



The Buffalo Scholastic Rowing Association



Adaptive Rowing on the Buffalo River
September 8, 2020

Submitted by:
Buffalo Scholastic Rowing Association
405 Ohio Street
Buffalo, NY 14204

Submitted to:
Niagara River Greenway Commission
PO Box 1132
Niagara Falls, NY 14303

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PROJECT INFORMATION

Project Name: Adaptive Rowing on the Buffalo River

Location: The Buffalo River Rowing Center, Patrick Paladino Memorial Boathouse

Site Address: 405 Ohio Street

State: New York Zip Code: 14204

Minor Civil Division(s): Buffalo, New York

County: Erie

Project Proponent Property Interest (own, lease, easement or other): Owned by the BSRA

AUTHORIZED OFFICIAL

Name: Mark Kostrzewski Title: President, BSRA

Business Address: 405 Ohio Street.

State: Buffalo, New York Zip Code: 14204

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PROJECT POINT OF CONTACT

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1. Project Narrative

The Buffalo Scholastic Rowing Association (BSRA) began with the dream of making the sport of rowing more accessible to the greater Buffalo community. On April 27, 2009 BSRA was chartered as a 501(c)(3). The office was located at 120 West Tupper Street in Buffalo, New York and the rowing facility functioned out of 301 Ohio Street for a short time before acquiring the current site at 405 Ohio Street and moving the Buffalo River Rowing Center into temporary operating and storage structures. During this time, through the generosity of private donors and membership, the BSRA employed one part-time administrative assistant, contracted the services of one fundraising professional and engaged the help of many volunteers. The BSRA's capital campaign objective was to obtain funds for the construction of a permanent boathouse facility. Today, all rowing programs continue to operate out of the temporary boathouse but construction on our new Patrick J. Paladino Memorial Boathouse is slated for completion in the fall of 2020. Despite this long-term temporary situation, however, the BSRA has had tremendous growth due to new memberships and increased rowing programs. BSRA now has two full-time and one part-time employee: Executive Director, Director of Marketing and Outreach, and a part-time Boathouse Manager and maintenance position. Over 400 members and visitors comprised of both youth and adult rowers as well as non-rowing members and nine rowing programs. Our programs include Juniors (ages 13-18), Youth Learn-to-Row (ages 11-16), Adult Learn-to-Erg, Adult Learn-to-Row, Modified Sculling, (ages 12-16), Masters (adults all ages), Scholastic (high schools), We Can Row (breast cancer survivors), and Adult Sculling. Thus far in 2020 even amid COVID-19 we have had 260 participants in programs, events and lessons. Our scholastic rowing teams compete at local, national and international regattas during on-water and winter training sessions. We offer year-round programming for youth to adults (winter, spring, summer and fall sessions).



Our vision of expanding the sport of rowing to WNY and increasing the sport's accessibility includes catering to the public, promoting self-expression through the sport, taking pride in leadership and teambuilding, all in a diverse environment. We engage the use of social media for marketing, have developed an ever-changing website, and a Facebook page which we use to transmit our monthly newsletter. Our logo and www.rowbuffalo.com favor rowing and are distinctive to Buffalo. Peppered into our daily training and programming schedule are our special events which include Try-It-Day (June), the "Shamrock Row" (March), the "Launch Fundraiser" (September), and the "Head of the Buffalo," (October) which is our signature regatta.

Adding to these already established programs and events, a team of seven members joined forces in 2018 to develop a strategic plan. The committee and the strategic plan refine the Association's planning strategy. It outlines BSRA's direction, provides guidance and strategy, as well as to make recommendations for decisions regarding the allocation of resources. Seven individual specialized committees were subsequently created to develop a timeline for action and to link the strategic plan to the budget.

To date we have raised over \$2.6 million, including a \$1 million contribution from the Ralph C. Wilson, Jr. Foundation, which has afforded us the ability to install dock facilities and construct the framework and rough-in the boathouse at 405 Ohio Street (list of donors attached). Anticipated to be completed in the fall of 2020, the new boathouse will expand the current temporary facility from 3,500 square feet to 16,000 square feet, and will increase storage capacity from 33 rowing shells to 75 rowing shells. A security system will be installed to ensure the safety and security of the facility. Combining all the equipment owned by the various programs and private members, BSRA has in operation 62 rowing shells. The design of the permanent boathouse addresses our scholastic and community members' immediate need for training space, programmatic growth and boat storage.

The completion of the new permanent boathouse will allow BSRA to develop more recreational and educational programs while increasing public access and usage of the Buffalo River and waterfront. As a fully functioning facility, BSRA will allow for future revenue streams through the rental and catering for private functions on the historic waterfront which BSRA can provide with our commercial kitchen. Additional revenue will be generated by on-site, annual kayak storage (new this summer) and personal training (start date will follow move into the new boathouse). Last September, we hosted our first of an annual fundraiser, "Launch'19" in which we raised over \$55,000.

Association Philosophy

Perhaps the most innovative aspect of BSRA is the commitment to facilitating autonomous programs: each school owns their own equipment and can tailor their practice and race schedule to accommodate their individual schools' competitive goals and programmatic needs. Through this policy approach, BSRA has successfully expanded the footprint of rowing in Western New York through revitalizing scholastic programs in the Buffalo Public Schools, supporting the continuing improvement of existing programs.

Innovative Fee Structure

The primary barrier to more and successful rowing programs is cost and program infrastructure sufficient to support the complexity and expenses related to rowing. BSRA is dedicated to maintaining a fee structure that provides rowing access to school-based teams at the lowest market cost. Association membership is \$195 annually and dues vary on usage. Where there are shortfalls in assets, the BSRA is positioned to maintain programs while helping to develop their organizational sustainability.

Governance

Buffalo Scholastic Rowing Association acts as a facilitating organization. Thus, all member groups have a strong decision-making role within BSRA. BSRA is governed by an executive committee, which directs the eighteen-member board of directors, two emeritus board members, the executive director, the director of marketing and outreach, the Boathouse manager, and many, many volunteers. Each member organization has a seat on the BSRA Board of Directors. This guarantees a direct role in day-to-day rowing operations as well as charting the future of the Association. Currently, there are seven scholastic programs including South Park High School, Buffalo Maritime Charter, Canisius High School, Buffalo Seminary, Mount Mercy Academy of South Buffalo, Bishop Timon St. Jude High School, Mt. St. Mary's, as well as our adult program, the Buffalo Masters Rowing Club.

BSRA 2020 Proposal: *Adaptive Rowing on the Buffalo River*

The Buffalo Scholastic Rowing Association respectfully seeks an approval of consistency from the Niagara River Greenway Commission to seek funding assistance to implement the proposed project to implement Adaptive Rowing on the Buffalo River.

1. Final Planning
 - a. Update preliminary design from 2015
 - b. Final Plans complete with stamped documents
 - c. Construction contract development
2. Construction
 - a. Install asphalt & concrete pavements & walkways
 - b. ADA-accessible ramp & dock/launch system
 - c. Adaptive Rowing infrastructure & amenities
3. Environment
 - a. Shoreline stabilization & waterfront restoration
 - b. Native plantings & invasive species prevention
 - c. Sustainable trash disposal systems
 - d. Consider green innovation construction methods
4. Education
 - a. Engage community stakeholders for programming partnerships
 - i. Local schools, classes
 - ii. Community service clubs
 - iii. Scouts
 - iv. ADA & special needs groups
 - b. Expand existing programs

The BSRA seeks to complete the development of its site on the Buffalo River to become Buffalo's Universal Access Rowing Center/Facility. The BSRA has already invested \$33,000 into preliminary design through its 2014 Greenway grant and partnership with the Buffalo Niagara Riverkeepers (schematic designs attached). Final planning including shoreline stabilization and seawall engineering, design of a fully accessible system of ramps, docks, and assemblies needed for universal access to an adaptive rowing program, a more robust landscape architectural site design and construction contract development for bidding is the goal of the project's planning phase.

In concert with BSRA's inclusivity and universal access mission, our goal is to provide recreational and competitive training opportunities for individuals with physical and mental disabilities. This project will address our adaptive rowing and kayaking goals. The proposed project will install the necessary infrastructure for handicap-accessible kayak and rowing ramps, complete with transfer bench and transfer slide boards, that allow people of all abilities to sit, slide over and drop into a kayak, canoe or rowing shell. The transfer bench must have two heights for easy transfer from wheelchairs. The equipment must have guide rails for easy access in and out of the water. Ramps and site access design must conform with universal access codes to allow safe access from the parking lot to the water.

The BSRA also seeks to ensure the stabilization of the shoreline to protect it and our rowing/boating infrastructure from erosion and degradation through the restoration and clean-out of the adjacent area known as "Dead Man's Creek" to conform with environmental/ecological concerns as well as to provide and sustain additional public access to the waterfront. Additionally, the BSRA intends to transform the industrial status of our site to be ecologically sound and to beautify the surrounding area by "greening" the site with native plant-life indigenous to the Buffalo area. The BSRA seeks to be an environmental steward in the area/neighborhood/community and a leading organization in water-front clean-ups.

BSRA will be anchored in the community which will allow us to capitalize on improved programming, provide a single location for all events and regattas, offer launch and storage facilities for kayaking, provide personal training to the public, and develop into a rowing site that provides "universal inclusive access." With the construction of our new Patrick J. Paladino Memorial Boathouse near completion with expanded operating space by over four and a half times, future programs will increase after-school academic support for students and with universal access to the waterfront, we aim to extend rowing to those with physical challenges and disabilities thus creating an adaptive rowing program. Site improvements are desperately needed to facilitate these outcomes.

Educationally, through partnerships with organizations like the SUNY Buffalo's Center for Inclusive Design and Environmental Access (IDEA Center), Erie County Office for the Disabled, etc., BSRA wants to develop **additional** programs to assist, train, and teach special needs how to row. Finally, BSRA is committed to continue working with local schools and organizations like the Buffalo Niagara Waterkeepers, the Eagle Scouts, Greenway Commission, Buffalo Seminary, Canisius HS, Mount Mercy Academy, Mount St. Mary's HS, etc. to further educational efforts covering ecology, environment, history of Buffalo River, history of rowing, exercise and keeping the Buffalo River clean.

Due to the COVID-19 outbreak in early 2020, the BSRA has developed in-depth safety protocols for the return to rowing which are publicly accessible at <https://www.rowbuffalo.com/covid19>

2. Advancement of Greenway Vision/Consistency with Greenway Goals, Principles and Criteria

Niagara Greenway Vision Statement: *The Niagara River Greenway is a world-class corridor of places, parks and landscapes that celebrates and interprets our unique natural, cultural, recreational, scenic, and heritage resources and provides access to and connections between these important resources while giving rise to economic opportunities for the region.*

Consistency with the Niagara River Greenway Plan

The BSRA's project to implement Adaptive Rowing on the Buffalo River aligns with the Niagara River Greenway Plan, the Erie Canal Harbor Development's Ohio Street Corridor revitalization, and is one of the first hubs of activity in that corridor alongside Riverfest Park and Mutual's Park. BSRA's development also aligns with the sustainability, economic investment and environmental objectives of City of Buffalo's new "Green Code" land use and zoning policies, which will transform land use in the Old First Ward neighborhood and beyond.

In 2012 the BSRA was granted consistency for its Buffalo River Rowing Center (letter attached). The proposed project aligns with the Niagara River Greenway Plan in the following ways:

Public Access

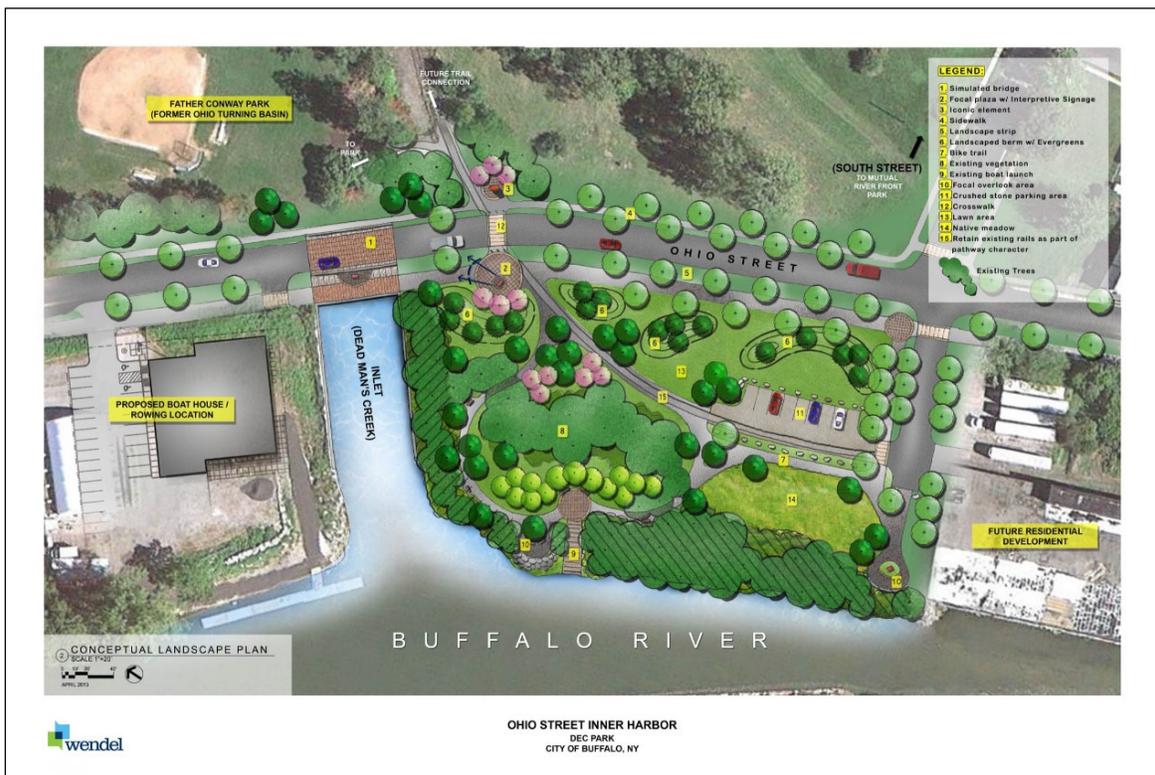
Recognizing the growing public interest in the Buffalo River as our regions greatest natural resource, the attendant concerns that this resource be accessible to the public, and, acknowledging the critical role that the River plays in the re-establishment of the sport of rowing and increased recreational activity in general, BSRA established the following **Public Access Plan**:

Combine public access to the Buffalo River with the additional opportunity for the public to engage in scheduled, supervised, and safe rowing or boating programs while ensuring all rowing or boating resources are secure. The BSRA, at its Buffalo River Rowing Center, maintains an extensive inventory of coaching launches and outboard motors, rowing shells, oars, and numerous on-board computers. The security of the site to safeguard this inventory is a paramount consideration of BSRA and our guidelines are published for the public to learn and understand. Membership is reliant upon a signed agreement stating the safety for the members and the property are of a primary priority. The new Buffalo



River Rowing Center Site design establishes full inclusive public access on important segments of the site. The design incorporates a 22' waterfront parcel, contiguous with the NYSDEC Canoe Park on the west side of the BSRA site. This strip of land (as illustrated in attached renderings) will be designated as park space, seamlessly melding the DEC park, Dead Man's Creek inlet and our site. A decorative railing along the Ohio Street Inlet's west wall will allow safe enjoyment for the public. This has been coordinated with the Erie Canal Harbor Development Corporation's recent installation of an interpretive historic footbridge over the street end of the Inlet.

By incorporating the Greenway Trail System, Blueway Trail System, the Ohio Street recreation trails, historic bridge replica and the restoration of the inlet through USCOE dredging which saw an investment of \$150,000,000 in the Buffalo River, these features all work together to provide the public with an increased park-like setting including benches up to the water's edge, fishing and non-motorized boat launching opportunity, and unfettered view of the Inlet and River. The BSRA continues dialogue with the Seneca Nation to create interpretive signage on our site and public art celebrating the River's life-sustaining role in indigenous culture, an important narrative alongside its recreational importance well known commercial heritage.

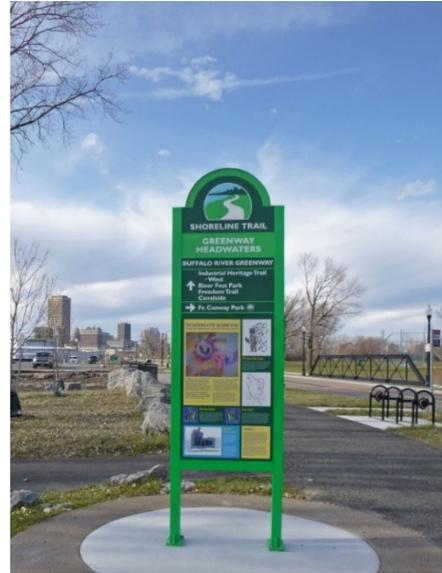


Through this public access philosophy, the BSRA has returned the width of the Inlet, 64', and the west sub-parcel of 22' in width, to **full public access**. In summary, approximately 72% of the BSRA facility will be open to Public Access with Accountability, as defined above, and 28% of the facility open to Full Public Access. By way of example, the BSRA facility access concept is identical to Marcy Casino at Hoyt Lake which offers structured public use and, to LaSalle Park along the Niagara River in Buffalo where the public may view the Niagara River,

fish from the railing, utilize the park space, or during normal operating hours make use of controlled access buildings and resources that are available.

Recreation

Now more than ever, the rebirth of broad recreational use of the River system depends on enhanced programming and more access points within the Greenway plan. BSRA is not only bringing people into the sport of rowing on the Buffalo River, but also collaborating to provide access to other community organizations. In addition to rowing operations, BSRA currently hosts Paths, Peaks, and Paddles a monthly canoe and kayak group that runs cultural and historic tours of the Buffalo River. BSRA often opens its facility as a launching or meeting point for other community-based water programming. All regattas are visible from the Ganson Street side of the Middle Harbor. We encourage our visitors to enjoy the other venues like Riverworks or the future mixed-use sites, like the Lake Effect Center and others, planned for the Middle Harbor. Our neighbors and stakeholders fully support our initiative.



Opportunity for Environmental Stewardship

The sport of rowing, in essence, connects people to the water. Ecological stewardship exists as a central value articulated in BSRA’s vision and mission statements. Our ecology-focused and social-ecological partnerships, low impact site design, and operations planning aim to provide a model for modern rowing operations and waterfront businesses. Located in and advancing the major thrust of Buffalo River revitalization efforts and the Ohio Street Corridor’s momentum, the Buffalo River Rowing Center operates as a community-based recreation center and an active River steward. The cleaning of the Ohio Street Inlet (Dead Creek), restoration of habitat and shoreline, and the maintenance of these repairs will be advanced and supported by the Buffalo River Rowing Center and our operation on Ohio Street and the Buffalo River. By offering universally inclusive access and programs, not only for rowing but also for kayaking and environmental education, BSRA’s site is an eco-tourism destination. Recently, BSRA received the Buffalo Niagara Riverkeeper 2012 Buffalo River Steward Award for “outstanding contributions to improving community awareness, environmental health, public access and revitalization of the Buffalo River”. BSRA will continue to advance its partnering relationship with the Riverkeepers and will utilize their familiarity with the area and expertise in designing ecologically sensitive architectural landscapes.



Waterfront Development

BSRA's Buffalo River Rowing Center brings momentum and positive demonstration of low impact, community-based and universally accessible waterfront development within the Greenway corridor. Where industrial uses once dominated the Ohio Street corridor, the next generation of development will bring residents and visitors closer to the water and promote healthy and sustainable mixed and compatible uses to the waterfront district.



Preservation - Celebrating Buffalo's Heritage on Fresh Water

At the turn of the 19th century, over a dozen rowing clubs lined the Buffalo River and utilized the River for rowing. From its inception, BSRA has embraced the rich rowing heritage that once made Buffalo one of the four major rowing cities in the early twentieth century. Now, over 100 years later, it is BSRA's mission to expand the footprint of rowing in WNY and re-establish the Buffalo River as a modern-day recreational powerhouse, building on Buffalo's rowing legacy. Furthermore, with a permanent facility, BSRA can continue expanding rowing by hosting and growing our "Head of the Buffalo" Regatta, a premier 5,000-meter race that has the potential to replicate Boston's world-famous Head of the Charles Regatta, which attracts over 9,000 athletes and 300,000 spectators annually. No such venue currently exists within the Western, Central, or Southern New York region. We expect visitors and tourists.

Focus Area

The BSRA is located on the Buffalo River waterfront in the heart of the Lower Niagara River Greenway. Please see attached maps.

Operations and Business Plan

BSRA has operated since 2009, facilitating seven high school rowing programs, an adult rowing program, and summer youth and adult learn-to-row programs. Since then our programs have expanded to offer the following rowing programs: BSRA Juniors (ages 13-18), Youth Learn-to-Row (ages 11-16), Adult Learn-to-Erg and Adult Learn-to-Row, Adult and Youth Modified

Sculling, Buffalo River Rowing Club Masters, We Can Row and the high school rowing programs. We serve over 200 youths annually through scholastic and community-based programs and over 160 adults annually through the BSRA Adult Masters Program and Learn-to-Row. At the end of the next five years we aim to serve over 500 youth and 500 adults with our new boathouse and expanding programs including our ability to offer programs to the disabled and our stewardship partnerships. The Association has acquired its rowing equipment through the generosity of BSRA members, private philanthropy, and from participating programs. The BSRA's Buffalo River Rowing Center site has been developed through the generosity of individual donors, including the Buffalo-Erie Greenway Standing Committee, and the sweat equity provided by athletes and coaches over the last 10 years. In compliance with the U.S. IRS regulations, BSRA's financial operations are overseen by an in-house CPA and are audited by an outside accounting firm prior to filing its IRS 990 return. Utilizing the expertise of its Board of Directors, the BSRA has been able to achieve its many successes while operating "in the black" each year. A contact directory for the Board of Directors and our Audited Financial Reporting is attached to this proposal. Maintenance and operation of the new boathouse will require increased utilities expenses after it is opened in late 2020; however, the projected revenues from increasing membership enrollment, summer learn-to-row program expansion, summer competitive rowing, and the Head of the Buffalo Regatta will raise the projected budget significantly and support these cost increases. MarketNY Funding will be sought after once our Regattas grow. The board members, including school representatives, take a team management approach in day-to-day management and operations. The rowing committee, safety committee, and executive committee set forth policies, make joint decisions on operations and designate point persons to carry out necessary activities and duties on site.

Matching Funds and Other Funding Sources

BSRA has immense resources invested in site preparation and development as well as the in-kind donations secured for construction. To date we have raised over \$2.6 million in private and in-kind donations, contributions and grants. In addition, BSRA recently received grant funding from the Buffalo Creek fund \$100,000 for shoreline restoration and landscaping in collaboration with the Erie Canal Harbor Development Corporation's Ohio Street Corridor project; \$75,000 from the Margaret Wendt Foundation; \$125,000 from the John R. Oishei Foundation and \$1 million from the Ralph C. Wilson, Jr. Foundation towards the construction of our permanent boathouse. These secured in-kind sources and grants are strong testimony to the efforts of BSRA to obtain matching funds and donations to further its mission.

Still pending as of September 1, 2020 are three funding proposals of \$100,000 each to the Pagula Family, Arrison, and Cummings Foundations. It is our hope to leverage at least one of these donors to match the requested funds from the Buffalo Erie County Greenway Fund Standing Committee. The BSRA will support the proposed Adaptive Rowing on the Buffalo River project through in-kind contributions where feasible. It will continue its marketing efforts to increase revenue through memberships, rentals, personal training, fundraisers and grants.

Statement on Use of Greenway Funds

If this request for funds is granted, BSRA will not use Greenway funds to defray any obligation existing as of August 31, 2007 or operation and maintenance costs associated with any project existing as of August 31, 2007.

3. Provide a Sources and Uses Budget. Identify all sources of funding and the amount of funding expected from each source. Identify and quantify funds that are already on hand or have been allocated for the proposed project. Explain how the project will be operated and maintained. Complete the Sources and Uses Budget for the proposed project and include the following:

The Buffalo Scholastic Rowing Association respectfully requests support and funding assistance from the Niagara River Greenway Commission and the Buffalo and Erie County Greenway Fund Standing Committee for the proposed Adaptive Rowing on the Buffalo River project. The BSRA is requesting \$361,000 to support our site development efforts to deliver a universally accessible ADA compliant rowing facility.

SOURCES OF FUNDS	
Loan #1	\$0
Loan #2	\$0
Grant #1 (requested funds)	\$361,000.00
Other Source #1 (<i>Pegula Family request pending</i>)	\$100,000.00
Other Source #2 (<i>Arrison Foundation request pending</i>)	\$100,000.00
Other Source #3 (<i>Cummings Foundation request pending</i>)	\$100,000.00
TOTAL SOURCES OF FUNDS	\$661,000.00
USE OF FUNDS	
Planning	\$61,000.00
Construction	\$250,000.00
Acquisition	\$0
Administration	\$50,000.00
Operation and Maintenance / Year	\$0 (in-house)
TOTAL USES OF FUNDS	\$361,000.00
TOTAL PROJECT COST	\$361,000.00

The project will finalize project planning, stabilize and restore the Buffalo River shoreline and install the necessary infrastructure for universally accessible kayak and rowing ramps, complete with transfer bench and transfer slide boards, that allow people of all abilities to sit, slide over and drop into a kayak, canoe or rowing shell. The transfer bench must have two heights for easy transfer from wheelchairs. The equipment must have guide rails for easy access in and out of the water. Ramps and site access design must conform with universal access codes to allow safe access from the parking lot to the water.

The BSRA currently has three funding proposals pending award from the Pegula Family Foundation, the Arrison Foundation, and the Cummings Foundation as of the date of this application (see attached list of donors). It has requested \$100,000 from each of three foundations in the hopes of leveraging funds to support this project and funding request from the BECGF. The Buffalo Scholastic Rowing Association and Buffalo Rowing Club is in full support of all future operations and maintenance of its facilities. The estimated costs for planning/design and construction are attached and are broken down as follows:

Phase 1 – Final Planning and Site Design

(Partner with Wendel Companies, LLC; Buffalo Niagara River Waterkeepers)

1. Finalize engineering plans to update 2015 preliminary schematic designs
 - a. Add more greenery and landscaping; eliminate concrete/grey infrastructure where applicable
 - b. Add handicap / special needs accessibility and amenities
 - c. Updating / revisiting the current preferred concept to make sure the design achieves all that the BSRA wants
 - d. Updating current design concept and advancing it towards construction - - i.e. developing the grading for accessibility, identifying various materials for pavements and rails and water related uses, identifying any site features and amenities, wall types and materials, etc.
 - e. Shoreline stabilization and structural analysis
2. Final Construction Document Package for Bidding
 - a. This would include finalizing all decisions for the site including permitting, wall and step details, final layout and grading, landscape plans, specific site features and amenities, etc. and developing appropriate specifications that can be folded into a final package for bidding

Budget: \$61,000

Subtotal: \$61,000

Phase 2 – Construction

1. Site work and site development
 - extensive heavy-duty asphalt pavements (vehicular access, trucks, buses)
 - proposed retaining / stabilizing walls (concrete or naturalized boulders)
 - steps, ramps, walls as shown
 - shoreline stabilization techniques to prevent further erosion and potential issues with more boat and people activities
 - Some special pavement possibilities on the terrace/plaza overlook area
 - Numerous railings for accessibility slopes above 5%
 - Site amenities and features, such as the accessibility items as discussed
 - upgraded docking or launching facilities for ADA compliance
 - trees, shrub masses along the shoreline

Budget: \$250,000

Subtotal: \$311,000

Phase 3 – Ecological/Environmental

1. Define the Ecological benefit of this project not just the human access aspect...
2. Relate benefits to Greenway mission/goals
3. Waterfront restoration
4. Stabilization-shoreline erosion

5. Preventing invasive species from taking over
6. Planting local sustainable vegetation
7. Setting up sustaining disposal (trash & recycling) systems to prevent so much trash from going into the Buffalo River
8. Utilize better permeable surfaces in our construction (green infrastructure)

Budget: \$30,000

Subtotal: \$341,000

Phase 4 – Youth Stewardship/Educational Programming

1. Partnerships
 - a. Local schools, classes
 - b. Community service clubs
 - c. Boy Scouts / Girl Scouts
 - d. ADA & special needs groups
2. Education
 - a. Expand Buffalo SEM's/Waterkeepers and BSRA (SEM, Canisius, Timon, club teams, etc. clean-up days into something more educational – benefits to protect our home and environment, great lakes, fish, fresh water habitat, etc.)

Our full-time Executive Director and Director of Marketing and Outreach will engage with and coordinate all project partnerships and educational outreach programs. The cost includes salaries, office supplies and the production of education/programming materials.

Budget: \$20,000

Project Total: \$361,000

4. Community Support and Engagement

Since 2009 the BSRA has secured over \$2.6 million in private donations, in-kind donations, grants (including \$100,000 in 2014 from Greenway), and sweat equity. Most recently, BSRA received funding from The Margaret Wendt Foundation in the amount of \$75,000, the John R. Oishei Foundation in the amount of \$125,000 and a \$1 million award from the Ralph C. Wilson, Jr. Foundation, bringing us to this important project milestone. The BSRA owes much of its success to the on-going efforts of its volunteer and members, community partners, and the many donors to further its goal of developing its site on the Buffalo River at 405 Ohio Street into Buffalo's Universal Access Rowing Center/Facility.

The proposed project is truly a grassroots community-based effort. In concert with BSRA's inclusivity and universal access mission, our goal is to provide recreational and competitive training opportunities for all individuals including those with special needs. A universally accessible rowing center allows BSRA to host and teach rowing to our community's vulnerable youth and adults of all abilities. Participation in sports has been shown to enhance quality of life, encourage independence, ward off depression and increase self-esteem. Rowing is also a unique low-impact and low-risk of injury sport that can be done at all ages. USRowing recognizes that everyone deserves the same opportunities to participate in recreational and competitive rowing. Based on the US Census there are over 4,000 youth ages 5-17 with 1 or more disabilities in the City of Buffalo.

With the new Patrick J. Paladino Memorial Boathouse near completion, the proposed project is an essential compliment to the ongoing Ohio Street Corridor revitalization, and is one of the first hubs of activity in that corridor alongside Riverfest Park and Mutual's Park. The Buffalo Niagara Riverkeepers, a key partner to the BSRA and catalytic agent for movement, became involved in the redevelopment of the Ohio Street Corridor along with Wendel Engineers and neighborhood community organizations. Of the Ohio Street Corridor redevelopment, as stated Riverkeeper's Executive Director Jill Jedlicka in the Buffalo News: "The keys to making the environmental and functional improvements were managing stormwater, restoring the shoreline and providing public access to the waterfront" ... "The strength of Ohio Street is the collection of all the pieces that are coming together. Ohio Street is a great catalyst for the vision of the entire Buffalo River Greenway."

BSRA's development also aligns with the sustainability, economic investment and environmental objectives of City of Buffalo's new "Green Code" land use and zoning policies, which will transform land use in the Old First Ward neighborhood and beyond.

The BSRA's recent success in delivering a universally accessible boathouse is not alone enough to accommodate youth and adult adaptive rowers; implementation of the site design is needed, not only to provide universal access to the water, but also to a fully accessible launch system that will provide the opportunity for vulnerable and adaptive youth and adults to row on the water. Attached are numerous letters and endorsements in support of Adaptive Rowing on the Buffalo River.

5. Environmental Setting and Conditions

The proposed project site is located at 405 Ohio Street on the Buffalo River where the Buffalo Scholastic Rowing Association and Buffalo Rowing Club operates its rowing facilities and programs. Soon to be completed in the fall of 2020, the newly constructed Patrick J. Paladino Memorial Boathouse will boast 16,000 square feet of operating and storage space. The remainder of the site and lawn is a mix of unlevel terrain, grasses, dirt and gravel. The site will require grading prior to laying the extensive asphalt and concrete proposed.

Adjacent to the boathouse is the Ohio Street Inlet (Dead Man's Creek). BSRA has made recent efforts to restore the habitat and shoreline here for public access to the Buffalo River. Still, additional stabilization efforts are needed to ensure the integrity of the shoreline and the BSRA's dock and launching infrastructure. The project will include both physical construction and planting of native species and landscapes to further aid in the natural protection and restoration of the waterfront.

The BSRA's site at 405 Ohio Street is thus a pre-disturbed site a negative declaration expected. There are no wetlands or known rare, threatened or endangered plant or animal species. As part of the project's Final Planning and development of construction documents, BSRA will coordinate a comprehensive environmental review with its project consultants and partnering agencies to comply with the State Environmental Quality Review Act and any other required environmental policies and/or regulations.

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A. Location & Focus Area



BSRA @ 405 Ohio Street

Buffalo Scholastic Rowing Association

Buffalo

405 Ohio St

Google Earth

© 2020 Google
Image NOAA



2 mi

405 Ohio Street

 Buffalo Scholastic Rowing Association

Google Earth

Image Landsat / Copernicus



1000 ft

B. Photographs and Drawings

Patrick J. Paladino Memorial Boathouse:

BSRA has been running s full scale operation since 2009, and have yet to be able to utilize a permanent boathouse. The Patrick J. Paladino Memorial Boathouse is nearly finished, and we are looking forward to moving BSRA into our permanent home along the Buffalo River.

If You Build It, They Will Come:

Upon moving into the permanent structure, we plan to grow our programs across the board. The increase of space and indoor resources will make the rowing experience at BSRA unparalleled to anything else in the region.

Construction Then:

The Patrick J. Paladino Memorial Boathouse as of 2017



The Patrick J. Paladino Memorial Boathouse as of 2018



Construction Now:

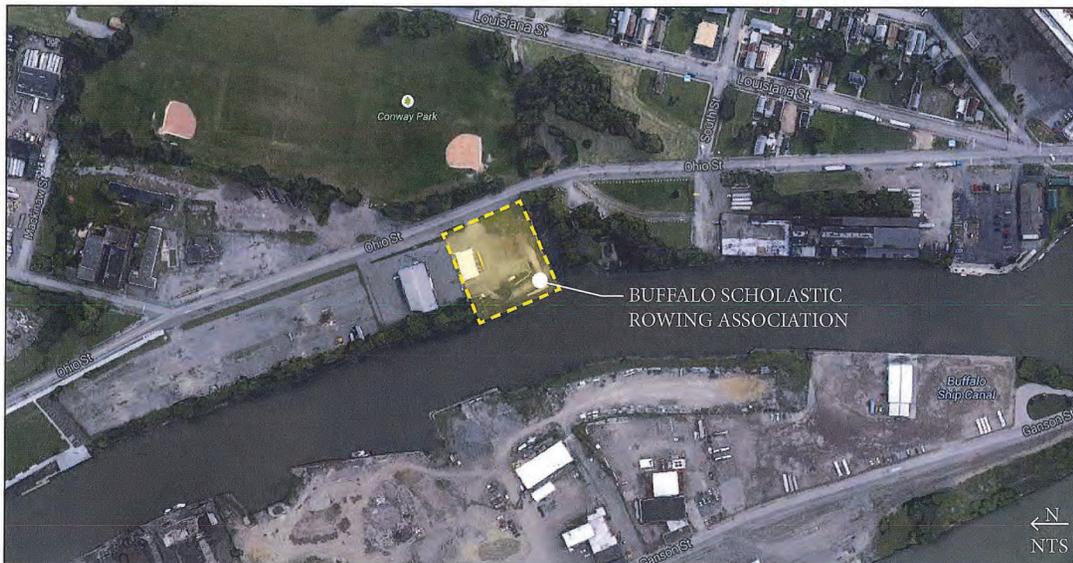
The Patrick J. Paladino Memorial Boathouse as of 2019



SCHEMATIC DESIGN PACKAGE:

[PROJECT NUMBER: 2014006_BSRA]

BUFFALO SCHOLASTIC ROWING ASSOCIATION



LIST OF DRAWINGS:

SHEET L-01	EXISTING CONDITIONS
SHEET L-02	PROPOSED CONCEPT '1A'
SHEET L-03	PROPOSED CONCEPT '1B'
SHEET L-04	PROPOSED CONCEPT '2A'
SHEET L-05	PROPOSED CONCEPT '2B'
SHEET L-06	PROPOSED CONCEPT '2C'

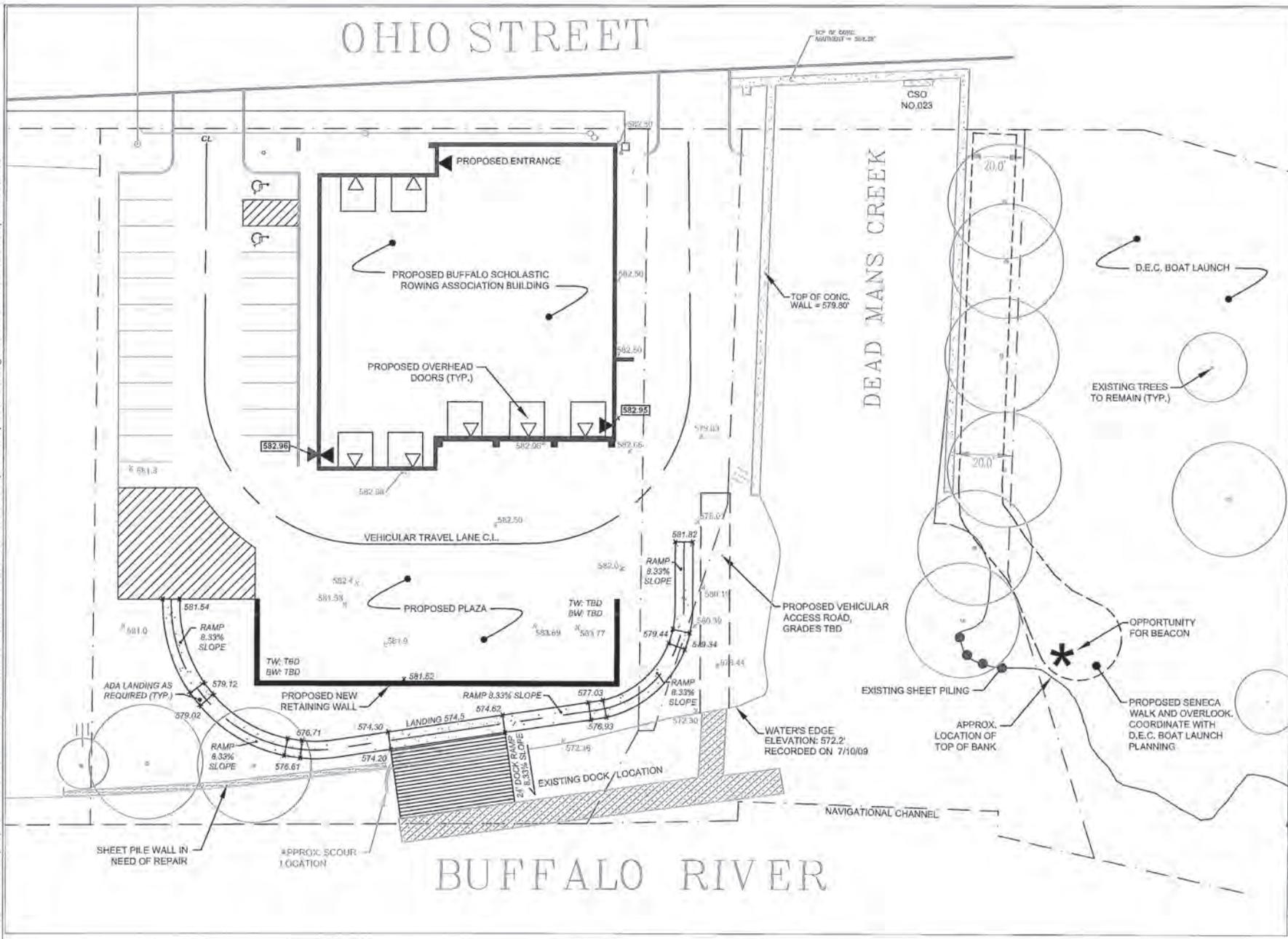
PREPARED FOR:
BUFFALO SCHOLASTIC ROWING ASSOCIATION
301 OHIO STREET
BUFFALO, NEW YORK 14203

DATE: 4/01/2015

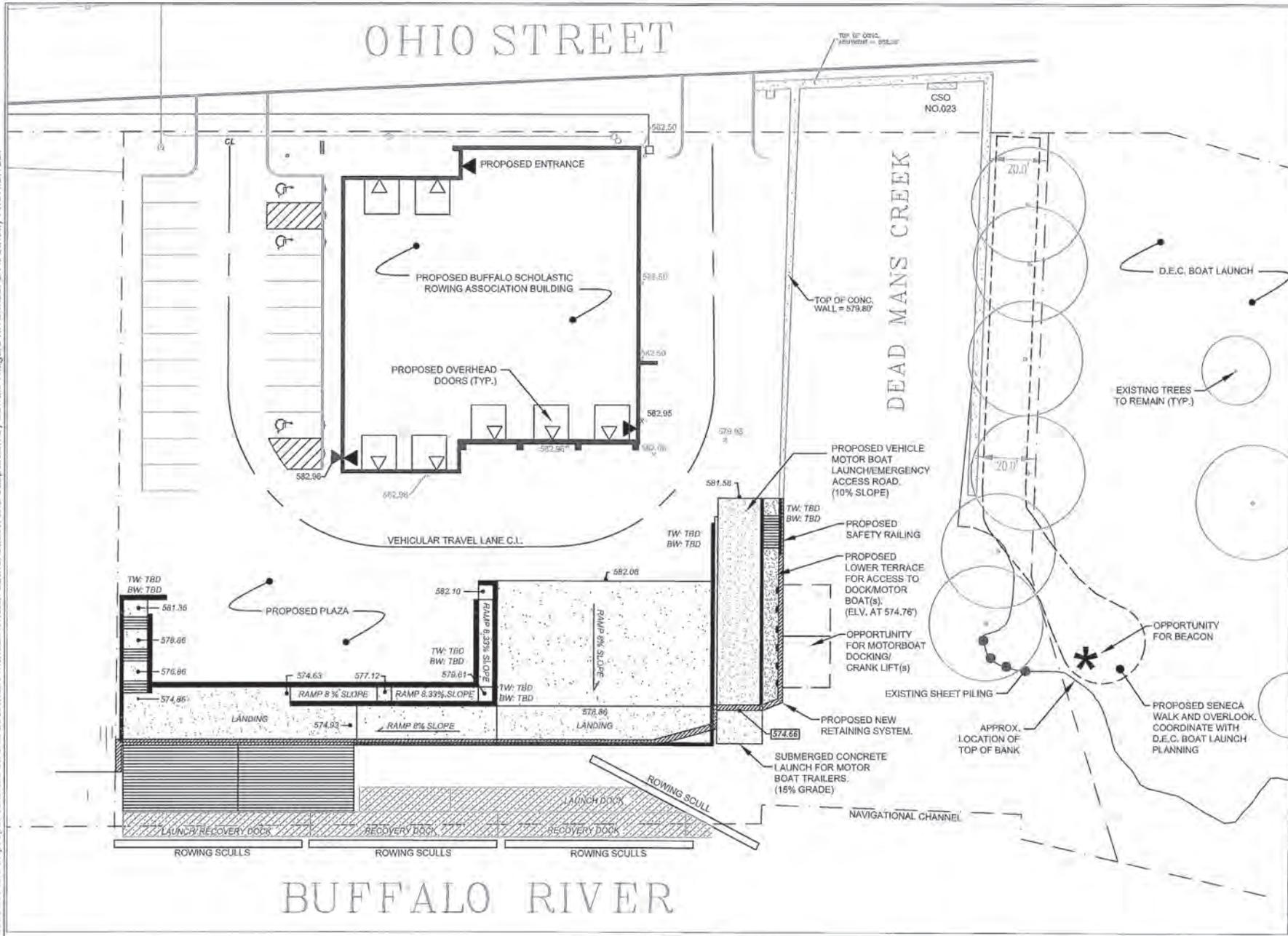
PREPARED BY:
BUFFALO NIAGARA RIVERKEEPER
721 MAIN STREET
BUFFALO, NEW YORK 14203



This document, together with the concepts and designs presented herein, is intended only for the specific purpose and client for which it was prepared. Reuse of and improper reliance on this document without written authorization and adaptation by Buffalo Niagara RIVERKEEPER is strictly PROHIBITED.



This document, together with the concepts and designs presented herein, as an instrument of service, is intended only for the specific purpose and client for which it was prepared. Reuse of and improper reliance on this document, without written authorization and adaptation by Buffalo Niagara Riverkeeper is strictly PROHIBITED.



KEY MAP:

Buffalo Niagara RIVERKEEPERS
 724 Main Street
 Buffalo, New York
 14203
 P: (716) 852-7483
 E: info@buffaloriverkeeper.org

PROJECT:
BUFFALO SCHOLASTIC ROWING ASSOCIATION

305 Ohio Street
 Buffalo, New York
 14201

DRAWING TITLE:
PROPOSED CONCEPT '2C'

DRAWN BY: MR

CHECKED BY: MMR

SCALE: 1/8" = 1'-0"
 DATE: APRIL 1, 2015

SHEET:
L-06

PROJECT NUMBER: 2015041-001

C. Letters of Support

The Buffalo Scholastic Rowing Association



Adaptive Rowing on the Buffalo River

September, 2018



September 7, 2020

Niagara River Greenway Commission
PO Box 1132
Niagara Falls, NY 14303

Dear Commissioner Stevens:

In the ten years since its founding, the Buffalo Scholastic Rowing Association (BSRA) has played a major role in the transformation of Buffalo's waterfront. In a city with many youths with special needs, there are not enough variations of athletic programs, especially adaptive programs that provide equitable access and recreational opportunities to our waterways. This BSRA project will address the critical need to provide universally accessible public access, along with adaptive programming, to Buffalo's waterfront and emerging Blueway system. The Buffalo Blueway system is spearheaded by Buffalo Niagara Waterkeeper with initial funding provided by Empire State Development. The Buffalo Blueway designates and promotes our restored waterways as part of a Blueway water trail system which links the community and its Greenways to the water via a series of designated public waterfront access points. The BSRA project is adjacent to, and complements, ongoing Waterkeeper efforts to implement the Blueway.

The priority goal for the Buffalo Scholastic Rowing Association is to develop an adaptive rowing program that allows individuals of all abilities to learn new skills and to access the water. Buffalo Niagara Waterkeeper fully supports this goal and is poised to collaborate with the BSRA on achieving this mission. The first step toward successful implementation of an adaptive program is to undertake a robust design and construction process in order to develop the site plan that outlines shoreline improvements that will safely and effectively accommodate people of all abilities to access the water or launch their craft. The concept envisions a universal access system with plazas and ramps that provide access to the water from a series of docks. Accessible docks allow participants with special needs to get from the driveway down to the dock and into a boat, to row. Once constructed the BSRA will be able to fully operate summer youth rowing and after-school programs that provide a valuable structured program for Buffalo's youth with special needs as well as provide programming and access for adults of all abilities.

We fully support BSRA's request for funding for this project, and we also intend to help the BSRA coordinate their efforts into the wider Blueway system work, as well as assist the BSRA in reaching their goals, leverage their funding, and actively secure any additional funding which may be needed. An investment into this project will initiate the BSRA's Youth Adaptive Rowing Program, and is consistent with the mission and interest of the Greenway Commission. We hope that your board will find it in your budget to support this project. We look forward to helping the BSRA make this vision a reality.

Sincerely,

A handwritten signature in blue ink, reading "Jim Jodlicka". The signature is written in a cursive style with a large initial "J".

Deputy Executive Director, and
Waterkeeper



University at Buffalo
The State University of New York

Department of Rehabilitation Science
School of Public Health and Health Professions

Dear Greenway Commission Selection Committee:

I enthusiastically support the Buffalo Scholastic Rowing Associations (BSRA) grant application to design the infrastructure necessary for a universal access rowing program in Western New York. The BSRA is well established in the community and is well suited to take a lead role in making Buffalo's waterfront accessible for rowing. Water has always been an important part of Buffalo's rich history and it should be accessible to everyone.

I support the work proposed by BSRA for many reasons. As faculty in the Physical Therapy Program at the University at Buffalo, I'm delighted to have students in healthcare professions see what communities can do to create inclusive recreation. It is important for all individuals to maintain a healthy lifestyle that includes physical activity. As a volunteer with Team River Runner, it is wonderful to see a launch site that is designed for accessibility. As a member of the planning committee for the Western New York Adaptive Expo, it is very exciting to give people options for inclusive recreation. Having an accessible waterfront means that individuals have the option go out with their friends, families to enjoy time together. This project will open the Buffalo Blueway to the many individuals with special needs in Western New York.

The funding BSRA is requesting from the Greenway Commission is the crucial first step in creating an adaptive rowing program. This project will have a significant impact on the greater community. I hope that your board will find it in your budget to support this grant application.

Best regards,

A handwritten signature in black ink that reads "Jeanne Langan".

Jeanne Langan, PT, PhD

Associate Professor

Physical Therapy Program

716-829-2905

August 31, 2020

Niagara River Greenway Commission
PO Box 1132
Niagara Falls, NY 14303



Re: BSRA Youth Adaptive Rowing Program - Letter of Support

On behalf of the Wendel Companies, please accept this letter of support to the Buffalo Scholastic Rowing Association, in their application for the BSRA Adaptive Rowing Program. Wendel fully endorses the BSRA's efforts to bring a new and vital waterfront use to the shores of the Buffalo River.

Wendel is a 300 person multi-disciplinary Engineering and Architectural firm, with an 80+ year history in Western New York, and an office in the Marin Building in Downtown Buffalo. We have a long history of project work along the Buffalo Waterfront, including the redevelopment of the Ohio Street Corridor, Canalside, Wilkeson Pointe on the Outer Harbor and Mutual Riverfront Park and Promenade on the Buffalo River, to mention just a few. We also have extensive work in the downtown and waterfront area with numerous private developments, work at the Seneca Buffalo Creek Casino, on Kelly Island, current efforts on Ralph C Wilson Jr. Centennial Park, and much more. Our knowledge of existing conditions and environmental systems along the Buffalo River and near the Rowing Club site are unmatched.

Wendel fully supports this project and the efforts of the Buffalo Scholastic Rowing Association. The transition of the Buffalo River corridor, from heavy industrial, to recreational has been nothing short of amazing. This new Rowing Club facility is helping to change perceptions of Buffalo in a positive way and bringing an important training and launching facility to the waterfront, as well as championing clean-up efforts to preserve the Buffalo River.

WE FULLY ENDORSE AND SUPPORT THIS GRANT APPLICATION BY THE BSRA, and look forward to working as a partner with them to bring this dream to a reality!!!

If you require more information about Wendel Companies, please contact us via email at dgowen@wendelcompanies.com.

Sincerely,

Dean W Gowen, RLA, ASLA
Senior Landscape Architect/Urban Planner
Senior Associate Principal

Disclaimer:

Dean does not have access to Wendel letterhead or printing capabilities from home. He has been working from home due to the COVID-19 outbreak



November 18, 2012

Mark Kostrzewzski, President
Buffalo Scholastic Rowing Association
120 West Tupper Street
Suite 200
Buffalo, New York 14201

Dear Mr. Kostrzewzski:

The Niagara River Greenway Commission is pleased to support the Buffalo Scholastic Rowing Association's "Project Consultation and Review" package for the following project:

BSRA's Buffalo River Rowing Center

This project was deemed consistent to the Niagara River Greenway Plan as determined by the Niagara River Greenway Commission. The subjective evaluations were based on the principals, goals and criteria that define the Niagara River Greenway Plan. I have attached the Commission's comments and questions as well as public comments received on the projects submitted during the deliberation timeframe for your use. The Commission is pleased to support the Buffalo Scholastic Rowing Association's project proposal and wish you great success.

Respectfully,

Rob Belue

R.A. Belue
Executive Director

Cc: Erie, Buffalo and Olmsted Standing Committee
Greenway Ecological Standing Committee
Rachel Heckl, Grant/Project Coordinator

D. BSRA 501(c)(3) Status & Organizational Information

The Buffalo Scholastic Rowing Association



CHAR500

NYS Annual Filing for Charitable Organizations
www.CharitiesNYS.com

Send with fee and attachments to:
NYS Office of the Attorney General
Charities Bureau Registration Section
28 Liberty Street
New York, NY 10005

2018
Open to Public
Inspection

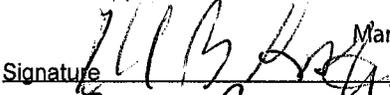
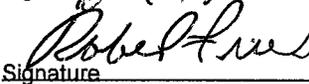
1. General Information

For Fiscal Year Beginning (mm/dd/yyyy) <u>01</u> / <u>01</u> / 2018 and Ending (mm/dd/yyyy) <u>12</u> / <u>31</u> / <u>2018</u>		
Check if Applicable: <input checked="" type="checkbox"/> Address Change <input type="checkbox"/> Name Change <input checked="" type="checkbox"/> Initial Filing <input type="checkbox"/> Final Filing <input type="checkbox"/> Amended Filing <input type="checkbox"/> Reg ID Pending	Name of Organization: Buffalo Scholastic Rowing Association	Employer Identification Number (EIN): <u>264831602</u>
	Mailing Address: 405 Ohio Street	NY Registration Number: <u>41</u> - <u>66</u> - <u>72</u>
	City / State / Zip: Buffalo New York 14204	Telephone: 716-800-5460
	Website: Rowbuffalo.com	Email: info@rowbuffalo.com
Check your organization's registration category: <input type="checkbox"/> 7A only <input type="checkbox"/> EPTL only <input checked="" type="checkbox"/> DUAL (7A & EPTL) <input type="checkbox"/> EXEMPT*		Confirm your Registration Category in the Charities Registry at www.CharitiesNYS.com .

2. Certification

See instructions for certification requirements. Improper certification is a violation of law that may be subject to penalties. The certification requires two signatories.

We certify under penalties of perjury that we reviewed this report, including all attachments, and to the best of our knowledge and belief, they are true, correct and complete in accordance with the laws of the State of New York applicable to this report.

President or Authorized Officer:		Mark Kostrzewski President	10/25/2019
Chief Financial Officer or Treasurer:		Robert Fries Treasurer	10/26/2019

3. Annual Reporting Exemption

Check the exemption(s) that apply to your filing. If your organization is claiming an exemption under one category (7A or EPTL only filers) or both categories (DUAL filers) that apply to your registration, complete only parts 1, 2, and 3, and submit the certified Char500. No fee, schedules, or additional attachments are required. If you cannot claim an exemption or are a DUAL filer that claims only one exemption, you must file applicable schedules and attachments and pay applicable fees.

- 3a. 7A filing exemption:** Total contributions from NY State including residents, foundations, government agencies, etc. did not exceed \$25,000 and the organization did not engage a professional fund raiser (PFR) or fund raising counsel (FRC) to solicit contributions during the fiscal year.
- 3b. EPTL filing exemption:** Gross receipts did not exceed \$25,000 and the market value of assets did not exceed \$25,000 at any time during the fiscal year.

4. Schedules and Attachments

See the following page for a checklist of schedules and attachments to complete your filing.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	4a. Did your organization use a professional fund raiser, fund raising counsel or commercial co-venturer for fund raising activity in NY State? If yes, complete Schedule 4a.
	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	4b. Did the organization receive government grants? If yes, complete Schedule 4b.

5. Fee

See the checklist on the next page to calculate your fee(s). Indicate fee(s) you are submitting here:	7A filing fee: \$ <u>25</u>	EPTL filing fee: \$ <u>250</u>	Total fee: \$ <u>275</u>	Make a single check or money order payable to: "Department of Law"
---	--------------------------------	-----------------------------------	-----------------------------	--

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **MAR 30 2010**

BUFFALO SCHOLASTIC ROWING
ASSOCIATION INC
C/O MARK KOSTZEWSKI
120 WEST TUPPER STREET
BUFFALO, NY 14201

Employer Identification Number:
26-4831602
DLN:
17053279378029
Contact Person:
MS K WILMER ID# 52405
Contact Telephone Number:
(877) 829-5500

Accounting Period Ending:
December 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
April 27, 2009
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Letter 947 (DO/CG)

BUFFALO SCHOLASTIC ROWING

Sincerely,

A handwritten signature in cursive script, appearing to read "Robert Choi".

Robert Choi
Director, Exempt Organizations
Rulings and Agreements

Enclosure: Publication 4221-PC



Board of Directors

President – Mark B. Kostrzewski
Treasurer – Robert L. Fries
1st VP (Buildings & Grounds)– Thomas P. Flaherty
2nd VP (Rowing) – Robert J. Becht
Secretary – Kristin L. Arcuri

William Breeser
Eileen P. Flaherty
Christina Dines
John Hofmann
Carol Flaherty
Jeanne Kratt
Christi Roorda Ciaccio
Thomas N. Boyer
Nicholas Zona (BSRA Youth)
Kacie Mills, AD (Buffalo Seminary)
James Mauro, AD (Canisius) designated Thomas P. Flaherty
Paul Rodgers (BRRC Masters)
Lisa DeMarco (WeCanRow-Buffalo)

Emeritus Board Members

John “Jack” Hailand
Craig Thrasher

BUFFALO SCHOLASTIC ROWING ASSOCIATION

	Actual 2019	Budget 2020
Income		
Contributions, gift, grants	94,891	80,000
Grants	119,666	50,288
Membership dues	154,099	192,045
Program service revenue	17,478	16,500
Interest Income	5,751	100
Total Income	391,885	338,933
Expenses		
Admin Staff	102,260	116,404
Administration	35,557	19,050
Coaching & Program Expense	56,786	44,301
Equip/Dock/Boat Racks	35,791	17,000
Fund Raising Expense	30,347	10,000
Insurance	18,481	19,000
Occupancy	43,456	83,359
Regatta Expense	1,638	2,000
Repair & Maintenance	11,340	8,500
Truck & Trailer maintenance	2,381	1,000
Truck,Coach Boat Fuel	7,719	8,500
Utilities	5,907	4,000
Total Expense	351,665	333,113
Net Income	40,220	5,820



BSRA Business Plan

I. Executive Summary:

The Buffalo Scholastic Rowing Association is a community based, not-for-profit organization, chartered as a 501(c)(3) in 2009. The Association's goal is to facilitate safe and equitable access to the Buffalo River for new and emerging rowing programs. It serves the community by encouraging the development of pride, teambuilding and leadership skills through rowing related education. Programs seek to celebrate the rich heritage of Western New York, the Buffalo River and the history of the sport of rowing while encouraging and promoting public access to this area's historic waterfront.

The Buffalo Scholastic Rowing Association is an association of high school rowing teams, community-based rowing clubs, adult groups and individuals who believe in building strong and successful rowing skills for exercise, competition and the pure joy of the sport of rowing. Presently the Association has scholastic rowing teams that compete at local, national and international regattas during on-water and winter training sessions; masters rowing teams comprised of adults who want to compete at regattas, recreationally want to enjoy the sport or who want to learn to row; community based rowing programs, partnering with the Old First Ward Community Center, offering indoor rowing opportunities and training, senior "erg" fitness classes and youth training programs that train young coaches; adaptive rowing allowing participants of all ages with physical and mental challenges the opportunity to learn the sport of rowing and to participate in recreational or competitive adaptive events and regattas; *Learn to Row* programs providing access to the art of rowing as well as offering individual members the outlet to row solo or with a partner.

Adding to these already established programs and events, a team of seven members joined forces to develop a strategic plan to further identify the Association's planning strategy to define its direction, make recommendations for decisions on allocating resources to pursue, guide and implement its strategy.

The strategic plan incorporates the Buffalo Scholastic Rowing Association's guiding values, strengths, weaknesses, opportunities and threats. The plan identifies critical issues, goals and objectives each with an associated metric. Plan implementation will be conducted through seven individual specialized committees that will create a timeline for action complete with both short-term and long-range goals. These specialized committees will develop a plan that will link to the strategic plan and to the budget.

The seven specialized committees are:

1. Finance and Budget
2. Membership
3. Building and Grounds
4. Development (Grants and Fundraising)
5. Personnel/HR
6. Regattas and Events
7. Safety



II. Goals

- a. Short Term
 - i. Finish site
 - ii. Institutionalize Financial Stability
 - iii. Programming/Maximize Association Utilization
 - iv. Staffing/Coaching Development
- b. Long Term
 - i. Institutionalize Financial Stability
 - ii. Staffing/Coaching Development

III. Services

- a. Membership
 - i. Annual Membership Levels
 - 1. General
 - 2. Family
 - 3. Sustaining
 - 4. Sustaining-Family
 - 5. Gold
 - 6. Platinum
- b. Programs
 - i. Youth Summer Camp Programs
 - 1. Learn-to-Row
 - 2. Learn-to-Row/Modified Sculling
 - ii. Youth Rowing Programs
 - 1. BSRA Junior Men & Women (high school rowers from WNY schools)
 - 2. BSRA Junior Summer Competitive
 - 3. Modified Sculling
 - iii. Adult Learn-to-Row & Adult Learn-to-Row Extended
 - iv. Adult Learn-to-Erg
 - v. Community-based Programs
 - 1. Buffalo River Rowing Club Masters team (Adults)
 - 2. WeCanRow-Buffalo, NY (female cancer survivors)
 - vi. Corporate Rowing
 - 1. Small to large businesses, teams, groups for 1 or multiple session learn-to-row
 - vii. Open Ergo- time slots for non-coached indoor rowing
 - viii. Scholastic Programs
 - 1. Buffalo Seminary
 - 2. Canisius High School
 - 3. Bishop Timon-St. Jude High School



- c. Regattas
 - i. Shamrock Row
 - 1. Indoor race event, “ergatta”
 - ii. Youth Summer Camp Regattas
 - 1. Three friendly end-of-session regattas
 - iii. Head of the Buffalo Regatta
- d. Kayaks
 - i. Year-round inside storage
 - ii. Launch facilities

IV. Operations

- a. Equipment
 - i. Shells
 - ii. Oars
 - iii. Safety/Coach motorboats
 - iv. Safety Equipment
 - v. Indoor Rowers
- b. Workshop/Repair Shop
- c. Kayak Storage
- d. Private Event Facility

V. Marketing

- a. Social Media
- b. Website
- c. Local Press
- d. Word-of-mouth
- e. Print Media

VI. Management Plan

- a. 501c (3) Determination letter
- b. Organizational Chart
- c. Board of Directors & Officers

VII. Financial Plan

- a. 12-month Projections
 - i. Income statement
 - ii. Balance sheet
 - iii. Cash flow
- b. Capital Spending Plan
 - i. Facility
 - ii. Equipment
- c. Projected Costs
 - i. Costs
 - ii. Expenses
 - iii. Loan Schedule
- d. 2020 Budget

E. List of Donors

to the

The Buffalo Scholastic Rowing Association



In-kind efforts, contributions, and donations

Current Donors: The City of Buffalo = GREEN CODE

In-Kind EPA Dredging of The Buffalo River = \$150,000,000

Ellicott Development Companies = \$500,000 (Land/Construction Services/Family Gift Pledge)

In-Kind Community Building/Construction Services = \$195,975

John R. Oishei Foundation = \$125,000

Buffalo Erie Olmsted Standing Committee c/o Niagara River Greenway Commission 2014 = \$100,000

The Seneca Gaming Corp = \$100,000

Richard Rupp Foundation = \$99,074

The Margaret L. Wendt Foundation = \$100,000

Individual Campaign Donors = \$65,000

Major Individual Donors - \$50,000 multi-year commitments

The Baird Foundation - \$10,000 January 1, 2016

First Niagara Foundation - \$5,000 to be paid early 2016

M&T Bank Foundation - \$50,000 over five years

Alexander Gress, Treasurer of FNFG, Canisius Rowing '91 Challenge Grants = \$25,000

The Ralph C. Wilson JR. Foundation - \$1,000,000 December 2017

Mr. & Mrs. James. M. Wadsworth / Colby, Heath, Mulroy Foundations = \$40,000

In-Kind Erie Canal Harbor Development Corporation Corridor Funding = \$8,000,000

Solicitations: In Progress

The Cummings Foundation = \$100,000

The Pagula Family = \$100,000

The Arrison Foundation = \$150,000

Launch '20 – BSRA Annual Fundraiser

The Seneca Nation – PARTNERSHIP IN PROGRESS / Adjacent Park Upkeep Pledge

BSRA Sustaining membership