

**TCG**

THOMAS  
CONSULTING  
GROUP



# Urban Redevelopment Authority

Transition Briefing



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## **Executive Summary**

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The economic development apparatus in Pittsburgh is large and unfocused. Over the past decade, countless studies and plans have been created to define priorities for economic development. However, there is no comprehensive plan that leverages all of the city's assets and plans resulting in a disjointed set of programs, initiatives and services that are not coordinated to achieve maximum impact. The Incoming Administration has the opportunity to articulate a clear vision, goals and metrics for economic development, and to direct all public agencies to align their resources and plans toward the implementation of the strategic vision.

The Pittsburgh Urban Redevelopment Authority (URA), as City of Pittsburgh's community and economic development agency, is best positioned to lead the coordinated efforts at implementing a comprehensive, goal-driven economic development strategy from the regional to the neighborhood level. The URA's current mission is to create jobs, expand the City's tax base, and improve the vitality of businesses and neighborhoods. This mission also includes an addendum that spells out the URA's commitment to equitable development and the incorporation of best practices for equity and inclusion into its internal and external policies and activities.

The URA's activities include assembling, preparing, and conveying sites for major mixed-use development, and a portfolio of business and housing programs that include: financing for business location, relocation and expansion; housing construction and rehabilitation; and home purchases and improvements. Since its incorporation, the URA has constructed or rehabilitated tens of thousands of homes, reclaimed thousands of acres of contaminated brownfield and riverfront sites, and assisted hundreds of businesses in neighborhoods throughout the City of Pittsburgh.

URA exercises flexibility in its programs using several affiliated organizations that align with and empower the work of the URA. URA affiliates include the Pittsburgh Housing Development Corporation (PHDC); the Pittsburgh Economic & Industrial Development Corporation (PEIDC); Pittsburgh Urban Initiatives (PUI); Invest PGH (IPGH); and the Pittsburgh Land Bank (PLB).



### Pittsburgh Housing Development Corporation

In 1994, the Urban Redevelopment Authority of Pittsburgh (URA) created Pittsburgh Housing Development Corporation (PHDC) after recognizing that large sections of the City and county were not being adequately served by either the private development market or by local community development corporations. The PHDC was created to initiate, plan, finance, develop, and manage housing development throughout Pittsburgh. There was an emphasis on development of affordable housing units in low- to moderate-income Census tracts. PHDC is established as a 501(c)3 non-profit corporation with a Board of Directors appointed by the URA.

The goal of PHDC is to encourage the growth of, and never replace, organizations capable of developing affordable and/or market rate housing. PHDC never works in neighborhoods where it has not been invited and, in those cases where PHDC acts as a sole developer, it always solicits the consent of the local neighborhood development corporation.

### Pittsburgh Economic & Industrial Development Corporation

The Pittsburgh Economic & Industrial Development Corporation (PEIDC) was established in 1995 to serve as the City of Pittsburgh's industrial development corporation for real estate development. It is a member-based organization with its membership consisting of private real estate developers, community development organizations, lenders and development professionals.

With Internal Revenue Service 501(c)(3) non-profit corporation status and certification from the Pennsylvania Industrial Development Authority (PIDA), the PEIDC is able to purchase real estate for development, obtain private and public financing, including low-interest PIDA loans, and sell or lease real estate; all for projects where private real estate developers will not or cannot undertake industrial or commercial development projects.



## Pittsburgh Urban Initiatives

Pittsburgh Urban Initiatives (PUI) is a Limited Liability Company certified as a Community Development Entity (CDE) by the Treasury Department's Community Development Investment Fund (CDFI). As a CDE, PUI is able to apply for and facilitate New Markets Tax Credit (NMTC) investments for projects in the City that benefit low-income neighborhoods.

PUI's mission is to strategically invest in office, retail, mixed-use, and community facility developments in low income communities that benefit residents throughout the City of Pittsburgh. In total, PUI has received \$238 million in NMTC allocation to use in the City of Pittsburgh.

## Invest PGH

Invest PGH is a non-profit Community Development Financial Institution formed in 2020 and governed by a 5-member board.

Current programming is focused on micro lending, with flexible terms and underwriting standards. Lending is targeted toward investment areas as defined by the CDFI Fund in the City of Pittsburgh, as well as minority- and women-owned businesses within those areas.

Programming will be expanded over time to address the needs of growing and scaling small businesses. Invest PGH will also seek to create a program that can aid in the preservation of affordable housing in the Pittsburgh housing market.



## Pittsburgh Land Bank

The Pittsburgh Land Bank was created via local ordinance in the spring of 2014. It operates citywide within the municipal boundaries of the City of Pittsburgh. It is governed by a 9-member Board of Directors and is the local government agency responsible for the recycling of distressed properties back to productive use.

The Mission of the Pittsburgh Land Bank is to return unproductive real property to beneficial reuse, through an equitable, transparent, and public process; revitalize neighborhoods to strengthen the City's tax base; and support socially and economically diverse communities.

These affiliate organizations supplement the work of the divisions within URA. Those include: Central Operations; Development Services; Lending & Investments; and Business Solutions.

The URA's Development Services unit develops public-private partnerships to advance place-based strategies to build an equitable Pittsburgh. We do this by collaborating with community groups, developers, and city agencies on neighborhood initiatives and projects. From vision to action, we assist with community planning, project financing and bringing resources to communities.

The Development Services unit also administers the East Liberty Transit Revitalization Investment District Revitalization Authority ("ELTRIDRA").

For businesses and entrepreneurs, the Commercial & Business Lending unit offers a variety of gap financing products and expert services to help you expand your business and attract new customers. Commercial & Business Lending is also home to several innovation initiatives.

The Residential & Consumer Lending unit deploys housing financial resources throughout the City of Pittsburgh. Staff works directly with residential developers and consumers to ensure that Pittsburgh is an affordable place for its residents to live. The unit provides gap



financing for rental and for-sale development programs; provides loans and grants to Pittsburgh's residents to buy and/or rehab their homes; administers the Housing Opportunity Fund, which is Pittsburgh's local housing trust fund; and deploys Federal, State, local, and other philanthropic and private funding for housing development and preservation.

At the URA, we are committed to supporting Pittsburgh's next generation of creators, thinkers, innovators, and inventors by fostering new entrepreneurship and business expansion. The Business Solutions unit drives these efforts. For businesses and entrepreneurs, the URA offers a variety of gap financing products and expert services to help you expand your business and attract new customers.

The URA's business units and affiliates offer a wide range of programs and initiatives to support the economic and workforce development ecosystem. Descriptions of those programs and services is offered later in this report.



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## Findings



Economic Development in the City of Pittsburgh lacks direction and effective coordination. It is critical that the incoming Administration define and direct the work of all of the partners in the Economic Development ecosystem so as to take advantage of the Federal funding that will be flowing into the city, as well as to implement impactful legacy projects that will have lasting impact.

Over the past decade, there have been countless studies done to assess economic development projects and programs in the city. These various reports and initiatives have been implemented to varying degrees and do not align with an overall strategic vision for economic development in the city. An assessment of the various plans is necessary and an overarching plan that includes all of the city's partners, from neighborhood community development corporations to public entities—both local and regional—should be implemented. There is a tremendous opportunity for the incoming Administration to create catalytic change by strategically implementing the various initiatives that have already been studied.

The URA Organizational Strategy completed in 2020 offers a clear recommendation on the way forward:

*“Establish a new reporting structure linking the CEDO with key City and City-affiliated economic development actors (including the URA, the Department of City Planning (DCP), the Department of Mobility & Infrastructure (DOMI), the Department of Permits & Licensing (PLI), the Department of Public Works (DPW), the Housing Authority of the City of Pittsburgh (HACP), the Pittsburgh Parking Authority, the Pittsburgh Water & Sewer Authority (PWSA), and the Stadium Authority of the City of Pittsburgh, and the Stadium & Exhibition Authority of Pittsburgh & Allegheny County.”*

The incoming Administration will have to determine whether that work should be led by the City's Chief Economic Development Officer (CEDO), or whether the Executive Director of the Urban Redevelopment Authority would be a more practical leader for this coordinated effort.



Further, the URA Organizational Strategy included several key findings and recommendations which should be considered.

While the URA offers an ample amount of resources and opportunities for Pittsburgh citizens, they are under-utilized. The URA is only mentioned once in the 2022 Operating Budget and aren't mentioned at all in Mayor Peduto's list of accomplishments prior to his exit as the mayor.

Findings

## KEY FINDINGS AND RECOMMENDATIONS

### FINDINGS

### RECOMMENDATIONS

#### MISSION & VISION

|   |   |
|---|---|
| <p><b>F1.1</b> The City of Pittsburgh has not clearly articulated its economic development priorities.</p> <p><b>F1.2</b> There is a lack of consensus on the URA's role in accomplishing the City's economic development priorities.</p> <p><b>F1.3</b> The URA does not consistently apply metrics and targets to guide its work.</p> | <p><b>R1.1</b> The City should consistently communicate a set of citywide economic development priorities and targets.</p> <p><b>R1.2</b> The URA should create a business plan guided by citywide economic development priorities, with clear metrics and targets.</p> <p><b>R1.3</b> The URA should revise its core mission statement, brand, and potentially its name in order to better reflect the City's strategic goals.</p> |
|---|---|

#### LEADERSHIP & GOVERNANCE

|   |   |
|---|---|
| <p><b>F2.1</b> There is a lack of formal coordination between the URA, City Hall, and other City departments.</p> <p><b>F2.2</b> The URA's consolidated functions provide flexibility and authority, but there is a lack of coordination and strategic alignment.</p> <p><b>F2.3</b> The URA currently lacks a dedicated team to lead strategic planning on behalf of the agency.</p> | <p><b>R2.1</b> The City should appoint a Chief Economic Development Officer within the Mayor's Office to coordinate economic development.</p> <p><b>R2.2</b> The URA should reorganize its departments to streamline decision-making, reduce duplication, and improve functional clarity.</p> <p><b>R2.3</b> The URA and the City should develop Intergovernmental Agreements (IGAs) outlining core services and funding obligations.</p> |
|---|---|

#### RESOURCES

|  |  |
|--|--|
| <p><b>F3.1</b> The URA currently has few sustainable and flexible funding sources.</p> <p><b>F3.2</b> The URA has not optimally leveraged its real estate assets for financial sustainability.</p> <p><b>F3.3</b> URA budget tracking procedures lack clarity, creating confusion among stakeholders vis-à-vis the URA's financial position.</p> | <p><b>R3.1</b> The URA should create a financial sustainability plan to pursue new revenue sources and maximize existing assets.</p> <p><b>R3.2</b> The URA should modernize its financial tracking to provide transparent and on-going reporting of its financial position.</p> <p><b>R3.3</b> The URA should increase revenue streams from existing assets as well as public, private, and philanthropic partners.</p> |
|--|--|

#### TALENT

|   |  |
|---|--|
| <p><b>F4.1</b> The URA has a motivated and talented staff but lacks succession planning or processes to retain institutional knowledge.</p> <p><b>F4.2</b> Compensation is broadly in line with industry norms, but there is an opportunity to further incentivize performance.</p> <p><b>F4.3</b> The URA is committed to improving its workplace diversity and addressing pay equity.</p> | <p><b>R4.1</b> The URA should put systems in place to boost morale, raise productivity, and ensure transfer of institutional knowledge.</p> <p><b>R4.2</b> While retaining a focus on base pay equity, the URA should add awards or bonuses to incentivize performance.</p> <p><b>R4.3</b> The URA should continue its efforts to create an inclusive workplace and communicate this progress to key stakeholders.</p> |
|---|--|

#### EXTERNAL ENGAGEMENT

|   |  |
|---|--|
| <p><b>F5.1</b> The URA has few formal partnerships with private and nonprofit entities.</p> <p><b>F5.2</b> The URA lacks a standardized approach to community engagement.</p> <p><b>F5.3</b> The URA's marketing and communications team has not effectively communicated agency accomplishments to key stakeholders.</p> | <p><b>R5.1</b> The URA should strengthen and formalize partnerships with external entities in service of economic development objectives.</p> <p><b>R5.2</b> The URA should unify its approach to community engagement between departments and across neighborhoods.</p> <p><b>R5.3</b> The URA should create a new executive office merging strategic policy, communications, and community engagement.</p> |
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## About the Agency

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## Contact Information

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inforequest@ura.org

## Enabling Legislation

CHAPTER 179: - AUTHORITIES AND LIBRARY

This Chapter has been provided to establish a synopsis of legislation relative to the libraries and to the various authorities created by or operating within the city.

[...]

Urban Redevelopment Authority

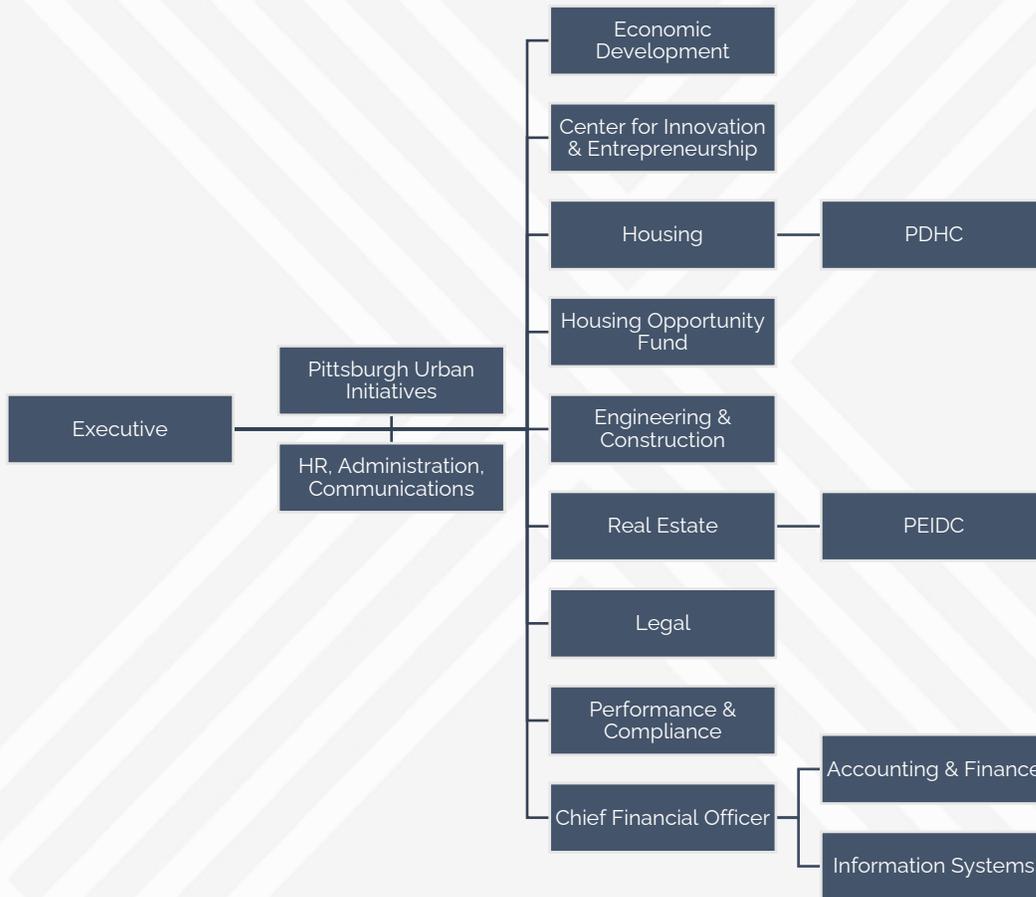
Council by Ordinance 450 approved November 16, 1946, authorized creation of the Urban Redevelopment Authority pursuant to provisions of the Urban Redevelopment Law, Act of May 24, 1945, P.L. 991, as amended (35 P.S. Sec. 1701 et seq.)

## Mission

The URA is committed to creating more housing that is affordable to the average Pittsburgher; encouraging more entrepreneurship and small business development; promoting inclusive growth and quality job creation; expanding neighborhood and main streets revitalization efforts; and developing a talented workforce that is equipped with the skills of the future.



## Organizational Chart



## Descriptions of Services

The Urban Redevelopment Authority of Pittsburgh (URA) includes four high-level, functional units, including: Central Operations; Development Services; Lending & Investments; and Business Solutions.

Each unit is staffed by URA experts dedicated to providing the guidance, resources and expertise you need to maximize the impact of your project.

## Development Services

The Development Services unit of the URA plans, finances and implements commercial, mixed-use, public infrastructure and transportation projects.



The URA's Development Services unit develops public-private partnerships to advance place-based strategies to build an equitable Pittsburgh. We do this by collaborating with community groups, developers, and city agencies on neighborhood initiatives and projects. From vision to action, Development Services assists with community planning, project financing, and bringing resources to communities.

The Development Services unit also administers the East Liberty Transit Revitalization Investment District Revitalization Authority ("ELTRIDRA").

Development Services is the division which houses:

- Pittsburgh Housing Development Corporation,
- Real Estate,
- Real Estate Tax Abatement Programs,
- Tax Diversion Programs, and
- Quality Control & Inspections.

### Commercial & Business Lending

The Commercial & Business Lending unit offers a variety of gap financing products to help businesses close the financing for their business growth and expansion.

For businesses and entrepreneurs, the Commercial & Business Lending unit offers a variety of gap financing products and expert services to help you expand your business and attract new customers. Commercial & Business Lending is also home to several innovation initiatives.

Whether your business is considering a move to Pittsburgh, building a new facility to accommodate expansion, seeking working capital to underwrite growth, purchasing or leasing new equipment, or all of the above, we're here to help.

At the URA, we are committed to supporting Pittsburgh's next generation of creators, thinkers, innovators, and inventors by fostering new entrepreneurship and business expansion.



Commercial Lending is the division that houses:

- Businesses & Entrepreneurs,
- New Markets Tax Credit Program, and
- Fundraising and Grants Administration.

### Business Solutions

At the URA, we are committed to supporting Pittsburgh's next generation of creators, thinkers, innovators, and inventors by fostering new entrepreneurship and business expansion. For businesses and entrepreneurs, the URA offers a variety of gap financing products and expert services to help you expand your business and attract new customers.

Whether your business is considering a move to Pittsburgh, building a new facility to accommodate expansion, seeking working capital to underwrite growth, purchasing or leasing new equipment, or all of the above, we're here to help.

The Business Solutions division houses:

- business loan applications,
- MWBE growth,
- "Move your business to Pittsburgh" and Pittsburgh business incentive programs,
- Grants for neighborhood business districts,
- Business resource webinars, and
- Workforce development initiatives.

### Residential Development

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

## About the Agency



URA-supported housing developments transform neighborhoods, protect affordability for Pittsburgh residents and enhance the value of our communities. We offer a number of construction loan and grant gap financing programs that vary in features and eligibility requirements.

Financing is available for small- and large-scale new construction or the rehabilitation of rental or for-sale housing. We also provide equity financing to assist community-based organizations in real estate development projects that provide housing or job creation opportunities. We work with both for-profit and nonprofit developers to structure individualized financing programs that work over the long term to create sustainable housing developments.



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## Budget

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## Staffing & Salaries

## Operating Revenues

| Revenue Type                    | Source                    | Sum of 2018 Actual  | Sum of 2019 Actual  |
|---------------------------------|---------------------------|---------------------|---------------------|
| Government                      | Federal Income            | \$3,798,454         | \$2,585,038         |
|                                 | State Income              | \$13,000            | \$71,500            |
|                                 | Local Income              | \$297,350           | \$1,219,220         |
| Income from URA Assets          | Managed Property Revenue  | \$560,000           | \$624,167           |
|                                 | Investment Income         | \$42,346            | \$23,674            |
| Income from Programs & Services | Program Admin Fees        | \$2,596,004         | \$2,815,259         |
|                                 | Service Fees              | \$1,545,545         | \$1,839,009         |
|                                 | URA Affiliate Admin Fee   | \$809,708           | \$1,265,056         |
| Other Sources                   | Beg. Cash Balance         | \$0                 | \$0                 |
|                                 | General Fund Contribution | \$34,488            | \$490,850           |
|                                 | Other Income              | \$385,144           | \$176,895           |
| <b>Grand Total</b>              |                           | <b>\$10,082,038</b> | <b>\$11,110,668</b> |



## Operating Expenses

| Expense Type                 | Source                    | Sum of 2018 Actual  | Sum of 2019 Actual  |
|------------------------------|---------------------------|---------------------|---------------------|
| Personnel                    | Payroll                   | \$7,009,629         | \$7,638,111         |
|                              | Employee Benefits         | \$1,869,612         | \$1,899,565         |
| Operational & Administrative | Rent and Occupancy        | \$370,010           | \$287,434           |
|                              | New Office Space Buildout | \$0                 | \$814,024           |
|                              | Professional Services     | \$682,419           | \$856,173           |
|                              | Equipment and Supplies    | \$106,143           | \$168,486           |
| Other                        | Miscellaneous Expenses    | \$79,575            | \$86,897            |
| <b>Grand Total</b>           |                           | <b>\$10,117,389</b> | <b>\$11,750,690</b> |

## Other Operating Funds

### Summary of The URA's Net Position December 31, 2020 and December 31, 2019

|                                  | Governmental Activities     |                             | % Change     | Business-type Activities    |                             | % Change      |
|----------------------------------|-----------------------------|-----------------------------|--------------|-----------------------------|-----------------------------|---------------|
|                                  | 2020                        | 2019                        |              | 2020                        | 2019                        |               |
| <b>Assets:</b>                   |                             |                             |              |                             |                             |               |
| Current and other assets         | \$135,784,169               | \$133,941,640               | 1.4%         | \$85,152,269                | \$85,135,482                | 0.0%          |
| Capital assets                   | <u>17,069,976</u>           | <u>16,850,287</u>           | 1.3%         | <u>28,569,197</u>           | <u>31,371,214</u>           | -8.9%         |
| <b>Total assets</b>              | <b><u>\$152,854,145</u></b> | <b><u>\$150,791,927</u></b> | <b>1.4%</b>  | <b><u>\$113,721,466</u></b> | <b><u>\$116,506,696</u></b> | <b>-2.4%</b>  |
| <b>Liabilities:</b>              |                             |                             |              |                             |                             |               |
| Current and other liabilities    | \$8,722,180                 | \$8,131,363                 | 7.3%         | \$981,254                   | \$3,094,863                 | -68.3%        |
| Long-term liabilities            | <u>11,546,539</u>           | <u>12,272,709</u>           | -5.9%        | <u>9,224,908</u>            | <u>10,693,729</u>           | -13.7%        |
| <b>Total liabilities</b>         | <b><u>\$20,268,719</u></b>  | <b><u>\$20,404,072</u></b>  | <b>-0.7%</b> | <b><u>\$10,206,162</u></b>  | <b><u>\$13,788,592</u></b>  | <b>-26.0%</b> |
| <b>Net position:</b>             |                             |                             |              |                             |                             |               |
| Net investment in capital assets | \$7,979,922                 | \$7,365,013                 | 8.3%         | \$21,815,282                | \$22,342,845                | -2.4%         |
| Restricted for urban development | 52,813,762                  | 57,982,279                  | -8.9%        | -                           | -                           | 0.0%          |
| Restricted for lending programs  | 27,053,646                  | 20,671,088                  | 30.9%        | 74,267,864                  | 71,769,358                  | 3.5%          |
| Unrestricted                     | <u>44,738,096</u>           | <u>44,369,475</u>           | 0.8%         | <u>7,432,158</u>            | <u>8,605,901</u>            | -13.6%        |
| <b>Total net position</b>        | <b><u>\$132,585,426</u></b> | <b><u>\$130,387,855</u></b> | <b>1.7%</b>  | <b><u>\$103,515,304</u></b> | <b><u>\$102,718,104</u></b> | <b>0.8%</b>   |



## 5-Year Forecast

Not available.



## Capital Budget

### FACILITY IMPROVEMENTS - SPORT FACILITIES

|                                |   |
|--------------------------------|---|
| <b>Functional Area:</b>        | Facility Improvement                              |
| <b>Project Type:</b>           | Recurring, Capital Project                        |
| <b>Responsible Department:</b> | DEPARTMENT OF PUBLIC WORKS - BUREAU OF FACILITIES |
| <b>Project Manager:</b>        | Project Manager, Bureau of Facilities             |

#### Capital Improvement Program

| Source       | 2021             | 2022               | 2023             | 2024             | 2025             | 2026               | 2027               | Total<br>2022-2027 |
|--------------|------------------|--------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|
| CDBG         |                  |                    | \$300,000        | \$300,000        | \$300,000        | \$300,000          | \$300,000          | \$1,500,000        |
| BOND         | \$486,808        | \$1,579,559        | \$300,000        | \$500,000        | \$500,000        | \$1,000,000        | \$1,250,000        | \$5,129,559        |
| PAYGO        |                  |                    |                  |                  |                  |                    |                    | \$0                |
| OTHER        | \$411,625        | \$2,000,000        |                  |                  |                  |                    |                    | \$2,000,000        |
| <b>TOTAL</b> | <b>\$898,433</b> | <b>\$3,579,559</b> | <b>\$600,000</b> | <b>\$800,000</b> | <b>\$800,000</b> | <b>\$1,300,000</b> | <b>\$1,550,000</b> | <b>\$8,629,559</b> |

#### Project Description

This project improves various playing surfaces, fencing, dugouts, and concession stands at ballfields and sport courts.

#### Project Justification

Sport facilities enhance the quality of life of residents by providing opportunities for exercise and community building. Applying a fix-it-first approach to maintenance extends the useful life of a facility while reducing costs associated with demolition and new construction.

#### Operating Budget Impact

Public Works staff time will be needed to provide design services, smaller-scale construction and trade services, and manage contracts and outside vendors. Disinvestment in facilities leads to deferred maintenance, which can increase long-term costs.

#### Unexpended/Unencumbered Prior Year Funds

\$1,158,470



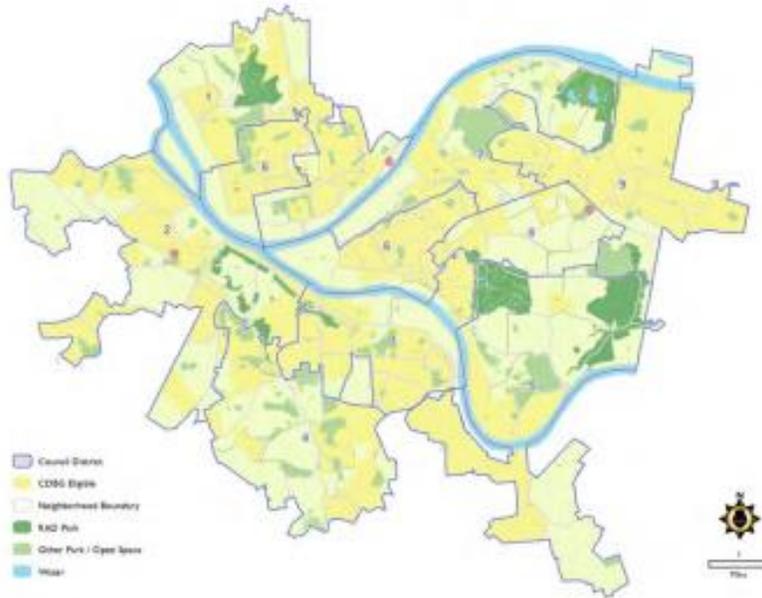
**FACILITY IMPROVEMENTS - SPORT FACILITIES**

**2022 Deliverables and Objectives**

| Deliverable/Objective                               | Location                    | District   | Fund  | Cost        |
|---|-----------------------------|------------|-------|-------------|
| MELLON PARK TENNIS CENTER                           | Fifth Ave at Beechwood Blvd | District 8 | BOND  | \$1,000,000 |
| MELLON PARK TENNIS CENTER (MELLON PARK TRUST FUND)  | Fifth Ave at Beechwood Blvd | District 8 | OTHER | \$1,500,000 |
| HERSCHEL PARK - FIELD AND LIGHTING IMPROVEMENTS     | Herschel St & Hassler St    | District 2 | BOND  | \$579,559   |
| WASHINGTON'S LANDING TENNIS COURT RESURFACING (URA) | Waterfront Dr               | District 1 | OTHER | \$500,000   |

*Deliverables are tentative and subject to change*

**Location**





**URBAN REDEVELOPMENT AUTHORITY PROPERTY MAINTENANCE**

**Functional Area:** Neighborhood and Community Development  
**Project Type:** Recurring, Intergovernmental Project  
**Responsible Department:** URBAN REDEVELOPMENT AUTHORITY  
**Project Manager:** Director, Engineering and Construction

**Capital Improvement Program**

| Source       | 2021             | 2022             | 2023             | 2024             | 2025       | 2026       | 2027             | Total 2022-2027    |
|--------------|------------------|------------------|------------------|------------------|------------|------------|------------------|--------------------|
| CDBG         |                  |                  |                  |                  |            |            |                  | \$0                |
| BOND         |                  |                  |                  |                  |            |            |                  | \$0                |
| PAYGO        | \$700,000        | \$337,000        | \$500,000        | \$500,000        |            |            | \$500,000        | \$1,837,000        |
| OTHER        |                  |                  |                  |                  |            |            |                  | \$0                |
| <b>TOTAL</b> | <b>\$700,000</b> | <b>\$337,000</b> | <b>\$500,000</b> | <b>\$500,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$500,000</b> | <b>\$1,837,000</b> |

**Project Description**

This program allows for securing and maintaining Urban Redevelopment Authority-owned property.

**Project Justification**

The URA holds property that is in the process of being redeveloped, which must be secured and maintained to preserve public safety.

**Operating Budget Impact**

There is no operational cost to the City; the project will be managed by the URA.

**Unexpended/Unencumbered Prior Year Funds**

\$0



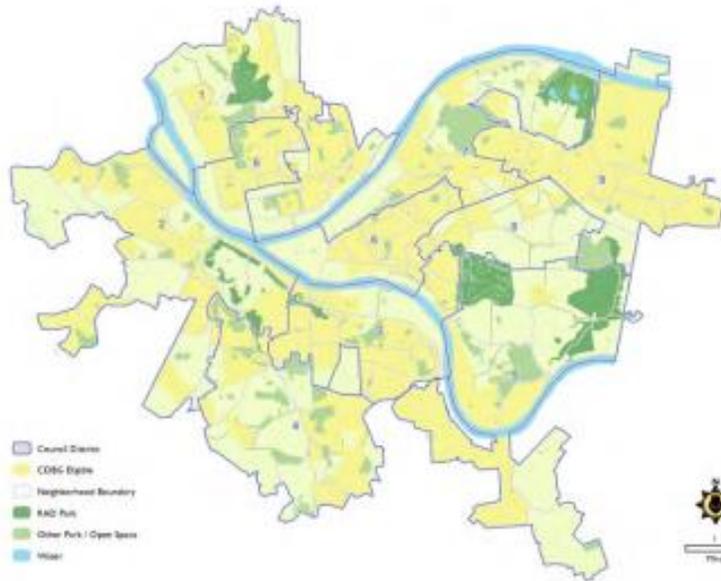
**URBAN REDEVELOPMENT AUTHORITY PROPERTY MAINTENANCE**

**2022 Deliverables and Objectives**

| Deliverable/Objective            | Location  | District  | Fund  | Cost      |
|----------------------------------|-----------|-----------|-------|-----------|
| WORKFORCE DEVELOPMENT - LANDCARE | City-Wide | City-Wide | PAYGO | \$337,000 |

*Deliverables are tentative and subject to change*

**Location**





## FAIR HOUSING

**Functional Area:** Administration/Sub-Award  
**Project Type:** Recurring, Special Revenue Project  
**Responsible Department:** COMMISSION ON HUMAN RELATIONS  
**Project Manager:** Director, Commission on Human Relations

### Capital Improvement Program

| Source       | 2021             | 2022       | 2023       | 2024       | 2025             | 2026             | 2027             | Total<br>2022-2027 |
|--------------|------------------|------------|------------|------------|------------------|------------------|------------------|--------------------|
| CDBG         | \$100,000        |            |            |            | \$100,000        | \$100,000        | \$100,000        | \$300,000          |
| BOND         |                  |            |            |            |                  |                  |                  | \$0                |
| PAYGO        |                  |            |            |            |                  |                  |                  | \$0                |
| OTHER        |                  |            |            |            |                  |                  |                  | \$0                |
| <b>TOTAL</b> | <b>\$100,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$100,000</b> | <b>\$100,000</b> | <b>\$100,000</b> | <b>\$300,000</b>   |

### Project Description

This project provides education, training, outreach, and analysis of City, URA, and City-funded subrecipients staff dealing with Housing programs. The training includes, but is not limited to, the Mayor's Office of Community Affairs employees, CDBG staff, City Planning Neighborhood Planners, URA Housing Department staff, landlord training, and neighborhood meetings.

### Project Justification

This project is necessary so that staff working on housing projects are fully aware of the rules and regulations governing fair housing.

### Operating Budget Impact

This project will have minimal impact on the Operating Budget. Commission on Human Relations staff time is needed to manage vendor contracts.

### Unexpended/Unencumbered Prior Year Funds

\$363,523



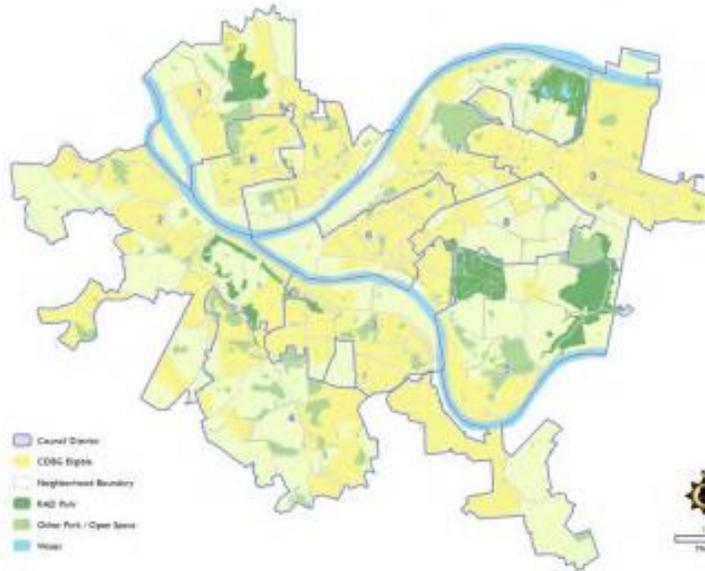
**FAIR HOUSING**

**2022 Deliverables and Objectives**

| Deliverable/Objective | Location | District | Fund | Cost |
|-----------------------|----------|----------|------|------|
|-----------------------|----------|----------|------|------|

*Deliverables are tentative and subject to change*

**Location**





## URBAN REDEVELOPMENT AUTHORITY PERSONNEL

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**Functional Area:** Administration/Sub-Award

**Project Type:** Recurring, Intergovernmental Project

**Responsible Department:** URBAN REDEVELOPMENT AUTHORITY

**Project Manager:** Chief Financial Officer, URA

### Capital Improvement Program

| Source       | 2021             | 2022             | 2023             | 2024             | 2025             | 2026             | 2027             | Total<br>2022-2027 |
|--------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| CDBG         | \$500,000        | \$500,000        | \$500,000        | \$500,000        | \$500,000        | \$500,000        | \$500,000        | \$3,000,000        |
| BOND         |                  |                  |                  |                  |                  |                  |                  | \$0                |
| PAYGO        |                  |                  |                  |                  |                  |                  |                  | \$0                |
| OTHER        |                  |                  |                  |                  |                  |                  |                  | \$0                |
| <b>TOTAL</b> | <b>\$500,000</b> | <b>\$3,000,000</b> |

### Project Description

This project funds the administration of the Urban Redevelopment Authority divisions of Economic Development, Housing, Real Estate, and the Center for Innovation and Entrepreneurship.

### Project Justification

The URA provides critical support to economic development projects across the City.

### Operating Budget Impact

This funding is managed by the URA, so there is no operational cost to the City.

### Unexpended/Unencumbered Prior Year Funds

\$500,000



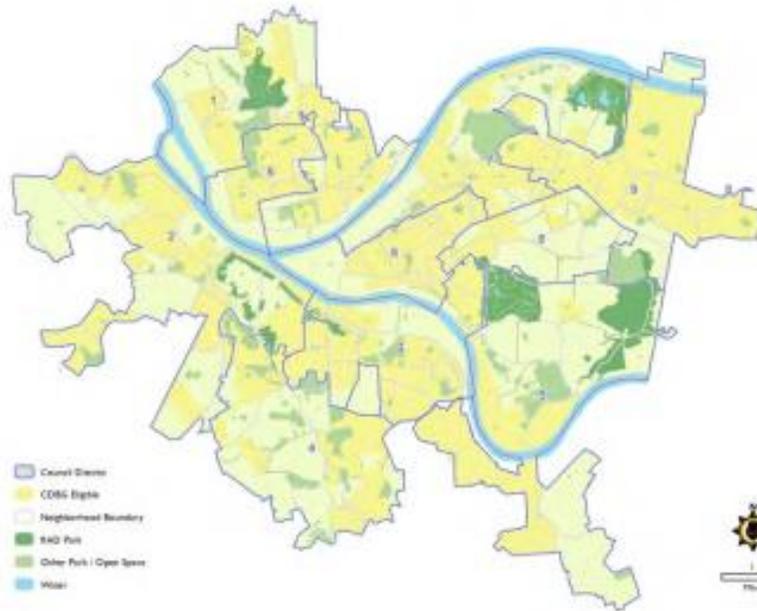
**URBAN REDEVELOPMENT AUTHORITY PERSONNEL**

**2022 Deliverables and Objectives**

| Deliverable/Objective                            | Location  | District  | Fund | Cost      |
|--|-----------|-----------|------|-----------|
| PERSONNEL FOR CDBG ADMINISTRATION AND COMPLIANCE | City-Wide | City-Wide | CDBG | \$500,000 |

*Deliverables are tentative and subject to change*

**Location**





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## Programs & Projects

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### Small Landlord Fund

The Small Landlord Fund (SLF) provides financing to landlords who need to make repairs to ten (10) or less rental units in the City of Pittsburgh. Funds may be used to provide upgrades and repairs to sidewalks, fire alarms, electrical, roof and gutters, plumbing, windows, doors, flooring, appliances, and painting and drywall. Additionally, property owners may use proceeds from the loan to provide accessibility enhancements, building envelope upgrades and repairs, HVAC and furnace upgrades and repairs, structural repairs, miscellaneous code or other necessary items, and cosmetic upgrades.

Loan terms vary depending on the property address. The borrower and/or any relatives of the borrower may not live in the units to be rehabbed. The borrower must own the property, have current homeowner insurance, be current with real estate taxes or be on a payment plan for at least 3 months, have a 600 minimum credit score, no judgements for housing discrimination in the past 5 years, and must agree to hire a licensed contractor and obtain all necessary building permits. If the unit(s) is located in an HACP Alternative Payment Standard ZIP code, the borrower must rent to an HCV holder. Otherwise, the borrower must rent to households at or below 80% AMI. Loans can be up to \$20,000 per unit and up to \$100,000 per project.

### Small Contractor Line of Credit Program

The Small Contractor Line of Credit Program supports operating construction companies taking on Avenues of Hope Projects that require access to working capital. Projects for the Line of Credit Program must be located in one of the seven Avenues of Hope corridors and adjacent neighborhoods: Perry North and South, Chartiers Avenue, Hill District, Larimer, Homewood, Allentown/Beltzhoover, and Hazelwood.

Applicants must have:

- a proven track record of project completion;
- have a contract for work within the Avenues of Hope neighborhoods;
- obtain appropriate permits and business registration from the City of Pittsburgh;
- have between \$50,000 and \$2,000,000 in annual revenue;



- be in good standing with public debt and up to date on taxes; and
- and undergo inspections at intervals throughout the course of the project.
- 

Applicants may qualify for financing of up to 90% of submitted and approved invoices of \$25,000 to \$100,000 on an annual basis. Priority is given to minority- and women-owned businesses, or businesses whose owners are economically disadvantaged.

### Residential Façade Improvement Program

The Residential Façade Improvement Program, administered by PHDC, helps to increase the curb appeal of Pittsburgh's neighborhoods by granting homeowners up to \$8,000 in matching grant funds, based on a sliding scale depending on household income. The home must be owner-occupied.

Funds can be used for front and side facades, with a minimum of 50% of the funds being used on the front. The types of modifications that this funding supports include: siding replacement; brick repointing; painting; porch repair; window repair; door repair; soffit/fascia repair; gutter repair; and other modifications.

### New Markets Tax Credit Loan Fund (NMLF)

The New Markets Tax Credit Loan Fund, administered by Pittsburgh Urban Initiatives, is designed to stimulate the growth of new and existing businesses in Pittsburgh by targeting manufacturing, distribution, and technology- and innovation-based, high job growth potential companies, as well as community service facilities. All projects must be located within the City of Pittsburgh's eligible NMTC areas and within a highly distressed Census tract.

Loans range from \$500,000 to a maximum of \$2,000,000 and may be used for the following eligible expenses: machinery and equipment, including acquisition, delivery and installation; limited to items directly related to the operation of the business; leasehold improvements,



including façade renovations; and real estate, including acquisition, construction and soft costs associated with real estate projects.

### **Pittsburgh Business Fund**

The Pittsburgh Business Fund (PBF) Program is designed to stimulate the growth of new and existing businesses in the City of Pittsburgh. Funded in part through the City of Pittsburgh, the Commonwealth of Pennsylvania Department of Community and Economic Development, the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) sources, and other public and private sources raised by the URA for business lending. The PBF provides market-rate financing for small- to medium-sized commercial real estate development, construction, furniture, fixtures, equipment, inventory, machinery and working capital.

Loans range from \$30,000 to \$500,000 and may be used for the following eligible activities: land costs, including acquisition and site preparation; building costs, including acquisition, construction and rehabilitation; soft costs associated with property development including legal, architectural, engineering, surveys and other related costs; machinery, furniture, fixtures, and equipment, including acquisition, delivery and installation; working capital for new sales growth; leasehold improvements, including façade renovations; energy efficiency upgrades; and refinancing of existing debts to the extent that the debts are inhibiting the growth of the business. Each project must contain a minimum cash equity investment by the applicant of 10% or higher of the total project cost.

### **Pittsburgh Entrepreneurship Fund**

The Pittsburgh Entrepreneurship Fund is a part of URA's strategy to promote opportunities for those who have not had ready access to business financing, including minority- and woman-owned businesses. The Fund is meant to assist entrepreneurs and stimulate business growth in the City of Pittsburgh by providing loans for working capital or equipment. Eligible businesses include start-up and growing businesses, such as emerging technology-based firms in software, hardware, robotics, medical device and green/energy



businesses. Loan amounts range from \$100,000 to \$200,00 and should not exceed 40% of an investment round. The investment is in the form of convertible debt. Applicants must be businesses located in the City of Pittsburgh that commit to create one full-time job within every three years for every \$30,000 borrowed from the URA.

### Minority Business Recovery and Growth Loan Fund

The Minority Business Recovery and Growth Loan Fund (MBRGLF) offers loans up to \$100,000 for minority-owned businesses, which can be used for hiring and payroll, inventory, sales and marketing, e-commerce, rent, utilities, insurance and more. Applicants must be at least 51% minority-owned; have been in business for at least one year; have fewer than 50 full-time equivalent employees; be in good standing with public debt, including with the URA; and be current on individual and business taxes or have approved payment plans. Priority is given to neighborhood-serving businesses, including independently or locally owned small businesses, as well as businesses located in Community Development Block Grant census tracts.

### Micro-Enterprise Loan Program

The Micro-Enterprise Loan Program, administered by InvestPGH, is designed to promote opportunities for groups who have not had ready access to business financing in the City of Pittsburgh, including minority- and women-owned businesses. Loans range from \$5,000 to \$30,000 and are designed to help business owners who have insufficient

### NHP and HRP-D Program

The Neighborhood Housing Program (NHP) and Housing Recovery Program-Developer (HRP-D) works to make purchasing a home affordable by offering 0% deferred loans for second mortgages to eligible buyers. While there are income guidelines, the requirements of the construction financing dictate how much deferred money will be provided for each individual property, whereas newly constructed homes are sold to qualified buyers through



NHP and rehabilitated homes are sold to qualified buyers through HRP-D. Applicants can receive loans up to \$55,000 depending on the home.

### **Legal Assistance Program**

The Legal Assistance Program (LAP) provides a variety of free housing legal services to eligible tenants and homeowners who live in the City of Pittsburgh. Legal services range from mediation services, limited legal consultation, and full legal representation for tenants and for homeowners. The LAP offers tangled title and foreclosure prevention services. Income limits apply based on household size, ranging from \$29,700 when the household size is 1 to \$45,800 when household size is 5 for tenants and for homeowners, income limits range from \$47,500 when the household size is 1 to \$73,300 when the household size is 5.

### **DPCC Assistance Program (Housing Opportunity Fund)**

The Center for Housing Opportunities' (CHO) Down Payment and Closing Cost Assistance Program (DPCCAP) provides financing to first-time homebuyers in the City of Pittsburgh. DPCCAP is designed to help stimulate the housing investment in the City by providing financial assistance to first-time homebuyers who are interested in purchasing an existing or newly constructed residential unit. First-time homeowners under 80% of the Area Median Income (AMI) can receive up to \$7,500 and first-time homeowners between 80% and 115% AMI can receive up to \$5,000 for the down payment and closing cost assistance in the form of a 0% interest, 5-year deferred loan for under 80% AMI; and a 10-year deferred loan for those in between 80% and 115% AMI. In 2020, the DPCCAP assisted 95 homebuyers with purchasing their first home in the City of Pittsburgh.

### **ACRE Program**

The Avenues of Hope Commercial Real Estate Program (ACRE) provides capital to local and minority small businesses and developers in support of Avenues of Hope projects. The Avenues of Hope Initiative is a place-based, people-first approach that promotes Black-owned centers of arts, culture, and business with mixed-use and pedestrian-friendly developments; and is made to encourage quality, locally controlled wealth building and economic stability opportunities for Avenues of Hope communities. The ACRE Program



works to lower barriers to development for local and minority developers and small business, improve potential project cash flow, increase the long-term economic viability of projects, and provide local and minority small business and developers with equitable development tools to realize the goals of their project. ACRE finances between \$50,000 to \$200,000 over a long-term period at 1% interest, and there are no payments due for 20 years nor a prepayment penalty. Funds can be used for site acquisition and prep, building costs and construction, and soft costs associated with real estate development.

### **Accelerating Business Expansion Loan**

The Accelerating Business Expansion Loan is part of Invest PGH's strategy to promote opportunities for groups who have not had ready access to business financing for moderate expansion activities in the City of Pittsburgh, including minority- and women- owned businesses. Loans range from \$30,000 to \$150,000, and are given to business owners who have insufficient collateral for traditional loans, expanding their existing business and concerns about their credit history.

### **Housing Stabilization Program (Housing Opportunity Fund)**

The Housing Stabilization Program (HSP) is a housing crisis intervention program that provides one-time or short-term financial assistance to households who are facing a temporary non-recurring housing crisis. City of Pittsburgh renters may receive up to \$3,000; and homeowners may receive up to \$6,000 in housing assistance. Eligible persons must be a renter or homeowner in the City of Pittsburgh. Renters must have income at or below 50% Average Median Income (AMI), and homeowners must be at or below 80% AMI. Applicants must develop a housing stability plan with a service provider. The funds received can assist with utilities and rent (arrears and upcoming), mortgage assistance, legal assistance, and/or move-in assistance. In 2020, HSP expanded the program to assist homeowners with mortgage assistance. In total, HSP assisted 519 renters and 24 homeowners in stabilizing their housing situation and preventing displacement.



### Rental Gap Program (Housing Opportunity Fund)

The Rental Gap Program (RGP) helps fund the creation of new affordable housing and/or preserve existing affordable housing in the City of Pittsburgh. RGP loans are available to developers for the creation and/or preservation of affordable units. All development teams must include a nonprofit applicant. During 2020, HOF closed a total of six RGP projects resulting in the creation and/or preservation of 144 affordable rental units.

### For-Sale Development Program (Housing Opportunity Fund)

The For-Sale Development Program (FSDP) provides low interest rate construction financing and/or grants for the purpose of increasing the supply of affordable housing for homeownership. Upon completion, properties financed under the program must be sold to owner-occupants who are at or below 80% AMI. During 2020, a total of four FSDP projects closed, resulting in the creation and/or preservation of six affordable for-sale homes.

### Homeowner Assistance Program/Plus (Housing Opportunity Fund)

The Homeowner Assistance Program (HAP) provides financial assistance up to \$30,000 to eligible homeowners in the City for rehabilitating and improving residential owner-occupied properties within the City of Pittsburgh. In 2020, the HAP/+ completed 104 home renovations. The renovations include necessary repairs such as roofs, electrical system repairs, hot water heaters, etc.

### Home Accessibility Program for Independence

The Home Accessibility Program for Independence (HAPI) is a grant program to assist homeowners with permanent disabilities make accessibility modifications for their homes. Homeowners can receive up to \$10,000 in accessibility modifications, and landlords can receive up to \$5,000 per unit. HAPI offers technical assistance for applicants by having a URA Construction Advisor conduct an inspection of your home for potential modifications. The URA can send your work write-up out to bid. Your contractor will be paid by the URA once the work is completed.



### Community Development Investment Fund

The Community Development investment fund (CDIF) is designed to assist nonprofit community-based organizations to participate in real estate projects that benefit low- and moderate-income persons. The fund aims to support development of real estate that is idle or underutilized, or blighted providing needed housing and employment opportunities in Pittsburgh neighborhoods. It is hoped that the proceeds from these real estate endeavors will assist community development organizations to become more self-sufficient.

### Childcare Reinvestment Business Fund

The Childcare Reinvestment Business Fund (CRiB) is a forgivable loan pilot program designed to sustain and stimulate the growth of new and existing childcare businesses in the City of Pittsburgh. The minimum loan amount is \$5,000 and the maximum loan amount is \$20,000 or 90% of total project costs. Borrowers can get an additional \$5,000 for completing a sponsored additional training through Chatham University. Within three years, borrowers can request to have the loan 100% forgiven. Capital obtained from the fund can be used for payroll, staff education, enrollment scholarships, equipment, software, supplies, leasehold improvements, and working capital.

### LandCare Pilot Program

The URA LandCare program is a localized maintenance program that allows small businesses and nonprofits to participate in vacant lot maintenance for the URA's portfolio of properties. The program launched in September 2016 with 7 community-based contractors maintaining roughly 350 URA-owned vacant properties. Since then, the program has grown to incorporate the rest of the URA's portfolio, and supports 9 small businesses and nonprofits that actively steward URA property.



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## Opportunities & Risks

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### Significant Milestones between 11/3/21 and 4/30/22

There are several significant development deals that have been approved by the URA Board since November. The incoming Administration will have to review those approvals and immediately work with URA to negotiate the developer agreements.

### Opportunities Ahead

The incoming Administration has the opportunity to redefine and focus the work of the City's various economic development organizations. As stated in this document, the work of the various Economic Development Offices (EDOs) is unfocused and could benefit from new leadership and a directive that would require a pooling of resources and tools to spur equitable economic development.

Additionally, the incoming Administration has the opportunity to reconsider the American Rescue Plan appropriations to the URA to ensure that they align with the new vision and goals.



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## Reports

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## URA Organizational Strategy Report—March 2020

<https://www.ura.org/pages/hr-a-report>

The objective of this report is to gather, analyze, and present findings within the time and budget constraints agreed upon with the URA and funders of the study. This report should not be read as a comprehensive review of all URA staff, functions, departments, and programs, but rather as an overview of the key issues and opportunities facing the organization. The conclusions contained in this report are based on the best judgments of HR&A Advisors, Inc. and data provided by the URA and third parties. HR&A and its project partners make no guarantees or assurances that the projections or conclusions will be realized as stated. Any errors in the document are the sole responsibility of HR&A Advisors, Inc.

## URA 2018-2019 REPORT

[2018-2019 Report—Web](#)

This report was made to clearly show the positive impact that the URA has had on the City of Pittsburgh. Throughout the report, the URA notes how they're changing Pittsburgh with programs that support small businesses and entrepreneurs, promoting equitable business developments, and empowering communities with inclusive growth and quality job creation in hopes of revitalizing neighborhoods and main streets throughout the City of Pittsburgh.

## AANC & POISE Report

[Neighborhood Attraction Factors Impacting Young African-American Population](#)

The African-American Neighborhoods of Choice (AANC) and the POISE Foundation report suggest that African Americans, including young professionals, desire the same things in a neighborhood and residence as anyone else: good affordable housing in a safe environment with available transportation options, readily available amenities and services, good schools, and a sense of community. Findings in this report show that in order to attract more young, professional African-Americans to Pittsburgh, the City can make this population feel welcome by increasing equal opportunity and enlarging other populations of color



## 2020 Single Audit

### [A Component Unit of the City of Pittsburgh—Audit](#)

This audit of the Urban Redevelopment Authority finds that the URA currently relies on the auditors to prepare the financial statements and related notes in accordance with accounting principles generally accepted in the United States of America (GAAP). During the audit process, several material adjustments were needed to present the financial statements in accordance with GAAP. The adjustments primarily affected cash, fixed assets, loans receivable and the related allowance, internal activity, along with the related revenues and expenses impacted by these adjustments. Corrective action was taken, and significant improvement in financial reporting has been made. There is no financial statement preparation finding in 2020.

## URA Racial Equity Assessment

### [Racial Equity Assessment](#)

In February 2018, the URA retained Exstare Federal Services Group to conduct a [Racial Equity Assessment](#) to help the agency develop a comprehensive picture of its organizational climate, get a better understanding of internal and external perspectives concerning its racial equity efforts, and to make recommendations concerning those efforts.

## Equity and Inclusion Strategic Plan

### [Learn More](#)

The goals and objectives of the Equity and Inclusion Plan are designed to help move the URA from its current state toward the future to which we aspire. Each strategic goal exemplifies the responsibility of the URA's role in providing the human and financial capacity to effectively carry out the objectives. By the year 2023, the URA plans to accomplish the goals established in this strategic plan, which builds upon the URA's commitment for an equitable Pittsburgh regardless of an individual's socioeconomic status, race, ethnicity, gender identity, religion, and physical ability.



## East Carson Street Business District Strategy

### [East Carson Street Business District Strategy](#)

The goal of this plan is to conduct a business district planning and capacity building analysis to support the East Carson Business District Strategy. The gathered recommendations align with the four components of the Main Street transformation strategies. These components are economic vitality, design, promotion, and organization. The recommendations in this report and the three-year strategy are framed around these four components.

## Allegheny Green Boulevard Plan

### [Green Boulevard Strategic Plan](#)

The URA partnered with the Allegheny Riverfront to develop the Green Boulevard plan, which reimagines and repurposes the underutilized Allegheny Riverfront and rail corridors to improve mobility and transportation, create new open space, and spur economic revitalization. and feasible, creation of riparian habitat, and stormwater treatment.

## Allegheny Riverfront Vision Plan

### [Allegheny Riverfront Vision Plan](#)

### [Technical Appendix: Allegheny Riverfront Vision Plan: Technical Report](#)

This vision plan expresses that the goal for the ecological portion of the Allegheny Vision Plan is to plan for a river-oriented community based on a regenerative agenda that is strategic by nature and builds on the areas strengths; considering green space a new and primary type of infrastructure.

## Bridging The Busway

### [Bridging the Busway](#)

The URA has taken initiative to create a Transit-Based Community Plan for Homewood & Point Breeze North called Bridging the Busway. The goal of this plan is to explore the potential for building market strength through transit-oriented development around the MLK Jr. East Busway's Homewood Station.



## **Downtown Action Strategy**

### [Downtown Action Strategy](#)

The Urban Redevelopment Authority and the Office of the Mayor established some very simple parameters for this initiative: The Downtown Action Strategy focuses on improvements that can be implemented over a three-year period. This plan brings on the idea that there are growth levels that the City hasn't reached yet, and this action plan has been put into place to guide and advance the City in the right direction.

## **Greater Hill District Master Plan**

### [Greater Hill District Master Plan](#)

The master plan for the Greater Hill District defines the vision for future growth and regeneration of the neighborhood. The plan expresses the community's aspirations for an improved quality of life, and defines goals for new investment and development. It informs prospective investors and developers about the community's priorities for new residential, commercial, cultural, and civic development in the Hill and directs them to new community-supported development opportunities that exist throughout the Hill. The master plan provides the community with a framework to direct public, private, and institutional resources in supporting new projects in the Hill.

## **Homewood Transit Oriented Development (TOD) Study**

### [Annual Report](#)

### [Final Report](#)

This TOD Study is intended to look specifically at previous planning work and recommendations, current conditions, public input, potential development opportunities and land mixes, public infrastructure to support new development, and a financial strategy, including TRID, to fund improvements at and around Homewood Station. The results of this Study are intended to be used by the URA as a mechanism to revitalize Homewood and eventually other station areas along the East Busway.

## **The LoLa Plan: Lower Lawrenceville Urban Design and Merchant Strategy**

### [The LoLa Plan: Lower Lawrenceville Urban Design and Merchant Strategy](#)



The URA's partnership with seven organizations to revamp the Lower Lawrenceville's Butler Street business district created the LoLa plan. The plan explains that there has been life in these communities. However, vacant buildings are prominent, and that leaves ample opportunity for the Butler Street business district and its surrounding communities to thrive. The plan consists of three phases: Phase 1 recommends stabilizing the Butler Street corridor: adding new development, expanding parking capacity and creating LoLa Park. Phase 2 strengthens the Butler Street corridor through infill development, building renovations and pedestrian connections to an expanded trail and riverfront park. Phase 3 connects Lower and Central Lawrenceville with a mix of retail, civic and residential uses along Butler Street and transforms the 40<sup>th</sup> Street gateway. The Urban Redevelopment Authority has joined hands with seven other organizations to make this happen.