



Willard Drug Treatment Center Highest & Best Use Study

Prepared by:



Prepared for:



November 2023

Executive Summary

The Seneca County Industrial Development Agency (SENIDA) engaged MRB Group, along with subconsultants EDR, Bero Architecture, and HRP Associates (the “consulting team”), to develop Highest and Best Use Study, or Reuse Study, for the Willard Drug Treatment Center campus (“Willard DTC” or “Campus”) to determine the potential for reuse of the existing buildings and infrastructure, and to identify the most viable opportunities for the site’s redevelopment. The intention of this study is to allow the community to make an informed decision about the path forward for the Willard Campus in regard to ownership, planning, and a vision for its reuse.

Willard DTC is located in Seneca County, straddling the Towns of Ovid and Romulus and adjacent to the Hamlet of Willard. This Campus has a long, complex history. The first building was constructed as a state agricultural college that was only open from 1857 to 1860. The campus was repurposed and reopened as the Willard Asylum for the Chronic Insane in 1869. Over the century, the Campus grew to over 550-acres and approximately 75 buildings with over 850,000 square feet of space. During this time, the institution transitioned to the Willard State Hospital from 1890 to 1974, the Willard Psychiatric Center from 1974 to 1995, and finally to the Willard Drug Treatment Center from 1995 to 2022 when then last buildings in use were permanently shuttered. During this time, the Campus was also home to a prestigious nursing school, and was the site of various experimental treatments and therapies for mental illness. Many of the patients and residents lived out the rest of their lives at the facility, while others, particularly later in the later iterations of the facility, were treated and returned to communities across the state. While this is a short, simplified history of Willard DTC, it suffices to say that the history includes a broad spectrum of perspectives, realities, and outcomes that cannot be fully documented here.

The local community around the Campus has strong connections to the site, with many residents having worked at or experienced it in various stages of its operation. As such, it was important to SENIDA and community leaders to take a proactive approach to redevelopment of the campus, and to engage and truly reflect the community’s perspectives and ideas into this study. This input was combined with various other analyses, including a market analysis, engineering review, architecture and historical review, and environmental review, to create a series of recommendations for the potential redevelopment of the Campus and a Conceptual Site Master Plan visualizing those recommendations. Given the vast size of the Campus, it is unlikely that it could be redeveloped for one use in particular. Rather, it is more likely that the site will be used for multiple purposes, including hospitality and tourism, outdoor recreation, community services, commercial development, rental and owned homes, and institutional uses.

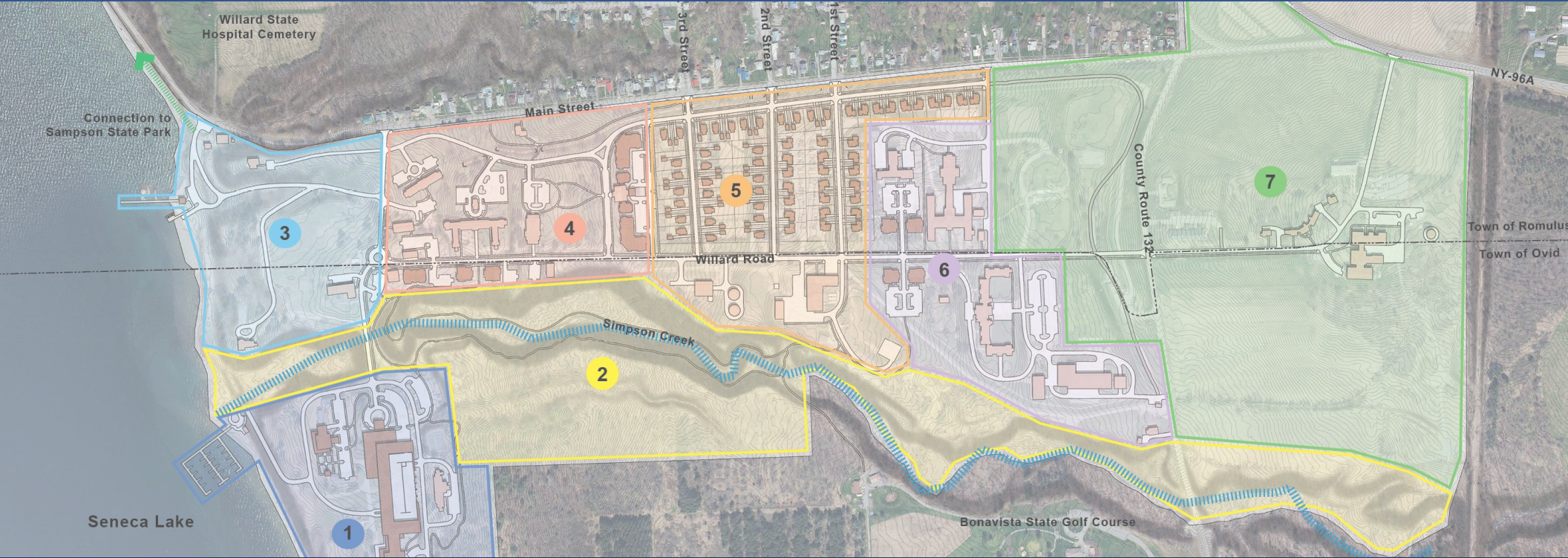
This study can now be used to continue coordinating with New York State (NYS), who has owned the property for its entire history to this point, regarding ownership of the Campus and to continue active progress toward its redevelopment. The next steps in the process will likely be:

- Submit the Highest & Best Use Study to NYS Empire State Development
- Issue a request for expressions of interest
- Establish a memorandum of understanding with NYS
- Issue a request for proposals
- Select and negotiate with potential buyer(s)/developer(s)
- Predevelopment work to facilitate redevelopment

These steps, as well as estimated costs in the immediate, short, mid, and long term, are presented throughout the sections of this study.

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Conceptual Site Master Plan

Prepared by:



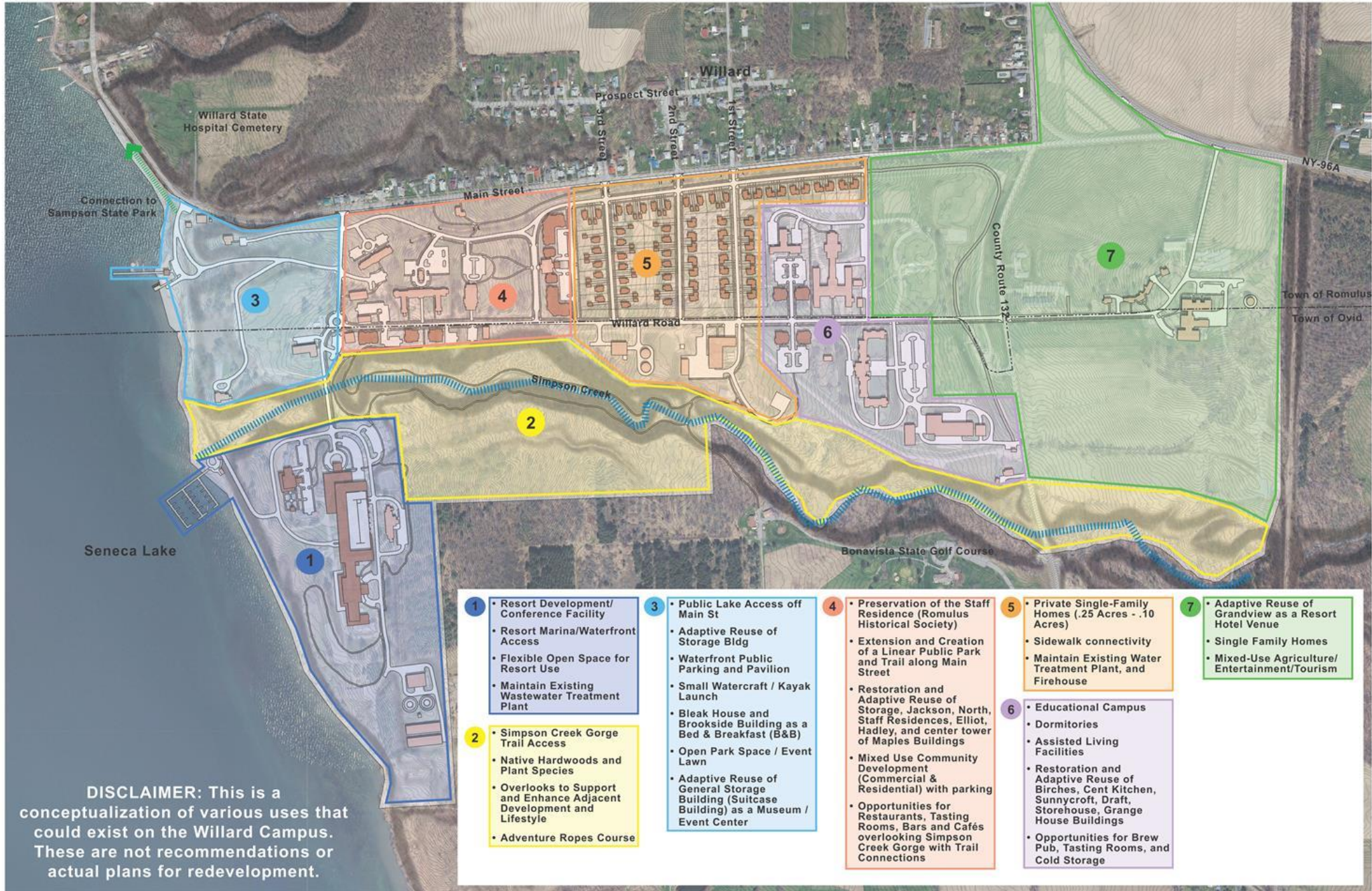
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One of the first steps of this study was to conduct a Real Estate Market Analysis, establishing a baseline quantitative understanding of the local and regional economic, demographic, and real estate trends. This work is outlined in the “Real Estate Market Analysis” section of this report. This market study along with public engagement and engineering, architectural, and environmental reviews of the Campus (also outlined in various sections of this study), culminated in a series of development recommendations for Willard DTC. These recommendations are reflected on a Conceptual Site Master Plan (CSMP), which visually represents how the Willard DTC campus can accommodate preferred development uses while maintaining its character and setting. In the production of this Plan, the team considered the site’s physical characteristics that provided opportunities and constraints, including the lake and its shoreline, environmentally and culturally sensitive features, and available infrastructure like roads, utilities, and existing structures. The CSMP breaks the campus into seven character areas based on the best potential uses for those areas. In addition to the CSMP, three concept renderings were created to illustrate desired redevelopment for three buildings on the campus: Hadley Hall, Grandview, and the “Suitcase Building”.

DISCLAIMER: It cannot be overstated that these sketches and the Conceptual Site Master Plan as a whole only offer ideas for what *could* be developed on the site. They are subject to change based on partnerships with developers, municipalities, and other organizations. Additionally, the reuse of the Willard campus will not happen immediately, or all at once. Its redevelopment will be gradual, over a period of many years, which may further change plans for site uses as the needs of the community shift over time.



DISCLAIMER: This is a conceptualization of various uses that could exist on the Willard Campus. These are not recommendations or actual plans for redevelopment.

- | | | | | |
|---|--|---|--|--|
| <p>1</p> <ul style="list-style-type: none"> Resort Development/ Conference Facility Resort Marina/Waterfront Access Flexible Open Space for Resort Use Maintain Existing Wastewater Treatment Plant | <p>3</p> <ul style="list-style-type: none"> Public Lake Access off Main St Adaptive Reuse of Storage Bldg Waterfront Public Parking and Pavilion Small Watercraft / Kayak Launch | <p>4</p> <ul style="list-style-type: none"> Preservation of the Staff Residence (Romulus Historical Society) Extension and Creation of a Linear Public Park and Trail along Main Street | <p>5</p> <ul style="list-style-type: none"> Private Single-Family Homes (.25 Acres - .10 Acres) Sidewalk connectivity Maintain Existing Water Treatment Plant, and Firehouse | <p>7</p> <ul style="list-style-type: none"> Adaptive Reuse of Grandview as a Resort Hotel Venue Single Family Homes Mixed-Use Agriculture/ Entertainment/Tourism |
| <p>2</p> <ul style="list-style-type: none"> Simpson Creek Gorge Trail Access Native Hardwoods and Plant Species Overlooks to Support and Enhance Adjacent Development and Lifestyle Adventure Ropes Course | <p>6</p> <ul style="list-style-type: none"> Bleak House and Brookside Building as a Bed & Breakfast (B&B) Open Park Space / Event Lawn Adaptive Reuse of General Storage Building (Suitcase Building) as a Museum / Event Center | <ul style="list-style-type: none"> Restoration and Adaptive Reuse of Storage, Jackson, North, Staff Residences, Elliot, Hadley, and center tower of Maples Buildings Mixed Use Community Development (Commercial & Residential) with parking Opportunities for Restaurants, Tasting Rooms, Bars and Cafés overlooking Simpson Creek Gorge with Trail Connections | <ul style="list-style-type: none"> Educational Campus Dormitories Assisted Living Facilities Restoration and Adaptive Reuse of Birches, Cent Kitchen, Sunnycroft, Draft, Storehouse, Grange House Buildings Opportunities for Brew Pub, Tasting Rooms, and Cold Storage | |

Character Area 1: Resort Facility

Character Area 1 encompasses the southern portion of the site's lakefront. The CSMP shows the development of a resort in this area, including of a marina for resort waterfront access, as well as retention of the alcohol rehab and wastewater treatment plant. The buildings known as Pines and Edgemere are currently located in this area, but have been condemned and would need to be demolished. These buildings were historic and previously housed patients of the Willard Psychiatric Center. Ideally, any future use would include some reference to or interpretation of these buildings and the role they played on the campus.

Character Area 2: Interactive Nature Trail

This area is characterized by natural features, including Simpson Creek. The topography is challenging and as such will most likely to be preserved. Depending on the exact features of this area, an interactive trail could be built to provide access to the site's natural beauty for hikers, birders, and other outdoor recreationists. This natural space would help to support other residential and commercial development at the site by creating an asset for residents and an experience for visitors.

Character Area 3: Waterfront, Historic & Public Amenities.

This area is the northern portion of the site's lakefront. It includes the historic pier and is accessible from Main Street. The CSMP suggests utilizing this area for public waterfront access (such as a boat launch), reuse of the Storage Building (#96, also known as the "Suitcase Building") as a museum and event space, and smaller overnight accommodation facilities. The topography in this area also includes some drastic elevation changes, and as such there is very limited space for additional development if the existing buildings are rehabilitated. As such, a portion of the area could also be utilized as outdoor event and green space.

Suitcase Building

When the Willard Psychiatric Center closed in 1995, employee Bev Courtwright inventoried supplies in each building, determining what should be salvaged. In the attic of one building Courtwright discovered over 400 suitcases belonging to former patients, full of perfectly preserved possessions. Twelve suitcases were made into a museum exhibit in 2004 and became part of the New York State Museum's permanent collection. In 2011, photographer Jon Crispin was granted full access to the suitcases. He spent five years photographing them and in 2022 released a collection of images that catalogue the suitcases and their contents.¹

After traveling across the country to be shown in different museums and galleries, it only makes sense that the suitcases return home. The CSPM proposes that the Suitcase Building be reused as a museum with space to permanently display the multi-modal exhibits, assuming the right partners are identified for museum maintenance and operation.

The image above shows a conceptual interpretation of what the interior could look like as a permanent exhibit space. This rendering is based on proposed reuse, which is not set in stone and subject to change.



Character Area 4: Main Street & Mixed Use

This area is located at the western end of Main Street. The CSMP shows a mix of existing building rehabilitation and new construction to create a space that resembles a downtown area for the hamlet. This concept includes both commercial and multi-family residential development. This area could include restaurants, tasting rooms, retail shops or other business offerings. It also reflects adaptive reuse of Hadley Hall, ideally as a community center.

¹ [Galleries | Jon Crispin \(photoshelter.com\)](https://www.photoshelter.com)



Hadley Hall

Hadley Hall, located in Area 4 of the site, was built in 1893 and hosted recreation and social activities when the Willard Asylum was still in operation. Patients and the wider community congregated at Hadley Hall to enjoy distractions from life in the form of movies, plays, games, and lively conversations. During the tenure of the Drug Treatment Center, Hadley Hall became a staff training facility, though it kept the theater, stage, bowling alley, and snack bar intact.

Public input received throughout the process of this study revealed a strong community sentiment to return Hadley Hall to a hub of recreation, entertainment, and social activities open to the public. The rendering to the left depicts what Hadley Hall may look like if it is returned to

use as a community center. Please note that the rendering is a work of fiction, and is subject to change based on a variety of factors.

Character Area 5: Homes & Public Services

This area is currently made up of mostly fields and parking lots. It is relatively flat and is directly across the street from homes along the Main Street in the hamlet. As such, the CSMP shows the proposed development of a neighborhood of homes with sidewalk connectivity throughout and to Main Street. These homes could be single-family and/or multi-unit townhouses. Ideally, these homes would be affordable to local residents, reflecting sale prices that are affordable to households with incomes in a range of 60-120% of area median income. This area also includes the continued use of the existing water treatment plant and firehouse.

Character Area 6: Institutional

This area is made up of the currently fenced area of the Campus. The existing buildings are highlight institutional in nature, characterized by expansive corridors with small living spaces and public gathering spaces. Layout adjustments would be challenging, but given the recent use of these buildings, they have been upgraded to include modern safety and accessibility features (e.g. sprinklers, ramps, etc.). The most logical reuses would include educational, dormitory style housing, and assisted living facilities. This area of the Campus also includes a large kitchen and abundant cold storage, creating some opportunity for food and beverage manufacturing and/or storage.

Character Area 7: Hospitality & Agricultural Tourism

This area currently includes Grandview, which is being utilized by NYS Office of Government Services, and some houses that were previously staff residences. Otherwise, the area is covered by natural and agricultural space. The CSMP shows the adaptive reuse of the Grandview for hospitality, such as a hotel or event space, due to its historic nature and beautiful lake views. It also shows the rehabilitation of the residences for single-family homes, and the remaining space for mixed-use agriculture, entertainment, and accommodations. Alternatively, more of this area could be developed for housing, accommodations, or entertainment buildings, assuming that a developer can navigate the topography.

Grandview

Just off of state route 16 lies Grandview, in Area 7 of the site. Grandview was built in 1860 as the first Agricultural College in the state and is the oldest building on the campus. A decade later it became housing for female Willard Asylum patients. When the site housed the Drug Treatment Center operations, Grandview became a staff training facility alongside Hadley Hall and other buildings.

Area 1 and Area 7 could potentially be redeveloped as either hospitality or housing. Currently, the Grandview building has been identified as the location for a resort hotel venue, although the community's preference for hospitality in Area 1 could mean Grandview is used for an alternative purpose. The image to the right is a fictional representation of how Grandview may be reused for hospitality and entertainment.





Site Disposition Action Plan

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Upon completion of the Highest & Best Use Study, SENIDA and the community will need to take additional steps to continue progress toward redevelopment of the Willard Campus. The steps outlined below will ensure that the process can continue moving forward in the immediate future, even as the community continues to coordinate with the State regarding the transfer of the property to a community-based entity, such as an LDC or SENIDA.

Submit plan to NYS ESD

The next step is to submit this Study to NYS Empire State Development to communicate the community's vision and plan for the Willard Campus. This will help to demonstrate a commitment to the site's redevelopment, as well as the potential for economic success of the various proposed concepts.

Request for Expressions of Interest

SENIDA can also immediately issues a Request for Expressions of Interest (RFEI) to gather information from potential buyers and developers regarding their interest in the property, what type of development they would consider pursuing, and what additional information, studies, or predevelopment work would be helpful to them prior to an offer or development. Since no official offers will be sought at this stage, it does not require any official agreement or approval from New York State. However, communication regarding the process and outcomes would be helpful to show continued commitment and to confirm viability of future redevelopment. Further, the responses to the RFEI will help the community to determine what additional predevelopment work would help to make the property more attractive to developers.

Memorandum of Understanding with New York State

While the RFEI process is underway, the community should work with NYS to establish a Memorandum of Understanding (MOU) between NYS and the SENIDA. Based on the ongoing work of other communities in relation to closed correctional facilities throughout the State, it is our understanding that the process to transfer for the property to the community could take upwards of a year. This MOU would allow the community to do additional predevelopment work as needed and appropriate and to issue a Request for Proposals for the sale of the property during that time period so as not to stall or lose momentum toward redevelopment.

Issue a Request for Proposals

Once the MOU with the State is in place, SENIDA and the community can issue a Request for Proposals to solicit purchase proposals from interested developers and buyers. These proposals would seek specific details regarding the intended redevelopment of all or portions of the Campus so that the community can assess alignment with its goals and vision for Willard. Having these proposals prior to property

transfer from the State will help to instill confidence in the process. It will also help the community better plan for potential carrying costs, as it will be more clear which components of the campus can be transferred to a developer relatively quickly and which may need to remain in the community's ownership for longer periods of time. It can also help the community assess whether any zoning, codes, or other policy updates are needed to facilitate the redevelopment.

Developer/Buyer Selection & Negotiation

Upon receipt and analysis of the purchase proposals, the community will need to select and negotiate with a preferred developer(s) and buyers. During this process, it will become clear how much revenue can be raised to support carrying costs of other portions of the campus, as well as development of community amenities throughout the Campus. It will also officially determine what predevelopment work is necessary to move development projects forward. Ideally, the community would negotiate such that the entire campus, minus any areas that the community desires to retain for public use, is immediately transferred to the selected developer(s).

Predevelopment Work

Based on the results of the above negotiations, the community will likely need to undertake specific predevelopment work. This could include a variety of activities, from additional studies to selective demolition. One possible activity may be a General Environmental Impact Study (GEIS) reflecting the proposed uses of the Campus. This would essentially replace the State Environmental Quality Review (SEQR) process for the developers, and thus increase their confidence, create efficiencies, and expedite their development timelines. It does not replace the local site review, though, so specific development plans will still need to be reviewed and approved according to local procedures.



Financial Plan

Prepared by:



Prepared for:



October 2023

In order to allow the community to make an informed decision about the path forward for the Willard campus, MRB Group, EDR, and Bero Architects estimated the anticipated costs associated with next steps (immediate), maintaining the campus until it is redeveloped (short term), and possible redevelopment costs based on the concept plan (long term). These figures are purely estimates, and the actual long term costs in particular could vary widely depending upon the ultimate development reality and timing.

Immediate – Next Steps

The immediate next steps, as outlined in the Site Disposition Action Plan, lead up to the identification of potential buyer(s) and/or developer(s). The table to the right shows these estimated costs.

Action	Est. Cost
Submit Highest & Best Use Study	\$0
Issue RFEI	\$10,000
MOU with NYS (legal)	\$30,000
Issue RFP	\$10,000
Developer/Buyer Selection & Negotiation (legal/broker)	\$50,000
TOTAL ESTIMATED COST	\$100,000

Short Term - Carrying & Maintenance Costs

If the campus is turned over to the community there will be certain carrying costs associated with the process. The carrying costs will not vary much with the type of development proposed, since they are mainly associated with the operation of a large campus area, and adding residential or industrial or commercial development will not change these base carrying costs. In this case, the carrying costs also act as the stabilizing costs because the buildings on the campus are in relatively decent condition and do not require major rehabilitation projects. The campus is the size of a small residential college and there will be costs associated with various maintenance tasks and activities of the integrity of the non-condemned existing building stock is to remain viable for redevelopment. Annual cost estimates for these items are detailed in the table on the following pages and total approximately \$6.1M per year in 2023 dollars (Total Annual Carrying Cost column). The table also includes an estimated annual cost to do the very minimum level maintenance to carry the property for three years (Minimum Necessary column), although this scenario could lead to additional deterioration of the facilities.

The Maples building joined the ranks of unsalvageable campus buildings—Pines and Edgemere—in early October 2023 after it collapsed, underscoring the importance of property and building maintenance. Maples was overrun by nature, but the consulting team had hopes for an interpretive reuse of the middle tower. This became impossible after the recent collapse. Without vegetation and water control, as well as proper grounds maintenance, other buildings on the campus could easily go the way of Maples, Pines, and Edgemere, a fate that is easily avoidable.

Item	Description	Annual Labor Cost	Annual Equipment & Material Cost	Total Annual Carrying Cost	Minimum Necessary
Mowing and Landscaping	Includes mowing, edging, bushwhacking, tree trimming and removal, plantings and beatification. Assumes 6 full time employees costing \$80,000 per employee (includes base pay plus fringe benefits). Equipment costs are based on 4 large mowers each costing \$30,000 per year in capital and maintenance costs, plus 4 smaller machines (weed whackers) at a cost of \$1,000 per year in capital and maintenance costs. Plus \$20,000 per year in plantings and miscellaneous items for landscaping. Plus \$30,000 in fuel costs. Minimum effort to carry the property for 3 years includes a contract service to mow the first 6 feet near roadways and around fire hydrants.	\$ 480,000	\$ 174,000	\$ 654,000	\$ 100,000
Snow Clearing	Includes the cost of 2 plow trucks at a cost of \$75,000 per year each to include capital and maintenance, plus 4 snow blowers at an annual cost of \$2,000 each, plus \$10,000 per year in snow shovels and sand/salt. Plus \$30,000 in fuel costs. Minimum effort to carry the property for 3 years includes a contract service to snow plow the main roads for security and fire access.	Labor included in item #1	\$ 198,000	\$ 198,000	\$ 100,000
Building Repairs and Maintenance	Includes the maintenance of the existing buildings at the site, including window and door repairs, roof repairs, fencing repairs, light bulb replacements, painting, stairway repairs, etc. Assumes 6 full time employees costing \$80,000 per employee (includes base pay plus fringe benefits). Equipment and tool costs are based on maintaining a small inventory of common items used for repairs, and for the tools needed to make the repairs, and are estimated at \$60,000 per year. Minimum effort to carry the property for 3 years includes the same cost.	\$ 480,000	\$ 60,000	\$ 540,000	\$ 540,000
Paving and Sidewalk Repairs	Includes the repair and replacement of the various pavements and sidewalks at the site. Work to be performed by contractors, and costing \$100,000 per year. Minimum effort to carry the property for 3 years includes minimal pothole repairs to allow security and fire department to be able to traverse the roads.	\$ -	\$ 100,000	\$ 100,000	\$ 10,000

Item	Description	Annual Labor Cost	Annual Equipment & Material Cost	Total Annual Carrying Cost	Minimum Necessary
Water System Maintenance - Pipes & Hydrants	Includes the annual exercising of each fire hydrant, and the flushing of the underground water lines, and the repair of 3 water main breaks per year. Assume water will be purchased from the municipality which will own the water treatment plant. Cost includes the time of one full time employee at \$80,000, plus tools and repair parts of \$20,000 per year, plus contractor costs of \$10,000 for each of 3 water main breaks. Minimum effort to carry the property for 3 years includes these basic items being provided by the Town of Romulus water system staff.	\$ 80,000	\$ 50,000	\$ 130,000	\$ 70,000
Sewer System Maintenance - Pipes & Pump Station	Assumes the WWTP is owned and operated by Seneca County. This item includes the periodic cleaning of sewer system blockages, plus maintenance of the pump station. Assume one full time employee plus \$20,000 per year in parts and contract maintenance at the pump station. Minimum effort to carry the property for 3 years includes these basis items provided by the Seneca County WWTP staff.	\$ 80,000	\$ 20,000	\$ 100,000	\$ 60,000
Electrical System Maintenance	The underground power lines and the transformers at the site require periodic maintenance by an electrical subcontractor. Assume an annual contract price of \$50,000 to test and clean transformers. Minimum effort to carry the property for 3 years requires the same level of effort.	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
Electrical Purchase Cost	Assumes the monthly electrical charges will be \$7,500, or \$90,000 annually. Minimum effort to carry the property for 3 years includes a slight reduction due to less people working on maintenance and landscaping - base electrical costs for pump station and service to site will remain.	\$ -	\$ 90,000	\$ 90,000	\$ 85,000
Water and Sewer Costs	Assumes that water usage and corresponding sewer service will be a total of \$16,000 per year. Minimum effort to carry the property for 3 years includes a slight reduction in costs due to having fewer staff on site, but basic costs remain.	\$ -	\$ 16,000	\$ 16,000	\$ 12,000

Item	Description	Annual Labor Cost	Annual Equipment & Material Cost	Total Annual Carrying Cost	Minimum Necessary
Central Heating Plant Costs	The multiple boilers at the heating plant and the system of underground steam pipes and building radiators and thermostats are maintenance intensive. Boilers of the type and size in the power plant will require 24 hour staffing during the heating season. A staff of 8 will be required to provide 24 hour operation and maintenance of the boiler house for a minimum 4 month heating system (estimated for minimum carrying costs), plus an additional month to provide 2 weeks of preparation and 2 weeks of cleaning after the season. This will require approximately 6,400 direct labor hours estimated at \$100 per hour - an annual labor cost of \$640,000 for a minimal heating season. Labor for full heating season to provide heat to an occupied campus is estimated at \$1.0 M. Additional boiler water treatment chemicals and outside contractors required to maintain the water treatment system are estimated at \$30,000 per year. An additional \$100,000 per year is included for the maintenance and replacement of condensate traps and pumps, located around the campus.	\$ 1,000,000	\$ 130,000	\$ 1,130,000	\$ 770,000
Fuel Oil Costs	Annual fuel oil usage is estimated at \$900,000, based on using 190,000 gallons of fuel oil for a reduced 4 month heating season to reflect minimal carry costs. Fuel oil oil cost estimated at \$4.50 per gallon. This estimate is for the minimum carrying costs with a 4 month heating season and low building temperatures. A full heating season and higher indoor temperatures will approximately double this cost.	\$ -	\$ 1,800,000	\$ 1,800,000	\$ 900,000
Regulatory Compliance Costs	There will be annual costs for compliance contractors for hazardous materials, oil tanks, the electrical system, stormwater system, water and sewer systems. Assume \$100,000 per year. Minimum effort to carry the property for 3 years requires the same level of effort.	\$ -	\$ 100,000	\$ 100,000	\$ 100,000
Specialty Contractors	There will be annual costs for sprinkler contractors, electricians, plumbers, and HVAC contractors to service existing systems. Assume \$100,000 per year. Minimum effort to carry the property for 3 years includes a slight reduction for systems which the owner may choose not to repair.	\$ -	\$ 100,000	\$ 100,000	\$ 80,000

Item	Description	Annual Labor Cost	Annual Equipment & Material Cost	Total Annual Carrying Cost	Minimum Necessary
Security	The large campus and vacant buildings will require a security detail to provide a presence to discourage unwanted trespassing on the site. The daytime maintenance and grounds crew outlined above will help provide a presence, but a nighttime and weekend security presence will be needed. Assume a staff of 4 with a combined salary and fringe benefit package of \$120,000, plus 2 vehicles at \$40,000 per year in capital and maintenance costs, plus \$20,000 per year in other equipment costs. Minimum effort to carry the property for 3 years includes an increase to 6 full time employees to secure the site 24/7, since the maintenance and landscaping staff will not be working in this scenario.	\$ 480,000	\$ 100,000	\$ 580,000	\$ 870,000
Staff Support Costs	Furnish office and locker room space, computer and internet costs, cell phone costs for key staff. Assume \$200,000 per year. Minimum effort to carry the property for 3 years includes only computer and internet equipment, staff will utilize existing office and locker amenities.	\$ -	\$ 200,000	\$ 200,000	\$ 25,000
Staff Administrative Costs - Payroll, Benefits & Liability Insurance	Assumes \$200,000 per year. Minimum effort to carry the property for 3 years includes the same total cost. Any savings in payroll and benefits servicing costs due to fewer employees will be offset by higher insurance costs due to having fewer people around the campus, creating a higher risk of vandalism.	\$ -	\$ 200,000	\$ 200,000	\$ 200,000
Facility Manager	A professional facility manager to supervise the staff and arrange the contracts with consultants and subcontractors. Assume a combined salary and fringe benefit package of \$150,000. Minimum effort to carry the property for 3 years includes the same effort. Even with minimal work being conducted, a high quality Facility Manager will be needed to evaluate what needs to be fixed, and to hire and coordinate the efforts of contractors.	\$ -	\$ 150,000	\$ 150,000	\$ 150,000
Total Annual Cost				\$ 6,138,000	\$ 4,122,000

Mid Term – Investments to Facilitate Redevelopment

Mid-term actions will involve predevelopment work at the campus that facilitates redevelopment by the selected buyers/developers. These activities could vary based on the needs, experience, and anticipated timelines of the developers, and will be specifically determined from the RFEI feedback and/or during negotiations. While it could entail anything from selective demolition to infrastructure (which are included in the Long-term costs below), some form or SEQR or GEIS and comprehensive asbestos surveying could help a developer to build confidence and reduce the development timeline if started and/or completed by the community prior to closing. Due to the size and composure of the campus, a GEIS could cost up to \$150,000 depending on the scope and asbestos surveying of all non-condemned buildings would cost an estimated \$322,250, as outlined by area in the table to the right.

Area	Description	Asbestos Surveys
1	Resort Facility	\$35,750
2	Interactive Nature Trail	\$0
3	Waterfront, Historic & Public Amenities	\$31,750
4	Main Street & Mixed Use	\$72,000
5	Homes & Public Services	\$43,000
6	Institutional	\$81,000
7	Hospitality & Agricultural Tourism	\$58,750
TOTAL		\$322,250

Source: HRP Associates

Long Term – Redevelopment Costs

As noted previously, the long-term redevelopment costs are estimated based on the uses outlined in the Conceptual Master Plan. As such, they are subject to wide variation depending on the ultimate use(s) of the campus. Further, these costs estimates do not include estimates for asbestos abatement as those costs are highly dependent upon the amount and nature of asbestos present. A summary of potential redevelopment costs is included in the table to the right, and a more in-depth outline is included as Appendix A.

Area	Description	Demolition	Rehabilitation	New Construction	Infrastructure & Site Work	TOTAL
1	Resort Facility	\$742,600	\$2,051,450	\$121,800,000	\$5,190,264	\$129,784,314
2	Interactive Nature Trail	\$0	\$0	\$0	\$875,056	\$875,056
3	Waterfront, Historic & Public Amenities	\$113,600	\$5,969,825	\$300,000	\$2,752,391	\$9,135,816
4	Main Street & Mixed Use	\$520,400	\$26,265,925	\$17,100,000	\$8,712,656	\$52,598,981
5	Homes & Public Services	\$685,255	\$11,427,450	\$22,500,000	\$8,446,444	\$43,059,149
6	Institutional	\$2,137,520	\$46,374,800	\$6,000,000	\$6,869,179	\$61,381,499
7	Hospitality & Agricultural Tourism	\$1,257,650	\$19,293,200	\$0	\$5,535,332	\$26,086,182
TOTAL		\$5,457,025	\$111,382,650	\$167,700,000	\$38,381,322	\$322,920,997

Source: MRB Group, Bero Architecture, HRP Associates & EDR

Funding Resources

New York State Consolidated Funding Application

The Consolidated Funding Application (CFA) is New York State's "one-stop shop" for a variety of funding programs available through state agencies. Some funding sources are available through the CFA to for-profit businesses; others are limited to municipal or nonprofit applicants. Applicants submit a single CFA application and, based on answers to eligibility questions, are automatically directed to programs for which the project is eligible.

Programs through the CFA cover a variety of project types and activities, such as capital economic development investments, workforce training, and green energy development. Programs through the CFA prioritize regional and statewide goals, notably job creation, sustainability, and workforce development. Goals, guidelines, and eligibility information for each program, and for the Finger Lakes region, are updated annually on the Regional Economic Development Council's website. It is helpful to work closely with local officials to make sure they are aware of any proposed projects, can advocate for inclusion in local and regional lists of priority projects, and can support the application process when appropriate.

The following CFA funding resources may be relevant to future projects at the Willard Campus:

Empire State Development Grant Funds

- Available for capital-based economic development projects intended to create or retain jobs; reduce unemployment and underemployment; and/or increase business or economic activity.
- Eligible applicants include for-profit businesses; not-for-profit corporations; business improvement districts; local development corporations; public benefit corporations (including industrial development agencies); economic development organizations; research and academic institutions; incubators; technology parks; municipalities; counties; regional planning councils; tourist attractions; and community facilities.

Empire State Development Market NY

- Regional Tourism Capital projects plan to expand, construct, restore or renovate New York State tourism destinations and attractions.
- Eligible applicants include not-for-profit corporations, municipalities, Tourism Promotional Agencies (TPAs), public benefit corporations and for-profit companies.

NYSERDA Carbon Neutral Community Economic Development

- Supports regionally significant, carbon neutral economic development projects in New York State. All projects must demonstrate that the project will achieve carbon neutral or net zero energy performance.
- Eligible Applicants include, but are not limited to: Industrial and manufacturing facilities; Commercial Facilities; Warehouses and Distribution Centers; Restaurants, Breweries, Vineyards, and Distilleries; Retail (must show alignment with Regional Priorities); Food Processing Facilities; Colleges and Universities; Healthcare Facilities; Agricultural Facilities; Municipalities (Local Government); State Agencies & Other State Government; Not-for-profit Corporations; Private Developers; and Mixed Use Facilities.

Homes & Community Renewal Community Development Block Grant (CDBG)

- Provides funding for a wide range of activities focused on supporting low- and moderate-income individuals and families, including affordable housing, drinking water, wastewater, access to local public facilities, and economic opportunities.
 - Public Infrastructure, Public Facilities & Community Planning: Includes private/public water and sanitary sewer projects, projects for community facilities, and planning initiatives.
 - Housing: Repair or rehabilitation of single-family or multifamily homes, replacement of manufactured housing, or water and wastewater projects.
- Eligible applicants include counties with a population under 200k or municipalities with populations under 50k. Municipalities can submit joint applications.

Office of Parks, Recreation and Historic Preservation Recreational Trails Program

- Funds the development and maintenance of recreational trails and facilities for motorized and nonmotorized trail uses.
- Eligible applicants include municipalities and not-for-profits.

NYS Department of State Local Waterfront Revitalization Program

- Funds planning, design, and construction projects to revitalize waterfronts.
- Eligible applicants include designated waterfront municipalities.

NYS Department of Environmental Conservation Water Quality Improvement Project (WQIP) Program

- Wastewater Treatment Improvement: Funding is available for wastewater treatment improvements to municipal wastewater systems.
- Municipalities are eligible.

NYS Environmental Facilities Corporation Green Innovation Grant Program (GIGP)

- Water Efficiency: Use improved technologies and/or practices to deliver equal or better services with less water.
- Municipalities are eligible based on median household income.

Other Housing Resources

There are a number of funding resources available for housing development, particularly development focused on affordable housing for low- and moderate-income households. Many of these programs are administered by NYS Homes & Community Renewal. Additional funding resources can be found on their website: <https://hcr.ny.gov/>.

New York State HOME Program

- Provides funds to acquire, rehabilitate, or construct housing, or to provide assistance to low-income home-buyers and renters.
- Eligible applicants include private for-profit and not-for-profit entities.

Affordable Homeownership Opportunity Program

- Funds new construction of single-family and town homes or the new construction or adaptive reuse of multifamily coops or condo projects.
- Eligible applicants include private for-profit and not-for-profit developers.

Empire State Supportive Housing Initiative (ESSHI)

- Supports developing supportive housing units for vulnerable/homeless populations.
- Eligible applicants include not-for-profits (who may partner with a developer) and federally recognized tribes

US HUD Low Income Housing Tax Credit (LIHTC) Program/NYS HCR Low Income Housing Tax Credit (SLIHC) Program

- Provides tax credit to investors in low-income housing
- Eligible applicants include nonprofit or for-profit developers

US Department of Agriculture Rural Development (USDA-RD) Housing Preservation Grants

- Provides grants to sponsoring organizations for the repair or rehabilitation of housing owned or occupied by low- and very-low-income rural citizens.
- Eligible applicants include State and local governmental entities, Nonprofit organizations, Federally Recognized Tribes

Other Economic Development & Infrastructure Resources

US EDA & Dept. of Commerce Public Works and Economic Adjustment Assistance Programs

- Funding to assist communities and regions in devising and implementing long-term economic development efforts through a variety of non-construction and construction projects.
- Eligible applicants include County governments, Public and State controlled institutions of higher education, State governments, City or township governments, Special district governments, Private institutions of higher education, Native American tribal governments (Federally recognized), Nonprofits

Northern Border Regional Commission Catalyst Program

- Provides funding for non-infrastructure (including promotion of resource conservation, tourism, recreation, and preservation of open space consistent with economic development goals) and infrastructure projects (including wastewater systems).
- Eligible applicants include state and local governments, political subdivisions of states, federally recognized tribes, and nonprofit entities

USDA-RD Community Facilities Direct Loan & Grant Program

- Provides funding to develop community facilities that provide essential services to the local community in a primarily rural area. This could include health care facilities, community support services (child care, community centers, transitional housing, etc.), and museums, among other things. Does not include private, commercial or business undertakings.
- Eligible applicants include public bodies, community-based nonprofits, and federally recognized tribes located in areas with populations below 20,000 and median household income below 90% of the state level.

Historic Preservation Funding

Funding available for historic preservation projects is highly dependent on property ownership and current or expected use. In general, funding sources that are available for nonprofit and municipal owners are not available to private owners, and vice versa, although complex and creatively structured projects often take advantage of multiple types of funding.

Historic Tax Credits

The funding sources most commonly used by private owners for building rehabilitation are state and federal rehabilitation tax credits. These are credits (not deductions) taken against the property owner's income taxes at the state and/or federal level. Property owners typically work with a team of professionals familiar with the program's requirements; these may include architects, preservation consultants, attorneys, and/or accountants. These professionals are particularly crucial to the success of projects involving complex properties and/or complicated ownership structures and funding stacks.

Federal rehabilitation tax credits are available for properties being put into income-producing uses, and provide a credit equaling 20% of qualified rehabilitation costs. Properties must be listed in the National Register of Historic Places (or listing may be in progress), and work must be approved in advance by the New York State Office of Parks, Recreation and Historic Preservation (NYSOPRHP) and by the National Park Service (NPS) to ensure conformance with rehabilitation standards. It is critical to work closely with NYSOPRHP staff, particularly if emergency work must be undertaken before full project approval is secured.

New York State offers additional tax credits of either 30% (projects with rehab costs up to \$2.5 million) or 20% (projects with rehab costs above \$2.5 million; the credit is capped at \$1 million). The state credit is only available for income-producing projects in qualified census tracts (Willard falls within a qualifying tract). This credit runs in conjunction with the federal credit and requires no additional paperwork.

Historic Tax Credits are often paired with Low-Income Housing Tax Credits (LIHTCs) in projects that will meet the requirements and goals of both programs.

NYSOPRHP Environmental Protection Fund

As noted above, there are a number of programs available through NY's CFA. The program most directly relevant to preservation projects is the NYSOPRHP Environmental Protection Fund (EPF)'s Historic Preservation grant program. These grants are only available to nonprofit organizations and public entities (municipalities, state agencies and authorities), and can be used for property acquisition, project planning, and/or capital costs related to the rehabilitation of properties listed in, or in the process of being listed in, the National Register of Historic Places. Work must be approved in advance by NYSOPRHP.

Funding through State and Federal Legislators

State and federal legislators have the ability to request funding for high-priority projects in their districts. The availability of funding and process for submitting requests may vary from year to year. It is a good idea to invite elected officials and senior staffers to tour potential rehabilitation sites, invite them to write letters of support to accompany other grant applications, and discuss the process and timeframe

for submitting funding requests. Legislators are particularly interested in supporting projects that will create jobs and goodwill in their districts.

Grants for Nonprofits and Government Entities

Additional funding sources are typically only available to nonprofit and/or governmental property owners, and tend to have very limited funds and highly competitive application processes.

- National Trust Preservation Funds (<https://savingplaces.org/preservation-funds>); small grants for planning projects only, no capital funding
- Preserve New York (<https://www.preservenys.org/preserve-new-york>); planning projects only, no capital funding
- Genesee Valley Rural Revitalization Program (<https://landmarksociety.org/gvrr/>); small grants for planning and capital projects
- New York State Council on the Arts (<https://arts.ny.gov/>) offers multiple grant opportunities geared to nonprofit arts organizations, including planning and capital grants



Economic & Fiscal Impact Analysis

Prepared by:



Prepared for:



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Summary of Impacts

The following analysis enumerates the potential economic and fiscal impacts of various redevelopment concepts outlined in the Conceptual Master Plan for the former Willard DTC site. The redevelopment concepts are classified into 7 different areas that contain various mixes of residential, commercial, and recreational end uses.

The table below summarizes the economic and fiscal impacts of each area, broken down by construction and operational (“ongoing”) phases. The construction impacts are one-time economic and fiscal impacts that would occur over the construction period. The “ongoing” impacts are the impacts that would occur on an annual basis during the operation of each area.

The economic impacts include the direct and indirect employment, earnings, and sales driven by each development concept. The fiscal impacts include sales and property tax revenue estimates driven by local wages, new household spendings, bed and hotel taxes, and property taxes driven by each development area.

Summary of Impacts by Area

Area	Total Construction Jobs	Total Construction Wages	Construction Period Tax Revenue	Total Ongoing Jobs	Total Ongoing Wages	Annual Tax Revenue
Area 1	355	\$16,354,996	\$114,485	60	\$2,005,437	\$2,380,937
Area 2	8	\$362,342	\$2,536	-	-	-
Area 3	25	\$1,155,160	\$8,086	8	\$264,454	\$265,750
Area 4	144	\$6,619,165	\$46,334	36	\$601,049	\$1,520,394
Area 5	146	\$5,425,378	\$37,978	19	\$1,146,551	\$1,258,795
Area 6	168	\$7,761,264	\$54,329	144	\$6,692,759	\$1,826,784
Area 7	140	\$5,690,997	\$23,089	55	\$2,076,132	\$1,148,238

* Note that these figures should not be summed across areas. Instead, the figures presented for each area are representative of that kind of development regardless of where it is located on the site.

Economic Impact Analysis

Economic impacts associated with the development include the one-time construction phase impacts on jobs, earnings, and sales and the ongoing impacts related to household spending and the operations of each area development concept.

Methodology

- Direct jobs, wages, and sales are those jobs created from the construction of the development concept, the operations of the development (e.g., on-site employment), and household spending occurring as a result of the development.
- Indirect jobs, wages, and sales are those caused by the Direct impact, such as business-to-business purchases (e.g., a grocery store serving the new households buying goods from a distributor) and from employees of such businesses spending a portion of their wages locally.

To estimate the Direct and Indirect impacts, MRB Group employs the Lightcast economic modeling system.² We used data from the Conceptual Master Plan and publicly-available and proprietary data sources as inputs to the Lightcast modeling system. We adjusted the Lightcast model where needed to best match the development specifics. We then reported the results of the modeling.

² Lightcast, formerly "Emsi," uses data from the US Bureau of Labor Statistics, the US Bureau of Economic Analysis, the US Census, and other public data sources to model out economic impacts.

Area 1

The proposed redevelopment concept for Area 1 includes a resort facility with conference/event space, as well as the ongoing operation of the existing wastewater treatment plant.

Construction activities for the concept of Area 1 include the new construction of approximately 137,450 square feet of hotel resort space and minor improvements to the 28,650 sf wastewater treatment plant. In total, the construction costs to realize the Area 1 concept has been estimated at \$129.3 million. Due to the diffuse nature of the construction industry, we conservatively estimate that 30% of this construction spending, or \$38.8 million, will be spent in Seneca County.

This level of spending translates to 325 direct jobs earning \$15.0 million in direct earnings over the construction period. Coupled with the indirect impacts, the total impacts of construction for Area 1 are estimated at 355 jobs, \$16.4 million in earnings and \$43.693 million in sales.

Area 1 will also have an economic impact on an annual basis, primarily driven by the onsite employment at both the resort and the wastewater facility. To estimate the anticipated employment in Area 1's redevelopment concept, we use the projected size of each building, as well as data from the U.S. Energy Information Administration's (EIA) Commercial Buildings Energy Consumption Survey that estimates the median square footage per employee by building type. According to the EIA, hotels have a median of 4,200 square feet per employee. Therefore, the size of Area 1's buildings would support an estimated 57 full-time employees on an annual basis. The total economic impact of 57 direct jobs in Area 1 equates to 60 total jobs, earning \$2.0 million in wages and \$7.6 million in sales.

Construction Spending In Region

	\$ Total	% County	Total
Materials and Labor Spend	\$129,346,739	30%	\$38,804,022

Economic Impact of Construction Phase, One-Time

	Direct	Indirect	Total
Jobs	325	30	355
Earnings	\$14,954,206	\$1,400,790	\$16,354,996
Sales	\$38,804,022	\$4,889,925	\$43,693,946

Source: Lightcast, MRB

Economic Impact of Operations

	Direct	Indirect	Total
Jobs	57	3	60
Earnings	\$1,860,597	\$144,840	\$2,005,437
Sales	\$7,240,896	\$399,467	\$7,640,363

Source: Lightcast, MRB

The primary fiscal revenues resulting from Area 1's redevelopment concept will be in the form of sales, property and bed tax.

In terms of sales tax revenue, a portion (we assume 70%) of new earnings over both the construction and operation phase will be spent in the County. A portion of that in-county spending (we assume 25%) will be taxable. After applying the County's sales tax rate of 4%, we estimate the sales tax revenue over the one-time construction phase will be \$114,485 and \$14,038 over the operation phase.

The resort component of Area will also generate a hotel and bed tax revenue estimated at \$289,636 and \$181,022 respectively.

For property tax revenue, we use the construction costs as a proxy for the future assessed value of the development. After applying the local tax rates, we estimate that Area could generate over \$1.9 million in property taxes in the first full year of operation.³

In total, Area 1 will generate \$2.4 million in annual tax revenue.

Other Tax Revenue

Tax	Value
Hotel Tax	\$289,636
Bed Tax	\$181,022
Property Tax	\$1,868,165

Source: MRB

Sales Tax Revenue - Construction Phase

Line	Value
Total New Earnings	\$16,354,996
% Spent in County	70%
\$ Spent in County	\$11,448,497
% Taxable	25%
\$ Taxable	\$2,862,124
County Sales Tax Rate	4.00%
\$ County Sales Tax Revenue	\$114,485

Source: MRB

Sales Tax Revenue - Operation Phase

Line	Value
Total New Earnings	\$2,005,437
% Spent in County	70%
\$ Spent in County	\$1,403,806
% Taxable	25%
\$ Taxable	\$350,951
County Sales Tax Rate	4.00%
\$ County Sales Tax Revenue	\$14,038

Source: MRB

³ Some components of this Area may be eligible for tax abatement programs that may alter these figures.
Willard DTC Highest & Best Use Study

Area 2

Area 2 runs along Simpson Creek and includes a section of Seneca Lake shoreline. This area is topographically challenging, but naturally bountiful. As such, it could provide outdoor recreation amenities to serve hikers, birders, and nature enthusiasts.

Because Area 2 is not likely developable for anything other than public recreational use, it will not generate any direct economic impact on an annual basis. However, there will be an economic impact associated with the construction of the recreational areas. Construction costs were estimated at \$875,056 to develop Area 2. Due to the nature of the development, we assume 100% of materials and labor spending will be spent in the County. In total an investment of \$875,056 in the County will result in 8 jobs earning \$362,342 and \$1.0 million in sales over the construction period. The wages earned during the construction period will generate approximately \$2,536 in sales tax revenue. Area 2 also has the potential to enhance the economic impact of other areas on the Willard DTC that feature housing, retail, restaurants, and more.

Economic Impact of Construction Phase, One-Time

	Direct	Indirect	Total
Jobs	7	1	8
Earnings	\$311,573	\$50,769	\$362,342
Sales	\$875,056	\$157,683	\$1,032,739

Source: Emsi, MRB

Sales Tax Revenue - Construction Phase

Line	Value
Total New Earnings	\$362,342
% Spent in County	70%
\$ Spent in County	\$253,640
% Taxable	25%
\$ Taxable	\$63,410
County Sales Tax Rate	4.00%
\$ County Sales Tax Revenue	\$2,536

Source: MRB

Area 3

As the northwest corner of the site, Area 3 will act as a community, recreation, and event space. Public access to Seneca Lake, a Bed and Breakfast (B&B), open park space, and a museum/event space will make Area 3 an attractive place to visit.

An estimated \$9.1 million would be the required investment to construct Area 3's redevelopment concept. For the construction-phase economic impacts, we assume 30% of the \$9.1 million, or \$2.7 million, will be spend on local materials and labor. Investing \$2.7 million (direct sales figure in table to the right) would result in 23 direct jobs earning \$1.1 million in direct wages. When coupled with the indirect impacts, the total economic impact of construction would be 25 jobs, \$1.2 million in earnings, and \$3.0 million in Sales.

The operational impacts of Area 3 are driven by employment at each of the new buildings. Using a similar methodology as outlined in Area 1, we estimate that Area 3 will have at least 8 full-time employees to operate the B&B, community space, and museum.

8 full-time employees will earn an estimated \$249,011 in earnings. The indirect impacts of these jobs will be minor, resulting in less than one full-time jobs earning \$15,443 in wages. In total, the annual economic impact of Area 3 is estimated at 8 full-time jobs, \$264,454 in earnings, and \$862,894 in sales.

Construction Spending In Region

	\$ Total	% County	\$ County
Materials and Labor Spend	\$9,135,816	30%	\$2,740,745

Source: MRB

Economic Impact of Construction Phase, One-Time

	Direct	Indirect	Total
Jobs	23	2	25
Earnings	\$1,056,222	\$98,938	\$1,155,160
Sales	\$2,740,745	\$345,377	\$3,086,122

Source: Lightcast, MRB

Area 3: Employment

	Total Sf	Employees per Sf	Employees
B&B	7,000	2,333	3
Community Space	3,500	2,694	1
Museum	7,000	1,800	4
Total Jobs	17,500		8

Source: U.S. EIA, MRB

Economic Impact of Operations

	Direct	Indirect	Total
Jobs	8	<1 FTE	8
Earnings	\$249,011	\$15,443	\$264,454
Sales	\$816,796	\$46,098	\$862,894

Source: Lightcast, MRB

In terms of fiscal impacts, new earnings both one-time during the construction phase and annually during the operation phase will create sales tax revenue for the County. The Area will also produce property tax revenue as outline in the tables below. Over the construction phase, we conservatively estimate the project will generate \$8,086 in sales tax revenue for the County. Over the operation phase, we estimate the County will benefit from \$1,851 in additional sales tax revenue on an annual basis.⁴

Using the construction costs and an approximation for the Area’s future assessed value, we estimate Area 3 could generate \$263,899 in property tax revenue on an annual basis.

In Total, Area 3 will generate \$265,750 in annual tax revenue through sales and property taxes.

Other Tax Revenue

Tax	Value
Property Tax	\$263,899

Source: MRB

Sales Tax Revenue - Construction Phase

Line	Value
Total New Earnings	\$1,155,160
% Spent in County	70%
\$ Spent in County	\$808,612
% Taxable	25%
\$ Taxable	\$202,153
County Sales Tax Rate	4.00%
\$ County Sales Tax Revenue	\$8,086

Source: MRB

Sales Tax Revenue - Operation Phase

Line	Value
Total New Earnings	\$264,454
% Spent in County	70%
\$ Spent in County	\$185,118
% Taxable	25%
\$ Taxable	\$46,279
County Sales Tax Rate	4.00%
\$ County Sales Tax Revenue	\$1,851

Source: MRB

⁴ The B&B would also generate a minor amount of sales tax and bed tax, not included in this analysis. Willard DTC Highest & Best Use Study

Area 4

Area 4 overlooks the Simpson Creek Gorge to the south and will provide opportunities for commercial and multi-family residential development in the form of restaurants, apartments, and retail spaces. Potential connections to a Simpson Creek Gorge Trail in Area 4, if possible, would provide easy access to Area 4's businesses and restaurants for recreational visitors.

Construction of Area 4 includes the demolition, rehabilitation, and construction of approximately 167,000 square feet of residential and commercial space collectively. The estimated cost of construction for Area 4 is \$52.2 million, 30% of which, or \$15.7 million, we assume will be spent locally in Seneca County. This level of investment will create 144 jobs, earning \$6.6 million in wages and \$17.7 million in sales over the course of construction.

Operation phase impacts would be generated by net-new household spending from new housing, as well as the spending and employment generated by commercial units developed in this area. We estimate that Area 4 could support 40 apartments and 5 commercial units.

The economic impact of new household spending models the impact of future occupants of the Area that are new to the community. We use data from the Bureau of Labor Statistics' Consumer Expenditure Survey to model the annual spending on goods and services for those new households as shown in the

Construction Spending In Region

	\$ Total	% County	\$ County
Materials and Labor Spend	\$52,348,981	30%	\$15,704,694

Source: MRB

Economic Impact of Construction Phase, One-Time

	Direct	Indirect	Total
Jobs	132	12	144
Earnings	\$6,052,239	\$566,925	\$6,619,165
Sales	\$15,704,694	\$1,979,042	\$17,683,736

Source: Lightcast, MRB

New Household Spending

Spending Categories	Annual per HH Spend	% Spent in County	Units	Total New Spending
Food	\$7,554	65%	28	\$137,483
Household Furnishings and Equipment	\$2,232	65%	28	\$40,622
Apparel and Services	\$1,502	65%	28	\$27,336
Transportation	\$8,854	65%	28	\$161,143
Healthcare	\$4,778	65%	28	\$86,960
Entertainment	\$2,470	65%	28	\$44,954
Education	\$698	65%	28	\$12,704
Personal Care Products and Services	\$727	65%	28	\$13,231
Miscellaneous	\$726	65%	28	\$13,213
Other	\$389	65%	28	\$7,080
Total			28	\$544,726

Source: "Table 3004. Selected northeastern metropolitan statistical areas: Average annual expenditures and characteristics", New York, Consumer Expenditure Survey, U.S. Bureau of Labor Statistics.

“New Household Spending” table. We conservatively assume 70% of the 40 units, or 28 units, will be new to the community. These 28 units will spend an estimated \$544,726 annually on the goods and services shown. This level of spending will create 5 full-time jobs, earning \$208,825 in wages, and \$575,158 in sales.

For purposes of this analysis, Area 4 of the Conceptual Master Plan is assumed to have one full-service restaurant, one convenience retailer, and one gift, novelty, and souvenir retailer. Additional stores and restaurants would generate greater economic impact. Trends from the Finger Lakes Region for these three types of businesses were used to calculate average regional sales for each, which were then used to estimate direct and indirect impacts for jobs, earnings, and sales. In total, the development of these stores and the restaurant in Area 4 would create 31 new jobs, with \$392,224 in new earnings in Seneca County. The table below details the direct and indirect impacts.

When combining the impacts of onsite employment and new household spending, the total impact of operations of Area 4 included 36 jobs earning \$601,049 in earnings, and \$1.8 million in sales.

Economic Impact of New Household Spending

	Direct	Indirect	Total
Jobs	5	<1 FTE	5
Earnings	\$198,465	\$10,360	\$208,825
Sales	\$544,726	\$30,432	\$575,158

Source: Lightcast, MRB

Economic Impact, Onsite Employment

	Direct	Indirect	Total
Jobs	30	1	31
Earnings	\$331,827	\$60,397	\$392,224
Sales	\$1,035,039	\$182,436	\$1,217,475

Source: Lightcast, MRB

Combined Economic Impact, Operations

	Direct	Indirect	Total
Jobs	35	1	36
Earnings	\$530,292	\$70,757	\$601,049
Sales	\$1,579,765	\$212,867	\$1,792,632

Source: Lightcast, MRB

The fiscal impacts of Area 4 include sales tax revenue and property tax revenue as outlined in the tables to the right. Over the construction phase, the County will benefit from \$46,334 in sales tax revenue. Over the operation phase, the County will benefit from \$16,089 on an annual basis.

Using the construction costs as a proxy for the future assessed value, we estimate Area 4 could generate property tax revenue of \$1.5 million in the first year of full operation.

Other Tax Revenue

Tax	Value
Property Tax	\$1,512,161

Source: MRB

Sales Tax Revenue - Construction Phase

Line	Value
Total New Earnings	\$6,619,165
% Spent in County	70%
\$ Spent in County	\$4,633,415
% Taxable	25%
\$ Taxable	\$1,158,354
County Sales Tax Rate	4.00%
\$ County Sales Tax Revenue	\$46,334

Source: MRB

Sales Tax Revenue - Operation Phase

Line	Value
Total New Earnings	\$1,590,576
Total New Household Spending	\$707,886
% Spent in County	70%
\$ Spent in County	\$1,608,924
% Taxable	25%
\$ Taxable	\$402,231
County Sales Tax Rate	4.00%
\$ County Sales Tax Revenue	\$16,089

Source: MRB

Area 5

The Area 5 concept consists of private homes on lots ranging in size from a quarter of an acre to a tenth of an acre. These homes benefit from sidewalk connectivity, which allows residents to easily (and safely) walk to stores, neighbors, and recreation areas. Area 5 also includes the rehabilitation of an existing water plant and firehouse.

The total cost of construction for Area 5 is estimated at \$43 million, 30 % of which, or \$12.9 million we assume will be spent in Seneca County. This level of spending will create an estimated 146 jobs earning \$5.4 million, and \$14.5 million in sales over the construction period.

Operation phase impacts of this type of development would come from the local household spending that is generated by new Seneca County residents who have relocated to the Willard DTC site. Under the current proposed design, the reuse of Area 5 would create 56 new single-family housing units. These units would cater to households at different income levels: those making roughly the County Area Median Income (AMI), and those making 80 percent of the AMI.⁵ Because the actual household income levels of future residents are unknown, the Consumer Expenditure Survey from the U.S. Bureau of Labor Statistics provides helpful estimates for the spending potential of households based on a select basket of goods. While some additional impacts may arise from non-residential components of the project, the impacts from households' spending will capture much of the activity from those non-residential components as new households and their demand for goods and services drive commercial activity.

Since the eventual developer and final plans are unknown at the time of this writing, it is assumed that 70 percent of future residents in Area 5 will be new to the area, generating new spending potential within the County. The MRB Team conservatively assumes that 65 percent of new household spending will occur within the County. Further, it is anticipated that the residents of the single-family homes would be roughly split between two annual income brackets: \$50,000 to \$69,999 and \$70,000 to \$99,999 which represent 80 percent of the AMI and the AMI, respectively.

Construction Spending In Region (Materials and Labor)

	\$ Total	% County	\$ County
Single Family Homes	\$32,999,604	30%	\$9,899,881
Water Plant and Firehouse	\$10,059,545	30%	\$3,017,864
Total	\$43,059,149		\$12,917,745

Source: MRB

Economic Impact of Construction Phase, One-Time

	Direct	Indirect	Total
Jobs	136	9	146
Earnings	\$4,966,731	\$458,647	\$5,425,378
Sales	\$12,917,745	\$1,620,955	\$14,538,700

Source: Emsi, MRB

⁵ The AMI for Seneca County is \$84,700. 80% AMI is \$67,760.
Willard DTC Highest & Best Use Study

Based on these assumptions, the estimated new household spending in Seneca County would be \$849,057. This level of spending would generate approximately 9 new jobs (direct and indirect) generating \$354,420 in earnings. These impacts are outlined in more detail in the table to the right.

There are additional economic impacts of operations associated with the employment at the water plant and firehouse. Using the same methodology as outlined in Areas 1 and 3, we estimate approximately 5 jobs could be supported in Area 5 based on the size of the water plant and firehouse. In total, 5 employees in Area 5 will result in 10 employees, \$792,131 in wages and \$1.9 million in sales.

Combined with the economic impacts of new household spending, the total economic impact of operations is 19 jobs, \$1.1 million in earnings, and \$2.9 million in sales.

Economic Impact, New Household Spending

	Direct	Indirect	Total
Jobs	8	1	9
Earnings	\$305,838	\$48,582	\$354,420
Sales	\$849,057	\$144,619	\$993,676

Source: Emsi, MRB

Economic Impact, Onsite Employment

	Direct	Indirect	Total
Jobs	5	5	10
Earnings	\$370,719	\$421,412	\$792,131
Sales	\$1,446,242	\$493,668	\$1,939,911

Source: Lightcast, MRB

Combined Economic Impact, Operations

	Direct	Indirect	Total
Jobs	13	6	19
Earnings	\$676,557	\$469,994	\$1,146,551
Sales	\$2,295,299	\$638,287	\$2,933,587

Source: Lightcast, MRB

Area 5 will also generate sales and property tax revenue as outlined in the following tables. During the construction period, the County will benefit from additional sales tax revenue of \$37,978. Over the course of operations, the County will benefit from sales tax revenue of \$64,662.

We use the construction costs as a proxy for the future assessed value. Area 5 will generate approximately \$1.2 million on an annual basis.

Other Tax Revenue

Tax	Value
Property Tax	\$1,243,813

Source: MRB

Sales Tax Revenue - Construction Phase

Line	Value
Total New Earnings	\$5,425,378
% Spent in County	70%
\$ Spent in County	\$3,797,765
% Taxable	25%
\$ Taxable	\$949,441
County Sales Tax Rate	4.00%
\$ County Sales Tax Revenue	\$37,978

Source: MRB

Sales Tax Revenue - Operation Phase

Line	Value
Total New Earnings	\$8,243,801
Total New Household Spending	\$993,676
% Spent in County	70%
\$ Spent in County	\$6,466,234
% Taxable	25%
\$ Taxable	\$1,616,558
County Sales Tax Rate	4.00%
\$ County Sales Tax Revenue	\$64,662

Source: MRB

Area 6

An educational campus, dormitories, and assisted living facilities constitute the primary proposed uses for Area 6. Further, the maintenance building and abundant cold storage space in this area present the opportunity for use by food and beverage manufacturers, such as wineries and breweries. For this analysis, we assume 50 beds in the assisted living facility.

Construction costs for Area 6 were estimated at \$61.4 million. We assume 30% of construction costs will be spent locally or \$18.4 million. The economic impact of construction in Area 6 is 168 jobs, \$7.8 million in earnings, and \$20.7 million in sales over the construction period.

Using a similar methodology as outlined previously, we estimate the employment at the educational center, assisted living facility, beverage manufacturer, and adaptive reuse space, which we assume as general mercantile operations. Given the size of each component in Area 6, we estimated 137 employees could be supported by the space. At this level of employment, the economic impact is 144 jobs, earning \$6.7 million in earnings and \$21.3 million in sales.

Construction Spending In Region

	\$ Total	% County	\$ County
Materials and Labor Spend	\$61,381,499	30%	\$18,414,450

Source: MRB

Economic Impact of Construction Phase, One-Time

	Direct	Indirect	Total
Jobs	154	14	168
Earnings	\$7,096,519	\$664,745	\$7,761,264
Sales	\$18,414,450	\$2,320,514	\$20,734,964

Source: Lightcast, MRB

Area 6: Employment

	Total Sf	Employees per Sf	Employees
Educational Institution	45,000	1,461	31
Assisted Living	31,000	573	54
Beverage Manufacturer	20,000	1,250	16
Adaptive Reuse	52,000	1,450	36
Total Jobs	148,000		137

Source: U.S. EIA, MRB

Economic Impact, Onsite Employment

	Direct	Indirect	Total
Jobs	137	7	144
Earnings	\$6,336,785	\$355,974	\$6,692,759
Sales	\$20,180,757	\$1,093,424	\$21,274,181

Source: Lightcast, MRB

Sales tax revenue and property tax revenue for Area 6 are shown in the tables to the right and below. Over the construction period, Area 6 will generate \$54,329 in sales tax revenue. Over the operational period, Area 6 will generate \$53,709 on an annual basis. We estimate Area 6 will generate \$1.8 million in property tax revenues in the first year of operations.

Other Tax Revenue

Tax	Value
Property Tax	\$1,773,075

Source: MRB

Sales Tax Revenue - Construction Phase

Line	Value
Total New Earnings	\$7,761,264
% Spent in County	70%
\$ Spent in County	\$5,432,885
% Taxable	25%
\$ Taxable	\$1,358,221
County Sales Tax Rate	4.00%
\$ County Sales Tax Revenue	\$54,329

Source: MRB

Sales Tax Revenue - Operation Phase

Line	Value
Total New Earnings	\$6,953,790
Total New Household Spending	\$718,947
% Spent in County	70%
\$ Spent in County	\$5,370,916
% Taxable	25%
\$ Taxable	\$1,342,729
County Sales Tax Rate	4.00%
\$ County Sales Tax Revenue	\$53,709

Source: MRB

Area 7

Area 7 development concept contains one hotel and thirty single-family homes.

The estimated cost for Area 7 is \$45.1 million, 30% of which, or \$13.5 million, we assume will be spent in Seneca County. This level of spending corresponds to 140 jobs, \$5.7 million in earnings, and \$15.2 million in sales.

Of the 30 single-family homes, we assume 70%, or 21, will be new to the County. We also assume that new residents will spend 65% of their spending within the County. We therefore estimate residents will spend \$408,545 in the County on an annual basis.

Construction Spending In Region (Materials and Labor)

	\$ Total	% County	\$ County
Single Family Homes	\$19,009,450	30%	\$5,702,835
Hotel and Adaptive Reuse	\$26,086,182	30%	\$7,825,855
Total	\$45,095,632		\$13,528,690

Source: MRB

Economic Impact of Construction Phase, One-Time

	Direct	Indirect	Total
Jobs	130	10	140
Earnings	\$5,207,043	\$483,954	\$5,690,997
Sales	\$13,528,690	\$1,700,864	\$15,229,553

Source: Lightcast, MRB

New Household Spending

Spending Categories	Annual per HH Spend	% Spent in County	Units	Total New Spending
Food	\$7,554	65%	21	\$103,112
Household Furnishings and Equipment	\$2,232	65%	21	\$30,467
Apparel and Services	\$1,502	65%	21	\$20,502
Transportation	\$8,854	65%	21	\$120,857
Healthcare	\$4,778	65%	21	\$65,220
Entertainment	\$2,470	65%	21	\$33,716
Education	\$698	65%	21	\$9,528
Personal Care Products and Services	\$727	65%	21	\$9,924
Miscellaneous	\$726	65%	21	\$9,910
Other	\$389	65%	21	\$5,310
Total			21	\$408,545

Source: "Table 3004. Selected northeastern metropolitan statistical areas: Average annual expenditures and characteristics", New York, Consumer Expenditure Survey, U.S. Bureau of Labor Statistics.

Annual household spending of \$408,545 corresponds to a total economic impact of 4 full-time jobs, \$156,619 in earnings, and \$431,368 in sales.

While the majority of the development in Area 7 is single-family homes, there will still be some onsite employment associated with the hotel and unspecified adaptive reuse space. Using the same employment methodology as outlined previously, we estimate the hotel and adaptive reuse space could support 49 full-time employees.

The economic impact associated with 49 full-time employees, is 55 jobs, earning \$2.1 million in wages and \$6.6 million in sales.

Economic Impact of New Household Spending

	Direct	Indirect	Total
Jobs	4	<1 FTE	4
Earnings	\$148,849	\$7,770	\$156,619
Sales	\$408,545	\$22,824	\$431,368

Source: Lightcast, MRB

Area 7: Employment

	Total Sf	Employees per Sf	Employees
Hotel	32,000	4,200	8
Adaptive Reuse	38,000	918	41
Total Jobs	70,000		49

Source: U.S. EIA, MRB

Economic Impact, Operations in Area 7

	Direct	Indirect	Total
Jobs	49	2	51
Earnings	\$1,793,843	\$125,671	\$1,919,513
Sales	\$5,802,398	\$366,617	\$6,169,015

Source: Lightcast, MRB

Combined Economic Impact, Operations in Area 7

	Direct	Indirect	Total
Jobs	53	2	55
Earnings	\$1,942,691	\$133,441	\$2,076,132
Sales	\$6,210,942	\$389,441	\$6,600,383

Source: Lightcast, MRB

In terms of fiscal impacts, Area 7 will generate sales tax revenue and property tax revenue. Over the construction period, Area 7 will generate \$23,089. On an annual basis, Area 7 will generate \$17,553 during each year of operations.

The resort component of Area 7 will also generate hotel and bed tax of \$232,096 and \$145,060 respectively.

Using the construction costs as a proxy for future assessed value, we estimate that Area 7 will generate \$753,529 in property tax revenue.

Other Tax Revenue

Tax	Value
Hotel Tax	\$232,096
Bed Tax	\$145,060
Property Tax	\$753,529

Source: MRB

Sales Tax Revenue - Construction Phase

Line	Value
Total New Earnings	\$3,298,416
% Spent in County	70%
\$ Spent in County	\$2,308,891
% Taxable	25%
\$ Taxable	\$577,223
County Sales Tax Rate	4.00%
\$ County Sales Tax Revenue	\$23,089

Source: MRB

Sales Tax Revenue - Operation Phase

Line	Value
Total New Earnings	\$2,076,132
Total New Household Spending	\$431,368
% Spent in County	70%
\$ Spent in County	\$1,755,250
% Taxable	25%
\$ Taxable	\$438,813
County Sales Tax Rate	4.00%
\$ County Sales Tax Revenue	\$17,553

Source: MRB



Public Input

Prepared by:



Prepared for:



October 2023

SENIDA, along with the Willard Task Force, sought a community-driven redevelopment plan that outlines potential designs, costs, and financial feasibility. It is important that any such plan is rooted in the needs and desires of the broader community, as well as the true capability and capacity of partners. The project team included various forms of stakeholder engagement to ensure that this strategy was mindful and inclusive of true community needs. This included two public engagement sessions. These efforts are summarized on the following pages.

Willard Task Force

Shortly after the Willard Drug Treatment Center closed in March 2022, a group of community members and key organizational partners was appointed to the Willard Task Force with the goal of proactively advancing the redevelopment of the Campus. Members of the Task Force include:

- Kyle Barnhart, Town of Lodi Supervisor
- Ave Bauder, Cornell Cooperative Extension
- Joseph Borst, Town of Ovid Supervisor
- Tom Bouchard, Town of Romulus Planning Board
- Sarah Davis, Seneca County IDA
- Michael Enslow, Seneca County Chairman
- Ben Guthrie, Seneca County IDA
- David Hayes, Town of Romulus Supervisor
- Jill Henry, Seneca County Planning Department
- Dave Hewitt, Seneca County IDA
- Theresa Lahr, STEPS
- Joe McGrath, Seneca County Planning Department
- Bruce Murray, Boundary Breaks Vineyard
- Elizabeth Partee, Town of Tyre Supervisor
- Kyle Lovell, Seneca County Manager
- Jeff Shipley, Seneca County Chamber of Commerce
- Craig Williams, Romulus Historical Society

Steering Committee

A subset of the Willard Taskforce also made of a project Steering Committee. This Committee was formed to guide the goals and objectives of this Study by applying their own professional and personal knowledge of the site, local area, and wider Region to the project. Members of the Steering Committee included:

- Craig Williams, Romulus Historical Society
- Joseph Borst, Town of Ovid Supervisor
- Bruce Murray, Boundary Breaks Vineyard
- Ben Guthrie, Seneca County IDA
- Joe McGrath, Seneca County Planning Department

Public Engagement Session #1

As part of the public engagement effort, the SENIDA held an open house-style Public Input Session on July 10, 2023 to gather comments and ideas from community members. Over 100 members of the public attended the session, which provided attendees with information about the site, its history and architecture, the local economy and demographics, and more. Attendees then responded to and shared their visions for the future of the site. After the event, the team received an additional dozen written comments with ideas and feedback, demonstrating the importance of the site to the community.

Some of the most common themes from this session included: historic preservation, creating community spaces, reopening Hadley Hall for public use, protecting and engaging with the natural environment, and a need for housing that is affordable for the workforce and seniors. The five development ideas with the most individuals supporting them were: waterfront access; new trails, bike lanes, and sidewalks; rehabilitation of old/vacant structures; senior/assisted living; and a community center. There were many other ideas as well, all of which were considered as the team developed initial site concepts.

Public Engagement Session #2

On October 2, 2023, the SENIDA hosted a second Public Input Session, attended by about 64 members of the public. The consulting team presented the draft conceptual site plan for the Willard campus based on the results of the market analysis, architectural and engineering review, and public input received thus far. Following the presentation, the public was invited to share additional comments and feedback.

The public meeting attendees' feedback showed, similar to the first session, a strong desire to add activities that can enhance community connectivity and the environment. There were recommendations for community gardens, community centers, museums, and pedestrian

friendly walking spaces. Additionally, housing affordability was a recurring theme. There was a preference for more low-income and senior housing.

Final Presentation

Following the feedback received during the two public engagement sessions, the consulting team produced this Study and Action Plan, which was presented to the public at a joint meeting of the SENIDA Board, Seneca County Board of Supervisors, and Seneca County Chamber of Commerce on November 13, 2023.

Feedback received from the first and second Public Engagement Sessions are more fully summarized in Appendix B.



Preliminary Engineering Review of Utilities

Prepared by:



Prepared for:



October 2023

As part of the Seneca County IDA's engagement of MRB Group to develop a Highest and Best Use Study for the Willard Drug Treatment Center campus, an MRB Group Engineer conducted a preliminary review of infrastructure at the site. The following details the condition and capacity of the existing utilities serving the Willard Campus in the Towns of Romulus and Ovid. Information on the campus was gathered during site visits on June 9, 2023, and July 27, 2023, and from on-line sources.

Potable Water Supply

- a. Water is taken from Seneca Lake by a pumping station originally owned by the Willard Campus and operated under New York State water system identifier NY4910589. Electrically driven pumps transfer raw water from the lake to the water treatment plant (WTP). The Willard campus also appears to have owned the WTP and water storage tanks serving the campus and the Hamlet of Willard until recently. Consolidation of operation and now ownership appears to be in progress. Recent legislation in September 2023 appears to allow for the transfer of ownership of the pumping station, water treatment plant, storage tank to the Town of Romulus within the next 12 months, if the Town of Romulus makes application to the OGS.
- b. The Water Treatment Plant is currently operated by the Town of Romulus and has a New York State Water System identifier of NY4901200.
- c. It appears that consolidation of ownership and operation of the water system is in progress and will be completed in coming years.
- d. Based on operator interviews the existing WTP can treat 650,000 GPD under normal conditions.
- e. An increase to a maximum capacity of approximately 800,000 gallons per day is possible with some piping and process improvements.
- f. Actual water production in recent months, and since the Willard Campus population dropped with the closure of the facility, is around 120,000 GPD, or just 18.5% of the total capacity.
- g. This lower utilization of the water system has created a need to waste about 50,000 GPD of the water produced in order to keep the water in the storage tank "fresh", and so only about 70,000 GPD is being consumed.
- h. Of the 70,000 GPD not being intentionally wasted, another 20,000-30,000 GPD is unaccounted for, according to operators. This unaccounted-for water may be associated with several unmetered water system connections, such as the local golf course, wastewater treatment plant, and the campus boiler plant. Some of this unaccounted-for water is also associated with leaks in the water distribution system. This amount of unaccounted for water may seem large in comparison to the amount of water currently being produced, but is not of great concern in our analysis. The unaccounted-for water should more appropriately be compared to the total capacity of 650,000 GPD, where the 30,000 GPD represents 4.6 % of the total, and so would be within normal water system parameters.

- i. The 70,000 GPD currently being consumed represents the water used by the residents of the Hamlet of Willard. Typical water usage per person is estimated at 100 gallons per day, and so the estimated current residential population served is 700. On-line population estimates for the Hamlet are 707 people in 2022, and so the water production and usage numbers are generally verified.
- j. If we consider that water production of 500,000 GPD could be easily accomplished, this would result in an increase of usable water from the current 70,000 GPD to 500,000 GPD, or 430,000 GPD (the 50,000 GPD currently being produced and wasted could be produced and used in this scenario, since no wasting would be needed to “freshen” the water). This 430,000 GPD equated to a residential population of 4,300 which could be served with future development, or could represent a combination of residential and commercial/industrial development totaling 430,000 GPD.
- k. Using a total of 500,000 GPD as a planning estimate allows for the periodic high water usage periods (hot summer weeks, etc.) which periodically occur, and preclude the used of the full 650,000 GPD capacity for everyday use.
- l. The cost to produce additional water is very low because the raw water has almost no cost (pumped from the lake for just the cost of electricity to drive a pump), and the incremental cost to treat the raw water to potable condition only involves utilizing existing equipment which is already in place.
- m. The availability of low-cost water on the Willard Campus is a great advantage.
- n. The system of underground piping segments serving the Campus was not investigated as part of this work. The size and condition of the existing buried water pipes will need to be considered once specific plans for development are proposed, since the amount of water needed may vary widely – such as quantities needed for microbreweries, wineries, of residential buildings with sprinkler systems.

Wastewater Treatment Capacity

- a. An existing WWTP serves the Willard Campus, Hamlet of Willard, and the surrounding areas.
- b. The WWTP is owned and operated by Seneca County and is permitted by NYS as the Seneca County Sewer District #1 WWTP.
- c. State Pollution Discharge Elimination System (SPDES) Permit NY0160407 is issued and is active for the WWTP site, and expires in December 2024.
- d. The SPDES permit allows the WWTP to discharge treated sewage at an average rate of 700,000 GPD on a monthly average basis, meaning that individual days may exceed 700,000 GPD as long as the monthly daily average does not exceed that number.
- e. Interviews with the operator indicate that current flows average 250,000 GPD in dry weather, and are much higher in wet weather, when inflow and infiltration (I&I) cause stormwater and high groundwater to enter the sewers and be transported to the WWTP.
- f. A project to reduce I&I and to expand the capacity of the plant is in progress, with design complete and construction expected in 2024.

- g. The WWTP also serves the many cottages, camps and houses located along Seneca Lake near the Willard Campus. Proposed projects to expand this sewer service farther along the lakeshore may consume additional WWTP capacity in future years, but are not certain.
- h. Existing excess capacity is estimated at 250,000 GPD once the current project is completed. This excess capacity could provide wastewater service for approximately 1,670 new residents, or some combination of residential and commercial/industrial customers.

Stormwater Systems

- a. The existing Campus is located on the hillside above Seneca Lake, and enjoys a gently sloping aspect towards the lakes. Existing catch basins around the campus direct water to collection pipes which discharge to nearby Simpson Creek or to Seneca Lake.
- b. These existing stormwater features effectively drain the campus area, but do not include the detention and retention ponds more typical of development within the last 20 years.
- c. Any time a new or redevelopment project disturbs more than 1 acre of ground, a stormwater pollution prevention plan is required to meet the new standards which will require stormwater ponds or other structures. These stormwater upgrades are only needed if land is disturbed.
- d. Development of new residential or commercial/industrial projects will need to include appropriate stormwater design, and all developers are used to this requirement.
- e. The sloping nature of the site and the large areas available should tend to make stormwater management of new development less challenging than it might otherwise be on constrained sites.

Electrical System

- a. The primary electrical distribution around the site is underground, and the many pad-mounted transformers which serve areas of the campus were clearly replaced in the recent past. Equipment tags on the transformers indicated they were manufactured in 2017/8, and the concrete pads on which they were located were clearly new within the last 5-7 years, and are in very good condition.
- b. Electrical service to the many campus buildings entered during the site visit was active during the site visit, with many lights and electrical devices working.
- c. The electrical distribution system is clearly designed for the high density of buildings which were in use while the campus was open, and so should easily be able to accommodate any residential or light commercial or industrial uses which might replace the existing buildings.
- d. Very concentrated industry such as data centers or refrigeration plants would have to be evaluated individually for capacity.

Campus Heating System

- a. Most of the buildings on campus are heated by a central heating plant, which produces steam using fuel oil. Steam is distributed to the various building through tunnels and buried piping.
- b. There appears to be no natural gas service to the campus.
- c. NYSEG provides electrical service to the site but does not include natural gas service in this area.
- d. The central steam heating plant appears to be in good condition and has operated in recent years.

Records Availability.

- a. A comprehensive document containing the details of the utilities and layout of the facility was compiled by the NYS Office of Government Services, Initial Release Date August 2007, and Revised 2012. This document contains drawings and technical information on all of the buildings at the site.
- b. Many utility drawings and reports are available showing the water, sewer, storm sewer, electric, and heating systems dating back over 100 years.

Overall Assessment

- a. The Campus already has installed water, sewer, stormwater, and electrical service in most areas. These existing facilities are in generally good condition and do not need wholesale replacement or significant upgrades to service most foreseeable development of the site.
- b. The water treatment plant and wastewater treatment plant are each in good condition and can service more than 1,600 new residents in the new development.
- c. The existing electrical service was recently upgraded and can support almost any redevelopment without the need for large electrical supply work.
- d. The central heating system is outdated and would probably not be used in any re-development of the site. Installing building specific heating systems designed for the specific use of each building will be much more energy efficient and cost effective.
- e. The sloping topography of the site makes complying with stormwater regulations for any new development easier than it might otherwise be.
- f. There are significant amounts of open space on the campus, which could allow for new development without the need to demolish many of the existing buildings. Some buildings may need to be demolished as they date from time periods where multistory buildings did not have elevators or other ADA features, making re-use a challenge.



Preliminary Architectural & Historic Review

Prepared by:



Prepared for:



October 2023

Evaluation of Physical Assets

A team of architects from MRB Group and Bero Architecture reviewed the existing buildings and structures during site visits conducted on May 12, 2023, and June 9, 2023. The Willard Campus site encompasses 550-acres and has approximately 75 buildings containing 856,823 square feet of building space. The work included observing exterior and interior features of buildings to assess their condition and gain an understanding for potential rehabilitation and use. Several significant structures have been condemned and had to be surveyed from a distance. SENIDA provided floor plans of structures, access to existing hazardous material surveys, and historic documentation on the history of the buildings and site to aid in the evaluations.

Building review targeted features of the exterior envelope such as condition of foundations, masonry, roofing, and windows and doors - to understand feasibility for redevelopment and identify any potential hurdles to future re-use. Interior review (where permissible) included understanding condition of existing finishes, building layout, general space configuration and circulation, and structural systems with an eye toward reuse. During our June of 2023 site visit, the State was in the process of securing doors and windows in all buildings with plywood to deter vandalism as well as draining existing fire sprinkler systems.

Building evaluations were limited to visual observations and did not include building code studies, testing, or structural analyses, to verify all implications for redevelopment, but we did discuss and acknowledge restrictions and concerns in our reconnaissance work. A significant benefit in improving the likelihood for reuse is that the buildings were used and operated by the State of New York, and the resulting requirements placed for operation of the structures. Over the years NYS funding provided for the continual upkeep and maintenance of infrastructure – fire protection systems (sprinklers), upgraded electrical systems, and well-defined and signed means of egress systems (emergency lighting, exit signage, and multiple paths for exiting).

Additionally, because buildings were occupied by the public, strict compliance with the accessibility code was instituted with the majority of the buildings have accommodations already in place for accessible entry, parking, and use of the buildings. Often infrastructure improvements and providing for code-required accessibility are major hurdles to redevelopment.

Role of Historic Designation on Development

Bero Architecture, who specializes in Historic Preservation, reviewed the impact that historic designation of the campus buildings can have on future development. The Willard Psychiatric Center, originally known as the Willard Asylum for the Insane, is eligible for listing on the National Register of Historic Places. Listing may be justified under Criterion A, for its association with significant medical and health care contributions to New York state, and Criterion C, Architecture, as a collection of medical buildings constructed in various architectural styles

of the period in which they were built. Although the most significant structure, the Chapin House was demolished in the 1980's and several historically important buildings are in a condemned state; approximately 75 buildings remain intact. These include utilitarian structures, like garages and storage buildings, to more substantial structures, such as patient & staff housing, and several residences.

We have identified the attached list of structures that generally retain their historic and architectural character. Historic designation is a potential tool to be used in the redevelopment process, and has the potential to assist with future planning and funding efforts.

There is great community interest and support in maintaining and reusing the existing historic buildings. In the public engagement sessions, it was clear that the community memory of walking the campus and working or visiting the buildings was significant to the development of the local communities of Willard, Romulus, and Ovid. Beyond the regional impacts, part of its historic significance is how the physical evolution of the campus buildings directly reflect changes in mental health care over the years.

Key Steps in the National Register Listing Process

1. **Determination of Eligibility:** This happens when Office of Parks, Recreation and Historic Preservation (OPRHP) staff make an official determination that the property meets the criteria for listing in the State and National Registers. This determination is recorded in the Cultural Resource Information System (CRIS), OPRHP's online database. To be eligible for SR / NR listing, properties must usually be at least 50 years old, must have architectural and/or historical significance at the local, state, or national level, and must retain integrity, i.e., ability to convey their significance. Condition is not a consideration; properties can be in very poor condition and still considered SR / NR eligible if they retain integrity (have not been extensively altered).
2. **Preparation of National Register Nomination:** The person preparing the nomination works closely with OPRHP staff to complete all parts of the nomination form, which include a detailed physical description and thorough explanation of the property's history and significance. It typically takes typically takes six months to a year to complete the required research, writing and photography for most properties, occasionally longer for large and/or complicated properties.
3. **State Review Board (SRB):** This group meets quarterly to review nominations, and votes to approve those that they determine meet the requirements. The majority of nominations are approved; occasionally one is sent back to the preparer with a request for additional information or clarification. Once approved by the SRB, the nomination is forwarded to the Deputy Commissioner for Historic Preservation for signature, after which the property is officially listed in the New York State Register of Historic Places, and the nomination is sent to the National Park Service (NPS).
4. **National Register Listing:** NPS staff review and generally promptly approve nominations sent to them by the SRB. In rare instances they send a nomination back for additional information or clarification. Once staff is satisfied, the nomination is sent to the Keeper

of the National Register for formal approval. Once the Keeper signs the paperwork, the property is officially listed in the National Register.

While the State and National Register are two separate lists, with rare exceptions the processes automatically proceed in tandem, and describing a property as National Register-listed implies it is also listed in the State Register.

Eligibility has the same practical effect as listing in the following key ways:

- Public projects that could potentially impact properties listed in, or eligible for, the State and/or National Registers are subject to review for their impacts on historic resources. Depending on the agency involved in carrying out, funding, and/or approving the project, this could entail Section 106, SEQR, and/or Section 4(f) review.
- Private owners are not limited in their treatment of properties listed in or eligible for the State and National Registers, unless they are using public funding or require government approval. A private owner may rehabilitate, alter, or even demolish a NR eligible or listed property with no review by any state or federal agency, as long as they not using public funding and do not require public approval that would trigger SEQR.

Formal listing in the State and National Registers does have one key impact on properties: only properties listed in the National Register are qualified for Historic Tax Credits (HTCs). The HTC process may begin while NR listing is pending, but the listing must be finalized within five years of the end of the project, so it is generally advisable to complete the NR process as early as possible to avoid any surprises.

In order to receive HTCs, work must be approved by OPRHP and the NPS. The best course of action is to complete the Part 2 HTC application, which documents existing conditions and planned work, before starting any work. Starting work before receiving Part 2 is risky because if OPRHP / NPS do not approve work that has already been completed, they can require it to be reversed. They will, however, work with owners if emergency stabilization, repairs, or selective demolition is required while the Part 2 application is in process, and may issue interim approvals for work that cannot wait for final Part 2 approval. It is best to invite the OPRHP reviewer to visit and discuss any anticipated issues as early in the process as possible.

National Register Considerations for Willard

1. Willard State Hospital is already officially Eligible for the State and National Registers (step 1 above). The most recent eligibility determination was completed in August 2022 and encompasses the entire campus, including all extant buildings regardless of condition.

2. Because the entire Willard campus is already officially eligible for the State and National Registers, any projects carried out by, funded by, or requiring the approval of at least one federal, state, or local government agency will require review for their impacts on historic resources, and documentation of efforts to avoid, minimize, or mitigate negative impacts. Any demolition, rehabilitation, new construction, or other alterations to any buildings or to the site done while the property is under state ownership, or using state or federal funding or government approval, will require advance review and approval by OPRHP. This requirement will not change if Willard is formally listed in the National Register.
3. Because Willard was determined eligible as a campus, if SR / NR listing is desired, it will probably need to encompass the entire campus. The Engineer's House is in the process of being listed individually because it predates the rest of the hospital complex and therefore has a different development history, but most other buildings do not have the potential to be split off and listed on their own, because they were developed as part of the Willard campus. Likewise it would not be possible to divide the campus and list some buildings but not others, unless it can be shown that there is a good reason to do so related to the history of the property.
4. If Willard is transferred to private ownership, private owners will be able to pursue any type of rehabilitation, alterations, or demolition, as long as they do not use public funding (including HTCs) and do not require government approval that would trigger SEQR for their projects. If the private owner would like to access HTCs, they should coordinate with OPRHP before starting work to ensure they do not undertake any renovations that would later disqualify them from utilizing the HTCs.
5. In order for developers to take advantage of Historic Tax Credits, the campus will need to be listed in the National Register. With a federal HTC of 20% of qualified rehabilitation costs, and additional state HTC of 20% (or 30% for projects under \$2 million), this is an attractive incentive for developers. If developers do not want to be subject to OPRHP / NPS review, they do not have to utilize the tax credits.
6. SR / NR listing and eligibility do not necessarily preclude demolition, even under public ownership. If a public entity owns and wishes to demolish a SR / NR-listed building, it must go through a review process to ensure that the historic significance of the building is taken into account and that the agency made efforts to avoid, minimize, or mitigate negative impacts. If it can be demonstrated that demolition is the only feasible solution, OPRHP may issue an approval conditioned on a requirement to document the building before demolition, erect signage commemorating the building, preserve or salvage key features, provide funding for another preservation project, or undertake some other form of mitigation.
7. Close communication with OPRHP is essential, especially if emergency stabilization and/or demolition work is anticipated. Dangerous conditions sometimes necessitate emergency stabilization or demolition on a quicker timeline than the normal Section 106, 4(f), SEQR, or Historic Tax Credit review processes allow. In these situations it is important to communicate regularly with OPRHP to ensure compliance with federal and state preservation laws. It is also a good idea to take photographs on a regular basis to document building conditions.

Highest & Best Use Analysis

The intention of the survey was to identify buildings with the greatest potential for redevelopment and to identify structures requiring partial removal and/or demolition due to decay or non-historic contributions. The table on the following pages outlines the building number and name, dates of construction, date of vacancy (if known), and recommendations for “Rehabilitation” (contributing), “Secondary”, or “Demolition”. These terms indicate the following:

- “REHABILITON”: Buildings identified as prioritized candidates for redevelopment fall in this category.
- “SECONDARY”: Buildings that could either be redeveloped if an appropriate use or logical occupancy is developed fall in this category. Building relocation and/or partial or full demolition are possibilities if a use/demand is not identified.
 - Many of the buildings designated as “Secondary” are placed in this category because of the fact there are multiple buildings of the same typology with similar spaces that are limited to specific redevelopment uses. For example, the 1930’s residential buildings – South Home/Alcohol Rehab, North Home, Seneca Home, Birches – have double-loaded corridors with small-sized spaces lining each side for multiple floor levels with multiple use bathrooms. The existence of very similar building type and space inventories throughout the site could be a deterrent to or limit to likely redevelopment.
- “DEMOLITION”: Buildings identified for demolition fall in this group and are mostly limited to those buildings that have already been “condemned” by the local jurisdiction due to safety concerns of actively failing and damaged structures. The interpretation, rehabilitation, or reuse of portions of these buildings are encouraged. For instance, the foundations of the buildings could be reused, or utilized and interpreted as a component of the landscaping.

#	Existing Building	Area	Date(s) of Construction	Date Vacant (if known)	Status	Evaluation Description
105	Pines Building	1	1876		DEMO	Condemned for structural failures; Historic significance - consider integration/interpretation
107	Edgemere	1	1880	1985	DEMO	Condemned for structural failures; Historic significance - consider integration/interpretation
63	Maples	4	1873	1995	DEMO	Condemned for structural failures; Historic significance - consider rebuilding tower
96	Storage (Suitcase Bldg.)	3	1896		REHAB	Historic significance, high reuse potential, good condition
98	Brookside	3	1889		REHAB	Historic significance, poor condition, remediation of black mold required
241	Brookside Boathouse/Storage	3	1950		REHAB	Historic value
64	Staff Residence/Chief Engineer's	4	1820s		REHAB	Historic significance, good condition; potential use by Town Historical Society
67	Hadley Hall	4	1892		REHAB	Historic significance, high reuse potential, fair-to-good condition
68	Recreation Center	4	1874		REHAB	Good condition, high reuse potential
78	Staff Garage	4	1900		REHAB	Fair condition, potential use as support building
80	Storage	4	1875		REHAB	Open /variety of spaces, fair condition
81	Jackson Building	4	1883		REHAB	Historic significance, high reuse potential
113	North Home	4	1929	1980	REHAB	Historic significance, vacant for length of time (no elevator)
114	Elliot Hall	4	1928	2023	REHAB	Historic significance, high reuse potential, good condition (elevator)
50	Firehouse	5	1894		REHAB	High reuse potential, good condition
51	Power Plant	5	1894		REHAB	No change in use
116	Seneca Home	5	1933	2022	REHAB	Fair-to-good condition (no elevator)
25	Grange House	6	1845		REHAB	Private residence; Historic significance with little change over time
44	Sunnycroft	6	1878	2022	REHAB	Historic significance as remaining intact Kirkbride plan building, good condition
117	Birches	6	1934	2022	REHAB	Good condition, high reuse potential, elevator
127	Storage House	6	1956	2023	REHAB	Good condition, high reuse potential, elevator, coolers
15	Grandview	7	1858; 1886	Occupied	REHAB	Historic significance, high reuse potential, currently in use
119	Staff Residence	7	1933		REHAB	Good condition, high reuse potential as residential occupancy
120	5 Family Apartment	7	1933		REHAB	Good condition, high reuse potential as residential occupancy
121	Staff Residence	7	1933		REHAB	Good condition, high reuse potential as residential occupancy
100	Recycle	1	1896		SECONDARY	High reuse potential for historic portion of building
102	Storage	1	N/A		SECONDARY	- -
104	Storage	1	1950		SECONDARY	Residential-grade construction
106	Storage	1	1950		SECONDARY	Residential-grade construction
145	Staff Residence	1	1945		SECONDARY	Residential-grade construction
146	Staff Residence	1	1952		SECONDARY	Residential-grade construction
200	Camp Edgemere Lodge	1	1988		SECONDARY	Good condition, high reuse potential
201	Kitchen Cabin	1	1988		SECONDARY	- -
202	Bath Cabin	1	1988		SECONDARY	- -
203	Spruce Cabin	1	1988		SECONDARY	- -
204	Oak Cabin	1	1988		SECONDARY	- -

#	Existing Building	Area	Date(s) of Construction	Date Vacant (if known)	Status	Evaluation Description
205	Locust Cabin	1	1988		SECONDARY	--
206	Hemlock Cabin	1	1988		SECONDARY	--
207	Birch Cabin	1	1988		SECONDARY	--
208	Maples Cabin	1	1988		SECONDARY	--
209	Pines Cabin	1	1988		SECONDARY	--
210	Willow Cabin	1	1988		SECONDARY	--
244	Storage	1	2001		SECONDARY	Potential to disassemble / move / relocate
245	Storage	1	1991		SECONDARY	Potential to disassemble / move / relocate
246	Bio-hazard storage	1	1991		SECONDARY	Potential to disassemble / move / relocate
89	Sewage Lift Station	3	1936		--	No change in use
90	Storage	3	2001		SECONDARY	Fair-to-poor condition, masonry, roofing repairs
122	Pump House	3	1956		SECONDARY	No change in use
242	Storage	3	1991		SECONDARY	Potential to disassemble / move / relocate
243	Storage	3	2001		SECONDARY	Potential to disassemble / move / relocate
61	Maples Storage	4	1930		SECONDARY	Fair condition; requires upkeep
65	Staff Garage	4	1930		SECONDARY	Garage associated with Chief Engineer's Office
76	Tran. Garage	4	1936		SECONDARY	Fair condition, potential use as support building
77	Garage	4	1936		SECONDARY	Poor condition
82	Staff Residence	4	1890		SECONDARY	Residential-grade construction
83	Morgue	4	1885		SECONDARY	Historic significance for association with Willard, poor condition
84	Grounds / Gas House	4	1869		SECONDARY	Historic significance for association with Willard, poor condition
236	Garbage Storage	4			SECONDARY	Potential to disassemble / move / relocate
237	Jackson Storage	4	2001		SECONDARY	Potential to disassemble / move / relocate
238	Jackson Storage	4	1991		SECONDARY	Potential to disassemble / move / relocate
239	Maintenance Storage	4	2001		SECONDARY	Potential to disassemble / move / relocate
240	Maintenance Storage	4	1991		SECONDARY	Potential to disassemble / move / relocate
52	Salt Shed	5	1930		SECONDARY	Poor condition; requires masonry, roofing
53	Farm Shed	5	1930		SECONDARY	--
58	Farm Building	5	1940		SECONDARY	Fair condition; requires upkeep
62	Storage Barn	5	1873		SECONDARY	Agriculture Support
163	Water Treatment Plant	5	1991		SECONDARY	No change in use
212	Storage Workshop	5	2002		SECONDARY	Potential to disassemble / move / relocate
232	Oxygen	5	1989		SECONDARY	Potential to disassemble / move / relocate
233	Acetylene	5	1989		SECONDARY	Potential to disassemble / move / relocate
234	Equipment Storage Shed	5	1998		SECONDARY	Potential to disassemble / move / relocate
235	Equipment Storage Shed	5	1991		SECONDARY	Potential to disassemble / move / relocate

#	Existing Building	Area	Date(s) of Construction	Date Vacant (if known)	Status	Evaluation Description
247	Salt Storage	5	2007		SECONDARY	No change in use
250	Recycling Storage	5	2007		SECONDARY	Potential to disassemble / move / relocate
24	Transformer Room	6	1900	In Use	SECONDARY	No change in use
27	Staff Garage	6	1920		SECONDARY	Garage associated with Grange Home
128	Draft	6	1985		SECONDARY	Good condition, high reuse potential
129	Maintenance Storage	6	1988		SECONDARY	Good condition, high reuse potential
131	Central Kitchen	6	1949		SECONDARY	Specialized building space usage, institutional kitchen, elevator
136	Hatch Building	6	1956		SECONDARY	Good condition, institutionalized build-out, elevator
137	Dumpster Shed	6	1984		SECONDARY	Potential to disassemble / move / relocate
213	Pavilion	6	2002		SECONDARY	Potential to disassemble / move / relocate
214	Pavilion	6	2002		SECONDARY	Potential to disassemble / move / relocate
215	Pavilion	6	2002		SECONDARY	Potential to disassemble / move / relocate
225	Building with weight scale	6	1952		SECONDARY	Poor condition
229	Recycling Storage	6	1991		SECONDARY	Potential to disassemble / move / relocate
230	Recycling Storage	6	1991		SECONDARY	Potential to disassemble / move / relocate
231	Storage Shed	6	1991		SECONDARY	Potential to disassemble / move / relocate
248	Recycling Storage	6	2007		SECONDARY	Potential to disassemble / move / relocate
249	Recycling Storage	6	2007		SECONDARY	Potential to disassemble / move / relocate
1	Regional Training Building	7	1971	1921	SECONDARY	Boiler explosion makes reuse options an unknown
13	Staff Residence	7	1960		SECONDARY	Residential-grade, poor condition; requires repair prior to renting/selling
14	Staff Residence	7	1960		SECONDARY	Residential-grade, poor condition; requires repair prior to renting/selling
16	Staff Garage	7	1958		SECONDARY	Poor condition; requires repair prior to renting/selling
17	Staff Garage	7	1958		SECONDARY	Failing condition; not worth shoring/repairing
41	Greenhouse	7	1996		SECONDARY	Potential to disassemble / move / relocate
42	Storage	7	1950		SECONDARY	Failing siding, roofing
43	Storage Building	7	1968		SECONDARY	Potential to disassemble / move / relocate
118	Cayuga Home	7	1937	2022	SECONDARY	Fair condition
211	Truck Trap Office	7	1995		SECONDARY	Potential to disassemble / move / relocate
217	Truck Trap Storage	7	2001		SECONDARY	Potential to disassemble / move / relocate
218	Truck Trap Storage	7	1996		SECONDARY	Potential to disassemble / move / relocate
219	Officer Post Truck Trap	7	1995		SECONDARY	Potential to disassemble / move / relocate
220	Storage	7	2001		SECONDARY	Potential to disassemble / move / relocate
221	Storage	7	1991		SECONDARY	Potential to disassemble / move / relocate
222	School Bus Stop	7	1975		SECONDARY	Potential to disassemble / move / relocate
223	Shooting Range Storage	7	2004		SECONDARY	Potential to disassemble / move / relocate
224	Shooting Range Storage	7	2001		SECONDARY	Potential to disassemble / move / relocate

#	Existing Building	Area	Date(s) of Construction	Date Vacant (if known)	Status	Evaluation Description
226	Greenhouse	7	2002		SECONDARY	Potential to disassemble / move / relocate
227	Storage	7	1995		SECONDARY	Potential to disassemble / move / relocate
228	Storage	7	1995		SECONDARY	Potential to disassemble / move / relocate



Environmental Conditions Review & Cost Estimates

Prepared by:



Prepared for:



October 2023

In 2022, HRP completed a Phase 1 Environmental Site Assessment (ESA), a limited Phase 2 ESA, and a supplemental limited Phase 2 ESA at the Willard DTC. These reports were provided to MRB Group, EDR, and Bero Architecture as part of this study, and are available upon request from SENIDA.

Identified contamination was limited to two isolated areas near Building #84, Grounds, in character area 4. The observed impacts are at a depth of 12-15 feet below the ground surface and are not considered a barrier to site development as outlined in this plan. HRP does not recommend further investigation.

There is area near the power plant, Building #51 in character area 5, where coal ash disposal is suspected to have occurred. Test pitting was not completed in this area due to the large number of underground utilities. The CSMP does not propose any redevelopment or disturbance in this area, so not further action is necessary at this time. If disturbance were to occur in the area of the power plant, proper disposal of any coal ash that is encountered will be required.

While there is not substantial identified site contamination, the historic buildings do likely contain hazardous building materials. To date, a comprehensive assessment of the campus as a whole has not been conducted, but some testing and abatement has been done in conjunction with projects done by the State over the years. A breakdown of the estimated cost of asbestos surveying for each building is in the table on the next page. Abatement costs cannot be estimated as they rely heavily on the amount and type of asbestos materials in each building.

#	Existing Building	Area	Asbestos Survey	#	Existing Building	Area	Asbestos Survey	#	Existing Building	Area	Asbestos Survey
100	RECYCLE	1	\$ 10,000	76	TRANSPORTATION GARAGE	4	\$ 5,000	131	CENTRAL KITCHEN	6	\$ 12,500
102	STORAGE	1	\$ 3,000	77	GARAGE	4	\$ 3,000	136	HATCH BUILDING	6	\$ 12,500
104	STORAGE	1	\$ 250	78	STAFF GARAGE	4	\$ 250	137	DUMPSTER SHED	6	\$ 250
105	PINES BUILDING	1	\$ -	80	REHABILITATION #2	4	\$ 5,000	213	PAVILLION	6	\$ 250
106	STORAGE	1	\$ 250	81	JACKSON BUILDING (DAY CARE)	4	\$ 10,000	214	PAVILLION	6	\$ 250
107	EDGEMERE	1	\$ -	82	STAFF RESIDENCE	4	\$ 250	215	PAVILLION	6	\$ 250
112	ALCOHOL REHABILITATION	1	\$ 10,000	83	MORGUE	4	\$ 250	225	SCALE BUILDING	6	\$ 250
145	STAFF RESIDENCE	1	\$ 3,000	84	GROUNDS	4	\$ 3,000	229	RECYCLE STORAGE	6	\$ 250
146	STAFF RESIDENCE	1	\$ 3,000	113	NORTH HOME	4	\$ 12,500	230	RECYCLE STORAGE II	6	\$ 250
200	CAMP EDGEMERE LODGE	1	\$ 3,000	114	ELLIOTT HALL	4	\$ 12,500	231	STORAGE	6	\$ 250
201	KITCHEN CABIN	1	\$ 250	216	KITCHEN (ELLIOT HALL)	4	\$ 250	248	RECYCLE STORAGE BY BLDG 136	6	\$ 250
202	BATH CABIN	1	\$ 250	237	JACKSON STORAGE	4	\$ 250	249	RECYCLE STORAGE BY BLDG 44	6	\$ 250
203	SPRUCE CABIN	1	\$ 250	238	JACKSON STORAGE II	4	\$ 250	1	REGIONAL TRAINING	7	\$ 10,000
204	OAK CABIN	1	\$ 250	239	MAINTENANCE STORAGE	4	\$ 250	13	STAFF RESIDENCE	7	\$ 3,000
205	LOCUST CABIN	1	\$ 250	240	MAINTENANCE STORAGE	4	\$ 250	14	STAFF RESIDENCE	7	\$ 3,000
206	HEMLOCK CABIN	1	\$ 250	50	FIREHOUSE	5	\$ 5,000	15	GRANDVIEW / Credit Union	7	\$ 12,500
207	BIRCH CABIN	1	\$ 250	51	POWER PLANT	5	\$ 10,000	16	STAFF GARAGE	7	\$ 250
208	MAPLES CABIN	1	\$ 250	54	FARM	5	\$ 250	17	STAFF GARAGE	7	\$ 250
209	PINES CABIN	1	\$ 250	58	FARM BLDG	5	\$ 3,000	41	GREENHOUSE	7	\$ 3,000
210	WILLOW CABIN	1	\$ 250	62	STORAGE	5	\$ 5,000	42	STORAGE SHED	7	\$ 250
244	Storage	1	\$ 250	116	SENECA HOME	5	\$ 10,000	43	STORAGE SHED	7	\$ 250
245	Storage	1	\$ 250	163	WATER TREATMENT PLANT	5	\$ 5,000	118	CAYUGA HOME	7	\$ 10,000
246	Bio Hazard Bldg	1	\$ 250	212	STORAGE WORKSHOP	5	\$ 250	119	STAFF RESIDENCE	7	\$ 3,000
87	BLEAK HOUSE	3	\$ 5,000	232	OXYGEN STORAGE	5	\$ 250	120	5 FAMILY APARTMENT	7	\$ 7,500
89	SEWAGE LIFT STATION	3	\$ 250	233	ACETYLENE STORAGE	5	\$ 250	121	STAFF RESIDENCE	7	\$ 3,000
90	STORAGE	3	\$ 3,000	234	EQUIPMENT STORAGE	5	\$ 250	211	TRUCK TRAP OFFICE	7	\$ 250
96	STORAGE (siutcase bldg.)	3	\$ 12,500	235	EQUIPMENT STORAGE	5	\$ 250	217	Truck Trap Storage	7	\$ 250
98	BROOKSIDE	3	\$ 10,000	247	SALT STORAGE BLDG	5	\$ 250	218	Truck Trap Storage	7	\$ 250
122	PUMP HOUSE	3	\$ 250	250	RECYCLING STORAGE	5	\$ 250	219	Officer Post Truck Trap	7	\$ 250
241	STORAGE	3	\$ 250	251	EQUIPMENT STORAGE BLDG.	5	\$ 3,000	220	Storage	7	\$ 250
242	Storage	3	\$ 250	24	TRANSFORMER ROOM	6	\$ 250	221	Storage	7	\$ 250
243	Storage	3	\$ 250	25	GRANGE HOUSE	6	\$ 5,000	222	School Bus Stop	7	\$ 250
61	MAPLES STORAGE	4	\$ 250	27	STAFF GARAGE	6	\$ 250	223	SHOOTING RANGE BLDG.	7	\$ 250
63	MAPLES	4	\$ -	44	SUNNYCROFT	6	\$ 12,500	226	GREENHOUSE II	7	\$ 250
64	STAFF RESIDENCE	4	\$ 3,000	117	BIRCHES	6	\$ 12,500	227	STORAGE	7	\$ 250
65	STAFF GARAGE	4	\$ 250	127	STOREHOUSE	6	\$ 10,000	228	STORAGE	7	\$ 250
67	HADLEY HALL	4	\$ 12,500	128	DRAFT BLDG	6	\$ 10,000				
68	RECREATION CENTER	4	\$ 3,000	129	MAINTENANCE STORAGE	6	\$ 3,000				
									TOTAL		\$322,250



Real Estate Market Analysis

Prepared by:



Prepared for:



May 2023

Introduction

The Seneca County IDA engaged MRB Group to undertake a property reuse study for the Willard Drug Treatment Center (“Willard” or “Willard DTC”) to identify potential redevelopment opportunities. As part of this study, MRB Group completed the following review of relevant trends in the regional real estate market to determine the demand for retail, office, commercial, residential, industrial, and hospitality uses in the area. MRB Group also reviewed demographic conditions and industry trends to help assess the feasibility of end-uses for the site. This analysis will provide critical insights into the types of development that would be most successful on the Willard campus and the economic viability of each. By examining market trends and assessing the needs of different industries, the Seneca County community can make informed decisions about the future use of this property, ultimately contributing to the region’s economic growth.

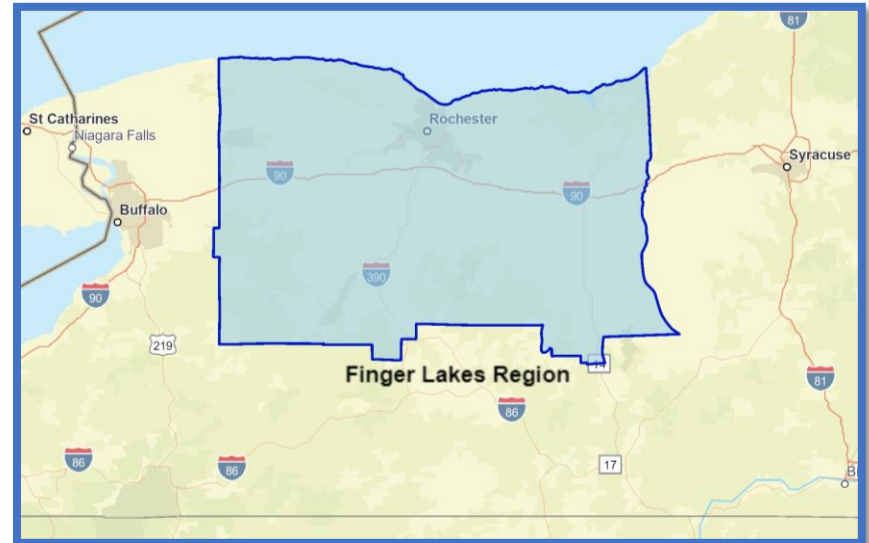
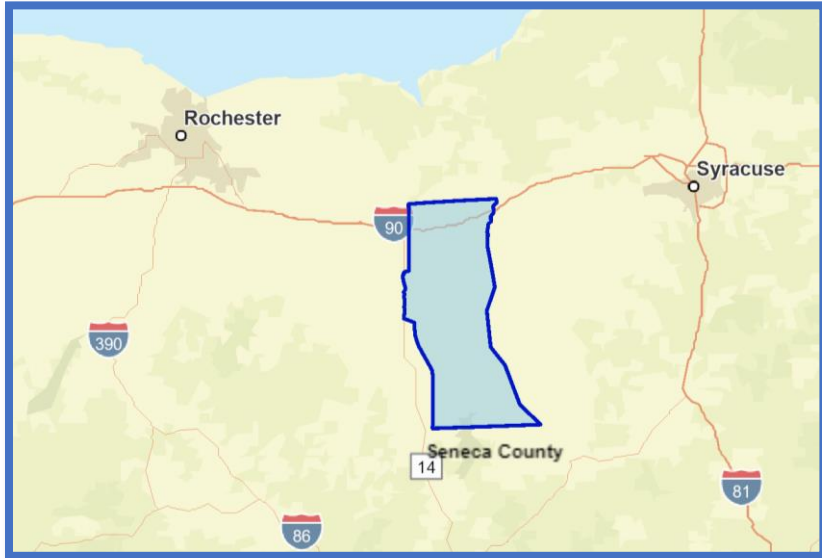
Data Note:

Data included in the following analysis was sourced from the 2010 and 2020 US Decennial Census, US Census American Community Survey 5-year Estimates (2016-2020), Esri, Lightcast (formerly Emsi), and CoStar.

Market Area

The following geographies are used in this analysis:

- 1) Seneca County
- 2) The Finger Lakes Region (Counties of Genesee, Livingston, Monroe, Orleans, Ontario, Seneca, Wayne, Wyoming, and Yates.)



Demographic Overview

The table to the right presents demographic data for Seneca County and the Finger Lakes Region. The population of Seneca County declined from 35,251 in 2010 to 33,268 in 2022, a decrease of 1,983 or 5.6%. Both the County and the Finger Lakes Region are projected to decline in population by over 1% in the next 5 years.

The number of households in Seneca County decreased from 13,393 to 13,246 between 2010 and 2022, a decrease of 147 or 1%. During the same timeframe, the Finger Lakes Region saw a 4.3% increase in the number of households, from 482,693 in 2010 to 503,247 in 2022. It is anticipated that the number of households in both areas will remain relatively stable over the next five years. This fact, combined with declining population, indicates that average household size has decreased. In fact, average household size decreased from 2.42 for both areas in 2010 to 2.35 in Seneca County and 2.31 regionally in 2022. Average household size is projected to continue declining.

From 2022 to 2027, median household income in Seneca County is expected to increase from \$61,329 to \$71,605, a change of \$10,276 or 16.8%. Similarly, the Finger Lakes Region's median household income is expected to increase 18.4% during that time from \$66,306 to \$78,490.

The median age of residents in Seneca County, 43.1, is slightly higher than in the Finger Lakes Region overall. Seneca County and the Finger Lakes Region are both projected to see a 1.4% increase in the median age from 2022 to 2027.

Demographic Snapshot

Population					
	2010	2022	2027	Projected Change	Projected % Change
Seneca County	35,251	33,268	32,810	(458)	(1.4%)
Finger Lakes Region	1,217,156	1,212,159	1,199,259	(12,900)	(1.1%)
Median Age					
	2010	2022	2027	Projected Change	Projected % Change
Seneca County	41.0	43.1	43.7	0.6	1.4%
Finger Lakes Region	39.6	41.4	42.0	0.6	1.4%
Households					
	2010	2022	2027	Projected Change	Projected % Change
Seneca County	13,393	13,246	13,149	(97)	(0.7%)
Finger Lakes Region	482,693	503,247	503,120	(127)	(0.0%)
Average Household Size					
	2010	2022	2027	Projected Change	Projected % Change
Seneca County	2.42	2.35	2.33	(0.02)	(0.9%)
Finger Lakes Region	2.42	2.31	2.29	(0.02)	(0.9%)
Median Household Income					
		2022	2027	Projected Change	Projected % Change
Seneca County		\$61,329	\$71,605	10,276	16.8%
Finger Lakes Region		\$66,306	\$78,490	\$12,184	18.4%

Source: Esri

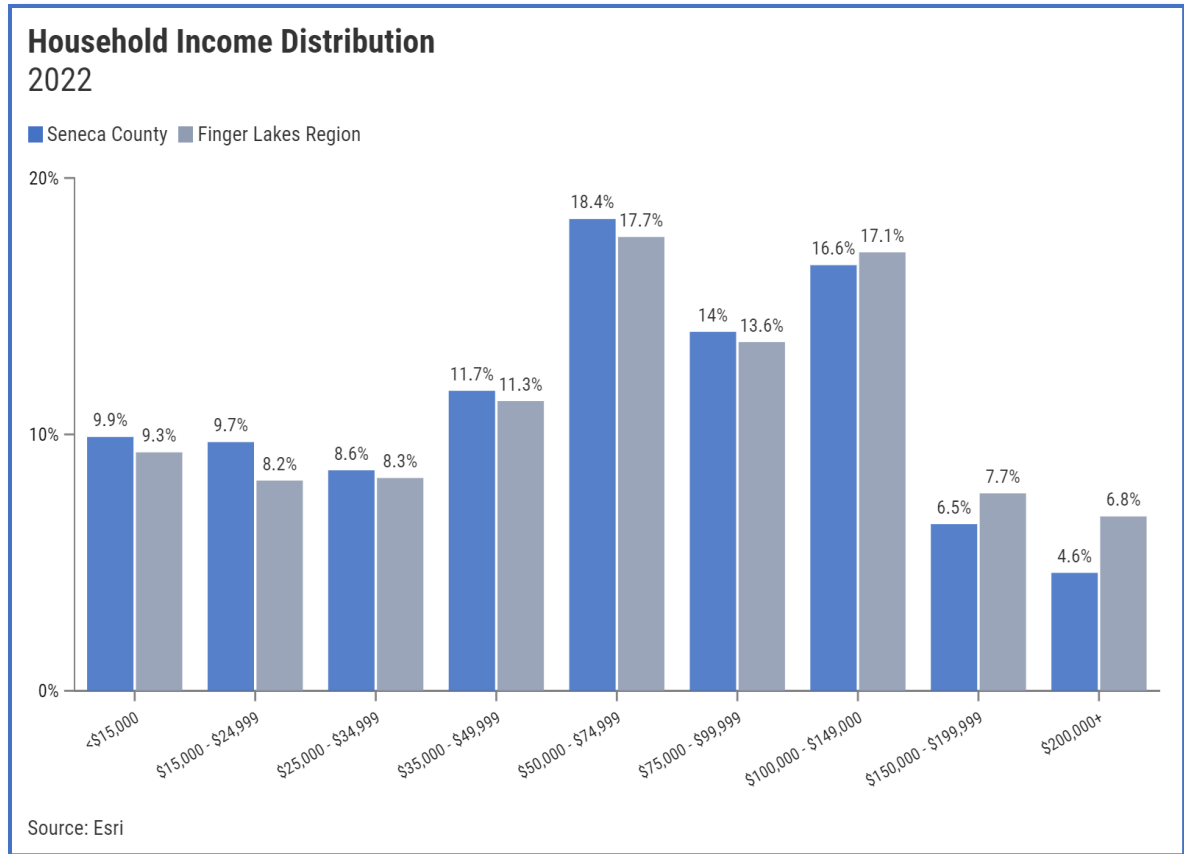
Income Distribution

This chart compares the distribution of household incomes in Seneca County and the Finger Lakes Region. The chart displays different income ranges on the horizontal axis and the vertical axis shows the percentage of households falling within those income ranges.

Overall, the distributions between the County and the Region are similar, though Seneca County has slightly more households whose incomes fall at or below the middle range of incomes compared to the Finger Lakes Region, and slightly fewer households at the upper end of the income distribution.

The income ranges start from less than \$15,000 and grow to over \$200,000. In Seneca County, 9.9% of households earn less than \$15,000, while 9.3% of households in the Finger Lakes Region earn the same income. Similarly, 9.7% of households in Seneca County earn between \$15,000 and \$24,999, while 8.2% of households in the Finger Lakes Region fall into the same income range.

In Seneca County, 18.4% of households earn between \$50,000 and \$74,999, which is higher than the 17.7% of households earning the same in the Finger Lakes Region. In contrast, 6.8% of households in the Finger Lakes Region earn \$200,000 or more, while only 4.6% of households in Seneca County earn the same.



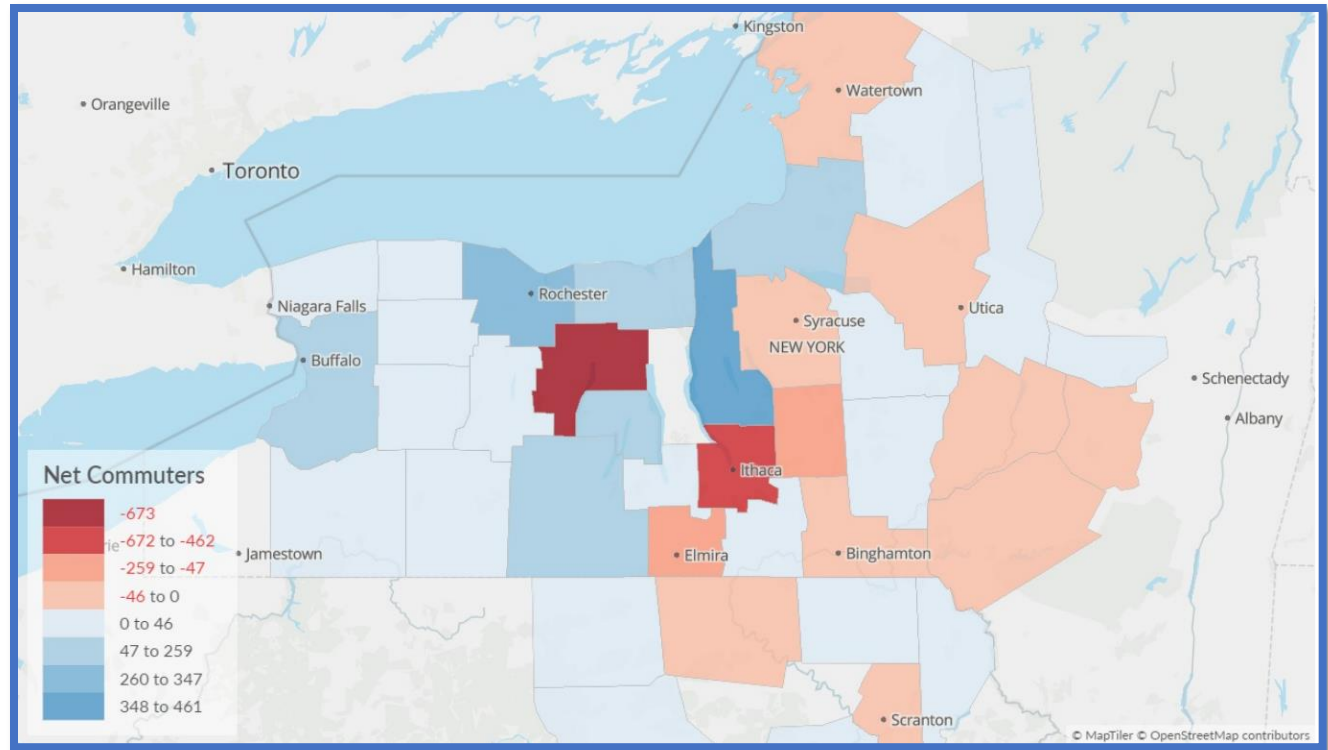
Commuting

This map presents data on inbound and outbound commuters in various counties of New York and Pennsylvania. The counties are colored and shaded based on the net number of commuters, calculated by subtracting the outbound commuters from the inbound commuters. A positive net number means more people are commuting into the County for work than leaving, while a negative net number means the opposite.

The county with the highest net number of in-commuters is Cayuga County, NY, with 348 more commuters traveling to Seneca County than Seneca County residents traveling to Cayuga. Monroe County, NY is second with 260 net commuters to Seneca County, followed by Steuben County, NY with 90.

However, many of the counties shown in the map have a negative net number of commuters to Seneca County, meaning more residents of Seneca County are leaving to work in those counties than there are residents from those counties commuting to Seneca. Tompkins County, NY has the largest negative net number of commuters, with 462 more Seneca County residents working in Tompkins than Tompkins residents working in Seneca. Ontario County, NY is second with 673 net commuters, followed by Cortland County, NY and Chemung County, NY with 56 each.

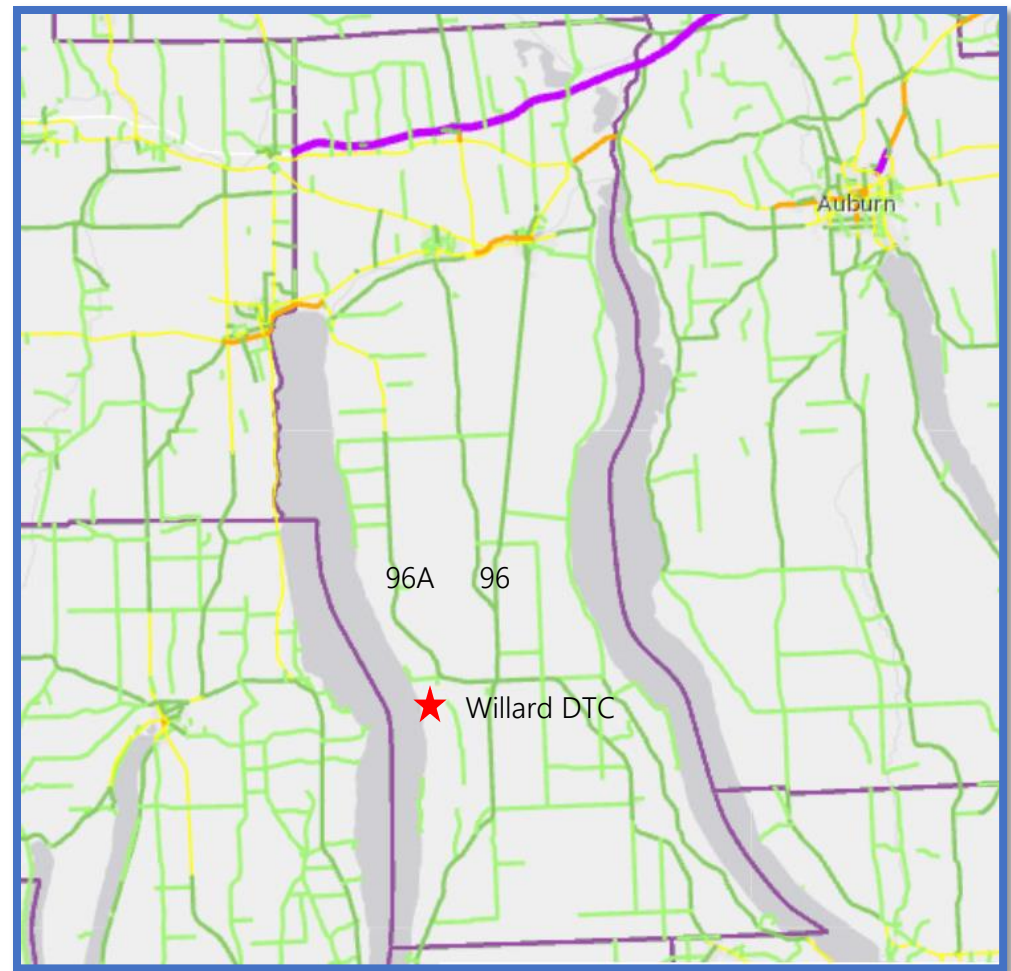
Overall, Seneca County has 6,160 inbound commuters and 6,264 outbound commuters, resulting in a net outflow of 104 commuters.



Daily Traffic Volume

The NYS DOT Traffic Data map displays the average daily traffic volumes in Seneca County. The most heavily trafficked road in the County is I-90 (the NYS Thruway) from the Ontario/Seneca County Line to NY-414 Ridge Road Overpass, which has an Annual Average Daily Traffic (AADT) of 38,409⁶.

Traffic volumes on NY-96 and NY-96A have the highest AADT counts in Seneca County and are between 1,500 and 10,000.



Source: NYS DOT Traffic Data Viewer

⁶ AADT is the total volume of vehicle traffic of a highway or road for a year divided by 365 days.

Industry Analysis

The table to the right shows the industry composition of Seneca County and the Finger Lakes Region in 2022. The industries are categorized based on their NAICS (North American Industry Classification System) codes and ranked according to the number of jobs in Seneca County. For each industry, the table lists the number of jobs and the percentage of the total jobs in each region represented by that industry.

The largest industry in Seneca County is the Government sector, which accounts for 23.5% of the total jobs in the county. The second-largest industry in Seneca County is Manufacturing (17.5%), followed by Retail Trade (15.9%) and Accommodation and Food Services (12.2%). Together, these four sectors comprise ~69% of all jobs in the County.

Comparing Seneca County to the Finger Lakes Region, the table shows that Seneca County has a relatively high level of Government and Manufacturing jobs, but a significantly lower concentration of Health Care and Social Assistance jobs. Additionally, Educational Services, Professional, Scientific, and Technical Services, and Administrative and Support and Waste Management and Remediation Services are more significant industries in the Finger Lakes Region than in Seneca County.

Industry Composition, 2022

NAICS	Description	Seneca County		Finger Lakes Region	
		Jobs	% of Total	Jobs	% of Total
90	Government	2,722	23.5%	84,964	15.0%
31	Manufacturing	2,026	17.5%	62,556	11.1%
44	Retail Trade	1,845	15.9%	58,389	10.3%
72	Accommodation and Food Services	1,413	12.2%	39,480	7.0%
62	Health Care and Social Assistance	701	6.0%	86,610	15.3%
42	Wholesale Trade	519	4.5%	16,324	2.9%
61	Educational Services	467	4.0%	37,553	6.6%
23	Construction	343	3.0%	28,040	5.0%
81	Other Services (except Public Administrat	293	2.5%	21,255	3.8%
56	Administrative and Support and Waste M	217	1.9%	25,666	4.5%
11	Agriculture, Forestry, Fishing and Hunting	165	1.4%	10,031	1.8%
48	Transportation and Warehousing	152	1.3%	14,172	2.5%
52	Finance and Insurance	150	1.3%	16,410	2.9%
54	Professional, Scientific, and Technical Ser	146	1.3%	27,543	4.9%
22	Utilities	101	0.9%	1,572	0.3%
71	Arts, Entertainment, and Recreation	96	0.8%	8,711	1.5%
55	Management of Companies and Enterpri	82	0.7%	10,899	1.9%
53	Real Estate and Rental and Leasing	63	0.5%	7,597	1.3%
51	Information	33	0.3%	6,238	1.1%
99	Unclassified Industry	30	0.3%	1,541	0.3%
21	Mining, Quarrying, and Oil and Gas Extra	24	0.2%	777	0.1%
		11,589		566,327	

Source: Lightcast

Projected Industry Growth Trends

Below, we consider anticipated growth trends across sectors that utilize industrial, office, and retail space in the Finger Lakes Region. We use regional data for the following analysis because economic modeling used to generate 10-year industry projections are less reliable on more narrow geographical levels, such as Seneca County.

Industrial Sector Projected Growth

The table on the following page displays the top 25 industrial space-utilizing subsectors (at the 4-digit NAICS level), ranked by projected job growth, for the Finger Lakes Region. Within the CSMP, these types of uses would primarily fit in character area 6.

Among the sub-sectors shown, the following ten are anticipated to add the most jobs through 2032:

- Warehousing and Storage (+819)
- Semiconductor and Other Electronic Component Manufacturing (+762)
- Communications Equipment Manufacturing (+597)
- Couriers and Express Delivery Services (+495)
- Dairy Product Manufacturing (+287)
- Beverage Manufacturing (+275)
- Local Messengers and Local Delivery (+204)
- Other Fabricated Metal Product Manufacturing (+198)
- Pulp, Paper, and Paperboard Mills (+186)
- Other Miscellaneous Manufacturing (+180)

Top 25 Regional Industrial-Space Utilizing Industries by Projected Job Growth

NAICS	Description	Finger Lakes Region Jobs			
		2022	2032	Growth	% Change
4931	Warehousing and Storage	3,247	4,066	819	25.2%
3344	Semiconductor and Other Electronic Component Manufacturing	1,988	2,750	762	38.4%
3342	Communications Equipment Manufacturing	4,210	4,807	597	14.2%
4921	Couriers and Express Delivery Services	2,371	2,866	495	20.9%
3115	Dairy Product Manufacturing	1,363	1,650	287	21.0%
3121	Beverage Manufacturing	2,730	3,005	275	10.1%
4922	Local Messengers and Local Delivery	677	881	204	30.1%
3329	Other Fabricated Metal Product Manufacturing	1,278	1,476	198	15.5%
3221	Pulp, Paper, and Paperboard Mills	272	458	186	68.4%
3399	Other Miscellaneous Manufacturing	1,648	1,828	180	10.9%
3112	Grain and Oilseed Milling	238	395	158	66.3%
3116	Animal Slaughtering and Processing	300	454	154	51.4%
4244	Grocery and Related Product Merchant Wholesalers	1,907	2,054	148	7.7%
3261	Plastics Product Manufacturing	5,303	5,450	147	2.8%
4251	Wholesale Electronic Markets and Agents and Brokers	1,287	1,430	144	11.2%
3114	Fruit and Vegetable Preserving and Specialty Food Manufacturing	2,439	2,569	130	5.3%
3323	Architectural and Structural Metals Manufacturing	1,404	1,531	127	9.1%
4249	Miscellaneous Nondurable Goods Merchant Wholesalers	889	1,001	112	12.6%
3262	Rubber Product Manufacturing	292	400	108	37.0%
3332	Industrial Machinery Manufacturing	1,333	1,432	99	7.4%
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	3,706	3,803	98	2.6%
3256	Soap, Cleaning Compound, and Toilet Preparation Manufacturing	467	563	96	20.5%
3253	Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing	214	302	88	41.0%
3211	Sawmills and Wood Preservation	257	344	87	33.8%
3313	Alumina and Aluminum Production and Processing	224	305	81	36.2%

Source: Lightcast

Office Sector Projected Growth

The table on the following page shows the 20 office-space utilizing subsectors projected to increase jobs in the Finger Lakes Region over the next ten years. Within the CSMP, these types of uses would primarily fit in character areas 4 and 6. Of these subsectors expected to grow, the following ten subsectors are projected to add the most jobs:

- Management, Scientific and Technical Consulting Services (+1,233)
- Services to Buildings and Dwellings (+839)
- Architectural, Engineering, and Related Services (+614)
- Other Professional, Scientific, and Technical Services (+559)
- Offices of Dentists (+507)
- Offices of Other Health Practitioners (+411)
- Insurance Carriers (+407)
- Depository Credit Intermediation (+279)
- Other Financial Investment Activities (+271)
- Computer Systems Design and Related Services (+231)

Top 20 Regional Office-Space Utilizing Industries by Projected Job Growth

NAICS	Description	Finger Lakes Region			
		2022	2032	Growth	% Change
5416	Management, Scientific, and Technical Consulting Services	3,770	5,003	1,233	32.7%
5617	Services to Buildings and Dwellings	6,420	7,259	839	13.1%
5413	Architectural, Engineering, and Related Services	5,306	5,920	614	11.6%
5419	Other Professional, Scientific, and Technical Services	2,997	3,556	559	18.6%
6212	Offices of Dentists	3,487	3,994	507	14.5%
6213	Offices of Other Health Practitioners	2,399	2,811	411	17.1%
5241	Insurance Carriers	4,687	5,094	407	8.7%
5221	Depository Credit Intermediation	4,694	4,973	279	5.9%
5239	Other Financial Investment Activities	1,279	1,550	271	21.2%
5415	Computer Systems Design and Related Services	5,738	5,968	231	4.0%
5418	Advertising, Public Relations, and Related Services	1,103	1,275	172	15.5%
5411	Legal Services	3,847	4,006	159	4.1%
5121	Motion Picture and Video Industries	377	536	158	42.0%
5112	Software Publishers	585	730	145	24.8%
5611	Office Administrative Services	818	905	87	10.7%
5251	Insurance and Employee Benefit Funds	77	160	83	108.2%
5312	Offices of Real Estate Agents and Brokers	682	753	71	10.4%
5223	Activities Related to Credit Intermediation	232	288	57	24.5%
5619	Other Support Services	919	967	48	5.2%
5191	Other Information Services	561	604	44	7.8%

Source: Lightcast

Retail Sector Projected Growth

The table on the following page displays the projected job growth in the Region among retail space utilizing sub-sectors.

For this market overview, we include sub-sectors of the Arts, Entertainment, and Recreation and the Accommodation and Food Services industries, in addition to traditional retail sub-sectors.

There are 22 retail-space using industry subsectors with expected job growth from 2022 to 2032. Within the CSMP, these types of uses would primarily fit in character area 4, except traveler accommodations which would primarily fit in character areas 1, 3, and/or 7. The following ten are anticipated to add the most jobs:

- Restaurants and Other Eating Places (+4,290)
- Other Amusement and Recreation Industries (+1,150)
- General Merchandise Stores, Including Warehouse Clubs and Supercenters (+1,129)
- Traveler Accommodation (+670)
- Automobile Dealers (+312)
- Drinking Places (Alcoholic Beverages) (+287)
- Electronic Shopping and Mail-Order Houses (+225)
- Lawn and Garden Equipment and Supplies Stores (+214)
- Building Material and Supplies Dealers (+207)
- Promoters of Performing Arts, Sports, and Similar Events (+160)

Top 22 Regional Retail-Space Utilizing Industries by Projected Job Growth

NAICS	Description	Finger Lakes Region			
		2022	2032	Growth	% Change
7225	Restaurants and Other Eating Places	32,693	36,983	4,290	13.1%
7139	Other Amusement and Recreation Industries	6,188	7,337	1,150	18.6%
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	7,227	8,356	1,129	15.6%
7211	Traveler Accommodation	2,973	3,642	670	22.5%
4411	Automobile Dealers	5,649	5,961	312	5.5%
7224	Drinking Places (Alcoholic Beverages)	1,726	2,013	287	16.7%
4541	Electronic Shopping and Mail-Order Houses	643	868	225	35.0%
4442	Lawn and Garden Equipment and Supplies Stores	1,674	1,888	214	12.8%
4441	Building Material and Supplies Dealers	4,530	4,737	207	4.6%
7113	Promoters of Performing Arts, Sports, and Similar Events	248	408	160	64.6%
4511	Sporting Goods, Hobby, and Musical Instrument Stores	1,815	1,949	134	7.4%
7131	Amusement Parks and Arcades	518	641	123	23.7%
7112	Spectator Sports	674	792	118	17.6%
7111	Performing Arts Companies	333	434	100	30.2%
4452	Specialty Food Stores	769	867	98	12.7%
4412	Other Motor Vehicle Dealers	727	800	73	10.0%
7212	RV (Recreational Vehicle) Parks and Recreational Camps	306	351	45	14.7%
7121	Museums, Historical Sites, and Similar Institutions	638	680	42	6.7%
4453	Beer, Wine, and Liquor Stores	941	968	27	2.9%
7213	Rooming and Boarding Houses, Dormitories, and Workers' Camps	22	42	20	90.3%
4533	Used Merchandise Stores	532	545	13	2.4%
7115	Independent Artists, Writers, and Performers	93	101	8	8.9%

Source: Lightcast

Housing Market Analysis

The following market analysis presents Esri housing and CoStar real estate market data for the County and Region.

Housing Tenure

The table below shows the housing tenure statistics for Seneca County and the Finger Lakes Region in 2022. The table indicates the percentage of housing units that are owner-occupied, renter-occupied, and vacant.⁷

This data indicates that there are some notable differences between Seneca County and the Finger Lakes Region regarding housing tenure. The proportion of owner-occupied housing units is similar in Seneca County compared to the Finger Lakes Region. Still, the proportion of renter-occupied housing units is lower in Seneca County (21.9%) compared to the Finger Lakes Region (30.2%). Also, the rate of vacant units is nearly twice as high in Seneca County (17.7%) compared to the Finger Lakes Region (9.3%). (See footnote.)

Housing Tenure, 2022

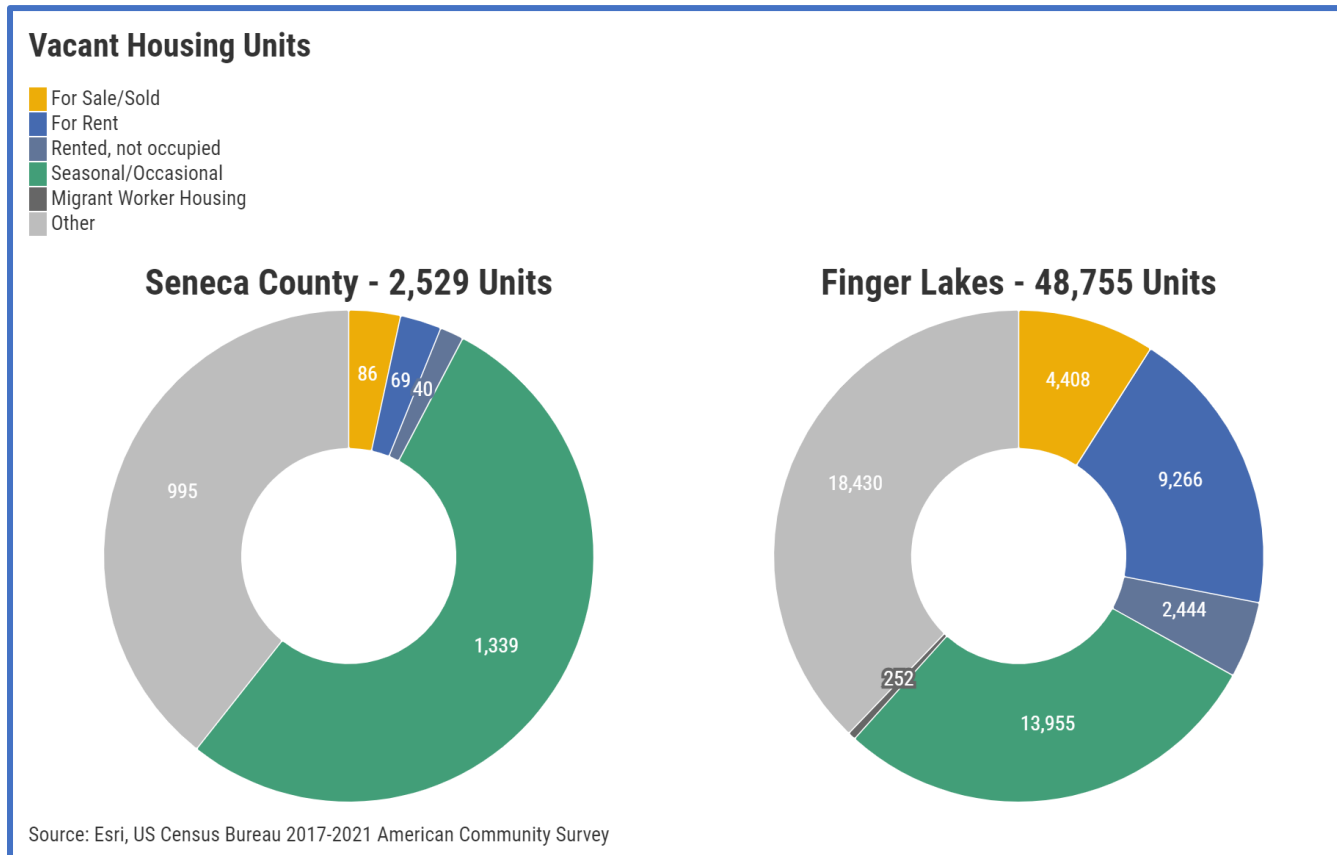
	Seneca County	Finger Lakes Region
Owner-Occupied	60.3%	60.5%
Renter-Occupied	21.9%	30.2%
Vacant Units	17.7%	9.3%
Total Housing Units	16,096	554,575

Source: Esri

⁷ Esri uses US Census Bureau estimates, which tend to overstate vacancy rates for housing tenure data. This data is still useful for comparative purposes (County to Region), even if the absolute numbers are not accurate. One important reason for the overstatement is covered later in the report, namely the prevalence of seasonal vacation homes.

Among vacant housing units in Seneca County, there is a lower percentage of those identified as rental properties or for sale and a higher percentage of those identified as seasonal or occasional use compared to the Finger Lakes Region.

There are 1,339 vacant housing units in Seneca County that are identified as seasonal or occasional use, accounting for 52% of all vacant properties in the County. This is compared to only 29% in the Finger Lakes Region.



Overall, these differences suggest that the housing market in Seneca County may be more challenging for renters compared to the Finger Lakes Region. Additionally, compared to the Finger Lakes Region, a higher percentage of the vacant units in Seneca County are categorized as seasonal or occasional use, possibly contributing to the lack of rental units.

Home Values

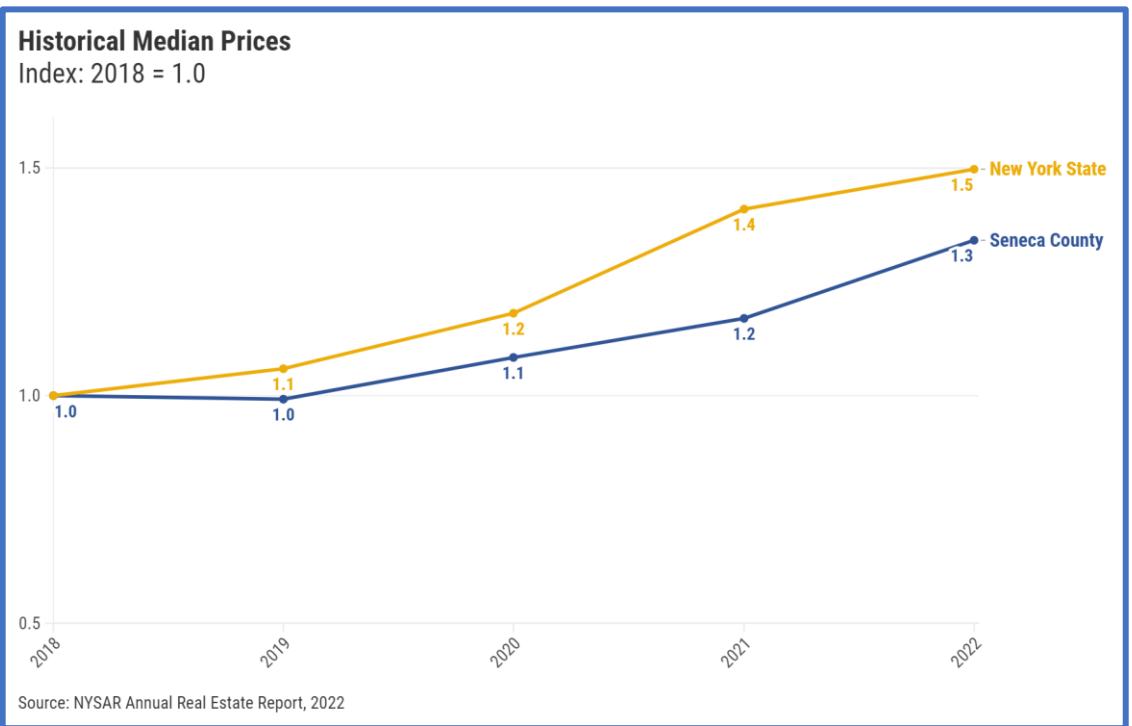
The table to the right shows the median and average home values for the County and Region. When the average value of a dataset is higher than the median, it typically means that the distribution of the data is positively skewed. This means that there are some high values in the dataset that are causing the average to be pulled up relative to the median. Though home values are lower in Seneca County compared to the Finger Lakes Region, average home values in both areas are significantly higher than the median home value.

In Seneca County, the median home value is expected to increase from \$138,316 in 2022 to \$167,527 in 2027, a change of \$29,211 or 21.1%. This outpaces the anticipated growth of the median home value in the Finger Lakes Region, which is only anticipated to increase 12.2% from \$181,378 in 2022 to \$203,577 in 2027.

Since 2018, the median sale price for a home in New York State increased by 50% and in Seneca County it increased by 34%. The strongest price increase in Seneca County since 2018 occurred from 2021 to 2022 when the median price of a home sold in Seneca County increased from \$150,000 to \$172,000.

Home Value				
	Seneca County		Finger Lakes Region	
	2022	2027	2022	2027
Median Home Value	\$138,316	\$167,527	\$181,378	\$203,577
Average Home Value	\$186,096	\$218,028	\$238,246	\$293,631

Source: Esri



Sales & Inventory

The tables to the right show housing market indicators for Seneca County and New York State for the years 2018 through 2022. The total number of closed sales in Seneca County in 2022 was 296, a 3% decrease from 2021 but an increase of 5% compared to 2018. At the end of 2022, there were 35 homes left in inventory in Seneca County, representing a supply of 1.6 months compared to 2.8 months of inventory in New York State. Months Supply of Inventory has been steadily decreasing from 2018 to 2021. Furthermore, sale price compared to list price has been rising annually since 2019, with sale prices above list prices in 2021 and 2022. These indicators point to a tightening market in the County and State, although there were some signs of a slowdown in 2022.

Seneca County Housing Market Indicators

	Total Closed Sales	New Listings	Inventory of Homes for Sale	Months Supply of Inventory	% of List Price Received	Median Sale Price
2022	296	324	35	1.6	101.7%	\$172,000
2021	302	334	31	1.2	100.6%	\$150,000
2020	276	344	51	2.1	96.8%	\$139,000
2019	283	401	77	3.1	94.7%	\$127,250
2018	282	411	103	4.6	94.7%	\$128,250

Source: NYSAR Annual Real Estate Reports

New York State Housing Market Indicators

	Total Closed Sales	New Listings	Inventory of Homes for Sale	Months Supply of Inventory	Pct. Of List Price Received	Median Sale Price
2022	136,174	171,388	31,222	2.8	101.5%	\$393,000
2021	153,110	192,214	30,654	2.3	100.7%	\$370,000
2020	129,661	192,084	40,836	3.3	98.4%	\$310,000
2019	131,656	206,192	56,214	4.9	97.4%	\$278,000
2018	132,022	205,621	59,889	5.4	97.3%	\$262,500

Source: NYSAR Annual Real Estate Reports

Housing Units

The table to the right shows the distribution of housing units by structure type in Seneca County and the Finger Lakes Region. Most housing units in both regions are single-family detached homes, with Seneca County having a higher percentage at 70.2% compared to the Finger Lakes Region's 66%. Seneca County also more than three times the percentage of mobile homes at 11.2% compared to the Finger Lakes Region's 3.6%. The regions differ in their distribution of other types of housing units, with the Finger Lakes Region having a higher percentage of attached homes, larger multi-unit buildings, and apartment complexes.

This table shows the percentage of housing units in Seneca County and the Finger Lakes Region by the year they were built. The majority of the housing units in both areas were built before 2000, and 36.1% of the housing units in Seneca County and 28.5% in the Finger Lakes Region were built before 1939. The newest housing units in both areas, built in 2020 or later, represent a very small percentage of the total housing units.

Housing Units By Units in Structure, 2021

Type	Seneca County Finger Lakes Region	
	Seneca County	Finger Lakes Region
1, detached	70.2%	66.0%
1, attached	1.2%	4.9%
2	8.2%	6.4%
3 or 4	3.2%	5.5%
5 to 9	3.2%	5.5%
10 to 19	0.8%	2.2%
20 to 49	1.7%	2.3%
50 or more	0.3%	3.6%
Mobile home	11.2%	3.6%

Source: Esri

Housing Units By Year Structure Built, 2021

Type	Seneca County	Finger Lakes Region
	Built 2020 or later	0.1%
Built 2010 to 2019	2.5%	3.9%
Built 2000 to 2009	8.6%	6.8%
Built 1990 to 1999	7.7%	9.2%
Built 1980 to 1989	9.6%	10.7%
Built 1970 to 1979	9.0%	12.6%
Built 1960 to 1969	8.5%	11.8%
Built 1950 to 1959	11.6%	11.0%
Built 1940 to 1949	6.2%	5.4%
Built 1939 or earlier	36.1%	28.5%

Source: Esri

Housing Affordability

Households are considered cost-burdened when they spend more than 30% of their income on housing costs, including utilities. In Seneca County, where the median sale price is \$151,209, owning a home is relatively more affordable than in other areas in the Finger Lakes Region. An annual household income of at least \$73,160 is required to purchase a median-priced home without experiencing cost-burden, about \$8,000 less than the income needed in the Finger Lakes Region. Area Median Income (AMI) in Seneca County is \$84,700, but only 41.7% of residents have household incomes above \$75,000. This suggests that less than 45% of residents have a household income sufficient to support the purchase of a median-priced home.

The housing prices for both owner-occupied and renter-occupied housing are generally considered affordable. However, the costs for rental housing are lower than owning a home in Seneca County. For renting a home, a household income of \$33,120 per year is required to afford the median rent, which is \$4,720 less than the required income compared to the Finger Lakes Region. Over 28% of households in Seneca County have household income below \$35,000 annually, indicating that about a quarter of households may be struggling to find affordable housing options.

Overall, these trends indicate that housing in Seneca County is relatively affordable for both renters and homeowners compared to the Finger Lakes Region as a whole, making it an attractive location for individuals and families. However, there is likely still sizeable portion of the population that is cost-burdened or struggling to access housing. The following real estate analysis and input from the community indicate a need for additional housing that is affordable in the 60-120% AMI range, particularly rental housing. The recent Seneca County Housing Needs Assessment also points to a growing affordability gap for lower income households. For reference, the average annual wage for a restaurant worker is \$32,300 and for a worker in the Travel Accommodation industry is \$39,730. These are both below 60% of AMI on their own.

Housing Affordability - Single Family Homes

	Seneca County	Finger Lakes Region
Median Sale Price	\$151,209	\$178,383
10% Down Payment	\$15,121	\$17,838
Remaining Balance	\$136,088	\$160,545
Average Mortgage @7% for 30 Years	\$905	\$1,068
Estimated Additional Costs*	\$172	\$207
Taxes**	\$377	\$377
Estimated Monthly Mortgage Costs	\$1,454	\$1,652
Estimated Monthly Utility Cost	\$375	\$375
Household Income Threshold (HIT)	\$73,160	\$81,080

*Includes Zillow estimated insurance and PMI, and taxes

**Estimated using Romulus 2023 rates and Basic STAR credit amount

Source: Esri; Zillow Mortgage Calculator; US BLS Consumer Expenditure Surveys, MRB Group

Housing Affordability - Renter-Occupied

	Seneca County	Finger Lakes Region
Median Gross Rent per Month	\$828	\$946
Household Income Threshold (HIT)	\$33,120	\$37,840

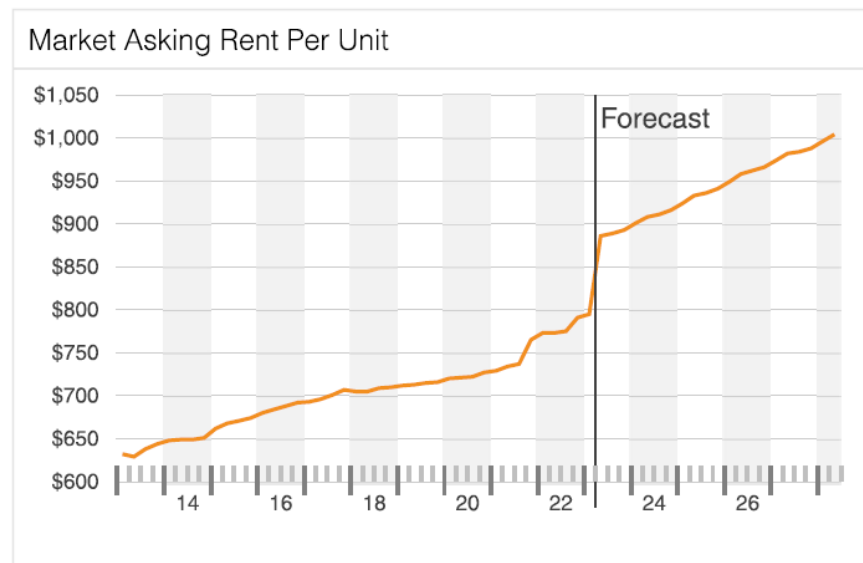
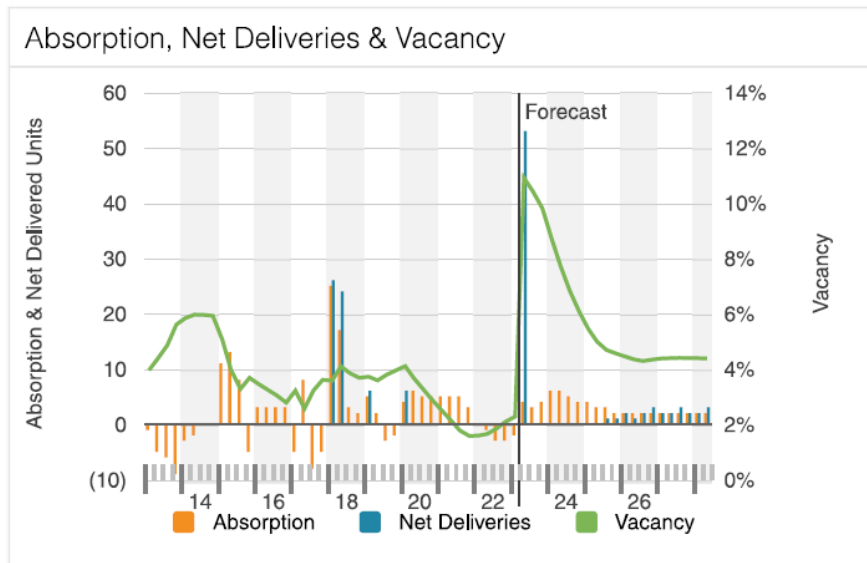
Source: Esri; MRB Group

Real Estate Analysis

Multi-Family Housing Real Estate Market

INVENTORY UNITS	UNDER CONSTRUCTION UNITS	12 MO ABSORPTION UNITS	VACANCY RATE	MARKET RENT/UNIT	MARKET SALE PRICE/UNIT	MARKET CAP RATE
1,284 +0%	53 +0%	(9) -175.7%	2.3% +0.7%	\$791 +2.5%	\$187K +0.6%	6.6% +0%
Prior Period 1,284	Prior Period 53	Prior Period 12	Prior Period 1.6%	Prior Period \$772	Prior Period \$185K	Prior Period 6.6%

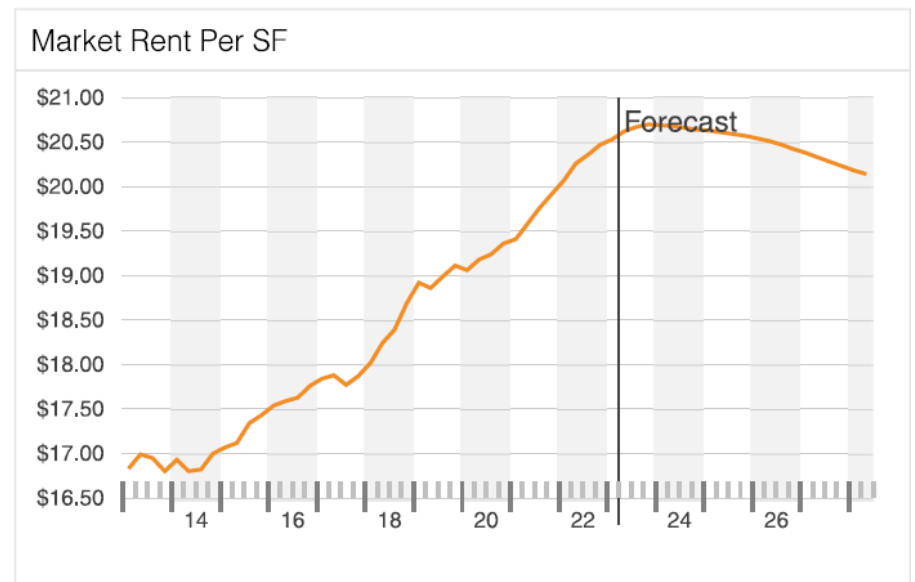
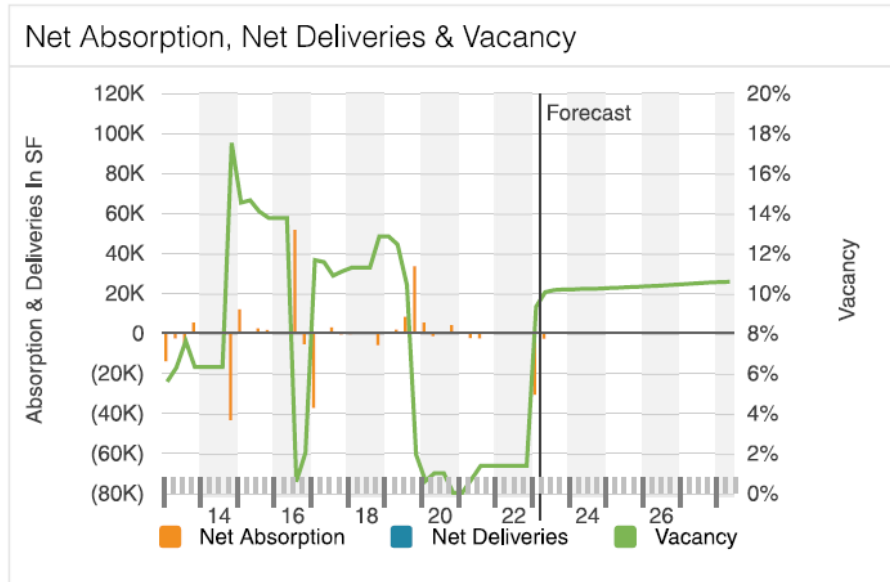
There are 1,284 multi-family housing units in Seneca County included in the CoStar database, currently renting for an average of \$791 per month. The County's multi-family market shows very low vacancy rates and consistently positive leasing activity. The vacancy rate is estimated at 2.3%, a nearly 10-year low. The vacancy rate is projected to rise sharply with a new delivery in 2023 Q1, but those units are expected to be absorbed quickly by the market. There have been four minor deliveries over the last ten years; each was more than 50% occupied upon delivery, and they are now nearly fully occupied. Market rents have persistently increased each year in the previous ten years. Low vacancy rates, consistent positive absorption, and consistent rent growth together suggest there may be unmet demand for additional multi-family residential units.



Office Real Estate Market

INVENTORY SF 389K +0% <small>Prior Period 389K</small>	UNDER CONSTRUCTION SF 0 - <small>Prior Period 0</small>	12 MO NET ABSORPTION SF (33.5K) -621.3% <small>Prior Period (4.6K)</small>	VACANCY RATE 10.0% +8.6% <small>Prior Period 1.4%</small>	MARKET RENT/SF \$20.54 +2.1% <small>Prior Period \$20.11</small>	MARKET SALE PRICE/SF \$146 +1.1% <small>Prior Period \$144</small>	MARKET CAP RATE 9.5% +0.1% <small>Prior Period 9.4%</small>
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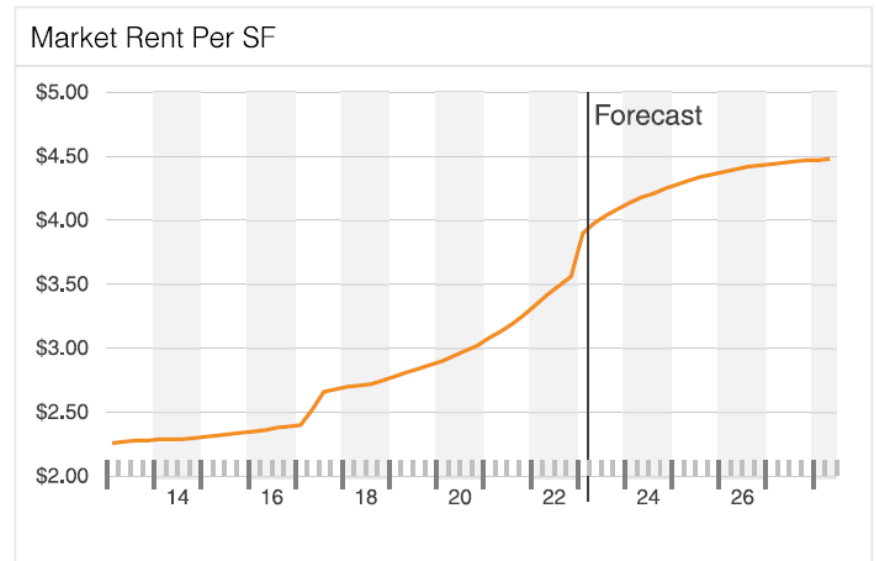
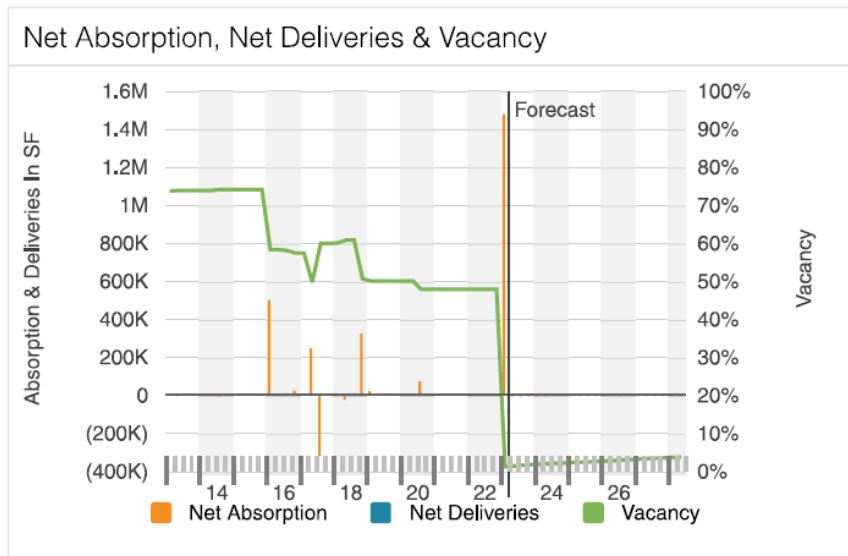
The County's office real estate market has more volatile fundamentals than other property types, largely due to its very low inventory. Despite some level of rent growth year-over-year, vacancy rates have fluctuated between below 1% and nearly 18%. The office vacancy rate is estimated at 10.0%, up sharply from the prior period's vacancy rate of 1.4%, and is projected to increase through 2028. There have been no significant positive net deliveries in recent years, and negative absorption in the last quarter. Pricing remains modest and has grown over the last decade.



Industrial Real Estate Market

INVENTORY SF 3.2M +0% Prior Period 3.2M	UNDER CONSTRUCTION SF 0 - Prior Period 0	12 MO NET ABSORPTION SF 1.5M - Prior Period 0	VACANCY RATE 1.1% -46.6% Prior Period 47.7%	MARKET RENT/SF \$3.91 +16.8% Prior Period \$3.35	MARKET SALE PRICE/SF \$175 +11.5% Prior Period \$157	MARKET CAP RATE 6.2% -0.1% Prior Period 6.3%
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Seneca County's industrial real estate market is showing evidence to suggest there is unmet demand for additional industrial space. The vacancy rate is at 1.1%, having declined sharply due to the removal of nearly 1.5 million square feet in Q1 of 2023 at the Pez Lake Industrial Facility (5786 State Route 96)⁸. Rent growth has been strong, albeit from a very low base. Since there have been no recent industrial net deliveries, these indicators suggest strengthening demand for industrial space in the County.



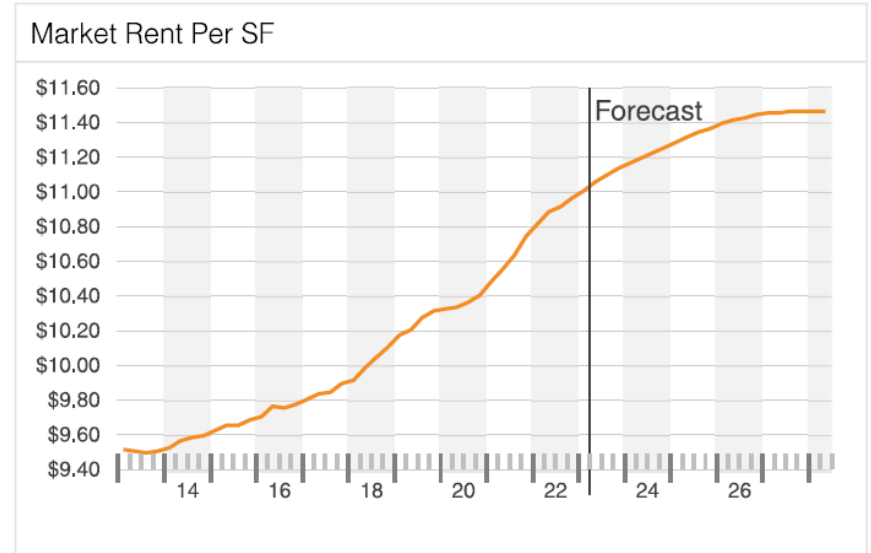
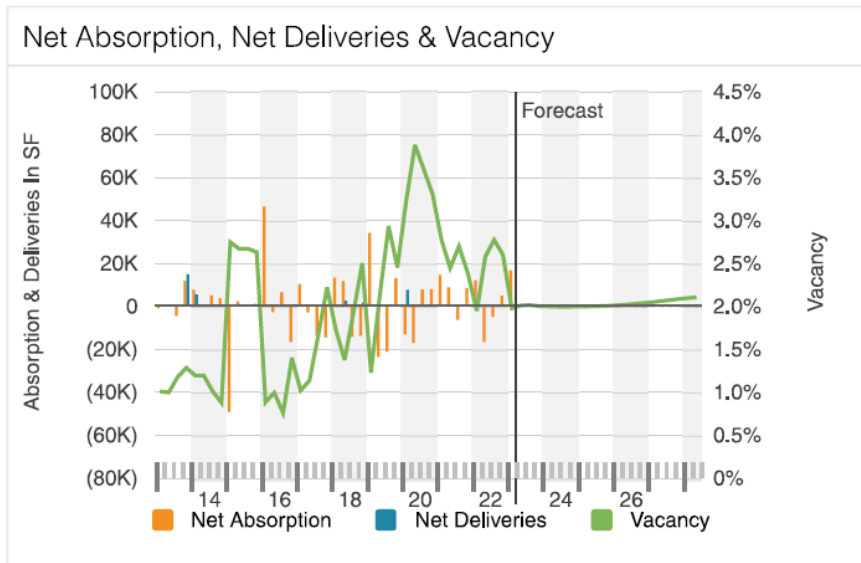
⁸ MRB Group interviewed Frank Palumbo about this data point. Frank noted that his team had determined that the 1.5mm sf of space was no longer usable and removed it from the property's listing. As such, the graph should be showing that as a negative "net delivery", but Costar is showing it incorrectly as net absorption.

Retail Real Estate Market

INVENTORY SF 2.7M +0% Prior Period 2.7M	UNDER CONSTRUCTION SF 0 - Prior Period 0	12 MO NET ABSORPTION SF 3.7K -76.3% Prior Period 15.4K	VACANCY RATE 2.0% -0.1% Prior Period 2.1%	MARKET RENT/SF \$11.01 +1.6% Prior Period \$10.83	MARKET SALE PRICE/SF \$138 +0.6% Prior Period \$137	MARKET CAP RATE 7.4% +0.1% Prior Period 7.3%
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CoStar reports overall retail vacancy rates at 2.0%, a modest decline from the previous period, with 2.7 million sf in inventory captured in the CoStar data. Most deliveries of retail space in this market are small (below 20,000 square feet), and low vacancy is partially a result of almost no increase in overall inventory in the past decade.

Though several absorptions helped keep vacancy rates low, they were small retail spaces. Rent growth has also been slightly stronger recently, but pricing remains weak and is forecasted to flatten by 2025.



Hospitality Real Estate Market

CoStar’s hospitality data captures information from an area’s “flagged” hotels, which are those hotels owned or branded by a national chain. The data does not capture data from small, unbranded properties such as boutique hotels and short-term rental listings.

Below are key performance indicators from the CoStar data of the hospitality market in Seneca County.



Seneca County’s hospitality real estate market has shown improving fundamentals recently. According to CoStar, there are 573 rooms in Seneca County. The 12-month occupancy rate of 56.1% is up 8.1% from the prior period and is higher than the 10-year average of 51.79%. The 12-month Average Daily Rate (ADR) is currently estimated at \$138, which is 13.1% higher than the prior 12-month period and higher than the 10-year average of \$114.96. This means that hotels have been able to increase the occupancy rate while also charging more per room per night compared to the 10-year average. The 12-month Revenue Per Available Room (RevPAR) is \$77, greater than the 10-year average of \$59.78.

For comparison purposes, the hospitality market's key performance indicators in the Finger Lakes Region are shown below.



According to CoStar, there are 11,674 rooms in the Region and 542 rooms currently under construction, an increase of 7.4% from the prior period. Like Seneca County, the Finger Lakes Region’s hospitality market is experiencing positive growth in the key performance indicators of occupancy rates, pricing, and revenue.



Appendix A: Estimated Long Term Costs Detail

Prepared by:



Prepared for:



October 2023

Character Area & Activity Type	Residential	Commercial	Hospitality	Healthcare/ Assisted Living	Community	Educational / Institutional	Municipal	Other	Subtotal
Area 1: Resort Facility									
Demolition								\$305,025	\$305,025
Rehabilitation			\$2,051,450						\$2,051,450
New Construction			\$121,800,000						\$121,800,000
Landscaping, Site Work & Infrastructure			\$5,190,264						\$5,190,264
Total			\$129,041,714					\$305,025	\$129,346,739
Area 2: Interactive Nature Trail									
Demolition									
Rehabilitation									
New Construction									
Landscaping, Site Work & Infrastructure					\$875,056				\$875,056
Total					\$875,056				\$875,056
Area 3: Waterfront, Historic & Public Amenities									
Demolition								\$113,600	\$113,600
Rehabilitation			\$2,044,700		\$525,000			\$3,400,125	\$5,969,825
New Construction			\$300,000						\$300,000
Landscaping, Site Work & Infrastructure			\$1,029,300		\$230,470			\$1,492,621	\$2,752,391
Total			\$3,374,000		\$755,470			\$5,006,346	\$9,135,816
Area 4: Main Street & Mixed Use Development									
Demolition								\$270,400	\$270,400
Rehabilitation	\$16,261,300	\$2,655,175			\$7,217,950			\$131,500	\$26,265,925
New Construction		\$5,700,000						\$11,400,000	\$17,100,000
Landscaping, Site Work & Infrastructure	\$3,267,061	\$1,678,640			\$1,450,160			\$2,316,796	\$8,712,656
Total	\$19,528,361	\$10,033,815			\$8,668,110			\$14,118,696	\$52,348,981
Area 5: Homes & Public Services									
Demolition								\$685,255	\$685,255
Rehabilitation	\$3,921,750		\$2,855,700				\$4,650,000		\$11,427,450
New Construction	\$22,500,000								\$22,500,000
Landscaping, Site Work & Infrastructure	\$6,577,854		\$710,944				\$1,157,646		\$8,446,444
Total	\$32,999,604		\$3,566,644				\$5,807,646	\$685,255	\$43,059,149
Area 6: Institutional									
Demolition								\$2,137,520	\$2,137,520
Rehabilitation	\$5,508,300		\$12,274,600	\$18,731,650		\$2,060,250		\$7,800,000	\$46,374,800
New Construction		\$6,000,000							\$6,000,000
Landscaping, Site Work & Infrastructure	\$722,437	\$786,926	\$1,609,866	\$2,456,736		\$270,211		\$1,023,003	\$6,869,179
Total	\$6,230,737	\$6,786,926	\$13,884,466	\$21,188,386		\$2,330,461		\$10,960,523	\$61,381,499
Area 7: Hospitality & Agricultural Tourism									
Demolition								\$1,257,650	\$1,257,650
Rehabilitation		\$1,816,600	\$15,076,600					\$2,400,000	\$19,293,200
New Construction									
Landscaping, Site Work & Infrastructure		\$521,193	\$4,325,565					\$688,574	\$5,535,332
Total		\$2,337,793	\$19,402,165					\$4,346,224	\$26,086,182



Appendix B: Public Engagement Session Summaries

Prepared by:



Prepared for:



October 2023



Meeting Minutes

Project Name: Willard Drug Treatment Campus Redesign

EDR Project No: 23209

Date: 07/18/2023

Persons Present: See scanned list of attendees

General themes and common ideas/phrases:

- Historical preservation
 - Keeping historical landmarks
 - adding museums
 - walking museums
 - Mental Health Museums/History of Asylums - reflecting mental health history that is tied into community history.
 - Recognition of Native people's history and traditions
- Community
 - Community gardens, farmer's markets
 - Community centers
 - Reopen Willard Daycare center
 - Pickleball courts
 - Parks/trails
 - Public waterfronts
 - Child care
- Hadley Hall
 - Renovation, turning it into a community center
- Environment
 - Impact, wildlife refuge, reuse center
 - Animal shelters, dog parks
 - Cleaning up lake for public use and giving public lake access
- More affordable housing
- A lot of comments on migration and anti-migrant sentiment

Ideas for Development, Ordered from Highest to Lowest Popularity: (Sticker-Dot Exercise)

1. Better use of the waterfront - 25
2. New trails, bike lanes, sidewalks – 21
3. Rehabilitation of old or vacant structures – 20

4. Senior/Assisted Living – 20
5. Community center - 19
6. Affordable housing/apartments - 17
7. Parks and greenspaces – 14
8. Outdoor sports and recreational facilities - 14
9. Market-rate housing/apartments – 12
10. Dining/Restaurants – 12
11. Light Manufacturing (e.g., winery, brewery, food processing, artisanal products, etc.) – 12
12. Educational services and facilities – 10
13. Veteran’s services - 9
14. Music, arts, and cultural programming – 9
15. Event venues – 9
16. Hotel/lodging - 9
17. Public transportation access – 8
18. Entertainment/nightlife – 8
19. Indoor sports and recreational facilities – 7
20. Healthcare services - 6
21. Sustainable jobs and green jobs - 5
22. Public art – 5
23. Improved accessibility for persons with disabilities - 4
24. Signage (gateway and wayfinding) – 3
25. General Improvements (landscaping, lighting, benches, etc.) – 3
26. Office and co-working space – 3
27. SST PLUS community – 3
28. Public internet access – 3
29. Childcare services – 3
30. Cold storage - 2
31. Parking – 2
32. Grocery and fresh food options - 2
33. Shopping/Retail -1
34. Animal shelter – 1
35. Dog park – 1
36. Senior community; homes, community center, stores – 1
37. Temporary women and children shelter/housing – 1
38. Community services access point, dept of human services, mental health and addictions, veterans service officer, office for aging, etc. – 1
39. Institution for higher learning, i.e. community college, SUNY – 0
40. Senior or other housing needs, public transportation – 0

Map Comments

Area 1

- Housing at all levels
- Community center (Hadley Hall)
- Domestic violence shelter for women/families
- Events space for the community (Edgemere)
- Museum/Park Hisbyoy Montel (?) Illness Treatment in Theles/Into natiad (?)

Area 2

- Park with nature trails
- Kayak rack with lake access. Rental spaces income could be used to repair driveway improve picnic area.
- Prison – asylum seekers could help build apartments for themselves! Live there while they work.

Area 3

- Lakefront: Park for all to enjoy

Area 4

- Who will respectfully care for and maintain the cemetery?
- Renewable energy (heat pumps driven by solar energy; geothermal, etc.) for all buildings!
- Senior living center

Area 5

- Good restaurants
- Golf cart tracks

Area 6

- Teohmer (?) school

Area 7

- Food production facility
- Affordable housing
- Make this (referring to Grandview building, original location of State Agricultural College before Cornell) a satellite of the current CU vet school (easier to get to for rural animal owners)

All comments transcribed:

- Environmental impact
- Historical markers
- Renovate the Jackson building.
- I worked at Willard 10 years – open up for good jobs – keep it a NYS STATE FACILITY
- Bring back Willard DTC Shock Camp! Reopen the Willard daycare ASAP for the community.
- Bring back a drug treatment facility for youth similar to Monterey Shock Treatment

- If there is housing (especially senior or lower income) must improve public transportation
 - Another person additionally added: "Agreed!"
 - AVATAR CO does Luxury 5-star in patient resort
 - 55+ community, *see Coburg Village.com, *Minuto Builders Latitude Marguailville Ai Lion Pead (?)
 - Another person additionally added: "Great idea!"
 - Micro-chip, i.e., * Light Industry
 - Garden Project
 - State Park
 - Historical Museum
 - Reuse Center: to keep things out of landfill, with workshops on repairing furniture, electronics and clothing
 - Community Vegetable Gardens + Farmers market
 - Dog Park/animal sanctuary, state and donation funded, Krista Meszaros (?)
 - Retain some historical preservation – buildings, trees, etc, do not lose the history!
 - Public lake access very important
 - Who are the GRB (?) Consulting Team? – names please, Who is on the committee of involved stakeholders? Names please
 - Museum based on the book "The Lives They Left Behind"
 - Historical preservation, Traditional Farm School
 - Keep some of the average farm (?) – community garden?
 - Renovate Hadley Hall and Bowling Alley
 - Community center using Hadley Hall
 - Purchase land vacant to the Bonavista and the Ensuring Courbet (?) and complete original 18-part plan for revenue to fund the rest of the process.
 - Wildlife Refuge in the lower half. There are already lots of animals. Open up Camp Edgemere for Event center, now make money.
 - Remove IDA "Pocket Lining" group from process.
 - Put the area on the tax rolls.
 - Use as a FLDDSO facility as it was meant to be used for to help people with medical and psychological needs.
 - Pickleball courts
 - Walking history museum
 - Reopen Elizabeth Cady Children's Center Daycare for the community!
 - Interpretive exhibits/museums on mental health/mental health treatments and Willard community
 - Why not sell each building individually to develop? Not to large corporations
-

- *There are a lot of stray cats on the property (some van people are taking care of) like an animal shelter on ground, Animal/cat shelter. There is an emergent need (Erika Abeline)
- Clean up the lake for public use, and a wildlife preserve. Eagles are behind Pines living. Numerous cats on Willard grounds, homeless and injured cats in town. Spray + neuter program. Serious need for an animal shelter. (K Mesaros)
- Federal Prison for political crooks
- Leave the camp for DDSO clients to use
- Substation upgraded ~ SYR – 482 (?), \$14 M
- Housing, museums, parks, water- lake, swimming, etc, gardens/community gardens
- Augmented reality tours of the campus – it could be a house of horror too!
- NY State should fund an asbestos project for buildings identified for reuse
- Preserve and renovate/save historic structures
- Hours and screen images to decide who should stay in US and who to deport (?)
- Business incubator, college, pickleball courts
- Carriage rides around the area
- Maintain the cemetery
- Archive and research space
 - Another person additionally added: "yes!"
- We need more affordable housing in this area; also housing for the over 65 people. I understand that Hadley Hall has a movie theater and bowling alley. We need more housing!
- Preserve the morgue
- Pro/college semi pro hockey training center
- Create 3 districts: 1. Historic district, 2. Community, 3. Housing
- Are there brownfields?
- Only legal citizen housing
- Community center: dance classes, theatre workshops, free gym, and lots of various classes
- If sufficient healthcare available reality, then this would be a great site for continuous care – i.e., from apartments to skilled nursing
- The ravine should prioritize vegetation that is resilient to bigger waterflows. Extreme rain events & more drain filled fields. Hard scopes are counterproductive.
- Museum on history of Willard hospital and mental healthcare in United States
 - Another person additionally added: "absolutely!"
- A cultural center/museum/crafts makerspace of local indigenous people's traditions
- Museum/History of Asylums/Mental Health in NY State
- Park with Lake Access – Short Term Rental Sites, hiking trails along creek
- Next time please have sit down presentation with results
- Factory to make solar panels or training center for installing them

- Maintain lake access for town of Romulus residents.
- Community center
- State park! Only
- Interpretive history work/features for buildings no longer standing.
- Put the whole thing back on the tax polls no pilot.
- Keep Hadley Hall as a rec center, Elliott Hall can be for senior living or refugees.
- Community spaces: concerts, parks/trails, farmer's market, public waterfront
- Whatever you do – don't subdivide Willard property or allow migrants to move in – a horrible idea
- Expand DVD to be a bigger facility. More inclusive treatment, step-down and long term treatment.
- Tax revenue supported public access to Seneca Lake. Town of Ovid has no public access to Seneca Lake, picnicking, boat launch, swimming (at own risk). Like Sheldrake access of Cayuga Lake.
- Apartments for all in need of housing, including migrants
- Native people land recognition
- Only legal citizens, no migrants
- Camp Edgemere open up for community wedding to make money
- Historical museum detailing history of the site, mental health history in NY

Additional Notes from Public Comments

- Use Willard for the study and cultivation of the cannabis plant, due to the town's deep agricultural history, academic roots, and secure location. The Office of Cannabis Management could be a stakeholder with possible financial backing, and the project could reflect the social justice of the decriminalization of cannabis use. – Kristine Brownell
- Incorporate the Office of Mental Health and a memorial to the patients of the Willard mental health institute (many of whom have been forgotten). – Colleen Kelly Spellecy
- Use of Willard Campus, and investment toward creating a hotel and history museum (in the line of Farmers Museum & Genesee Village), affordable housing, mental health facilities/homeless focus on campus. Additionally, for construction, look for experienced masons, carpenters, from the immigrant communities as well as local union sources. – Debra Robinson-Jorgensen



Meeting Notes

Project Name: Willard Drug Treatment Campus Redesign
EDR Project No: 23209
Date: 10/02/2023
Persons Present: General Public

Following is a summary of the second open house that was held at the South Seneca High School Auditorium, 7263 Main Street, Ovid, NY. A presentation of a draft conceptual master plan was made in the auditorium followed by an open house where a series of boards were presented to the public for general comment. This was a second open house that built of ideas generated from the public in the first open house.

Board 7- Ideas for Reuse: *(see attached photo of public comments)*

Summary of board comments.

The public meeting attendees have a strong desire to add activities that can enhance community connectivity and their environment. There were recommendations for community gardens, community centers, museums, and pedestrian friendly walking spaces. Additionally, housing affordability was a recurring theme. There is a preference for more low-income and senior housing.

Sticky Note comments from Board:

- Urgent Care UR Satellite Station
- Use Grandview for museum, art gallery, café. There's a new H2O tower on site and updated electric.
- Pedestrian only areas (walking streets)
- Waterfront Park/Beach Access
- Get Cornell (past history) involved – Hospitality school Architecture Statler Hotel
- Please don't open EastLake Rd as a roadway to Sampson Park
- Run houses all the way to main street – Don't have a road ll to it.
- Local jobs for local people
- Housing!

- Single family housing is great, but there needs to be “low-income housing” and even possibly temporary Shelter housing for women and children in emergency need.
- Community Center/Sports Complex
- Seneca lakefront bike/hike trail
- We need multi use Housing. Hadley and be recreation movie theater + Bowling. Industrial kitchens could ne used for baking, cooking, brewing community gardens + walking spaces.
- Public boat ramp and park along lake. Senior Housing
- Low-Income Housing
- Community swimming pool
- Community year around swimming pool at Hadley Hall.
- Delete saving center of Maple building.
- Have you talked to the Mennonite and Amish leaders.
- Use camp grid as intended.
- Museum with history of the site and of mental health in the state/ctry.
- Tribal University for all nations, esp. NYS
- Educational facility - food professional – architecture - how to grow a garden.
- Community center sport complex study center
- Rentable pavilions on lake (resident benefits)
- Mental health museum library – Plus Conference Center
- Donate land to Haudenosaunee for a Tribal University
- Mixed use locally owned enterprises – Transitional housing for Re-entry + workforce development program: see Finger Lakes Reuse
- Keep, #2 an will as possible – not too much “development” of built recreation
- Commercial Kitchen: So, our own baked goods, jams, etc. can be sold legally at our local farmers mkts (Which require this by Dept of Health)
- Affordable housing options for seniors
- Where are the community garden – Kids Playground – Olympic size swimming pool?
- Museum to honor those who lived/worked at Willard.
- Hope lots of #7 in housing – mixed not all single family!
- Architectural design guidelines for all new work
- Community center/sports complex
- Try it in to local/state/Anuria history and other sites, ‘Rose Hill’ for example.
- Community Center
- Native American Community support
- Blue House Wedding/Event Venue
- Affordable Senior Housing
- Dance + Yoga Studio
- Ag College Building (Grandview) + History

Written Q&A from Final Willard Study Presentation

11/13/23

- Should a “master developer” be selected to redevelop the campus, what oversights will there be to ensure community needs are promoted and met?
 - The towns could use land use regulations to set standards to guide and enforce the type and standard of development allowed. The negotiation process could potentially be used to establish a common understanding.
- What will happen to the cemetery?
 - The Willard State Hospital Cemetery lies beyond the northern edge of the campus boundaries examined in the Highest and Best Use Study. It was not included in reuse plans and will remain a cemetery to respect those who were laid to rest there. Our current understanding is that New York State will retain ownership and continue to maintain that portion of the property.
- Will simply abandoning the campus and letting areas become overgrown create more of a problem for the community?
 - Abandoning the campus is certainly not the ideal scenario. Foregoing vegetation management and ongoing inspection and repair would lead to deterioration of the remaining buildings over the course of time. This would in turn make future redevelopment and building rehabilitation less feasible. That being said, if a developer is not identified, the cost of upkeep would be unsustainable for a small community. Hard decisions would need to be made about how to move forward.
- Can the site be developed into a waterpark?
 - Much to the dismay of two very involved, young community members, the use of the site as a waterpark is not one of the highest and best uses. However, there are provisions for more public waterfront access, so water activities will certainly be encouraged.
- Can materials, like brick, be salvaged from buildings that are structurally unsound to be used in the redeveloped property?
 - Yes, that is very much a possibility, but would depend on certain environmental factors. If reusable materials could be reliably and safely separated from any hazardous building materials (like asbestos), deconstruction could be an option, if desired, by the selected developer or another interested party.
- Has there been communication between the Willard DTC reuse team and those who are engaged in a similar effort at the Hudson Valley Psychiatric Center in Poughkeepsie?
 - No, the Willard DTC reuse team has not coordinated with that particular project. However, they have been in communication with other similar prison reuse projects throughout the State.