

KEVIN T. GREINER

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Kevin Greiner is an urban planner and economist who publishes and speaks on the issues driving regional economic change and the future of cities. A consultant who has advised US and international clients, and an Affiliate Senior Fellow at the Florida International University Metropolitan Center, Mr. Greiner's research and consulting work focuses on metropolitan economic competitiveness, income inequality, the impacts of new technology on urban systems, and developing regional responses to climate change.

Mr. Greiner has over 30 years of experience leading a wide variety of comprehensive planning, redevelopment, and research projects as a consultant and principal in the public and private sectors. His consulting practice provides economic development policy, development planning, real estate investment feasibility and financing, and structuring public-private partnership financing for private, public and non-profit clients.

Mr. Greiner's award-winning planning work and research is noted for its unique insights and creative, data-driven policy solutions. His work also delivers real results — Mr. Greiner's completed development plans have resulted in over \$1B in total investment.

Representative Experience

Research, Economic Analysis and Development Advisory Services

NW 7th Avenue Community Redevelopment Agency (Miami-Dade County): providing 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): providing 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.

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.

Village of Wellington Housing & Economic Impact Studies 2018: 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 opportunity's 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.

Miami-Dade County Prosperity Initiative Feasibility Study: 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.

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

Nov. 2014 - Present
Florida International University
Metropolitan Center
Senior Research Fellow

2010 - Present
UrbanCentric Analytics
Miami, FL
Principal

2010 - 2018
IBI Group, Inc., Pompano Beach, FL,
Affiliate Senior Planner

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

2000 - 2010
Kevin Greiner & Associates
Consulting
Buffalo, NY
Principal

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

Accelerating the Growth of Miami's Advanced Economy Sectors — A Strategic Development Plan for Startup FIU: 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.

The Dynamics of Housing Affordability in Miami-Dade County: 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: 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.

City of Doral Competitive Assessment and Strategic Economic Development Plan: 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: 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.

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 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: 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: 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: 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: 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: 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.: 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: 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 Planing & 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 ISTEA 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 the Medical Technology corridor Study, 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 Application: Organized and authored the City's winning Enterprise Community application. The City was named as one of 65 enterprise communities nationwide. The City's Enterprise community plan leveraging \$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

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)

Contact Information

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