-rise office buildings along a new spine street that provides a new link between West Carson Street and Old Town and that serves as a first step into the development of a mixed-use new town center in the area at the back of and behind the site.

New Uses

General purpose office space.

Plan Summary

Office Area.....	152,000 sf
Estimated Project Development Cost:.....	\$18,000,000
Estimated Project Infrastructure Cost:.....	\$1,115,000
Required Acquisitions.....	3
Pro Rated Acquisition Cost.....	\$1,175,000



Plan Components

Phased construction of a grand boulevard connecting West Carson Street and Chartiers Avenue on the west side of Chartiers Creek with three low-rise office buildings in a landscaped open setting between the creek and the boulevard.

Related Initiatives

- extension of public access open space along Chartiers Creek to connect to the Ohio River
- flood protection improvements at Chartiers Creek
- planting and landscape improvements at the Duquesne Light right-of-way to the east side of Chartiers Creek

Target Areas 3 and 4
New Town Center, South and North

Significance

Abutting railroad lines to the north and west, Target Areas 3 and 4 exist as the back yards to the old business district and the Plaza shopping center. They are "lost" areas consisting mostly of deteriorated or otherwise marginal properties that present a disjointed and largely incompatible mixture of low-end commercial, industrial, residential, and municipal service facilities.

These areas are perhaps the most distressed parts of McKees Rocks and, left as they are today, they are a destabilizing influence on the entire Borough and they detrimentally directly contribute to the reality of and seriously compromise the potential of both the business district and the Plaza shopping center site.

While they are a lost part of the Borough now, they will have considerable exposure fronting on the new McKees Rocks Boulevard and, as such, they are a poor centerpiece for the revitalization of the Flats.

Development Concept

Turn what is now the back yards of the business district and McKees Rocks Plaza into a new mixed-use district that complements and builds off Old Town and the Creekside Office Block as an integrated part of a new Town Center that re-creates the character and image of the Borough's entire central Flats area.

New Uses

Predominantly mixed-income rental and for-sale housing with general purpose office space.

Plan Summary

Retail Area.....	8,500 sf
Office Area.....	255,000 sf
Rental Housing Units.....	106 units
For-Sale Housing Units.....	51 units

Estimated Project Development Cost:.....	\$45,000,000
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Estimated Project Infrastructure Cost:.....	\$4,900,000
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Required Acquisitions.....	47
Pro Rated Acquisition Cost.....	\$5,445,000



Plan Components

1. Construction of a new street linking the business district at Chartiers Avenue to the main intersection on McKees Rocks Boulevard and providing an organizing spine for the new Town Center plan and the phasing of its development.
2. Low-rise office buildings and mixed-income multi-family apartments and townhouses along the major street corridors at the edges of and through the district.

3. Mixed-income for-sale single-family detached housing at the interior of the district oriented around new public squares.

Related Initiatives

- new public parking to support the office and retail development

Target Area 5 Central Market Area

Significance

Target Area 5 is a small triangular parcel at the main intersection at the middle of the new McKees Rocks Boulevard.

While it is small, it is a prime property in the revitalization plan - centrally located, easily accessed, and highly visible - and its development offers an opportunity to make a statement about the new McKees Rocks.

Development Concept

Develop the parcel as a small scale freestanding commercial facility with a unique character and a regional draw.

New Uses

Single-purpose or complementary specialty retail or restaurant functions based on either single or multiple tenant uses.

Plan Summary

Retail Area.....	25,000 sf
Estimated Project Development Cost.....	\$1,250,000
Estimated Project Infrastructure Cost.....	\$485,000
Required Acquisitions.....	1
Pro Rated Acquisition Cost.....	\$70,000



Plan Components

1. Construction of the first section of the new street linking Carson-Island Boulevard to the Bottoms, the new Riverfront, and the Indian Mound.
2. An indoor-outdoor, year-round farmers' marketplace and garden center housed in simple service buildings similar to railroad freight sheds.
3. A small freestanding farmers' fresh-food café restaurant.

Related Initiatives

- A linear pedestrian park along the CSX railroad tracks linking the market area to the envisioned transit station.

Ideas

- Collaborate with the Pennsylvania Association for Sustainable Agriculture to access assistance in planning and operating a farmers' market.

Target Area 6 Rocks Riverfront

Significance

Target Area 6 is the McKees Rocks industrial riverfront fronting on the back channel of the Ohio River at Brunot's Island.

It is an area consisting of relatively few but very large individual parcels that are only sparsely used.

While there are some very marginal activities here now, the industrial uses are generally viable old economy uses but they attach relatively little value to a great deal of land and do nothing to take advantage of what may be the community's two greatest but least utilized assets - its riverfront and its view up the river of Pittsburgh's Golden Triangle.

Development Concept

Develop the area as a mixed-use residential and commercial district with a dramatic river orientation and strong connections to the envisioned transit station at the foot of McKees Rocks Boulevard.

New Uses

Relatively high density mid-rise, mixed-tenure, market rate multi-family housing at the riverfront backed by mixed-tenure, market rate attached and detached single family housing with a small mixed-use office and commercial center on the riverfront adjacent to the transit station.

Plan Summary

Retail Area.....	25,000 sf
Office Area.....	75,000 sf
Other Commercial Area.....	35,000 sf
Rental Housing Units.....	174 units
For-Sale Housing Units.....	125 units

Estimated Project Development Cost:.....	\$54,500,00
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Estimated Project Infrastructure Cost:.....	\$4,900,000
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Required Acquisitions.....	13
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Pro Rated Acquisition Cost.....	\$3,025,000
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Plan Components

1. Extension of the new riverfront spine street through the district.
2. Mid-rise rental and/or condominium apartments at the riverfront.

3. Single-family detached, duplex, and townhouse rental and for-sale housing on the Flats.
4. A riverfront commercial center with indoor and outdoor dining, transit-oriented retail, general purpose office space, and a commercial boating and boathouse facility.
5. A full service commercial marina with boat storage and ancillary commercial activities.

Related Initiatives

None.

Ideas

- Support efforts to establish river taxi service between McKees Rocks and the Pittsburgh downtown. Provide park-and-ride facilities as part of a multi-modal transit station.
- Collaborate with the Three Rivers Rowing Association to facilitate and promote river-oriented recreational activities.

Target Area 7 P&LE Complex

Significance

Target Area 7 consists of the easterly section of the old P&LE Railroad yard and maintenance complex together with adjacent properties along Island Avenue.

The P&LE complex is centrally located in the revitalization plan. It is expansive. It represents an impressive collection of excellent historic industrial buildings. In its size, the strength of its character, and basic architectural quality, it is unique not only to McKees Rocks but to the entire Pittsburgh region.

At the same time, it is severely underutilized and is gradually deteriorating.

Development Concept

Feature the complex as a distinctive and highly visible centerpiece in the new McKees Rocks by renovating and adapting the historic buildings to provide a "new economy" community amenity and related commercial activities and by opening the complex to both McKees Rocks Boulevard and Island Avenue.

New Uses

Regional cultural attractions featuring a unique local orientation (a train museum, an industrial artifact museum, an industrial-era art museum) with complimentary retail and restaurant functions.

Plan Summary

Retail Area.....	14,000 sf
Other Commercial Area.....	145,000 sf
Estimated Project Development Cost:.....	\$13,500,000
Estimated Project Infrastructure Cost:.....	\$775,000
Required Acquisitions.....	12
Pro Rated Acquisition Cost.....	\$1,250,000



Plan Components

1. Train Museum
2. Art Museum / History Center
3. Restaurants
4. Shops

Related Initiatives

- public open space treatment along McKees Rocks Boulevard and Island Avenue
- landscaped public performance area facing the new town center

Ideas

- Investigate the possibility of relocating the National Train Museum in Altoona to McKees Rocks. Collaborate with the Pittsburgh History & Landmarks Foundation to implement a train museum.
- Investigate the possibility of relocating the Arden Trolley Museum to McKees Rocks. Do trolley tours along the river. Provide a trolley shuttle to Station Square and the South Side.

Target Area 8
Bridge Business Park

Significance

Target Area 8 is the westerly section of the P&LE yards together with adjacent areas fronting on Island Avenue.

The yard area is mostly undeveloped, hidden, and not easily accessed. But is is one of the largest tracts of undeveloped land under single ownership in McKees Rocks.

The area adjacent to Island Avenue has a variety of commercial and light industrial uses fronting on the avenue with a row of worker housing at he rear facing the railroad yard. The housing is isolated, is compromised by its surroundings, and has at best marginal long term value. The commercial and light industrial frontage on Island Avenue is currently generally viable but may present future opportunities for new development that would enhance the character of the area and improve its image as a front door to the community.

Development Concept

Redevelop target Area 8 as a major new multi-purpose business park. Stage development so that the railroad yard and abutting housing is developed first, followed by expansion into the Island Avenue frontage as opportunities arise.

New Uses

Light industrial, office/showroom, office/distribution, office/laboratory, and general purpose office space.

Plan Summary

Office Area.....	250,000 sf
Industrial Area.....	250,000 sf
Estimated Project Development Cost:.....	\$47,000,000
Estimated Project Infrastructure Cost:.....	\$2,820,000
Required Acquisitions, Phase 1.....	21
Required Acquisitions, Phase 2.....	25
Pro Rated Acquisition Cost.....	\$2,500,000



Plan Components

1. Multi-tenant light industrial, office/ showroom, and office/distribution buildings.
2. Business Incubator Office Building.
3. Office/Laboratory Building based on renovation of existing P&LE maintenance building.

4. General purpose office buildings.
5. Parking garage.

Related Initiatives

None.

Ideas

- Attempt to arrange a swap of the assembled site for phase 1 development in exchange for the Lockhart Industrial Park site in Target Area 6; facilitate the development of the Bridge Business Park by the present owners of the Lockhart Industrial Park.
- In order to retain them, relocate businesses to be moved from other target areas to the Bridge Business Park.

Target Area 9 New Bottoms

Significance

Target Area 9 is the easterly section of the McKees Rocks Bottoms.

This area is a mixture of private residential, public housing, and non-conforming light industrial uses. In general, the industrial facilities are very utilitarian in character and are intrusive on and detrimental to the residential context of the area.

The weakness in the residential context will compromise both the investments to be made in the new Riverfront District housing as well as opportunities to stabilize and improve housing conditions in the Old Bottoms.

Development Concept

Relocated the non-conforming industrial facilities and redevelop the district with new housing that links the Riverfront District to the Old Bottoms.

New Uses

Mixed-income single-family detached housing.

Plan Summary

Rental Housing Units.....	12
For-Sale Housing Units.....	121
Estimated Project Development Cost:.....	\$22,600,000
Estimated Project Infrastructure Cost:.....	\$5,100,000
Required Acquisitions.....	36
Pro Rated Acquisition Cost.....	\$2,000,000



Plan Components

1. Public Square
2. New for-sale housing

Related Initiatives

None.

Target Area 10 The Old Bottoms

Significance

Target Area 10 consists of most of the McKees Rocks Bottoms.

This area is isolated from the rest of the McKees Rocks community and is presently surrounded by industrial development that diminishes the image of the area as a place to live.

It exists primarily as utilitarian worker housing in a very modest setting that has begun to evidence a pattern of persistent disinvestment that contributes to on-going deterioration of the housing stock there.

Development Concept

Eliminate the influence of current blighting factors and link it to revitalization of the New Bottoms and the Riverfront District by undertaking CDC or Borough-sponsored development of affordable for-sale housing targeting patterns of concentrated vacant and distressed property so as to improve the physical character of the area, stabilize the local real estate market, and provide for economic diversification of the neighborhood.

New Uses

Predominantly single-family detached affordable for-sale housing.

Plan Summary

For-Sale Housing Units.....	55
Estimated Project Development Cost:.....	\$9,600,000
Estimated Project Infrastructure Cost:.....	\$846,000
Required Acquisitions, Helen Street.....	21
Required Acquisitions, Shingess Street Area.....	16
Pro Rated Acquisition Cost.....	\$500,000



Plan Components New Construction Projects

1. Upper Helen Street Housing - approximately 19 units of affordable for-sale housing focused in the vicinity of Helen Street between Agnes and Ella Streets
2. Catherine / Shingiss Street Housing - approximately 27units of affordable for-sale housing focused in the vicinity of Shingiss and Catherine Streets
3. Scattered Site, In-Fill Housing - approximately 9 units of affordable for-sale

housing scattered on targeted vacant and distressed property throughout the Bottoms neighborhood

4. Ella Street Lofts - based on availability at a future time, renovation and adaptive re-use of the warehouse at Ella and Chambers Streets for rental residential loft apartments

Related Initiatives

- Streetscape Improvements
- Street Resurfacing

Target Area 11

The Bottoms Business Park

Significance

Target Area 11 is a strip of land and related industrial uses bordering the railroad tracks along the southern edge of the Bottoms.

At the westerly end of the area, the current industrial uses are well established, land intensive, and basically viable. To the east, the existing uses are less dense and, in some instances, appear to be more marginal.

This area connects to the back side of the site assemblage for the new Riverfront District and this presents an opportunity for redevelopment and expansion of the industrial uses in the easterly section of the area.

Development Concept

Create a more consistent and higher quality industrial district by redeveloping the eastern section of the Target Area as a multi-building industrial park.

New Uses

Single- and multi-purpose light industrial functions.

Plan Summary

Industrial Area.....	80,000 sf
Estimated Project Development Cost.....	\$5,500,000
Estimated Project Infrastructure Cost.....	\$1,063,000
Required Acquisitions.....	5
Pro Rated Acquisition Cost.....	\$800,000



Plan Components

1. Light manufacturing and office/showroom buildings.

Related Initiatives

None.

Target Area 12
The Indian Mound

Significance

The Indian Mound is the high hill that stretches along the shoreline between the Bottoms and the Ohio River.

Although a large portion of it is now used as an oil storage tank farm and another part is a rock quarry, it provides a spectacularly panoramic view of the Ohio River Valley and Pittsburgh's Golden Triangle skyline and, before the time that Pittsburgh was originally settled by the French, it was an Indian burial ground.

As such, the Indian Mound has the potential to be a distinctive regional attraction with significance as a natural scenic as well as cultural resource that could serve as an important community amenity and as a regional point of interest.

Development Concept

Preserve and redevelop the Indian Mound as a natural public park with walking and running trails and scenic overlooks that incorporate permanent exhibits illustrating the history of the area. Connect it to the New Bottoms and the Rocks Riverfront.

New Uses

Passive recreational open space.

Plan Summary

Retail Area.....	0
Office Area.....	0
Commercial Area.....	0
Industrial Area.....	0
Rental Housing Units.....	0
For-Sale Housing Units.....	0

Estimated Project Development Cost:.....	\$500,000
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Estimated Project Infrastructure Cost:.....	\$1,820,000
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Required Acquisitions.....	4
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Pro Rated Acquisition Cost.....	\$100,000
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Plan Components

1. Public park
2. Playing fields
3. Community boat ramp
4. Visitor's Center with interpretation of history and geology

Related Initiatives

None.

Target Area 13

Thompson Industrial Park

Significance

Target Area 13 is the industrial area along Thompson Run Road (name?) extending just to the south of the business district.

For the most part, the active businesses here appear to be viable but some of the existing facilities are vacant and severely deteriorated and others make highly inefficient use of the available land so that there is an opportunity here for additional in-fill industrial development.

Development Concept

Provide a new access road from Stanhope Street to the target area in order to eliminate traffic flows through the business district; then, in response to expressed user interests, acquire and redevelop vacant parcels and facilities and, where possible, in-fill buildable portions of currently used sites to intensify the overall development pattern.

New Uses

Single-purpose, single-user industrial use.

Plan Summary

Industrial Area.....	145,000 sf
Estimated Project Development Cost:.....	\$9,500,000
Estimated Project Infrastructure Cost:.....	\$5,060,000
Required Acquisitions.....	6
Pro Rated Acquisition Cost:.....	\$1,250,000

Plan Components

1. New access road.
2. New in-fill industrial buildings.

Related Initiatives

None.



Target Area 14
Chartiers Corridor and Five Points

Significance

Target Area 14 is the Chartiers Avenue corridor to the south of the business district, terminating at the Five Points intersection near the edge of the Borough.

Chartiers Avenue is the major street connection through McKees Rocks to communities to the south. It is an important street but it exists a mix of residential uses that are compromised by a very modest streetscape and by sometimes incompatible commercial activities that, in turn, pull traffic away from and detract from the vitality of the downtown.

Five Points is one of three principal portals into and out of McKees Rocks. It is dominated by a vacant lot, a gas station, a historic but dilapidated and abandoned inn, and by Pat Catan's parking lot and store. As a front door to the Borough, its image is disjointed and of marginal quality, condition, and value.

Development Concept

Create a new mixed-use portal at Five Points, enhance the Chartiers Avenue streetscape to make it more residential friendly, encourage relocation of viable commercial uses to the new downtown, and redevelop the vacated commercial sites and other underused, non-conforming, of severely deteriorated properties along Chartiers Avenue to reinforce the primary residential character of the street.

New Uses

Special purpose housing, multi-family rental housing, and single-family detached for-sale housing with compatible supplemental in-fill commercial uses.

Plan Summary

Commercial Area.....	10,000 sf
Rental Housing Units.....	88 units
For-Sale Housing Units.....	18 units
Estimated Project Development Cost:.....	\$15,000,000
Estimated Project Infrastructure Cost:.....	\$1,194,000
Required Acquisitions.....	13
Pro Rated Acquisition Cost.....	\$1,320,000

Plan Components

- New Construction Projects
1. Senior Housing Development
 2. Affordable Rental Housing
 3. Affordable For-Sale Housing
 4. Freestanding Restaurant
- Renovation Projects
5. Mann's Hotel Restaurant

Related Initiatives

- Streetscape Improvements

Ideas

- Relocate Pat Catan's to the Old Town Business District.
- Relocate the supermarket and the drugstore on Chartiers Avenue to new free-standing, build-to-suit facilities in the Old Town Business District.



The Phasing Plan

The Plan envisions incremental development that combines near-term and long-term actions, successively creates new development opportunities, and progressively responds to those opportunities in a way that leverages the market impact and economic value of new improvements from place to place within a phase and from phase to phase over time.

Near-term actions more immediately reflect prevailing market dynamics and are generally adequately supported by the existing setting and infrastructure. They are not highly interdependent and are able to be pursued in response to development opportunities as they arise or as they may be created in order to initiate revitalization activity and build impact and momentum.

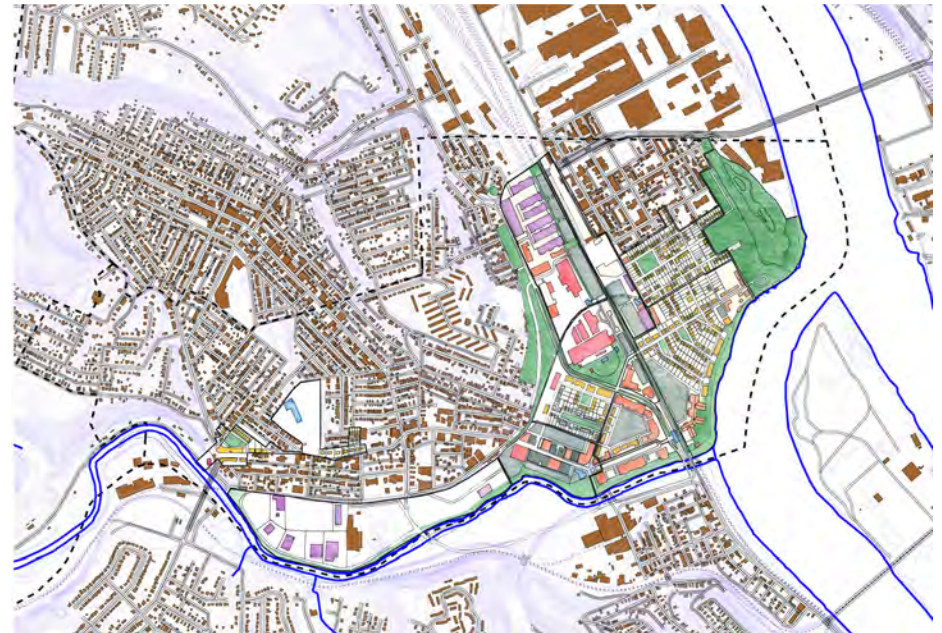
Longer term initiatives are generally more inter-related, larger in scope and scale, and more dependent on the introduction of new infrastructure in order to create a setting for new development that reflects market potentials that capture the full value of the community's under-valued assets.

The approach starts with what is in place, with what might be possible now, and undertakes near-term and long-term actions simultaneously so as to initiate change while also building toward the concepts that are

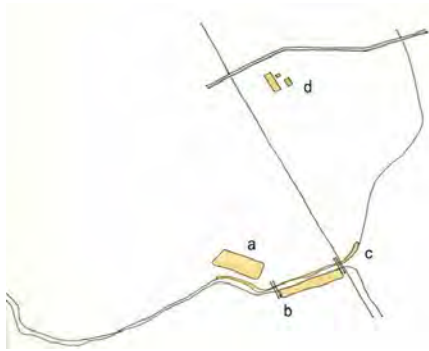
embodied by the elements of the development plan. In this sense, the essence of the development plan is not the envisioned pieces of development that it might generate but, rather, the opportunities for development that it creates by building the local market setting in a way that capitalizes on and enhances basic community assets in response to market potential.

The phasing plan is shaped by a new street grid that provides a series of primary streets that step into each new development area off an extension of West Carson Street along existing railroad rights-of-way through the middle of the Flats and in front of the P&LE complex to Island Avenue.

Treated as a boulevard, the new spine road opens the severely underutilized interior part of the Flats to prime, highly visible, high impact new development opportunities that can be leveraged into higher values in adjacent areas.



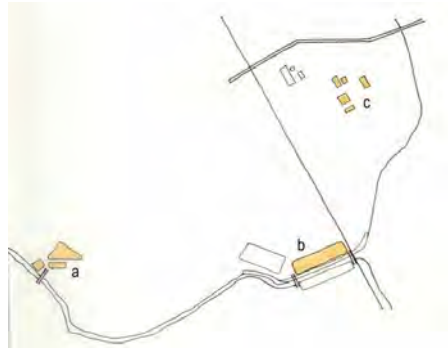
Phase 1



Improve the Borough's image and make a statement about its future with visible short-term actions:

- a. renovation of key downtown buildings
- b. improved entries to town
- c. environmental improvements
- d. affordable housing on Helen Street

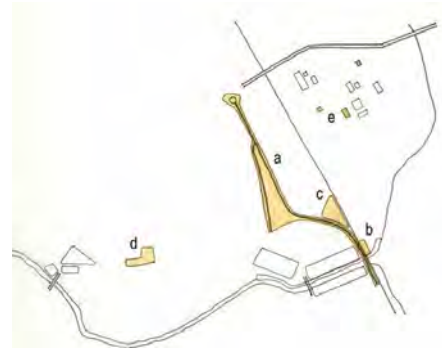
Phase 2



Reinforce early actions and build visible impact with development at the entries and clustering of sites:

- a. new housing at Five Points
- b. new offices along Chartiers Creek
- c. mixed-income housing in the Bottoms

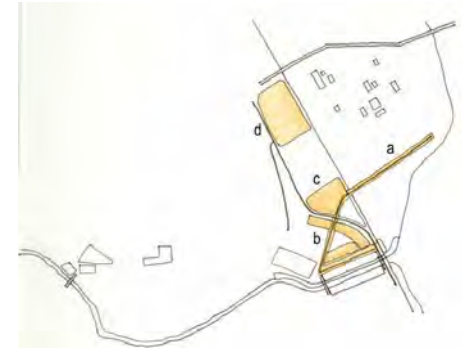
Phase 3



Create development opportunities with new infrastructure:

- a. new Carson-Island boulevard
- b. new transit station on LRT line
- c. market house development
- d. Chartiers Avenue housing in-fill
- e. housing in-fill in the Bottoms

Phase 4



Introduce transit-oriented development in the town center and relocate riverfront industry:

- a. new downtown-riverfront spine street
- b. town center mixed-use development
- c. P&LE redevelopment
- d. Bridge Business Park

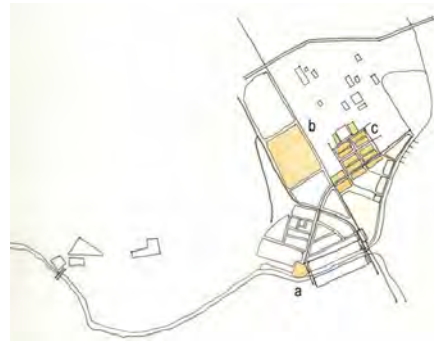
Phase 5



Develop riverfront and new in-fill residential neighborhoods:

- a. waterfront park and marina
- b. riverfront commercial center
- c. riverfront apartments
- d. streets and park infrastructure
- e. in-fill mixed-income housing

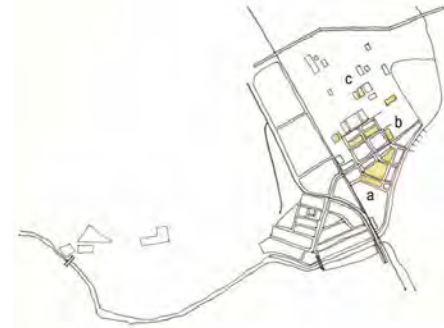
Phase 6



Establish new civic center and continue in-fill development:

- a. new civic center
- b. Bridge Business Park expansion
- c. in-fill mixed-income housing

Phase 7



Build out all areas through continued in-fill development:

- a. townhouse development
- b. in-fill housing
- c. scattered site housing

Development Implementation

Change on the scale of what has been envisioned here for McKees Rocks is necessarily incremental in order to build the market and re-build the setting progressively within the framework of limited financial resources.

Ideally, each step has an impact that adds value to its place and leverages the added value from the last step into successively higher values that reflect an increasingly better fit between the local context and ultimate market potentials.

The over-all process consists of pieces and parts that come together individually but that have an impact that is at once cumulative, catalytic, and synergistic. In strategic terms, it takes advantage of opportunities so as to create new and more varied opportunities and does so in a purposeful way that builds toward a new and more sustainable fit for McKees Rocks in the Pittsburgh region.

The ingredients for success are, first and foremost, a commitment to a vision of the potential of the place and then, in practical terms more importantly, an adherence to the ideas and values that underpin the vision so that resources and opportunities, as they arise, can be directed to the process of building both the place and its market potential.

The development plan presented here is conceptual. It represents an expression of a vision about the value of McKees Rocks and its inherent assets in the regional market. The vision and the various parts of the plan are malleable. They will change as circumstances evolve. The sense of the community's worth and potential, though, should be constant and should drive consistent responses to development opportunities as they appear.

Commitments from the public and private sectors will be essential

Effective implementation of development that reflects the intent of the suggested plan will require informed and consistent sponsorship of the ideas and values embodied by the plan.

This will inevitably involve both public sector and private sector involvement in a series of cooperative relationships that are dedicated to promoting, implementing, and executing the plan. In these relationships, the public sector role will be essentially to promote the concepts and opportunities embodied by the plan and to facilitate development pursuant to the plan by undertaking certain early activities that enable the desired development on a reasonable logistical and financially feasible basis. The private sector role will be

essentially to execute the development in a manner that obtains the public objectives set forth for it.

The leadership role here lies with the public sector but that role has to be established based on local initiative and, in this regard, sponsorship of the revitalization program by the borough in conjunction with a core stakeholder group is critical.

Once established, the public sector role will be to facilitate development through involvement with site acquisition, infrastructure development, and the provision of financial assistance to private development interests.

Sites will be acquired in a phased process.

In many instances it will be possible to acquire individual sites for individual development projects individually, one at a time at the time of development for the specific purposes of the development and with funding that is tied to those specific purposes.

More often, assemblage of multiple properties well in advance of development will be required. This is typically a public sector function and it will require partnering with an

appropriate agency such as the Allegheny County Redevelopment Authority that has the capacity to buy and hold land for future development.

Multiple assemblages are anticipated in order to enable the development of each distinct phase. In some cases, individual properties are shared by more than one phase of development but, in general, the boundaries of each phase of development conform (or can be conformed) to the boundaries of contiguous whole parcels so that assemblage can be done progressively in phases in a sequence that contributes to the process of leveraging value as a way of building the market.

Since the assembly operation can be staged, consideration should be given to funding the site acquisition in groups of stages so that the funding committed to one group or stage can be at least partly repaid by private developers when those properties are developed and then recycled into another group of related acquisitions for future development.

The West Carson Street extension and the introduction of light-rail transit facilities in McKees Rocks may encourage access to both state and federal funding for transit-oriented development and related site acquisitions; and the assemblage of properties and rights-of-way needed for these transportation improvements may provide useful opportunities to involve and piggyback on Port Authority and PennDOT resources to pursue and fund related acquisitions for transit-oriented private development.

Public infrastructure improvements will be open opportunities for private investment.

The intent of the plan is to use the existing public street and utilities infrastructure to the extent that is possible, but much of the area that is targeted for revitalization is devoted to railroad or other industrial uses so that little existing infrastructure exists there and what does exist there and elsewhere is modest and worn. As a result, effective implementation of the plan will require a substantial front-end investment in the new streets and utilities that will be needed to support new development.

As with the development itself and related land assemblage, the infrastructure can be put into place incrementally using a combination of federal, state, and local

funding resources and techniques that, by way of example, might include brownfield reclamation programs and tax-increment financing strategies.

Typically each area targeted for new development consists of multiple individual potential development sites that are accessed via a major spine road and one or more connecting primary streets that step into the targeted area in order to provide access to the various individual development sites. While the extent of public improvements that will be required to facilitate development of each site will vary according to the circumstances of each project, this hierarchy presents the possibility that the secondary infrastructure could be privately developed in conjunction with the execution of individual development projects by private developers. This possibility affords the opportunity to reduce the public investment by limiting the public infrastructure to the West Carson Street extension, the spine streets that connect to the West Carson extension, and the primary streets that then connect to the spine streets.

Public subsidy will be needed at the outset to stimulate the private market. As the private market takes over, subsidies will decrease.

The financing of individual development projects will be substantially private. However, the marketability of development, especially during the early phases of revitalization, is likely to be compromised to some degree by the pioneering aspects of the development and it is therefore also likely that the early development will not be able to maximize its rent potential until a more competitive market setting is established around it. Because of this, with otherwise competitive product features but the absence of competitively advantageous financing, the returns available to support the private investment will be constrained. Also, to the extent that individual projects bear infrastructure or other costs that are extraordinary but needed in order to make the development as competitive as possible as compared to other developments, they will not be able to finance those premium costs conventionally based on market-rate economics.

In order to contend with the financial disincentives associated with private development as a part of a revitalization program, private financing will generally need to be supplemented by below-market secondary financing and other financial incentives. This kind of financial support is, again, typically, in the domain of the public sector and there are a wide variety of economic incentive programs already in place

at all levels of government that are designed to support economic and residential development and revitalization activities in general. Effective implementation of a plan of the scope envisioned here will require aggressive use of those programs throughout the duration of the revitalization effort but especially with respect to the early phases of development activity.

With regard to incentives, priority consideration should be given to establishing a real estate tax abatement program whereby borough, school district, and county taxes resulting from the added assessed value of new commercial and residential construction and major commercial and residential renovation are abated for a specified period of time. A county program is already in place and the enabling legislation that would allow the borough and the school district to participate already exists. This is not uncommon and is useful in creating a framework for workable project economic structures and competitively advantageous rents and it is potentially important as an inducement to new development. The benefits of local tax abatements can be extended by qualifying all or parts of the targeted revitalization areas for inclusion in the Pennsylvania Keystone Opportunity Zone and/or federal Enterprise Zone tax abatement programs.

Early Development Initiatives

The development plan is necessarily a long-term initiative that builds progressively on a sequence of development that reflects staged site assembly and infrastructure improvement activities. Major impact, the kind that entails a dramatic change in the context for development, is not likely to happen in the short-run since a variety of preparatory efforts are required before large-scale development can occur.

In an incremental revitalization process, the first steps are important but they are also in some ways the most difficult because the setting for early development is the existing context and the potential for new development has yet to be proven out.

Necessarily, then, early development initiatives must start with what's there and build on it in a way that creates new value that can be leveraged into and help to catalyze future development with greater value. At least in relative terms, the sites for early initiatives must be readily available; there should be an accessible market that can be competitively addressed; and there needs to be one or more qualified and identifiable developers who will undertake the risk of an early revitalization project.

The initiatives suggested here have been selected and framed in conceptual terms with these criteria in mind. They include:

- Renovation of the "Bank Building" at 602 Chartiers Avenue in the old business district for targeted office use
- Renovation of the "Desks Inc. Building" at 420 Chartiers Avenue in the old business district for use as an arts center
- Renovation of the "Roxian Theatre Building" at 425 Chartiers Avenue in the old business district for general office use
- In-fill affordable housing development along upper Helen Street in the Bottoms

The renovations in the old business district cluster initiatives for impact and can be pursued within a setting that is relatively well suited to the intended uses. All involve currently available properties. The Desks Inc. project responds to the current expression of user and development interest by Focus on Renewal, Inc. The office renovations build on the market potential evidenced by the successful renovation of the old Hamilton School for office purposes.

The in-fill housing initiative also clusters development for impact and is appropriate to the existing setting at that location. Based on affordable housing development experience elsewhere, it also responds to current demand potentials.

Given these circumstances, all can be pursued more or less immediately assuming the availability of identifiable and qualified developer interest. In this regard, it is assumed here that Focus on Renewal will serve as the redeveloper of the Desks Inc. Building and that, in the absence of a readily identifiable private developer, the other projects will be undertaken by a new non-profit community-based community development corporation formed for the purpose of working with the borough to promote, facilitate, implement, and, where appropriate, execute the development plan.

Desks, Inc. Building Renovation

A community-oriented cultural, arts, and arts education center serving McKees Rocks and surrounding communities.



The Desks, Inc. Building is one of only several prominent buildings in the existing business district. It is unique in that it enjoys a "main street" location with a relatively large floorplate, a continuous open storefront, and upper floors that are largely windowless.

Cost-effective renovation should, ideally, be oriented to users who might benefit from the unique features of the building without major adaptation.

Project Summary:

Developer.....private non-profit
 Project Size.....22,000 sf
 Est. Project Cost.....\$1,400,000

Private Equity.....\$140,000
 Private Debt.....\$0
 Public Debt.....\$0
 Public Grant Support.....\$760,000
 Private Grant Support.....\$500,000

Location:

420 Chartiers Avenue

Physical Program:

Renovation of existing commercial building to accommodate a currently proposed multi-faceted community arts center as a single-user occupant.

3 stories providing about 22,000 gross square feet with a 7,000 square foot floorplate.

Market Orientation:

Not applicable.

Target Rental Rate:

Not applicable.

User Prospects:

- Focus on Renewal (arts program)

Site Acquisition Program:

One acquisition required. Currently vacant and available from a private owner with an assessed total tax value of \$216,200.

Development Organization:

Acquisition and renovation by Focus on Renewal, Inc. as a sole non-profit sponsor and owner.

Funding Structure:

All construction-related capital cost funding provided by private charitable and public sources with pre-development funding provided as project equity by the non-profit sponsor.

Comments:

Ideas:

- Extend the scope and service impact of the center through programmatic tie-ins with established organizations that have a commitment to community outreach such as the Brew House Artists, the Associated Artists, the Pittsburgh Center for the Arts, the Pittsburgh Filmmakers, and the Pittsburgh Glass Center.

Roxian Theatre Building Renovation

A street-level dinner theatre and ballroom with general purpose office space on the upper floors.



The Roxian Theatre Building is an architecturally distinctive building that once housed a theatre on its ground floor. The theatre space is unique and the opportunity to re-capture it as a community asset and as an orienting element in the re-use of the building is compelling.

Project Summary:

Developer.....	public/private partnership
Project Size.....	42,000 sf
Est. Project Cost.....	\$3,750,000
Private Equity.....	\$185,000
Private Tax Credit Equity.....	\$565,000
Private Debt.....	\$1,790,000
Public Debt.....	\$935,000
Public/Private Grant Support.....	\$275,000

Location:

425 Chartiers Avenue

Physical Program:

Renovation of existing commercial building to accommodate single-tenancy occupancy as a general purpose office building with a first floor restaurant that re-uses the theatre space as a dinner theatre and dance hall to provide a unique entertainment facility for the Pittsburgh region.

3 stories providing about 42,000 gross square feet with a 14,000 square foot floorplate .

Market Orientation:

An 8,000 to 10,000 square foot restaurant operation targeted to a specialty restaurant / club operator with about 22,000 square feet of useable multi-tenant office area targeted primarily toward small business and service entities with an emphasis on medical, legal, accounting, and other business professionals.

Target Rental Rate:

Retail Space - \$12.00/sf, partial net
Office Space - \$17.50/sf, gross

Related Initiatives:

- Re-conversion of Chartiers Avenue to accommodate two-way traffic through the business district.

Site Acquisition Program:

One acquisition required. Currently vacant and available from a private owner with an assessed total tax value of \$365,000. The property is presently tax delinquent.

Development Organization:

A collaboration between a private for-profit developer and a local community development corporation with the CDC role structured to facilitate access to below-market debt financing and other forms of investment needed to support feasible development as an early component of the business district revitalization program.

Funding Structure:

Private conventional construction and permanent mortgage financing based on conventional underwriting standards supplemented by tax credit equity supported by designation of the property as a Certified Historic Structure, local business district financing incentive programs, and Allegheny County and Pennsylvania economic development secondary below-market financing with gap coverage through private foundation grants or program-related investments accessed through the local non-profit community based organization and structured as equity contribution or tertiary debt.

Comments:

Reflecting the orientation of this project to the general office market, its timing should be structured to lag slightly behind the other suggested early initiatives and related improvements in the business district.

Ideas:

- Establish the business district as a Federal Enterprise Zone and/or as a State Keystone Opportunity Zone to provide tax incentives for businesses to relocate and invest there.

Bank Building Renovation

Street-level retail with community-oriented offices on the upper floors.



The old McKees Rocks Bank Building is physically the most commanding and architecturally elaborate building in the business district. Because of its stature, it provides an excellent opportunity to re-establish an early office presence in the downtown.

Project Summary:

Developer.....public/private partnership
Project Size.....29,000 sf
Est. Project Cost.....\$2,870,000

Private Equity.....\$143,000
Private Tax Credit Equity.....\$430,000
Private Debt.....\$1,323,000
Public Debt.....\$690,000
Public/Private Grant Support.....\$284,000

Location:

602 Chartiers Avenue

Physical Program:

Renovation of existing commercial building to accommodate first floor retail use and multiple-tenancy occupancy of upper floor office space.

4 stories providing about 29,000 gross square feet with a 7,000 sf floorplate.

Market Orientation:

A targeted market consisting of governmental and non-profit business offices and service operations.

Target Rental Rate:

Retail Space - \$12.00/sf, partial net
Office Space - \$17.50/sf, gross

User Prospects:

- the McKees Rocks CDC
- the local magistrate's office
- government agency offices

Related Initiatives:

- Re-conversion of Chartiers Avenue to accommodate two-way traffic through the business district.

Site Acquisition Program:

One acquisition required. Currently vacant and available from a private owner with an assessed total tax value of \$317,100. The property is presently tax delinquent.

Development Organization:

Fee development by a qualified private developer on behalf of the McKees Rocks CDC as sponsor and owner of the project.

Funding Structure:

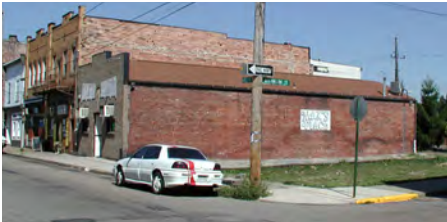
Private conventional construction and permanent mortgage financing based on conventional underwriting standards supplemented by tax credit equity supported by designation of the property as a Certified Historic Structure, local business district financing incentive programs, and Allegheny County and Pennsylvania economic development secondary below-market financing with gap coverage through private foundation grants or program-related

investments accessed through the local non-profit community based organization and structured as equity contribution or tertiary debt.

Comments:

Targeting public and private community-oriented agencies and organizations as the core of a prospective tenant mix will facilitate early identification of potential tenant interests as well as preferential treatment by government agencies in selecting needed office space locations and this, in turn, will encourage pre-leasing activities that will better enable early development with modest risk.

Upper Helen Street Housing New Construction



In-fill affordable for-sale housing. The Bottoms is threatened by progressive disinvestment that is supported by economic distress and that expresses itself as eroding property values and progressive deterioration in the physical quality of the neighborhood.

The residential setting in the eastern section of the Bottoms is severely compromised by a high concentration of relatively large-scale non-conforming industrial uses. The western portion has a stronger residential character but fabric there is torn and tattered by a high

incidence of vacant lots, abandonment, and housing in poor condition. Revitalization is a response to distress and, given a relatively strong residential context, the elements of physical distress in the western part of the Bottoms present an opportunity to make physical improvements through the introduction of new housing that can help to stabilize and re-direct the market forces that work in the neighborhood.

Project Summary:

Developer.....	private non-profit
Project Size.....	19 units
Est. Project Cost.....	\$3,350,000
Private Equity.....	\$202,000
Private Debt.....	\$1,403,000
Public Debt.....	\$630,000
Grant Support.....	\$1,115,000

Location:

The upper section of Helen Street, generally between Agnes and Ella Streets, with a secondary site located at the southwest corner of Ella and Olivia Streets.

Physical Program:

Two, three, and four-bedroom single-family detached for-sale affordable houses to be sold on a fee-simple basis to income-qualified buyers. 20 new housing units.

Market Orientation:

An income-qualified target market consisting of households with incomes ranging generally from 50% to 100% of the median income in the Pittsburgh metropolitan area.

Effective Price Range:

\$80,000 to \$105,000

Related Initiatives:

- Public streetscape improvements on Helen Street.

Site Acquisition Program:

Multiple acquisitions required typically involving vacant land, under-used parking lots, and deteriorated or severely non-conforming buildings, often tax delinquent and sometimes in public ownership.

Development Organization:

Development by a qualified private developer either in a fee development relationship on behalf of or in a partnership arrangement with a local non-profit 501-C-3 community development organization.

Funding Structure:

Conventional bank-sourced community development construction and mortgage financing for development purposes based on conventional underwriting standards supplemented by public and private sector planning and development grants with gap financing through state and local below-market affordable housing development programs.

Bank-sourced below-market affordable housing end loans for buyers supplemented by forgivable deferred second mortgages provided from state or local public sector sources.

Short Term Action Plan

McKees Rocks Revitalization Strategy Short-Term Action Plan

Build support for the plan

- Designate "champion" for the plan
- Enlist civic leadership as active promoters; provide training
- Build support from local business community
- Lobby state, regional, and local political leadership
- Cultivate private foundations
- Prepare stories/events for media

Organize a Community Development Corporation

- Set up planning committee
- Prepare statement of purpose, name, bylaws, etc
- Engage attorney to do legal processing
- Define role of board and "job descriptions" for board members, solicit possible members
- Develop budget, financing, and fundraising plans
- Develop staffing plan, write job description for director
- Announce formation at public kick-off event

Lobby for the light rail transit line

- Designate volunteer "champion"
- Meet with transit engineers for full information
- Develop supportive material for demonstration TOD

- Present case to political leadership
- Maintain active presence

Initiate planning for the extension of West Carson Street

- Arrange for traffic consultant
- Meet with local governments and agencies to build constituency for project
- Assess property issues

Promote local businesses and recruit new businesses

- Survey local businesses for their interest in growing, needs for support, etc.
- Obtain consultant in business development
- Hire business recruiter
- Develop marketing, public relations tools for businesses
- Prepare businesses for relocation into business district

Organize the Downtown Business District

- Inventory existing businesses and buildings
- Identify "champion", who will be leader of organization or committee
- Investigate appropriate organizational structure; role of Chamber of Commerce
- Develop plan for district improvement





Hold Community pride events

Ideas including:

- Holiday events
- Second annual Community Day celebration
- Historical and architectural tours
- Positive news stories
- School-sponsored events, such as poster competition, history pageant, etc

Conduct clean-up and beautification campaigns

- Designate volunteer "champion", who organized task force
- Identify target areas and set up schedule
- Plan and implement regular events: aim for high level of public participation

Initiate feasibility studies for first phase development projects

- Engage development consultant to define projects, development program, appropriate vehicles, financing plans, schedules, etc.





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