



For over 30 years, HR&A Advisors, Inc. (HR&A) has built a distinguished track record solving complex real estate and economic development challenges. We help our clients succeed because we:

Imagine the possibilities for growth and restoration inherent, but often hidden in troubled downtowns, transitional communities, waterfronts, obsolete land uses, and a host of other areas. We create visionary solutions.



Maintain the discipline of pragmatism, recommending only what we believe to be realistically possible based on a rigorous assessment of the conditions affecting our clients. We communicate these assessments with honesty to our clients and to all of their audiences.

Partner with our clients to immerse ourselves in the communities and organizations in which they live and work. We offer client-specific diagnoses and recommendations — not one-size-fits-all approaches.



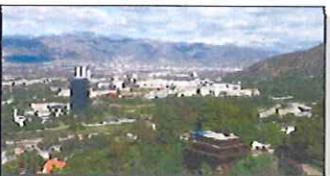
Integrate market research, analysis and policy, providing clients with a seamless process that is both practical and innovative.

Our three primary practice areas are:

Real Estate Development Advisory

Economic Development Strategy

Energy Efficiency Solutions



Our approach to project management is central to the firm's success. HR&A partners are continuously and substantively involved in the execution of every project. We believe that an engaged, experienced management style — led by senior professionals — brings maximum value to our clients. It also provides us the most professional satisfaction. We routinely work with teams including experts from real estate, urban design, engineering, and legal fields.



HR&A has offices in New York, Los Angeles, and Washington, D.C., a presence that allows us to effectively serve clients around the world. From Brooklyn to Toronto, and Memphis to London, our passion and dedication to communities is evident in our work. Our approach has allowed hundreds of public and private clients to transform real estate and economic development concepts first into actionable plans, then into job-producing, community-strengthening assets.



We engage our clients, understand their aspirations, fully immerse ourselves in their communities, and are passionately committed to their success.

– John H. Alschuler, Jr.

HR&A provides consulting services to a diverse group of public- and private-sector clients. Our industry knowledge allows us to develop recommendations that are feasible and tailored to meet the needs of each client.

Public Sector Clients

Baltimore City Housing Authority	City of Santa Monica
Boston Redevelopment Authority	City of Santa Monica Housing Authority
Boulder Urban Renewal Authority	City of Seattle
Chicago Housing Authority	City of Trenton Department of Housing and Economic Development
City of Austin	City of Ventura
City of Berkeley Rent Stabilization Board	City of West Hollywood
City of Beverly Hills	City of Yonkers
City of Chester	Community Redevelopment Agency of the City of Los Angeles
City of Chicago Department of Airports	Compton Unified School District
City of Cincinnati	Connecticut Department of Transportation
City of Columbus	County of Los Angeles Housing Authority
City of Culver City	County of Santa Barbara
City of Detroit	Cuyahoga Metropolitan Housing Authority
City of Houston	Delaware Department of Transportation
City of Houston Housing Authority	District of Columbia, Office of Planning
City of Huntington Beach	Empire State Development Corporation
City of Indianapolis	Fort Monmouth Economic Revitalization Authority
City of Lancaster	Glen Cove Industrial Development Agency
City of Long Beach Housing Bureau	HemisFair Park Area Redevelopment Corporation
City of Long Branch	Hennepin County Regional Railroad Authority
City of Los Angeles	Indianapolis Housing Authority
City of Minneapolis	Inland Valley Development Agency
City of Mount Vernon	Long Island Regional Planning Council
City of New Rochelle	Los Angeles County Metropolitan Transportation Authority
City of Newark	Los Angeles World Airports
City of New York - Department of City Planning, Department of Transportation, Economic Development Corporation, Housing Authority, Mayor's Office of Long Term Planning and Sustainability	Lower Manhattan Development Corporation
City of Olathe	Maryland National Capital Park and Planning Commission
City of Phoenix	Massachusetts Bay Transportation Authority
City of Ranson	Mecklenburg County Real Estate Services Department
City of Saint Paul	Miami Downtown Development Authority
City of San Antonio	Minneapolis Parks and Recreation Board
City of San Luis Obispo	New Haven Economic Development Corporation

OUR CLIENTS

New Jersey Economic Development Authority
 New York Metropolitan Transportation Authority
 New York State Energy Research and
 Development Authority
 New York State Housing Finance Agency
 New York State Urban Development Corporation
 NJTRANSIT
 Olympic Park Legacy Company
 Omaha Housing Authority
 PenMar Development Corporation
 Perth Amboy Redevelopment Agency
 Philadelphia City Planning Commission
 Philadelphia Housing Authority
 Port Authority of New York and New Jersey
 Queens West Development Corporation
 Patriots Point Development Authority
 Ramsey County Regional Railroad Authority
 Redevelopment Authority of the City of
 Philadelphia
 Saint Louis Housing Authority
 San Diego Association of Governments
 San Diego Centre City Development Corporation
 San Diego County Regional Airport Authority
 San Gabriel Valley Council of Governments
 Santa Ana Unified School District
 Santa Monica-Malibu Unified School District
 Saratoga County Industrial Development Agency
 Saudi Arabia General Investment Authority
 South Carolina State Ports Authority
 Southern California Association of Governments
 Town of New Castle
 Transport for London
 U.S. Department of Housing and Urban
 Development
 U.S. Department of Transportation
 U.S. General Services Administration
 Upper Manhattan Empowerment Zone
 Village of Nyack
 Village of Port Chester
 Waterfront Toronto
 Yonkers Office of Downtown & Waterfront
 Development

Private Sector Clients

Alloy Development Corporation
 American Council on Life Insurance
 ARC Development
 ARCORP Properties
 Asfrie Properties
 Atlantic Realty Development Corporation
 AvalonBay Communities
 Bermant Development Company
 Boeing Realty Corporation
 Brookfield Properties
 Building Trades Employers' Association
 Casden Properties, Inc.
 Castle & Cook Development Company
 Catellus Development Corporation
 Centex Homes
 Citibank Private Banking Group
 Citicorp Real Estate, Inc.
 Community Preservation Corporation
 Continental Development Corporation
 Daniel Island Development Corporation
 Disney Development Corporation
 Duke Energy
 Edison Properties
 Edward J. Minskoff Equities
 Faison
 Fashion Center BID
 Fifteen Group Land and Development
 First Union National Bank
 Fleet Financial Group
 Forest City Ratner Companies
 Galesi Group
 Gaylord Entertainment
 General Growth Properties
 Gibson Speno LLC
 Goldman Sachs & Company
 Hackman Capital Partners
 Hanjin International
 Hartland Asset Management
 Home Depot Company
 The Howard Hughes Corporation
 J.G. Petrucci Co.
 JMB Realty Corporation

OUR CLIENTS

K. Hovnanian Companies of California
Kaiser Permanente
Landmark Land Company
LCOR, Inc.
Lehman Brothers
Lincoln Equities
Macerich Company
Madison Square Garden
Maefield Development Corporation
Maguire Investments
Maguire Thomas Partners
Millennium Partners
Milstein Properties
Motion Picture Association of America
National Equity Fund
NBC Universal
New York Times Company
Newhall Land & Farming Company
Northland Development LLC
Olympia & York
P&O Ports North America
ProLogis, Inc.
The Related Companies
Reliance Development Group
S.L. Green Realty Corporation
SFI Bridgeview, LLC
Shorebank Corporation
Southeast Los Angeles Regional Center
Starrett Housing Corporation
Sunset Development Corporation
Thomas Properties Group
Time Equities, Inc.
Tishman Speyer Properties
Trammell Crow Company
TransAction Companies, Ltd.
Twentieth Century Fox
United Technologies Corporation
Verizon
The Walt Disney Company
Westfield Corporation, Inc.
William Lyon Homes
Wilson Meany Sullivan
World Financial Properties

Young Woo & Associates

Civic Clients

The Aga Khan Foundation of Canada
Alliance for Downtown New York
Atlantic City Alliance
Battery Park City Authority
Brick City Development Corporation
Brooklyn Bridge Park Development Corporation
Brooklyn Navy Yard Development Corporation
Catskill Watershed Corporation
Centro Partnership of San Antonio
Cincinnati Business Committee
Cincinnati Center City Development Corporation
Community Corporation of Santa Monica
Delaware River Waterfront Corporation
Downtown Greensboro, Inc.
East Baltimore Development, Inc.
Economic Development Growth Enterprises, Oneida County, New York
Griffiss Local Development Corporation
Los Angeles Collaborative for Community Development
Memphis Riverfront Redevelopment Corporation
Metropolitan Boston Housing Partnership
Mohawk Valley Economic Development Growth Enterprise Corporation
Newark Alliance
Times Square Alliance
Union Square Partnership, Inc.

Institutional Clients

Albert Einstein College of Medicine
Brown University
Cincinnati Children's Hospital
Cincinnati Health Alliance
Cincinnati Tri Health
City University of New York
Columbia University
Consortium of colleges and universities, Greensboro, NC
Cornell University
George Mason University
Greater NY YMCA
Harlem YMCA
Hospital for Special Surgery

OUR CLIENTS

Keck Institute of Applied Life Sciences
Lehigh University
Lehman College
Lincoln Center for the Performing Arts
Memorial Sloan-Kettering Cancer Center
Museum for African Art
New Jersey Performing Arts Center
New York Academy of Medicine
New York Blood Center
New York City Health and Hospitals Corporation
New York University Langone Medical Center
New York-Presbyterian Hospital
Owensboro Medical Health Systems
Pepperdine University
Saint John's Hospital and Health Center
Saint Vincent's Hospital
The College of New Jersey
Trinity Wall Street
Union Theological Seminary
University of California, Los Angeles
University of California, Santa Barbara
University of Cincinnati
University of North Carolina at Greensboro
University of Pennsylvania
University of Southern California
University of Texas at Austin
University of Toronto
Washington University in St. Louis
Weill Cornell Medical College
Wesleyan University

Not-for-Profit Clients

92nd Street Y
Action Greensboro
Actors' Fund of America
American Museum of Natural History
Apartment Association of Greater Los Angeles
The Bowery Mission
Brooklyn Academy of Music Corporation
Brooklyn Museum of Art
Brooklyn Botanic Garden
Catholic Charities of Brooklyn
ChooseNJ

Common Ground Community
Community Environmental Center
Community Services Society of New York
Corporation for Supportive Housing
Council of Fashion Designers of America
Design Trust for Public Space
The Enterprise Foundation
Ford Foundation
Friends of the High Line
Gay Men's Health Crisis
Harry Frank Guggenheim Foundation
Levoy Theater Preservation Society
Local Initiatives Support Corporation
Longwood Gardens, Inc.
Metropolitan Jewish Geriatric Center
Minneapolis Orchestral Association
National Center for Community Education
National Resources Defense Council
Natural Heritage Trust
Neighborhood Progress, Inc.
NeighborWorks America
New Jersey Retail Merchants Association
New Visions for Public Schools
New York Conservation Education Fund, Inc.
New York State Association for Affordable Housing
Newark Council on the Arts
Omaha Community Center for Sustainability
Performing Arts Center Foundation of Greater Miami
Preservation League of New York State
Public Space for Public Life
Randall's Island Sports Foundation
Research Triangle Foundation
Rose Kennedy Greenway Conservancy
Spanish-American Merchant's Assoc.
Sustainable Playland, Inc.
The Trust for Public Land
United Jewish Organizations
Uptown Consortium, Inc.
Velodrome of New York City
Westside Urban Forum
Williamsburg Affordable Housing
The Willows Community School



SHUPROTIM BHAUMIK PARTNER

EDUCATION

University of New York, Stony Brook
M.S. Economics

Presidency College, India
B.A. Economics

WORK EXPERIENCE

2010 – Present
Partner
HR&A Advisors, Inc.

2009 – 2010
Senior Vice President
Global Co-Leader
AECOM Economics

2005 – 2009
Principal
Leader of Economic Planning and
Real Estate Group
Economics Research Associates

2003 – 2005
Senior Associate
Economics Research Associates

1997 – 2003
Senior Vice President
New York City Economic
Development Corporation

1995 – 1997
Senior Budget Analyst
New York City OMB

1993
Financial Economist
Emerging Markets Finance
Corporation
Amersfoort, Netherlands

Shuprotim Bhaumik has over 18 years of experience in the field of **economic development, real estate and public policy consulting**. His practice focuses on market and economic analysis, strategic planning, and development advisory services for real estate investors and developers, public agencies, financial institutions, and non-profit organizations.

Prior to joining HR&A, Shuprotim was a **Senior Vice President** at **AECOM**, where he led the firm's economics practice (formerly Economics Research Associates) in North America, and was responsible for managing and executing projects throughout the country. Shuprotim also worked as a **Senior Vice President** for the **New York City Economic Development Corporation**, where he led an interdisciplinary analytic team in developing initiatives for new and emergent business districts, analyzing public policies, and implementing economic development plans. He has also worked for economic development projects in Europe and Asia funded by the **World Bank** and the **European Union**. Shuprotim is member of a number of industry organizations such as ULI, CDFA, and IEDC, and is a frequent speaker on subjects related to transit-oriented development, regional economic development, and public financing strategies.

Economic Impact of Thoroughbred Racing in Saratoga

For the Saratoga County Industrial Development Corporation, conducting an economic impact analysis of thoroughbred racing industry activities at the Saratoga Race Course on New York State. This study will update an economic impact analysis conducted by Economics Research Associates in 2006. Analyzing regional employment trends, socioeconomic and real estate trends, economic contributions of the thoroughbred racing industry, economic impacts of the industry in terms of direct, indirect, and induced effects, fiscal impacts of the industry to New York State, and compare our findings with those of the previous study. The findings will be furnished in a final report that demonstrates the value of the Saratoga Race Course to the State's economy.

Storrs Center Development Advisory Services

As the chief project advisor to the Town of Mansfield, led negotiations on behalf of the Town with a national REIT and development entity for Storrs Center, a mixed-use town center development at the University of Connecticut. Provided a full range of advisory services, from evaluating financial performance, crafting a financing strategy for unfunded public improvements, evaluating fiscal impacts, and drafting a Developer Agreement.

Niagara Experience Center Impact Analysis

While at ERA, HR&A Partner Shuprotim Bhaumik worked as part of a multi-disciplinary team to launch an economic impact and feasibility analysis for the Niagara Experience Center, a major new visitor attraction proposed for downtown Niagara Falls, New York. The project was intended as a new visitor hub and anchor for additional private-sector development on the American side of Niagara Falls. In a previous phase of this project, Shuprotim developed attendance estimates, a pro forma operating model, sizing recommendations, and other planning parameters for the proposed attraction designed by BRC Imagination Arts.

National Basketball Association Arena Development

As real estate advisor to the National Basketball Association, undertook financial and economic analyses for an 8 million square feet master plan for a proposed new arena for the Sacramento Kings and adjacent mixed-use neighborhood development. As part of the project, advised the NBA on revenue-sharing opportunities, and recommended land swap strategies that are currently being implemented.

Economic and Fiscal Impacts New York Yankees Proposed New Ballpark

While with ERA, HR&A Partner Shuprotim Bhaumik was retained to assist the NYCEDC in analyzing the economic and fiscal benefits of a new NY Yankees ballpark on the New York City and New York State economies. Shuprotim estimated the economic and fiscal impacts associated with the construction and operation of a new 50,800-seat ballpark developed on a site adjacent to the existing NY Yankees stadium. As part of the review, de
the strategy and estimated the incremental one-time impact of the construction of the new ballpark as well as the permanent ongoing economic and fiscal benefits of the operation of the new ballpark on the New York City and New York State economy.

Jewelry District/Old Harbor Planning Framework Study

While with ERA, HR&A Partner Shuprotim Bhaumik was retained by The Providence Foundation and the Jewelry District Association to develop a planning framework for the Jewelry District/Old Harbor neighborhood of Providence, Rhode Island. The study sought to establish a vision for the redevelopment of the area among the relevant stakeholders, including residents, business owners, academic and medical institutions, that would help to inform future planning initiatives. Shuprotim analyzed demographic, economic and real estate market trends in order to identify opportunities and challenges to mixed-use development. He also reviewed the potential "critical mass" program developed by the team and recommended phasing options and development types, identified development cost gaps, and recommended strategies and incentives to encourage development.

Impact of Film Tax Credit Program

For the Connecticut Department of Community and Economic Development evaluated the economic and fiscal impacts of the state's film tax credit program, the Digital Media & Motion Picture Tax Credit. Analyzed the spending incurred inside Connecticut to understand the direct and multiplier effects to the state from the production and pre-production of 44 films. Relying on IMPLAN modeling, Assessed the economic impacts to the state in terms of employment, compensation, and total output. Also examined fiscal impacts of the tax credit, including sales tax, personal income tax, and business tax.

Philadelphia Industrial Land Use Policy Study

While with ERA, led a multi-disciplinary team to develop an industrial strategy for the City of Philadelphia. On behalf of the Philadelphia Industrial Development Corporation performed a detailed cluster analysis that identified growth industries, the types of sites and facilities that would be required by new and existing industrial firms, their requirements in terms of access and infrastructure, and their impacts on surrounding communities. Analyzed the current economic and fiscal impacts of the industrial sector on the city, including employment, earnings, economic output and taxes; assessed key labor force characteristics and city resources; conducted a detailed market analysis to project future demand for industrial space; and identified policy solutions and incentive programs to retain and attract industrial businesses.

University of Nebraska Innovation Campus Business Development Strategy

Engaged by the University of Nebraska to prepare a business development strategy for Nebraska Innovation Campus, a public-private research and development campus that will be developed in Lincoln, Nebraska. The goal of the project is to leverage University-related research spin-offs to contribute to economic vitality in Nebraska.

New Jersey Ready for Growth Implementation Strategy

While with ERA, for the New Jersey Economic Development Authority provided a roadmap informing the State how to build upon its existing amenities and business concentrations in order to create Economic Opportunity Clusters. Identified infrastructure and amenities most important to leading companies in key industries, determined the locations that offer the greatest potential for industry clustering, and assessed specific proposals for Ready-for-Growth sites. Combining a topdown and bottom-up approach for this project, analyzed regional socio-economic trends and real estate market conditions, expansion plans, relocation plans, strategic initiatives of target industry clusters, educational institutions, and research institutions in New Jersey. Drafted a Request for Proposals, which was distributed to public authorities in strategic geographic locations.

Strategy for Georgia Bioscience Development Authority

While with ERA, for the Georgia Bioscience Joint Development Authority prepared an economic development strategy for a four-county region spanning from Athens, Georgia to Gwinnett County, Georgia. Identified target industries through detailed employment analysis, feedback from local business and research professionals, and analysis of the region's physical, human, and institutional capital. Then developed an organizational strategy and action plan for the Authority through interviews with similar organizations around the country.

Nebraska Business District Analyses and Strategies

Retained by the Greater Omaha Chamber to lead the evaluation of micro and macro conditions by analyzing regional socio-economic trends and real estate market conditions. Based on the outcome of this analysis, will identify potential mixed-use development opportunities for key catalytic sites within the study area and existing funding mechanisms available to narrow development gaps and/or incentivize business retention, growth and attraction and evaluate community leadership structures for long-term implementation.

On behalf of the Omaha Community Foundation providing visioning and planning for a proposed physical center for sustainability in Downtown Omaha.

Financial Feasibility Advisory for NYCEDC

As Sr. Vice President at NYCEDC, assessed financial feasibility, calculated public and private returns, and proposed alternative financing and implementation strategies for numerous public/private projects. Presented recommendations to Deputy Mayor and senior City Hall staff on project feasibility, development strategies, and community outreach. Formulated numerous policy initiatives, including a \$10 million program of new tax incentives for businesses in the City.

EXPERIENCE



Economic Impact of Thoroughbred Racing in Saratoga

For the Saratoga County Industrial Development Agency, HR&A partner Shuprotim Bhaumik conducted an economic impact analysis of thoroughbred racing industry activities at the Saratoga Race Course on New York State. The study measured economic impacts of activities at the Saratoga Race Course in terms of jobs, payroll, and economic output, and qualitatively discussed impacts on related sectors including tourism and real estate. Specifically, HR&A analyzed regional employment trends, socioeconomic and real estate trends, economic contributions of the thoroughbred racing industry, economic impacts of the industry in terms of direct, indirect, and induced effects, and fiscal impacts of the industry on New York State. HR&A compared the 2011 findings with those of the 2006 study. The findings were compiled in a final report that demonstrated the value of the Saratoga Race Course to the State and region's economy.



Revitalizing Atlantic City

For a consortium of resort owners in Atlantic City, HR&A created the economic and regulatory framework for a strategic plan to revitalize and reinvest in Atlantic City. In recognition of the decline in economic activity within the entertainment sector due to both economic conditions and new competition, the consortium created a plan with a series of initiatives to improve Atlantic City's major assets, including the boardwalk, retail and entertainment, resorts, and gaming. HR&A identified and tested the feasibility of a range of interventions, and developed an implementation strategy that included sources of financing and a public-private partnership model. HR&A also assessed the economic and fiscal impact of a range of policy options to increase visitation to Atlantic City and its resorts.



Storrs Center Development Advisory Services

While with Economics Research Associates (ERA), the Town of Mansfield, Connecticut retained HR&A Partner Shuprotim Bhaumik as part of a multi-disciplinary team to provide critical review of the proposed Storrs Center development, a mixed-use town center and main street at the University of Connecticut. The assessment evaluated the projected fiscal impact of the project on the Town, the projected financial performance of the project, and the potential for public financing of structured parking. As part of the assignment, the team provided the Town strategic advisory services, including negotiation assistance, to craft a Developer Agreement that is favorable for the Town and acceptable for the developer, Leyland Alliance.

The assignment commenced with a critical review of a fiscal impact study. The team's review of the fiscal impact analysis covered both the methodology of a number of key assumptions and worked with the developer's consulting team to refine the analysis. The team produced a final memorandum describing the review and refinement of the fiscal impact study that accompanied the final study released to the public. The team also reviewed the project pro forma provided by the developer to determine the financial feasibility of the project. The financial analysis evaluated the revenues, costs, and financing projected for the project. The team determined that the project would likely yield satisfactory returns to the developer, providing the Town with the assurance that the project was a good one. The financial review also identified key phasing and other financial assumptions that would be important for negotiation of a Developer Agreement. Construction began on-site in 2011.



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Examining Impacts of NBC Universal City Vision Plan

For NBC Universal, HR&A estimated regional and local economic and fiscal impacts, and related housing, population and public school enrollment impacts, for the Universal City Vision Plan. The project involves a 400-acre site in Los Angeles County, California that is home to the Universal film and television production facilities, Universal Studios Hollywood, and the CityWalk entertainment/retail complex. The 25-year Vision Plan proposes to add about 1.4 million square feet of net new floor area, plus about 2,900 units of new attached residential development.



Creating a Greenway District in Boston

For the Boston Redevelopment Authority, HR&A conducted an economic benefit analysis of property value changes in proximity to the proposed Rose Kennedy Greenway, and provided economic analysis to support proposed District zoning and design controls. After decades of separation, Boston's replacement of its elevated interstate highway with the Rose Kennedy Greenway has physically re-united the City's historic downtown neighborhoods including the North End, the Harbor, Chinatown, and the Financial District.

The Utile-Greenberg-HR&A team identified locations and strategies to enhance the urban edge of the new park to encourage activity, as well as define the character – height, density, and uses – of potential development opportunities in the District. The approach focused both on using the Greenway to catalyze new downtown development and ensuring that the Greenway's long-term potential to create value for the City was a key consideration. HR&A supported the team by evaluating the economic impacts to date of the Greenway on neighboring real estate. Recognizing the importance of the quality of park operations, HR&A also completed an analysis of the Rose Kennedy Greenway Conservancy's budget for park operations and maintenance.

The results of this analysis encouraged the Rose Kennedy Greenway Conservancy, the park operator and manager, to engage HR&A to complete an analysis of its budget for park operations and maintenance. HR&A determined that before the Conservancy could address this apparent underfunding, their budget first had to be benchmarked against comparable park organizations to verify whether a funding problem existed. We identified signature park projects in major urban areas for a budget comparison to the Rose Kennedy Greenway based on function within their communities and capital intensiveness.



Niagara Experience Center Impact Analysis

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Economic Impact of New York Giants and Jets Stadium Redevelopment

On behalf of the New Jersey Sports and Exposition Authority (NJSEA), HR&A reviewed the socioeconomic analysis component of the environmental impact statement for a New York Giants and Jets stadium redevelopment in the Meadowlands. Working with Paulus, Sokolowski and Sartor, Inc., HR&A examined the teams' demographic, economic and fiscal impact analysis of the proposed stadium replacement project, advising the NJSEA on means to improve the analysis and its ability to address key public concerns.



Playland Redevelopment

HR&A is supporting Sustainable Playland, Inc., a not-for-profit community group in Westchester County, New York, in its response to a request for development proposals for the repositioning of Rye Playland, a historic amusement park located on a 280-acre site on the Long Island Sound. HR&A helped this group of concerned residents, business leaders, and activists to develop a viable business plan for the redevelopment of Playland as a destination public park that reduces its focus on amusement rides and provides more local amenities while also greatly reducing unsustainable public subsidies for the property's operations. HR&A performed market research on uses that could complement this vision, including active recreation uses, leisure activities, small-scale amusements, and retail, and is also advised the organization on bid structure and park stewardship.