WEST SENECA DEVELOPMENTAL CENTER REUSE PROJECT

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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.

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EXECUTIVE SUMMARY

Beginning in December 2024, the project team engaged with ESD to begin the West Seneca Developmental Center 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. Specifically, the project team organized three separate virtual stakeholder meetings with public officials, government representatives, community groups, and other stakeholders. The excitement about seeing the site being advanced to the next phase of redevelopment was clear during the calls, with many stakeholders having worked for years to advance a vision for the site. Notably, the University of Buffalo's School of Architecture and Planning completed a visioning study for a clean energy community at the former West Seneca Developmental Center site in 2023. The plan was developed in coordination with the 142nd Assembly District, the Town of West Seneca, and the West Seneca Chamber of Commerce. This plan served as a source of inspiration for local stakeholders and for the project team, displaying the opportunity of the site and what it could become.

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

SITE DETAILS

Site Size: 267 acres
Location: 1200 East & West Road, West Seneca
Site Owner: New York State Office of People With Developmental Disabilities (OPWDD)
Existing Buildings: 38 buildings on-site, 31 of which are vacant

KEY ISSUES & OPPORTUNITIES

The West Seneca site has been a subject of local debate and concern for many years as residents have observed the continual decline of vacant buildings on the property that have become an eyesore and encouraged break-ins and vandalism. There is strong local support for the redevelopment of the site, with multiple levels of interest from local government officials, the State-level government officials, and community non-profits. This baseline of support for the project will be important in pushing it over the finish line.

The scale of the site - at 267 acres - presents a unique opportunity to create a meaningful impact in addressing the community and region's growing housing demand. The site's location presents both opportunities and challenges for redevelopment. From a traffic perspective, the only vehicle access to the site is on East and West Road, a low-volume, two-lane road that runs between the site and the lower-density residential uses to the south. Additionally, the West Seneca site is bordered by the Cazenovia Creek and wildlife protection area to the north and public parks to the east and west. These natural and recreational resources provide opportunities for outdoor recreation and connection to surrounding parks and greenspace.

The larger site, though, is not without constraints and challenges. The demolition activities and costs for the project will be extensive. The site currently contains more than 30 buildings that are in various states of disrepair, most of which will need to be abated and demolished prior to any redevelopment activities. Redevelopment of the site will also need to consider the site's environmental sensitivity, including several significant wetlands and streams, as well as archaeological sensitivity, and the multiple zoning districts that are mapped across the parcel. All of these issues are likely to present regulatory review and permitting hurdles.

Another challenge on the site is its continued use by OPWDD. The buildings that are still in use on the site take up 309,305 square feet and house 395 employees, 340 of which are in Building 16, which is in the center of the project area. OPWDD is reviewing potential consolidation opportunities that would create a more compact footprint for buildings that will remain in use. Any development on the remainder of the site must ensure that it is compatible with OPWDD's continued use of a portion of the site.

REDEVELOPMENT OPPORTUNITIES

Three redevelopment scenarios were developed for the site, each with a range of housing, varying densities, and supporting commercial and community uses. Based on stakeholder feedback, a preferred scenario was refined that would include 310 housing units, 3,000 square feet of retail space, 1,500 square feet of community/cultural space, and recreational uses.

FINANCIAL FEASIBILITY

The estimated total cost to prepare the site for redevelopment and to construct the preferred scenario is $332.9 million, including soft costs and accounting for inflation. This estimate includes constructing the much-needed housing and all of the open space and other non-income generating amenity space. Based on the estimated revenue potential of the site, it is estimated that $162.7 million of gap financing would be needed to support the development, which could come in the form of grants, loans, or tax incentives. Even removing the costs of the non-income generating open space and other amenities, the project would require substantial funding to advance redevelopment, given the high site preparation costs.

Based on the scale of the project, a master developer may complete development in phases, potentially parceling out phases to other developers working in different housing typologies (single-family subdivisions, rental townhomes, ownership model townhomes, etc.). For purposes of this analysis, a first phase development comprising 93 units on 52 acres was also evaluated. This first phase approach shows a substantially smaller funding gap ($12.4 million), which is largely attributed to the high costs of preparing the site for new development. Funding focused on this phase, including remediation, abatement demolition, and infrastructure will be critical to any redevelopment on the site moving forward.

THE SITE & SURROUNDING CONTEXT

SITE

The project site consists of a 267-acre portion of the 442-acre former West Seneca Developmental Center in West Seneca, NY. The project site is bordered to the north by the Cazenovia Creek and wildlife conservation area, to the east by Sunshine Park and open green space, to the south by East and West Road, and to the West by Firemen's Park.

The site is one of the largest parcels in the Town. The site contains a series of internal roadways that connect the more than 30 buildings located on the site, which include a mix of vacant and occupied structures. The buildings that are still in use on the site take up 309,305 square feet and house 395 employees, 340 of which are in Building 16, which is in the center of the site. Many of the remaining vacant buildings on the property have turned into eyesores in the community, and stakeholders are invested in seeing the site transformed into something that benefits the area.

The site was the subject of a 2023 visioning study prepared by students at the University of Buffalo's School of Architecture and Planning. The plan, which was developed in coordination with the 142nd Assembly District, the Town of West Seneca, and the West Seneca Chamber of Commerce, envisioned the site redeveloped as a clean energy community. This plan served as a source of inspiration for local stakeholders and for the project team, displaying the opportunity of the site and what it could become.

SURROUNDING CONTEXT

The project site is located in the southeast section of the Town of West Seneca and is surrounded by low-density residential, recreation, and open space. Directly adjacent to the site are two local parks: Sunshine Park (to the east) and Firemen's Park (to the west). To the south of the site, across East and West Road, are largely low-density residential uses. It was important to stakeholders that any redevelopment of the site build on and be compatible with this surrounding context.

KEY ISSUES & OPPORTUNITIES

The West Seneca 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

A key challenge for this site is its split zoning: on the western portion of the site, approximately two-thirds of the site is zoned R-60A while the eastern third of the site is zoned R-90. R-90 allows for low-density, minimally intensive uses, while R-60A permits a broader range of uses, which tends to better accommodate redevelopment. However, the prescriptive land uses in both districts limit redevelopment options.

Infrastructure

The West Seneca site is served by public water and sanitary systems. Current water service is provided via connection to the Erie County Water Authority water system located to the south along East and West Road, and current sanitary sewer service is provided via a connection to West Seneca sewer located along the west side of the site. While, based on information provided by the Erie County Water Authority, existing pressure and capacity is anticipated to be available to meet any future development's water needs, there are concerns about the sewer system's downstream capacity to serve future redevelopment. Within the site, the old piping system and tunnels have been abandoned and are covered with asbestos and insulation. These tunnels will be obstacles in development of the site and will require remediation if disturbed. Reuse of the existing private lateral system may not be possible due to the age, condition, and layout of existing utilities. Within the buildings, the HVAC and plumbing systems in the abandoned buildings are in poor condition, while systems in the occupied buildings are generally in fair condition, although many components of the systems are nearing the end of their useful life.

Electric service for the site is provided by New York State Gas & Electric (NYSEG). All the on-site electrical equipment is original and is past its useful life, and the existing emergency diesel generators located at the old central plant have been decommissioned and are no longer in use. Depending on new development or reuse of any existing buildings, new electric utilities should be provided by NYSEG.

Structural

Many of the abandoned buildings on the site are in poor condition and have experienced significant water infiltration, mold growth, break-ins, and vandalism. The remainder of the buildings on the site are in reasonable condition and could be rehabilitated if deemed useful for the purposes of redevelopment.

Environmental

A Phase 1 Environmental Site Assessment (ESA) was prepared for the site, which showed that the site has potential historic environmental issues, including coal dumping, underground storage tank removals, and vehicle maintenance and transformers on the site. Hazardous materials, including asbestos containing materials (ACM), lead-based paint (LBP), and PCBs were also observed in site buildings and are anticipated in most buildings given the age of the structures. Further environmental assessment (a Phase II ESA), building abatement, and potentially a site remediation plan, will likely be needed prior to the site being redeveloped.

Other environmental considerations on the site were identified through a review of Federal and State databases and wetland remote sensing. The U.S. Fish and Wildlife Service listed the Northern Long-Eared Bat as a potential endangered species present on the site. There is also a wildlife management area on the northeastern edge of the site. Based on a desktop scan, there are several significant wetlands and streams that run through the site. The site is also in an "Urban Area" (as defined by DEC), which presents new regulatory criteria for DEC and could present additional permitting hurdles. An on-site wetland and stream delineation will need to be conducted prior to development.

Archaeological and Cultural Resource Sensitivity

While there are no eligible or listed historic structures on the site, it is potential archaeologically sensitive: the entire southern area and the north-central portion of the project area is within a New York State Museum Site. These sites are generally flagged for potential archaeological sensitivity and could contain artifacts or other historic resources. In addition, all but the northeastern corner of the project area is within an archaeological buffer zone as identified by the NYS Office of Parks, Recreation, and Historic Preservation (OPRHP), and additional coordination with NYS OPRHP will be required prior to any redevelopment. West Seneca also has a Local Preservation Law that protects Museum Site and requires extensive review.

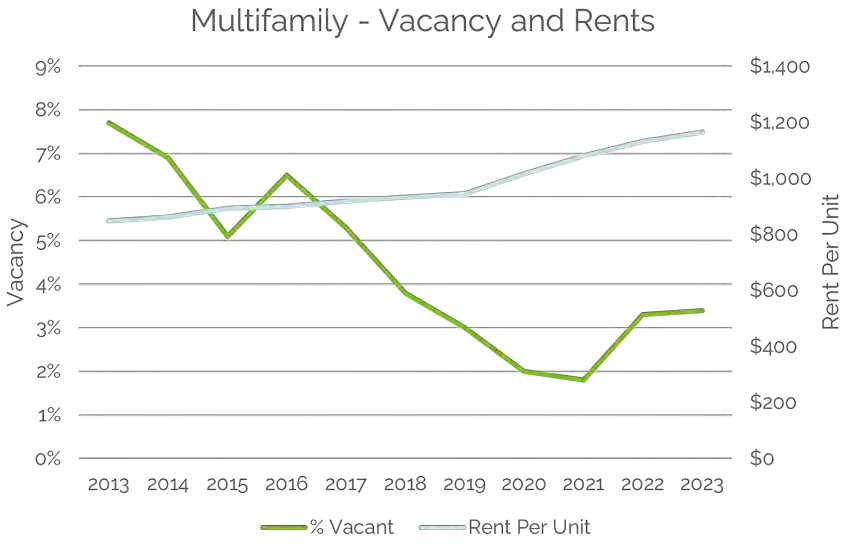
Vacant residential building on the site.

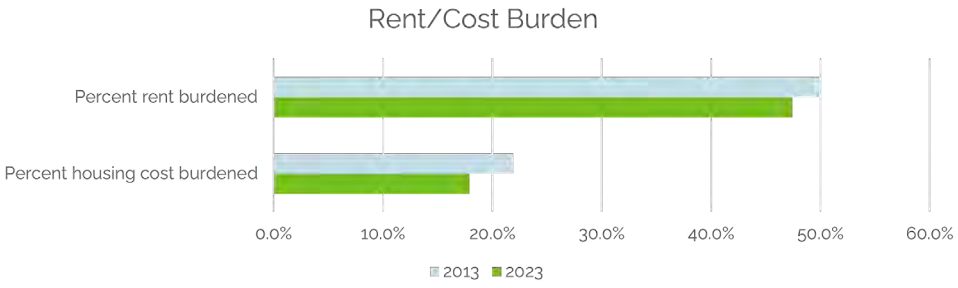
Market Analysis

West Seneca and other southeast Buffalo suburbs are part of the growing, higher-income areas of the Buffalo Metro Area. Notably, the population of the surrounding area is increasing and getting younger; the median age declined from 42.8 years to 41.9 years in 2023, and the 25 to 34 and 35 to 44 age brackets both saw increases over the same period. With 57 percent of the area's housing stock comprised of single-unit detached homes and nearly two-thirds of occupied units being owner-occupied, there are potentially opportunities to provide accessible starter homes for the young professional population that has been growing in West Seneca.

Coupled with this growing population, West Seneca has been seeing an increase in housing supply, with over 550 net new units added over the past ten years. Despite this fact, rents have continued to rise, while vacancy rates have continued to decline, indicating that demand for new housing remains strong. In fact, if West Seneca's population continues to grow as it has in the past decade, nearly 2,200 households could be added to the area by 2033, and many of these may be households with young families and older adults who are interested in living in rental units.

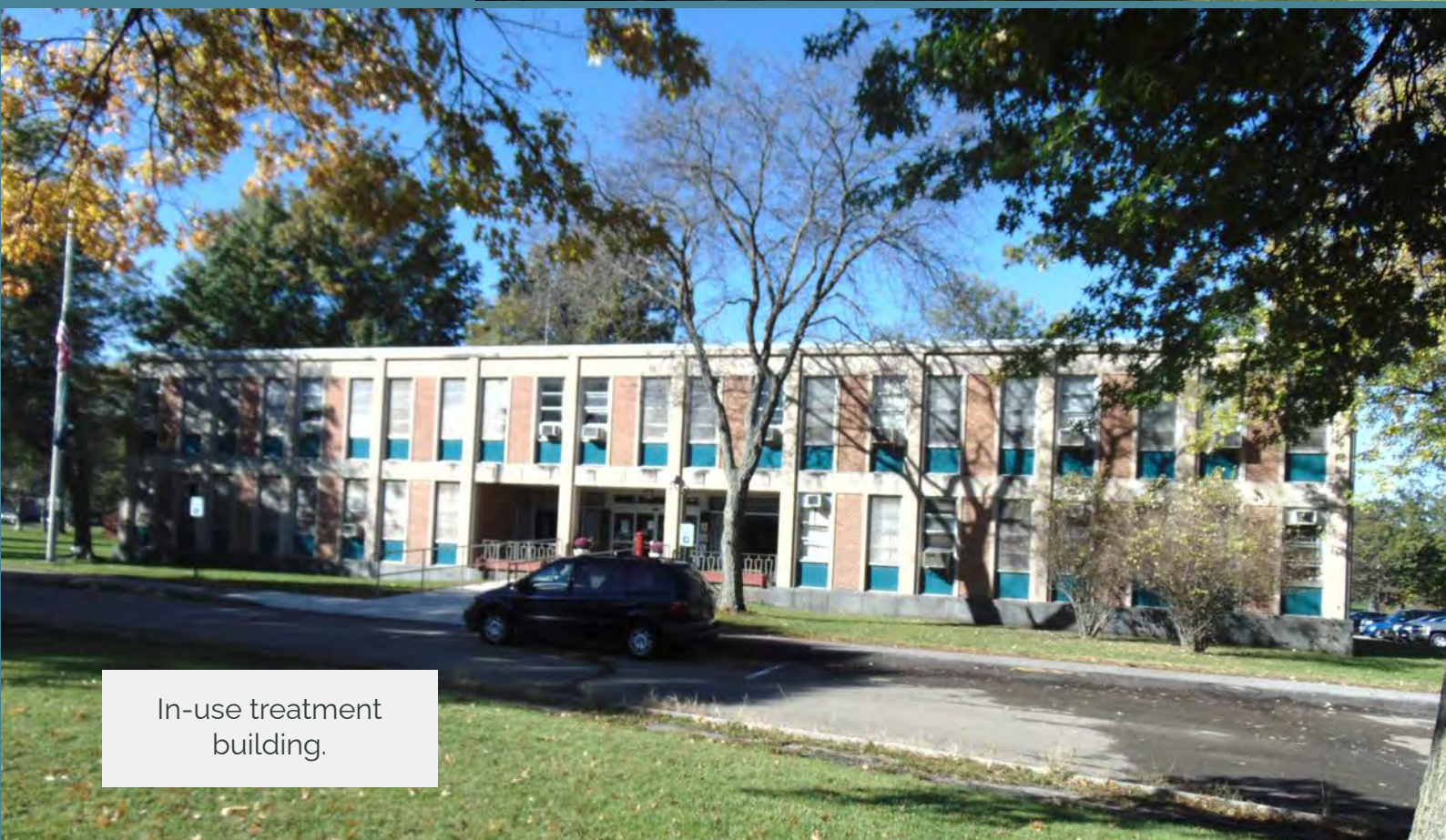
In terms of non-residential trends, the retail inventory in the area grew steadily but moderately from 2013 to 2023, the office inventory stayed relatively constant over that period, and the industrial inventory experience marked growth since 2016 (over two million net new SF). Despite the substantial supply of retail in the area, much of West Seneca's retail is located in standalone big-box stores and strip malls. The town lacks a retail area with a Main Street Feel.





Exterior of a storage building.

Vacant residential building.



In-use treatment building.

EVALUATING OPPORTUNITIES

SITE PROGRAM DEVELOPMENT

Three redevelopment scenarios were developed for the site based on the above site issues and opportunities analysis. The purpose of these concepts was to show the project team and stakeholders what is possible on the site while accounting for existing limitations, such as infrastructure conditions, community preferences, and regulatory stipulations.

All concepts include 100-foot buffers around existing wetlands (as identified through remote sensing) to the greatest extent possible, to minimize impacts. Each concept also includes connections to surrounding offices into the southwest corner of the site along East and West Road, both to ensure the offices have adequate street frontage and to preserve access to the new development.

Concept A

The first site reuse concept was developed in response to stakeholders' requests for housing in a walkable village layout. It includes a mix of single-family homes, townhomes, and consolidated office space for OPWDD. The concept also includes space for an outdoor public amphitheater and sports fields. A central design element of this concept was the "green spine" connecting the southern part of the site to the north with rain gardens, walking paths, and other vegetative buffers.

Use Description	Square Footage
Residential	**893,800**
• *Single-family homes (120-150)*	
• *Townhomes (100)*	
Total (Non-Parking)	**893,800**
Parking Spaces	**1,511**
• *Structured Parking*	*1,271*
• *Surface Parking*	*240*

Concept B

The second concept included a wider range of housing typologies as opposed to just single-family homes and townhomes, and was the highest-density design. It also included a town center area with organized greenspace surrounded by retail and commercial spaces. This concept did not include recreational spaces or fields, and opted to lean into the neighborhood-serving retail elements with more office and commercial space.

Use Description	Square Footage
Residential	**1,200,460**
• *Single-family homes (72)*	
• *Townhomes (60)*	
• *Apartments (959)*	
Retail	**100,000**
Total (Non-Parking)	**1,300,460**
Parking Spaces	**1,511**
• *Structured Parking*	*1,271*
• *Surface Parking*	*240*

Concept C

The final concept slightly reduced the density of residential units, but still included a range of housing typologies. The town center element from Concept B was preserved with more office, commercial, and retail space at the center of the site. Recreational fields were added to the western part of the site, while housing was pushed to the outer edges of the project area.

Use Description	Square Footage
Residential	**1,037,960**
• *Single-family homes (30)*	
• *Townhomes (46)*	
• *Apartments (830)*	
Retail	**85,000**
Total (Non-Parking)	**1,122,960**
Parking Spaces	**1,329**
• *Structured Parking*	*1,329*
• *Surface Parking*	*NA*

STAKEHOLDER FEEDBACK

The three redevelopment scenarios were reviewed with the stakeholder groups. Overall, stakeholders were supportive of all three designs and liked the preservation of greenspace, town center feel, and connection to surrounding areas. Stakeholders noted a preference for single-family and townhome style housing at varying income levels, specifically mentioning starter homes for first-time homebuyers. There was also some discussion about the level of traffic that a higher-density design would create in the area, as shown in Concepts B and C. After discussion, it was agreed that Concept A would be advanced, with expanded neighborhood commercial space next to the amphitheater and additional connectivity to surrounding parks and neighborhoods.

ADVANCING THE PREFERRED SCENARIO

PROGRAM OVERVIEW

The concept that was selected by stakeholders to advance was Concept A, with some minor revisions, including additional neighborhood commercial space and walking/biking paths to connect the site to nearby recreational assets. In total, the refined Concept A includes 310 market-rate residential units (a mix of single-family homes and townhomes), outdoor and indoor community space, commercial retail space, and over 20 acres of outdoor recreational space.

Residential

The concept includes 170 single-family, two-story homes and 140 two- and three-story townhomes. The single-family homes and townhomes would range from 1,600 SF to 2,000 SF and would each include a garage and backyard. Based on zoning regulations, 340 parking spaces would be required for the single-family homes and an additional 280 parking spaces would be required for the townhomes, leading to a combined need for 610 parking spaces.

Non-Residential

The preferred concept includes four zones with non-residential uses. At the southeastern border of the site, the concept includes 30,000 square feet of commercial retail space, a 2,400 square-foot community amphitheater with associated storage and overhead canopy, and 1,500 square feet of community/cultural amenity space. This location, adjacent to Sunshine Park, East and West Road, and the existing residential neighborhood to the south, would serve existing and future area residents and visitors to these community resources. At the northern end of the site, the concept includes 2,400 square feet of community/cultural leasable space and a 35-acre outdoor tot lot and pool.

In the southwestern section of the site, the concept includes an approximately 17-acre potential active greenspace that could accommodate up to four outdoor multipurpose sports fields, or other community uses, such as outdoor ice rinks or dog parks. Stakeholders mentioned on several calls that an outdoor ice rink would not only meet the needs of skaters, hockey players and the like, but would make the site feel more like a neighborhood.

Directly to the west, the concept plan includes additional space for OPWDD, should it be needed to support their consolidation. This area could accommodate an additional 240,000 square feet of social services and OPWDD offices, should it be needed to meet their future needs. It should be noted that much of this non-residential space, including notably the open space and community/cultural space, would not be income generating uses, but were priorities identified by stakeholders that would be an asset to both current and future West Seneca residents. As noted in the funding gap analysis, for purposes of this report, the impacts of removing these components on the project's financial feasibility were also evaluated.

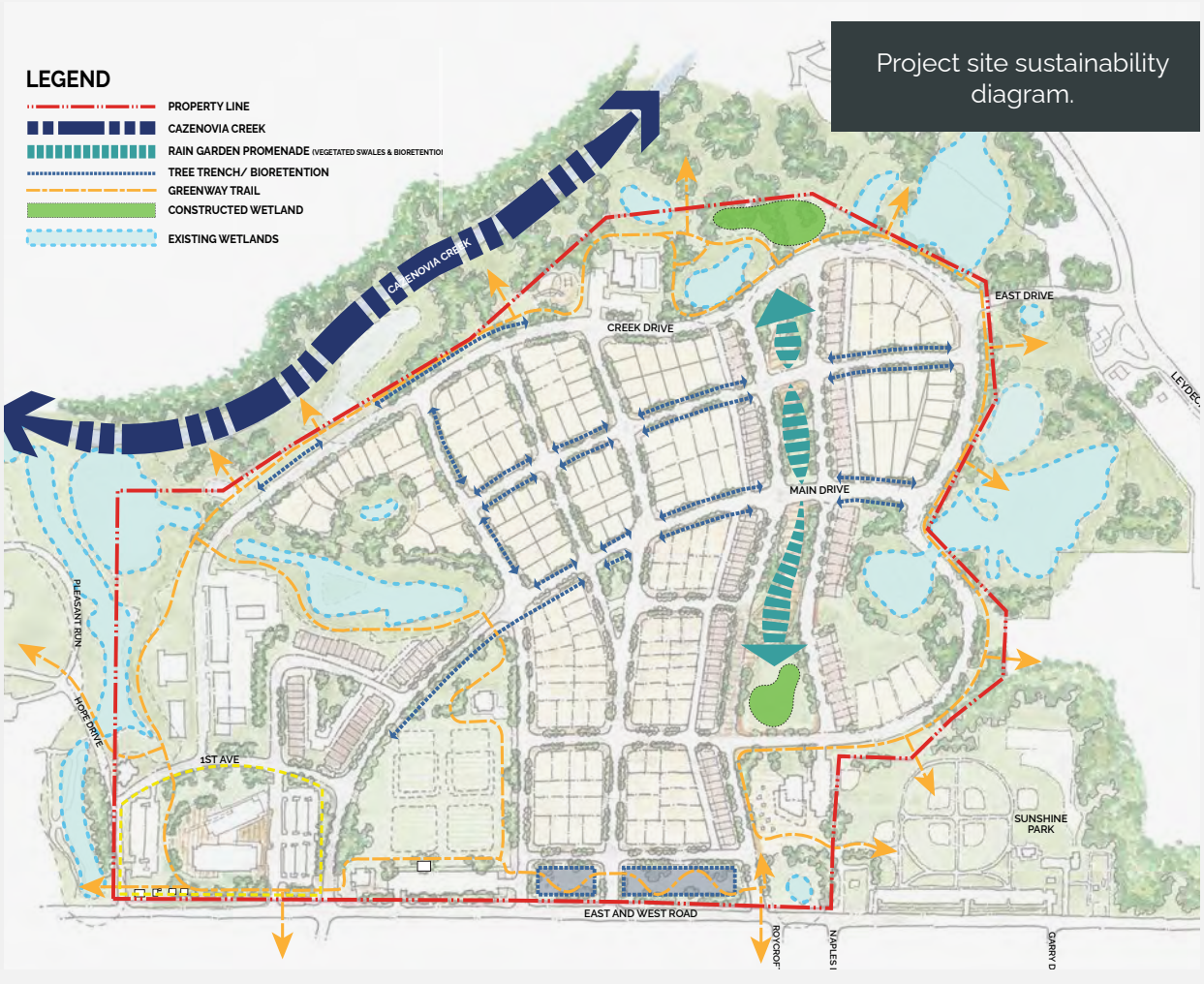

CAZENOVIA CREEK
CREEK DRIVE
EAST DRIVE
LEYDECKER ROAD
MAIN DRIVE
PARKSIDE RUN
1ST AVE
SUNSHINE PARK
EAST AND WEST ROAD
BOYCROFT DRIVE
ORPREY DRIVE


NEIGHBORHOOD PERSPECTIVE VIEW

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 primary components envisioned for the site include a rain garden promenade that would run through the central spine of the site and include vegetated swales and bioretention areas. These vegetated swales, along with the smaller bioretention cells, and tree trenches are commonly found along streets where they act as conveyance and treatment systems. Constructed wetlands and larger bioretention cells, such as those shown along the central spine, are commonly placed at low points and are designed to capture, hold, and treat larger amounts of runoff. All these systems mimic the natural flow of water across the landscape, helping to prevent flooding, protecting our waterways, recharging groundwater supply, and providing habitat for native species.



Project site sustainability diagram.

PREPARING THE SITE FOR REDEVELOPMENT

The first step in preparing the site for redevelopment will be the demolition of all vacant buildings on the site outside of the proposed OPWDD consolidation area. This will include abating all buildings with hazardous material concerns prior to demolition. As part of the site demolition, all existing on-site utility systems would need to be removed and new infrastructure - including water, sewer, electrical, and telecommunication - would need to be installed to support the future redevelopment. As this work would involve substantial in-ground disturbance, coordination with NYS OPRHP should also be initiated prior to any demolition given the site's archaeologically sensitive nature. A Phase II environmental investigation and remediation, if needed, should also be completed prior to any ground disturbance. Lastly, wetland identification - through on-site wetland delineation - will need to be completed in coordination with DEC to ensure the appropriate permits are acquired.

ZONING APPROVALS

The preferred concept is anticipated to require a rezoning due to its split zoning and limitations on the proposed density of development and mix of uses. The West Seneca Board of Zoning Appeals will need to provide either an area variance or facilitate the rezoning of the entire site to allow for redevelopment. The Town Planning Board will also need to coordinate any needed subdivision on the site.

COST ESTIMATES

Cost estimates were developed for the preferred concept, accounting for site preparation, development, and soft costs. These estimates 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. Excluding the cost that could potentially be associated with OPWDD's consolidation and associated space needs, the total project cost is **$332.9 million.**

AGENCY APPROVALS AND COORDINATION

Additional coordination with the following agencies will be required to develop the project:

- **Office of People With Developmental Disabilities**: Site disposition
- **Department of Environmental Conservation**: Wetland delineation review and wetland impact determination under new (2025) DEC regulations; potential remediation coordination and SWPP approval
- **U.S. Fish and Wildlife Service**: Species coordination and potential tree clearing plan due to potential presence of the Northern Long-Eared Bat
- **State Historic Preservation Office**: Coordination due to the site's archaeological sensitivity and NYS Museum Site status. 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 West Seneca**: Coordination and approvals for utility connections and rezoning
- **Planning Board:** Subdivision approval
- **Zoning Board of Appeals**: Potential area variance

FUNDING GAP

Given the scale and complexity of the site, three approaches were used to evaluate the financial feasibility of the preferred scenario: (1) the full program outlined in the preceding section; (2) removing the open space and other non-income generating amenity space; and (3) a phased scenario consisting of 93 housing units.

Looking at the full preferred scenario, as outlined above, the estimated total project value is $181.5 million, resulting in a $146.5 million funding gap, which is driven by significant demolition and site preparation costs ($96.4 million), higher construction costs related to uncertainty, and other local development environment characteristics.

Given the above funding gap, a second scenario was evaluated that would remove the amphitheater, community/ cultural space, and residential amenity building with outdoor space. In this scenario, the total project costs would reduce, while maintaining the same project value. As a result, the total funding gap would be reduced to $114.3 million.

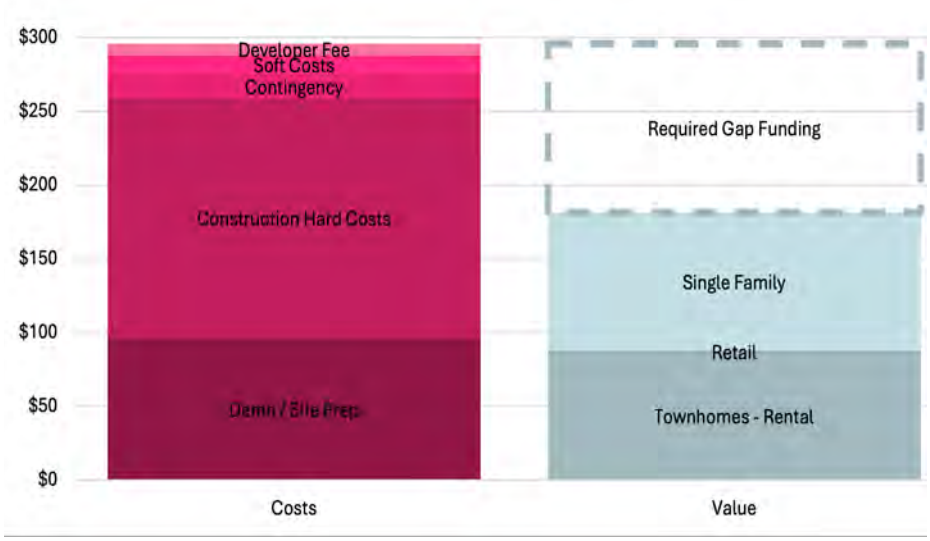
Lastly, given the extent of the proposed redevelopment plan and the size of the West Seneca site, a phased approach to development was evaluated. This approach could be taken to generate initial project income that could then be used to add the community identified amenity and open spaces in a later phase. Additionally, a phased approach would allow OPWDD to continue the use of their existing occupied buildings on the site, providing additional time for OPWDD to advance any future consolidation plans.

Phase 1 encompasses the development of 59 single-family homes and 34 townhomes. Phase 1 of the West Seneca site redevelopment is projected to cost approximately $73.1 million. The estimated project value is $60.7 million, producing a $12.4 million funding gap (+/- 10%). In Phase 1, although the site prep costs are substantially reduced, they are still the main contributor to the gap in funding. Funding focused on this phase, including remediation, abatement demolition, and infrastructure will be critical to any redevelopment on the site moving forward.

TOTAL SITE REDEVELOPMENT COST ESTIMATES

Category	Site Program	Assumptions
Townhomes	140 Units	$275 PSF construction cost $3,150 rent
Single-Family Homes	170 Units	$300 PSF construction cost $543,000 sale price
Retail	3,000 SF	$350 PSF construction cost $10.48 PSF rent
Amphitheater	2,400 SF	$375 PSF construction cost $0 rent
Community/Cultural Space	1,500 SF	$330 PSF construction cost $0 rent
Residential Amenity Building w/ Outdoor Space	2,400 SF	$450 PSF construction cost $0 Rent
General Assumptions • 8 % soft costs • 10% contingency • 5% developer fee		

SITE REDEVELOPMENT COST ESTIMATES



LOCAL DEVELOPMENT CONTEXT

Nearby, single-family housing and townhomes are a product currently being produced in the West Seneca area, indicating financial feasibility for the proposed site reuse concept. However, developers with an interest in redeveloping the site may have secured more favorable pricing in other areas of the Town several years ago, which could limit potential interest in the site.

FUNDING STRATEGY

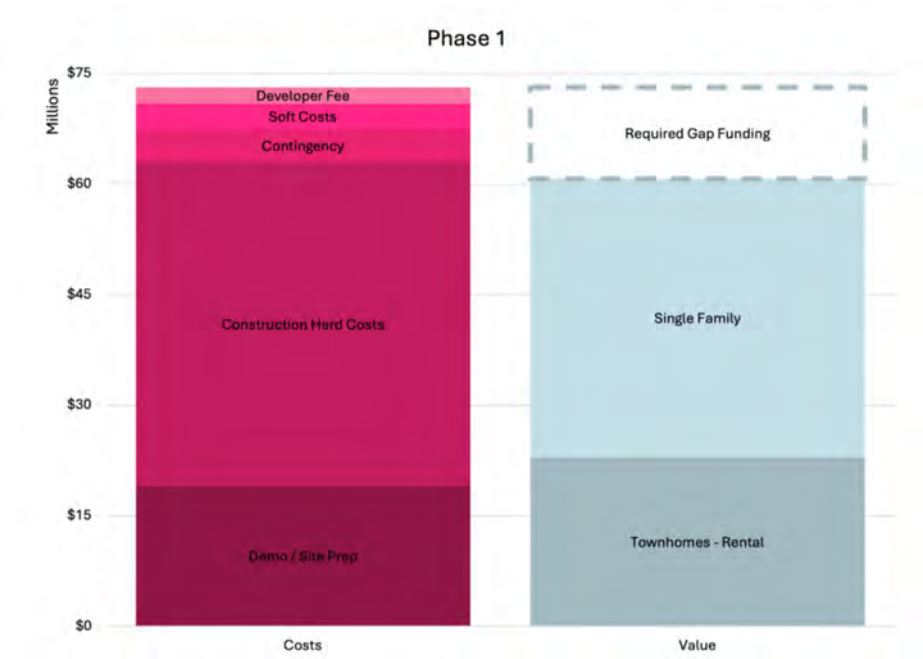
As noted in the preceding section, it is recommended that the funding strategy for the West Seneca site be mainly focused on predevelopment and site preparation costs. Funding sources for these activities could include:

- NYS ESD RUSH-NY Funding
- NYS ESD Restore New York Communities Initiative (Restore NY). May be applicable for public open space components of the site.
- NYS Department of Environmental Conservation Brownfield Cleanup Program (BCP) Tax Credits. Credits cover up to 50% of qualified remediation expenses and up to 24% of qualified construction costs post-remediation.
- NYS DOS Brownfield Opportunity Area Program (BOA)
- NYS HCR Community Development Block Grant (CDBG). Particularly through use of Vacant Property Clearance Program (VPCP).
- U.S. EPA Brownfields Grant

PHASE 1 REDEVELOPMENT COST ESTIMATES

Category	Phase 1 Site Program	Assumptions
Townhomes	39 Units	$275 PSF construction cost $3,150 rent
Single-Family Homes	54 Units	$300 PSF construction cost $543,000 sale price
General Assumptions • 8 % soft costs • 10% contingency • 5% developer fee		

PHASE 1 SITE REDEVELOPMENT FUNDING GAP



NEXT STEPS

Based on developer interviews, a master developer may acquire the site and complete the buildout of the entire site in phases, parceling out areas to other developers working with different construction typologies (e.g. single-family subdivisions, rental townhomes, ownership townhomes, etc.). For this scale of redevelopment, phasing will likely be necessary to reduce the projected funding gap and prevent the over-saturation of the local market.

Immediate next steps include determining if the site should be split into multiple RFPs or bid out in its entirety; continuing to coordinating with OPWDD on their consolidation efforts; and prioritizing funding opportunities that will reduce up front site preparation and building demolition costs.

APPENDIX