GOWANDA CORRECTIONAL FACILITY SITE REUSE PROJECT

TOWN OF COLLINS, NY

LaBella
Powered by partnership

TROPHY POINT
Construction Services & Consulting

BJH ADVISORS

Siracuse Engineers PC

NEW YORK STATE OF OPPORTUNITY
Empire State Development

• INTRODUCTION

In 2024, the LaBella-Associates-led consultant team ("project team") was contracted with the Empire State Development Corporation (ESD) to undertake a comprehensive reuse concept study for three underutilized State-owned properties located throughout upstate New York: the former Gowanda Correctional Facility in the Town of Collins; the Mohawk Valley Psychiatric Center in the City of Utica, and; the former West Seneca Developmental Center in the Town of West Seneca. The reuse of these properties, and others like them, aligns with New York State's vision for sustainable growth, economic revitalization, and community development.

The project team was engaged to coordinate a feasibility analysis that would (1) identify site opportunities and challenges based on existing site conditions and regulations, market conditions, and stakeholder input; (2) potential reuse concepts for each site; and (3) a blueprint to implementing the preferred site reuse scenario. The result of this process is a comprehensive report, one for each site, that outlines existing challenges, future opportunities, and best practices for moving forward with the redevelopment of the site.

• CONTENTS

EXECUTIVE SUMMARY

Beginning in December 2024, the project team engaged with ESD to begin the Gowanda Correctional Facility reuse study. This process started with a site visit and detailed evaluation of existing issues and opportunities, which included an analysis of land use and zoning regulations, the identification of historic, environmental, community, and cultural resources at and around the site, and a market analysis. The results of this effort were reviewed with stakeholders and informed the development of three potential redevelopment scenarios for the site. A preferred scenario was developed and refined with stakeholder input and advanced to a final feasibility review. The project team identified any local, State, or Federal regulatory approvals and the project's financial feasibility, based on estimated project costs and revenue, to identify any funding gaps and public financing needs to pursue the redevelopment opportunity.

Throughout each of these tasks, the project team engaged with community representatives and stakeholders to explain the purpose and goals of the project, identify community wants and needs, and select a preferred redevelopment scenario. The project team organized three rounds of virtual stakeholder meetings with public officials, government representatives, community groups, and other stakeholders, During calls, the stakeholders stressed the importance of bringing the site back into productive use and being in keeping with the community's rural, agricultural identity. This valuable insight and feedback informed the project team's technical analysis and subsequent redevelopment concepts.

The main findings from each project task are detailed on the following pages.

SITE DETAILS

Site Size: 68 acres (full site)
Location: South Road, Collins
Site Owners: New York State Department of Corrections and Community Supervision (DOCCS), and Office of Mental Health (OMH)
Existing Buildings: 26 vacant

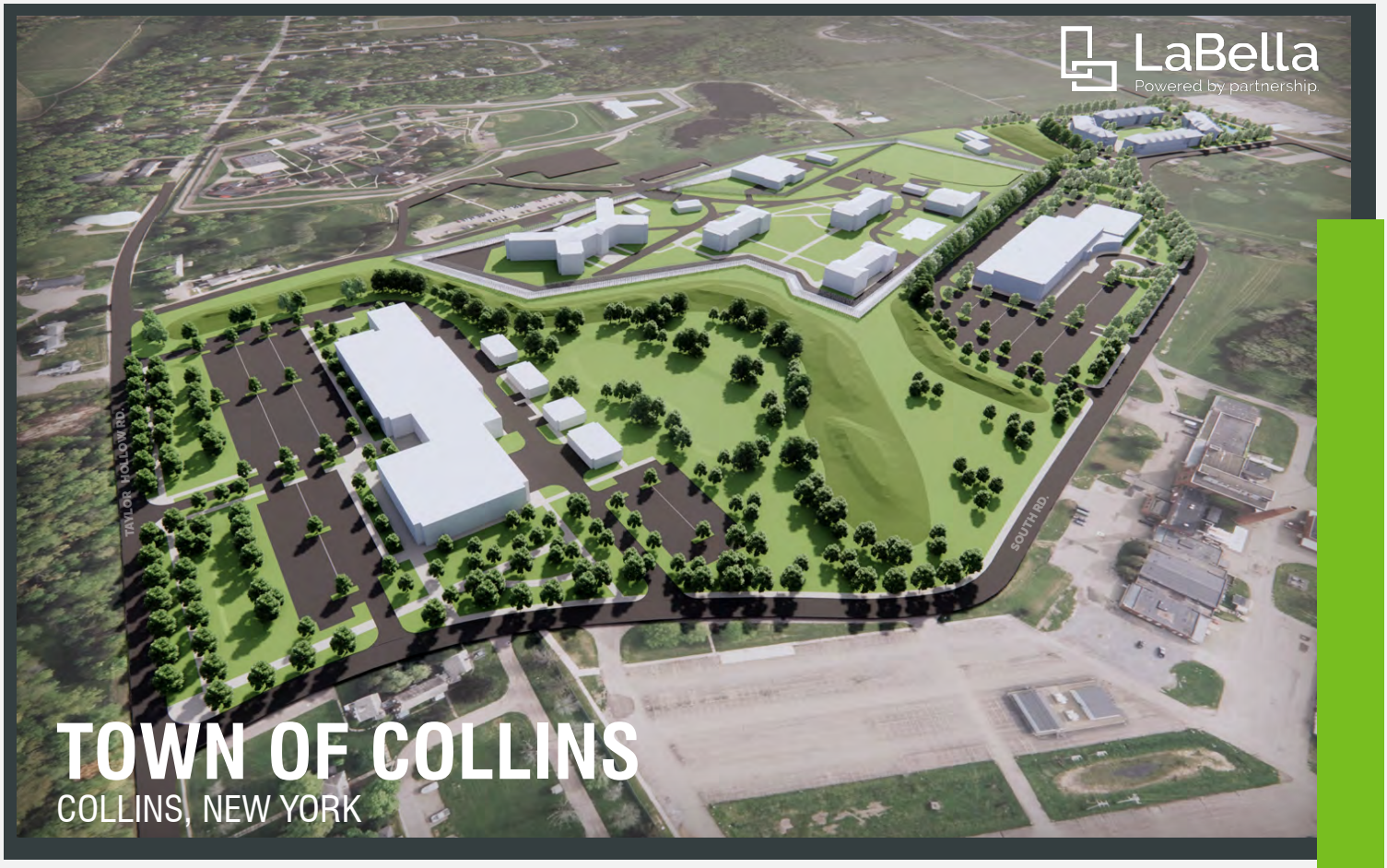
KEY ISSUES & OPPORTUNITIES

The Gowanda site presents a variety of challenges and opportunities for redevelopment. The project site is in the Town of Collins, New York, a very rural, agricultural community; the closest population center is the Village of Gowanda, about 2.3 miles to the south of the site. The site is bordered by Taylor Hollow Road to the west, Middle Road to the north, Route 62 to the east, and South Road to the south. The site stretches over 0.6 miles east-west and is irregularly shaped, which, along with its multiple roadway frontages, creates opportunities for multiple zones of activities or uses.

The Gowanda site is located next to the operational Collins Correctional Facility (Collins CF) and shared infrastructure with the facility. The continuing operation of Collins CF poses perceived and real challenges to redevelopment as any use will need to consider externalities from operations on the project site and vice versa. Similarly, the integrated infrastructure connections between the site and Collins CF present both benefits and challenges to the redevelopment of the site: the existing high-capacity infrastructure is unique for such a rural setting, but this existing infrastructure will require potentially complicated agreements with DOCCS for continued access and use.

From a regulatory standpoint, the current zoning of the site only supports low-density residential, agricultural, and specific institutional uses, and variances or a rezoning will be required to accommodate any development. Protected or endangered species noted near or on the site include the Bald Eagle and the Northern Long-Eared Bat, both of which will necessitate additional coordination with regulatory agencies. The site is also potentially archaeologically sensitive and contains eligible historic structures, triggering the need for additional coordination with the State Historic Preservation Office.

The results of the market analysis showed that the area's population is shrinking and aging, showing growth primarily in the population over 60 years old. These population trends have created a demand for more senior housing in the area. In terms of local area employment, most of the area's employment opportunities are in agriculture, the school system, or the local gravel company, and many residents travel to Buffalo for work due to the lack of local employment opportunities.



TOWN OF COLLINS

COLLINS, NEW YORK

REDEVELOPMENT OPPORTUNITIES

Three redevelopment scenarios were developed for the site, each focused on bringing manufacturing or agricultural support services to the area to support regional economic development and bolster the local tax base. Senior housing was also incorporated into reuse scenarios to meet local needs. Based on stakeholder feedback, a preferred scenario was selected and refined that includes three separate zones of uses across the 0.6-mile-long site. At the western edge of the site along Taylor Hollow Road, the scenario includes an approximately 116,000 square-foot meat processing facility. In the center of the site, the scenario includes a 40,000 square-foot cold storage space and a 20,000 to 25,000 square-foot vocational training center. Lastly, at the eastern edge of the site, fronting Route 62, the scenario includes 96 senior housing units. Buffering, with both berms and tree plantings, is also a key component of the concept, incorporated between each of the zones and along the border of the active Collins CF. Notably, each element of the preferred use scenario is described and planned as being implemented in phases to carefully reassess local area conditions and market demands between each phase of development.

FINANCIAL FEASIBILITY

The total cost of the meat processing facility is estimated to be $179.3 million; the estimated cost of the cold storage facility is $41.5 million; the estimated cost for the vocational training component is $32.2 million, and; the estimated cost for the first phase of the senior housing development is $22.2 million. including soft costs and accounting for inflation.

Based on the estimated revenue potential of the site, it is estimated that an average of $163.9 million of gap financing would be needed to support all elements of the development, which could come in the form of grants, loans, or tax incentives.

Due to the scale of the site and significant funding gap that would result from developing the full site all at once, a phased approach is recommended, beginning with developing the senior housing component at the eastern end of the site along Route 62. The funding gap for this project component is estimated at $5.6 million, which could be filled with a variety of funding sources, including the NYSHCR Senior Housing Program, Erie County IDA tax incentives, and ESD RUSH-NY funding.

THE SITE & SURROUNDING CONTEXT

SITE

The former Gowanda Correctional Facility consists of approximately 68 acres bordered by Taylor Hollow Road to the west, Middle Road to the north, Route 62 to the east, and South Road to the south. The site is unique in shape, extending over 0.6 miles east-west, with a larger area along Taylor Hollow Road, and a narrower tail extending to Route 62 to the east. The large, irregular shape of the site with its multiple roadway frontages is conducive to multiple zones or subdivided parcels with different uses.

The site originally operated as a medium-security prison and contains 26 buildings that were constructed solely for that use. These now-vacant buildings include dormitories, commercial kitchens, gymnasiums, and other purpose-driven buildings.

SURROUNDING CONTEXT

The Gowanda site is located next to the operational Collins Correctional Facility (Collins CF), just north of the site. Representatives from DOCCS noted that Collins CF is planned to be indefinitely operational, with no plans of closing in the future. The continuing operation of Collins CF poses perceived and real challenges to redevelopment, especially if the reuse of the Gowanda site creates externalities that impress upon Collins CF or vice versa.

The remainder of the surrounding area is very rural and agricultural; the closest population center is the Village of Gowanda, about 2.3 miles from the site. It was noted during stakeholder meetings that preserving the rural, agricultural character of the area is important to the community and should be prioritized when developing reuse scenarios for the Gowanda site.

Beyond the Town of Collins, supporting agriculture in Erie County is also a priority. The County is currently supporting the development of an agricultural research facility and a logistics center to meet demands for agricultural workers and support services as well as transportation of related goods and services. There are opportunities to support these planned projects without being duplicative.

KEY ISSUES & OPPORTUNITIES

The Gowanda site poses unique challenges and opportunities from a regulatory, market, and built context that informed the site reuse strategy. A detailed site challenges memo and market analysis are included in the Appendix, with a summary of key issues and opportunities provided below.

Zoning

The current zoning of the Gowanda site is Residential-Agricultural (R-A), which allows for low-density residential, agricultural, and specific institutional uses. Further, the site's location in the Wellhead Protection Overlay District introduces restrictions on permitted uses and activities to safeguard groundwater. The site's zoning prevents the development of multi-family and multi-use projects, and the required setbacks and height restrictions limit the design flexibility needed for redevelopment, absent zoning variances or a rezoning. Additionally, the Town of Collins' Zoning Code does not include provisions for Planned Development Districts (PDDs) that would allow for greater flexibility in design and development.

Infrastructure

The Gowanda site shares a sewer and water system with the neighboring Collins CF. Though the water system at the project site has been disconnected with Collins CF, the pre-existing infrastructure that supported this system remains in place. To enable any redevelopment of the site, this water infrastructure would need to be separated and moved to its own system. The sewer system at the Gowanda site remains connected to Collins CF and will need to be separated to allow for reuse.

The existing Collins CF complex domestic hot water and steam heat is fed through a tunnel system that runs through the site under Buildings 66 and 61. Any future development needs to maintain this section of tunnel system as active, not to be disturbed.

National Grid serves the area with a 4.8-kilovolt (kV), 3-phase feeder, but also has a dedicated, higher capacity 34.5 kV line that serves Gowanda and Collins CF. National Grid is looking to phase out all the 5-kV and below distribution. The significantly higher capacity of the dedicated line that serves Gowanda and Collins CF is a unique asset for a site in such a rural setting and opportunities to connect any future development on the site to this infrastructure should be explored.

Structural

Overall, the buildings on the project site were deemed to be in good condition, with limited concerns about potential issues with frames, roofs, and floors in buildings that were inaccessible. The lateral stability of the buildings was identified as a potential limiting factor to site reuse, mostly due to the age of the structures that no longer meet building code requirements. Although most of the buildings on the site are in reasonable condition and could possibly be rehabilitated, their design and layout pose challenges for rehabilitation and would likely require major internal reconstruction if any of the buildings were to be repurposed.

Environmental

A Phase 1 Environmental Site Assessment (ESA) was prepared for the site in 2021, which did not show any major contamination issues on the site. Suspect hazardous materials, including asbestos-containing materials (ACM), lead-based paint (LBP), and PCBs were observed during the site visit and are likely present in any building constructed prior to 1980.

Other environmental considerations on the site were identified through a review of Federal and State databases and wetland remote sensing. The remote sensing showed no wetlands on the site, though there are federally regulated wetlands and a protected stream south of the site, as well as a federally regulated pond to the northeast of the site. It is strongly recommended that an on-site wetland and stream delineation be conducted prior to development to confirm that no wetlands are present.

The NYS Department of Environmental Conservation (DEC) Environmental Resource Mapper indicates that the site might contain a DEC-listed plant species and is within a Bald Eagle buffer area, which can impose restrictions on construction and development. While the location of the Bald Eagle's nest is not publicly available, based on the Environmental Resource Mapper, it appears to be approximately 0.9 miles from the site. The U.S. Fish and Wildlife Services (USFWS) also listed the Northern Long-Eared Bat as potentially present on the site, which could impact tree clearing or construction timing. Any new development would require close coordination with DEC and USFWS.

Historic & Archaeological Resource Sensitivity

Buildings 32, 61, and 65/66/67 are eligible for the National Register of Historic Places (NRHP) but have not yet been listed. Impacts to these eligible buildings, including demolition or alteration, would require additional consultation and review by the New York State Office of Parks, Recreation, and Historic Preservation (OPRHP). The entire project site is within an archaeological buffer zone, and there are two previously recorded archaeological sites located immediately adjacent to the southwest and northwest corner of the site's boundaries. This site is also within half a mile of a State-designated burial zone, which could impact digging activity and require additional surveying.

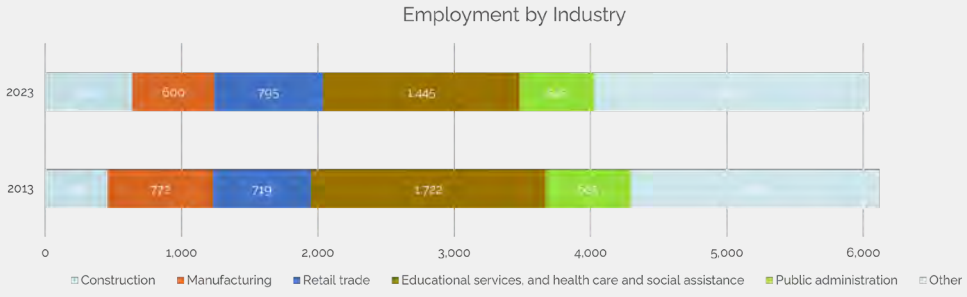
Storage and garage facilities on the eastern edge of the site.

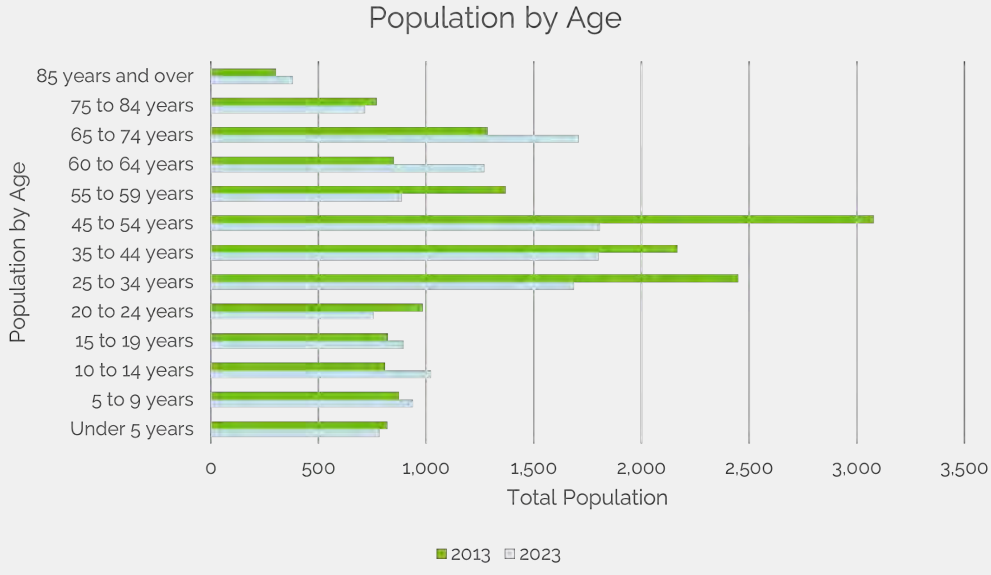
Market Analysis

Demographically, the study area's population decreased by 1,927 people between 2013 and 2023, primarily due to a decline in residents aged 20 to 59, though there has been an increase in residents aged 60 and older. As of 2023, median household income in the area was $80,090 and had not kept place with inflation, indicative of the higher number of lower- or fixed-income residents in the area.

Most of the study area's population lived in one-unit, detached homes and are homeowners, with both homeowners and renters experiencing increased housing cost burdens from 2013 to 2023. It was noted that senior housing and affordable housing are major issues in the Town of Collins.

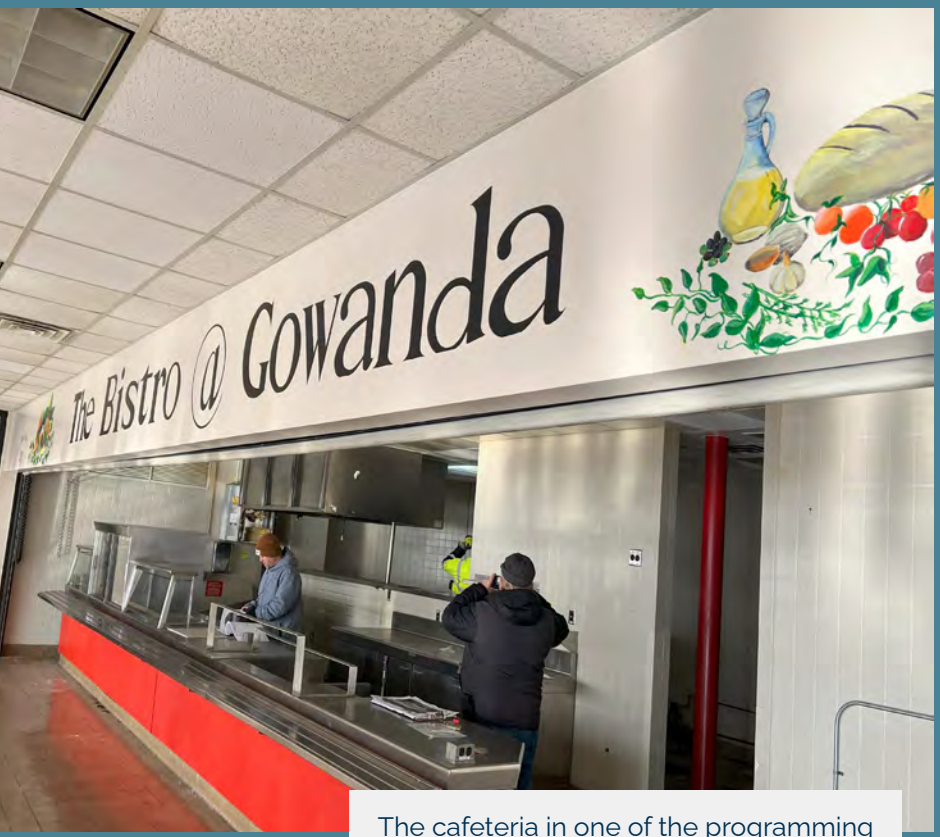
Employment opportunities in the area are mainly in agriculture, the school system, and the local gravel company, and many residents travel to Buffalo for work due to lack of local area job opportunities. Based on stakeholder calls and the market analysis, the study area around the Gowanda site shows a clear need for agricultural support services such as meat processing, cold storage, washing and packing, and delivery and distribution facilities, particularly for small- to medium-sized producers.





The front portion of the site, looking west.

A hallway in one of the dormitory buildings.



The cafeteria in one of the programming buildings on the site.

A dormitory building on the central portion of the site.

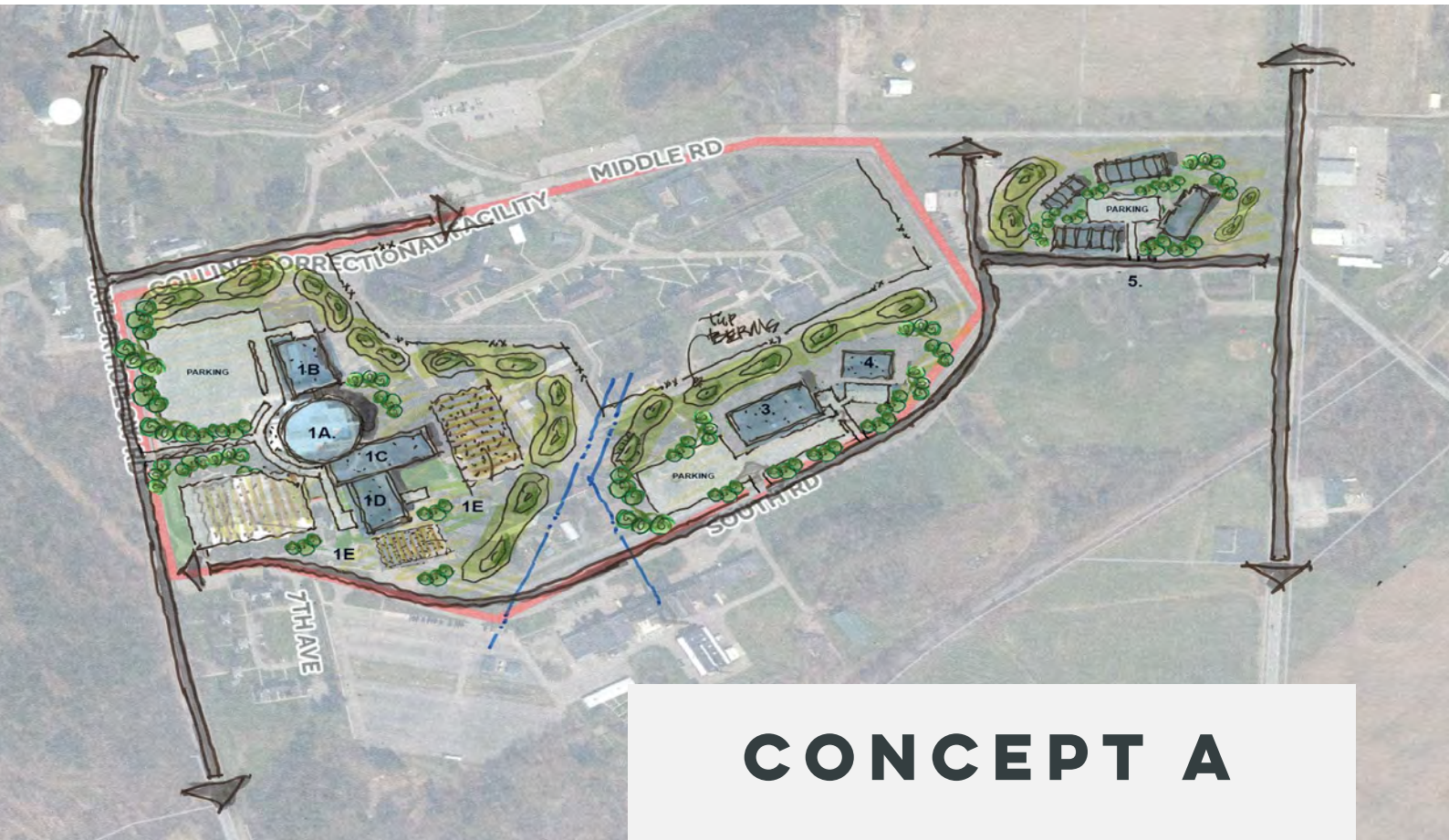
EVALUATING OPPORTUNITIES

SITE PROGRAM DEVELOPMENT

Three redevelopment scenarios were developed for the site based on the above site issues and opportunities analysis. The purpose was to show the project team and stakeholders reuse opportunities of varying densities while accounting for existing limitations, such as infrastructure conditions. Each concept built on the opportunities provided by the 68-acre site's 0.6-mile length and unusual shape to create zones, or potential future separate parcels, with different uses accessible from four roadways that surround the site. Notably, the unique site shape provided an opportunity to include housing on the far eastern edge of the site in all three scenarios, with commercial and industrial uses on the western section of the site. All three scenarios also included substantial buffering around the development zones, serving as a barrier between uses and between the site and neighboring Collins CF.

Concept A

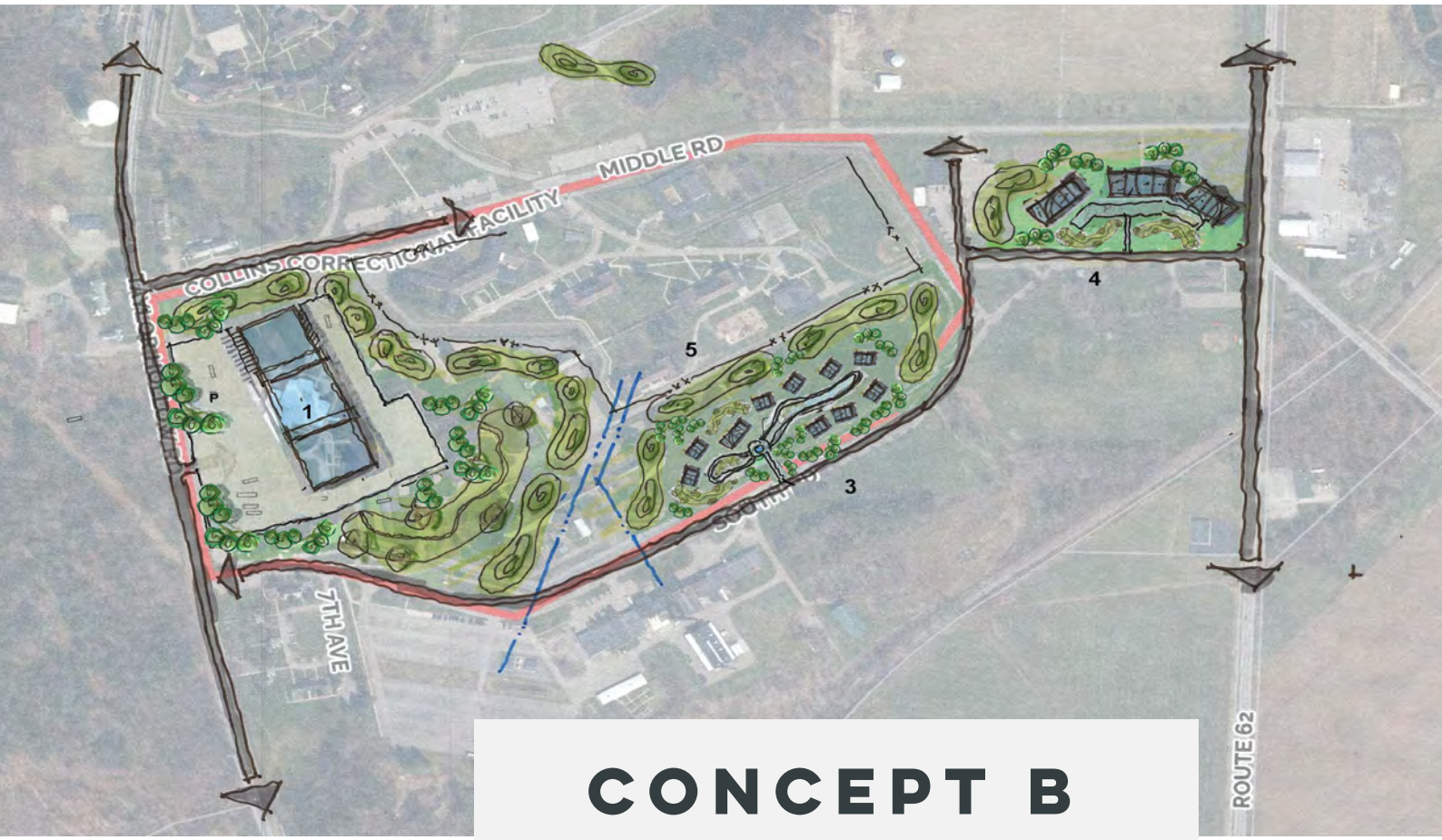
Concept A built on the agricultural character of the Town and resultant market opportunities and included an agricultural research center, meat processing facility, and vocational training facility in the western and southern sections of the site. At the eastern end of the site, fronting Route 62, Concept A included 100 units of senior housing.



CONCEPT A

Concept B

Concept B showed plans for a logistics facility and associated office space at the eastern end of the site. This concept also included more senior housing units: 27 independent living detached units with a community building in the center of the site and 112 assisted living units on the eastern edge of the property.



CONCEPT B

Concept C

Concept C incorporated a data center in the program, a potential use that was mentioned during stakeholder calls and noted to potentially be a good fit for the area given its rural location and pre-existing utility connections. This concept also included commercial lease space/cold storage and a meat packing facility in the center of the site. The eastern site included 72 independent living senior housing units in this concept.

CONCEPT C

STAKEHOLDER FEEDBACK

The three redevelopment scenarios were reviewed with the stakeholder group, which indicated their preferences for the agricultural and senior housing uses shown in Concept A. The group was particularly interested in the meat processing and vocational training components, which were clear County-wide needs. Notably, a meat processing company has been actively looking for a location in Erie County to construct a 100,000-SF meat processing facility; exploring the feasibility of a larger facility that would fit this demand was suggested. However, the group raised concerns about the location of the meat processing facility in the central portion of the site and suggested it be located at the far western end of the site to increase the distance between this use and the senior housing component to a half-mile. The group also suggested that the research component was potentially duplicative with other ongoing County efforts and recommended exploring alternate agricultural related uses. Some stakeholders did note concerns about the local area market demand for senior housing, especially at the proposed scale of 100 units, and suggested scaling back or phasing this

ADVANCING THE PREFERRED SCENARIO

PROGRAM OVERVIEW

The preferred concept was refined to relocate the meat processing component to the western edge of the site and expand the use to meet the larger facility demand. To complement this use, cold storage and vocational training were incorporated. The senior housing portion of the site was reduced slightly, and each element of the site was described in a phased approach to development. Each parcel on the site is shown with 16- to 18-foot green berms or evergreen tree buffers between the new development and Collins CF, and between each different use planned for the site.

MEAT PROCESSING

A meat processing facility is a specialized operation that is designed to handle the slaughter, butchering, and packaging of meat from livestock and poultry. The livestock and poultry that are kept on-site are enclosed within the facility, limiting externalities like noise and smells. These facilities play a crucial role in supporting local farms and meeting the growing demand for locally-sourced meat products.

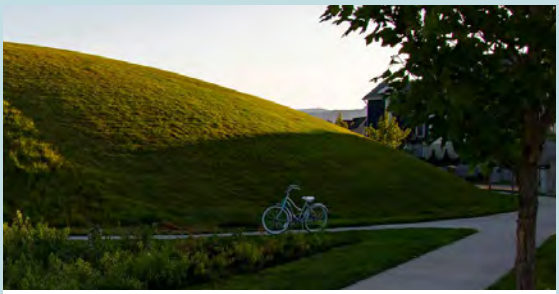
Non-Residential

The non-residential portion of the site includes two different parcels, one in the center of the site and one at the western end, the furthest from the proposed residential development. The western end of the site ("Parcel A") is the largest (29.4 acres) and includes a 116,000 square-foot meat processing facility, including a rendering plant, effluent treatment plant, boiler building, and transport building. The estimated parking demand for the facility is 470 parking spaces. This area of the site also includes a stormwater management field with vegetated swales and bioretention areas.

The central portion of the site, "Parcel A" at 13.7 acres, includes a 40,000 square-foot cold storage facility, with the potential to expand this facility to 60,000 square feet in a later stage of development and if the market permits. This part of the site also shows a 20,000 to 25,000 square foot vocational training facility and 340 associated parking spaces.

Residential

The easternmost "Parcel C" includes the construction of 96 senior housing units across four buildings on 9.4 acres. The units are envisioned in two phases, beginning with 48 units split between two buildings, each with 24 1,300-SF units, and one with a 2,200-SF interior amenity space and indoor pool. The estimated parking demand for this initial phase would be 63 spaces. The additional 48 senior housing units would be constructed in the second phase across two buildings (each with 24 1,300-SF units) alongside two initial buildings, with 63 additional surface parking spaces.



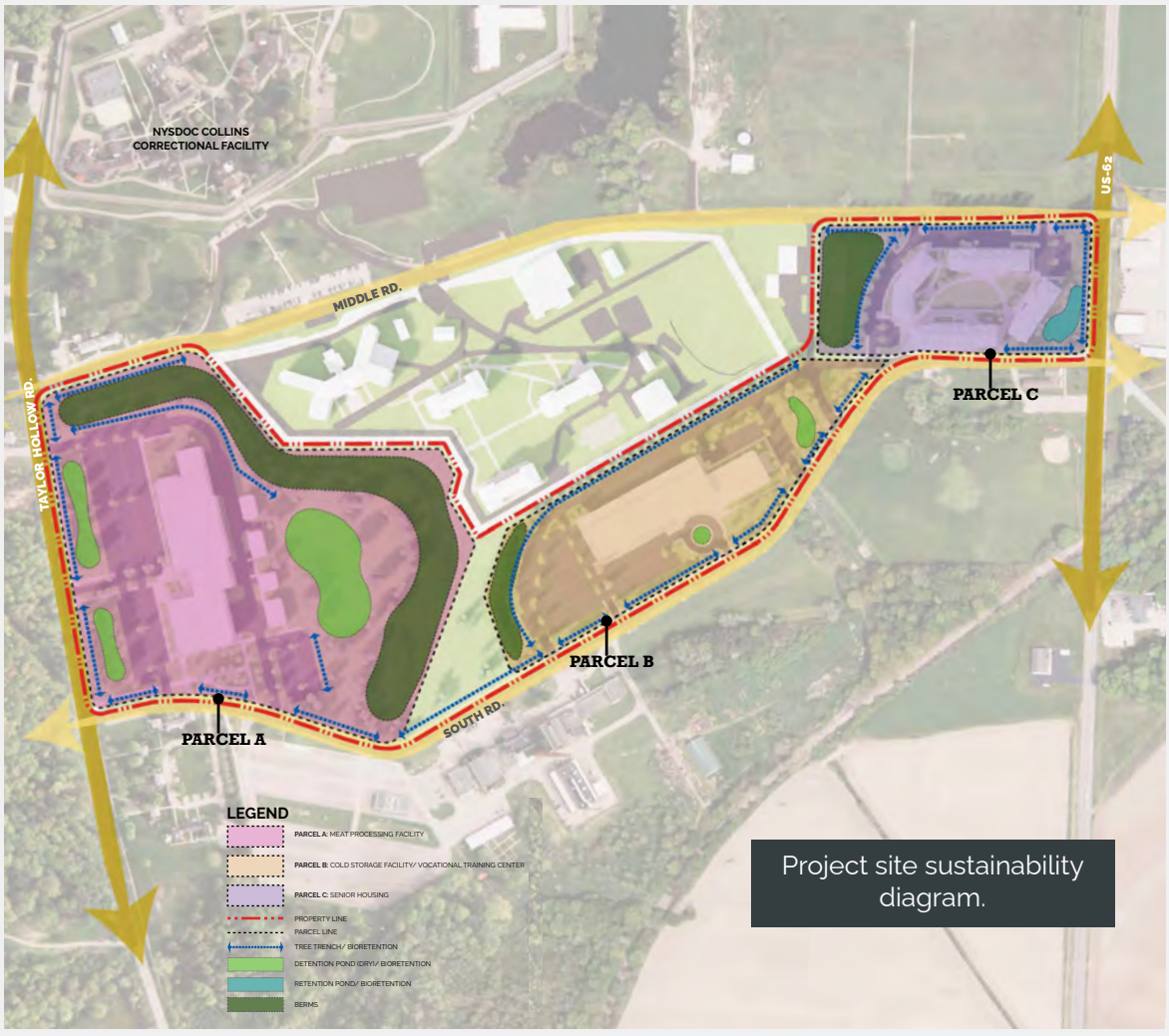
REFERENCE IMAGES

AERIAL FROM SE

SUSTAINABLE BUILDING STRATEGIES

Sustainability should be an important and integral part of project design and development. Sustainability goals have evolved from buildings and building systems to the landscape. A renewed focus has been placed on sustainable site design, and stormwater control design is at the forefront of sustainability measures. With the increasing intensity of storms and increasing impervious area due to continued development, stormwater control is now more important than ever to prevent flooding, protect our waterways, recharge our groundwater supply, and protect and provide habitat for native species.

The diagram provided illustrates general locations and types of facilities that may be used for stormwater management on the site. It is a starting point for further design studies; final determination of type, location, and extent of these features shall be made by a licensed professional as part of the site development design. A master site to individual site implementation strategy may be used based on development construction phasing, existing and proposed conditions, and funding. The diagram highlights the use of tree trenches, detention ponds, a retention pond, and berms. These components act as conveyance and treatment systems, and are designed to capture, hold, and treat runoff. All these systems mimic the natural flow of water across the landscape, helping prevent flooding, protecting waterways, recharging groundwater supply, and providing habitat for native species.



Project site sustainability diagram.

PREPARING THE SITE FOR REDEVELOPMENT

The first step to preparing the site for redevelopment will be preparing a demolition plan for buildings on the site. This will include coordinating with DEC and USFWS to minimize and avoid potential impacts to Bald Eagle and other endangered species potentially present on the site. Additional sampling and testing for hazardous materials will also need to be completed for all site buildings, followed by abatement. Coordination with NYS OPRHP should also be initiated prior to any demolition, as the site is archaeologically sensitive and there are NRHP-eligible buildings on the site.

The separation from Collins CF sewer and utility connections will be a vital part of the initial phase of redevelopment for this site. This process will need to include the Town of Collins, DOCCS, OMH, and National Grid, and will likely be time-intensive since the two facilities' systems are so intertwined. The existing water and sewer lines that run through the site serving the neighboring Collins CF will need to be relocated so that they are outside of the proposed future building footprints. Site preparation will also include abandonments and manhole rim adjustments, subject to final development/grading. Sewer and water capacity at the site, once established, should be tested to ensure the volume of flow required for the meat processing facility can be met. In addition, as the fiber optic cable originates from a Gowanda building slated for demolition, new fiber optic service cable will need to refeed the Collins CF buildings. Several Collins CF buildings will need power refed from the main Collins CF switchgear. The future site developer should work with National Grid to extend their existing 34.5-kilovolt feeder circuit that currently and solely serves the Collins CF site. New overhead fiber optic cables will need to be extended on nearby utility poles.

AGENCY APPROVALS AND COORDINATION

Coordination with the following agencies will be required to develop the project:

- **Department of Corrections and Community Supervision & Office of Mental Health**: Site disposition and infrastructure agreements.
- **Department of Environmental Conservation**: Species coordination due to the potential presence of listed plant species and Bald Eagles located within a mile of the site, and SWPP approval.
- **U.S. Fish and Wildlife Service**: Species coordination due to the potential presence of the Northern Long-Eared Bat,
- **State Historic Preservation Office:** Coordination due to the site's archaeological sensitivity and eligible historic structures. Phase 1A archaeological assessment should be submitted to SHPO via the Cultural Resource Information System (CRIS) along with the plans to initiate review.
- **Town of Collins:** Coordination and approvals for utility connections and potential rezoning.
- **Erie County:** 239-m referral.
- **NYS Department of Transportation:** Highway work permit.
- **Planning Board:** Subdivision approval and special permits.
- **Zoning Board of Appeals**: Area variance.

ZONING APPROVALS

The development will require several zoning approvals, including a special permit and variances and/or a rezoning. While agricultural uses are permitted in the R-A District, the meat processing, cold storage, and vocational training components of the site may need additional interpretation to determine whether the Town considers these to be agricultural uses. Additionally, due to the site's location in the Wellhead Protection Overlay District #1, runoff and water contamination prevention plans will be required, and a special permit will be needed for the site no matter the uses that are pursued.

The density of residential uses envisioned on the site are also not compliant with existing zoning regulations. If residential units are placed on the eastern portion of the site, several zoning variances will be required, including a height variance to allow for three stories, side/rear yard setbacks, and others. It is recommended that the residential portion of the site be completely rezoned to allow for the proposed multi-family housing development. Another option is that the Town could create a Planned Development District (PDD) for that parcel to enable greater flexibility for the senior housing development.

Any changes to existing zoning regulations and the approval of future development on the site will require coordination with the Town of Collins Planning Board and Zoning Board of Appeals.

FINANCIAL FEASIBILITY ANALYSIS

Given the unique uses and likelihood that the Gowanda reuse would be undertaken by multiple developers, separate financial feasibility analyses were prepared - one for the meat processing facility, one for the cold storage facility, one for the vocational training center, and one for the senior housing component.

Cost estimates account for site preparation, development, and soft costs and were made based on site reuse concepts and building areas. The provided cost estimates are a reasonable opinion of cost, not a prediction of the contractor's bid. Market conditions and other factors can cause actual costs to vary. The total cost of the meat processing facility is estimated to be $179.3 million; the estimated cost of the cold storage facility is $41.5 million; the estimated cost for the vocational training component is $32.2 million, and; the estimated cost for the first phase of the senior housing development is $22.2 million.

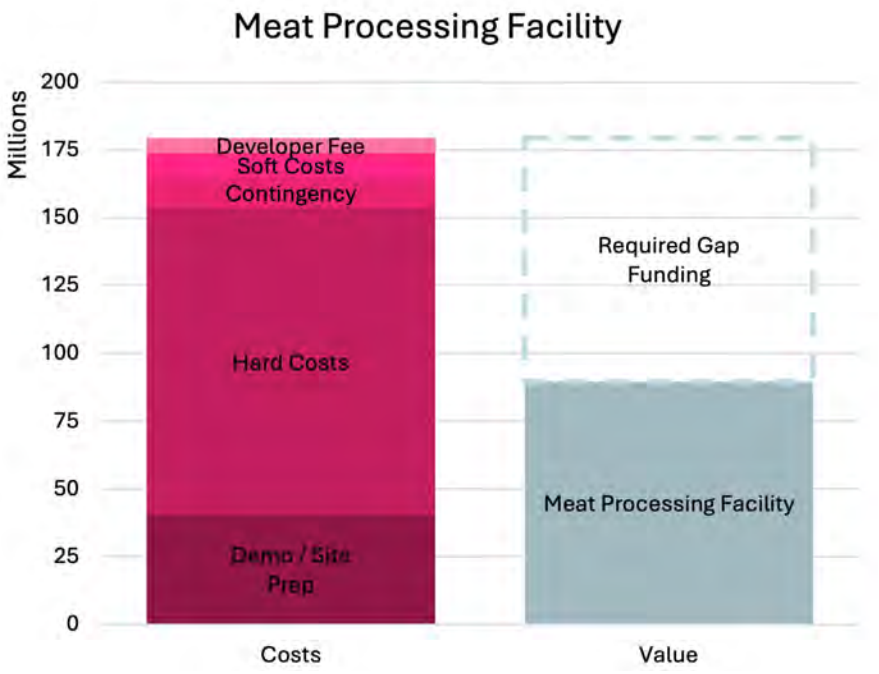
Category	Size	Assumptions
Meat Processing Facility	116,000 SF	Processing ~22,000 animals/year, $930/head 50 employees $975 PSF in construction costs
Cold Storage Facility	40,000 SF	$7.80 PSF in rent $575 PSF in construction costs
Vocational Training Center	25,000 SF	$0 PSF in rent $750 PSF in construction costs
Senior Housing (Phase 1)	48 units	$1,760 per unit in rent $975 PSF in construction costs
General Assumptions: 8% soft costs 10% contingency 5% developer fee		

Meat Processing

The total estimated cost to develop the meat processing facility is $179.3 million with a total project value of $89.7 million. The $89.6 million funding gap is driven by high construction costs. Potential funding sources to fill this funding cap include:

- NYS Excelsior Jobs Program and Meat Processing Expansion Grant Program
- Erie County IDA tax incentives
- USDA Meat and Poultry Processing Expansion Program
- NYSDOS Consolidated Funding Application (and other State discretionary funding)

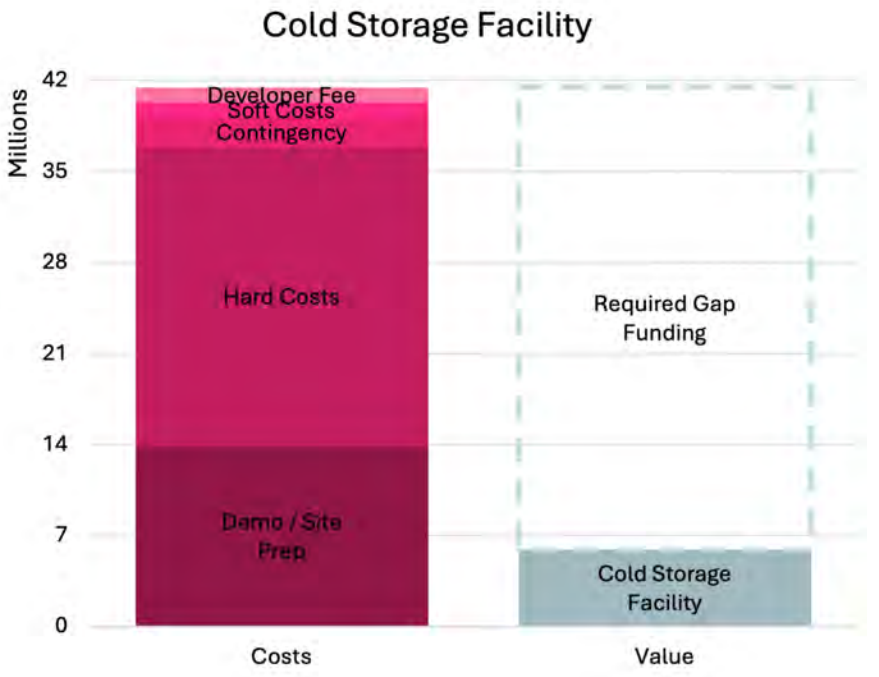
If meat processing does not develop into a feasible use, raw land sales in the area range from $4,200/acre to upwards of $40,000/acre.



Cold Storage Facility

The total estimated cost to develop the cold storage facility is $41.5 million with a total project value of $5.9 million. The $36.5 million funding gap is driven by high demolition and site prep costs and high costs of developing refrigerated space. Potential funding sources to fill this funding cap include:

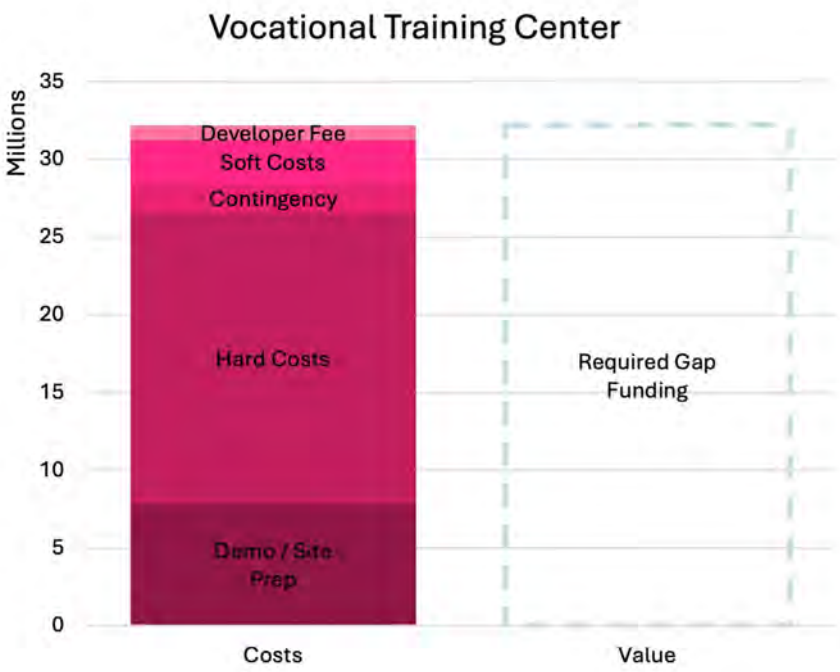
- NYS Department of Agriculture and Markets Cold Storage Equipment Grant Program & Resilient Food Systems Infrastructure (RFSI) Program
- USDA Farm Storage Facility Loan (FSFL) Program
- NYS Excelsior Job Program & NYSDOS Consolidated Funding Application (and other State discretionary funding)
- Erie County IDA tax incentives



Vocational Training Center

The total estimated cost to develop the vocational training center is $32.2 million with a total project value of $0. The $32.2 million funding gap is driven by the lack of value generation, large facility size, and high demolition and site prep costs. Potential funding sources to fill this funding cap include:

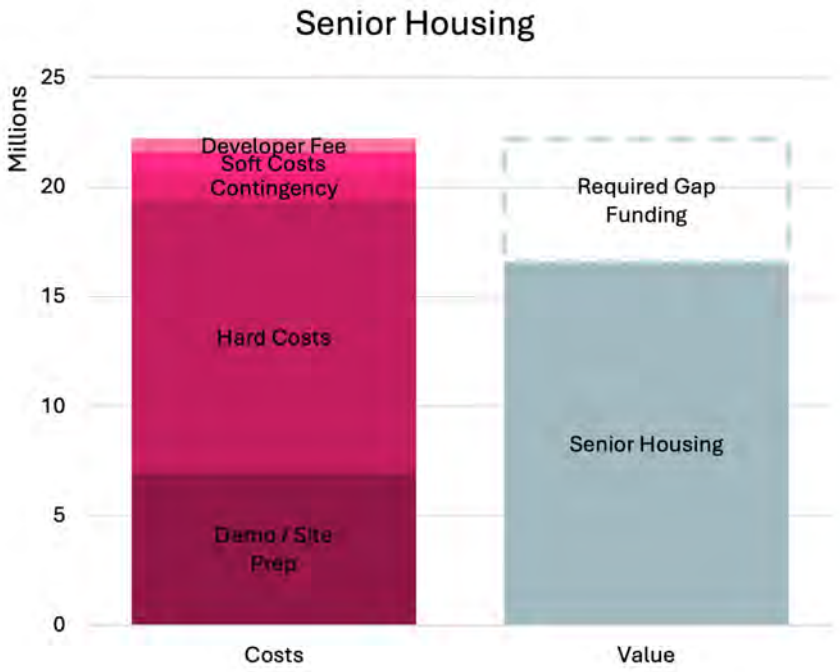
- NYSDOS Consolidated Funding Application (and other State discretionary funding)
- USDA Workforce Development
- NYS ESD Workforce Development Capital Grant Program



Senior Housing

The total estimated cost to develop the senior housing is $22.2 million with a total project value of $16.6. The $5.6 million funding gap is driven by the high demolition and site prep costs. Potential funding sources to fill this funding cap include:

- NYSHCR Senior Housing Program
- LIHTC of NYS SLIHC - Senior Housing Program
- Erie County IDA tax incentives
- Senior Housing Pilot
- State of New York Mortgage Agency Mortgage Insurance Fund
- NYS ESD RUSH-NY Funding



NEXT STEPS

Due to the scale of the site and significant funding gap that would result from developing the full site all at once, a phased approach is recommended, beginning with developing the senior housing component at the eastern end of the site along Route 62. ESD should continue to work with Erie County and other stakeholders on the meat processing and agricultural reuse concepts and continue to refine the vocational training opportunities and identify operators to support the long term redevelopment vision for the site.

APPENDIX