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DUQUESNE: CENTER OF THE CITY

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July 2008

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Funding

PENNSYLVANIA DEPARTMENT OF
COMMUNITY & ECONOMIC DEVELOPMENT

The preparation of this report was financed in part through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development, as administered by the Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development.

Introduction

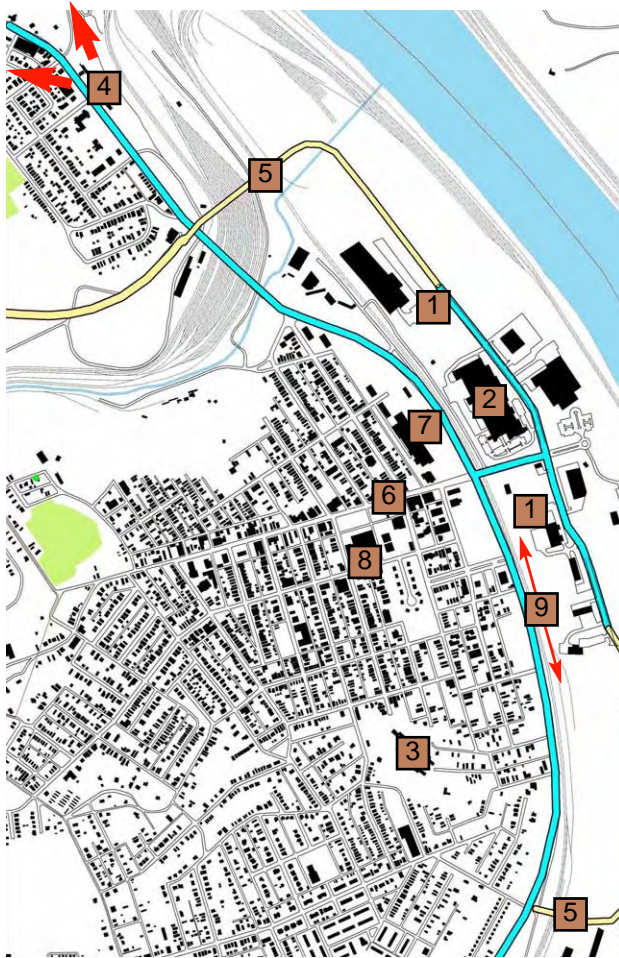
The recently published Mon Valley Economic Development Strategy noted that:

There now seems to be a wind of hope, rather than hopelessness, blowing up the Mon River. The Waterfront in Homestead is a visible testimony to the potential viability of the Mon Valley, and the ongoing development of some new employers at the RIDC parks is readily visible. These developments are being bolstered by plans for further revitalization by the Redevelopment Authority of Allegheny County at the large Carrie Furnace site in Swissvale, Rankin and Braddock, at the McKeesport mill site, and at the former public housing district called Cochrandale in the City of Duquesne.

There are legitimate reasons to be optimistic regarding revitalization prospects in the Mon Valley and the City of Duquesne. The atmosphere of despondency that followed the structural decline of heavy industry in the Valley is now being replaced by a "can do" spirit - a spirit rooted in successful revitalization projects occurring within key Mon Valley communities.

Certainly the City of Duquesne faces challenges. Between the 1930's and the current decade, Duquesne has seen its population decline to just one-third of its peak (7,000 people, versus over 21,000 in the '30s). The population that remains is predominantly low income, and a general decline in community fortunes is quite evident. That said, there are many assets and resources to build upon, and opportunities exist to leverage the growing momentum of revitalization in the Valley.





Some of the key assets include:

- o RIDC's City Centre Duquesne **1** industrial park and the growth of key park employers such as American Textile **2** and the introduction of new tenants such as the U.S. Steel Training Center.
- o Planned redevelopment of the Cochrandale Keystone Opportunity Zone (KOZ) **3** for small-scale light industry flex-space.
- o Kennywood land acquisition in Duquesne **4**
- o Planned local infrastructure improvement, including a \$9.9 million flyover entry **5** to the RIDC park and street improvements on Grant Avenue. **6**
- o The presence of a high visibility commercial Shopping Plaza site **7** with significant redevelopment potential.
- o Improved access to regional high schools for Duquesne high school students and local focus on Duquesne's Elementary School. **8**
- o Surrounding entertainment and recreation assets, including Kennywood, the Mon River, and the growing Steel Valley Trail **9** and the Great Allegheny Passage - GAP trail system.
- o Local government able to leverage state and federal funds for aggressive project support.

In communities adjacent to Duquesne there are also synergistic projects that increase the appeal of Duquesne as a business or residential location. The Waterfront mixed-use development, Carrie Furnace planned mixed-use site, and the development hub of McKeesport and its RIDC park are all convenient to the City of Duquesne.

The Redevelopment Plan Process

Against this background of development momentum in the Valley, the Redevelopment Authority of the City of Duquesne, funded by the Pennsylvania Department of Community and Economic Development, solicited consulting services for production of a redevelopment plan for the core area of the Duquesne CBD, focused on the Grant Avenue and Duquesne Shopping Plaza area of the city. This study area represents the key commercial district of the city, the signature gateway into the city and RIDC park, and a high visibility location for redevelopment.

The experienced team of Impact Economics, LP and Perkins Eastman was selected to conduct all aspects of the study and complete a revitalization plan. The project team worked under the guidance of a steering committee comprising key Duquesne leaders and stakeholders. The resulting plan prioritizes redevelopment strategies and actions based on an assessment of community assets and opportunities.

It outlines an ambitious but realistic program designed to spur public and private investment in the revitalization of the Duquesne's Center of the City (CBD) and the improvement of Duquesne's "design quality and sense of place."

Center City Target Area

This economic redevelopment strategy addresses the challenges faced by the City of Duquesne, embraces the opportunities and offers recommendations for initiatives targeted in three geographic areas of the City:



The frontage properties along Duquesne Boulevard (Rt. 837), including the shopping center and property controlled by public or quasi-public entities.



Grant Avenue - which serves as the City's "Main Street" - from Duquesne Boulevard on the east continuing up hill, westward to Sixth Street.



Second Street beginning at Duquesne Boulevard on the north and continuing two long blocks through Grant Avenue to Duquesne's City Hall and Library Place .





G. M. Hopkins Company Maps (1872-1939), 1900 Map Plate 19 courtesy University of Pittsburgh's Digital Research Library

Section I

Physical Conditions

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HISTORIC CONTEXT

Like many other Mon-Valley communities the loss in steel mill jobs and supporting industries is still quite apparent for the City of Duquesne. In 1948, the U.S. Carnegie-Illinois Steel Corp. employed over 8,000 people at its National Duquesne Works. A production decline beginning in the 1960s ended with the mill closing its doors for good in 1980.

Along with McKeesport, Duquesne began losing population as early as 1940 after peaking at 21,396 in the 1930's. Including the loss of nearly one-quarter of its population between 1960 and 1970, the City of Duquesne's population decline has averaged over 16 percent per decade since 1940. In 2000, Duquesne's population of 7,332 is one-third of its peak over 70 years ago.

City Center Shift

In 1938, the intersection of Grant Avenue and Duquesne Boulevard was central to the physical density of residential, industrial and commercial uses. Today, that same area illustrated in the dashed yellow circle is mostly comprised of streets, parking lots and vacant land. The center of the City's physical density has shifted to the intersection of Second Street and Grant Avenue, as illustrated within the dashed red circle.

The 2006 image shows some striking contrasts compared to earlier days: RIDC Riverplace where the steel mill and residential blocks once stood; the current shopping plaza in the former commercial core; and a 1970s subdivision on the former Carnegie Library site.



Then and Now



Second Street looking toward Grant Avenue



Once a graceful tree-lined residential street, this first block north of Grant Avenue originally included Oliver School. The site is now the Truman Tower Apartments, its adjacent parking lot and a front yard dominated by a switchback accessible ramp.

Second Street



West End Termination of Library Place



This two block center median street originally served as the approach to the Carnegie Library of Duquesne. The library's demolition in 1967, resulted in Library Place losing its focal point and the context for the special street treatment. The street now terminates at the back of a single-family lot.

Library Place



Northwest Corner of Duquesne and Grant Avenue



The northwest corner, now vacant and east of Grant Towers Apartments, was once central to the commercial core that established Grant Avenue as Duquesne's "Main Street". The unique traffic signal in the intersection most likely explains the existence of the center circle at Second and Grant today.

First Street and Grant Avenue



Grant Avenue west from Duquesne Boulevard



At Duquesne Boulevard, this block was once part of a densely built commercial core. After demolition of the buildings, the street was widened with the addition of a planted median. The north side is vacant and the only building on this block is now National City Bank on the south side of the street.

Grant Avenue

Historic post card images courtesy CDCardSales

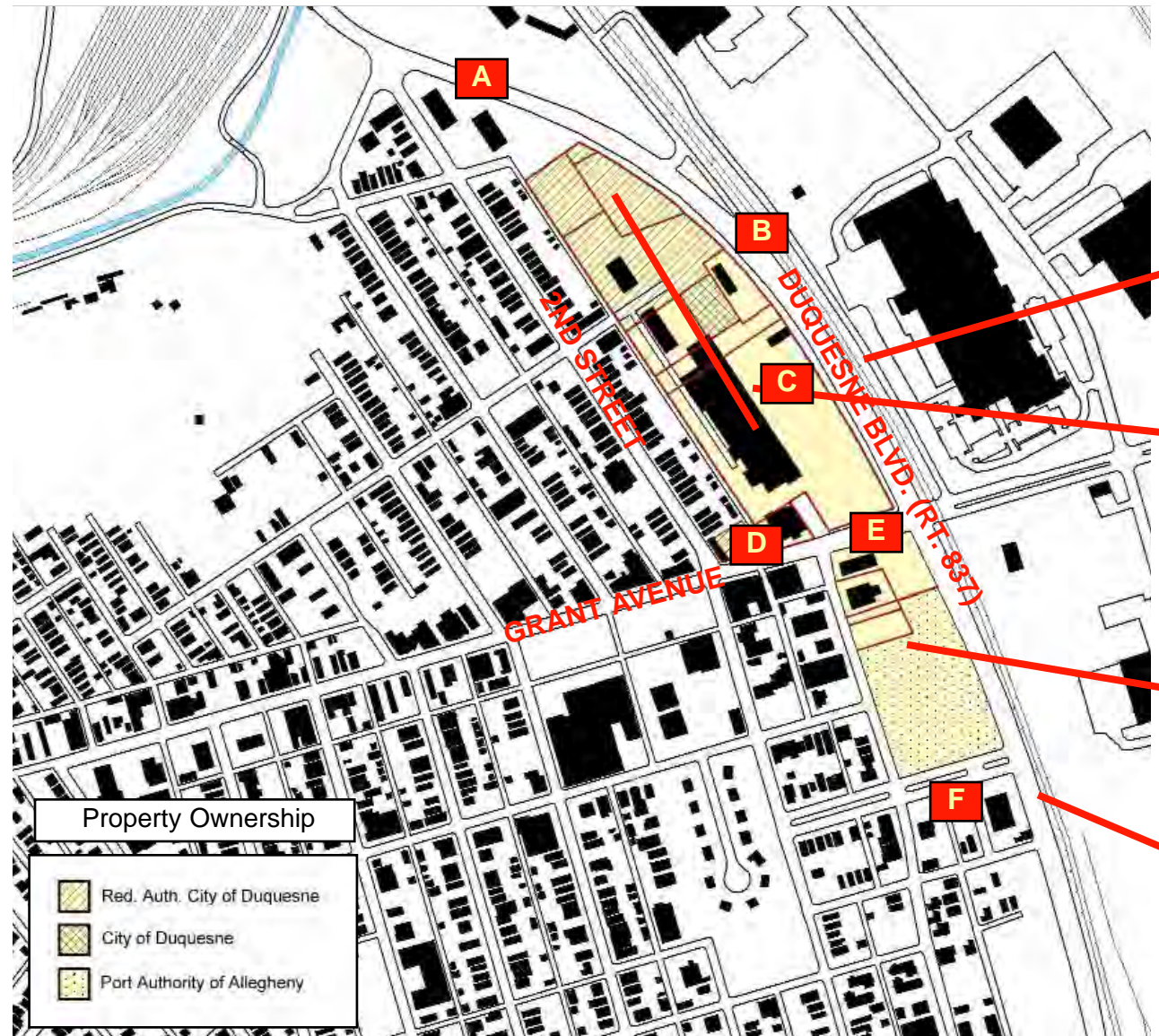
DUQUESNE BLVD FRONTAGE

First and Lasting Impression

The vast majority of people who experience the City of Duquesne do so as they travel along Duquesne Boulevard at 40 to 50 MPH speeds. The average weekday traffic counts (according to a 2000-2001 study) in front of the shopping center totaled over 23,000 vehicles per day: 12,604 vehicles per day in the northbound lanes and 10,510 vehicles per day in the southbound lanes of Duquesne Boulevard (State Route 837). The frontage along Duquesne Boulevard, just beyond Second Street south to Library Place is dominated by vacant land and surface parking. For those who only see the City of Duquesne from this perspective, they are not left with a very favorable impression. Just as the front porch of a house presents the public face of its residents, the frontage along Duquesne Boulevard does the same for the City of Duquesne.

Land Ownership

The area of the parcels highlighted on the adjacent map total roughly 17 acres. Approximately half of this total is owned by a public entity, including the RACD, which owns nearly 5 acres. The balance of this area includes apartment buildings at Second Street (A); an automotive repair shop (B) at the mid-entry of the shopping plaza (C); Grant Towers Apartments (D); National City Bank (E) and the Duquesne Business Center (F).





Duquesne Plaza Shopping Center

Because of its prominent location along Duquesne Boulevard, the shopping center is essentially the “front porch” of Duquesne. Unsightly and poorly maintained, the center is more than half vacant and controlled by an out-of-state owner. Although current in real estate tax payments, there has been very limited investment in the property over the last 10 years.



Except for the lone one-story building, the property north of the Shopping Center is vacant and owned by the Redevelopment Authority of the City of Duquesne. This is the first view of Duquesne after passing Second Street, southbound on Duquesne Boulevard; a less than impressive first impression of the City.

North of the Shopping Center



The 311 spaces at the Port Authority's park-n-ride lot (bordered by Library Place, First Street, the Church parking lot and Route 837) cover a site nearly as large as the shopping center. Overall the parking lot is extremely under-utilized and the middle section is almost never used.

Port Authority Parking Lot



The soon to be demolished pedestrian overpass is a reminder of the former connection between the steel mill and the City of Duquesne. In the background, the Duquesne Business Center is on the left and Christ Light of the World Church is on the right.

View from RIDC Riverplace

DUQUESNE'S KEY ENTRIES

Entries as Gateways to Duquesne

Three intersections serve at the City's key entries:

1 Grant Avenue and Duquesne Boulevard

If the frontage along Duquesne Boulevard is Duquesne's front porch, then Grant Avenue is its front door threshold, or the main gateway to the Center of the City. The key issues include first impressions and lack of massing that suggests the main entry to the City.

2 Second Street and Duquesne Boulevard

As southbound traffic along Duquesne Boulevard crosses the bridge over the railroad tracks, Second Street offers the first opportunity of a direct route into the Center of the City and access to the surrounding residential blocks. Key issues include identity and traffic speed coming off of Duquesne Boulevard.

3 Library Place and Duquesne Boulevard

Once the main approach to the Carnegie Library of Duquesne, Library Place now serves as direct access to the Port Authority's parking lot, the Duquesne Business Center and the residential blocks south of Grant Avenue. The key issues include scale, landscaping and the original versus current purpose of the street.

These key entries are the gateways. They provide opportunities to make a good first impression and welcome visitors to the Center of the City.



1

Grant Avenue at Duquesne Boulevard



This block, up to First Avenue, includes the business district sign installed in the early 1980s (top photo); National City Bank (top photo background); a median with pavers and a few trees (middle and bottom photos); the vacant corner with excess surface parking for the shopping center (bottom photo) and a small parklet at the north west corner of Duquesne Boulevard and Grant (not shown).

2

Second Street at Duquesne Boulevard



Southbound on Duquesne Boulevard, Second Street (top photo) provides somewhat of an "off-ramp" - relatively high-speed - access to VFW Hall and apartment building (middle photo). Second street also is a direct connection to the Center of the City (see the building at Second and Grant on axis in the bottom photo) and the residential blocks north of Grant Avenue.

3

Library Place: Duquesne Boulevard to Second Street



Liberty Place is lined by single family houses between First Street and Second Street (top left and middle photo) and provides access to the Port Authority parking lot and the Duquesne Business Center (top right photo). At Duquesne Boulevard, Liberty Place provides for two lanes of travel in each direction, suggesting its original purpose of providing a main approach to the demolished Carnegie Library of Duquesne.

GRANT AVENUE "MAIN STREET"

The Key Commercial District

Grant Avenue is the primary traditional commercial district, or "Main Street" of the City of Duquesne. In addition to storefront businesses, Grant Avenue offers direct connections to the heart of Duquesne's residential streets to the north and south and links to the City of Duquesne School, City Hall and the adjacent park and other local institutions.

The character of the street varies block by block in terms of density, land use and building type. The only consistent thread from First Street to Fourth Street is the brick pavement which is undulating at several points - at least in the traffic lane - and is currently slated for resurfacing during 2008.

Some of the key issues along Grant include:

- o Several vacant parcels of land, especially at corner locations, where it is most important to anchor the commercial character of the street.
- o Vacant buildings - some simply unoccupied, while others are in dire need of structural and stabilization and physical repair. Without intervention, some of these buildings could suffer the fate of demolition, exacerbating the negative symbolism and reality of vacant parcels along the City's main street.
- o A lack of street level commercial activity, caused in part by inconsistent hours of operation, various storefront uses and lack of market appeal with the enclosed and insular building facades.

Sixth Street to Fifth Street



The north side of this block notably includes a vacant corner lot at Fifth Street and the G&M Bar. The ten parcels on the south side of the block are bisected by an alley, contain one house, two vacant lots and commercial properties from one to three stories.

In addition to the corner pharmacy at Fifth, this block's north side has several two story storefront buildings, a church and a residential-type structure at Fourth. Three vacant lots account for one-third of the south side of the block; an apartment building is at Fifth and a vacant building at Fourth.

Fourth Street to Second Street




Second Street to First Street



First Street to Duquesne Boulevard



 Indicates Key Vacant Parcels



These two blocks include the school's parking lot and the City park and the corner clock tower on the south side. The north side is solidly anchored by buildings on all four corners at Fourth, Third and Second, but these vary greatly in their physical conditions and occupancy.

A long narrow two story former flower shop anchors the northeast corner at Second, with a large vacant lot next door. Grant Towers on the northwest corner at First is opposite another vacant lot on the south side of the street. One of the City's most handsome buildings is on the southeast corner of First.

The corner of Grant and Duquesne Boulevard contains a small isolated park, adjacent to the elevated parking lot of the shopping plaza on the north side of the block. The south side of the block is occupied by National City Bank and its corner parking lot along Duquesne Boulevard.

SECOND STREET

An Entry and Anchor Street

Running roughly parallel to Duquesne Boulevard, Second Street offers the first entry that directly serves the Center of the City and its surrounding residential blocks. Once composed of respectable and physically solid residential blocks, Second Street still has some sound single family houses, but also includes houses that are not well maintained, some that are vacant and an excess of vacant lots.

Additionally, Second Street combines with Grant Avenue to create the crossroads of the City Center of Duquesne, serves City Hall, connects to Library Place and terminates only when it reaches the Cochrandale KOZ site.

Some key issues along Second Street include:

- o The lack of street trees diminishes the residential character of both long blocks.
- o The ramp-type entry off of Duquesne Blvd. encourages a high-speed approach into the neighborhood. Because of the long blocks and lack of street calming features (street trees, clearly delineated crosswalks, solid street parking), traffic speed is not significantly reduced.
- o The excessive number of vacant parcels and several poorly maintained houses in the south block create blighted conditions which not only detract from reinvestment in the area, but, if left unchecked with further the decline in value along the street..

Second Street Entry



Second Street North Block



With access to or from the southbound lane of Duquesne Boulevard, Second Street offers a direct entry to the Center of the City and access to the residential streets north of Grant Avenue.



This block includes a handful of vacant parcels, a church, mid-block apartment building and mostly single family houses. Some need repairs, but others are reasonably maintained.

Second Street South Block



Second Street and Grant Avenue



A Representative Sample of Second Street Conditions



Solid House



Vacant House



Vacant Lot



The seven-story apartment building's scale tends to dominate the south block. The east side of the street is problematic with several vacant parcels and poorly maintained houses.



The first few hundred feet of Second Street, north of Grant Avenue present both a challenge and an opportunity to establish a positive impression and solid core for the heart of the Center of the City.

 Indicates Vacant Parcels

PRIVATE DESIGN - PUBLIC REALM

Design and Conditions Visual Matrix

Two perspectives form the impressions of buildings along Duquesne's "Main Street". The first is the design character and quality of the buildings; the second is building condition. The nine photos to the right provide illustrations of the range of buildings on Grant Avenue from both a design and a physical condition perspective.

The adjacent matrix illustrate examples of where these impressions meet (with building condition along the top in columns and building design running in rows). They represent a range of buildings with good design and in good condition (upper left) to poor condition and poor design (lower right).

When assessing the district-wide impact and potential for individual buildings - whether new or existing - the City of Duquesne needs to strive for increased standards for good and contextual design.

An emphasis on maintaining and improving building conditions assures that existing or future uses will be enhanced. In the case of solid, yet vacant structures, an initial investment in building stabilization will yield greater returns in the long run and be much more cost efficient and symbolically effective than premature demolition of these structures.

Grant Avenue Building Scale/Design & Condition Matrix

Good Scale/Design			
			
			
	Good Condition	Fair Condition	Poor Condition

Institutional Integrity and Public Places

Whether deserved or not, the character of public and/or institutional structures and facilities sends a message about commitment, investment and pride of place.

Duquesne's main school building and the Duquesne Business Center represent a level of physical quality so often lacking in budget-conscious new construction.

Duquesne's City Hall and the U.S. Post office building are more modest, but still very respectable in character, but could be greatly enhanced with landscaping improvements and modest site upgrades.

The "temporary" school buildings, to the east of the main building are at best an eyesore and symbolically represent a lack of commitment to quality public education. And the former church structure on Second Street- in questionable structural conditions - sends the wrong message to those coming to do business across the street in City Hall.

Parks can play a key role in community revitalization and economic development providing public amenities for working families, retired individuals and local employees. Organizations such as the American Planning Association (APA) and the Project for Public Space (PPS) have documented the positive impact of parks on residential land values, neighborhood safety and business attraction.

Public or Institutional Buildings



Clockwise from upper right: Duquesne School; Duquesne Business Center, City Hall; Duquesne School Annex; vacant building across from City Hall; the U.S. Post Office on First Street.

Public Parks



From top to bottom: The parklet along Duquesne Boulevard (Rt. 837) and Grant Avenue; the Port Authority's Parking lot from First Avenue looking southeast; the City Park from the School looking northeast; the City Park looking south from across Grant Avenue.



Section II

Market Conditions

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MARKET DEMOGRAPHICS

Market Strengths and Opportunities

- o A slightly younger median population age than the nation in the 1-mile zone.
- o Almost 300,000 people live within a six-mile radius of the site.
- o Lower than average levels of employment may imply available labor. However, the employability of this potential pool in terms of education and skills is an unknown variable.

Market Challenges and Weaknesses

- o Declining population.
- o Much lower levels of household income and per capita income compared to the national average.
- o Income gap between market area and the nation is projected to widen.
- o Comparatively low level of employment within Duquesne (34.4% over the age of 16 employed in the 1-mile radius, vs. 47.1% nationally). The situation is better at the 3-mile and 6-mile levels (41.1% and 45%. respectively).
- o Comparatively low population numbers with bachelor's or post-graduate degrees.

		1 Mile Radius	3 Mile Radius	6 Mile Radius	U.S. Comparison
POPULATION	2000 - Census	9,298	92,322	283,124	281,421,906
	2007- Projected	8,329	85,616	xxx,xxx	301,045,522
	% Change	(10.4)%	(7.3)%	(x.x)%	7.0%
	% Change for Next 5 Years	(7.6)%	(5.9)%	(x.x)%	4.6%
	Median Age	36.3	41.7	36.5	36.5%
	In 5 Years	35.8	42.7	37.6	37.6%
	White:	45.6%	74.6%	78.62%	73.1%
	African Amer:	50.6%	22.5%	18.35%	12.4%
HOUSEHOLDS	Hispanic/Latino:	1.0%	1.1%	0.91%	14.9%
	2000 - Census	4,021	39,432	124,178	105,480,101
	2007- Projected	3,694	37,221	118,164	113,668,003
	% Change	(8.1)%	(5.6)%	(4.8)%	7.8%
	% Change for Next 5 Years	(6.4)%	(5.2)%	(4.6)%	4.9%
INCOME	2007 Household	\$31,389	\$40,887	\$49,720	\$66,670
	In 5 Years	\$33,545	\$44,696	\$54,309	\$73,737
	% Change	6.9%	9.3%	9.2%	10.6%
	2007 Per capita	\$14,098	\$18,090	\$22,581	\$25,495
EMPLOYMENT	% Employed	34.4%	41.1%	45.0%	47.1%
	Emp. Civilians	46.1%	51.4%	55.1%	60.2%
	Unemployed	5.7%	4.5%	3.8%	3.6%
	Not in labor force	48.2%	44.0%	41.1%	35.7%
	Blue Collar	34.4%	23.0%	19.1%	23.9%
	White Collar	46.1%	55.9%	63.2%	60.1%
HIGH ED	Service or Farm	5.7%	21.1%	17.8%	16.0%
	%25+ yrs old w/ Professional/PhD or MA Degree				
	BA Degree	1.7%	3.4%	9.1%	8.9%
HOUSING		6.6%	9.1%	13.1%	15.7%
	Owner-Occupied	56.9%	63.7%	64.1%	67.0%
	1-Unit Detached	60.8%	65.9%	62.7%	60.8%
	% Built Prior to 1939	35.4%	38.7%	34.1%	16.5%

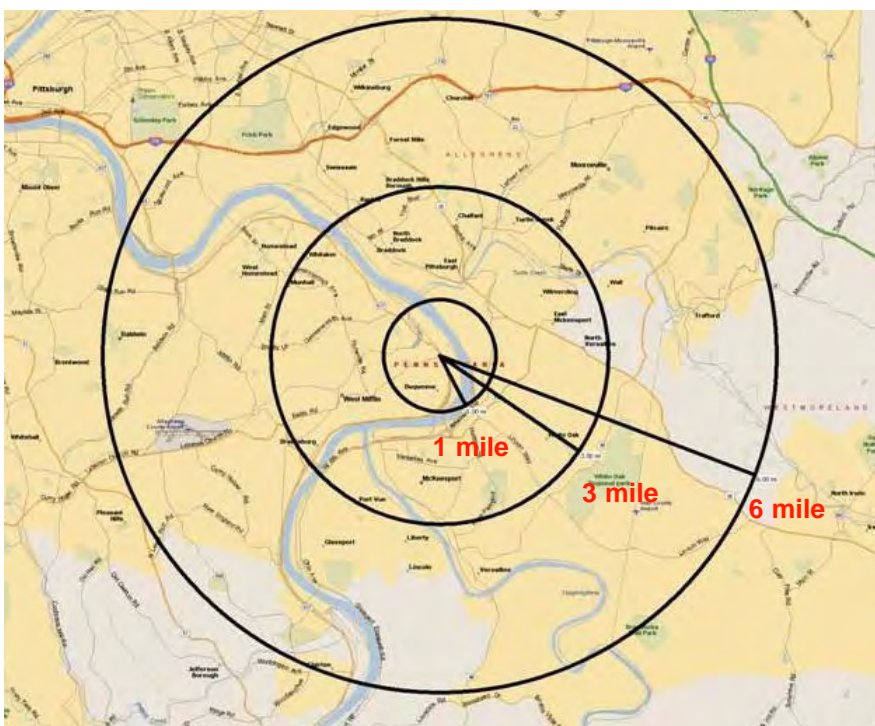
Market Assessment

Redevelopment planning for the Grant Avenue Corridor requires understanding the position of the corridor, as well as the City of Duquesne in general, in relation to market conditions. While certain aspects of urban revitalization can be accomplished through the use of public funds (urban landscaping, streetscapes and parking) a central business district, such as the Grant Avenue Corridor, must also attract private sector business development. Private sector development is ultimately determined by market forces and positive market conditions.

Understanding the market position of the Grant Avenue Corridor required the Impact Economics/ Perkins Eastman planning team to access information and data from multiple sources relating to:

- Area demographics
- Retail market
- Residential real estate market
- Commercial real estate market

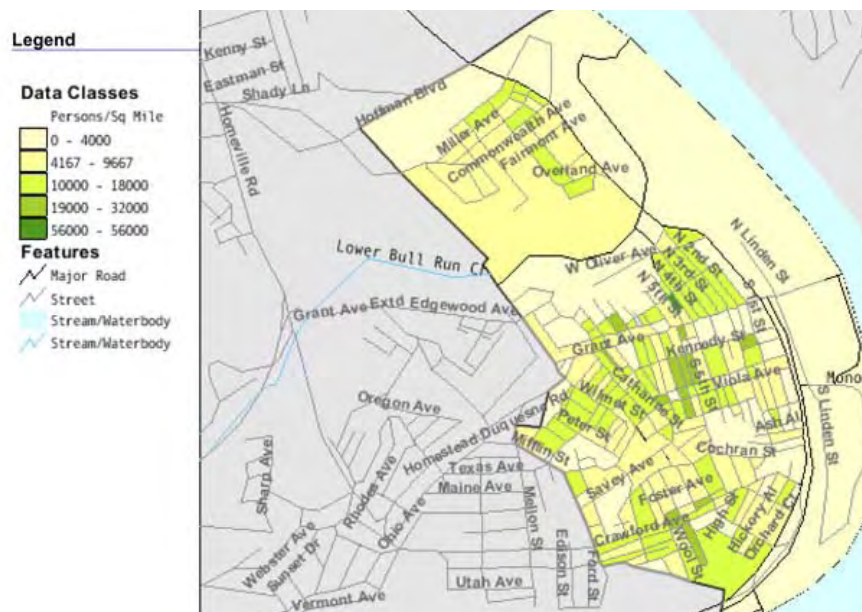
Demographic and retail market data were sourced through Claritas. Real estate data came from two sources, with residential real estate data from the West Penn Multi-List and commercial real estate data from Co-Star, generated by the Allegheny County Department of Economic Development.



Duquesne Area Demographics

The assessment of demographic data used concentric circles centered on the Duquesne shopping plaza at 31 Duquesne Boulevard.

Circles covered 1 mile, 3 mile and 6 mile radii from this hub, as shown in the adjacent illustration.



RESIDENTIAL MARKET

Market Strengths and Opportunities

- o Housing prices are extremely affordable in Duquesne.
- o Change in status vis-à-vis high school for Duquesne students likely increases attractiveness of the community for families with school age children.

Market Challenges and Weaknesses

- o House prices are depressed to a level that precludes private-sector developers producing new housing stock for the market.
- o Housing stock is generally quite old in comparison to national averages.

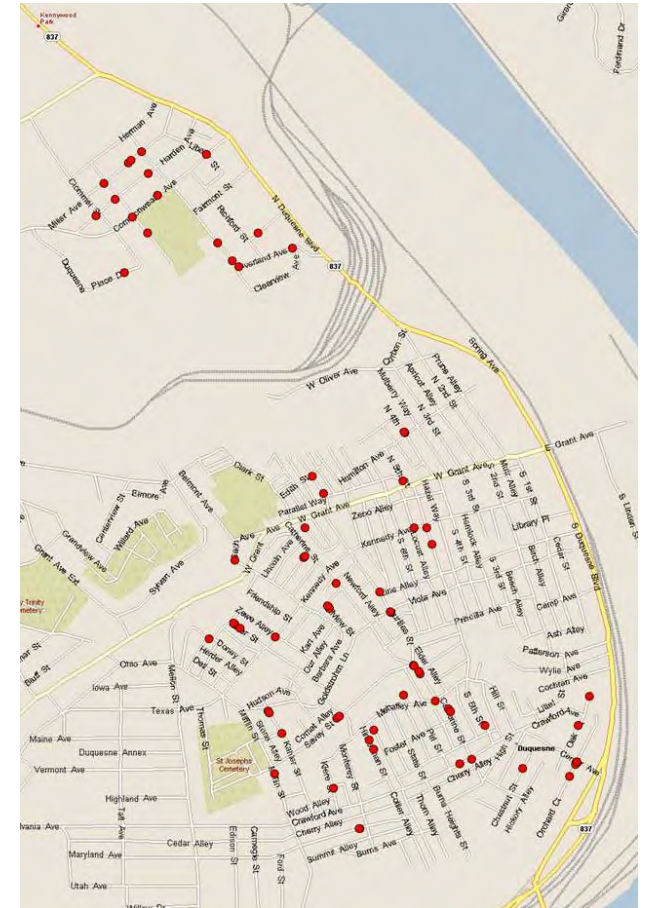
Area Residential Market

Impact Economics, LP accessed the Multi List Service to gather data on residential real estate sales for a six-month period and listings within the Duquesne zip code (15110). The data analysis was performed in late September 2007.

According to this residential market analysis, the sales price of listings - both single family and multi-family units - in the Duquesne zip code is generally quite low. By comparison, according to the National Association of Realtors, the Median Sales Price of Existing Single-Family Homes for the Pittsburgh Metropolitan Area was \$120,700 in 2007.

While the good news is that housing is affordable for home buyers in Duquesne, the downside is that market prices are so depressed there is effectively no capacity for new market rate construction.

In all likelihood, without subsidy, for for-profit developers in this market could not attain sales prices to cover construction costs, let alone provide an attractive return on investment.



*Location of Residential Units for Sale in Duquesne
for six-months prior to September 2007.*

Single Family House Listings and Sales

In September 2007, 50 single family residences were on the market within Duquesne. The aggregate characteristics of these listings are as follows:

- Average Listed Price = \$35,174
- Median Listed Price = \$34,900
- Minimum = \$7,000
- Maximum = \$84,900

The table to the right summarizes the 26 listings sold between April and September 2007 in the City of Duquesne:

- Average Listed Price = \$24,560
- Average Sold Price = \$20,850
- Median Listed Price = \$19,900
- Median Sold Price = \$16,750
- Minimum Sold Price = \$3,100
- Maximum Sold Price = \$70,000*

* Only one house, a 5 bedroom unit, sold for more than \$50,000.

	Address	Listed Price	Sold Price	BRs
28	Commonwealth Ave.	\$74,900	\$70,000	5
310	Miller Ave.	\$52,000	\$47,500	2
936	Chestnut St.	\$51,900	\$43,000	3
834	Hinnerman St.	\$38,000	\$37,000	3
35	Overland Ave.	\$39,900	\$37,000	3
221	Harden Ave.	\$39,900	\$32,900	2
231	Miller Ave.	\$33,500	\$31,200	2
921	Catherine St.	\$26,900	\$26,900	3
5	Wilmot	\$32,900	\$25,000	3
405	Hillview St.	\$29,900	\$22,000	3
1125	Maryland Ave.	\$19,900	\$19,900	3
107	Aurilles St.	\$19,900	\$18,000	3
157	Overland Ave.	\$24,900	\$17,000	2
110	Peter St.	\$19,900	\$16,500	3
103	Doney St.	\$14,000	\$14,000	3
704	Catherine St.	\$14,900	\$13,500	3
210	Aurilles St.	\$14,900	\$12,500	3
820	Hinnerman St.	\$10,200	\$10,200	3
1114	Savey St.	\$13,450	\$10,000	3
126	Peter St.	\$16,000	\$8,500	3
106	Peter St.	\$19,900	\$7,000	3
307	Cliff St.	\$7,500	\$6,000	2
1014	Sherman Ave.	\$6,000	\$5,000	3
211	Aurilles St.	\$4,900	\$4,900	2
209	Aurilles St.	\$2,500	\$3,500	2
117	4 th St.	\$9,900	\$3,100	2

Multi-Unit Listings and Sales

Listing and sales of multi-unit residential properties in Duquesne are shown in the table below. In September 2007, eight multi-unit properties were on the market containing 36 individual dwelling units.

The average list price per unit is \$27,945.

In the preceding six months, two multi-unit properties sold with an average sales price of \$30,500 per unit.

Address	Price	Sold Price	Units	Listed Price Per Unit	Status
204 5th St.	\$35,000		2	\$17,500	Available
208 Peter	\$39,900		2	\$19,950	Available
838 Grant	\$54,900		3	\$18,300	Available
24 Erwin St.	\$60,000		2	\$30,000	Available
622 Grant	\$64,999		4	\$16,250	Available
401 Hamilton	\$93,000		5	\$18,600	Available
13 S. 7th	\$200,000		10	\$20,000	Available
1111 Overland	\$500,000		8	\$62,500	Available
216 6th St.	\$36,000	\$33,000	2	\$18,000	Sold
1133 Maryland	\$89,900	\$150,000	4	\$22,475	Sold

COMMERCIAL MARKET

Market Strengths and Opportunities

- o Multiple spaces are available within the market, and revitalized brownfield space available at adjacent RIDC Riverplace site.

Market Challenges and Weaknesses

- o Absorption rates are anticipated to remain low for the foreseeable future.
- o Significant additions of new commercial space are not anticipated.
- o Overall vacancy rate is anticipated to grow.

Commercial Real Estate Analysis

The commercial real estate market analysis was facilitated by the Allegheny County Department of Economic Development. They provided access to their Co-Star commercial real estate property database for purposes of the Duquesne planning study.

Co-Star has the most complete database of commercial properties in the nation, and the depth of its datasets provides for detailed analysis of commercial real estate markets to be performed.

Area Commercial Real Estate Market

Within a three mile radius of the Duquesne Shopping Plaza, CoStar data showed the following, as of September 2007:

- 908 commercial properties with a rentable building area (RBA) of 25,277,589 SF.
- A total of 12.3% of this RBA is vacant, while 88.7% leased.
- In 2006 net absorption totaled 280,722 SF, which increased in the first three quarters of 2007 to 377,806 SF.
- Of the total 3,103,342 SF of vacant property, 2,944,670 SF is vacant and available.
- The total available space, including occupied space that is to be vacated, amounts to 3,546,088 SF or 14% of the total RBA in the market area.
- Full service gross rent averages \$13.14 per square foot. The range of \$1.00 to \$22.00 is based on data for 120 leased spaces.
- Triple net averages \$5.86 per square foot. The range of \$2.50 to \$28.00 is based on data for 66 leased spaces.

CoStar Projections for Market Area



Delivery Assumption: Known Construction Activity. Absorption Assumption: 100% of Previous 5-Year Average

The above graph shows CoStar's commercial real estate activity projections for the market area. Absorption rates are expected to roll forward at a similar rate to the 5 year average absorption.

Very little in the way of net delivery of new space is anticipated. Vacancy rates are projected to increase from circa 11.5% at the current time to 12.5% in late 2009.

AREA RETAIL MARKET

Market Strengths and Opportunities

Potential opportunity to recapture leaking retail dollars through development of some potential new retail operations:

- o General merchandise stores
- o Grocery stores
- o Building materials and supply dealers
- o Lawn, garden equipment and supplies stores
- o Limited-service eating places
- o Furniture and home furnishings stores
- o Pharmacies and drug stores
- o Office supplies, stationery, gift stores
- o Computer and software stores
- o Specialty food stores
- o Camera and photographic equipment stores
- o Used merchandise stores.

Market Challenges and Weaknesses

- o Considerable leakage of retail purchase dollars to areas outside of Duquesne and the surrounding six-mile market radius.

Area Retail Market

Understanding the potential for increased retail operations is key to determining the potential for revitalization of the district built, at least in part, upon retail development.

The retail market analysis needed to uncover potential sales areas of opportunity or gaps within the market. Impact Economics went to Claritas, the nations leading provider of market data, to access their Retail Market Power™ (RMP) gap analysis marketing database. This database provides an actionable portrait of sales opportunity facilitating retail gap analysis, helping to assess the potential for revitalization and growth strategies through targeting the sales gaps that may exist in the marketplace. The RMP database allows for comparison of the supply-side and demand-side of retail sales within specified market radii.

The Claritas data presents a measure of consumer demand/expenditures, allowing the user to calculate any market gaps or surpluses in the marketplace. The dataset uses 88 store type variables. As with the demographic analysis, market circles were centered on the Duquesne Shopping Plaza encompassing a 1 mile, 3 mile and 6 mile radius.

Within a 1 mile radius of the Duquesne Shopping Plaza total consumer expenditures on retail items (including eating and drinking establishments) totals \$102.7 million annually. Within this same 1 mile radius, total retail sales equal only \$42.9 million. Thus the gap totals \$59.8 million - representing local dollars effectively leaking out of the immediate community to make purchases from non-local retailers.

Similar gap situations exist at the 3-mile and 6-mile spatial scales. Within the 3-mile radius there is the largest retail gap amounting to \$414.9 million. At the six mile level this shrinks to \$181.1 million.

It should be noted that the six-mile radius encompasses major retail locations including Monroeville Mall, the Century III area, and The Waterfront in Homestead. These are regional shopping destinations, and thus inflow of funds occurs from outside of the area in terms of shopping at these locations. That said, even with these major retail centers, local demand for retail purchases exceeds local supply.

From this analysis, the data is sorted in order of total retail gap (opportunity) for the 1 mile radius spatial area. It is not assumed that everything listed within this radius is a candidate for a new retail operation located in the study zone. In many instances the local demand is being met by businesses located outside of the study area radius, but still within a convenient distance for most shoppers.

Within a three mile radius of the study zone, there are some major retail categories with significant unmet local demand. There are 17 retail categories, for example, with unmet local demand of \$10 million or more.

In considering retail opportunities for the Grant Avenue Corridor study area some categories of retailing can be ruled out because they would be generally unsuited to the available site conditions and character.

The study area is characterized by two primary retail zones - Grant Avenue with comparatively small store frontages located in older buildings, and the Duquesne Shopping Plaza representing a strip mall location. The Shopping Plaza, of course, does represent an opportunity for redevelopment given the total land area it contains.

Generally speaking, the type of retail operations suited to the study zone include those that do not require a "big box" or "superstore" format (which would not be in keeping with the scale and character of the study area) - rather, retail opportunities should be sought in categories better suited to a smaller retail presence in main street store fronts or strip-mall type formats.

Using these parameters it is evident that there could be demand-based opportunities for Duquesne in attracting retail operations in the sectors listed in the table below.



Retail Stores	3 Mile Radius Demand (Consumer Expenditures)	3 Mile Radius Supply (Retail Sales)	3 Mile Radius Opportunity Gap/Surplus
Other General Merchandise Stores	82,358,531	13,003,090	69,355,441
Building Material and Supply Dealers	122,448,676	58,584,492	63,864,184
Clothing and Clothing Accessories Stores	48,024,899	7,922,025	40,102,874
Grocery Stores	150,689,668	115,161,863	35,527,805
Clothing Stores	35,083,915	4,151,692	30,932,223
General Merchandise Stores	146,859,949	116,171,754	30,688,195
Furniture and Home Furnishings Stores	29,592,573	6,926,997	22,665,576
Electronics and Appliance Stores	26,721,363	6,267,189	20,454,174
Limited-Service Eating Places	46,582,338	28,067,701	18,514,637
Full-Service Restaurants	50,658,926	33,028,349	17,630,577
Appliances, TVs, Electronics Stores	20,708,574	4,204,296	16,504,278
Home Furnishing Stores	13,596,632	2,212,193	11,384,439
Furniture Stores	15,995,941	4,714,805	11,281,136
Sporting Goods, Hobby, Book, Music Stores	19,826,142	9,156,121	10,670,021
Lawn, Garden Equipment, Supplies Stores	11,713,163	1,127,301	10,585,862
Office Supplies, Stationery, Gift Stores	12,347,234	2,948,888	9,398,346
Shoe Stores	6,973,021	960,998	6,012,023

REVIVING THE RETAIL PLAZA

Potential Scenario for Duquesne Plaza Shopping Center Site

The adjacent table illustrates two scenarios for the Duquesne Plaza Shopping Center, based on the estimated gap in market opportunity, the average square foot sales per type of store and the general occupants for both community and neighborhood shopping centers.

For the two types of centers (as defined by the Urban Land Institute), the potential for the Duquesne site is as follows:

o Community Shopping Center: 131,460 SF

General Merchandise	65,000 SF
Grocery Store	49,000 SF
Limited Service Eating	2,700 SF
Full-Service Restaurant	7,750 SF
Furniture & Home Furn.	4,800 SF
Office Supply, Stationery	3,250 SF
Other Health & Pers. Care	3,960 SF

o Neighborhood Shopping Center: 61,660 SF

Grocery Store	49,000 SF
Limited Service Eating	2,700 SF
Full-Service Restaurant	7,750 SF
Office Supply, Stationery	3,250 SF
Other Health & Pers. Care	3,960 SF

Scale, Market and Potential Site Capacity

Retail Stores	3 Mile Radius Demand (Consumer Expenditures)	3 Mile Radius Supply (Retail Sales)	3Mile Radius Opportunity Gap/Surplus	Est. Sales Per SF	3Mile Radius Opportunity Gap in SF	Est. SF per Store	Est. Gap in Number of Stores	Duquesne Store Scenario	Duquesne SF Scenario	Frequently Found in U.S. Shopping Centers
Other General Merchandise Stores	\$ 82,358,531	\$ 13,003,090	\$ 69,355,441	\$ 80.00	866,943	65,000	13	1	65,000	C
Grocery Stores	\$ 150,689,668	\$ 115,161,863	\$ 35,527,805	\$ 350.00	101,508	49,000	2	1	49,000	C/N
Limited-Service Eating Places*	\$ 46,582,338	\$ 28,067,701	\$ 18,514,637	\$ 228.00	81,205	1,350	60	2	2,700	C/N
Full-Service Restaurants	\$ 50,658,926	\$ 33,028,349	\$ 17,630,577	\$ 228.00	77,327	2,750	28	1	2,750	C/N
Furniture and Home Furnishings Stores	\$ 29,592,573	\$ 6,926,997	\$ 22,665,576	\$ 215.00	105,421	4,800	22	1	4,800	C
Office Supplies, Stationery, Gift Stores	\$ 12,347,234	\$ 2,948,888	\$ 9,398,346	\$ 185.00	50,802	3,250	16	1	3,250	C/N
Other Health and Personal Care Stores**	\$ 14,997,927	\$ 10,388,529	\$ 4,609,398	\$ 164.00	28,106	6,600	4	0.6	3,960	C/N
* The totals for the Duquesne site scenario assumes two shops at 1,350 SF each					SF for Community Shopping Center		131,460			
** The totals for the Duquesne site scenario assumes 3 stores at an average of 1320SF each.					SF for Neighborhood Shopping Center		61,660			

Calculating the Duquesne SF Scenarios:

The amount of square footage for the Duquesne SF scenarios were derived as follows:

Start with the the 3-mile radius gap in sales for each retail classification (in dollars).

Divide by the average sales per square foot (from ULI*) for each type of retail store to determine the opportunity gap in square feet.

Divide the total square feet by the average size for that type of store, which results in the gap of the total number of stores for the 3-mile radius.

The Duquesne store scenarios - for both a community shopping center and a neighborhood shopping center - draws from the total number of stores from each retail store classification.

* ULI - The Urban Land Institute, (*Dollars and Cents of Shopping Centers*, 2002) provides descriptions of the characteristics of both community shopping centers and neighborhood shopping centers, and data from their extensive research.

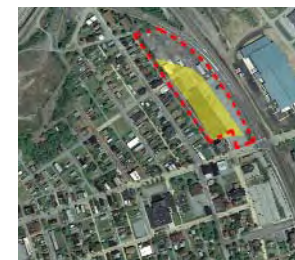
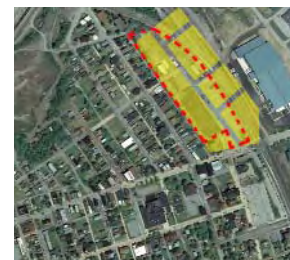
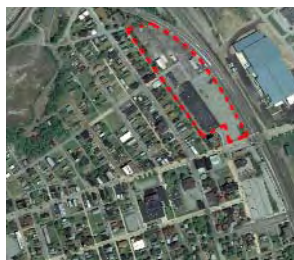
A Neighborhood Shopping Center provides for the sale of daily living needs - convenience goods like food, drugs, hardware, and personal services. A supermarket is the principal tenant in this type of shopping center.

The median size of U.S. neighborhood shopping centers in the east is 68,920 square feet, with an upper to lower decile range of 42,720 to 95,350 square feet.

A Community Shopping Center contains many of the convenience tenants that are found in neighborhood shopping centers, while offering a wider range of apparel, hardware, home furnishing, home improvement, and specialty stores. In addition, the center also may include banking and professional services, personal services, and recreational facilities. A discount department store and/or large supermarket usually is the principal tenant in this type of center. Community shopping centers typically do not have the drawing power of a regional or super regional center due to their substantially smaller size.

For U.S. community shopping centers in the east, the median size is 205,695 square feet, with an upper to lower decile range of 119,493 to 371,949 square feet.

Duquesne Shopping Center and RACD Property



To help visualize the scale of retail development potential for the Duquesne Shopping Plaza the adjacent images illustrate the size of the Duquesne site, inclusive of the adjacent properties owned by the RACD, in comparison to other retail developments in the region. In terms of physical size, the site is more conducive to a small community shopping center (such as East Side in East Liberty) or a neighborhood shopping center comparable to Banksville Plaza on the Pittsburgh/Dormont border.

In addition to the sales gap within the 3-mile radius, the shopping center also has the potential to draw from the roughly 500 employees at RIDC Park and the 23,000+ vehicles per day which pass the site along Duquesne Boulevard (Rt. 837).

Big Box and Entertainment

- Over 1 Million SF
- 400,000 SF in the highlighted area "Town Square"
- Big Box Anchors
- Regional Destination
- Typically Single-Story
- Isolated from historic downtown

Urban Lifestyle Center

- +/- 600,000 SF
- Office & Residential Above Retail
- Structured Parking
- Anchors unique to the Pittsburgh market
- Regional Destination
- Near, but unconnected to "main street"

Specialty Urban Retail

- +/- 120,000 SF
- High-end retail in urban neighborhood
- Two levels including structured parking
- National retailers with regional draw and only location in a broad Regional market (Whole Foods)

Neighborhood Strip Retail

- +/- 100,000 SF
- Primarily one-story (partial two-story) strip retail with a facelift
- Auto oriented market on high-volume Banksville Avenue
- Recent Facade Improvements



Section III

Strategies & Actions

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STRATEGIES AND ACTIONS

As noted in the introduction, there is redevelopment momentum occurring in the Mon Valley, and Duquesne has significant assets to build upon in its redevelopment efforts. To leverage these assets, and accelerate economic and social revitalization in Duquesne, several strategic initiatives are recommended by the Impact Economics/Perkins Eastman project team.

A good strategic plan presents a comparatively compact number of main strategy elements. Limiting the number of main strategy elements helps to provide focus for organizations and parties involved in leading strategy implementation. Separate implementation teams may be formed, for example, to take charge of the implementation of each strategy - thereby breaking a seemingly gargantuan task into elements that are more manageable. Or, one central team can guide the implementation of the entire strategy, allocating work on each element to specific sub-committee teams.

For the Duquesne revitalization project, the project team refined all of the key issues, opportunities, needs and required actions into five main strategies. These seek to address the development gaps identified and leverage areas of strength and opportunity for the future. Within each strategy lie a series of specific recommended actions that need to be made to effectively enhance the economic performance and sustainability of the Duquesne study area.

- o **Strategy One: Create First and Lasting Impressions** - creating attractive and inspiring "gateways" to the redevelopment area that communicate a positive impression of Duquesne.
- o **Strategy Two: Spatially Concentrate Development and Make Progress in Phases** - working to achieve a critical mass of revitalization through concentrated development in strategic locations.
- o **Strategy Three: Recruit Retail and Dining Development** - developing and implementing a retail and restaurant recruitment program to populate existing and newly developed retail space.
- o **Strategy Four: Work to Expand the Local Employment Base** - collaborating with area redevelopment authorities to facilitate further employer development on the RIDC park, at Cochrandale and within expanded retailing facilities.
- o **Strategy Five: Coordinate Government and Community Support** - coordinating the activities of local government and community organizations to promote an enhanced quality of place in the redevelopment area.



Top Photo: An open corner transformed into an outdoor public room for gatherings and events

Bottom Photo: The mixed-use building anchors the street in both directions with commercial base and residential upper floors.



A viable community should be a good place to live, work, shop and do business. Mixed-use creates economic vitality. Thus industrial corridors and commercial strips are as important as decent affordable housing

Ted Wysocki, CEO
Local Economic & Employment Development
(LEED) Council - Chicago, Illinois



Top Photo: Abundant upper floor windows, first floor awnings and pedestrian friendly oriented storefronts all contribute to an active and vibrant commercial district.

Top Photo: The pedestrian scale of 2-3 story corner building is enhanced by the ground floor transition linking the outdoor sidewalk and the indoor use.

Bottom Photo: A balance of street trees and well designed storefronts offer a pleasant pedestrian experience in small scale commercial districts.

Bottom Photo: The elements of mixed-use buildings, street trees, safe crosswalks, mixed-uses, street furnishings and street parking help to create a unified and successful small commercial district.

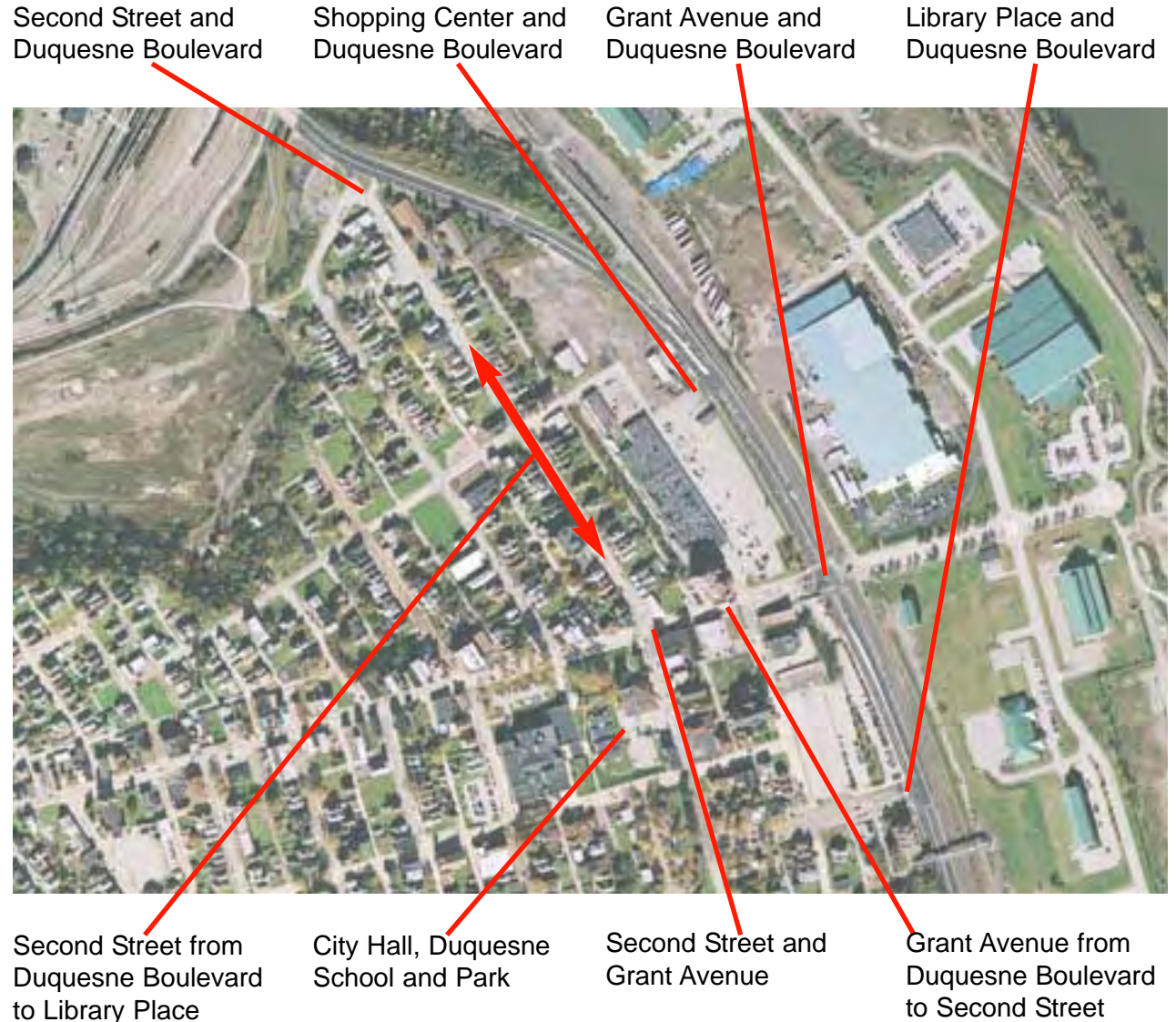
Strategy One: Create First and Lasting Impressions

Most communities in the Mon Valley developed along utilitarian pathways, rapidly expanding in a fairly unplanned manner to meet the residential and community needs of employees at the large heavy industry operations located along the Valley floor. The result of unplanned growth, and later structural economic decline, is readily evident in Valley communities that now look run-down and aesthetically unappealing. The study area within the city of Duquesne is no exception.

While the study area contains some magnificent older structures and open space, together with modern redevelopment buildings in the RIDC park, there remains much work to be done to make a really positive first impression for those visiting Duquesne or traveling through on Route 837. The primary gateways into Duquesne and the study area need to be considered "signature sites" for the community and be a focus for highly visible and inspiring redevelopment and aesthetic improvement initiatives.

By creating a strong first impression at these signature sites, Duquesne sends a message that it is investing in its future. Several sites and gateways need to be considered "signature sites", as identified in the adjacent aerial.

Enhance the Gateways to the Center of the City



Create Special Districts and Nodes for Development

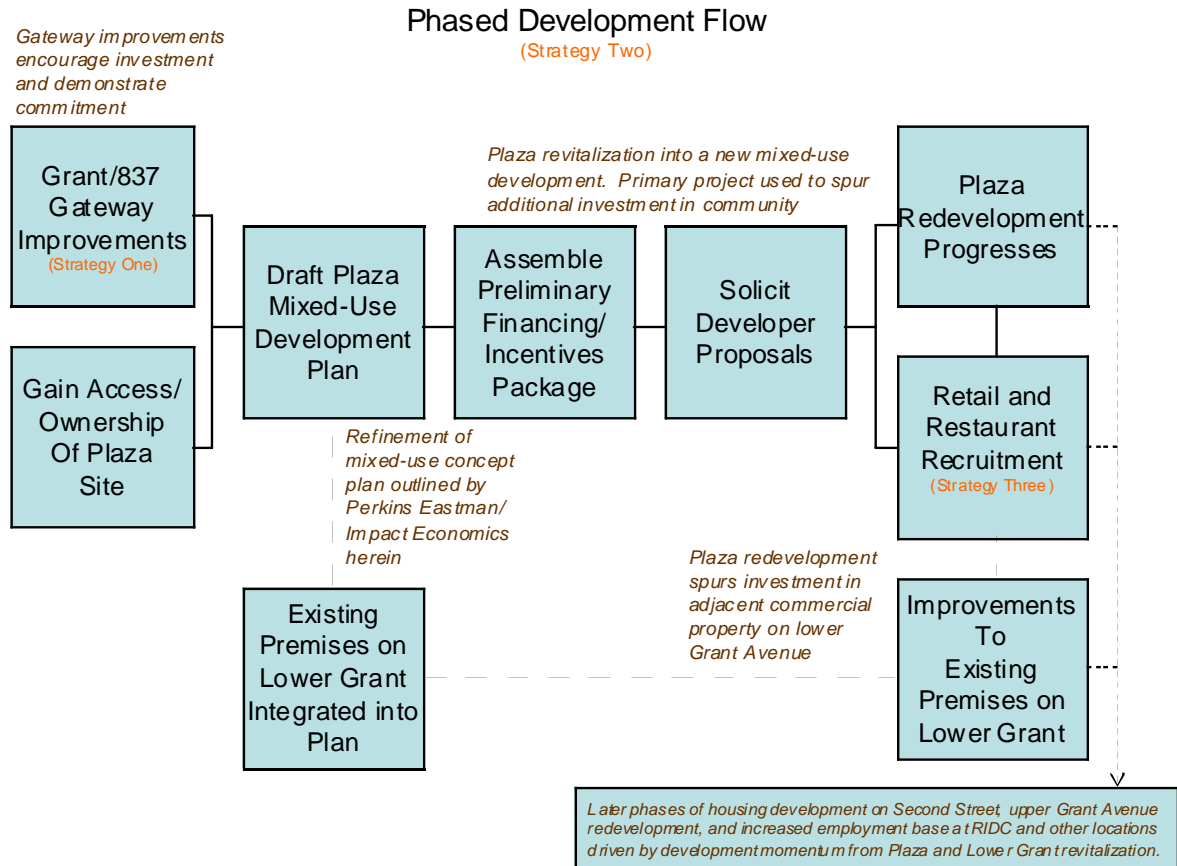
Action 1.1	Incorporate design enhancements as part of the 2008 plans to resurface Grant Avenue from First Street to Fourth Street, to assure that the functional infrastructure improvements provide added value for Duquesne's commercial district.	6 to 18 months
Action 1.2	Form a signature sites working group to oversee plans and site improvement activities, for the areas that will have the greatest impact and opportunity to leverage private investment.	6 to 18 months
Action 1.3	Target key community gateways and work with architects, planners and landscape architects to produce high quality "entrances." Start with Grant and Duquesne Boulevard and landscaping the planted median up to First Street.	6 to 18 months
Action 1.4	Initiate Grant Avenue property and business owners roundtable to develop an accurate database for property use, availability, potential development and collective marketing strategies.	6 to 18 months
Action 1.5	Initiate building stabilization efforts along Grant Avenue, particularly at key corner buildings that could be lost due to exposure to the elements.	6 to 18 months



Strategy Two: Spatially Concentrate Development and Make Progress in Phases

Duquesne is one of 30 Mon Valley municipalities within Allegheny County. Each of the other communities in the Valley has individual issues, development needs and hopes for the future. These communities, in part, represent competitors for scarce redevelopment resources from external funding agencies.

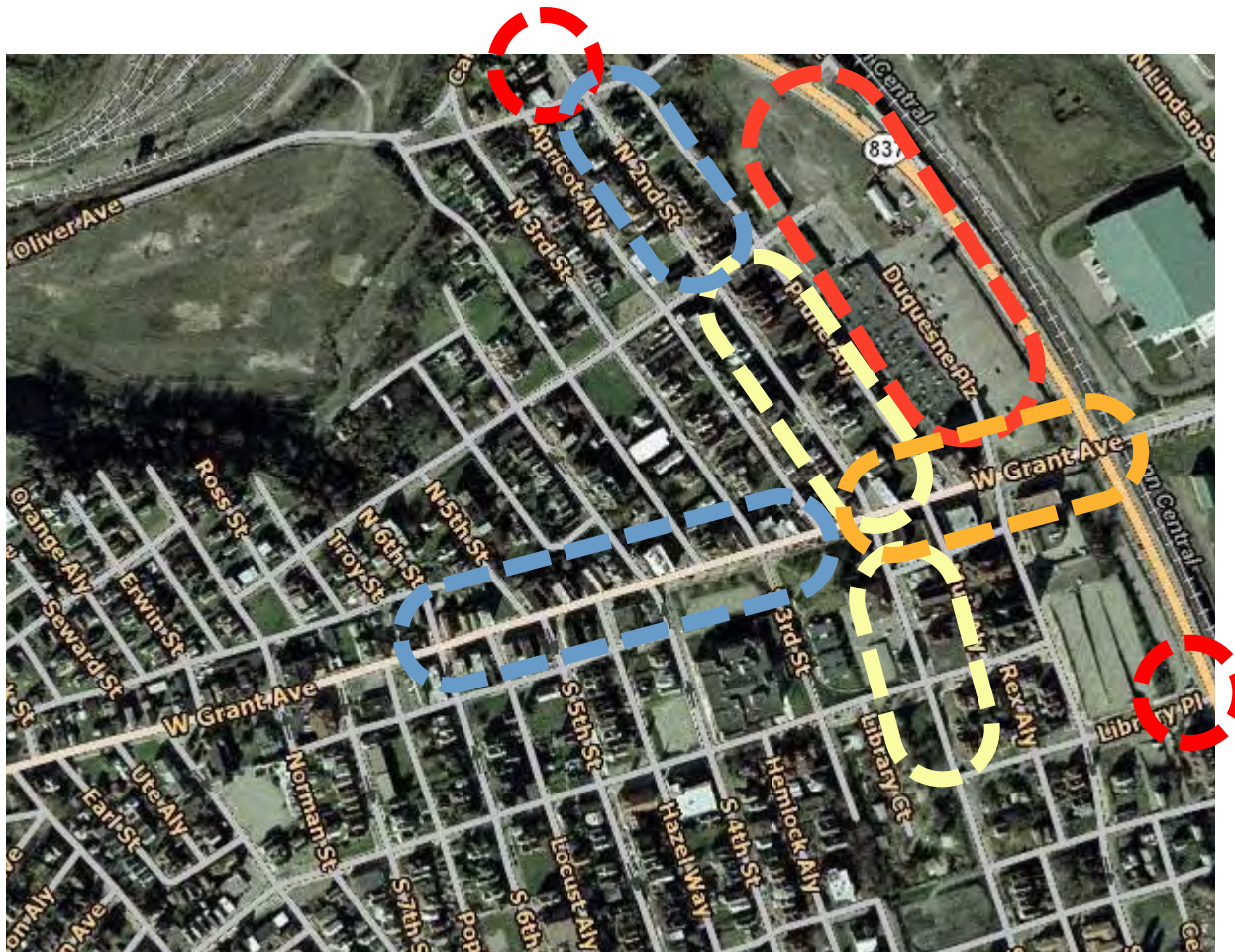
Given constrained municipal financial resources, the City of Duquesne cannot finance alone the improvements needed to revitalize the study area - rather, the City needs the support and resources of County, State and federal government agencies. Redevelopment financing is rarely available in one lump-sum to cover all of the projects needed to revitalize a community, rather it is available more on a project-by-project basis. As such, it is critically important that the Duquesne revitalization strategy carefully select and phase its projects into a realistic timing framework.



The diagram above illustrates the Impact Economics/Perkins Eastman team recommended phased approach for the study area revitalization.

Action 2.1	Secure ownership of Plaza site (an alternative is to move this action step further back in the process - whereby a selected developer acquires the site).	6 to 18 months
Action 2.2	Refine the Plaza plan contained in Section IV of this report (drafted by Perkins Eastman/Impact Economics) into a tool for developer solicitation.	6 to 18 months
Action 2.3	Incorporate existing premises on Lower Grant into the Plaza revitalization plan to present a unified development district.	6 to 18 months
Action 2.4	Work with County, State, Federal and local redevelopment and financing agencies to assemble financial incentives package for Plaza site redevelopment.	6 to 18 months
Action 2.5	Formally solicit development proposals from local/regional developers.	6 to 18 months
Action 2.6	Select developer and proceed with Plaza revitalization	18 to 36 months
Action 2.7	In parallel with Actions 2.5 and 2.6, solicit building owners on Lower Grant to conduct improvements to premises in accordance with revitalization plan	18 to 36 months
Action 2.8	Assure that the Steel Valley Trail & GAP trailhead development is integrated with Lower Grant/Plaza revitalization to encourage trail user utilization of Duquesne retail services.	(ongoing)





The revitalization strategy starts with a geographically compact area, but expands out over time building upon success and momentum from earlier phases.

- Phase I encompasses the intersection of Grant Avenue and Duquesne Boulevard and the First Street and Second Street Intersections.
- Phase II concentrates on a plan for Plaza Revitalization with a parallel track (IIA) seeking to revitalize premises for retail on the lower section of Grant Avenue between the Plaza site and Second Street and the two other gateways.
- Phase III envisions further expansion of improvements to the first blocks of Second Street on either side of Grant Avenue (with housing infill and rehabilitation and further commercial infill), plus integrated improvements focusing on the Municipal building locale, park and school connectivity.
- Phase IV improvements along the second block of Second Street north of Grant Avenue, plus extension of retail and commercial growth on Grant Avenue north of Second Street.

Summary of Redevelopment Actions/Projects	Phase I	Phase II	Phase III	Phase IV
Reposition Shopping Plaza	Grant Avenue and First Street - Mixed-Use Anchor Building	Shopping Center Rehabilitation of Existing Buildings	New Shopping Center Buildings	
Establish Welcoming Gateways	Grant Median: First Ave. to Duquesne Blvd First Block of Grant: - Signage/Furnishings - Tree Trenches	Library Place Median and Street Trees Second and Duquesne Blvd Gateway - Landscaping and Signage		
Stabilization of Nodes Along Grant & Second	Enhanced Intersections: - Second and Grant - First and Grant	Grant Avenue Infill - First to Second Grant Avenue Rehab - First to Second	Building Facade Improvements - Second to Fourth Street on Grant New Parklet at First and Grant	Building Facade Improvements - Fourth to Sixth Street on Grant New Duquesne Park Campus
Infrastructure Loop Improvements		Building Facade Improvements - First to Second Street on Grant	Second Street Street Trees and Tree Trenches - First Block North of Grant	Remaining Second Street Street Trees and Tree Trenches Second Street Residential Development

Strategy Three: Recruit Retail and Dining Development

The retail market analysis shows that there are significant retail gaps within both three mile and six mile radii from the Duquesne Plaza site. These gaps represent potential opportunity areas for new retail store development in Duquesne.

Key retail development opportunities, with over a \$25 million supply gap, are evident (at the three mile radius level) in:

- o "General Merchandise Stores" and "Other General Merchandise Stores" with a combined \$100 million opportunity
- o Clothing Stores and Clothing Accessories Stores with a combined \$70 million opportunity
- o Grocery stores (with a \$35 million gap)
- o Building material and supply dealers (\$63 million gap).

The analysis also shows retailing expansion opportunities in the dining sector with a gap of \$18.5 million in "limited service eating places" and \$17.6 million in "full-service restaurants".

Clearly, the successful redevelopment of the City of Duquesne's commercial district centered on Grant Avenue, and the redevelopment of the Duquesne Plaza shopping center site, are both contingent on attracting retailers and dining establishments to locate there.

Retail attraction is a specific skill, and requires dedicated promotional actions to achieve success. There are three approaches typically adopted by those seeking major retail developments:

- o Marketing by an experienced site developer (often to retail chains with which they have existing relationships from other successful developments).
- o Marketing by a hired retail marketing specialist firm.
- o Self promotion by the community in which development is located.

City Government and the economic development community in Duquesne have very limited experience or expertise in retail attraction strategy. Because of this, one of the alternative attraction approaches will need to be adopted. If financial resources are able to be gathered to secure the services of professional retail attraction consultants this would be the preferred course of action.

Willingness to retain the services of a retail attraction consultant may also be helpful in securing site developer proposals. Developers will appreciate the proactive assistance in leasing/pre-leasing their space.

Retail Attraction Consultants - a Selection

Todreas Hanley Associates (Cambridge, MA)

Buxton Company (Fort Worth, TX)

Retail Attractions, LLC (Owasso, OK)

Talbot Consultants International (Toronto, Canada)



Action 3.1	Prepare a package of information on the retail opportunity in Duquesne based upon the information contained in the Impact Economics/Perkins Eastman strategy report and associated Claritas-based retail gap analysis.	6 to 18 months
Action 3.2	Work to secure funding from government and/or foundation sources for retail development consulting services.	6 to 18 months
Action 3.3	Distribute the package of information on retail opportunities in Duquesne to retail development consultants and ask them to provide a statement of qualifications and interest in advance of being sent an RFP.	6 to 18 months
Action 3.4	Issue RFP to selected retail development consultants. Place emphasis on specific services in identification of specific retailers to be targets and specific services to be provided in recruiting companies to Duquesne locations in the redeveloped Plaza and Grant Avenue corridor. Emphasize need for dining as well as retail sales.	6 to 18 months
Action 3.5	Have selected retail consultant work hand-in-hand with selected Plaza site developers in assuring site layout and building specifications are an optimal match for the preferences of targeted retailers and restaurant chain operators.	18 to 36 months
Action 3.6	Implement marketing services per retail consultant recommendations.	18 to 36 months
Action 3.7	Assign a team of high profile community representatives, including leading employers on the RIDC park, to meet with retail company representatives during site reconnaissance visits to Duquesne.	18 to 36 months

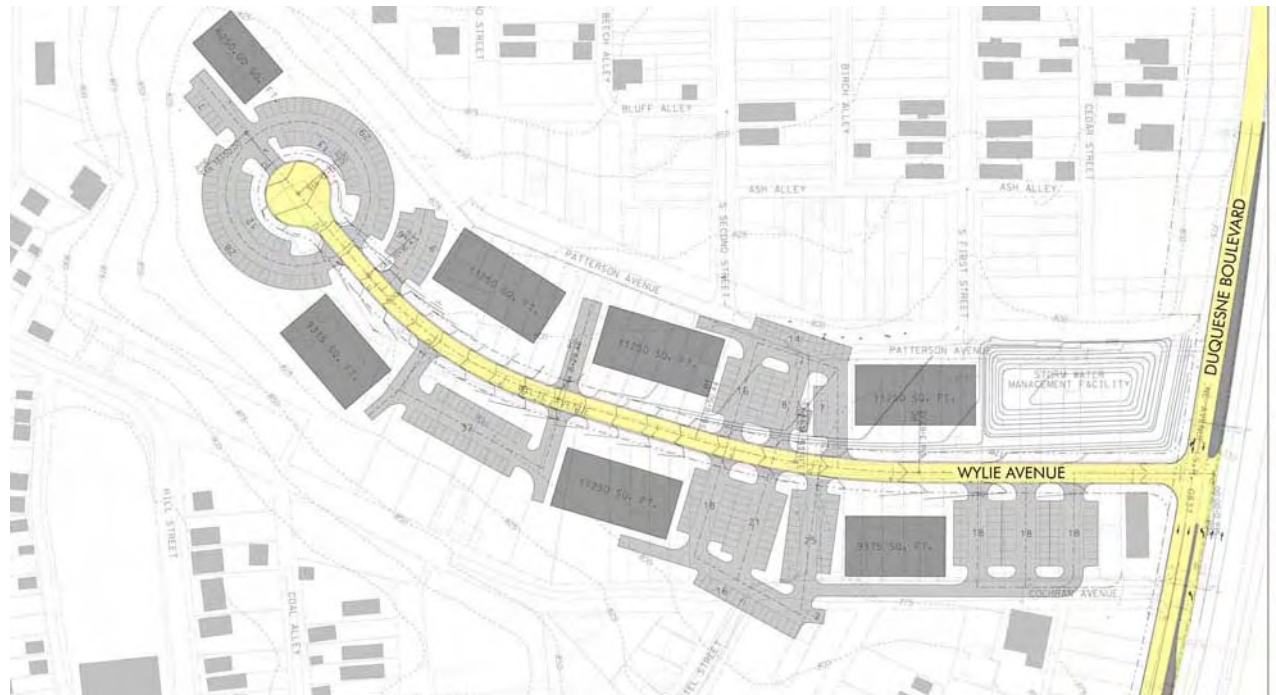


Strategy Four: Work to Expand the Local Employment Base

Expanding the daytime employment base in and around the City of Duquesne is an important element in achieving sustainable revitalization of Duquesne's downtown. The low income demographic profile of Duquesne's residents limits the appeal of the City for new retail and commercial developments - therefore it is important to show a higher income demographic among those working at RIDC and other convenient locations who could shop at revitalized downtown locations.

To this end, the daily work of the Redevelopment Authority of the City of Duquesne and regional partners is promoting employment growth within the City is of critical importance to a sustainable strategy. The 250 acre City Centre Duquesne park operated by the RIDC is THE major employment hub, and expansion of current park tenants and new tenants must be a central goal for the City of Duquesne. It is likely that the flyover ramp to the site will significantly increase the attraction of the park for potential tenants, who previously were constrained by the risk of delays attributable to the grade level railroad crossing site entrance. Likewise, the planned development of light industrial, warehousing and commercial space at the Cochrandale site is also of significant importance as a potential employment growth engine.

In addition to Duquesne specific activities it is important that the City assure that the Allegheny County Department of Economic Development implement the detailed actions contained in the Mon Valley Economic Development Strategy - a strategy designed to boost employment and sustainability in the Mon Valley regional economy. With the City of Duquesne centrally located within the Valley, as it runs through Allegheny County, the health of the Valley economy directly impacts Duquesne's economic and social health.



Action 4.1	Push for progress on light industrial and warehousing premises development at the Cochrandale site.	6 to 18 36 months
Action 4.2	Develop joint marketing plan, with the RIDC, to enhance promotion and awareness of RIDC location advantages. Reach out to any companies that rejected the park because of rail grade crossing to notify of flyover ramp construction.	6 to 18 36 months
Action 4.3	Build upon small cluster of construction and remodeling companies in Duquesne to create joint promotion of capabilities, and develop construction trades training center with rehabilitation of space on Grant Avenue as test sites.	18 to 36 months
Action 4.4	Support activities of surrounding communities in their economic development work, helping to generate critical mass of employment growth in this region of the Valley.	18 to 36 months
Action 4.5	Assess the feasibility of establishing a small retail business (micro-business) incubator on Grant Avenue, with goal of seeding new retailers into the district and encouraging entrepreneurial activity. (Bradford, PA has a successful working model for this).	18 to 36 months



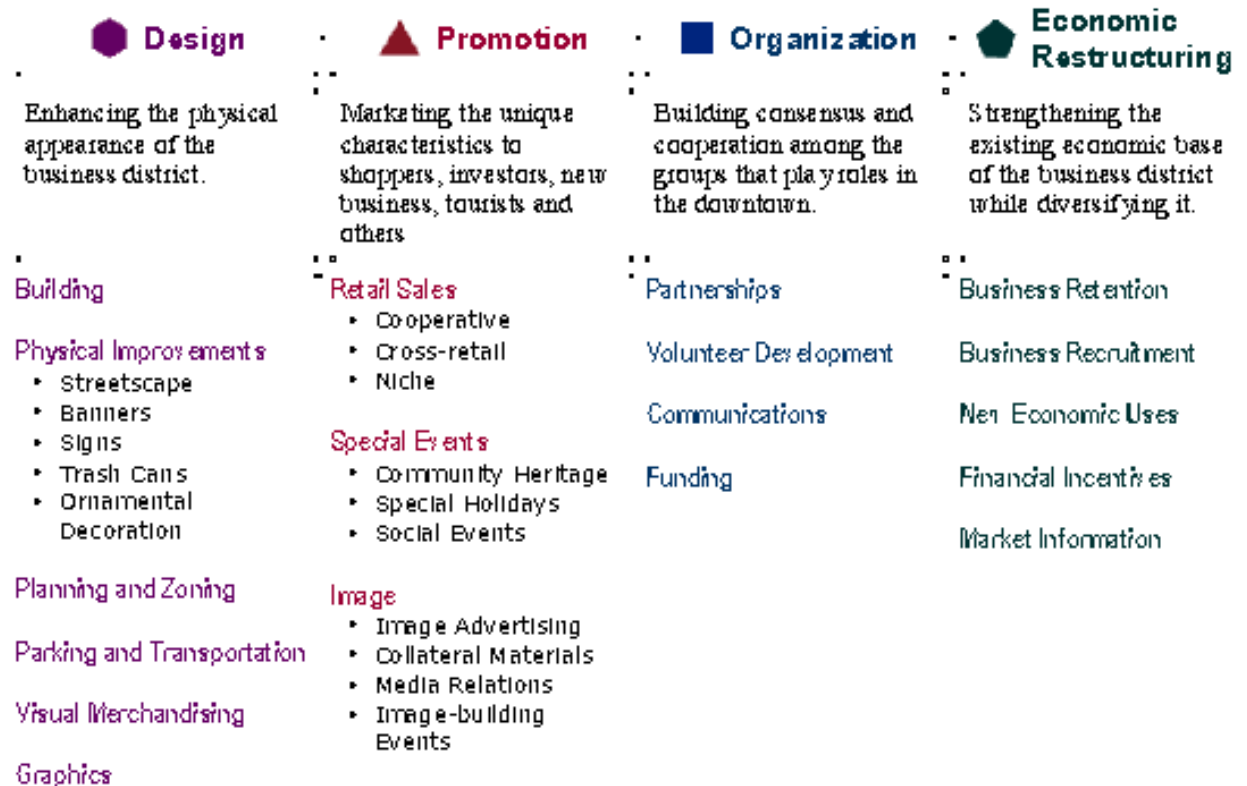
Strategy Five: Coordinate Government and Community Support

Under this strategy are a series of actions that respond to issues and economic development gaps identified during the course of the project. These actions are largely the responsibility of government or community-based organizations, or a combination of the two. The central goals of these actions are to improve Duquesne's "quality of place" and enhance a positive business climate.

The strategy to coordinate government and community support can mimic the approach taken in "Main Street" communities. The Main Street program orchestrates actions under four headings: design, promotion, organization and economic restructuring, as summarized in the adjacent "Four Point Approach Matrix for Action Planning".

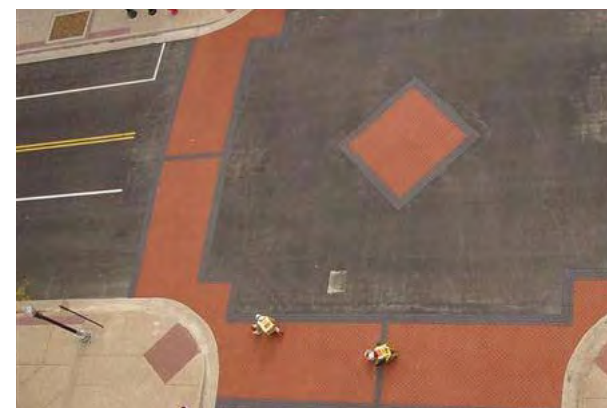
Duquesne need not apply for Main Street designation, but incorporate some of the lessons learned from these communities and the methods advocated by the program.

Four Point Approach Matrix for Action Planning



Source: www.padowntown.org
Mainstreets Program

Action 5.1	Engage in activities that increase the aesthetic appeal of Duquesne:	6 to 18 months
	<ul style="list-style-type: none"> o Design standards for development in the Duquesne central business district and key gateway locations o Completion of Grant Avenue pavement resurfacing in a manner that maintains unique character, facilitates parking and pedestrian functionality and exudes quality o Form a community volunteer corps to maintain key landscaping features in collaboration with City public works crews o Develop updated signage system. 	
Action 5.2	Promote and sustain high levels of public safety and security in the Duquesne CBD revitalization area. Sustain highly visible police officer/deputy presence on foot or bike patrol in the district.	18 to 36 months
Action 5.3	Form a business round table, focused on retailers and downtown businesses, to facilitate discussion of shared issues and needs. Assure City government is highly responsive to issues and needs raised.	18 to 36 months
Action 5.4	Once the Plaza and lower Grant Avenue redevelopment is in-place, work to schedule regular community events that create "buzz" and draw a regional audience - thereby building exposure for the revitalized Duquesne CBD.	2 to 5 years
Action 5.5	Develop a Duquesne CBD promotional Website providing details of planned developments, showing progress being made, and providing an active forum for community participation and input.	6 to 18 months



Timeframe for Action Summary

		6 to 18 Months	18 to 36 Months	3 to 5 Years
Action 1.1	Design Enhancements on Grant	Action 1.1		
1.2	Signature Working Group	Action 1.2		
1.3	Targeted Entries/Gateways	Action 1.3		
1.4	Property/Business Owners	Action 1.4		
1.5	Grant Ave. Building Stabilization	Action 1.5		
Action 2.1	Plaza Ownership	Action 2.1		
2.2	Refine Plaza Concept Plan	Action 2.2		
2.3	Incorporate Grant Ave in Plans	Action 2.3		
2.4	Government Gap Financing	Action 2.4		
2.5	Solicit RFP for Site	Action 2.5		
2.6	Select Developer		Action 2.6	
2.7	Building Owner's Improvements		Action 2.7	
2.8	GAP Trail Coordination	Action 2.8	Action 2.8	Action 2.8
Action 3.1	Retail Info Package	Action 3.1		
3.2	Retail Development Consulting	Action 3.2		
3.3	Interest Inquiry to Consultants	Action 3.3		
3.4	Issue Consultant RFP	Action 3.4		
3.5	Consultant/Developer Work		Action 3.5	
3.6	Implement Marketing plan		Action 3.6	
3.7	Community Rep. Team		Action 3.7	
Action 4.1	Cochrandale Progress Push	Action 4.1		
4.2	Joint Marketing Plan	Action 4.2		
4.3	Construction Trades Cluster			
4.4	Support Surrounding Activities		Action 4.4	
4.5	Micro-Business Development		Action 4.5	
Action 5.1	Design Improvements	Action 5.1		
5.2	Public Safety Enhancements	Action 5.2		
5.3	Business Roundtable		Action 5.3	
5.5	Duquesne Promotional Website		Action 5.4	
5.4	Schedule Regular Events		Action 5.4	Action 5.5



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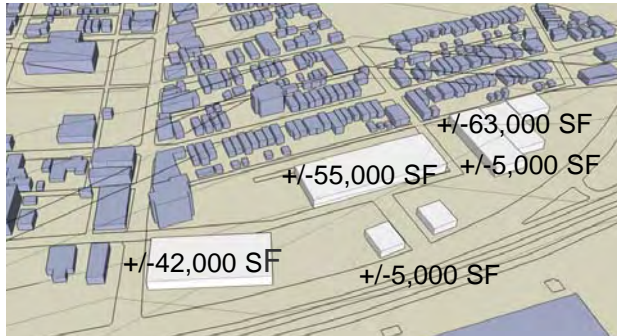
Section IV

Physical Concept Plans

NEW SHOPPING PLAZA CONTEXT

No. 1: New “Mid” Box Retail

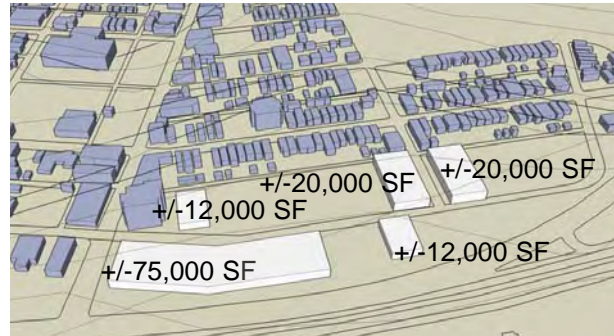
Single Story with +/- 170,000 SF



The first scenario includes three medium box retail stores ranging from 42,000 to 63,000 SF; conducive for general merchandise or a grocery store. It also includes, two 5,000 SF buildings on out-parcels at the mid-point entry off of Duquesne Boulevard. The total includes approximately 170,000 SF of single story retail.

No. 2: New Shopping Center Mix

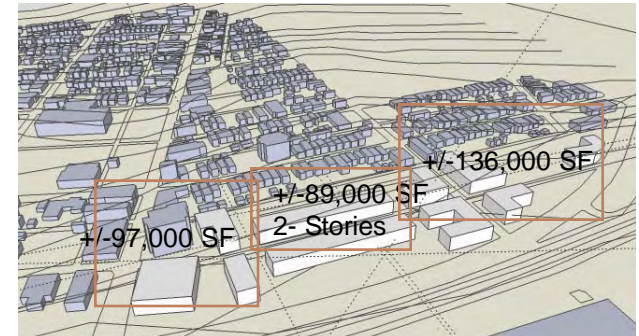
Single Story with +/- 140,000 SF



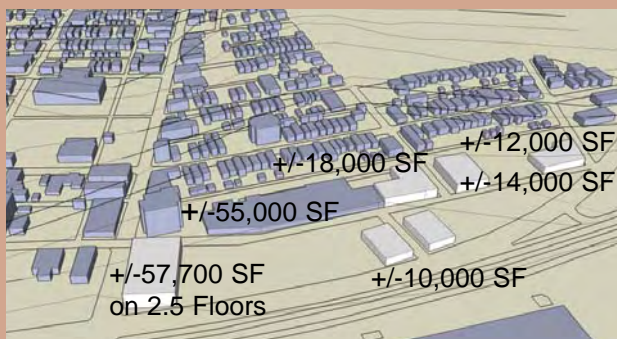
Scenario two includes a new big box retail store at 75,000 SF and four other buildings ranging from 12,000 to 20,000 SF - suitable for restaurant, fast-food or a drug-store chain. This scheme also involves the demolition of the existing shopping center resulting in all new construction totaling approximately 140,000 SF of single story retail.

No. 3: New Town Center

Two and Three Stories with +/- 322,000 SF



The third scenario illustrates the potential to build out the site - irrespective of market - to the maximum physical development including a minimal allowance for parking. This includes two to three story buildings with footprints ranging from 6,000 to 22,000 SF. The total includes approximately 322,000 SF of new building area.



City Edge - Town Center Viable Alternative: Single Story & One 2+ Story +/- 180,000 SF

The first two massing models illustrate scenarios for a Community Shopping Center development, based on the gap analysis from the previous section of this report. The third is simply physical potential without market consideration. All three involve the demolition of the existing shopping center.

The adjacent City Edge -Town Center Alternative incorporates the use of the existing shopping plaza structures, plus 64,000 SF in four new buildings:

an 18,000 SF expansion and a 12,000 SF, 14,000 SF and two 10,000 SF buildings.

Along Grant Avenue between Duquesne Boulevard and First Street the three-story corner building includes limited first floor commercial space fronting on Grant with senior apartments above. The total includes approximately 130,000 SF of single story retail, 7,000 SF of commercial and 50,000 SF for the upper floor apartments in the corner building.

Begin by Anchoring the Corner of the City's Gateway



Develop an open space plaza for new retail space in conjunction with new landscaping for the adjacent Grant Towers.

Develop a new three-story corner anchor with ground floor commercial and/or common space for the senior housing on the upper two floors.

Reclaim and redefine the First Street right-of-way as a city street, in addition to a new shopping center entry..

Consider the potential for future development of another corner anchor building.

Create a new park with better access to Grant Towers, the bank, post office and new mixed-use development along Grant.

Reinforce residential character of Second Street with new street trees and planting bump-outs within parking lanes.

Emphasize the unique circle intersection, with highlighted crosswalks using asphalt imprinting techniques at both First and Second Street intersections.

NEW SHOPPING PLAZA ENTRY

With careful design considerations, the First Street entry can be transformed from the undefined swath of asphalt that exists today, to a neighborhood friendly streetscape which doubles as a new entry to the shopping center.

The potential opportunity to revitalize the shopping center can be leveraged with public infrastructure investments:

- A new entry from Grant Avenue that reclaims the exiting First Street right-of-way.
- A transformed first impression of the shopping center from Grant Avenue.
- An enhanced physical attractiveness of the site and appealing sense of place for a number of users - residents, retailers and customers.
- Landscaping not just as an amenity, but that serves as buffers and adds stormwater management benefits.



Current Conditions at the corner of the Shopping Plaza and Grant Towers



Sidewalk Plaza

This creates not only a quasi-public pedestrian plaza for the revitalized Shopping Center, but also offers a buffer between the Grant Tower Apartments and the Shopping Center Parking Lot.

Defined Traffic Lanes

A new entry offers clearly defined traffic lanes and a strong separation of pedestrian and vehicular paths. The current public right of way and the shopping center parking lot boundaries are blurred with a larger paved area, with no pedestrian amenities.

Reconstruct Building Corner

Creating a true corner location for the shopping center offers opportunities for a new restaurant (with or without outdoor dining) and establishes an inviting facade to draw people in from Grant Avenue.

Landscaped Parking Islands

A landscaped parking island helps to define the travel lanes, reduce the "heat island" effect resulting from all pavement and no green space; and provides a buffer between the entry and the potential corner development site on Grant and First.

Reclaim First Street to Redefine the Intersection Entry



Incorporating Landscaping and public open space with Retail Store Development and Parking



Photos clockwise from upper left: Small corner plaza in Asheville, NC; Landscaped parking lot in East Liberty; corner of retail parking lot in Chicago on Lincoln Avenue; Lincoln Square commercial district in Chicago.

GRANT AVENUE MIXED-USE

Grant Avenue from Duquesne Boulevard to First Street will set the tone for the first impression of Duquesne. Whether targeting those who are passing by on Route 837 or visitors to the City of Duquesne, this first block is crucial in symbolizing change for the City of Duquesne.

Targeted public investment will help leverage market development and market investment beginning with this gateway to the City.

The best opportunity for development is on the north side of Grant Avenue and transforming the highly underutilized and oversized parking lot of the existing shopping center. A three-story corner building will anchor the future development of both the Shopping Center and uphill along the Grant Avenue business district.



Current Conditions at First Street and Grant Avenue looking toward Duquesne Boulevard (left).



New Mixed-Use Corner Building

The new building anchors the corner and re-establishes a pedestrian friendly street frontage. The base of the building can accommodate building management offices, common rooms and some limited commercial storefronts facing Grant Avenue, and serving both RIDC Riverplace and the Center of the City.

Traffic-Calming Crosswalks

Clearly delineated crosswalks add a design element to the first intersection, increasing safety for both pedestrians and cars, especially the neighboring residents and employees.

Shared Biking or Parking Lane

In addition to serving as a traffic calming device, this shared short-term parking and bike lane is an added amenity for the development of the corner site. The bike lane will add to the "Trail Town" potential when the Great Allegheny Passage (GAP) Trail connects through RIDC Riverplace.

Landscaped Median

Reinvigorate the existing median with new landscaping and street trees, sending an effective and cost-efficient message that the City of Duquesne is undergoing positive change.

Develop a Three-Story Anchor at the Corner Site



Mixed-Use Buildings:
Residential Above Commercial



Photos clockwise from upper left: East Liberty affordable housing in Pittsburgh; loft apartments in Chicago's Wicker Park neighborhood, commercial storefronts below new apartments in Chicago's Roscoe Village; mixed-use in Asheville, NC.

GRANT AVENUE CITY GATEWAY

As the primary gateway to the Center City of Duquesne, Grant Avenue's transformation is critical to a renewed image of Duquesne. Implementation of the improvements includes:

- New street trees and tree trenches on the south side of the street, with a potential to partner with National City Bank.
- Planted median to include removal of pavers, existing trees and poor soils; proper sub-base and planting bed preparations; installation of new salt-tolerant street trees and perennials; and optional low-height decorative fence, which also serves as support for winter protection.
- Refreshing the signage at Grant and Duquesne Boulevard does not necessarily mean new signage, but could be an artistic modification to the existing sign standard.
- Coordinated streetscape furnishings: trash cans, cigarette urns, recycling cans, benches, and landscape fencing.



Current Conditions at Duquesne Boulevard and Grant Avenue looking toward First Street (left).



New Tree Trench & Street Trees

The added sidewalk width on the south side of this block allows for addition street trees.

These street trees, set in tree trenches, on the south side of the street will help to provide the needed physical balance currently not present because of the differentiated building setbacks on either side of the street.

Delineated Bike or Parking Lane

This shared parking and bike lane completes the loop to the new GAP bike trail access and permits short term parking for bank customers.

Landscaped Bio-Swale

The landscaped median offers the potential to serve the dual role of bio-swale to capture and naturally treat some of the stormwater runoff.

The addition of a low decorative iron fence will not only add an artistic element, but will provide the necessary support for plant protection in the winter.

Compact Storefronts

The site grading on this corner location allows for small compact storefronts at street level along Grant Avenue.

The upper floor senior apartments are easily served on the backside parking lot level and second floor of the building.

Invest in Streetscapes to Attract Private Development



Street Trees and Planted Medians
on Commercial Streets

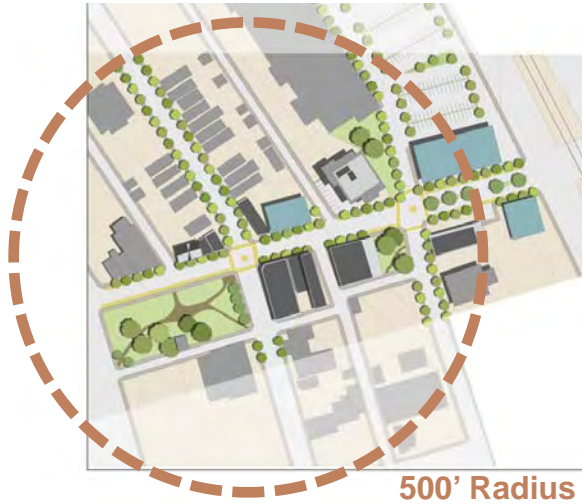


Photos clockwise from upper left: Tree-lined "main street" in Lewisburg, WV; planted street median on Chicago's Ashland Avenue; Grant Street planted median in Pittsburgh; Chicago's Roscoe village trees and tree trenches.

CITY CENTER CROSSROAD



Current Conditions at Grant Avenue and Second Street looking toward Duquesne Boulevard (left).



500' Radius

The true City Center of Duquesne is grounded at the intersection of Grant Avenue and Second Street. The central importance of this spot is underscored by what is encompassed within a 500-foot radius:

- Grant Avenue from Duquesne Boulevard to Fourth Street and Second Street north to Truman Towers and Library Place to the South
- City Hall, the City's park, Duquesne Public School and half of the Shopping Center.

and a 1/4 -mile radius (or a 5 minute walk):

- The entire Shopping Center and Grant Avenue from Sixth Street into the heart of RIDC Park.
- North on Second Street almost to Duquesne Boulevard and south to Viola Avenue.



Expand and Wrap the Corner

Unlike the other three corners, the northeast corner cuts sharply into Second Street.

Expand the corner sidewalk and relocate the curb to create a more typical corner radius and allow for the potential to wrap the building's first floor storefront around the Second Street facade.

Establish New Crosswalks

In order to emphasize the importance of this intersection and to increase pedestrian safety, provide four textured crosswalks at Second and Grant.

Using an imprinted asphalt process, the crosswalks can be easily added after the basic resurfacing of Grant Avenue.

Targeted Infill Development

Actively pursue the infill development of the block between First and Second with new three-story development on the north side of the street and revitalization of existing buildings on the south side of Grant.

Traffic-Calming Intersection

The paved center circle of the intersection recalls the historical design of Grant Street. With an added central feature - small landscaping circle or historic stop sign, it will help keep traffic moving slowly through the intersection.

Reinforce Second and Grant as the City's Center



Enhanced Intersections
and Key Corner Sites



Photos clockwise from upper left: Sidewalk cafe in Philadelphia; "Streetprint" intersection in Kansas City, MO; "Streetprint" intersection at Loyola University, Chicago; corner cafe in Asheville, NC.

GRANT AVENUE CHARACTER

Corner Buildings

Existing



Potential



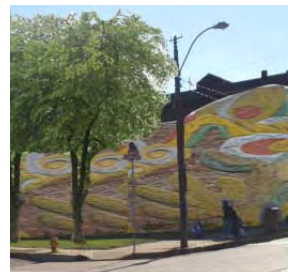
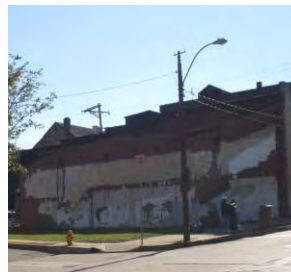
Corner buildings are special and should be treated that way. At a minimum the buildings should actively address both streets and uses that engage the street frontage should be highly encouraged. At a central intersection such as Grant and Second, sidewalk uses along the building frontage enlivens the street level and generates positive pedestrian activity.

Storefronts and Building Facades



Storefronts and building facades along city "Main Streets" are important in their contribution to the public face and first-impressions of a community. First floors with high percentages of storefront glass are more inviting, increasing the chances of first time customers entering the business. In the case of this local tavern, which storefront is more inviting to the passerby?

Vacant Lots, Blank Walls and Windows



Vacant lots, blank walls and boarded up windows - especially on a city's main street - are significant deterrents to private investment. If the market makes it unfeasible to build or rehab, interim measures such as interim green space on vacant lots, murals on blank walls and plywood artwork are cost effective solutions for short term-holding strategies.

Street Furnishings and Signage



In addition to landscaping and street trees, street furnishings, way finding signs and business signage are all components that help unite a business in character and marketability.

Enliven Street Level Storefronts and Building Facades



Storefront Windows, Simple Perpendicular Signage, Banners and Window Art



Photos clockwise from upper left: Baltimore storefronts and signs; Chicago banners; Asheville, NC storefront restoration; artistic plywood board-up in Baltimore.

GREEN SPACE ENHANCEMENTS

- 1 Create a new Duquesne Park Campus linking the school, the park and City Hall.
- 2 Landscape the median at Library Place for a new gateway at the Duquesne Business Center and to complete the landscaped loop.
- 3 Develop modest gateway at Second Street and Duquesne Boulevard with new signage and landscaped edge.
- 4 Begin to re-establish the residential character of Second Street through an intensive street tree plan with a continuous tree-lined loop.
- 5 Integrate stormwater management techniques such as infiltration beds and tree trenches in the extensive public parking lot.
- 6 Replace the current parklet at Duquesne Boulevard and Grant Avenue with a new parklet at First and Grant.



Current Conditions as viewed from the corner of City Hall at the parking lot entry on Second Street.



Remove School Trailers

Since the school no longer serves the High School grades, it is assumed that the trailers are no longer needed for additional space.

Removing these structures sends a clear message of change and allows for the potential

Remove Open Space Barriers

Current site conditions provide for limited connections between the school, the park and City Hall. The back sides of the temporary buildings face the parking lot and impose on the former open space between the school and City Hall.



A New School & Public Campus

Reclaiming the land now occupied by the temporary trailers creates the opportunity to open up a public campus shared by the school, the park and City Hall. The hillside offers a natural outdoor "amphitheater" setting for special events.

Landscaped Parking

A newly configured parking lot and landscaped parklet enhances the City Hall environs and creates a more unified link between the park, City Hall and the school. This could be a place to hold small festivals, farmer's markets and other weekend special events.

Create Added Value with Open Space Landscaping



From Street Poles to Street Trees

From Hardscape to Landscape



Second and Duquesne Boulevard

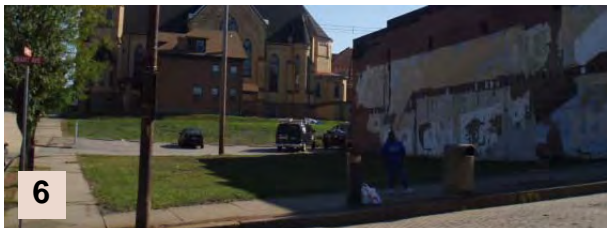


Second Street Block North of Grant

Other Key City of Duquesne Locations



Port Authority Parking Lot



Vacant Corner Lot at First and Grant

CONCEPT PLAN BUDGET ITEMS

Phase I

Phase II

Phase III

Phase IV

Total

GATEWAYS, MEDIANS & ANCHORS

Grant Median - Duquesne Blvd to First	\$215,000				
Signage & Furnishings Allowance	\$ 97,500				
Street Tree Trenches - First Block of Grant Avenue	\$ 35,000				
Library Place Median and Street Trees		\$290,000			
Second and Duquesne Gateway		\$ 92,500			
Second St. Tree Trenches - First Block N of Grant			\$210,000		
Second St. Tree Trenches - Remaining Blocks				\$182,500	
Intersection - Second & Grant	\$ 60,000				
Intersection - First & Grant	\$ 47,500				
New Parklet at First and Grant			\$157,500		
New Duquesne Park Campus				\$265,000	
SUB-TOTAL	\$455,000	\$382,500	\$367,500	\$447,500	\$1,652,500

REVITALIZATION PROJECTS

Grant and First Mixed-Use Anchor	\$6,800,000				
Shopping Center Renovation		\$2,850,000			
Shopping Center New Buildings			\$5,250,000		
Grant Infill - First to Second		TBD	TBD		
Grant Rehabilitation - First to Second		TBD	TBD		
Grant Avenue Facade Improvement Allowance					
First to Second		\$ 265,000			
Second to Fourth			\$ 595,000		
Fourth to Sixth				\$ 720,000	
Second Street Residential Development				TBD	
SUB-TOTAL	\$6,800,000	\$3,115,000+	\$5,845,000+	\$ 720,000+	\$16,480,000+

