

**ACKNOWLEDGEMENT**

**REGARDING**

**ERIE CANAL HARBOR DEVELOPMENT CORPORATION'S**

**First Buffalo River Marina Capital Improvements  
Architectural/Engineering Design Services**

***ADDENDUM NO. 3***

Date: February 14, 2018

**Please Sign and Return this sheet with the Proposal, as receipt verification of Addendum No. 3 for the above referenced project.**

**Note:**

**1) Consultant shall also acknowledge receipt of this Addendum in the cover letter of the Proposal.**

Received By: \_\_\_\_\_  
(print name) (signature)

Company Name: \_\_\_\_\_

Date: \_\_\_\_\_

# First Buffalo River Marina Capital Improvements Architectural/Engineering Design Services

## ***ADDENDUM NO. 3***

February 14, 2018

This Addendum varies the Request for Proposals dated January 11, 2018 and titled:  
**First Buffalo River Marina Capital Improvements**

This Addendum will form part of the Request for Proposals and is to be read, interpreted and coordinated with all other parts. To acknowledge receipt of this Addendum, **Respondents must follow the instructions on the acknowledgement form (page 1).**

### **ATTACHMENTS**

*BLUEPRINT, An Update on Planning for the Future of Buffalo's Outer Harbor, Perkins +Will (2015)*

### **ADDS/DEDUCTS/CHANGES**

**CHANGE:** As per Addendum No. 2, the Proposal due date has been changed to February 27, 2018 at 2:00pm.

### **QUESTIONS/ANSWERS**

**Question 3:** Are we correct in assuming that the same consultant selected for Task A will also be awarded tasks B-H?

**Response 3:** Yes, the Consultant awarded Task A would have its Contract amended after scope and fee negotiations for Tasks B-H are agreed to by ECHDC and the Consultant.

**Question 4:** Do the requisite diversity goals of 15% MBE, 15% WBE, and 2% SDVOB have to be met for each Task individually or can the goals be met over the course of all tasks, A-H?

**Response 4:** The MBE, WBE and SDVOB goals will need to be met for Task A as this is a standalone contract. The goals would then need to be met for Tasks B-H under the amendment as described in Response 3.

**Question 5:** I was unable to attend the preproposal meeting today at 12:00 for the RFP referenced in the subject. I was wondering if I could obtain the sign in sheet?

**Response 5:** Sign-in Sheet was provided with Addendum No. 1.

**Question 6:** Does the prime contractor need to be licensed in NY or may documents be signed/sealed by a sub-contractor?

**Response 6:** The Prime Contractor will need to be licensed in NY.

**Question 7:** Is there an anticipated budget for Task A?

**Response 7:** ECHDC will not provide an anticipated budget at this time.

**Question 8:** What is the anticipated budget for Task A?

**Response 8:** See Response 7.

**Question 9:** What is the anticipated budget for the remaining tasks?

**Response 9:** To be determined based on the accepted Master Plan, Cost Estimate and Consultant scope of work for Tasks B-H.

**Question 10:** With respect to the WBE, MBE, SDVOB requirements, can they be realized over the course of the entire project provided that we are in compliance with the total percentage at all times. In other words and for example, if we met a 30% MBE during Task A, and then met a 30% WBE for Tasks B – H, would that be acceptable?

**Response 10:** See Response 4.

**Question 11:** Could you please make available the information listed below:

- The Perkins+Will Master Plan
- Bathymetric survey
- Property survey outlining Pier Head Line and Bulk Head line

**Response 11:** The Buffalo Harbor Blueprint, completed by Perkins+Will (September 2015) is attached. No bathymetric survey has been completed. The property survey is included at Exhibit D of the original RFP.

**Question 12:** At the Pre-Proposal Conference, you indicated the property survey may be available. Will you be sending out the survey for respondents review and use.

**Response 12:** The property survey is included at Exhibit D of the original RFP.

**Question 13:** Please confirm whether or not front and back covers will be counted toward the 100-page limit.

**Response 13:** Yes.

**Question 14:** May proposers include a cover letter, bound into the proposal? If yes, will the cover letter be counted toward the 100-page limit?

**Response 14:** Yes.

**Question 15:** May proposers include a table of contents, bound into the proposal? If yes, will the table of contents be counted toward the 100-page limit?

**Response 15:** Yes.

**Question 16:** May proposers include section divider pages in the proposal? If yes, will those section dividers be counted toward the 100-page limit?

**Response 16:** Yes.

**Question 17:** Please confirm whether the projects in **Section 1.f. - Architectural Qualifications** should solely reference the *building* architecture scope of the project (as opposed to landscape architecture, engineering, etc.)?

**Response 17:** Section 1.f should address the team’s qualifications to design a public Marina, including architecture, landscape architecture, engineering, environmental and marina operations.

**Question 18:** In **Section 1.g.** of the proposal, how many client references are expected? Are client references requested only for the prime consultant, or for the prime consultant and all sub-consultants?

**Response 18:** Three (3) references for the Prime only.

**Question 19:** Based on our review of the required forms and RFP **Section V.D.**, Other Certifications & Requirements, we understand the following forms are to be filled out by the proposed Prime Contractor ONLY—please verify:

- Request for Proposals Checklist
- Encouraging Use of New York State Business in Contract Performance
- Iran Divestment Act Letter (on behalf of the Prime Contractor and all sub-consultants)
- OCSD-1 and OCSD-4
- SDVOB Utilization Plan

**Response 19:** Yes.

**Question 20:** Based on our review of the required forms and RFP **Section V.D.**, Other Certifications & Requirements, we understand the following forms are to be filled out by the proposed Prime Contractor and all proposed sub-consultants—please verify:

- Offerer Disclosure of Prior Non-Responsibility Determinations
- Offerer’s Affirmation of Understanding and Agreement pursuant to State Finance Law
- ST-220-CA
- OCSD-2, OCSD Diversity Practices Questionnaire
- New York State Vendor Responsibility Questionnaire

**Response 20:** Yes.

**Question 21:** Please indicate the ESD Contract/Project Number to be stated on all required forms.

**Response 21:** Leave blank for now. This will be assigned after Contract award.

**Question 22:** Please clarify the requirements stated in RFP **Section V.D.1.** State Tax Law Section 5-a, regarding form ST-220-CA as they apply to proposed sub-consultants for this project.

**Response 22:** See Response 20.

**Question 23:** RFP **Section V.D.4.** Vendor Responsibility states that “Vendors are asked to file the required Vendor Responsibility Questionnaire online via the New York State VendRep System or *First Buffalo River Marina Capital Improvements*

*A/E Design Services*

**Request for Proposal – Addendum No. 3**

may choose to complete and submit a paper questionnaire.” Given this statement, will paper copies of Prime and Sub-Consultants’ Vendor Responsibility Questionnaire be required to be bound within this proposal, **OR** should consultants submit these forms via the online VendRep system and provide proof of submission in the proposal?

**Response 23:** Either is fine, as long as the VendRep questionnaire is completed.

**Question 24:** Please confirm that the following components of the OCSD form are to be submitted, provided the proposed team meets or exceeds the MWBE and SDVOB goals for this project:

- OCSD-1
- OCSD-2
- OCSD-4
- OCSD Diversity Practices Questionnaire

**Response 24:** Yes.

**Question 25:** Can you confirm that, although we are only to provide fees for Task A, we should provide an approach to the scope for all tasks in our response to **Section 2.c.** (Methodological Approach)?

**Response 25:** The focus of Section 2.c should be on Task A. However, feel free to add approach to additional tasks.

**Question 26:** We understand from the pre-proposal conference that development of the site will likely be phased. Will Task D (Design Phase) include design for all phases of development, or only a first phase?

**Response 26:** To be determined based on the accepted Master Plan and Cost Estimate.

**END OF ADDENDUM NO. 3**



# BLUEPRINT

An Update on Planning for the Future of  
Buffalo's Outer Harbor

8 September 2015



Erie Canal Harbor  
Development  
Corporation

PERKINS+WILL



## TABLE OF CONTENTS

01	INTRODUCTION: A LETTER FROM THE CHAIR OF THE ERIE CANAL HARBOR DEVELOPMENT CORPORATION	04
02	BACKGROUND ON THE OUTER HARBOR	06
03	THE OUTER HARBOR PLANNING PROCESS	16
04	THE BLUEPRINT: A LONG-TERM, LAND USE-BASED VISION FOR THE OUTER HARBOR	22
05	NEXT STEPS: FIRST PHASE SHORT-TERM INVESTMENTS	28

# 01 INTRODUCTION

## A LETTER FROM THE CHAIR OF THE ERIE CANAL HARBOR DEVELOPMENT CORPORATION



### Erie Canal Harbor Development Corporation

A subsidiary of Empire State Development

After listening to the community and incorporating your input, it gives me great pleasure to share this update of the Outer Harbor Blueprint. Please note that this update does not represent the end of our work, but an important milestone as we continue to listen and prioritize improvements.

Our ability to meaningfully discuss the future of these lands has not come easily. For generations, the Outer Harbor has been defined by industrial decline, poor environmental stewardship, and barriers to waterfront access. But today there is cause for hope. Buffalo is experiencing a renaissance, thanks to the commitments of Governor Andrew M. Cuomo, Congressman Brian Higgins, Mayor Byron W. Brown, County Executive Mark Poloncarz, city, county and state legislative delegations, community leaders, and the public itself.

Beginning with the reclamation of Gallagher Beach, momentum has led to the rebuilding of Fuhrmann Boulevard and Ohio Street, and the establishment of Buffalo Harbor State Park. ECHDC has contributed to this effort by reclaiming approximately 350 acres of underutilized land from the NFTA, making improvements at Wilkeson Pointe, and enhancing public access through investments in the Outer Harbor Greenbelt and the new Queen City Bike Ferry.

In light of these recent activities, Governor Cuomo tasked ECHDC with leading a public planning process on the future of the Outer Harbor. Under the guidance of the Buffalo Waterfront Development Advisory Committee, and with the help of a consultant team led by Perkins+Will, we listened carefully and studied the area in great detail.

The resulting Blueprint serves as a guide to future investments that will evolve over time and in partnership with the city. A considerable part of our legacy will be to ensure that our children and grandchildren are provided with the same opportunity that we've been given to preserve what we love about the Outer Harbor, while improving what we can.

If you have any comments regarding the Blueprint, we encourage you to share them with us at [OuterHarborInfo@esd.ny.gov](mailto:OuterHarborInfo@esd.ny.gov). You may also follow progress and view updates at our project website. Thank you for your participation, and please stay engaged as we move forward together.

Robert D. Gioia, Chair

Erie Canal Harbor Development Corporation

# 02 BACKGROUND

## 2.1 History

The Outer Harbor is an approximately 500-acre strip of man-made land between Lake Erie and the City Ship Canal. At the northern tip is a Coast Guard station, a small boat marina and Times Beach Nature Preserve. Further south is Wilkeson Pointe, the Seaway Pier, the Bell Slip and the Terminal Buildings. These northern lands, with the exception of the Coast Guard Station and Times Beach, total approximately 231 acres and were the focus of the public planning process, which did not explicitly include the Outer Harbor's southernmost sites, such as the Freezer Queen property, and Buffalo Harbor State Park, or the nearby Tift Nature Preserve.

Public input on the future of the Outer Harbor has been collected in various forms for decades. Most recently, this input included dozens of public meetings with several thousand participants as part of the City of Buffalo's Green Code, Local Waterfront Revitalization Plan, Buffalo-Niagara Riverkeeper and Buffalo Harbor Brownfield Opportunity Area efforts. These plans solicited and incorporated input from people across the city and region and laid the foundation for the Outer Harbor Blueprint. A selection of previous proposals for the Outer Harbor are illustrated here.



21<sup>st</sup> Century Park



Greater Buffalo Sports and Entertainment Complex



Congress for New Urbanism



Brownfield Opportunity Area Plans

## 2.2 Blueprint

The Blueprint planning process originated in September 2013, when Governor Andrew M. Cuomo announced that the Niagara Frontier Transportation Authority would transfer a then-estimated 400 acres of largely open and underutilized land to ECHDC, whose mission and resources better positioned it to meet the challenge of enhancing and accelerating development.

Approximately 190 acres, including the Small Boat Harbor marina and Gallagher Beach, are now known as Buffalo Harbor State Park, the first State Park in the city. Uses for the remaining land were to be determined by a public master planning process that would be led by a consultant, managed by ECHDC and overseen by the Buffalo Waterfront Development Advisory Committee (BWDAC). The BWDAC included five members appointed by Governor Cuomo, including the committee's Chairman, Robert D. Gioia; and four members appointed by Buffalo Mayor Byron W. Brown.

### BUFFALO WATERFRONT DEVELOPMENT ADVISORY COMMITTEE



**Robert D. Gioia**  
(Chair)  
President, John R. Oshei Foundation;  
Chairman, ECHDC



**Cliff Benson**  
Chief Development Officer/Senior  
Advisor, Buffalo Sabres



**Donald Boswell**  
President and CEO, Western NY Public  
Broadcasting Association (WNED)



**David Colligan**  
Partner, Colligan Law LLP;  
Director, ECHDC



**Ellen Grant**  
Second Deputy Mayor, City of Buffalo



**Francisco Guzman**  
Architect/Engineer, Buffalo Urban  
Renewal Agency



**Kathy Hochul**  
Lieutenant Governor, State of  
New York



**Brendan Mehaffy**  
Executive Director, City of Buffalo  
Office of Strategic Planning



**Steve Stepniak**  
Commissioner, City of Buffalo Public  
Works, Parks and Streets



#### Outer Harbor Ownership

- NYPA and NFTA Land
- ECHDC Land
- Buffalo Harbor State Park

OUTER HARBOR PARCEL AREAS*	
NYPA	15.4 acres
OUTER HARBOR (ECHDC)	165.8 acres
NFTA (terminals A+B)	50.2 acres
BUFFALO HARBOR STATE PARK	190 acres
<b>TOTAL</b>	<b>421.4 acres</b>

\*Acreage includes some water area; other Outer Harbor lands excluded from the study and their estimated acreages include the Coast Guard station (20 acres), Times Beach (55 acres) and the privately-held Freezer Queen parcel (21 acres).

## 2.3 Recapping Recent Progress

The Blueprint is designed to build on the many past and ongoing improvements ECHDC and the State of New York have already announced. Although this document is focused on the Outer Harbor's future, it is important to note the progress that has been made. Recent investments include:



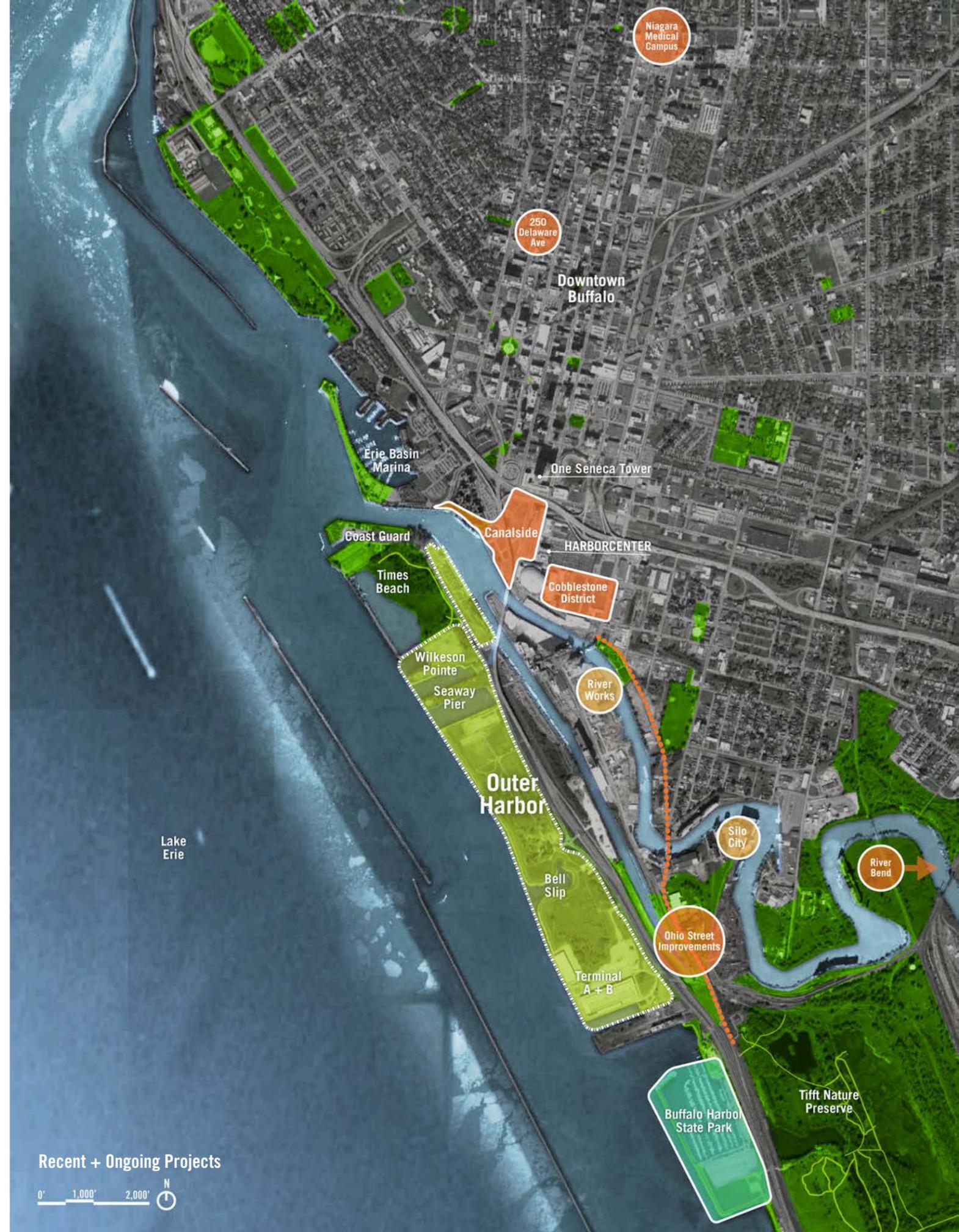
### Southtowns Connector/Buffalo Outer Harbor Access

The Southtowns Connector/Buffalo Outer Harbor Access (STC/BOH) Project involved a series of improvements to make the Lake Erie waterfront—originally designed mainly for trucks to service heavy industrial and port areas—to be accessible for all modes of transportation (pedestrian, bicycle, transit, vehicular and waterborne) and to support a host of new recreational and mixed-use development. Its initial phase, completed in 2010, involved a full reconfiguration of NYS Route 5 expressway to consolidate interchanges, allowing Fuhrmann Boulevard to be reconstructed into a single, two-way landscaped parkway providing local access along the waterfront. The project also created an extensive network of multi-purpose trails, trailhead parking areas, water access points, and interpretative features on the Outer Harbor, including the initial portions of Buffalo Industrial Heritage Trail.



### Ohio Street Reconstruction

Included as a component in the STC/BOH Access Project, ECHDC partnered with the City of Buffalo to fund and implement the reconstruction of Ohio Street between Downtown Buffalo and Fuhrmann Boulevard. To be fully completed this year, the project involves a full reconfiguration of Ohio Street as a landscaped waterfront arterial connecting the burgeoning Canalside area with the Buffalo Outer, linking key areas along Buffalo's re-emerging Canalside area with the Buffalo Outer, linking key areas along Buffalo's re-emerging Buffalo River and historic First Ward neighborhood. The project included new Olmsted-inspired street lighting, a full multipurpose trail system and interpretative features serving as a further extension of the Industrial Heritage Trail, as well as a number of sustainability features like permeable pavement and other stormwater features to reduce environmental effects.



Recent + Ongoing Projects





#### The Queen City Bike Ferry

The Queen City Bike Ferry was developed and launched by ECHDC in order to allow safe and easy travel for bicyclists and pedestrians from Canalside to the Outer Harbor. The ferry service operates for four months out of the year. Future improvements to be opened in 2016 include the installation of a paved pedestrian pathway on land owned by the New York Power Authority, shelter next to the landing, as well as signage, benches, planters and bicycle racks.



#### Times Beach Nature Preserve

Improvements to the Times Beach Nature Preserve were also completed by DOT in spring 2012. To make this area more pleasing, while protecting this important ecosystem DOT invested \$900,000, to create an elevated boardwalk to improve pedestrian access complete with a new decorative fence, and lighting interpretive signage along the boardwalk.



#### Wilkeson Pointe

Wilkeson Pointe is a new, \$3.4 million, public recreational space along the entire length of the water's edge, was completed by ECHDC in May 2013. The site improvements included shoreline enhancements, lighting and utility installations, pedestrian paths, volleyball courts, natural playgrounds, wind sculptures and public docking. This project was ECHDC's first construction project on the Outer Harbor.



#### The Outer Harbor Kayak & Canoe Launch

The boat launch converted an outdated ferry landing at the Outer Harbor into a new modern, safe, easy to use kayak and canoe launch. The new kayak and canoe launch gives paddlers a safe way to climb aboard without tipping or flipping. A first in the industry, EZ-Launch for kayaks and canoes was designed to allow people of all skill ranges to easily enter their water craft and launch it simply in any type of waterfront venue. The approximate cost of the project was \$14,000.



#### The Outer Harbor Greenbelt Extension

The Greenbelt Extension is a multi-use path to connect the existing greenbelt, which used to end at the former Pier restaurant, with Fuhrmann Boulevard. The \$145,000 project included the construction of a new, multi-use trail adjacent to the Michigan slip that connects the Greenbelt Public Pathway with the trail along Fuhrmann Boulevard, completed in July 2015.



#### Buffalo Harbor State Park

The first State Park in the City of Buffalo, was announced in May 2014. The state Office of Parks, Recreation and Historic Preservation (OPRHP) opened the new park in June 2015 and is moving forward with \$15 million in enhancements, including the construction of a very popular nautical themed playground, picnic pavilions, an event platform, new paths, rest rooms and improved lighting. Additional park improvements are schedule for construction in the coming years.



#### Safe Harbor Marina at Buffalo Harbor State Park

Safe Harbor Development's selection as the new marina operator at Buffalo Harbor State Park was announced in April 2015. ECHDC and OPRHP selected Safe Harbor through an RFP process to lease and maintain ownership of the marina property. Safe Harbor is expected to invest \$10 million in marina improvements and construct a full service restaurant in the near future. The plans include upgrading slips, upgrading electrical and water service, and other amenities. Under terms of the proposed lease, Safe Harbor will oversee the 1,037-slip marina, 8,000-square-foot restaurant and administration building, 214 parking spaces, bait shop, and storage facilities at the park.



#### Gallagher Beach

Improvements were completed in spring 2012, by the New York State Department of Transportation (DOT). The \$500,000 improvement project included the addition of a new pavilion, boardwalk improvements, installation of picnic tables, bike racks and chess game tables turning Gallagher Beach into a multi-functional gathering place for visitors.



#### Tifft Pier, Industrial Heritage Trail & Lake Kirsty Dock

These elements entailed a \$4.3 million project that transformed the formerly neglected urban areas along Fuhrmann Boulevard to provide public access along the Lake Erie and Outer Harbor Shoreline. At the Tifft Street Pier a new fishing pier, a boardwalk area, park space, seating and provisions for public art were installed. On the east side of Route 5, a new fishing dock was built on Lake Kirsty at the entrance to the Tifft Nature Preserve. The Industrial Heritage Trail along Fuhrmann Boulevard just north of Ohio Street was also developed. This historically themed recreation area includes a series of historical interpretive markers that tell the story of how Buffalo's working waterfront developed and contributed to the growth of the Buffalo Outer Harbor.



#### Union Ship Canal

Improvements were completed in the summer of 2012. The \$2 million improvement project enhanced fishing access by constructing an ADA-compliant boardwalk and promenade area. Boardwalk and promenade enhancements include benches, architectural lighting and heritage markers describing the Union Ship Canal area and a decorative railing along the edge of the canal. The face of the rail has panels that depict Buffalo's previous industrial past which dominated the skyline around the Canal.



#### The Arts Services Initiative of Western New York

The Arts Services Initiative is providing educational events, recreational events and programming at various sites along the Outer Harbor. This programming, which is entirely funded by ECHDC, reflects the community's desire to enhance the Outer Harbor area as an outdoor visitor space offering an array of appealing activities. Programming on the Outer Harbor will take place May 2015 through September 2015 at various locations the Outer Harbor.

# 03 PLANNING PROCESS

## 3.1 Principles

The BWDAC established four “guiding principles” to serve as the foundation for the master planning process. These principles emphasize universal public access, a diversity of uses and users, quality planning and design and financial returns on investments.

### GUIDING PRINCIPLES

#### 1. ACCESSIBILITY

- Activate water edges-for public use
- Maintain scenic views
- Promote year-round public use and access
- Offer a welcoming and safe environment
- Facilitate multiple modes of access (e.g., pedestrian, bike, water taxi, circulator, public transport, etc.)
- Ensure handicap accessibility

#### 2. DIVERSE USE

- Offer multiple things to see and do (e.g., Green space, public places, historical sites, recreational activities, public art activities, etc.)
- Design a destination that attracts out-of-town, regional visitors as well as residents
- Promote a wide variety of land and water activities that complement each other
- Emphasize a mix of land uses

#### 3. PLANNING AND DESIGN

- Lead a comprehensive and collaborative planning process with opportunities for public participation and review
- Create a remarkable and regionally significant waterfront.
- Design for all seasons
- Ensure green/ sustainable building and site development practices
- Consider investments that improve lake quality, reduce stormwater overflows, save energy and improve traffic flow and safety
- Pursue a phased development strategy

#### 4. FINANCIAL PAYBACK

- Pursue long-term economic self-sufficiency
- Attract follow-on private investment
- Focus investment to optimize economic, social and environmental benefits
- Create jobs for local residents
- Pursue economic benefits from tourism
- Ensure Equal Employment Opportunity
- Complimentary to and not in competition with existing downtown development

## 3.2 Site Analysis

As a second step in the planning process, BWDAC issued a Request for Proposals for an interdisciplinary team with “expertise in community engagement, mixed-use and waterfront master planning and urban design, financial and market feasibility analysis, cost estimation, and familiarity with the local economy and geographic region.” This RFP resulted in the selection of a team led by Perkins+Will, a firm recognized for its work in master planning cold-weather waterfronts.

The team began by studying the existing site conditions of the Outer Harbor, its geographic and economic context, and the many plans and opportunities for public input that had preceded the Blueprint. This examination resulted in the publication of an Existing Conditions Report.

The team was able to identify a number of opportunities and constraints that must be considered in determining the future of the Outer Harbor. It will be critical to overcome constraints with innovative solutions, and to capitalize on opportunities in a manner that is sensitive and informed. Any future vision for the Outer Harbor must be set in the context of these interrelated factors, which includes the site’s history, access and mobility, environmental issues, and the market for redevelopment.



Outer Harbor Site Opportunities + Constraints

## 3.3 Community Engagement

### Round 1

Following the release of the Existing Conditions Report, three public meetings were held on July 9, 10, and 12, 2014 to present findings and allow the community to share their ideas. These meetings were attended by approximately 600 persons, drew a significant amount of publicity, and provided an engaging, hands-on experience for participants. Many key themes and takeaways arose over the course of the three meetings. The input provided allowed the team to gauge the community's preferences for the types and distribution of different land uses at the Outer Harbor, and to create an outline of uses as the basis for developing alternative design strategies in the next phase of the project.



### Round 2

Based on the public input, two additional meetings were held on August 6, 2014, where alternatives for the Outer Harbor were presented. More than 400 participants were given a scorecard and asked to rate their preferred elements within the three alternatives, using eight 'frameworks to evaluate their relative merits;

- Land-use
- Access and mobility
- Open space
- Ecology
- Health and recreation
- Waterfront culture
- Human comfort
- Views



As a result of this feedback, a series of key public preferences emerged. These results were used in the development of a preferred concept, which incorporated the community's favored design strategies and features across the three approaches, tempered by the guiding principles and more detailed feasibility analysis.

### Round 3

The Perkins+Will draft concept plan was presented to the community at an open house on September 9, 2014, which was attended by over 300 persons. After a presentation of the overarching themes and an explanation of how these were derived from community input at the previous open houses, participants were encouraged to visit information stations and then assemble in groups to discuss and comment on the plan. The information was also displayed at the Buffalo & Erie County Public Library for over a week following the meeting, to give persons who were unable to attend the open house an opportunity to review the draft concept plan.

The draft concept plan was designed to:

1. Explore creative development options for the Outer Harbor, such as City Ship Canal Bridge, fishery islands, partial Terminal demolition, museum, beaches, new waterway connection to City Ship Canal.
2. Illustrate a potential development scenario, including number of residential units, size and shape of buildings and layout of roads.
3. Provide an order-of-magnitude financial projection to help establish priorities and identify early-action implementation items.

### 3.4 Summary

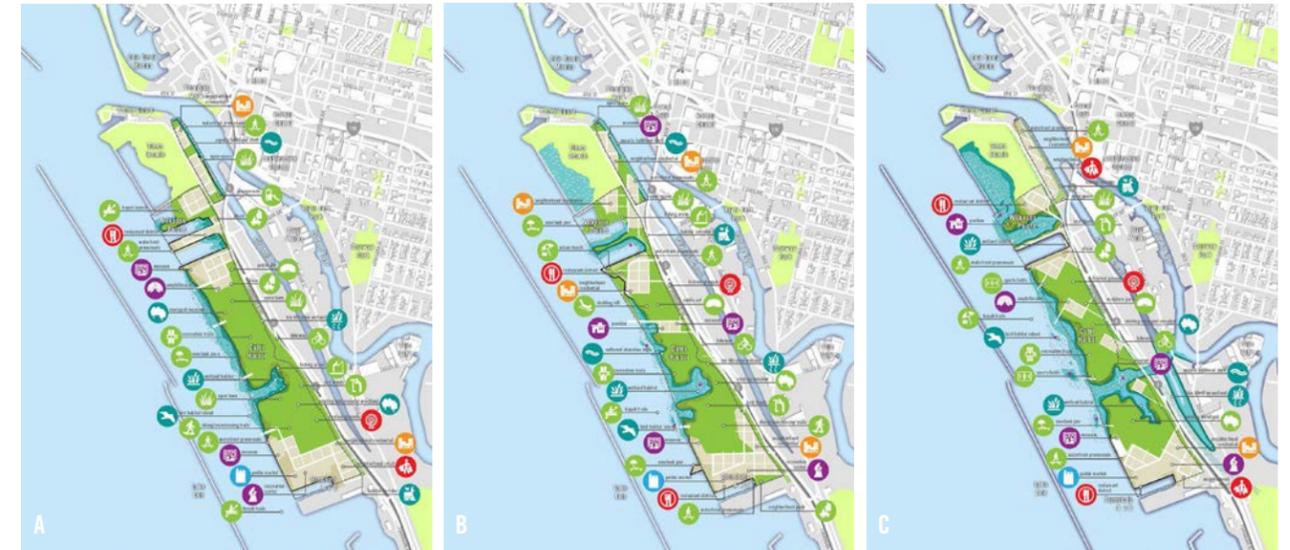
On the whole, the draft concept plan offered a comprehensive and detailed long-term vision for an active, livable place with an emphasis on open space, waterfront access, wildlife protection, neighborhoods and cultural and recreational activities. Key recommended uses under the draft plan included three new neighborhoods; restaurants and nightlife; an outdoor amphitheater; an indoor market hall and recreation center; a signature museum; a public promenade; and a “Great Lakes Park” with a destination playground. Major infrastructure investments included a multi-modal lift bridge from the Inner Harbor to improve access; shoreline softening to support fish populations, views and direct water access; and a proposed canal through the Outer Harbor for kayaks and canoes. The feasibility of some of these uses

and improvements relied on cross-subsidization from economic activity related to other uses within the proposed mixed-use development. The draft concept plan also preserved a vast share of open space and public waters at Buffalo Harbor State Park and Times Beach Nature Preserve. Taking into account the public land at these locations, the plan proposed using only seven percent of all lands for development—a low share relative to most public urban waterfront property.

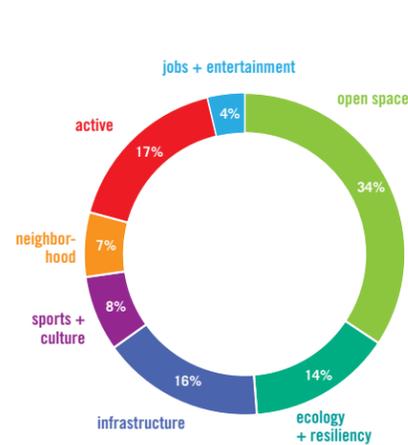
Many community members and meeting participants expressed excitement and support; while others disagreed with particular plan features, and asked to extend the timeline for providing input. Concerns were most commonly associated with the amount of residential development; the extent

to which the waterfront was to remain publicly accessible; the thoroughness of the subsequent environmental review process; and the degree to which impacts on wildlife and natural resources would be mitigated.

As a result, the Perkins+Will team continued to refine the draft concept plan based on public input, along with other ongoing technical and financial analyses related to implementation. These deliberations caused ECHDC to extend the planning timeline to consider different approaches that might prove financially and environmentally feasible, while still allowing for additional public input.



Sample 'framework' for Alternative Land Use Scenarios

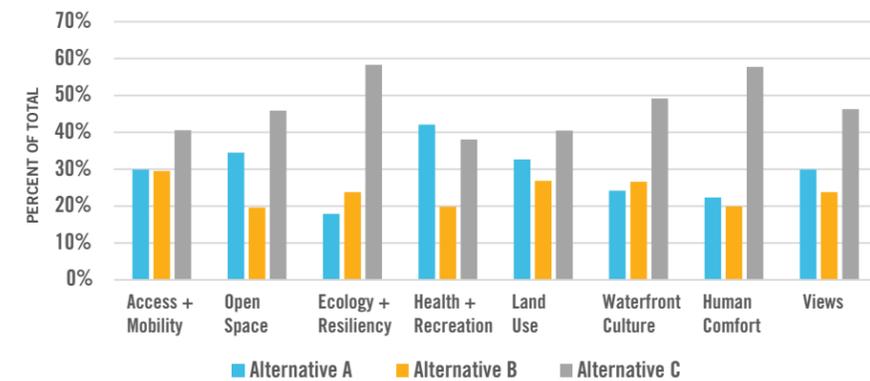


Public Workshop Preferred Land Use Feedback (%)



Public Workshop Preferred Land Use Feedback (icons sized by number of responses)

Analysis of scorecard results using a weighted scoring system (3 points for first choice, 2 points for second choice and 1 point for third choice):



FRAMEWORKS	ALTERNATIVE A	ALTERNATIVE B	ALTERNATIVE C
Access/Mobility	466	505	512*
Open Space	499	465	516*
Ecology	379	458	562*
Health/Recreation	503*	449	478
Land Use	472	461	476*
Waterfront Culture	446	468	548*
Human Comfort	435	474	538*
Views	457	464	506*

\*most popular alternative by framework

# 04 THE BLUEPRINT



In undertaking this planning process, BWDAC and the Perkins+Will team received an extraordinary outpouring of public input and enthusiasm, with many strong opinions becoming clear. As a result, the team has reached several important decisions as a result of this input and its studies of the site's existing conditions.

The first decision represents a commitment to maintaining the momentum of the Inner Harbor, which presents the highest potential for economic development in the near-term. The second decision is that the long-term future of the Outer Harbor should be guided by high-level land use recommendations, closely aligned with and folded into the city's ongoing

planning efforts regarding its Land Use Plan and Unified Development Ordinance (Green Code), the Local Waterfront Revitalization Plan, and the Buffalo Harbor Brownfield Opportunity Area.

The third decision is that while longer-term development discussions and reviews proceed, ECHDC will continue building on recent momentum at the Outer Harbor by making a \$5 million investment in targeted first phase short-term improvements, all of which are compatible with the long-term vision and could be absorbed into future phase developments. Future decisions regarding the balance of green space with private development

will be enhanced by encouraging more visitors to experience the Outer Harbor and envision it as a vital part of the city.

Based on feedback to the draft concept plan, BWDAC identified additional work that will be necessary, such as researching financing sources; studying developer interest; and providing ongoing opportunities for public input, particularly regarding environmental impacts. Consequently, these three decisions are all based on the adjacent principles:

## 4.1 Recommit to the Inner Harbor

The many Outer Harbor projects either underway or under consideration will continue the positive momentum in recapturing the city's waterfront for public use and increasing its viability as an economically healthy metropolitan area.

As projects like the SolarCity-anchored 'Buffalo High Tech Manufacturing Innovation Hub' at RiverBend and the IBM-anchored 'Buffalo Information Technologies Innovation and Commercialization Hub' open for business, it will be increasingly important for the city to provide the kinds of attractions that promote Buffalo as a great place to live, work, and play, and make it attractive to an economically, culturally, and generationally diverse group of residents. Enhancing the Outer Harbor

will be an important part of this growth, attracting more businesses and people to call Buffalo home.

In this spirit, ECHDC and the City of Buffalo are recommitting efforts to focus near-term private development at Canalside and the Inner Harbor.

Whereas the Outer Harbor still requires significant public investments to become an attractive location for development, Canalside and the Inner Harbor represent a highly cost-effective opportunity to continue to rebuild the strength of the city's downtown core.

At ECHDC, this focus will include the long-awaited redevelopment of the Aud Block into the Explore & More Children's Museum. Set to open in 2018, it will anchor both the Canals and the Cultural District along the Commercial Slip. With 200,000 visitors annually, the Museum will contribute to the year-round offerings at Canalside. Additional mixed-use development on the South Aud Block will add retail, restaurants, office, and residential.

The southern portion of the Donovan Block is envisioned as a mixed-use building with a signature restaurant on the ground floor. Filling in the space between One Canalside and HARBORCenter, the building will complete the east side of Main Street. With the State's commitment of \$9 million toward the Children's Museum, these development projects are expected to generate between \$100 and \$150 million of private and philanthropic investment.

ECHDC will also be enhancing the public space with an extension of the Central Wharf's wooden boardwalk. The popular waterfront esplanade will see over \$2 million worth of improvements, including an enhanced beach area, landscaping, railing, and service for seasonal businesses.

For the City, there is renewed focus on the 2004 Master Plan and development of the Historic Parcels nearest the Central Wharf. These efforts are also consistent with the ECHDC General Project Plan for Canalside that was adopted by ECHDC after extensive public input. It is expected that the City will select a preferred developer for the entire four acres, which is composed of several small development parcels.

### RESPECT

Acknowledge, support, and protect efforts that have been made over past 25 years, such as at Times Beach, Wilkeson Pointe, and Buffalo Main Lighthouse

### ACTIVATE

Target redevelopment to a few key locations, and work to establish the public/private partnerships that will be necessary to initiate and sustain these efforts

### CONNECT

Tie together destinations along Outer Harbor from Gallagher Beach to the lighthouse on both land and water sides

## 4.2 Take a Long-Term View for the Outer Harbor

Based on the community's input, along with the advice of its consultant team, the city, and BWDAC, ECHDC is advancing high-level land use designations and recommending their incorporation into the city's new Land Use Plan and Unified Development Ordinance, collectively known as the Green Code.

By aligning the Blueprint with the Green Code, ECHDC is able to provide specific development guidelines that will direct the community's vision for the Outer Harbor while still allowing for incremental flexibility in the scale, mix, and distribution of uses proposed for different sites. With the Green Code serving as a 20-year framework, a built-in process will exist for re-evaluating these designations when developments are proposed, and for determining whether the scope and patterning aligns with the vision of residents.

Rather than trying to predict or prescribe every element of the Outer Harbor's future, this approach will ensure agreement on broad priorities, allow for incremental progress and provide ample opportunities for continued public input and environmental reviews along the way.

The following recommendations are offered to begin this process:

1. Focus redevelopment on the Terminal property at the foot of Ohio Street and the NYPA parcel
2. Maintain the balance of the Outer Harbor as open space in the interim, with specific uses to be determined in the future based on the Green Code
3. Preserve public access at all points along the lakefront and the City Ship Canal

**ORANGE: N-3E Mixed Use Edge (NYPA Parcel)** – This zoning designation is applied to transitional areas, typically at the edges of more intense mixed-use centers with homes and stores. It envisions lower-scale, lower-density areas.

**DARK GREEN: D-ON Natural** – This designation, which would be applied to Times Beach, protects open spaces in a predominantly undeveloped state. These zones are typically set aside for land conservation, passive recreation, and ecological restoration.

**GREEN: D-OG Open Space** – The majority of the Outer Harbor would be zoned as this open space district, which permits only limited government/ public safety uses and certain recreational uses (e.g., cultural/assembly uses, taverns, stables) by special permit only.

**RED: N-1S Secondary Employment** – Lastly, the areas known for hosting the former NFTA Terminals would be zoned under this designation, which envisions mixed-use employment centers often defined by mid-rise and large-footprint industrial structures. This zoning designation permits a range of residential, commercial, office, retail, and light manufacturing uses.



Land Use Designations



### 4.3 Buffalo Green Code

Once these land use designations for the Outer Harbor are incorporated into the City's draft Green Code, they will be subject to additional review and public input under the Citywide Environmental Impact Statement (EIS) to support the Green Code re-zoning, the Buffalo Harbor BOA, and the LWRP. This process will further vet these land use designations and identify any possibility for negative environmental impacts they would create if unmitigated. ECHDC will also be required to demonstrate that it has satisfied all obligations under the State Environmental Quality Review Act (SEQRA) by preparing plan-specific supplementary environmental reviews for each proposed development.

The full realization of open space improvements and private development will take many years. A realistic assessment—taking into account the known constraints, historically slow-growth economic context, need for additional public financing and sheer size of the site—implies that the most effective future of the land will be one grown out of incremental progress and regular revisits to planning assumptions. Information collected by the planning team regarding market and environmental conditions will be used by the City during the Green Code adoption process.

The majority of the Outer Harbor will continue to be zoned in the Green Code as an open space district, which permits only limited government/ public safety uses and certain recreational uses by special permit only. When added to the adjacent 190 acres of land at Buffalo Harbor State Park, this represents an expanded and exciting publicly-accessible waterfront recreation area.

BUFFALO GREEN CODE OUTER HARBOR ZONING									
		N-3E	D-ON	D-OG			N-1S		
Permitted Land Uses									
RESIDENTIAL		Residential Dwellings		None		None		Residential Dwellings	
CIVIC		Open Space, Government Office, Cultural Facility; With Permit: Some Assembly, Some School		Open Space, Government Office; With Permit: Some Cultural Facilities		Open Space; Government Office; With Permit: Some Assembly, Some School		Open Space, Assembly, Cultural Facility, Government Office, University	
LODGING		Bed + Breakfast, Hotel, Hostel		None		None		Bed + Breakfast, Hotel, Hostel	
RETAIL + SERVICE		Amusement (indoor), Day Care, Medical Clinic, Restaurant, Retail and Services; With Permit: Some Live Entertainment, Open Air Market and Tavern		None		With Permit: Some Amusement (indoor), Live Entertainment, Restaurant, Retail & Service, Tavern, Stables/Riding Centers		Amusement (indoor and outdoor), Day Care, Medical Clinic, Live Entertainment, Open Air Market, Restaurant, Retail and Services, Storage, Tavern	
EMPLOYMENT		Artisan Industrial, Professional Offices, Research / Lab		None		None		Artisan Industrial, Light Industrial, Professional Offices, Research/Lab, Warehouse	
AGRICULTURE		Community Gardens, Market Gardens		Community Gardens		Community Gardens		Community Gardens, Market Gardens	
TRANSPORTATION		Bicycle Parking, Pedestrian + Bicycle Path; With Permit: Some Marina, Some Parking Lots		Pedestrian + Bicycle Path; With Permit: Some Bicycle Parking		Bicycle Parking, Pedestrian + Bicycle Path; With Permit: Some Marina, Some Parking Lots		Bicycle Parking, Pedestrian + Bicycle Path; With Permit: Some Marina, Some Parking Lots	
INFRASTRUCTURE		District Energy System, Utilities + Services (minor); With Permit: Some Wireless Communications		With Permit: Some Utilities + Services (minor)		With Permit: Some District Energy System, Some Utilities + Services (minor and major)		District Energy System, Utilities + Services (minor); With Permit: Some Utilities + Services (major), Some Wireless Communications	
DEVELOPMENT AREA	Maximum 3-story building		Maximum 1-story building. Only permitted to build on 5% of the parcel.		Maximum 3-story building. Only permitted to build on 25% of the parcel.		Maximum 6-story building.		

Allowable Uses for each of the Four Land Use Categories at the Outer Harbor

Note: This is a representative but non-exhaustive list of the uses proposed to be allowed by zone under the Buffalo Green Code Unified Development Ordinance. Comprehensive zoning details are expected to be published soon by the City of Buffalo at [buffalogreencode.com](http://buffalogreencode.com). The allowance of certain uses under each designated zone does not necessarily recommend their addition on the Outer Harbor. Share of circle that is filled indicates general degree to which uses are allowed.

# 05 NEXT STEPS

## 5.1 Target Strategic Improvements to the Outer Harbor

In line with public input, these long-term land use recommendations are accompanied by a series of short-term investments geared toward improving access and creating opportunities for residents and visitors to more fully enjoy the Outer Harbor.

ECHDC has received a \$5 million commitment from Governor Andrew M. Cuomo's Buffalo Billion initiative to support an initial round of open space improvements, all of which are compatible with the long-term vision and would be capable of being absorbed into future developments. Strategic phasing will increase the viability of private development on the Outer Harbor in the future, at which point some of the initial investment may be recouped through land disposition proceeds and other development-related tax revenues within the limited areas that development is allowed under the Green Code.

Investing in the open space improvements today will continue the Outer Harbor's positive momentum, demonstrate the resolve of ECHDC's commitment, and allow the public to enjoy widely-supported improvements to the Outer Harbor's accessibility and available activities.

This phasing is compatible with the fact that during the planning process, public open space investments emerged as a clear priority. From an economics and phasing standpoint, this also makes sense; by frontloading development with investments in public amenities and infrastructure, foot traffic and land values will increase.

Strategic phasing will increase the viability of private development in the future, at which point some of the initial investment may be recouped through land disposition proceeds and other development-related tax revenues.



Proposals for initial targeted improvements include:



**01** Creating a **Bell Slip Visitor Center** with pedestrian and bicycle amenities, to take advantage of the existing views and availability of parking. A pair of **overlooks** would be developed nearby to encourage birding, painting, photography, and astronomy.



**02** Studying the potential for a **wildlife corridor** between Times Beach and Tiff Nature Preserves; and installing an **Osprey-viewing platform** at Times Beach. Transforming the **Seaway Pier** into a multi-use flex space, building on the success of Wilkeson Pointe. The 8-acre site will be cleared, capped and re-graded to accommodate an adult workout area, ropes course, foot/bicycle paths (doubling as cross-country ski trails), cantilevered trail section (doubling as a fishing pier), deck, beach, beer garden, and games zone (horseshoes, bocce courts, petanq, shuffleboard, volleyball). The site may also include recreational fields or pollinator fields and seasonal floating docks, safety ladders and life rings.



**03** Extending a **Southern Bike Trail** around Terminals A & B to complete the Greenbelt loop, with benches, trash cans, bike racks, and other features. Mountain bike facilities and additional off-road trails will also be studied for development in future phases.



**04** Operating a **seasonal Trolley System** along Fuhrmann Boulevard between Gallagher Beach and the Lighthouse.



**05** Installing **signage** from Gallagher Beach to the Lighthouse to highlight key public locations and distances. Consider the potential for additional interpretive signs and physical fitness signs such as 10,000 Steps.

## 5.2 Temporary Interventions

In conjunction with these permanent improvements, ECHDC also intends to facilitate other temporary uses of public space, such as public art installations, bicycle rentals, outdoor film screenings, and pop-up events and activities. In the future, as public and private funds become available, ECHDC will develop further plans for public investments and development in accordance with documented community priorities.

## ACKNOWLEDGEMENTS

## PROJECT TEAM

## EMPIRE STATE DEVELOPMENT

Joe Chan	Executive Vice President, Real Estate & Public/Private Partnerships
Kevin Hansen	Director, Real Estate Development
Angela Rossi	Special Assistant to Regional President
Sam Hoyt	Regional President

## ERIE CANAL HARBOR DEVELOPMENT CORP.

Thomas Dee	President
Steve Ranalli	Senior Project Manager

## PRIMARY STAKEHOLDER GROUPS

ECHDC Board  
City of Buffalo  
Outer Harbor Advisory Committee

## OUTER HARBOR ADVISORY COMMITTEE

Robert D. Gioia	Cliff Benson
Donald Boswell	David Colligan
Kathleen Hochul	Ellen Grant
Francisco Guzman	Brendan Mehaffy
Steven Stepniak	

## PERKINS + WILL (URBAN DESIGN)

Karen Alschuler	Principal
Janice Barnes	Principal
Dennis Dornan	Senior Project Manager
Noah Friedman	Senior Urban Designer
Daniel Windsor	Design Support
Laura Shifley	Urban Designer
Rui Song	Urban Designer

## SCAPE (LANDSCAPE ARCHITECTURE)

Kate Orff	Partner
John Donnelly	Associate
Nefeli Kalantzi	Urban Designer

## HR&amp;A (ECONOMIST)

Jamie Springer	Partner
Sulin Carlin	Director
Imran Aukhil	Senior Analyst

## ARCHITECTURAL RESOURCES

Peter Murad	Managing Principal
Michael DeLuca	Project Manager

## ERIC MOWER ASSOCIATES (OUTREACH)

Steve Bell	Principal
Allison Conte	Senior Account Supervisor
Latrese Myers	Account Executive

## ARUP (TRANSPORTATION)

Trent Lethco	Transportation Partner
Susan Ambrosini	Integrated Planning Associate
Nina Harvey	Senior Planner

## WATTS (ENGINEERING)

Michael Pratt	Partner
Kris Winkler	Civil Engineer

## VJ ASSOCIATES (COST ESTIMATOR)

Vijay Desai	Partner
Chongba Sherpa	Managerial Estimator
Akshay Nagaraj	Construction Engineer

DISTINCT ENGINEERING SOLUTIONS, INC.  
(MARINE ENGINEERING )

Ram Tirumala	Engineer
Jerry Thampi	Engineer

PERKINS+WILL



Erie Canal Harbor  
Development  
Corporation