

## CHARLES A. SHORTER

### Administrative Experience

- Mr. Shorter is Director of Real Estate Consulting in New York Office with primary responsibilities for project management and business development. Experience includes market and financial feasibility studies for real estate transactions, master planning and strategic planning for site use and real estate disposition.
- He has special expertise in urban revitalization projects, economic development and impact analysis, public/private partnership development, waterfront development, corporate strategic planning, and general advisory services to developers, government and non-profit organizations.
- Current position with E&Y Kenneth Leventhal Real Estate Group – Principal
- Prior to joining EY/KL Mr. Shorter was a principal in the Real Estate Services Group for Arthur Andersen, LLP.

### Examples of Recent Work

- **Residential Cooperative and Retail Development (NY)**  
Market study and valuation for financing  
\$80 million project – East River, Long Island City, Queens, New York  
Client: The Zeckendorf Companies/M.O. Associates
- **Super-Regional Mall Expansion (NY)**  
Market and economic impact analysis  
2 million square-foot development - Rockland County, NY  
Client: Private Developer
- **Residential Redevelopment Project (NY)**  
Market study and due diligence  
\$10 million residential joint venture with Abyssinian Development Corporation  
Client: Fannie Mae/ACF
- **Pennsylvania Train Station Redevelopment (NY)**  
Financial advisory services for structuring  
\$485 million development of new train station in Manhattan  
Client: Pennsylvania Station Redevelopment Corp.

- **Economic and Strategic Analysis for Master Plans**  
 City of White Plains (NY)  
 Village of Hempstead (NY)  
 Hackensack Meadowlands Development Commission (NJ)  
 Orange County (NY)  
 South Trenton Waterfront (NJ)
- **Governor's Office of Policy and Planning (NJ)**  
 Economic analysis of the potential of developer impact-fee financing of infrastructure from all new project development along the New Jersey side of the Hudson River.
- **The Upper Manhattan Empowerment Zone (NYC)**  
 Analysis of financing structure of large retail/entertainment and light manufacturing projects in Central Harlem.
- **U.S. Department of Transportation (DC)**  
 Development and implementation of a minority and small business utilization plan for the \$2 billion Northeast Corridor Rail Improvement Project.
- **Allied Junction (NJ)**  
 Market study for mixed-use development project, intersecting NJ Transit and Amtrak lines in Hackensack Meadowlands.
- **Empire State Development Corporation (NY)**  
 Market, financial and strategic plan for the reuse of a 2 million square foot General Motors manufacturing plant along the Hudson River in Sleepy Hollow, New York
- **Economic Impact Analysis (NYC)**  
 \$800 million mixed use development of New York Coliseum - Manhattan, NY  
 Client: The Related Companies
- **RFP Structuring and Evaluation (NYC)**  
 Market Analysis, RFP preparation and developer solicitation for reuse of historic Park Avenue Armory  
 Client: Empire State Development Corp.
- **Economic Impact Analysis (NJ)**  
 Market, financial and economic study for 2 million square foot regional mall  
 Client: The Mills Corporation

### **Professional Interests**

- Columbia University - Adjunct Associate Professor in Master in Real Estate Development and Finance Program, 1988 to Present

- Frequent lecturer/speaker on real estate trends and economics
- Board member for the New 42<sup>nd</sup> Street Corporation, responsible for the development of the theaters and retail buildings on 42<sup>nd</sup> Street.
- Board member The Studio Museum in Harlem
- Board member The Harlem Community Development Corp.

### **Education**

- Princeton University - B.A.
- Columbia University - M.A.