

Riverside Center for Innovation  
Economic Impact Report

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## **Table of Contents**

I. Executive Summary

II. Introduction

III. Brownfield Redevelopment

IV. RCI Tenants and Clients

V. RCI Building

VI. Conclusion

Appendix A - Methodology

Appendix B - Brownfield Development List

Appendix C - RCI Tenant and Client Survey

## I. Executive Summary

This report highlights the significant economic impact of the Riverside Center of Innovation (RCI) on Allegheny County, PA.<sup>1</sup> The impact generated by RCI stems from the operations of its Brownfield Redevelopment activities, its tenant and client start-up businesses, and its building on the North Side.

From 2009 to 2013, RCI generated an overall economic impact of \$527.8 million and supported more than 3,500 jobs within Allegheny County – one out of every 184 jobs and \$1 of every \$120 of Allegheny County’s GDP are attributable to RCI. The impacts, calculated using IMPLAN economic modeling software (see Appendix A), include operational expenditures of RCI activities within Allegheny County. In addition, \$19.7 million was generated in State and Local Taxes (see Table 1).

Table 1 - Estimated Economic Impact of Riverside Center for Innovation Activities within Allegheny County

Economic Impacts	Direct Output	Total Output within Allegheny County	Total Jobs Supported within Allegheny County	Total State and Local Taxes
RCI Brownfield Redevelopment	\$3.2 million	\$5.5 million	29	\$228,995
RCI Tenants and Clients	\$296.7 million	\$521.2 million	3,539	\$19.4 million
RCI Building	\$637,821	\$1.1 million	8	\$41,665
TOTAL	\$300.5 million	\$527.8 million	3,576	\$19.7 million

In addition to the economic impact of the RCI Brownfield Redevelopment, RCI tenants and clients, and RCI building, the report illustrates the results of an online survey given to current and former RCI tenants and clients. Over the five year period between 2009 and 2013, RCI tenants and clients have experienced an increase in operational and capital spending within Allegheny County, as well as an increase in the number of FTEs they employ; all of which contribute positively to the state and local tax base.

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<sup>1</sup> Recognizing that a majority of RCI’s activities and services occurred within Allegheny County, Allegheny County data was used to for the economic impact modeling. Of the approximate 50 Brownfield sites RCI assisted in their redevelopment, 4 sites were located in Westmoreland County and 2 sites in Beaver County. Due to the relatively small size of these sites and their close proximity to Allegheny County, their related impacts were also included as part of the Allegheny County model.

## II. Introduction

Opened in 1992, Riverside Center for Innovation (RCI) functions as a business incubator which fosters small business growth. RCI offers a unique and highly flexible combination of business development processes, infrastructure and staff to nurture new and small business through the difficult and vulnerable early stages of development. RCI's goal is to support the successful development of entrepreneurial companies through various business support resources and services, which are developed and managed by RCI staff. Currently RCI has 54 clients leasing start-up space, including 20 percent of which are owned by women and 16 percent of which are minority owned. In addition, 54 companies have graduated from RCI, 23 percent of which are women owned and 29 percent minority owned. RCI estimates that they have assisted more than 4,500 entrepreneurs since 2000.

Riverside Center for Innovation works to create a healthy environment for the region's entrepreneurs and small businesses by providing incubation support, training, innovation strategies, and brownfield development. In addition, RCI has been a long-standing partner with the public and private sector throughout Allegheny County facilitating community connections needed to help small businesses grow locally.

The programs and services offered by RCI include:

- Office Support Services;
- Start-up Consulting;
- Entrepreneurial Training for Minority, Women and Veterans;
- Diversity Business Resource Center workshops;
- Tax Credit (i.e., Keystone Innovation Zone, Enterprise Zone, Job Training);
- Loan/Financing Assistance;
- Grants (i.e., Keystone Innovation Zone, Industrial Site Reuse, Infrastructure Development Program);
- Business Planning;
- Marketing Consultation;
- One-on-One Business Counseling; and
- Networking.

Riverside Center for Innovation is located within the City of Pittsburgh's Technology Zone and Pittsburgh Central Keystone Innovation Zone. The Technology Zone has been designated by the City of Pittsburgh's Urban Redevelopment Authority to promote job growth and business expansion opportunities and investments.

Business incubation provides a nurturing, instructive and supportive environment for entrepreneurs during the critical stages of starting up a new business and serves as a launching pad for young and small businesses. Start-up businesses are innately dynamic entities, and as such need access to incubators such as Riverside Center for Innovation. RCI is a self-described work tank that incubates businesses, provides them with resources, and helps them become successful.

Riverside Center for Innovation engaged Fourth Economy Consulting (FEC) to conduct study. The report focuses on the economic, employment and fiscal impacts of RCI on Allegheny County, as well as the impacts generated by current and former tenants over a five-year period, 2009 to 2013.

FEC and the RCI management team worked collaboratively on the project design, the online survey instrument and data collection related to RCI and its activities. The online survey was emailed to current and former tenants and clients to gauge their usage of RCI programs and services. In addition, data was collected related to RCI and its financial investment in brownfield redevelopment. IMPLAN was then used to calculate the impacts on Allegheny County of RCI's Brownfield Redevelopment activities, its tenant and client start-up businesses, and its building.

### III. Brownfield Redevelopment

The Riverside Center for Innovation identifies underutilized Brownfield sites for redevelopment. Then, they work to secure EPA funds to assess these sites by leveraging the enterprise zone program. RCI conducts a site assessment, and develops a remediation plan. RCI has a strong working relationship with the private real estate community to place Brownfield sites back into productive use. If not for the efforts of RCI to secure funding and work to complete environmental assessments on these sites, many would not become viable, productive parcel of land (see Appendix B).

RCI’s targeted effort illustrates their proactive approach to identifying and securing resources to help make positive change in communities throughout Allegheny County. The communities targeted by the Brownfield redevelopment program bring viable land for development to the market and give options beyond green space sprawl. In turn, Brownfield redevelopment leads to reinvestment in local communities, business expansion, and new job creation. The Brownfields program reaches across 22 municipalities with 547 acres of new development.

In 2013, RCI’s work related to the redevelopment of brownfield sites in Allegheny County received approximately \$197.6 million in public and private investment and direct investment of \$3.7 million from RCI. This influx of fresh dollars ripples through the local economy initially as redevelopment and construction activity, then as operations for businesses that growing and prospering, making purchases of goods, services and capital with local vendors and suppliers, hiring local workers and paying local taxes. As a result, the public and private investment generated \$295.0 million in total economic output, supporting more than 1,500 jobs, and the direct investment fostered by RCI generated \$5.5 million in total economic output, supporting nearly 30 jobs (see Table 2). RCI’s share of the economic impact was estimated from RCI’s share of the total amount reinvested in the development of these brownfield sites.

Table 2 a- Estimated Economic Impact on Output of Brownfield Redevelopment Projects that are Completed, Under Construction or Publicly Announced within Allegheny County

Economic Impacts	Direct Output from Operations	Indirect Output from Operations	Induced Output from Operations	Total Operating Output within Allegheny County
Total Brownfield Impact	\$169.6 million	\$54.2 million	\$71.2 million	\$295.0 million
RCI Share of Total	\$3.2 million	\$1.0 million	\$1.3 million	\$5.5 million

Table 2 b- Estimated Economic Impact on Jobs of Brownfield Redevelopment Projects that are Completed, Under Construction or Publicly Announced within Allegheny County

Economic Impacts	Direct Jobs Supported	Indirect Jobs Supported	Induced Jobs Supported	Total Jobs within Allegheny County
Total Brownfield Impact	640	344	550	1,534
RCI Share of Total	12	7	10	29

Though beyond the scope of this RCI study, other studies indicate that brownfield redevelopment can offer significant environmental benefits when compared to alternative development scenarios. Estimates of air and water quality impacts of brownfields reuse for multiple revitalization projects in five municipal areas indicate that daily vehicle miles traveled per capita are 32 to 57 percent lower and storm water runoff is 43 to 60 percent lower for brownfields than conventional alternative or greenfield sites.<sup>2</sup>

In addition, the EPA's Brownfields Program empowers states, communities, and other stakeholders to work together to assess, clean up, and reuse brownfields. Brownfields are real property that is expanded, redeveloped, and/or reused. However, this may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Reinvesting in and cleaning up brownfield properties protects the environment, reduces blight, and takes development pressures off green spaces and working lands.

As a result, Brownfield redevelopment is an integral component to smart growth; it is recognized as a value added component to community renewal and economic redevelopment. By redeveloping a brownfield in an older city or suburban neighborhood, a community can remove blight and environmental contamination, create a catalyst for neighborhood revitalization, lessen development pressure at the urban edge, and use existing infrastructure. Brownfield redevelopment is already facilitating the reuse of land into advanced manufacturing for new technologies such as robotics, medical devices, and precision instruments. One example is Carnegie Robotics which is leasing space in the Heppenstahl Facility in Lawrenceville. This company was spun out to help commercialize projects that were being developed at Carnegie Mellon University; it currently employs 23 full-time employees.

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<sup>2</sup> <http://www.epa.gov/brownfields>

#### IV. RCI Tenants and Clients

Business incubation provides a nurturing, instructive and supportive environment for entrepreneur during the critical stages of starting up a new business. It serves as a launching pad for young and small businesses. Start-ups, which are innately dynamic organizations, need access to business support and incubators such as the Riverside Center for Innovation. RCI is a self-described work tank that incubates businesses, provides them with resources, and helps them become successful.

Two important components of this study are to measure the impact of RCI’s tenant and client businesses within Allegheny County and to gauge their usage of RCI programs and services. The economic, employment and tax impacts of RCI’s tenant and client business operations was calculated using IMPLAN economic modeling software. An online survey of RCI’s tenants and clients was conducted by Fourth Economy to gauge usage of RCI programs and services between 2009 and 2013 by tenants and clients.

Since 2000, RCI has assisted approximately 4,500 entrepreneurs. Of the nearly 4,000 entrepreneurs that are still in business in Allegheny County, they generated \$521.2 million in total economic output and supported more than 3,500 jobs (see Table 3).

In order to calculate the impact of the RCI businesses, the average number of employees per business was extrapolated from the online survey. In addition, it was estimated that 11.6 percent of the 4,500 businesses assisted by RCI have closed or moved outside Allegheny County.<sup>3</sup> Of the remaining 3,978 businesses, 95 are current and former RCI tenants and 3,383 are clients.

Table 3 - Estimated Economic Impact of RCI’s Tenants and Clients within Allegheny County

Allegheny County Impacts	Direct	Indirect	Induced	Total
Output	\$296.7 million	\$70.9 million	\$153.6 million	\$521.2 million
Jobs	1,819	531	1,189	3,539
<b>State and Local Taxes Generated</b>				\$19.4 million

In addition, the results of the online survey indicate RCI tenants and clients are positively contributing to the Allegheny County economy. Over the five year period, 2009 to 2013, RCI tenants and clients experienced an increase in operational and capital spending within

<sup>3</sup> Source: YourEconomy.org. An average of 11.3 percent of businesses close and an average of 0.3 percent of businesses move.



Allegheny County, as well as an increase in the number of FTEs they employ; all of which contribute positively to the state and local tax base.

The survey asked respondents: how many FTEs they employ, estimate their contribution to the local economy in terms of operations expenditures, capital investment, and tax payments within Allegheny County between 2009 and 2013 (see Appendix C). The online survey was emailed to 535 current and former tenants, and clients of RCI programs and services; the overall response rate was 11.2 percent. The survey results indicate that access to and participation in RCI programs and services make a positive difference in the business lives of start-ups --- from increased numbers of FTEs hired over time to the increased amounts paid for operations, capital and taxes.

## **Tenant Survey Results**

Twenty-four (24) current and former tenants responded to the survey; this is 40 percent of the overall response rate.

### **Programs and Services**

When tenants were asked, “Have you used any of the following RCI programs or services in the last 5 years?”

- 54.2 percent used *Office Support* service.
- 50.0 percent used *Networking* service.
- 45.8 percent used *Diversity Business Resource Center workshops*.
- 33.3 percent used *Entrepreneurial Training for Minority, Women and Veteran* service.
- 20.8 percent used *Startup Consulting* service.
- 20.8 percent used *One-on-One Business Counseling* service.
- 16.7 percent used *Business Planning* service.
- 16.7 percent used *Marketing Consultation* service.
- 16.7 percent used the *Tax Credit* program (i.e., Keystone Innovation Zone, Enterprise Zone, Job Training).
- 16.7 percent used *None* of RCI’s programs or services.
- 12.5 percent used the *Grants* program (i.e., Keystone Innovation Zone, Industrial Site Reuse, Infrastructure Development Program).
- 12.5 percent used *Other* services than those listed.
- 4.2 percent used the *Loan/Financing Assistance* program.

### **Full-Time Equivalent Employees**

When tenants were asked, “How many Full-Time Equivalent Employees did your company employ within Allegheny County in 2009?”

- 41.7 percent indicated less than one FTEs.
- 45.8 percent indicated 1 - 5 FTEs.
- 12.5 percent indicated 6 – 10 FTEs.
- None of the tenants indicated more than 10 FTEs.

When tenants were asked, “How many Full-Time Equivalent Employees did your company employ within Allegheny County in 2013?”

- 16.7 percent indicated less than one FTEs.
- 66.7 percent indicated 1 - 5 FTEs.
- 8.3 percent indicated 6 – 10 FTEs.
- 8.3 percent indicated more than 10 FTEs.

### **Operational Expenditures**

When tenants were asked, “What was your company’s Total Operational Expenditures made within Allegheny County in 2009?”

- 50.0 percent indicated less than \$10,000.
- 4.2 percent indicated \$10,000 - \$30,000.
- 20.8 percent indicated \$40,000 - \$90,000.
- 20.8 percent indicated \$100,000 - \$500,000.
- 4.2 percent indicated more than \$1,000,000.

When tenants were asked, “What was your company’s Total Operational Expenditures made within Allegheny County in 2013?”

- 29.2 percent indicated less than \$10,000.
- 16.7 percent indicated \$10,000 - \$30,000.

- 20.8 percent indicated \$40,000 - \$90,000.
- 25.0 percent indicated \$100,000 - \$500,000.
- 8.3 percent indicated more than \$1,000,000.

### **Capital Expenditures**

When tenants were asked, “What was your company’s Total Capital Expenditures made within Allegheny County in 2009?”

- 83.3 percent indicated less than \$10,000.
- 12.5 percent indicated \$10,000 - \$50,000.
- 4.2 percent indicated more than \$50,000.

When tenants were asked, “What was your company’s Total Capital Expenditures made within Allegheny County in 2013?”

- 79.2 percent indicated less than \$10,000.
- 12.5 percent indicated \$10,000 - \$50,000.
- 8.3 percent indicated more than \$50,000.

### **Tax Paid**

When tenants were asked, “How much did your company pay in taxes to Allegheny County in 2009?”

- 75.0 percent indicated less than \$1,000.
- 20.8 percent indicated \$1,000 - \$5,000.
- 4.2 percent indicated more than \$5,000.

When tenants were asked, “How much did your company pay in taxes to Allegheny County in 2013?”

- 66.6 percent indicated less than \$1,000.
- 16.7 percent indicated \$1,000 - \$5,000.
- 16.7 percent indicated more than \$5,000.

### **Client Survey Results**

Thirty-six (36) clients of RCI services and programs responded to the survey; this is 60 percent of the overall response rate.

### **Programs and Services**

When clients were asked, “Have you used any of the following RCI programs or services in the last 5 years?”

- 63.9 percent used *Diversity Business Resource Center workshops*.
- 38.9 percent used *Entrepreneurial Training for Minority, Women and Veteran* service.
- 36.1 percent used *Networking* service.
- 30.6 percent used *Startup Consulting* service.
- 27.8 percent used *One-on-One Business Counseling* service.
- 22.2 percent used *Business Planning* service.
- 16.7 percent used *Marketing Consultation* service.
- 11.1 percent used *Other* services than those listed.
- 8.3 percent used the *Grants* program (i.e., Keystone Innovation Zone, Industrial Site Reuse, Infrastructure Development Program).
- 8.3 percent used *Office Support* service.
- 5.6 percent used the *Loan/Financing Assistance* program.
- 5.6 percent used *None* of RCI’s programs or services.
- None of the client respondents used the *Tax Credit* program (i.e., Keystone Innovation Zone, Enterprise Zone, Job Training).

### **Full-Time Equivalent Employees**

When clients were asked, “How many Full-Time Equivalent Employees did your company employ within Allegheny County in 2009?”

- 66.6 percent indicated less than one FTE.
- 27.8 percent indicated 1 - 5 FTEs.
- None of the clients indicated 6 – 10 FTEs.
- 5.6 percent indicated more than 10 FTEs.

When clients were asked, “How many Full-Time Equivalent Employees did your company employ within Allegheny County in 2013?”

- 44.4 percent indicated less than one FTE.

- 41.7 percent indicated 1 - 5 FTEs.
- 8.3 percent indicated 6 – 10 FTEs.
- 5.6 percent indicated more than 10 FTEs.

### **Operational Expenditures**

When clients were asked, “What was your company’s Total Operational Expenditures made within Allegheny County in 2009?”

- 69.4 percent indicated less than \$10,000.
- 8.3 percent indicated \$10,000 - \$30,000.
- 8.3 percent indicated \$40,000 - \$90,000.
- 11.1 percent indicated \$100,000 - \$500,000.
- 2.9 percent indicated more than \$1,000,000.

When clients were asked, “What was your company’s Total Operational Expenditures made within Allegheny County in 2013?”

- 50.0 percent indicated less than \$10,000.
- 13.9 percent indicated \$10,000 - \$30,000.
- 8.3 percent indicated \$40,000 - \$90,000.
- 19.5 percent indicated \$100,000 - \$500,000.
- 8.3 percent indicated more than \$1,000,000.

### **Capital Expenditures**

When clients were asked, “What was your company’s Total Capital Expenditures made within Allegheny County in 2009?”

- 80.6 percent indicated less than \$10,000.
- 8.3 percent indicated \$10,000 - \$50,000.
- 11.1 percent indicated more than \$50,000.

When clients were asked, “What was your company’s Total Capital Expenditures made within Allegheny County in 2013?”

- 77.8 percent indicated less than \$10,000.

- 5.6 percent indicated \$10,000 - \$50,000.
- 16.6 percent indicated more than \$50,000.

### **Tax Paid**

When clients were asked, “How much did your company pay in taxes to Allegheny County in 2009?”

- 86.1 percent indicated less than \$1,000.
- 5.6 percent indicated \$1,000 - \$5,000.
- 8.3 percent indicated more than \$5,000.

When clients were asked, “How much did your company pay in taxes to Allegheny County in 2013?”

- 66.7 percent indicated less than \$1,000.
- 22.2 percent indicated \$1,000 - \$5,000.
- 11.1 percent indicated more than \$5,000.

## V. RCI Building

Since opening in 1992, the Riverside Center for Innovation (RCI) building has functioned as a business incubator which supports small business growth. RCI offers a unique and highly flexible combination of business development processes, infrastructure and staff to nurture new and small business through the difficult and vulnerable early stages of development. RCI supports the successful development of entrepreneurial companies through various business support resources and services, which are developed and managed by RCI staff.

Riverside Center for Innovation works to create a healthy environment for the region's entrepreneurs and small businesses by providing incubation support, training, innovation strategies, and brownfield development. The impact of the RCI building operations generated \$1.1 million in total economic output and supported 8 jobs within Allegheny County (see Table 4).

Table 4 - Estimated Economic Impact of the RCI Building within Allegheny County

Allegheny County Impacts	Direct	Indirect	Induced	Total
Output	\$637,821	\$152,412	\$330,082	\$1.1 million
Jobs	4	1	3	8
<b>State and Local Taxes Generated</b>				\$41,665

## **VI. Conclusion**

The Riverside Center for Innovation functions as a business incubator which fosters small business growth. RCI offers a unique combination of business development support to nurture new and small business through the difficult and vulnerable early stages of development. In 2013, RCI contributed to the generation of \$527.8 million in economic impact and 3,576 FTEs within Allegheny County. This activity has helped generate \$19.7 million in State and Local tax impact. In addition, access to and participation in RCI programs and services has made a significant difference in the success of business start-ups --- from the increased number of FTEs they employ to the increased amounts they pay for operations, capital and taxes.



## Appendix A

IMPLAN economic modeling software was used to calculate the impacts in this study from the direct investment in construction and expenditures for operations. It provides a basic input/output model of economic activity that can be used to identify the effects of a specific stimulus, such as employment in a specific industry, investment in the construction of new facilities, or even the impact of the expenditures from a firm or industry. An input/output model estimates the interactions between industries and households in an economy to identify how transactions impact the production and consumption of goods and services.

Figure 1



IMPLAN refers to these impacts as Indirect and Induced. Indirect effects take account of everything that an industry needs to produce a unit of commodity. For example, the production of \$100 worth of paper requires inputs from a variety of supplier industries such as chemicals, toolmakers, trucking companies and more. Furthermore, that \$100 worth of paper may then be inputs for other goods and services in schools, hospitals, architecture firms, manufacturing plants and so on. Induced effects are the impacts that result from household expenditures for goods and services as a result of earnings from the direct and indirect expenditures. The Induced effects are the impacts that result from household expenditures for goods and services as a result of earnings from the direct and indirect expenditures. The total Output is the sum of the Direct, Indirect and Induced impacts.

Caution is required in interpreting the estimates of input-output models. These models estimate the resources required to produce given quantities of different kinds of output. In other words, what amount of concrete and other supplies does it take to produce \$1million worth of new roads? For these new roads to have a net impact on the economy, it must be assumed that the businesses providing those goods and services are at capacity and cannot produce them without additional workers and resources. If there is slack capacity, then the \$1 million helps to retain existing jobs. The input-output model is therefore more like an

accounting tool that describes the allocation of resource requirements, but it does not tell if they are new resources or substitutions.

## Appendix B

### North Side Industrial Development Company Summary of Sustainability Initiative Brownfield Redevelopment

**Table 1 – Projects Completed, Under Construction or Publicly Announced**

<b>Project</b>	<b>Location</b>	<b>RCI Investment</b>
Former P&LE Site - CSX Terminal	McKees Rocks / Stowe	\$700,000
Henry Miller Springs	Sharpsburg	\$24,684
Neville Enterprises	Neville Island	\$385,000
McKees Rocks Industrial Enterprise	McKees Rocks	\$1,086,000
847 Butler Street	Etna	\$8,848
Distictly U Kitchen & Bath	Millvale	\$68,000
Harrison Hills Park	Harrison Township	\$44,600
Homewood Senior Housing	Homewood	\$79,745
Former Alcoa Research Lab	New Kensington	\$249,348
Garden's at Market Square	Downtown Pittsburgh	\$20,435
Heppenstahl Facility	Lawrenceville	\$37,211
Aspinwall Marina	Aspinwall	\$68,485
Columbus Ave Renovations	Manchester	\$12,619
Almono Redevelopment	Hazelwood	\$16,731
Pitt Penn Oil	West Deer Township	\$78,679
Bouchat	Harrison Township	\$21,677
Former Municipal Waste Site	East Deer Township	\$22,705
Dattola Theater	New Kensington	\$2,100
Springdale Boat Ramp and Etna Riverfront	Etna	\$25,576
Watercress Business Park	Cheswick	\$29,607
Former Tippens Plant	Etna	\$7,191
Nine Mile Run	Pittsburgh	\$14,5000
Willow Street	Pittsburgh	\$83,636

New Kensington Parking Lots	New Kensington	\$75,248
Singer Avenue	Stowe Township	\$3,146
Roxane Theater	McKees Rocks	\$10,974
Broadway Theater	Stowe Township	\$4,000
Neville Galvanizing	Neville Island	\$14,146
Inland Products	Neville Island	\$81,718
North Side Packing	Spring Garden	\$53,870
KC Auto Service	McKees Rocks	\$22,587
Allegheny River Back Channel	Washington Landing	\$5,946
TE Fall Gas Station	Verona	\$16,641
Falcon Gas Station	Coraopolis	\$13,194
Arnold Sites	Arnold	\$11,958
Fifth Avenue Gas Station	Pittsburgh	\$35,896
Reliable Auto	Rochester Township	\$19,476
Frye Glass	Beaver County	\$8,535
43rd Street Concrete	Pittsburgh	\$23,509
Train Station	Coraopolis	\$8,000
New Granda Square and Theater	Hill District	\$24,931
Sheraton Site	Pittsburgh	\$11,808
Penn Avenue Fire Station	Pittsburgh	\$6,656
14th Street	Beaver County	\$18,225
Glenshaw Glass	Glenshaw	\$7,712
Valley Proteins	Neville Island	\$50,000
<b>TOTALS</b>		<b>\$3,746,053</b>

## Appendix C

### Survey of Current and Former Tenants at Riverside Center for Innovation

1. Are you a current or former tenant at RCI?	Yes	No
2. Have you used any of the following RCI programs or services in the last 5 years?		
Office Support Services	Yes	No
Start-up Consulting	Yes	No
Entrepreneurial Training – Minority, Women, Veterans	Yes	No
Diversity Business Resource Center Workshops	Yes	No
Tax Credit (i.e., Keystone Innovation Zone, Enterprise Zone, Job Training)	Yes	No
Loan/Financing Assistance	Yes	No
Grants (i.e., Keystone Innovation Zone, Industrial Site Reuse, Infrastructure Development Program)	Yes	No
Business Planning	Yes	No
Marketing Consultation	Yes	No
One-on-One Business Counseling	Yes	No
Networking	Yes	No
Other _____	Yes	No
None	Yes	No
3. How many Full-Time Equivalent Employees did you're company employ with Allegheny County in 2009?	FTEs	FTEs
4. How many Full-Time Equivalent Employees did your company employ with Allegheny County in 2013?	FTEs	FTEs
5. What was your company's Total Operational Expenditures made within Allegheny County 2009?	\$	\$
6. What was your company's Total Operational Expenditures made within Allegheny County 2013?	\$	\$
7. What was your company's Total Capital Expenditures made within Allegheny County in 2009?	\$	\$
8. What was your company's Total Capital Expenditures made within Allegheny County in 2013?	\$	\$
9. How much did your company pay in taxes to Allegheny County in 2009?	\$	\$
10. How much did your company pay in taxes to Allegheny County in 2013?	\$	\$

