

# SWIGER CONSULTING, INC.

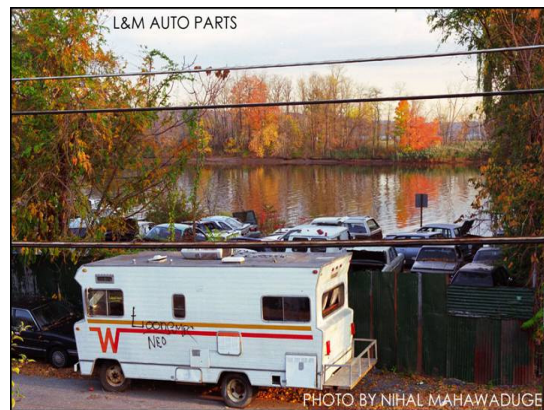
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## KINGSTON WATERFRONT DEVELOPMENT IMPLEMENTATION PLAN FINANCIAL ANALYSIS OF ALTERNATIVE DEVELOPMENT SCENARIOS

**Swiger Consulting** worked with a multi-disciplinary team to create a comprehensive plan to revitalize the waterfront of this Hudson River community. The town's waterfront had developed as an industrial area including oil storage and distribution facilities, metal working operations, auto and scrap metal recycling operations, and a sewage treatment facility. These uses, however, had created contaminated sites, and restricted public access to the scenic vistas of the Hudson River and the area's excellent docking opportunities for tour vessels and pleasure craft, even as the industries populating the area declined. The picture below shows part of the site, including one of the junkyards.

Working with planners, architects, and engineers, Dr. Ernest Swiger, AICP, assisted in the development of an implementation strategy that identified catalyst projects for this revitalization effort. He then prepared detailed financial analyses for three proposed alternative site use plans. These ranged from a straightforward development of mixed uses to a more involved redevelopment plan including a



hotel complex and extensive park/open space development. The financial analyses incorporated construction cost elements, market rate lease rates, and tax revenue implications.

Dr. Swiger also identified the types of firms and businesses that were economically viable for this mixed-use project, and supported the residential and community-oriented uses planned for the district. This included an analysis of the economic base of the subject area and the recommendation of new businesses for the waterfront area.

The project received an American Planning Association Regional Award. Redevelopment activity has begun in portions of the target area.