

## Buffalo Lakefront Development Team

**Opus East**  
Philadelphia

November 30, 2005

**Uniland Development  
Company**  
Buffalo

Ms. Julie Barrett O'Neill  
Executive Director  
Buffalo Niagara Riverkeeper  
617 Main Street  
Market Arcade Building  
Buffalo, NY 14203

**VOA Associates**  
Chicago

**BIDCO Marine Group**  
Buffalo

Dear Ms. O'Neill:

**Harris Beach**  
Buffalo

On behalf of the Buffalo Lakefront team, I would like to respond to your letter of November 17, 2005 to Larry Meckler from the Niagara Frontier Transportation Authority. As a fellow Buffalonian and Western New Yorker, I am sure you would share my initial reaction that it is nice to be finally discussing the development of the Outer Harbor after 50 years of waiting.

**Paradigm Consulting**  
Buffalo

**Resource Planning  
Associates**  
Buffalo

As you may know, the 120-acre Outer Harbor property is one of the largest undeveloped waterfront properties in the entire country. In fact, it is one-third the size of Buffalo's Central Business District. Due to its sheer size, the potential for the Outer Harbor to make a significant impact on Buffalo's ailing economy is tremendous. Equally impressive to its size and potential as an economic engine is its sheer beauty. Indeed, our partners from the Chicago-based design firm of VOA Associates strongly feel that once developed, Buffalo's Outer Harbor will become one of the country's most admired waterfronts.

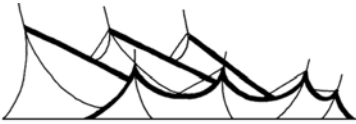
**Urban Retail Properties**  
Chicago

**Pierre Wallinder  
and Associates**  
Buffalo

It is precisely because of these reasons that the Opus Group, perhaps the largest private developer in the United States, has committed its expertise and resources (\$350 million) to developing the Outer Harbor into a world-class destination. Both Opus and VOA have significant history and success in developing waterfronts throughout the United States.

The Buffalo Lakefront Development Team is focusing on three objectives in developing the Buffalo Outer Harbor:

- Revenue: Develop uses that result in significant economic impact to strengthen the local economy; create new businesses, jobs, and bring people to Buffalo.
- Access: Enable people to enjoy the waterfront by making the Outer Harbor more accessible and by reserving the water's edge for the public.
- Destination: Combine world-class design with a compelling mix of venues that bring thousands of people to the Outer Harbor on a year-round basis.



Our basic approach in achieving these goals is to balance the Outer Harbor's potential as an economic engine and at the same time promote its natural beauty. For example, our conceptual plan includes expanding the amount of green space currently allocated by the NFTA for the Greenbelt project along the water's edge. Our development team will create additional park areas, fishing spots, walking trails and even a public beach that will encompass over 30 acres of the site. We also plan on leveraging the water by developing a marina and using water taxis to carry visitors from the Outer Harbor to the Inner Harbor.

These types of improvements obviously are not inexpensive, and as you know, the City of Buffalo and Erie County are in no position to dedicate the tens of millions of dollars necessary for this project. In fact, the public sector has tried to develop this portion of the Outer Harbor for the last 50 years without any success.

We have all been waiting far too long to see the Outer Harbor transformed from a brownfield into something of which Buffalonians are proud and that visitors envy. We now have an opportunity to make history and do something constructive for the city and region that will have a positive impact on generations to come. I urge Buffalo Niagara Riverkeeper to recognize that in addition to its beauty, this site has tremendous potential as an economic engine to jump start Buffalo's ailing economy with new jobs, new businesses and spin off economic impact. Our objective is to achieve an appropriate balance to create a place where people can live, work and enjoy one of Buffalo's best natural assets.

This region has a history of failed projects due to the lack of consensus and cooperation among the public and private sectors. As a result, we all suffer while the rest of the country prospers. For the sake of our entire community, let us meet in the spirit of collaboration to resolve any issues your organization may have concerning development of the Outer Harbor.

Feel free to call me at your convenience at 834-5000. I look forward to hearing from you.

Very truly yours,

Carl Montante, Jr.  
Principal  
Buffalo Lakefront Development Team

cc: Hon. Dale Volker  
Hon. Mary Lou Rath  
Hon. George Maziarz  
Hon. Bill Stachowski  
Hon. Byron Brown  
Hon. Robin Schimminger  
Hon. Crystal Peoples  
Hon. Jim Hayes  
Hon. Jack Quinn, Jr.  
NFTA Commissioners  
Mr. Lawrence Meckler, NFTA

Hon. Hillary Clinton  
Hon. Charles Schumer  
Hon. Tom Reynolds  
Hon. Brian Higgins  
Hon. Paul Tokasz  
Hon. Sam Hoyt  
Hon. Francine Delmonte  
Hon. Mark Schroeder