

# KEVIN T. GREINER

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Kevin Greiner is an urban planner and economist. A consultant who has advised US and international clients, and former Senior Fellow at the Florida International University Jorge M. Perez Metropolitan Center, Mr. Greiner is a leading urban policy researcher, publishing and speaking on the issues driving regional economic change, income inequality, climate change, technology, and the future of cities.

Mr. Greiner has over 33 years of experience leading a wide variety of projects as a consultant and principal. His firm—**UrbanCentric Analytics**— is a boutique consultancy providing economic and strategic analysis, economic development, and urban planning services to government, institutions, and private clients. UrbanCentric specializes in Regional and Local Competitiveness Benchmarking, Strategic Planning, Development Policy, Technology and Tech Sector Development, Climate Change Planning, and Public-Private Finance.

The firm extends its technical expertise through long-term strategic partnerships with institutions and professional service firms including Florida International University, the University of Miami, and IBI Group Inc.

In addition, Mr. Greiner has formed *UrbanCentric Studios*, producing leading edge video and media products addressing today's most pressing issues. Driven by custom analytics, UrbanCentric Studios produces 4K video and media products for its clients with unique content that reach larger audiences and deliver greater impact than traditional print reports.

## Research, Economic Analysis and Development Advisory Services

**NW 7th Avenue Community Redevelopment Agency (Miami-Dade County):** provided multi-year economic development management services, including strategic planning, small business development, business accelerator, marketing, project development, infrastructure planning and structuring CRA development incentive packages.

**Naranja Lakes Community Redevelopment Agency (Miami-Dade County):** provided multi-year economic development management services, including strategic planning, housing development, business accelerator and business park, marketing, project development, infrastructure planning and structuring CRA development incentive packages.

**Evaluating the Economic Impacts of Automation in the US Construction Sector:** (Author) Research study completed as part of the \$1M National Science Foundation Funded *Preparing the Future Workforce of Architecture, Engineering, and Construction for Robotic Automation Processes* research project. A new economic model was developed to assess the employment and income impacts of shifting single-family construction to manufactured construction processes and technologies across the entire economy. A **Regional Manufactured Construction Readiness Index** was also developed, providing a quantitative analysis of the comparative competitive position of the nation's 381 Metropolitan Statistical Areas (MSAs). Contrary to the majority of forecasts that predict job and income losses as the result of growing automation, the study concludes that combined with growing housing demand, shifting single family construction to manufactured construction over the next decade could result in the creation of over 500,000 net new jobs across the US economy, of which over 77 percent would pay higher wages than are currently paid in the construction sector. Additionally, the study provides evidence that although net new employment would be created nationally, the bulk of new employment created in manufactured housing will concentrate in a small number of regions, displacing traditional on-site construction workers in regions that don't compete in the new automated construction economy.

## Education

**Juris Doctor (JD),**  
School of Law,  
University of Buffalo, NY

**Master of Urban Planning (MUP),**  
School of Architecture and Planning,  
University of Buffalo, NY

**Bachelor of Arts**  
Environmental Design, School of  
Architecture and Planning, University  
of Buffalo, NY

## Experience

**2000 - Present**  
UrbanCentric Analytics, LLC  
(Formerly UrbanCentric Development)  
Principal

**2021 - Present**  
UrbanCentric Studios, LLC  
Principal

**2014 –2020**  
Florida International University  
Metropolitan Center  
Senior Research Fellow

**2010 - 2018**  
IBI Group, Inc., Pompano Beach, FL,  
Affiliate Planning Consultant

**2004 - 2006**  
Ciminelli Development Corporation  
Inc., Williamsville, NY  
Senior Development Project Manager

**1998 - 2000**  
Buffalo Economic Renaissance  
Corporation  
Buffalo, New York  
Executive Vice President for  
Development

**1994 - 1998**  
City of Buffalo, New York  
Director of Planning

**1989 - 1990**  
Metropolitan Life Inc.  
Corporate Investments  
New York, NY  
Business Analyst

**1986 - 1989**  
North Jersey Transportation Planning  
Authority, Newark, NJ  
Transportation Planner

**Miami-Dade County Prosperity Initiative Feasibility Study:** (Author) Comprehensive analysis of the County's economic performance, income structure, occupational dynamics, business formation, employment and competitive performance from 2000. Funded by the Citi Foundation, the Study focused on the dynamics of income inequality, job formation, business creation, and geographic distribution of poverty and community distress, developing a five program pilot to reverse the County's growing "prosperity gap." The study found that the impacts and barriers to expanded prosperity in Miami Dade are not limited to the County's lowest income earners but are increasingly impacting workers and households across its income spectrum. Second, failing to address the County's prosperity gap creates a sustained, growing drag on the broader regional economy. Lastly, the study utilized a detailed econometric model to show that expanding prosperity to the County's lowest income households would provide dramatic economic impact for the broader County economy.

**The City of Miami Affordable Housing Master Plan:** (Principal Author) The City's Affordable Housing Master plan is a bold, unique and innovative 5-point plan that after extensive review from citizens and businesses, promises to dramatically improve housing affordability in Miami. Completed an extensive analytical and review process, contained in the **Affordable Housing Master Plan Needs Assessment and Technical Compendium**. The Plan also benefitted from an extensive public engagement process involving residents across every City Commission District and focus groups involving over 100 lenders, builders, developers, managers and designers of affordable housing in the Greater Miami area. The central goal of the Plan is to grow the amount of affordable housing from 20 to 25 percent of all housing units in the City by 2030, requiring the preservation and/or development of 32,000 units over the next ten years. The Plan details the development and implementation of 15 major initiatives, including the **Miami Affordable Housing Finance Corporation**—an independent City development corporation that operates and grows funding sources quickly and efficiently, and is a one-stop shop to help anyone interested in developing affordable housing; **The Miami Affordable Housing Innovation Fund**—A Public-Private Fund that leverages \$4 to \$6 Billion dollars in total investment over ten years using mostly local, private and third-party funding; **Streamlining Affordable Housing Development**—including 1) zoning changes that make review easier, and protect its historic neighborhood fabric, 2) completing an overhaul of its building and construction permitting process to make it faster, easier, and more transparent, 3) fast-tracking zoning and permit review for affordable housing projects, 4) waiving impact and inspection fees for affordable housing, and 5) creating a special unit to review affordable housing projects; and investing in 1) Skilled trade training, mentorship, licensing and certification, 2) Small business Equipment grants; 3) Construction & Development business incubators, 4) a Community Benefits Agreement with local hiring preferences, 5) A local hiring information and assistance network, 6) minority, and women-owned business incentives, 7) a Housing Technology Innovation Fund, and 8) Climate change resiliency support. The Plan will create over 14,000 new jobs and over \$11 billion in total investment.

**Startup FIU—Economic Opportunity, Competitive Assessment, and Business Plan:** (Author) Universities play an increasingly direct role in driving regional innovation and economic growth. Florida International University has launched **Startup FIU**, a business accelerator initiative. The University's goal is to scale up Startup FIU, providing a significant pipeline of new companies for the region. The Strategic Development Plan delivers near-term targets and strategies to guide StartUp FIU's early growth through an analysis of 1) the structure and performance of the region's technology and advanced industries sectors, 2) opportunities, barriers to growth, and specific competitive advantages the area can use to accelerate STEM and Tech business creation, 3) target industries on which to focus StartUp FIU's initial development activity, and 4) new locations in which to expand StartUp FIU's program.

## Professional Awards

American Planning Association  
Western New York Section  
Outstanding Planning Project: *The South Buffalo Redevelopment Project*, Buffalo, New York

American Planning Association  
Upstate New York Section  
Outstanding Planning Project for Urban Design: *The Main-LaSalle Redevelopment Plan*, Buffalo, NY

American Planning Association  
Western New York Section  
Outstanding Comprehensive Planning Project: *The City of Buffalo Home Ownership Zone*, Buffalo, New York

American Society of Landscape Architects  
New York State Section  
Outstanding Planning and Design Project: *The Main-LaSalle Redevelopment Plan*, Buffalo, NY

## Publication & Academic Distinction

Vassigh, Bijan and Greiner, Kevin T.:  
*Economic Damage Awards: Procedures and Methods*.  
PENNSYLVANIA JOURNAL OF BUSINESS AND ECONOMICS, Vol. IV, No. 1, Fall 1995, pp.51-56.

Editor-In-Chief, The Buffalo Public Interest Law Journal

Research Assistant, State University of New York at Buffalo, 1984 – 1985.  
Awarded Full Scholarship Position.

## Community Service

Chairman, City of South Miami Planning & Zoning Board  
March 2014 to April 2017.

**City of Dania Beach City Center Charette and Action Plan:** (Author) The City of Dania Beach and the Dania Beach Community Redevelopment Agency (CRA) are considered a redevelopment of 6.6 acres it owns as a new City Center to provide an improved customer experience for City residents, housing, job creation, commercial, and entertainment development, and stimulate a broader redevelopment of the City's downtown. Completed an Economic Profile including population trends, household formations, employment, industry structure, growth patterns, core industries, and business formation; analysis of the City's resident labor force, including earnings, educational attainment and skills, and where its residents work; analysis of regional real estate market trends, including housing, office, retail, and the City's Zoning regulations; the Tri-Rail Coastal Link and regional Transit Development; an extensive Best Practices Analysis looking at trends in government administration facilities development, Transit Oriented Development (TOD) Projects, and Public Private Partnerships; a 23-firm Developer Focus Group, and 110-person community Charette. The final plan 1) assessed the City's market capacity for a new development, 2) engaged the public in a discussion of possibilities and priorities, and 3) provided the City with an Action Agenda to move the City Center Concept from idea to development. The City used the plan and its recommendations to release a successful Developer RFP, securing 3 bids from 2 international and one Florida based development and investment firms.

**The Dynamics of Housing Affordability in Miami-Dade County:** (Principal Author) A comprehensive study of the dynamics of the Miami-Dade Housing Market and the forces driving the region's critical housing affordability problem. Written to provide policy makers and the public with a background on the scale, scope, and key factors driving Miami-Dade's affordable housing problems, the study was also written to change the terms of the regional housing debate, detailing its importance as a crucial regional economic development issue. The study delivers an analytical platform on which to build new housing policy solutions through a carefully considered, data-driven explanation of the broader economic context underpinning affordable housing, and the specific dynamics of housing affordability in the County. The study also provides key benchmark comparisons of Miami-Dade against the national and comparable regional housing, labor, wage, and household income markets.

**Assessing the Implementation and Impacts of Inclusionary Zoning in Miami-Dade County:** (Author) A complete legal, best practices and economic review of the newly adopted Miami-Dade County Inclusionary Zoning Ordinance. The document provides policy makers with a background on the scale and scope of Miami-Dade's affordable housing problem. The study completed a detailed review of 1) the role affordable housing plays in the development of the regional economy, 2) the dynamics of housing affordability, 3) best practices of Inclusionary Zoning from across the US, 4) the economics and economic impacts of inclusionary zoning programs; and 5) a detailed pro forma analysis and recommendations for improving the effectiveness of the Miami-Dade Workforce Housing Program.

**The City of Delray Beach Competitive Assessment and Cluster Strategies Study:** (Author) Completed a Competitive Assessment and Cluster Strategies Economic Development Study, recommending suggest key strategies for the City's short and long-term economic development planning processes. The study used over 60 different economic indicators and statistics to assess 1) Delray's competitive position, 2) its economic structure, strengths, and opportunities, 3) labor force, and 4) housing and real estate market performance.

**Village of Wellington Housing & Economic Impact Studies 2018:** (Principal Author) Working with the FIU Metropolitan Center, authored housing and economic development study focusing on building Wellington's regional economic competitiveness, future of its local economy, and new opportunities for job creation, business growth, and better utilization of its housing stock. The study also examined the economic impact and future of Wellington's Equestrian Preserve, one of the largest dedicated equestrian communities in the world.

**City of North Miami Detailed FEC Train Station & Major Corridor Master Plan:** As sub-consultant to IBI Group Inc., completed market analysis, economic opportunity analysis, feasibility analysis and recommended acquisition, development financing, and project staging strategies for development of a new mixed-use passenger rail station in North Miami, Florida.

**Miami Beach Closing Study:** (Contributing Researcher) Completed an Economic Analysis of the potential short- and long-term impact of reducing hours available for liquor sales on Ocean Drive. The City of Miami Beach is considering a ballot item on restricting alcohol sales to 2 a.m. Analyzed sales, direct and indirect jobs, tax revenue, crime, tourism, public costs to determine overall impacts of a liquor sales roll-back.

**City of Miami Gardens Distressed Property Economic Impact Study:** (Author) The impacts and problems associated with blighted, low value, vacant, and generally distressed properties are a continuing issue in Miami Gardens. Using a unique, more accurate definition, over 15 percent of the total properties in Miami Gardens are classified as *distressed* — in sub-standard economic or physical condition compared to properties of the same land use types in the rest of the City. Completed an analysis of property valuation trends taking place across Miami Gardens, a re-examination of the definition of “blight,” and the “broken windows” theory of community assessment; a methodology for measuring and identifying distressed properties which identifies problem properties on a quantitative basis; analysis of the City’s unsafe, vacant, underutilized, foreclosed, and undervalued (“distressed”) properties, their economic impacts, and broader impacts on the City’s tax base and tax revenues; a methodology for identifying distressed properties that can be maintained and updated over time; a methodology that helps target development efforts and investment where it is needed most; and a recommendations to target the City’s community development efforts.

**City of Doral Competitive Assessment and Strategic Economic Development Plan:** (Principal Author) The City of Doral faces a transition point. The City has experienced 15 years of explosive economic expansion, population growth and real estate development. However, this growth has not come without a price, and the City’s growth will soon begin slowing. The City’s leaders have the opportunity to make new choices, focusing on the *quality* of future economic growth and development policy that increases opportunity, redresses income inequality, stabilizes the City’s economy against recessionary swings and improves the quality of life for Doral’s residents and visitors. The study provides a data-driven assessment of Doral’s economy and a platform for new economic development policy that addresses the City’s economic development goals, providing creative solutions for its pressing job creation, housing and transportation problems.

**City of Delray Beach: The Set Transformation Plan:** (Sub-Consultant) The Set is Delray Beach’s oldest and impoverished neighborhood, despite decades of community driven planning efforts and significant public investment. The Delray CRA sought to complete a community development plan addressing economic, educational, job creation and infrastructure issues in a single, unified document, bringing together the best thinking of the community and fresh perspective on the Set’s underlying problems and opportunities. The Set Transformation Plan provides a highly collaborative, data-driven assessment of the Set’s demographics, housing, economy, businesses, infrastructure and community assets. It brings together a comprehensive investigation of the community’s underlying dynamics and the community’s perspectives and ideas, to provide a comprehensive community opportunity assessment and redevelopment plan. As a consultant to IBI Group Inc., provided economic analysis and project review services.

**City of South Miami Community Conversation on Climate Change and Sea Level Rise:** Developed community engagement process for community-driven education and problem-solving workshops addressing the issues of climate change and sea level rise in the City of South Miami. The process resulted in the development of community planning document and guidelines for infrastructure, housing, and transportation throughout South Miami.

**Liberty City Economic Analysis and Opportunities Report:** (Principal Author) Authored competitive assessment identifying the economic strengths, challenges and opportunities in Liberty City, Miami. The study provides data-driven analysis and recommendations regarding the neighborhood’s development and growth potential, including its occupational employment patterns, business inventory, hiring patterns, and employment density. Although Liberty City is one of the County’s poorest neighborhoods, the Study identified previously unknown competitive advantages, strengths, and economic opportunities. It repositions Liberty City within the regional economy, identifying sectors, incentives, and regulatory changes that can be leveraged for new economic growth.

**City of Deerfield Beach, FL Citywide Economic Development Strategy:** (Contributing Author) Comprehensive economic development plan, including analysis of employment, occupation, wage, housing, business formation, industry composition, transportation, infrastructure and demographics. Study also utilized extensive original focus group and public opinion survey data. Study revealed previously unknown high composition of advanced, technology and creative industry forms within the City.

**The West End Strategy: Miami-Dade County District 11 Strategic Plan:** Principal Investigator for strategic development plan, providing analysis and prioritized development action agenda in four areas: economic development & employment, housing, infrastructure, and environment and the public realm for unincorporated Miami-Dade County District 11 (Pop. 217,000).

**City of Marathon, FL Workforce Affordable Housing Assessment & Action Study:** (Sub-Consultant) Market study and action plan for the development of workforce housing. Study examined complete market profile, economic, occupational and wage structures, and historic market dynamics, and projections to support affordable housing development plan using

**Piarco International Airport (POS) Benchmark Performance Study:** (Contributing Author) Economic, infrastructure, and service performance analysis of POS Airport, Trinidad. The study examined 50 discrete performance indicators, comparing the performance of POS against 16 peer airports. Report prepared for the Airports Authority of Trinidad and Tobago.

**Piarco International Airport Facilities Expansion Study:** (Contributing Author) Analysis and recommendations for airport expansion program consisting of new parking, retail, concessions and on-site hotel. Report prepared for the Airports Authority of Trinidad and Tobago.

**Forensic/Management Audit Concerning the Sale of BWIA's London Heathrow Slots to British Airways Ltd.:** (Contributing Author) Econometric valuation of runway slot prices at London Heathrow Airport. Report prepared for the Office of the Prime Minister, the Republic of Trinidad and Tobago.

**Hallandale Beach CRA Strategic Planning Advisory Services:** (Author) Update of CRA Strategic Action Plan. Provided market research, budget review, and strategic planning workshops with CRA Board and staff to update and re-align work program.

**Sunset Lounge Redevelopment & Business Plan:** Redevelopment and business plan for Federal Historic Register property located in downtown West Palm Beach Florida. One of the last buildings left from the "Chitlin Circuit" – a national string of performance venues for African American performers during segregation. The business plan included redevelopment of the Sunset Lounge and 3 adjoining properties as a new performance and residential complex, and a tax credit financing structure.

**Benzaiten Center For Living Arts:** Development services for \$2M arts complex, including glass blowing, bronze foundry, and gallery. Services to the Living Arts Foundation included master planning, business planning and project development services.

**Ocean Breeze Residences:** Market Study for 300-unit mixed-use workforce residential, retail and commercial development for private developer in Boynton Beach, FL.

**Boynton Beach Historic High School Redevelopment Project:** Completed project business plan including detailed construction cost, rental rates and lease up schedule for the redevelopment of city-owned, vacant, Historic Register eligible school building and campus grounds. Projected variety of tenancy options with private and non-profit entities.

**Niagara Falls Municipal Safety Complex:** Managed planning, development, finance and pre-construction of \$42 Million, 120,000 square foot courthouse and police headquarters. Completed in Fall 2008, the project is a Public-Private Partnership with the City of Niagara Falls.

**Tempe Hyatt Regency Hotel and Residences:** Business plan development and pro forma analysis for 287,000 square foot, 264-room \$85 Million, 4+ Diamond Hyatt Regency Hotel and luxury condominiums located in Hayden Ferry Landing, Tempe, Arizona.

**Mountain Shadows Resort & Spa (Paradise Valley, AZ):** Complete Business Plan and offering for a 68 acre historic resort, including 18 Hole Championship Golf Course, 336-room hotel, four separate pools with outdoor hot tubs, cabanas, bottle service, swim-up bars, three restaurants, 18,000 square feet of high-end meeting space, 18,000 square feet of outside event space for gatherings, weddings, and performances, 5,000 square foot Spa, 3,000 square foot fitness facility, and 5,000 square feet of retail space.

**Bonaventure Square:** Development planning and entitlements for \$52 Million mixed-use lifestyle center. Located in the heart of the Enchanted Mountains ski and tourist region adjacent to St. Bonaventure University, Bonaventure Square is being developed as a 17-acre compact, pedestrian friendly and amenity rich lifestyle community.

**The Niagara World Village:** Development and business plan for 3 Million square foot development project for private client in Niagara Falls, New York. The Niagara World Village proposed an internationally themed master planned destination development incorporating an international merchandise mart, resort, hotel, entertainment and performance venue, retail complex, residential development and logistics center.

**Trico Manufactured Products:** Redevelopment plan for a 450,000 square foot Federal Historic Register former manufacturing facility in downtown Buffalo, New York. Located in the heart of Buffalo's Medical Research Campus, the development plan detailed a \$32 Million rehabilitation of the building as a mixed-use commercial, office, research and medical technology incubator.

**WestEnd Buffalo:** Redevelopment plan for 120 acres of lakefront Brownfield properties as a new downtown mixed-use neighborhood. The highly urban development program incorporated townhouse and urban lofts, office space, a digital technology, digital media and film production small business incubator, retail complex, performance venue, a town center, and high quality public amenities. The WestEnd concept was the product of a joint venture between Ciminelli Development Company Inc., O&Y Enterprise, and the Jerde Partnership.

**New York State United Teachers (NYSUT) Regional Service Office:** Pre-construction and development services, including public permitting, site planning and design for 12,000 square foot regional services office building in Jamestown, New York.

**Spaulding Composites Redevelopment Project:** Development plan, site plan, and business development for private development client for former 46-acre manufacturing property with over 600,000 square feet of building footprint located in Tonawanda, New York.

## Development Master Planning and Community Development

**Spring Lake (NC) Comprehensive Town Development Plan, Phase 1:** Development and public outreach services for development of long-range development and infrastructure plan. The Town of Spring Lake engaged IBI Planning & Transportation planners to develop a master plan to increase employment and development opportunities, and rationalize transportation system for the Town, capitalizing on the expansion of the Fort Bragg military complex.

**South Buffalo Redevelopment Plan: Buffalo Lakeside Commerce Park:** Redevelopment plan for 1,400 acres of two former steel and two coke manufacturing sites, five landfills, three inactive grain elevators, rail corridor, Olmsted historic park, and the Buffalo River. The project incorporated a full environmental remediation, and programmed the development of 450 acres of new industrial, office and commercial acreage, 970 acres of new and improved park and recreation facilities, a new marina and new road, water, sewer rail and telecommunications infrastructure. The planning process coordinated the involvement of no less than twelve State and Local public agencies, private sector real estate developers, and incorporated a highly successful public participation process, which brought over 320 residents from across the region and an international team of Brownfield development experts in the planning and design process. Renamed the Buffalo Lakeside Commerce Park, the project's first manufacturing tenant opened operations in Fall 2004. ***The project has since produced over 300,000 square feet of new industrial development, including Solar City's new photovoltaic panel manufacturing plant.***

**International Brownfields Exchange: Reclaiming Our City and Region: Rethinking Brownfields:** US EPA funded International conference, professional exchange, and design workshop to promote Brownfield development best practices. The program included a two-week European Brownfield tour and a conference drawing over 250 professional participants, who developed a regional Brownfield development agenda.

**Main-LaSalle Place, Buffalo, New York:** Mixed-use, transit oriented neighborhood near the State University at Buffalo south campus, adjacent to the LaSalle light rail transit station. The completed development reclaimed 76 acres of former railroad, landfill and underutilized commercial properties, developing over 150 units of new, privately developed market rate housing, retail space, parks, and greenways. The \$29 million public investment in the project leveraged over \$76 million in private investment.

**City of Buffalo HomeOwnership Zone:** Authored and managed the City's winning HomeOwnership Zone plan in response to a HUD nationwide competitive grant. The City's plan for the Willert Park neighborhood was the top rated development plan (receiving the only perfect score) from among 98 cities applying for the program nationwide. The award from HUD included \$48 Million in private and public funds for redevelopment of the neighborhood. A comprehensive redevelopment strategy, the plan included over 700 units of new housing development, retail, employment, job training and small business creation programs, public improvements and schools development. The first 30 units of housing and streetscape improvements were completed in early 1998. The HomeOwnership Zone Plan received the 1997 Western New York American Planning Association's award for outstanding planning project for comprehensive planning.

**Downtown Waterfront Plan, Buffalo New York:** \$27 million waterfront redevelopment plan including two new harbor inlets, a waterfront esplanade walkway system, greenway trail, public plaza, a multi-modal regional transit center, new light rail transit station, and new road, water and sewer infrastructure development. Private development planned for the Inner Harbor included the \$130 million HSBC arena (a multi-use 20,000 seat sports arena), new housing and retail development, proposed reuse of the Memorial Auditorium as a sports-retail and transit complex, and reuse of the former Delaware, Lackawanna and Western Train station for a commercial and cultural development.

**Buffalo Intermodal Transportation Center:** Feasibility study, development plan and preliminary design for conversion of a 20,000-seat sports arena into a multi-modal AMTRAK rail, bus, and light rail transportation center. Secured \$5.6 Million in ISTE funding to begin final engineering and construction.

**Renaissance Schools Project:** Research, organization management, and strategic planning services for educational restructuring plan for the City of Buffalo Public School District.

**Buffalo Comprehensive Water System Evaluation Project:** Water consumption forecast, water system economics, and industry specific economic development analysis for \$100 Million long-range water system capital improvement program.

**City of Buffalo Consolidated Plan:** Directed the City's Consolidated Plan process, producing and managing the five-year budget for the expenditure of Community Development Block Grant (CDBG), Housing Opportunity Made Equal (HOME), Emergency Shelter Grants (ESG), and Housing Opportunity for Persons With Aids (HOPWA) funds.

**The City of Buffalo Neighborhood Summits:** As a central component of the City's *Consolidated Plan*, neighborhood planning, and City Land Use Master Plan, organized and coordinated a City-wide citizen participation process, modeled after similar successful participatory planning programs in Portland, Seattle, and Roanoke. The Neighborhood summits program was been designed to provide an institutionalized system of neighborhood based planning and community development capacity.

**East Delavan Community Development Plan, Buffalo, New York:** Comprehensive development plan for one of the poorest communities in the City. The plan features physical improvements, new commercial and retail development, an industrial development and employment program, reorganization of human services in the community, and restructuring of police services.

**Lower West Side Development Plan, Buffalo, New York:** Land use and physical design plan for the City's lower west side community. The plan included an extensive community participation component and programmed physical improvements, a comprehensive housing redevelopment strategy, and urban design program.

**Olmsted Parks System Greenway Plan, Buffalo, New York:** Buffalo is home to the nation's first Olmsted Parks system (completed in 1886). In conjunction with the *Olmsted Parks Conservancy*, completed a comprehensive redevelopment and design guideline program for the restoration and reconnection of the City's Olmsted parks, parkway and greenway system.

**Riverside Park Master Plan, Buffalo, New York:** Restoration, redevelopment and capital finance plan for *Riverside Park*, one of the City's Olmsted system parks.

**Buffalo River Greenway Plan & Design Guidelines:** The Buffalo River Greenway Plan forms one of the subcomponents of the City's waterfront master plan. In conjunction with the Friends of the Buffalo River, oversaw completion of the greenway and land use development plan and design guidelines.

**Buffalo River Habitat Restoration Project:** Coordinated development of a \$1 million park restoration project proposed as a component of the Buffalo River improvement plan, as a joint development with Erie County.

**Medical Technology Corridor Study, Buffalo, New York:** Served as the City's representative to a regional industrial development strategy for development of the region's medical instruments and medical technology sectors.

**City of Buffalo Federal Empowerment Zone/Enterprise Community Plan:** Organized and authored the City's winning Enterprise Community application. The City was named as one of 65 enterprise communities nationwide. The plan leveraged \$48 Million in Federal, State and Local funding.

## Transportation and Infrastructure Planning & Development

**Southtowns Connector, Buffalo, New York:** Served on Review Board for \$7 million Major Investment Study (MIS) and Environmental Impact Study (EIS) for multi-modal transportation system improvements from the Buffalo CBD to the Western New York's southern tier.

**Buffalo Downtown Transportation Studies:** Completed three major studies examining transportation improvements in the City's downtown, including a comprehensive Downtown Parking Study, CBD Traffic routing Study, and Bus Routing Study.

**Peace Bridge Expansion Project:** City representative on the planning and engineering study to expand the capacity of the Peace Bridge, the City's direct international transportation connection to Canada.

**Buffalo-Fort Erie International Teleport study:** Completed joint Bi-National concept plan for a US-Canadian communications teleport.

**Buffalo Neighborhood Slow Streets Program:** Completed "slow streets" program plan for two City neighborhoods, designing a variety of street entrance treatments aimed at reducing vehicular traffic and creating "defensible" neighborhoods.

## Legislation, Zoning Controls and Information Technology

**City of Buffalo Zoning Code Design Review Ordinance:** Re-wrote City Zoning code to include the City's first citywide design and site plan review ordinance.

**City of Buffalo Special Needs Services Location Review Ordinance:** Managed completion and adoption a human services location planning and review ordinance.

**Urban Renewal Plan Amendments and Adoption:** Completed multiple Urban Renewal Plan for the acquisition, demolition, and construction, including **HSBC Arena**, **City of Buffalo Connecticut Street** Urban renewal plan, **Exchange Street** Urban renewal plan, the **Waterfront** Urban Renewal Plan.

**City of Buffalo Geographic Information System:** Lead development and installation of the City's first ever Geographic Information System (GIS). System contains all assessment data, tax records, street conditions, and planimetric information for all 97,000 parcels in the City. System was the first large scale GIS of its kind in the region.

**North Jersey Transportation Planning Authority:** Designed and programmed *Transportation Improvement Program* database, a project tracking and accounting system used to estimate, plan, and manage \$1.5 billion in transportation investments. Other noteworthy systems include a regional population forecast model, and a demographic reporting database.

## Representative Grants and Resource Development

National Science Foundation Convergence Accelerator Pilot research grant (participating researcher)— for the *Preparing the Future Workforce of Architecture, Engineering, and Construction for Robotic Automation Processes* project (\$1Million)

US Housing & Urban Development (HUD) HomeOwnership Zone (\$65 Million)

Infrastructure Funding, Various Sources, Assorted Community Development Projects (\$47M)

The City of Buffalo Federal Enterprise Community (\$3 Million)

HUD special purpose grant, Buffalo Central Terminal Station Redevelopment (\$1 Million)

HUD special purpose grant, Shea's Buffalo Theater Restoration (\$1 Million)

HUD Special Purpose Grant, Buffalo Allendale Theater Restoration (\$1 Million)

R.A. Bloch Cancer Survivors Foundation, Cancer Survivors Park (\$1 Million)

New York State Special Purpose Planning Grant, Buffalo Local Waterfront Revitalization Program (\$50,000)

New York State Special Purpose Planning Grant, Buffalo AMTRAK Station Development Study (\$50,000)

New York State Special Purpose Planning Grant, Buffalo Historic Preservation Board Database (\$15,000)