



**Date:** MARCH 29, 2016

**To:** TRUSTEES

**From:** THE PRESIDENT and CHIEF EXECUTIVE OFFICER

**Subject:** **Award of Fund Benefits from the Western New York Economic Development Fund Recommended by the Western New York Power Proceeds Allocation Board**

**SUMMARY**

The Trustees are requested to accept the recommendations of the Western New York Power Proceeds Allocation Board (the "Allocation Board" or "WNYPPAB") and make awards of Fund Benefits from the Western New York Economic Development Fund to the eligible applicants listed in Exhibit "A" in the amounts indicated on Exhibit "A" as discussed in more detail below, and authorize the other actions described herein with respect to such applicants and recommended awards.

**BACKGROUND**

1. **Western New York Power Proceeds Allocation Act**

On March 30, 2012, Governor Cuomo signed into law the Western New York Power Proceeds Allocation Act (the "Act"). The Act provides for the creation, by the Authority, of the Western New York Economic Development Fund. The Fund consists of the aggregate excess of revenues received by the Authority from the sale of Expansion Power ("EP") and Replacement Power ("RP") produced at the Niagara Power Project that was sold in the wholesale energy market over what revenues would have been received had such energy been sold on a firm basis to an eligible EP or RP customer under the applicable tariff or contract.

Under the Act, an "eligible applicant" is a private business, including a not-for-profit corporation. "Eligible projects" is defined to mean "economic development projects by eligible applicants that are physically located within the State of New York within a thirty-mile radius of the Niagara power project located in Lewiston, New York that will support the growth of business in the state and thereby lead to the creation or maintenance of jobs and tax revenues for the state and local governments." Eligible projects include, for example, capital investments in buildings, equipment, and associated infrastructure owned by an eligible applicant for fund benefits; transportation projects under state or federally approved plans; the acquisition of land needed for infrastructure; research and development where the results of such research and development will directly benefit New York state; support for tourism and marketing and advertising efforts for western New York state tourism and business; and energy-related projects.

Eligible projects do not include public interest advertising or advocacy; lobbying; the support or opposition of any candidate for public office; the support or opposition to any public issue; legal fees related to litigation of any kind; expenses related to administrative proceedings before state or local agencies; or retail businesses as defined by the board, including without

limitation, sports venues, gaming and gambling or entertainment-related establishments, residential properties, or places of overnight accommodation.

Fund Benefits have been provided to successful eligible applicants in the form of grants. Generally, Fund Benefits are disbursed as reimbursement for expenses incurred by an Eligible Applicant for an Eligible Project. Occasionally, Fund Benefits are disbursed in advance for proposed eligible expenditures to be incurred by the Eligible Applicant for an Eligible Project when NYPA determines this approach is appropriate for a project, NYPA has authorized the approach in advance, and proposed expenses can be appropriately documented.

At least 15% percent of Fund Benefits must be dedicated to eligible projects which are “energy-related projects, programs and services,” which is “energy efficiency projects and services, clean energy technology projects and services, and high performance and sustainable building programs and services, and the construction, installation and/or operation of facilities or equipment done in connection with any such projects, programs or services.”

Allocations of Fund Benefits may only be made on the basis of moneys that have been deposited in the Fund. No award may encumber future funds that have been received but not deposited in the Fund.

## 2. Western New York Power Proceeds Allocation Board

Under the Act, the Allocation Board is charged with soliciting applications for Fund Benefits, reviewing applications, making eligibility determinations, and evaluating the merits of applications for Fund Benefits. The Allocation Board uses the criteria applicable to EP, RP and PP, and for revitalization of industry as provided in Public Authorities Law §1005. Additionally, the Allocation Board is authorized to consider the extent to which an award of Fund Benefits is consistent with the strategies and priorities of the Regional Economic Development Council having responsibility for the region in which an eligible project is proposed. A copy of these criteria (collectively, “Program Criteria”), adapted from the Allocation Board’s “Procedures for the Review of Applications for Fund Benefits,” is attached as Exhibit “B”.

The Allocation Board met on March 4, 2013 and, in accordance with the Act, adopted by-laws, operating procedures, guidelines related to the application, and a form of application. At that time, the Allocation Board defined “retail business” to mean a business that is primarily used in making retail sales of goods or services to customers who personally visit such facilities to obtain goods or services.

The Allocation Board also designated the Western New York Regional Director of Empire State Development Corporation (“ESD”) to be its designee (“Designee”) to act on its behalf on all administrative matters. Among other things, the Designee was authorized to preform analyses of the applications for Fund Benefits and make recommendations to the Allocation Board on the applications.

Under the Act, a recommendation for Fund Benefits by the Allocation Board is a prerequisite to an award of Fund Benefits by the Authority, and the Act authorizes the Authority to award Fund Benefits to an applicant upon a recommendation of the Allocation Board. Upon a showing of good cause, the Authority has discretion as to whether to adopt the Allocation Board’s recommendation, or to award benefits in a different amount or on different terms and conditions than proposed by the Allocation Board. In addition, the Authority is authorized to include within the contract covering an award (“Award Contract”) such other terms and conditions the Authority deems appropriate.

### 3. Application Process

In an effort to provide for the efficient review of applications and disbursement of Fund Benefits, the Allocation Board established a schedule of dates through the end of 2016 on which the Allocation Board would meet to consider applications. At this time, applications are being accepted on a rolling basis. In addition, the application process was promoted through a media release and with assistance from state and local entities, including the Western New York and Finger Lakes Regional Economic Development Councils, the Empire State Development Corporation and other local and regional economic development organizations within the State. A webpage was created that is hosted on WWW.NYPA.GOV/WNYPPAB with application instructions, a link to the approved application form and other program details including a contact phone number and email address staffed by the Western New York Empire State Development regional office.

### DISCUSSION

At its February 1, 2016 meeting, the Allocation Board considered applications from (1) General Mills Operations, LLC (“General Mills”) seeking \$500,000 in Fund Benefits and (2) Buffalo Arts and Technology Center, Inc. (“BATC”) seeking \$450,000. The Allocation Board’s staff analyzed the applications and made recommendations to the Allocation Board based on eligibility requirements and Program Criteria. Copies of the recommendation memoranda provided to the Allocation Board for General Mills and BATC are attached as Exhibits “C-1” and “C-2”, respectively. The applications themselves have also been made available to the Trustees for review. The Allocation Board has recommended that these applicants receive awards in the amounts indicated on Exhibit “A”.

About a year earlier, at its February 2, 2015 meeting, the WNYPPAB considered an application from Explore & More...A Children’s Museum (“Explore & More”) seeking \$3,116,834 in Fund Benefits. WNYPPAB staff analyzed this application and made the recommendation reflected in the memorandum to WNYPPAB attached as Exhibit “C-3”. The Explore & More application itself has also been made available to the Trustees for review. WNYPPAB recommended that this applicant receive an award in the amount indicated on Exhibit “A”. The Explore & More project was subject to the State Environmental Quality Review Act (“SEQRA”). It is the WNYPPAB’s practice not to forward its recommendation to the Trustees for action on a project subject to SEQRA until the SEQRA process is completed. The SEQRA process for Explore & More has run its course and the WNYPPAB’s recommendation is now before the Trustees.

Since the Explore & More application was before the WNYPPAB for consideration, the following information about the project has changed and may not be reflected in Exhibit “C-3”:

- The start date of the project is March 1, 2017.
- The finish date of the project is December 1, 2018.
- The total project cost is \$13,050,232.
- The building’s size will now be 40,000 sq. ft.

Based on information provided in the applications before the Trustees, the proposed projects currently before the Trustees would create approximately 17 jobs in Western New York. The total to be expended on the proposed projects is expected to be approximately \$40 million.

Given the nascent stage of the proposed projects, it was not possible at this time to identify all of the terms and conditions that would be applicable to the award and memorialized in an Award Contract between the Authority and successful applicants. With the Trustees’

authorization, it is anticipated that the Authority, in consultation with ESD, will negotiate final terms and conditions with the successful applicants after receipt of more detailed information concerning the projects and proposed schedules. Award Contracts may include scheduled payments keyed to commitment milestones, such as employment creation and retention. In addition, staff anticipates that Award Contracts will contain provisions for periodic audits of the successful applicants for the purpose of determining contract and program compliance and, where appropriate, terms providing for the partial or complete recapture of Fund Benefits disbursements if an applicant fails to maintain agreed-upon commitments, relating to, among other things, employment levels and/or project element due dates.

## RECOMMENDATION

The Vice President, Marketing recommends that:

- (1) the Trustees accept the recommendations of the Allocation Board and make awards of Fund Benefits to the applicants and in the amounts identified in Exhibit "A," conditioned upon an agreement to be negotiated with each applicant on the final terms and conditions that would be applicable to the awards to be contained in an Award Contract approved by the President and Chief Executive Officer or his designee, and approved by the Executive Vice President and General Counsel or his designee as to form;
- (2) the Senior Vice President – Economic Development and Energy Efficiency or his designee be authorized to negotiate with the applicants concerning such final terms and conditions that will be applicable to the awards, and be authorized to consult with ESD concerning the foregoing; and
- (3) the Senior Vice President – Economic Development and Energy Efficiency or his designee be authorized to execute on behalf of the Authority an Award Contract for each award listed on Exhibit "A" subject to the foregoing conditions.

For the reasons stated, I recommend the approval of the above-requested actions by adoption of the resolution below.

Gil C. Quiniones  
President and Chief Executive Officer

## RESOLUTION

WHEREAS, the Western New York Power Proceeds Allocation Board (“Allocation Board”) has recommended that the Authority make awards of Fund Benefits from the Western New York Economic Development Fund (“Fund”) to the eligible applicants listed in Exhibit “A” in the amounts indicated;

NOW THEREFORE BE IT RESOLVED, That the Authority hereby accepts the recommendations of the Allocation Board and authorizes awards of Fund Benefits to the applicants listed in Exhibit “A” in the amounts indicated, conditioned upon an agreement between the Authority and each applicant on the final terms and conditions that would be applicable to the awards and set forth in written award contracts (“Award Contracts”) between the Authority and the applicants approved by the President and Chief Executive Officer or his designee, and approved by the Executive Vice President and General Counsel or his designee as to form; and be it further

RESOLVED, That the Senior Vice President – Economic Development and Energy Efficiency or his designee is authorized to negotiate with the applicants concerning such final terms and conditions that will be applicable to the awards, and is authorized to consult with ESD concerning the foregoing; and be it further

RESOLVED, That the Senior Vice President – Economic Development and Energy Efficiency or his designee is authorized to execute on behalf of the Authority an Award Contract for each of the awards listed on Exhibit “A” subject to the forgoing conditions; and be it further

RESOLVED, That the Chairman, the Vice Chairman, the President and Chief Executive Officer, the Chief Operating Officer and all other officers of the Authority are, and each of them

hereby is, authorized on behalf of the Authority to do any and all things, take any and all actions and execute and deliver any and all agreements, certificates and other documents to effectuate the foregoing resolution, subject to the approval of the form thereof by the Executive Vice President and General Counsel.

Western NY Power Proceeds Allocation Board

Exhibit "A"  
March 29, 2016

Applicants Recommended for an Award of Fund Benefits

Line	Business	City	County	Economic Development Region	Project Description	Project Type	Recommended Award Amount	Total Project Cost	Jobs Retained	Jobs Created
1	Explore & More...A Children's Museum	Buffalo	Erie	Western NY	Children's Museum	Tourism Marketing/ Infrastructure Downtown Development	\$1,700,000	\$13,050,232	-	-
2	General Mills Operations, LLC	Buffalo	Erie	Western NY	Machinery & Equipment/Workforce Training	Business Investment	\$500,000	\$25,000,000	17	-
3	Buffalo Arts and Technology Center, Inc.	Buffalo	Erie	Western NY	Workforce training for under-employed, unemployed and underrepresented city residents	Workforce Development	\$380,000	\$2,108,528	-	-
<b>Total:</b>							<b>\$2,580,000</b>	<b>\$40,158,760</b>	<b>17</b>	<b>-</b>

**Total Jobs Created & Retained: 17**

**Western NY Power Proceeds Allocation Board  
Exhibit “B”**

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Criteria adapted from the Western NY Power Proceeds Allocation Board’s  
“Procedures for the Review of Applications for Fund Benefits”

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1. The extent to which an award of Fund Benefits would be consistent with the strategies and priorities of the Regional Economic Development Council (“REDC”) having responsibility for the region in which an Eligible Project is located.<sup>1</sup> The Western New York Regional Economic Development Council which is responsible for Eligible Projects in Erie and Niagara Counties Strategies & Priorities are:

- Promote “Smart Growth” by investing in areas that infrastructure already exists and achieves certain goals, such as: preserving historic buildings; reviving downtowns; reviving main streets; investing in existing neighborhoods; and investing in former industrial sites. A project consistent with Smart Growth will also focus on: enhancing walkability; enhancing multiple modes of transportation; connecting disadvantaged communities to employment clusters; spurring mixed-use private investment in existing communities and preserving/enhancing natural lands and or resources.
- Promote workforce development by increasing diversity in the labor force, developing and cultivating that includes workers with advancement potential, underemployed, unemployed and special population; align education and skills training to job market for current and future industry needs.
- Foster entrepreneurship and new business formation and growth. Designing a plan that brings new technologies and/or products to the marketplace, increases new start ups in strategic industries and facilitates the commercialization of products that can lead to job growth in the Region.
- Increase the industry profile of agriculture in WNY by: creating better access to markets; creating new products; creating new more efficient processes; creating strong regional brands; creating programs that promote careers in agriculture.
- Utilize Western New York’s proximity to Canadian and U.S. population centers to advance economic development in WNY. Bi-national projects will: utilize cross-border planning to create transportation and logistical infrastructure; improve

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<sup>1</sup> As provided for in EDL § 189-c(4), criteria 2-15 are adapted from the criteria for eligibility for Expansion Power, Replacement Power and Preservation Power under Public Authorities Law § 1005. The specific criteria identified in PAL § 1005(13)(b)(4)-(5) are relevant to power allocations under these programs but do not have any logical application to allocations of Fund Benefits. Therefore, the Board does not expect to use these criteria to evaluate applications for Fund Benefits. Additionally, in accordance with PAL § 1005(13), criteria 13-15 listed herein will only be used in the case of Eligible Projects which are proposed by Applicants as, and determined by the Board to be, “revitalization” projects.

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operational relationships; promote the attractiveness of WNY as a hub for global trade.

- Position the WNY region as a global energy hub through new sources of clean energy, energy efficiency and energy efficient transportation.
- Support growth of advanced manufacturing by making research more available to manufacturers to help them innovate.
- Spur growth in the health and life sciences industry through improved commercialization, recruit high profile research talent and reducing the cost burden of healthcare while improving health outcomes.
- Expand the scope of higher education by increasing accessibility to Higher Education for communities that currently have limited access to educational opportunities; better aligning education with the industry needs and creating support structures for start-ups which will assist start-ups with commercialization, business planning, workforce preparation, facilities, etc.
- Grow visitors and visitor spending by raising the profile of WNY as a national and international destination; connect multiple tourist destinations in WNY; improve the profile of the WNY Gateway to the United States.

For more information on the Western New York Regional Economic Development Council please go to <http://regionalcouncils.ny.gov/content/western-new-york>.

2. The extent to which an award of Fund Benefits would be consistent with the strategies and priorities of the Regional Economic Development Council (“REDC”) having responsibility for the region in which an Eligible Project is located.<sup>2</sup> The Finger Lakes Regional Economic Development Council which is responsible for Eligible Projects in Orleans and Genesee Counties Strategies & Priorities can be found at: <http://regionalcouncils.ny.gov/content/finger-lakes>.
3. The number of jobs that would be created as a result of an award of Fund Benefits.
4. The applicant’s long term commitment to the region as evidenced the current and/or planned capital investment in applicant’s facilities in the region.
5. The ratio of the number of jobs to be created to the amount of Fund Benefits requested.
6. The types of jobs that would be created, as measured by wage and benefit levels, security and stability of employment.
7. The amount of capital investment, including the type and cost of buildings, equipment and facilities, proposed to be constructed, enlarged or installed.
8. The extent to which an award of Fund Benefits would affect the overall productivity or competitiveness of the applicant and its existing employment.

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<sup>2</sup> As provided for in EDL § 189-c(4), criteria 2-15 are adapted from the criteria for eligibility for Expansion Power, Replacement Power and Preservation Power under Public Authorities Law § 1005. The specific criteria identified in PAL § 1005(13)(b)(4)-(5) are relevant to power allocations under these programs but do not have any logical application to allocations of Fund Benefits. Therefore, the Board does not expect to use these criteria to evaluate applications for Fund Benefits. Additionally, in accordance with PAL § 1005(13), criteria 13-15 listed herein will only be used in the case of Eligible Projects which are proposed by Applicants as, and determined by the Board to be, “revitalization” projects.

9. The extent to which an award of Fund Benefits may result in a competitive disadvantage for other business in the State.
  10. The growth potential of the applicant's facilities and the contribution of economic strength to the area in which the applicant's facilities are or would be located.
  11. The extent of the applicant's willingness to satisfy affirmative action goals.
  12. The extent to which an award of Fund Benefits is consistent with state, regional and local economic development strategies and priorities and supported by local units of government in the area in which the business is located.
  13. The impact of an award of Fund Benefits on the operation of any other facilities of the applicant, and on other businesses within the region.
  14. That the business is likely to close, partially close or relocate resulting in the loss of a substantial number of jobs.
  15. That the applicant is an important employer in the community and efforts to revitalize the business are in long-term interests of both employers and the community.
  16. That a reasonable prospect exists that the proposed award of Fund Benefits will enable the applicant to remain competitive and become profitable and preserve jobs for a substantial period of time.
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# Western NY Power Proceeds Allocation Board

## Western New York Economic Development Fund Recommendation Memo

### EXHIBIT C-1

Applicant Name:	General Mills Operations, LLC. (the "Buffalo Plant")	REDC Region:	Western New York
Project Type:	Business Investment	County:	Erie County
Industry:	Food Manufacturing	Locality:	City of Buffalo
Amount Requested:	\$500,000	Start Date:	May 2016
		Finish Date:	October 2016
<b>RECOMMENDED OFFER</b>			
Recommended Total Award:		\$ 500,000	
Total Project Cost:		\$25,000,000	
% of Project Cost Recommended:		2%	
<b>PROJECT BUDGET (Proposed by Applicant)</b>			
<b>Use of funds</b>	<b>Amount</b>	<b>Source of Funds</b>	<b>Amount</b>
Mfc./Processing Equipment	\$13,000,000	WNY EDF	\$500,000
Construction & Renovation	\$5,000,000	Empire State Development	\$500,000
Design & Planning	\$4,000,000	General Mills Internal Capital Funding	\$24,000,000
Demolition	\$2,000,000		
Related Employee Training	\$1,000,000		
<b>Total:</b>	<b>\$25,000,000</b>	<b>Total:</b>	<b>\$25,000,000</b>
<b>REGIONAL IMPACT MEASUREMENTS</b>			
Job Commitments:	<p>The Buffalo Plant previously committed to retain 400 full time equivalent ("FTE") positions in exchange for the NYPA power allocations discussed below. It currently employs 417 FTEs.</p> <p>In exchange for a Fund Benefits award, the Buffalo Plant will commit to retain the other 17 existing FTEs (i.e., over the committed 400) over a period of time to be specified in a Fund Benefit Agreement.</p>		
Average Salary of Jobs:	\$115,000		
Indirect Jobs Created:	N/A		
Other Impact:	None		



# Western NY Power Proceeds Allocation Board

## Western New York Economic Development Fund Recommendation Memo

### EXHIBIT C-1

<b>PROJECT DESCRIPTION (Adapted from Application)</b>			
<p>The Buffalo Plant is vying for additional cereal production business with sister facilities located in Cincinnati, Cedar Rapids, Albuquerque, and Covington, GA. To present a more competitive package to its corporate headquarters, the Buffalo Plant seeks support to purchase new cereal processing and packaging equipment, upgrade ingredient unloading systems, large packaging and material handling systems and upgrade employees skills.</p>			
<b>OTHER ECONOMIC DEVELOPMENT BENEFITS RECEIVED</b>			
ESD Excelsior:	\$ 500,000	NYPA: The Buffalo General Mills plant currently receives the following NYPA power allocations: (1) 500 kW Recharge Power, (2) 1000 kW Expansion Power, and (3) 4,100 kW Replacement Power.	\$
IDA: PILOT, Sales Tax & Mortgage Recording	\$ N/A	Other: N/A	\$
<b>PREVIOUS STATE ASSISTANCE OFFERED OR PROVIDED</b>			
TYPE	AMOUNT	STATUS	
	\$		
<b>BASIS FOR RECOMMENDATION</b>			
<p>The Buffalo Plant is among the oldest of the General Mills' plants remaining in the US, thereby placing it at risk due to sales downturn in the cereal industry. General Mills recently closed or is in the process of closing cereal plants in Lodi, CA and Chicago. With those closings, General Mills needs to shift the production of Rice and Wheat Chex to another plant, which is the production line up for competition.</p> <p>The Cincinnati, Cedar Rapids, Albuquerque, NM and Covington, GA facilities are also being considered for the production line. A Fund Benefit Award would allow the Buffalo Plant to present a more compelling reason for the parent company to shift this production line to Buffalo thereby retaining 17 FTE positions and securing the long term viability of the plant in WNY.</p>			



# Western NY Power Proceeds Allocation Board

## Western New York Economic Development Fund Recommendation Memo

### EXHIBIT C-1

#### ANTICIPATED DISBURSEMENT TERMS

It is anticipated that Fund Benefits would be used to reimburse the applicant for a portion of the costs associated with the acquisition of machinery and equipment, construction and renovation, planning and design and demolition. Funds would be disbursed in lump sum upon project completion, as evidenced by such documentation NYPA may require verifying project completion and applicant expenditures of approximately \$25,000,000.



# Western NY Power Proceeds Allocation Board

## Western New York Economic Development Fund Recommendation Memo

### EXHIBIT C-2

Applicant Name:	Buffalo Arts and Technology Center, Inc. ("BATC")	REDC Region:	Western New York
Project Type:	Workforce Development	County:	Erie County
Industry:	Not for Profit- Workforce Development	Locality:	Buffalo
Amount Requested:	\$450,000	Start Date:	June 2016
		Finish Date:	June 2019
<b>RECOMMENDED OFFER</b>			
Recommended Total Award:	\$ 380,000		
Total Project Cost:	\$2,108,528		
% of Project Cost Recommended:	18%		
<b>PROJECT BUDGET (Proposed by Applicant for 2016,2017 &amp; 2018 )</b>			
Use of funds	Amount	Source of Funds	Amount
Salaries and Wages	\$1,384,618	WNY EDF	\$450,000
Rent/Facilities	\$388,167	Committed:	
Supplies and Materials	\$238,626	John R. Oishei	\$200,000
Insurance	\$ 41,421	M&T Charitable Foundation	\$75,000
Office Expenses	\$39,243	Robert & Martha Fierle	\$6,600
Professional Development	\$16,453	Vogt Foundation	\$6,600
		Josephine Goodyear Foundation	\$6,600
		Potential:	
		John R. Oishei	\$394,000
		M&T Charitable Foundation	\$73,500
		Robert Wilmers Foundation	\$148,500
		First Niagara Foundation	\$99,000
		Peter Cornell Trust	\$3,300
		Annual Giving	\$645,428
<b>Total:</b>	<b>\$2,108,528</b>	<b>Total:</b>	<b>\$2,108,528</b>
<b>REGIONAL IMPACT MEASUREMENTS</b>			
Job Commitments:	The Funding Track under which the application was submitted does not require job-related commitments.		
Average Salary of Jobs:	N/A		



# Western NY Power Proceeds Allocation Board

## Western New York Economic Development Fund Recommendation Memo

### EXHIBIT C-2

Indirect Jobs Created:		N/A	
Other Impact:		Train 36 unemployed/underemployed individuals annually for a total of 108 over a three year period.	
<b>PROJECT DESCRIPTION (Adapted from Application)</b>			
<p>BATC provides adult career training courses to under-represented populations located within the City of Buffalo. It is seeking a Fund Benefit award to support three years of programming costs related to its pre-training literacy, medical coding and pharmacy technician, curriculums including staff salaries, course books and materials, computers and technology support, national certification examinations, and overhead allocations for rent, insurance, office expenses, and professional development.</p>			
<b>OTHER ECONOMIC DEVELOPMENT BENEFITS RECEIVED</b>			
ESD Excelsior:	N/A		\$
IDA: PILOT, Sales Tax & Mortgage Recording	N/A		\$
<b>PREVIOUS STATE ASSISTANCE OFFERED OR PROVIDED</b>			
<b>TYPE</b>	<b>AMOUNT</b>		<b>STATUS</b>
ESD	\$1,000,000		Closed
<b>BASIS FOR RECOMMENDATION</b>			
<p>BATC assists unemployed and underemployed adults with securing employment by providing New York State licensed career training for jobs in the medical field. The organization's two workforce development programs, Medical Coding and Pharmacy Technician, provide training for skilled positions projected to be in strong demand in WNY over the next decade. Training for both curriculums includes coursework that has been evaluated by partner health care organizations as well as the New York State Education Department.</p> <p>BATC's workforce model was specifically developed for Buffalo and our fast growing healthcare sector. Working with hospitals and other medical organizations, BATC determined the skills and</p>			



## Western NY Power Proceeds Allocation Board

### Western New York Economic Development Fund Recommendation Memo

### EXHIBIT C-2

attributes coders and pharmacy techs needed to become successful, then built a 1200-hour NYS certified curriculum for each. The model incorporates a soft skill training component, a nine month job specific training program and a 6-8 week internship.

Upon completion of the training course adult students will have gained both the content knowledge and workplace behaviors necessary to achieve success in their new positions. The final step students must take is to pass the required national certification exam.

BATC boasts a 91% graduation rate and in several cases students have been hired directly following their 8 week internships. To date BATC has shown that the provided training has been successful as 22 of 24 participating students are employed full time in jobs paying an average of more than \$34,000 annually. A Fund Benefit Award will allow the center to continue to train students for these specific employment opportunities, help establish a solid foundation, and support continued organizational growth. BATC opened in 2013 and as the success of the BATC training and graduate placement continues, its reputation in the community strengthens and grows.

#### **ANTICIPATED DISBURSEMENT TERMS**

It is recommended that Fund Benefits be used only to pay for (1) the professionals who will provide training services to participants, and (2) supplies and materials needed for the program as set forth in the full Application.

Also, it is recommended that Fund Benefits be disbursed annually upon satisfaction of certain milestones, such as evidence that classes have occurred and students have fulfilled graduation requirements, confirmation that sufficient funding has been secured from other sources to support adult training programs and other milestones to be determined by the New York Power Authority.



# Western NY Power Proceeds Allocation Board

## Western New York Economic Development Fund Recommendation Memo

### EXHIBIT C-3

Applicant Name:	Explore & More...A Children's Museum	REDC Region:	WNY
Project Type:	Tourism/Marketing & Infrastructure/Downtown Investment	County:	Erie
Industry:	Not for Profit	Locality:	City of Buffalo
Amount Requested:	\$3,116,834	Start Date:	March 2015
		Finish Date:	June 2016
<b>RECOMMENDED OFFER</b>			
Recommended Total Award:		\$ 1,700,000	
Total Project Cost:		\$ 11,676,419	
% of Project Cost Recommended:		15 %	
<b>PROJECT BUDGET- Interior of Museum Space (Adapted from Application)</b>			
<b>Use of funds</b>	<b>Amount</b>	<b>Source of Funds</b>	<b>Amount</b>
Planning	\$ 432,691	Committed Individual Donations	\$326,250
Exhibit Planning & Construction	\$7,221,168	Committed Foundations/Corporate Support	\$3,712,875
Infrastructure Costs-build out, water efficiency, toilet rooms, flooring	\$2,692,941	Committed Government Sources	\$102,000
FF & E	\$550,000	Potential Individual Donations	\$1,000,000
Energy Efficiency, Conservation & Exhibit Components related to Green Technology	\$779,619	Potential Foundations/Corporate Support	\$4,050,000
		Potential Government Sources	\$1,000,000



# Western NY Power Proceeds Allocation Board

## Western New York Economic Development Fund Recommendation Memo

### EXHIBIT C-3

		WNYPPAB	\$3,116,834
		Allowance for rejection of funding requests from potential sources	-\$1,631,540
<b>Total:</b>	<b>\$11,676,419</b>	<b>Total:</b>	<b>\$11,676,419</b>
<b>REGIONAL IMPACT MEASUREMENTS (Adapted from Application)</b>			
Number of Jobs Retained:	13 (an application submitted under this Track is not required to establish that the project will retain jobs)		
Number of Jobs Created:	19 (an application submitted under this Track is not required to establish that it will create jobs)		
Average Salary of Jobs:	N/A		
Indirect Jobs Created	40 construction-related jobs		
Other Impact	Explore & More is expected to attract 225,000 visitors per year and bring additional tourist investment of over \$5 million to downtown Buffalo.		



# Western NY Power Proceeds Allocation Board

## Western New York Economic Development Fund Recommendation Memo

### EXHIBIT C-3

#### PROJECT DESCRIPTION (Adapted from Application)

In 2013, Explore & More was selected to anchor the Canalside revitalization project spearheaded by the Erie Canal Harbor Development Corporation. ECHDC has committed to funding the planning and construction of the Explore & More at Canalside museum project (“Museum”) shell (\$8 million) on the condition that Explore & More be responsible for funding (or obtaining funding for) the interior build-out and exhibits that will make up the Museum.

Explore & More would occupy 40,000 SF of a proposed 80,000 SF facility. Explore & More would build out the interior space that the Museum will occupy, including all exhibits and educational play zones. The Museum would be developed around the concept of Exploring Buffalo & More and will highlight seven major areas:

1. Moving Water Play Zone that will look at the impact of water on the community
2. Playing Together will feature local sports teams and physical activities
3. Being Good Neighbors will look at the neighborhoods and cultures of WNY
4. Building Buffalo will highlight architecture and construction
5. From Farm to Fork will explore local agriculture and healthy eating
6. Weather Wise will embrace the weather of the waterfront and
7. Lighting Buffalo’s Imagination will pay tribute to Buffalo ingenuity and encourage visitors to play as great inventors

A planned rooftop art garden would offer inspiring and unprecedented views of Canalside and a temporary exhibit gallery would enable the Museum to work with local and national organizations on a rotating basis. The Museum is expected to open in Spring 2016.

#### OTHER ECONOMIC DEVELOPMENT BENEFITS RECEIVED

ESD: (Possible 2014 REDC Award)	\$ 500,000	NYPA:	\$ N/A
IDA:	\$ N/A	Other:	\$

#### PREVIOUS STATE ASSISTANCE OFFERED OR PROVIDED

TYPE	AMOUNT	STATUS



# Western NY Power Proceeds Allocation Board

## Western New York Economic Development Fund Recommendation Memo

### EXHIBIT C-3

#### **BASIS FOR RECOMMENDATION**

The new site for the Explore & More Museum is located in the heart of downtown Buffalo, NY. The site is a designated Brownfield Opportunity Area and is also referenced specifically in the City of Buffalo's Local Waterfront Revitalization Plan. The Museum was selected by the ECHDC to anchor its development of the area and will serve as the economic engine driving benefits to the City's downtown restaurants, shops and hotels.

Once built, Explore & More at Canalside would be a vibrant, exciting, unique, hands-on play experience for children and families as they learn more about WNY and the world around them. Located in the South Aud Block, the Museum is expected to welcome almost 225,000 visitors in its opening year.

#### **DISBURSEMENT TERMS**

It is anticipated that Fund Benefits would be used to reimburse the applicant for a portion of the costs associated with exhibit planning and construction to complete the interior build-out of the facility. Funds would be disbursed in lump sum and as reimbursement upon project completion, as described above and as evidenced by attainment of a certificate of occupancy and/or other documentation verifying project completion as NYPA may require, and documentation verifying project expenditures of approximately \$11,676,419.