The Urban Redevelopment Authority is here for Pittsburgh.
In the 412.

In the neighborhoods.

In the businesses that keep Pittsburgh strong.

In the jobs that keep people thriving.

Here is investment.

Here is technology.

Here is leadership.
Here is the URA.

Over the past few years, the Urban Redevelopment Authority of Pittsburgh continued leading transformative growth in neighborhoods throughout the City of Pittsburgh. Under the leadership and vision of Mayor William Peduto, the URA implemented many new initiatives aimed at creating the “Next Pittsburgh,”—one that’s more affordable, inclusive, sustainable, competitive, and works for all.

Affordable and mixed-income housing remains a top priority so that Pittsburgh can truly become a most livable city for all residents. Long-struggling neighborhoods saw the financial assistance and resources needed to strengthen and grow.

The URA’s Center for Innovation and Entrepreneurship (CIE) partnered with the City to create the new Roadmap for Inclusive Innovation with the goal of making innovation and technology work for all of Pittsburgh’s citizens. The CIE’s loan and facade programs, business resource fairs, LaunchPgh.com, and PGH Lab provided the tools and resources small businesses and entrepreneurs needed to achieve success.

Thanks to the p4 Pittsburgh Summit, brought to Pittsburgh by the Mayor and The Heinz Endowments, the URA will be equipped with a set of performance measures to guide investment decisions, leverage new economic opportunities, and ensure equitable development.

The Comprehensive Land Recycling Initiative, with its system-level reform of all relevant branches of local government to modernize and align policies and processes related to land interaction, will optimize the City’s efforts to reclaim distressed properties, eliminate blight, and bring new investment into our communities.

As we continue to face declining federal and state funding for core development and housing projects, the URA remains competitive by investing locally. Through thoughtful economic development strategies, the URA was instrumental in creating and retaining tens of thousands of jobs, with projects totaling close to $5 billion of investment in our city.

The URA will continue to use these best and creative practices to grow jobs and the City’s tax base and champion community-driven development as a vital part of Pittsburgh’s continued transformation.

Kevin Acklin
Chief of Staff, Office of Mayor William Peduto
URA Board Chair

We danced in Allentown, sipped coffee in Homewood, wrote code with children in Oakland, and shot clay hockey pucks at a senior housing site in Carrick. We cut ribbons to expand manufacturing in the West End, liked what we’d be Pittsburgh’s largest park in Hays, listened to poetry in Central Northside, and waited no longer than one minute for a bus in East Liberty’s new transit center. These are but a small handful of the activities and projects the Urban Redevelopment Authority of Pittsburgh undertook in 2014-2016.

We have weathered 15 years of steady declines in Federal and State resources which are ever so critical to neighborhood revitalization. Today we face uncertainty and potentially more dramatic challenges ahead.

However, through partnerships with the City of Pittsburgh, Allegheny County, Pittsburgh Public Schools, other City authorities, philanthropy, business stakeholders, community organizations, and others, the URA stands ready to advance initiatives aimed at making Pittsburgh a more affordable, more inclusive, more livable, and more competitive city.

As we reflect on the 70th anniversary of the incorporation of the URA, we continue to evolve and to innovate, and we remain as relevant as ever.

And the world is taking notice.

Robert Rubenstein
Executive Director, URA

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Kevin Acklin
Chief of Staff, Office of Mayor William Peduto
URA Board Chair
URA Total Center for Innovation and Entrepreneurship, Housing, and Economic Development Investments

1/1/2014 - 12/31/2016

<table>
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<tr>
<th>COUNCIL DISTRICT</th>
<th>NUMBER OF LOANS / GRANTS</th>
<th>URA INVESTMENT</th>
<th>TOTAL PROJECT COST</th>
<th>JOBS TO BE CREATED AND RETAINED</th>
<th>HOUSING UNITS CREATED</th>
<th>AFFORDABLE UNITS</th>
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Start up and growing small businesses are the engine of our economy. This sector creates the vast majority of new jobs across every industry, across every geography in the nation.

The URA is committed to supporting the next generation of creators, thinkers, innovators, and inventors to foster new entrepreneurship and support business expansion in Pittsburgh.

Through the CIE, the URA administers and supports a variety of tools to achieve this mission:

- Access to capital
- Support of Pittsburgh’s entrepreneurial ecosystem
- Roadmap for Inclusive Innovation
- Business expansion and attraction: Business Action Team

**Innovation**

**CIE INITIATIVES**

**Keystone Innovation Zone (KIZ) Tax Credits**
Between 2014-2016, Pittsburgh Central KIZ provided 55 companies with more than $3 million in tax credits. Greater Oakland KIZ awarded 39 companies more than $2 million in tax credits.

**PGH Lab**
The 2016 launch of PGH Lab marked the beginning of a public-private partnership between the city government and local startup companies with the potential to make social, economic, and environmental impacts in Pittsburgh.

LaunchPGH
LaunchPGH.com connects entrepreneurs with business resources, workshops, office space, competitions, and events. Between 2014-2016, the number of sessions grew from 8,249 to 14,362.

Steel City Codefest
From 2014-2016, Steel City Codefest attracted 200+ participants, resulted in several successful apps, expanded to include Codefest Jr., and became a weekend event in conjunction with Inclusive Innovation Week.

**Roadmap for Inclusive Innovation**

Pittsburgh has positioned itself to become a city of inclusive innovation by providing equal access to products and services through new technology, ideas, personnel, and inventions.

William Peduto
Mayor, City of Pittsburgh

“...this plan will enable us to be a model for cities around the country in providing equitable services and opportunities for residents and businesses in every neighborhood citywide.”

**Small Business Resource Fairs (SBRF)**
These fairs provide ongoing opportunities for new entrepreneurs to find resources to start and grow their businesses. From 2014-2016, there were 25 Small Business Resource Fairs in 16 Pittsburgh neighborhoods.
The Center for Innovation & Entrepreneurship

Entrepreneurship

BUSINESS FINANCING

69 URA loans

$10,376,286 in URA investments

$51,821,116 total project costs

559 jobs created and retained

THREE SUCCESS STORIES

Ace Hotel Pittsburgh

Located in the formerly vacant YMCA building in East Liberty, the Ace Hotel benefited from several URA financing programs and strategic partnerships for its historic preservation and creative adaptive reuse.

Proud Company

The Proud Company provides manufacturers, utility companies and other industrial technology users with complete industrial automation services. It utilized $1.92 million in New Markets Tax Credits, provided by the URA through Pittsburgh Urban Initiatives, to help finance its renovation of a 23,000-square foot facility in the West End.

Smallman Galley

The URA provided a $150,000 loan to help fund the Strip District food hall and restaurant incubator to bring valuable business experience to aspiring chefs and restaurateurs.

Neighborhoids

TOTAL FAÇADE RENOVATIONS

170 façade renovations

$2,148,930 in URA investment

$8,948,696 total project costs

“Take a walk through Allentown or Garfield, the Cultural District or Lawrenceville; head for the North Side or the Hill or Homewood and chances are you’ll see a building that’s been refurbished thanks to the Urban Redevelopment Authority’s four façade improvement programs.”

URA Neighborhood Business District Program

The URA Neighborhood Business District Program helps business district groups throughout the city revitalize their commercial corridors. The URA works with communities on a range of activities, from planning, capacity building and technical assistance to direct project grants.

BETWEEN 2014-2016

25 neighborhood business districts served

$650,000 in funds awarded for planning, development and promotional activities
Investing in our city. Impacting our future.

Our local taxing bodies—the City of Pittsburgh, Pittsburgh Public Schools and Allegheny County—have been the silent champions of redevelopment in our city.

Beyond the four projects featured here, there are many success stories illustrating the impact achieved through local public investment.

These include but are not limited to:

- Encouraging transit-oriented development
- Prioritizing equitable development
- Upgrading antiquated infrastructure
- Preserving historic assets
- Promoting dense and walkable communities
- Reconnecting communities to riverfronts

**East Liberty Transit Center**

The URA facilitated $54 million in local, state, and federal investment in the $158 million Eastside Transit-Oriented Development project on six acres of blighted and idle property, including a state-of-the-art multimodal transit center, new streets and improved mobility.

Developer: Mosites Company

**South Side Marina**

Photo: Bill Garrison, Zell Engineers, Inc.
Economic Development
Infrastructure

Bakery Square 2.0
First Green Street
The URA secured $2.4 million in federal and state funding to construct $4.2 million (leveraged) in public streets and related infrastructure resulting in a strong economic impact. A total of $150 million was invested in the project and the city’s first green street includes rain gardens, gravel infiltration beds and porous-pavement parking lanes to capture and retain significant stormwater runoff.
Developer: Walnut Capital

Three Crossings
Public Space Improvements
The URA facilitated $1 million in Parking Tax Diversion (PTD) financing for public space improvements within the Three Crossings development in the Strip District. The URA also channeled $2.3 million in state funding to support the construction of the overall $210 million mixed-use development.
Developer: Oxford Development Company

Gardens at Market Square
Site Assembly
In 2003, the URA began assembling seven underutilized properties that became the Gardens at Market Square development in the Central Business District. The URA then facilitated $8.6 million in tax increment financing, secured a $7 million New Markets Tax Credits allocation through its affiliate Pittsburgh Urban Initiatives and channeled $4.3 million in state funding to enable the $111 million mixed-use project.
Developer: Millcraft Investments

By investing in ourselves, we position our city for growth and improvement.
Pittsburgh Urban Initiatives, LLC & New Markets Tax Credits

Turning urban blight into urban might.

The URA’s Pittsburgh Urban Initiatives (PUI) strategically invests in office, retail, mixed-use, and community facility developments to rehabilitate abandoned and blighted city sites. PUI was created in order to apply for and facilitate New Markets Tax Credit (NMTC) distribution for projects in the city and to invest in low-income neighborhoods that show the potential for sustainable growth.

7800 Susquehanna
7800 Susquehanna is the re-imagination of a 156,000-square foot, long vacant and underutilized industrial building in Homewood into a job creating engine. New Markets Tax Credits provided necessary financing to create affordable space for maker and craft manufacturers, artisans, and workforce development organizations, generating new businesses, jobs, and economic opportunity to Homewood and the City of Pittsburgh.

Developer: Bridgeway Capital

Energy Innovation Center (EIC)
Located in Pittsburgh's Hill District, the EIC is the transformation of a long closed former technical trade school into a cutting-edge, workforce development training center for the green economy. New Markets Tax Credits were paramount in filling a financing gap and attracted a variety of other public and private financing sources to complete the important job creating project. The EIC co-locates collaborative, university industry partners, technology demonstration projects, an early stage business incubator, and targeted workforce training and placement programs. It now stands as a long-term asset for the city in training, research and job creation.

Developer: Pittsburgh Gateways Corporation and Pittsburgh Green Innovators

City of Asylum
Located in the heart of Pittsburgh’s North Side neighborhood, The City of Asylum is a creative collaborative of artists, writers and community in the long vacant, former Masonic Hall. Today, the building hosts performance spaces, a restaurant, bookstore, eight apartments, and is headquarters for an organization whose mission is to provide sanctuary for exited writers from around the world. New Markets Tax Credits helped provide necessary financing to complete the full historic renovation of the former Masonic Hall into this important community development.

Developer: City of Asylum

Lawrenceville Technology Center
Leveraging Pittsburgh’s place as a world leader in robotics and machine learning/ artificial intelligence technologies, the Lawrenceville Technology Center fills an important business and job creating need for the city of Pittsburgh, providing research and development space for some of the region’s most important job creating technology firms, including Carnegie Robotics, Helomics, nanoGrip Technology, and Uber. New Markets Tax Credits provided financing to help redevelop the long closed former Heppenstahl Steel industrial site into what is today a job creating urban technology park.

Developer: Regional Industrial Development Corporation (RIDC)

By the Numbers

Total cost of all projects: $591,179,000
Total construction jobs: 2,344
Total permanent jobs: 2,814
Affordable housing units created: 293
Total housing units created: 417
Housing

When you provide good people with good places to call home, you transform neighborhoods.

The URA Housing Department provides a range of services to support the purchase, renovation and/or development of housing units in the City of Pittsburgh with a particular focus on affordable housing.

These efforts help preserve housing stock, provide a range of housing options, stabilize neighborhoods and increase the tax base.

These services include:

- Gap financing to support the development of catalytic new and/or substantially rehabilitated for-sale or rental housing units
- Project management for large scale community development efforts such as the Larimer/East Liberty Choice Neighborhood project
- Grants and low-interest loans to homeowners to acquire and renovate owner-occupied structures
- Staff for URA housing development affiliate Pittsburgh Housing Development Corporation to work with community organizations to provide real estate development capacity in underserved markets

Success Stories

Hillcrest Residences—Carrick
Located in the Carrick neighborhood, Hillcrest Senior Residences is the redevelopment of a vacant former grocery store into a new, 66-unit mixed-income senior living center — 56 of which will be affordable. The URA provided $2.1 million in financing for the $15.8 million development.

Developer: The Community Builders

Bonvue Street—North Side
The Bonvue Street Revitalization project is the redevelopment of abandoned and blighted properties to improve the quality of life in the Observatory Hill neighborhood, attract new businesses, and provide affordable homeownership opportunities. The URA provided $400,000 in construction financing for the $945,000 development — a five-unit homeowner rehabilitation — and will provide deferred second mortgages to make the homes more affordable.

Developers: The Observatory Hill Development Corporation and Northside Leadership Conference

Penn Mathilda Apartments—Bloomfield
Penn Mathilda Apartments is the transformation of a blighted property that sat vacant for years into a vibrant neighborhood asset. The URA provided $1.4 million in gap financing for this $11.6 million mixed-use development which consists of ground-floor commercial space with 39 affordable apartments on the two upper floors; half of those units house veterans of the U.S. Armed Services. Located at the gateway to the Penn Avenue Arts District, the development is close to many neighborhood amenities.

Developers: Action Housing, Inc. and Bloomfield-Garfield Corporation

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Penn Mathilda Apartments
Photo: Jason Snyder, courtesy of Action Housing
Affordable Housing

The URA participates in the City of Pittsburgh’s Affordable Housing Task Force (AHTF) and has a distinguished history of investing in affordable housing throughout the city’s 90 neighborhoods. As the city’s economy grows, housing demand can create increasing pressure on affordability, particularly for lower income households.

URA-supported housing transforms neighborhoods, protects affordability for Pittsburgh residents, and enhances the value of our communities. We do this through:

- Construction loans and grant gap financing that promote new construction, leverage private funds, and increase the city’s tax base
- Working with both for-profit and non-profit developers to structure individualized financing programs that work long-term to create sustainable housing developments with a particular focus on affordable housing
- Low-interest loans and grants to support homeownership, the rehabilitation of owner-occupied housing units, and the purchase and renovation of housing for homeownership

Choice Neighborhoods Implementation Grant

In 2014, the U.S. Department of Housing and Urban Development (HUD) awarded Pittsburgh a $30 million grant to help transform the struggling Larimer neighborhood, strengthen its ties with neighboring East Liberty, and provide new mixed-income housing. The city collaborated with the Housing Authority of the City of Pittsburgh (HACP), the URA, McCormack Baron and Salazar (MBS) and Larimer/East Liberty community groups on the application.

Larimer Choice Neighborhoods Housing Phase 1

In 2015, KBK Enterprises, Inc. and the Larimer Consensus Group completed Larimer’s first new residential construction in more than 50 years. $1 million in URA gap financing, $13.5 million development, 22 buildings, 40 units of amenity-rich affordable housing, Certified Enterprise Green Community

Larimer Project

The URA’s robust community planning process also led to the development of a multi-phase park strategy for portions of East Liberty and Larimer.

Larimer Pointe

Beginning in 2017, the URA will assist CNH homeowners with home repair in order to protect and enhance their home’s value. The URA’s robust community planning process also led to the development of a multi-phase park strategy for portions of East Liberty and Larimer.

Choice Neighborhoods Initiative (CNI)

In 2015, KBK Enterprises, Inc. and the Larimer Consensus Group completed Larimer’s first new residential construction in more than 50 years.

- $1 million in URA gap financing
- $13.5 million development
- 22 buildings
- 40 units of amenity-rich affordable housing
- Certified Enterprise Green Community

Larimer Community space interior

Choice Neighborhoods

THE PLAN

- $400 million overall development
- 355 mixed-income housing units planned
- One of the greenest housing developments in the US
- $24.2 million 85-unit Phase I mixed-income housing development completed
- Facade improvement program for neighborhood homeowners
- Parks and green infrastructure
- For-sale housing development
- Job creation
- Preservation of historic community assets

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Next 3 Days (N3D) was created by the Mayor’s Office, the URA, and NEXTPittsburgh to showcase an emerging neighborhood in one action-packed, three-day weekend. N3D promotes affordable housing and celebrates neighborhood culture, businesses, and amenities to attract new residents and consumers to the neighborhood.

Friday Night Block Party
To kick off the weekend, the Friday Night Block Party is held at a neighborhood venue and features local entertainment and food.

Saturday Celebration
The N3D Saturday Festival celebrates community business, artists, performers, residents, traditions, and culture. Bake-offs, dance-offs, tours, art markets, and neighborhood storytelling are just some of the festivities.

Homebuyer/Homeowner Fair
N3D also includes a Homebuyer/Homeowner Fair to spotlight local lenders, the URA, NeighborWorks, and other resources for residents and prospective neighbors.

Sunday Real Estate Tour
N3D Sunday includes a self-directed, mapped tour of homes for sale in each neighborhood.

Neighborhoods featured
4 TROY HILL, MT. WASHINGTON, ALLENTOWN, GARFIELD

Total attendance
2,000

Local businesses highlighted
70

Local artists and entertainers featured
80

Neighborhood houses listed for sale
116

Neighborhood stories told
too many to count!

The URA is responsible for the acquisition and disposition of various properties for the purpose of assembling sites for redevelopment. It also acts as an agent for the City of Pittsburgh in assembling properties for city-sponsored projects.

REAL ESTATE TRANSACTIONS FOR 2014-2016
Properties bought
237

Properties sold
274

- The Department of Real Estate manages the URA’s portfolio of nearly 1,400 properties, including identifying and acquiring property for development projects, ensuring the maintenance of the URA’s portfolio (LandCare), leasing property for short-term uses, vetting interested and eligible purchasers - including individuals and non- and for-profit developers, and ultimately selling properties.

- In 2016, the URA Department of Real Estate became the Administrator of the nascent Pittsburgh Land Bank, assisting its Board of Directors in creating the structure and operations of the new entity, ensuring it carves out a distinct and complementary role to the URA and the City of Pittsburgh, focusing on eliminating blight and reclaiming distressed properties.

Pittsburgh Economic Industrial Development Corporation
Housed within the Department of Real Estate, PEIDC manages the commercial and industrial portfolio of the URA, including property and tenant management.
Equitable Development

Everyone participates in and benefits from the region’s economic transformation – especially low-income residents, communities of color, immigrants, and others at risk of being left behind. Equitable development requires an intentional focus on eliminating racial inequities and barriers and making investments that yield healthy, safe, and opportunity-rich neighborhoods that reflect each one’s unique culture.

The p4 Summit

In Spring 2015, Mayor Bill Peduto and the Heinz Endowments brought the first p4 Summit to Pittsburgh. It utilized the themes “people, planet, place, and performance” (p4) as an organizing framework to grow jobs, mobilize capital, rejuvenate neighborhoods and improve lives.

The Equity Working Group

People and equitable development are critical to the URA mission. The Equity Working Group incorporates best practices for equity and inclusion into the URA’s internal and external policies and activities, and works with PolicyLink, UrbanKind, Neighborhood Allies, Urban Innovation21, and the City of Pittsburgh.

Urban Matters

Urban Matters is a URA arts and education program rooted in social justice. Its primary goal is to cultivate a more civically educated and engaged group of young people in Pittsburgh’s most distressed and predominately African-American communities.

Urban Matters participants use research, interviews, and art to create tools to help demystify urban policies and increase participation in decision-making processes that impact and shape their communities.

Greater Beltzhoover Toolkit & Housing Style Guide

In 2015, UDream fellows and URA interns created and published the Greater Beltzhoover Toolkit – the third in a series of the URA’s community-focused collection of neighborhood design books. Its predecessors, the Central Northside and Schenley Heights Toolkits, were published in 2013.

The goal of the toolkit was to help turn what many consider to be a neighborhood that lacked investment into one that is thriving and growing. The kit provides references, tools, resources, and examples that residents and community organizers can use to spearhead the types of projects they’d like to see in their own neighborhood, as discussed in community meetings.

Following the success of the Greater Beltzhoover Toolkit, the complementary Beltzhoover Housing Style Guide was created in 2016, focusing on housing styles throughout the neighborhood. An easy first-steps guide for future development, this information helped create a vibrant and livable urban community that understands and acknowledges its own unique patterns.
URA Revenue Sources

City (Federal Pass Through) includes Community Development Block Grant and HOME Investment Partnership Program funds allocated to the URA through the City of Pittsburgh.

City (Direct) includes funds received directly from the City of Pittsburgh, from City capital bond issues and its PAYGO funding.

TIF & PTD Tax Increment Financing and Parking Tax Divisions represent investments by the City, Allegheny County and School District of Pittsburgh whereby new tax increments from major development projects are pledged to fund infrastructure improvements.

Loan Repayments include principal and interest received from URA's direct lending programs for business expansion, residential acquisition, improvement, and development, and commercial and mixed-use development.

State & Federal Projects include funds from the Commonwealth of Pennsylvania such as Redevelopment Assistance Capital Program, Industrial Site Reuse Program, Keystone Communities, Industrial Facilities Improvement Program, Department of Community and Natural Resources, and others. Federal funding includes HUD Upfront Grants, competitive awards from the Economic Development Administration and the Department of Transportation, and others.

Fees and Other include program fees charged by URA administration including inspections, loan servicing and compliance. Additional revenue is generated via investment of URA funds.

Debt Proceeds include loan and bond proceeds received for use in URA projects. These proceeds are restricted in use to the project for which the debt was incurred and will be repaid from pledged revenue sources derived from the respective project.

Property Leases & Sales revenue arises from leasing URA-owned and operated property.

URA Expenses

Debt Payments represent principal and interest paid by URA on bond debt issued and other financing obtained to support specific projects and programs.

Administration

Housing and Business cleaning expenditures relate to the various loan and grant programs offered by the URA to support the improvement of the quality of life of all Pittsburgh residents. Programs include a portfolio of programs for the business financing, including business relocation and expansion, business attraction as well as housing construction, home purchase, and home improvement.

Property Management & Improvement represents the cost of holding and maintaining URA-owned properties. Costs include property maintenance and management, building stabilization and security, and utility and insurance costs.

Major Projects the majority of URA expenditures are for Major Projects located throughout the City of Pittsburgh, including PA Redevelopment Assistance Capital Program awards.

Financials

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Design: walltowall.com
The URA advanced $3.2 million in Parking Tax Diversion (PTD) financing for public infrastructure improvements to the Union Trust Building.

Urban Redevelopment Staff, lobby of Union Trust Building, February 2017