



**Regular Meeting Agenda
October 27, 2026**

Call to Order the Regular Meeting of the Corporation

1. Approval of Regular Meeting Minutes: September 15, 2026
2. Treasurer's Report
3. Payment of Bills

Action Items:

1. 2027 Budget

Action Requested:

- a. A resolution of the Board of Directors approving the 2027 budget.

2. Bylaws

Action Requested:

- a. A resolution of the Board of Directors approving the Bylaws.

3. Code of Ethics

Action Requested:

- a. A resolution of the Board of Directors approving the Code of Ethics.

4. Policies

Action Requested:

- a. A resolution of the Board of Directors approving the Policies.

5. Committee Charters

Action Requested:

- a. A resolution of the Board of Directors approving the Audit, Finance, and Governance Committee Charters.

Adjourn



Onondaga Civic Development Corporation
335 MONTGOMERY STREET, FLOOR 2M, SYRACUSE, NY 13202
315.435.3770 • ECONOMICDEVELOPMENT@ONGOV.NET • ONGOVED.COM

Regular Meeting Minutes September 15, 2026

A Regular meeting of the Onondaga Civic Development Corporation was held on Tuesday, September 15, 2026, at 335 Montgomery Street, Floor 2M, Syracuse, New York.

Michael LaFlair called the meeting to order at 9:15 AM with the following in attendance:

PRESENT:

Michael LaFlair
Mitch Latimer
Vincent Cioci
Christopher Daniel

ABSENT:

Virginia Biesiada O'Neill
Kimberly Townsend
Janice Herzog

ALSO PRESENT:

Nate Stevens, President/CEO
Alexis Rodriguez, Secretary
Robert Schoeneck, Treasurer/CFO
Joseph Frateschi, Counsel

Approval of Meeting Minutes: June 9, 2026

Motion was made by Christopher Daniel and seconded by Mitch Latimer to approve the Regular meeting minutes of June 9, 2026. Motion was carried.

Treasurer's Report

Robert Schoeneck gave a brief overview of the Treasurer's Report.

Motion was made by Christopher Daniel and seconded by Vincent Cioci to approve the Treasurer's Report. Motion was carried.

Payment of Bills

Robert Schoeneck gave a brief overview of the Payment of Bills.

Motion was made by Mitch Latimer and seconded by Christopher Daniel to approve the Payment of Bills. Motion was carried.



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Action Items:

1. Purchase Contract Authorization

Nate Stevens noted that over the last ten years, the Corporation has had a very successful land development project, Hancock Airpark. The Corporation has an opportunity to replicate that success with property located in the Town of Cicero and Clay.

Michael LaFlair noted that since he's been involved in the Corporation, there has been a lot of success with the Airpark, so he expects that to continue with this property.

Motion to adopt the resolution was made by Vincent Cioci and seconded by Christopher Daniel. Motion was carried.

Motion to adjourn was made by Vincent Cioci and seconded by Mitch Latimer at 9:17 AM.

Alexis Rodriguez, Secretary

Onondaga Civic Development Corporation

Statement of Activity
September 2026

	Total
Revenue	
45000 Non-Operating Revenue	
45030 Interest	
45030.1 Bank Interest	3,401.44
Total for 45030 Interest	\$3,401.44
Total for 45000 Non-Operating Revenue	\$3,401.44
Total Revenue	\$3,401.44
Gross Profit	\$3,401.44
Expenditures	
62000 Operating Expenses	
63000 Administrative Expense	19,921.99
65010 Office Expense	
65010.1 Copier	942.15
Total for 65010 Office Expense	\$942.15
Total for 62000 Operating Expenses	\$20,864.14
Total Expenditures	\$20,864.14
Net Operating Revenue	-\$17,462.70
Net Income	-\$17,462.70

Onondaga Civic Development Corporation

Statement of Financial Position

As of Sep 30, 2026

	Total
Assets	
Current Assets	
Bank Accounts	
104 NBT Checking	97,504.45
105 NBT Savings	1,120,058.19
Total Bank Accounts	\$1,217,562.64
Accounts Receivable	
300 A/R General	\$0.00
301 A/R Pass thru receivable	100.00
Total for 300 A/R General	\$100.00
Total Accounts Receivable	\$100.00
Other Current Assets	
450 Loans Rec.	
455 CoVid 19 Loans	
455.91 Via Mondo	850.00
Total for 455 CoVid 19 Loans	\$850.00
Total for 450 Loans Rec.	\$850.00
Total Other Current Assets	\$850.00
Total Current Assets	\$1,218,512.64
Fixed Assets	
15000 Furniture and Equipment	3,286.00
Total Fixed Assets	\$3,286.00
Total Assets	\$1,221,798.64
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
600 Accounts Payable	\$0.00
600.3 OED Contract	142,008.83
Total for 600 Accounts Payable	\$142,008.83
Total Accounts Payable	\$142,008.83
Total Current Liabilities	\$142,008.83
Total Liabilities	\$142,008.83
Equity	
32000 Unrestricted Net Assets	2,250,422.44
Net Income	-1,170,632.63
Total Equity	\$1,079,789.81
Total Liabilities and Equity	\$1,221,798.64

ONONDAGA CIVIC DEVELOPMENT CORPORATION
PAYMENT OF BILLS - SCHEDULE #125
October 27, 2026

GENERAL EXPENSES

1. <u>TOSHIBA FINANCIAL SERVICES*</u>	\$ 942.15
Inv#591559877	
2. <u>HARRIS BEACH MURTHA</u>	\$ 2,975.00
Inv # 12625388	

Total: \$ 3,917.15

*Ratification of check dated September 28, 2026

OCDC 2027 Budget

(2026 Actuals through 9/30/2026)

1. Revenue	2026 Budget	2026 Actuals	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Project Fees	\$ 228,250	\$ -	\$ 218,250	\$ 218,250	\$ 218,250	\$ 218,250
Application Fees	\$ 15,000	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Copier Reimbursement	\$ 1,250	\$ 849	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Interest Income	\$ 25,000	\$ 33,957	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Miscellaneous Income	\$ 1,000		\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Total Revenue	\$ 270,500	\$ 34,806	\$ 270,500	\$ 270,500	\$ 270,500	\$ 270,500

2. Operating Expenses/Program Expenses	2026 Budget	2026 Actuals	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Service Contracts	\$ 15,000	\$ 1,000,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Onondaga County - Contractual Support Services	\$ 234,000	\$ 194,039	\$ 234,000	\$ 234,000	\$ 234,000	\$ 234,000
Office Expenses/Copier	\$ 9,000	\$ 3,872	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
Depreciation Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Fees	\$ 10,000	\$ 5,962	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Insurance	\$ 2,200	\$ 1,291	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200
Meeting Expenses	\$ 250	\$ -	\$ 250	\$ 250	\$ 250	\$ 250
Miscellaneous Expense	\$ 50	\$ 275	\$ 50	\$ 50	\$ 50	\$ 50
Total Operating/Program Expenses	\$ 270,500	\$ 1,203,873	\$ 270,500	\$ 270,500	\$ 270,500	\$ 270,500

BY-LAWS
OF
ONONDAGA CIVIC DEVELOPMENT CORPORATION
Adopted October 14, 2010

ARTICLE I - THE CORPORATION

SECTION 1. - NAME.

The Corporation shall be known as the "ONONDAGA CIVIC DEVELOPMENT CORPORATION."

SECTION 2. - OFFICES.

The principal office of the Corporation shall be located in the County of Onondaga (the "County"). The Corporation may also have offices at such other places within the State of New York as the Board of Directors may from time to time determine or the activities of the Corporation may require.

SECTION 3. - PURPOSES.

The Corporation shall have such purposes as are now or hereafter set forth in its Certificate of Incorporation.

ARTICLE II - MEMBERSHIP

SECTION 1. - COMPOSITION OF MEMBERSHIP.

The sole Member of the Corporation shall be the County Executive of Onondaga County, ex officio. The Corporation shall be managed by its Board of Directors in accordance with the provisions contained herein.

SECTION 2. - RIGHTS AND POWERS OF THE MEMBERS.

The Members shall have and exercise all the rights and powers of corporate membership created by the laws of the State of New York, the Certificate of Incorporation and the By-Laws of the Corporation.

SECTION 3. - ANNUAL MEETING OF THE CORPORATION

The Members shall hold an annual meeting of the Corporation within six months after the end of each fiscal year at a convenient time and place designated by the Members. At the annual meeting, Directors shall be appointed pursuant to Article III hereof for positions where a new directorship is created or the term of a class of Director has expired, receive the annual report and transact such other business as may properly come before the meeting.

SECTION 4. - ANNUAL REPORT TO THE MEMBERS AND THE ONONDAGA COUNTY LEGISLATURE.

At the annual meeting of the Corporation, the Directors or designated officer of the Corporation shall present an annual report showing in appropriate detail the following information:

- (a) A complete verified or audited financial statement of the Corporation for the fiscal year immediately preceding the date of the report showing the assets and liabilities, principal changes in assets and liabilities, revenue, receipts, expenses and disbursements of the Corporation; and
- (b) A summary of the activities of the Corporation during the preceding year.
- (c) Said statement and summary as set forth in (a) and (b) above shall be delivered to the Clerk of the Onondaga County Legislature within five (5) days of presentation to the Members.

The annual report shall be filed with the minutes of the annual meeting.

SECTION 5. - SPECIAL MEETINGS OF THE CORPORATION.

Special meetings of the Corporation may be called at any time by the Members and shall be called by the Secretary within fourteen (14) days of receipt of a written request from the Members. Such request shall state the purpose or purposes for the proposed meeting. Business transacted at a special meeting shall be confined to the purposes stated in the notice of such special meeting; provided, however, if by unanimous consent all of the Members present at such meeting elect to transact business not previously described in the aforementioned notice, then the Corporation may transact such other business.

SECTION 6. - PLACE OF MEETINGS; ORGANIZATION

All membership meetings shall be held at the principal office of the Corporation or at such other convenient location as may be determined by the Members. At each membership meeting, the Members shall preside. The Secretary, or, in his or her absence, a person chosen by the Members, shall keep complete and accurate minutes of the meeting.

SECTION 7. - NOTICE OF MEMBERSHIP MEETINGS; WAIVERS

- (a) Notice of each membership meeting shall state the purpose or purposes for which the meeting is called, the place, date and time of the meeting and, unless it is the annual meeting, shall indicate that it is being issued by or at the direction of the person or persons calling the

meeting. Such notice shall be given either personally or by mail to each Member not less than ten (10) nor more than fifty (50) days before the date of the meeting. If mailed, the notice is given when deposited in the United States mail, with postage thereon prepaid, directed to a Member at his or her address as it appears on the record of Members or, if he or she shall have filed with the Secretary a written request that notices be mailed to some other address, then directed to such other address.

(b) Formal notice of meeting need not be given to a Member if he or she executes a waiver of notice, either before or after the meeting. The attendance of a Member at a meeting, without protesting prior to the conclusion of the meeting the lack of notice of such meeting, shall constitute a waiver of notice.

SECTION 8. – QUORUM OF MEMBERS

(a) The presence of at least a majority of the Members shall constitute a quorum for the transaction of business at any annual or special membership meeting.

(b) A majority of the Members present at a meeting, whether or not a quorum is present, may adjourn any membership meeting to another time and place. Notice of the time and place of holding an adjourned meeting need not be given to absent Members if the time and place is announced at the meeting adjourned.

SECTION 9. - ACTION BY THE MEMBERS

(a) Each Member shall be entitled to one vote on each matter properly submitted to the Members for action at any meeting of the Members. Unless otherwise required by law or these By-Laws, the vote of a majority of Members present at the time of a vote at a duly convened meeting, provided a quorum is then present, shall be the act of the Members.

(b) Every Member entitled to vote at a meeting of Members may authorize another person or persons to act for him or her by proxy. Every proxy must be signed by the Member or the Member's attorney-in-fact. No proxy shall be valid after the expiration of eleven (11) months from the date thereof unless otherwise provided in the proxy. Every proxy shall be revocable at the pleasure of the Member executing it, except as otherwise provided by law.

SECTION 10. - PROPERTY RIGHTS OF MEMBERS

The Members shall not have any rights or interests in or to the property or assets of the Corporation.

ARTICLE III - BOARD OF DIRECTORS

SECTION 1. - POWER OF BOARD OF DIRECTORS.

The Corporation shall be managed by its Board of Directors, which shall establish all general policies governing its operations.

SECTION 2. - NUMBER, ELECTION AND TERM OF DIRECTORS.

(a) The number of voting Directors shall be no more than seven, with three (3) voting Directors appointed by the Chairman of the Onondaga County Legislature, three (3) voting Directors appointed by the County Executive, and one (1) additional voting director of the Corporation jointly appointed by a majority of the Onondaga County Legislature and the County Executive all subject to confirmation by the Onondaga County Legislature. The voting Directors shall exercise all rights of Directors as described herein and in the Certificate of Incorporation and any applicable resolution. Any subsequent increase or decrease in the size of the Board of Directors shall be in multiples of two with one Director from Class A and one Director from Class B constituting one of the two in each multiple. Any change in the number of Directors will also require the affirmative vote of 6/7 of the entire Board of Directors, together with approval by each appointing authority and the Onondaga County Legislature. The voting Directors shall exercise all rights of Directors as described herein and in the Certificate of Incorporation or any applicable resolution. As used in these By-Laws, "the entire Board of voting Directors" means the total number of voting Directors that the Corporation would have if there were no vacancies on the Board.

(b) The voting Directors shall be divided into classes as follows: there shall be three Class A Directors chosen by the County Executive, one of which Directors shall serve an initial term of two years, one of which Directors shall serve an initial term of three years and one of which Directors shall serve an initial term of four years; there shall be three Class B Directors chosen by the Chairman of the Onondaga County Legislature, one of which Directors shall serve an initial term of two years, one of which Directors shall serve an initial term of three years and one of which Directors shall serve an initial term of four years. All Class A and Class B appointments shall be confirmed by the Onondaga County Legislature. There shall be one class C Director chosen jointly by the County Executive and a majority of the Onondaga County Legislature who shall serve an initial term of three years. After the initial term, each Class shall serve three year terms.

(c) Voting Directors shall be eligible to serve an unlimited number of consecutive terms.

(d) Neither the President/Chief Executive Officer nor the Treasurer/Chief Financial Officer shall serve as Directors of the Corporation.

(e) All Directors of the Board appointed after January 15, 2006 shall participate in training approved by the State of New York regarding their legal, fiduciary, financial and ethical responsibilities as Directors within one (1) year of appointment to the Board. All other Directors of the Board shall participate in such continuing training as may be required to remain informed of best practices, regulatory and statutory changes relating to the effective oversight of the management and financial activities of the Corporation and the adhere to the highest standards of responsible governance.

(f) As soon as practicable and in compliance with Section 2825 of the Public Authorities Law, the majority of the Directors shall be Independent Directors, as such term is defined in paragraph (g) below.

(g) Independence. For the purposes of these By-Laws, an Independent means any person who:

(i) is not, and in the past two (2) years has not been, employed by the Corporation or another corporate body having the same ownership and control of the Corporation in an executive capacity;

(ii) is not, and in the past two (2) years has not been, employed by an entity that received remuneration valued at more than fifteen thousand dollars (\$15,000.00) for goods and services provided to the Corporation or received any other form of financial assistance valued at more than fifteen thousand dollars (\$15,000.00) from the Corporation;

(iii) is not a relative of an executive officer or employee in an executive position of the Corporation or another corporate body having the same ownership and control of the Corporation; and

(iv) is not, and in the past two (2) years has not been, a lobbyist registered under a state or local law and paid by a client to influence the management decisions, contract awards, rate determinations or any other similar actions of the Corporation or another corporate body having the same ownership and control of the Corporation.

SECTION 3. - RESIGNATIONS AND REMOVAL OF DIRECTORS.

(a) Any Director of the Corporation may resign at any time by giving written notice to the other Directors or to the President or the Secretary. Such resignation shall take effect at the time specified therein or, if no time is specified, then on delivery. Acceptance of the resignation shall not be necessary to make it effective.

(b) Any Director may be removed from the Board with or without cause by the affirmative vote of the appointing authority and the affirmative vote of 6/7 of the entire Board of Directors. .

SECTION 4. - NEWLY CREATED DIRECTORSHIPS AND VACANCIES.

Newly created directorships resulting from an increase in the number of Directors, and vacancies occurring for any reason, shall be filled as follows: any vacancies in a Class A Director shall be filled by the County Executive, subject to confirmation by the County Legislature, any vacancy in a Class B Director shall be filled by the Chairman of the County Legislature, subject to confirmation by the County Legislature and any vacancy in Class C shall be filled jointly by the County Executive and a majority of the County Legislature subject to confirmation by the Onondaga County Legislature. Such vacancies shall be filled as soon as practicable but in no event later than sixty (60) days after the increase or vacancy occurs. A Director elected to fill a vacancy caused by resignation, death, disability or removal shall hold office for the unexpired term of his or her predecessor in office and until a successor is elected and takes office.

SECTION 5. - ANNUAL MEETING.

The annual meeting of the Board of Directors shall be held after the annual meeting of the Corporation described in Article II, Section 3 above at a convenient time and location designated by the Board. Written notice of the annual meeting shall be mailed or delivered to each voting Director of the Corporation prior to the meeting.

SECTION 6. - ANNUAL REPORT.

A Director designated by the Members or the President and the Treasurer shall present at the annual meeting of the Board of Directors a copy of the annual report described in Article II, Section 4 above.

SECTION 7. - SPECIAL MEETINGS AND NOTICE.

Special meetings of the Board of Directors may be called at any time by a two Directors or by the President or any other officer of the Corporation. Written notice shall be mailed or delivered to each voting Director of the Corporation prior to the meeting. Said notice shall state the purposes, time and place of the special meeting and that no business other than that specified in the notice may be transacted; provided, however, if by unanimous consent all of the Directors present at such meeting elect to transact business not previously described in the aforementioned notice, then the Directors may transact such other business.

SECTION 8. - WAIVERS OF NOTICE.

Notice of a meeting need not be given to any voting Director who submits a signed waiver of notice whether before or after the meeting, or who attends the meeting without protesting, prior thereto or at its commencement, the lack of notice to him or her.

SECTION 9. - PLACE OF MEETINGS.

The Board of Directors may hold its meetings at such place or places within or outside the State of New York as the voting Directors may from time to time by resolution determine.

SECTION 10. – OPEN MEETINGS

The Corporation is subject to Open Meetings Law, the Corporation shall comply with the Open Meetings Law of the State of New York, as set forth within Article 7 of the Public Officers Law.

SECTION 11. – FREEDOM OF INFORMATION

The Corporation is subject to Freedom of Information Law, the Corporation shall comply with the Freedom of Information Law of the State of New York, as set forth within Article 6 of the Public Officers Law.

SECTION 12. – PUBLIC AUTHORITIES ACCOUNTABILITY ACT

The Corporation is subject to the Public Authorities Accountability Act of 2005 (the “PAAA”) and shall comply with the PAAA, as set forth within the New York State Public Authorities Law.

SECTION 13. – STATE ENVIRONMENTAL QUALITY REVIEW ACT

Upon the determination of the Board of Directors to do business with the State of New York, the Corporation shall comply with the State Environmental Quality Review Act, as set forth within Article 8 of the New York Environmental Conservation Law.

SECTION 14. - QUORUM AND ADJOURNED MEETINGS.

(a) A majority of the entire Board of voting Directors shall constitute a quorum for the transaction of business at meetings of the Board. When a quorum is once present to organize a meeting, it shall not be broken by the subsequent withdrawal of any Director(s).

(b) A majority of the voting Directors present, whether or not a quorum is present, may adjourn any Board meeting to another time and place. If a quorum is present at the adjourned meeting, any business may be transacted that might have been transacted on the original date of the meeting. Notice of the adjourned meeting shall be given to all voting Directors.

SECTION 15. - ACTION BY THE BOARD OF DIRECTORS.

Any corporate action to be taken by the Board of Directors means action at a meeting of the Board. Each voting Director shall have one vote regarding any corporate action to be taken by the Board. Except as otherwise provided in Section 14(b) above, the vote of a majority of the voting Directors of the entire Board shall be the act of the Board of Directors. All references to actions of the Board of Directors herein and in the Certificate of Incorporation shall mean the affirmative vote of a majority of the entire Board of Directors.

SECTION 16. - ORGANIZATION.

At each meeting of the Board of Directors, a chairperson chosen by a majority of the voting Directors shall preside. The Secretary, or, in his or her absence, a person chosen by a majority of the voting Directors present, shall keep complete and accurate minutes of the meeting.

SECTION 17. - ATTENDANCE AT MEETINGS.

Attendance at each meeting of the Board shall be recorded by the Secretary or the designated Director in the minutes thereof.

SECTION 18. - COMPENSATION.

The Directors shall serve without compensation. All Directors may be reimbursed for reasonable expenses incurred in the performance of corporate duties.

SECTION 19. - ANNUAL INDEPENDENT AUDIT.

The Audit Committee shall present to the Board upon its completion, the annual independent audit report performed in accordance with the requirements of the PAAA and generally accepted government auditing standards certified by a firm of independent public accountants. The certified independent public accounting firm that performs the annual independent audit shall timely report to the Audit Committee the following:

(i) the assets and liabilities, including the status of reserve, depreciation, special or other funds including the receipts and payments of such funds, of the Corporation as of the end of the fiscal year;

(ii) the principal changes in assets and liabilities, including trust funds, during said fiscal period;

(iii) the revenue or receipts of the Corporation, both unrestricted and restricted, to particular purposes during said fiscal period;

(iv) the expenses or disbursements of the Corporation for both general and restricted purposes, during said fiscal period; and

(v) a schedule of the bonds and notes of the Corporation outstanding during said fiscal period, including all refinancings, calls, refundings, defeasements, and interest rate exchange or other such agreements, and for any debt issued during the fiscal period, together with a statement of the amounts redeemed and incurred during such fiscal period as a part of a schedule of debt issuance that include the date of issuance, term, amount, interest rate, means of repayment and cost of issuance.

(vi) A copy of the reports set forth in (i) through (v) above shall be presented to the Clerk of the Onondaga County Legislature within five (5) days of presentation to the Board.

Furthermore, the certified independent public accounting firm that performs the annual independent audit shall timely report to the Audit Committee the following:

(i) all critical accounting policies and practices to be used;

(ii) all alternative treatments of financial information within generally accepted accounting principals that have been discussed with the management of the Corporation, ramifications of the use of such alternative disclosures and treatments, and the treatment preferred by the certified independent public accounting firm;

(iii) other material written communications between the certified independent public accounting firm and the management of the Corporation, such as the management letter along with management's response or plan of corrective action, material corrections identified or schedule of unadjusted differences, where applicable.

SECTION 20. - PROPERTY RIGHTS.

No Director of the corporation shall, by reason of that position, have any rights to or interest in the property or assets of the Corporation.

ARTICLE IV - COMMITTEES

SECTION 1. - STANDING COMMITTEES.

(a) The Standing Committees of the Board shall be as described in subparagraph (b) below. Except as otherwise provided by these By-Laws, each Standing Committee shall consist of at least one voting Director. No Standing Committee shall have authority as to the following matters:

(i) The submission to the Members of any action requiring its approval;

- (ii) The filling of vacancies on the Board of Directors or any committee;
- (iii) The amendment or repeal of these By-Laws or the adoption of new By-Laws; or
- (iv) The amendment or repeal of any resolution of the Board which by its terms is not so amendable or repealable.

(b) Until changed by amendment of these By-Laws, the Corporation shall have the following Committees:

Audit Committee. There shall be an Audit Committee consisting entirely of Independent members, who shall be elected by a plurality of the votes cast by the Directors of the Corporation at each annual meeting of the Board and shall serve until the next annual meeting. To the extent practicable, members of the Audit Committee should be familiar with corporate financial and accounting practices. The Audit Committee shall recommend to the Board the hiring of a certified independent accounting firm in compliance with the PAAA to conduct the annual independent audit, establish the compensation to be paid to the accounting firm and provide direct oversight of the performance of the annual independent audit.

Governance Committee. There shall be a Governance Committee consisting entirely of Independent members, who shall be elected by a plurality of the votes cast by the Directors of the Corporation at each annual meeting of the Directors and shall serve until the next annual meeting. The Governance Committee shall keep the Board informed of current best governance practices, review corporate governance trends, update the Corporation's corporate governance principles, and advise the Members and the Chairman of the Onondaga County Legislature on the skills and experience required of potential Directors.

SECTION 2. - SPECIAL COMMITTEES.

The Board of Directors, by resolution adopted by a majority of the entire Board of voting Directors, may create Special Committees, which shall have only the powers specifically delegated to them and shall in no case have powers which are not authorized for Standing Committees. The members of Special Committees shall be appointed by a plurality of the votes cast by the Directors of the Corporation.

SECTION 3. - MEETINGS.

Meetings of committees shall be held at such times and places as shall be fixed by the respective committee chairpersons, or by vote of a majority of all of the members of the committee. Written notice shall be mailed (via regular mail or electronic mail) or delivered to all members of the committee prior to each meeting. Written minutes of the proceedings shall be kept at all committee meetings and shall be submitted at the next meeting of the Board. The President, or his or her designee, may attend all committee meetings, but does not possess any voting rights.

SECTION 4. - QUORUM.

Unless otherwise provided by resolution of the Board of Directors, a majority of all of the members of a committee shall constitute a quorum for the transaction of business.

SECTION 5. - MANNER OF ACTING.

Any corporate action to be taken by a committee shall mean such action to be taken at a meeting of the committee. Action by a committee shall be taken by majority vote at a meeting.

ARTICLE V - OFFICERS

SECTION 1. - PRESIDENT; VICE PRESIDENT; OTHER OFFICERS.

The Corporation may have a President/Chief Executive Officer, a Treasurer/Chief Financial Officer, and a Secretary and other officers and assistant officers as the Board of Directors may determine. The offices of President/Chief Executive Officer and Secretary shall not be held by the same person. No Director shall hold the office of President/Chief Executive Officer or of Treasurer/Chief Financial Officer. The officers shall have such duties as may be prescribed by these By-Laws and the Board of Directors.

SECTION 2. - TERMS OF OFFICERS.

The officers shall be appointed by the Board of Directors and, other than the President/Chief Executive Officer and Treasurer/Chief Financial Officer, shall be appointed from among the members of the Board at its annual meeting. Should a Director be appointed President/Chief Executive Officer, Treasurer/Chief Financial Officer, said Director must resign as a condition of qualifying for such office. Unless a shorter term is provided in the resolution of the Board appointing such officer, the term of office of each officer shall extend for one year after his or her appointment and until a successor is appointed and qualified. Officers shall be eligible to serve an unlimited number of consecutive terms.

SECTION 3. - ADDITIONAL OFFICERS.

Additional officers may be appointed for such period, have such authority and perform such duties, either in an administrative or subordinate capacity, as the Board of Directors may from time to time determine. Such positions may include an Acting Chief Financial Officer and Acting Secretary, and any other position established by the Board of Directors from time to time.

SECTION 4. - REMOVAL OF OFFICERS.

Any officer may be removed by majority vote of the voting Directors, with or without cause, at any time.

SECTION 5. - RESIGNATION.

Any officer may resign at any time by giving written notice to the Board of Directors, the President or the Secretary. Any such resignation shall take effect at the time specified therein, or, if no time is specified, then on delivery. Acceptance of the resignation shall not be necessary to make it effective.

SECTION 6. - VACANCIES.

A vacancy in any office of the Corporation shall be filled by the majority vote of the entire Board of voting Directors as provided for in Section 2 of Article V above.

SECTION 7. – PRESIDENT/CHIEF EXECUTIVE OFFICER.

The Board of Directors shall appoint the President/Chief Executive Officer by resolution, which resolution shall set the President/Chief Executive Officer's annual compensation. The President shall be the Chief Executive Officer of the Corporation and shall generally supervise all its affairs. The President shall perform such other duties as may be assigned to him or her from time to time by the Board of Directors.

SECTION 8. - SECRETARY.

The Board of Directors shall appoint the Secretary by resolution, which resolution shall set the Secretary's annual compensation. It shall be the duty of the Secretary to supervise the preparation of minutes of all meetings of the Members and the Board of Directors and its committees, the giving of all notices required to be given by the Corporation, and the keeping of a current list of the Members of the Corporation, Directors and officers and their residence addresses. The Secretary shall be responsible for supervising the preparation and maintenance of the books and records of the Corporation. The Secretary shall attend to such correspondence as may be assigned to him or her and perform all the duties customarily incidental to that office and such other duties as may be assigned to him or her by the Board of Directors or the President. From time to time, the Board of Directors may designate duties of the Secretary to an appointed Acting Secretary who will perform such duties as may be assigned to him or her.

SECTION 9. – TREASURER/CHIEF FINANCIAL OFFICER.

The Board of Directors shall appoint the Treasurer/ Chief Financial Officer by resolution, which resolution shall set the Treasurer/Chief Financial Officer's annual compensation. It shall be the duty of the Treasurer, as Chief Financial Officer of the Corporation, to oversee the financial affairs of the Corporation, report at each regular meeting of the Board of Directors, and participate in preparing the annual report of the Corporation and the filing of all required tax returns and other regulatory reports. The Treasurer shall be the Contracting Officer of the Corporation for the disposition of real and personal property in accordance with the provisions of the PAAA. The Treasurer shall be the Freedom of Information Officer of the Corporation in accordance with the provisions of the New York State Freedom of Information Law. The Treasurer shall perform such other duties as may be assigned to him or her by the Board of Directors or the President. From time to time, the Board of Directors may employ or contract with an appointed Acting Treasurer to whom the Board of Directors may designate certain duties of the Treasurer and other such duties as may be assigned to him or her.

SECTION 10. - COUNTY PERSONNEL.

The Corporation may use the agents, employees and facilities of the County. In such event, the Corporation will, by resolution, enter into a contract with the County providing the terms upon which the County will provide the use of its agents, employees and facilities to the Corporation and the compensation, if any, that the Corporation shall pay to the County for the use by the Corporation of the County's agents, employees and facilities.

ARTICLE VI - CONTRACTS, CHECKS, DRAFTS AND BANK ACCOUNTS

SECTION 1. - EXECUTION OF CONTRACTS.

The Board of Directors may on its own, except as these By-Laws otherwise provide, or may authorize any officer or officers, agent or agents, employee or employees, in the name of and on behalf of the Corporation, to enter into any contract or execute and deliver any instrument, and such authority may be general or confined to specific instances; but, unless so authorized by the Board of Directors, or expressly authorized by these By-Laws, no officer, agent or employee shall have any power or authority to bind the Corporation by any contract or engagement or to pledge its credit or to render it liable pecuniarily in any amount for any purpose.

SECTION 2. - LOANS.

No loans shall be contracted on behalf of the Corporation unless specifically authorized by the Board of Directors.

SECTION 3. - CHECKS, DRAFTS, ETC.

All checks, drafts and other orders for the payment of money out of the funds of the Corporation, and all notes or other evidences of indebtedness of the Corporation, must be signed on behalf of the Corporation by a designated Director, the President, Vice-President or Chief Executive Officer and the Secretary, Treasurer or Acting Secretary.

SECTION 4. - DEPOSITS.

All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as the Treasurer may recommend and the Board of Directors approves.

SECTION 5. - INVESTMENTS.

The Board of Directors may authorize the Corporation to contract with an investment advisor and custodian to manage its investments in accordance with an investment policy established by the Board.

ARTICLE VII - GENERAL

SECTION 1. - SEAL.

The corporate seal shall have inscribed thereon the name of the Corporation, the year of its organization, and the words "Corporate Seal, New York." The seal may be used by causing it or a facsimile thereof to be impressed or affixed or otherwise reproduced.

SECTION 2. - BOOKS AND RECORDS.

There shall be kept by the Corporation (1) correct and complete books and records of account, (2) minutes and statements of written action by the Members, (3) minutes of the proceedings of the Board of Directors and its committees, (4) a current list of the Members,

Directors and officers of the Corporation and their residence addresses, (5) a copy of the Certificate of Incorporation, and (6) a copy of these By-Laws. The foregoing items shall be subject to inspection and/or audit at any time by or at the direction of the Board of Directors.

SECTION 3. - INDEMNIFICATION.

The Corporation shall indemnify each Member, each Director, each officer, and, to the extent authorized by the Board of Directors, each other person authorized to act for the Corporation or on its behalf, to the full extent to which indemnification is permitted under the Not-For-Profit Corporation Law.

SECTION 4. - INTERESTED DIRECTORS AND OFFICERS.

The Board of Directors may adopt a policy regarding conflicts of interest which shall apply to all directors and officers.

SECTION 5. - LOANS TO MEMBERS AND OFFICERS.

The Corporation, either directly or indirectly, including through any subsidiary, is prohibited from extending or maintaining credit, arranging for the extension of credit or renewing any extension of credit, in the form of a personal loan to or for any Member, Director, or Officer, or to any other company, corporation, firm, association or other entity in which one or more of the Members, Directors or Officers of the Corporation are members, director or officers or hold a substantial financial interest.

ARTICLE VIII - FISCAL YEAR

The fiscal year of the Corporation shall commence on the first day of January of each calendar year and end on the last day of December.

ARTICLE IX - RULES OF ORDER AND BYLAW CHANGES

SECTION 1. - RULES OF ORDER.

Meetings of the Members and the Board of Directors and its committees shall be governed by Robert's Rules of Order, except in cases otherwise provided for by these By-Laws.

SECTION 2. - BYLAW CHANGES.

These By-Laws may be amended, repealed or adopted only by the affirmative vote of 6/7 of the voting Directors of the Corporation and approval of the appointing authorities and the Onondaga County Legislature.

CODE OF ETHICS

ARTICLE I. PURPOSE AND CONSTRUCTION

The Citizens of Onondaga County are entitled to expect the highest degree of conduct on the part of the Onondaga Civic Development Corporation (the "Corporation") officers, staff and directors. The directors of the Corporation recognize that there must be rules of ethical conduct for its officers, staff and appointed officials to observe if a high degree of moral conduct is to be obtained and if public confidence is to be maintained in the Corporation. It is the purpose of this Code of Ethics to promulgate these rules of ethical conduct for the officers, staff and directors of the Corporation. These rules shall serve as a guide for official conduct of such officers, staff and directors.

ARTICLE II. DEFINITIONS

Section 2.1.

Unless otherwise specifically indicated, for purposes of this Code of Ethics, the following terms shall have the following meanings:

- (a) "Corporation" means the Onondaga Civic Development Corporation.
- (b) "Appropriate body" pursuant to Article 18 of General Municipal Law means the Board of Ethics of the County of Onondaga.
- (c) "Child" means any son, daughter, step-son or step-daughter of a Corporation officer, staff or director if such child is under 18 or is a dependant of the officer, staff or director as defined in the Internal Revenue Code Section 152(a)(1) and (2) and any amendments thereto.
- (d) "County" means the County of Onondaga.
- (e) "Interest" means a direct or indirect pecuniary or material benefit accruing to a Corporation officer, staff or director, his or her spouse, or child whether as the result of a contract with the Corporation or otherwise. For the purpose of this Code of Ethics, a Corporation officer, staff or director shall be deemed to have an interest in the contract of (i) his/her spouse and children, except a contract of employment with the Corporation (ii) a firm, partnership or association of which such officer, staff or director or his/her spouse or child is a director or staff; (iii) a corporation of which such officer, staff or director, or his/her spouse or child is an officer or director; and (iv) a corporation of which more than 5% of the outstanding capital stock is owned by an officer, staff or director, or his/her spouse or child.
- (f) "Relative" means a spouse or child of a Corporation officer, staff or director.

- (g) "Spouse" means the husband or wife of an officer, staff or director subject to the provisions of this Code of Ethics unless legally separated from such officer, staff or director.

ARTICLE III. CODE OF ETHICS

There is hereby established and adopted a code of ethics containing the following standards of conduct for officers, staff and directors of the Corporation.

Section 3.1.

- (a) Receipt or Benefit. They shall not directly or indirectly solicit, accept or agree to accept any benefit from another person upon an agreement that his/her vote, opinion, judgment, action, decision or exercise of discretion as a Corporation officer, staff or director will thereby be influenced. A donation to a person seeking public or party office or to a committee supporting the efforts of such person shall not be considered such a benefit hereunder.
- (b) Confidential Information. They shall not disclose information which is lawfully confidential and acquired by them in the course of their official duties or use such information to further their personal interests.
- (c) Representation before the Corporation. They shall not receive or enter into any agreement, express or implied, for compensation or benefit to themselves or a relative, directly or indirectly, for services to be rendered in relation to any matter before the Corporation.
- (d) Disclosure of interest in any Corporation Contract. To the extent that they know thereof, any officer, staff or director of the Corporation who has any interest in any contract or agreement of the Corporation shall make prior disclosure in writing to the Chairman of the Corporation and to the Corporation's Counsel and shall withdraw from participation in any Corporation process with respect thereto, subject to Section 801 of the General Municipal Law relating to prohibited conflicts of interest.
- (f) Partnership, unincorporated association or corporation. No partnership or unincorporated association of which a Corporation officer, staff or director is a director or staff or in which he or she has a proprietary interest, nor any corporation of which a Corporation officer, staff or director is an officer or director or legally or beneficially owns or controls more than five percent (5%) of the outstanding stock, shall appear before the Corporation without full disclosure to the directors, subject to Section 801 of the General Municipal Law relating to prohibited conflicts of interest.
- (g) Investments in conflict with official duties. An officer, staff or director shall not invest or hold any investment directly or indirectly in any financial, business, commercial or other private endeavor or entity, which creates a conflict with his or her Corporation duties.
- (h) Private employment or services. An officer, staff or director shall not engage in, solicit, negotiate for or promise to accept employment or render services for

private interests when such employment or service creates a conflict of interest with or impairs the proper discharge of official Corporation duties. In the event such a conflict arises with respect to a director, (s)he shall notify the Chairman of the Corporation of same and withdraw from participation in any Corporation process with respect thereto.

- (i) Future employment. For a period of one (1) year after the termination of service or employment with the Corporation, no former officer, staff or director, on his or her own behalf, or as a staff member, director, agent or representative of another may apply to or appear before or conduct business with respect to the Corporation in any matter concerning which he or she personally rendered substantial services and made policy decisions during the period of his or her term of office, service or employment by the Corporation. Said one (1) year prohibition may be waived by the embers for good cause upon written application for such officer, staff or director. At the expiration of the one (1) year period and thereafter, the former officer, staff or director shall make prior disclosure in writing to the directors of the nature and extent of his/her Corporation involvement with matters (s)he now seeks to address with the Corporation.
- (i) Offer of Employment. An officer, staff or director shall disclose in writing to the directors any offer of employment received from any person, firm or corporation which, to the knowledge of such officer, staff or director, is furnishing or seeking to furnish goods or services to the Corporation, if such officer, staff or director has substantial involvement or responsibility for policy making in securing such goods or services and if such officer, staff or director enters into negotiations for such employment. Such disclosure must be made whether or not such offer and negotiations are verbal or written and whether or not the offer is accepted.

Section 3.2.

All persons, firms, or corporations rendering services to the Corporation as contractors, consultants, or in any other professional capacity, whether paid or unpaid, shall file an instrument with the Corporation. Such instrument shall be in the form of a written affidavit and shall state that "the party agrees that it has no interest and will not acquire are any interest, direct or indirect that would conflict in any manner or degree with the performance of the services to be rendered to the Corporation." Such instrument shall further state that "the party further agrees that, in the rendering of services to the Corporation, no person having any such interest shall knowingly be employed by it." Filing of all or part of such instrument may be waived by the directors for good cause upon written application.

PROCUREMENT POLICY

Procurement Policies

- A. For the procurement of goods and services with value of less than \$5,000, the Corporation shall seek a verbal quotation from the provider or providers of the good or service that best meet the standards of efficiency, timeliness, practicality, and convenience. Given these objectives, a price quote from a single vendor may be sufficient.
- B. In cases where a good or service involves an expenditure in excess of \$5,000, but less than \$10,000, the Corporation shall seek quotations from not less than three vendors, if available, and shall select the least expensive qualified vendor (qualifications to be determined by the Board) from those who respond to the request for quotations.
- C. In cases where a good or service involves an expenditure in excess of \$10,000, the Corporation shall issue a request for proposal or a competitive bid process for the services and shall select the least expensive qualified (qualifications to be determined by the Board) vendor from those who respond to the request for proposal or the competitive bid process. The competitive bid process will consist of the solicitation from not less than three vendors.
- D. Corporation joint funding: Where the Corporation is a partial contributor to the acquisition of a good or service, the Corporation shall work in consultation with the other funding parties. Procurement methods satisfactory to involved parties shall be agreed to and implemented. Such methods may include solicitation from a single vendor. In the event the Corporation portion of the funding exceeds \$10,000, a competitive bid process will be followed. The competitive bid process will consist of the solicitation from not less than three vendors and in consultation with the other funding parties, the contract will be awarded to the least expensive qualified vendor.
- E. Notwithstanding anything contained herein to the contrary, the Corporation may, at its sole discretion, authorize the purchase of any goods or services from lists developed by the County of Onondaga or the State of New York to procure goods or services on behalf of municipalities. Goods and services on such lists are determined to be least expensive and from a qualified vendor.
- F. For purposes of continuity and service consistency, procurement of accounting and legal services shall be for a three year period after the conclusion of the first full fiscal year where the period will be for one year. The procurement process to be followed at the start of a three year period will be as outlined in Section II.
- G. It is policy of the Corporation to permit the sole source of a good or service contract, where issues of timeliness, knowledge, prior performance or necessity which could not have been reasonably foreseen preclude the solicitation of quotations.

Professional Services

For professional services exclusive to the Corporation, the form of procurement will be a written statement of requirements provided by the Corporation, distributed in the form of a request for professional services with responses to be in the form of a written proposal including the acknowledgement of each Corporation requirement and the means by which that requirement will be fulfilled. The award of the purchase of professional services will be in the form of a resolution of the Corporation designating a specific provider for professional services.

It is policy of the Corporation to permit the sole source of legal services contracts for bond counsel and special counsel in the event of conflicts of interest by general counsel.

TRAVEL POLICY

Purpose & Applicability

This policy furnishes the requirements for obtaining reimbursement of authorized and necessary travel expenses incurred in the pursuit of Corporation business. These guidelines apply to members of the Corporation, staff employed directly by the Corporation, and officers of the Corporation when travel costs are directly reimbursed by the Corporation.

Requirements

A. Prior notice to the Chairman is needed for non-routine Corporation-related travel. This includes conventions, conferences, schools, pre-planned meetings, etc. that involve an overnight stay, are out of the boundaries of the County of Onondaga and Cayuga, Cortland, Madison and Oswego ("Contiguous Counties"), or require a registration fee in excess of \$100.00. Unless directed by the Chairman, travel that meets any of these criteria requires the preparation of a **Statement of Travel Purpose and Expenses** form signed by the individual and submitted in advance to the Chairman of the Corporation.

Notice is not necessary for routine Corporation-related travel. Routine Corporation-related travel is defined as a day trip within County of Onondaga or its Contiguous Counties in which expenses will be limited to mileage or rental car reimbursement and meals, and will total less than \$100. The imputed cost calculation will be based on the Corporation's mileage expense allowance rate applied to the estimated miles of the trip, and will be recorded on the Statement of Travel Purpose form.

For travel to and attendance at Corporation functions within Onondaga County, each Corporation member shall be reimbursed for actual expenses. This payment shall apply to regular and special Corporation meetings, Corporation public hearings, study sessions, required educational sessions, and any other event with a purpose primarily related to Corporation business.

Travel Expenses

Reimbursable expenses are considered to be those which are actual, necessary, and reasonable. The Corporation will reimburse directors and staff for these expenses provided that the required supporting documentation is presented with the reimbursement request.

A. Registration fees associated with meetings and conferences are reimbursable. These fees may be paid in advance of the event if required. When a Corporation member or staff pays a registration fee a receipt must be presented at the time of reimbursement.

B. Transportation should be arranged in the most economic manner possible. Air travel should be by coach or economy accommodations and made in advance to take advantage of lower fare rates.

C. Privately owned vehicle mileage reimbursement is authorized when travel is performed in the pursuit of Corporation business and the conditions of the travel, including the convenience of Corporation members, make it either economical or equal to the cost of a common carrier. A car rental fee may prove to be more economical than reimbursement for mileage on privately

owned vehicles, and shall be used if it results in a lower expense to the Trust. Reimbursement of rental cars will be limited to the full size rate or lower. When privately owned vehicles are used, the mileage reimbursement rate will be at a rate allowed by the IRS. The rules of reason and necessity will be applied to travel routes.

D. Reimbursements for parking and tolls incurred on Corporation business will be allowed when receipts are provided to substantiate the charges.

E. Lodging rates must be actual and supported by an itemized, paid bill for reimbursement. If sales tax exemption applies (New York State), then a completed Tax Exemption Certificate must be presented when the staff registers. Reimbursement will not be made on sales tax paid.

F. Meal rates will be on a per diem basis unless restricted by other laws or regulations, or reimbursed as part of a conference or seminar up to a maximum per diem rate of \$50.00. The per diem rate outside of NYS and within New York City will be based on the United States General Services Trust (GSA) per diem meal and incidental rates posted on its web site (www.gsa.gov).

Daily Maximum per Meal per diem of \$50.00

Leave before 7:00am or return after 8:00am, breakfast will be allowed at an allowance of \$10.00

Leave before 11:30am or return after 2:00pm, lunch will be allowed at an allowance of \$15.00

Leave before 6:00pm or return after 7:00pm, dinner will be allowed at an allowance of \$25.00

The above rates include gratuity and applicable taxes.

Meals associated with a conference or seminar can be reimbursed over the per diem rate provided that a flyer, brochure, or itinerary from the conference is attached as supporting documentation stating the cost of the meal, and the staff provides a paid receipt. This also applies to conferences and seminars that are held within Onondaga County.

Per diem rates for meals included in the registration fee and/or provided as part of a conference or seminar will not be reimbursed.

G. Reimbursement for the tipping of taxi cab drivers shall not exceed fifteen percent (15%) of the total cost of the cab trip. A receipt must be provided to receive reimbursement. Tipping for any other activity or service rendered may not be claimed.

H. Telephone and postage charges relating to official business will be reimbursed provided a statement is furnished showing the service was rendered, as well as the date of service.

I. Non-reimbursable expenses include laundry, valet service, entertainment, alcohol, or personal items.

Submission for travel reimbursement shall be in written form and include the claimant's name, the date each item of expense was incurred and the places between which travel was performed, and a short explanation as to the purpose of the travel.

Summary

Law has established the rules of reasonable, necessary, and actual regarding any expenditure and all claims will be viewed using this criterion. Except for meals, whenever receipts are available, claimant must provide them.

Business Entertainment Expenses

Reimbursable expenses for entertainment must be directly associated with the promotion of Onondaga County. Promotional activities include, but are not limited to, economic development and tourism.

Allowable expenses include meals and refreshments, catering services, facility rental, transportation, lodging, and tickets for local events. Alcohol may be reimbursed, but its use should be kept to a minimum.

Miscellaneous Non-travel Expenses

Refreshments, meals, and accommodations associated with meetings, training and retreats attended primarily by Corporation members and outside personnel may be reimbursed. All receipts and supporting documentation must accompany the reimbursement request.

Awards and refreshments for Corporation member and staff recognition ceremonies may be reimbursed.

Non-reimbursable expenses:

- Social events such as birthdays, holiday parties, etc.
- Food and refreshments for office events
- Cards and flowers for office events or bereavements
- Supplies for parties, water coolers and coffee breaks
- Charitable contributions or events
- Mileage to non-essential functions

INVESTMENT POLICY

I. Purpose

The purpose of establishing an investment policy is to develop operating principles within the guidelines of current legislation governing investment activity. The Chief Financial Officer/Treasurer will be guided by this Investment Policy in managing the short and long-term investment of the Corporation's available cash.

II. Objectives

The Corporation's primary investment objectives are:

1. **Legal.** To conform with all applicable federal, state and other legal requirements. This relates both to the types of eligible investments and the requirements for adequate collateral to provide insurance for all investments.
2. **Preservation.** To preserve principal. Safety considerations include: 1) FDIC coverage, 2) written third party collateral agreements with local Banking Depositories and 3) statutory guidelines which govern the types of investments allowed by public benefit corporations.
3. **Liquidity.** To provide sufficient cash to meet all operating and debt service requirements. A cash flow projection developed for both capital and operational commitments is a basic tool used in the planning and timing of maturing investments to meet anticipated demands.
4. **Yield.** To select investments which will return to the Corporation the highest possible interest rate. While rate of return is important, primary consideration is given to the legal, safety and liquidity requirements.

III. Scope

The Investment Policy encompasses all moneys that become available for investment and/or deposit by the Corporation on its own behalf or on behalf of any other entity.

IV. Standards of Prudence and Ethics

1. **Prudence:** The Chief Financial Officer/Treasurer shall seek to act responsibly as a custodian of the public trust and shall avoid any transaction that might impair public confidence to govern effectively. The Chief Financial Officer/Treasurer shall act in accordance with written procedures as outlined in the Trust Investment Policy and exercise due diligence as investment officials. Investments shall be made with judgment and care, under prevailing circumstances, considering the probable safety of Corporation revenues as well as the probable income to be derived from investments.

2. **Ethics:** The Chief Financial Officer/Treasurer shall refrain from any personal business activity that could conflict with proper execution of the investment program or could impair the ability to make impartial investment decisions.

V. Internal Controls

The Chief Financial Officer/Treasurer are responsible for establishing and maintaining an internal control structure to provide reasonable assurance that:

- a. Deposits and investments are safeguarded against loss from unauthorized use or disposition;
- b. Transactions are executed in accordance with management's authorization;
- c. Transactions are recorded properly;
- d. Transactions are managed in compliance with applicable laws and regulations governing public funds.

VI. Designation of Depositories

1. The Corporation authorizes the following banks for the deposit of moneys up to the maximum amounts:

Depository Name	Maximum Amount
M&T Bank	\$10,000,000
Solvay Bank	\$10,000,000

2. The Corporation will review the Designation of Depositories on an annual basis.

3. To be an investment partner of the Corporation the banking institution must readily honor checks drawn on Corporation accounts. The payee need not maintain an account at that bank; however, appropriate identification must be provided.

VII. Purchase of Investments

1. The Chief Financial Officer/Treasurer, or his/her designee, are authorized to contract for the purchase of investments.

2. All purchased obligations, unless registered or inscribed in the name of the local government, shall be purchased through, delivered to and held in the custody of a bank or trust company. Such obligations shall be purchased, sold or presented for redemption or payment by such bank or trust company only in accordance with prior written authorization from the officer authorized to make the investment. All such transactions shall be confirmed in writing to the Onondaga Civic Development Corporation by the bank or trust company. Any obligation held in the custody of a bank or trust company shall be held pursuant to a written custodial agreement as described in General Municipal Law, §10.

3. Repurchase Agreements. Repurchase Agreements ("Repos") are permitted. A Repos is a transaction in which the Corporation purchases authorized securities from a trading partner. Simultaneously, the Corporation agrees to resell and the trading partner agrees to repurchase the securities at a future date. The price and date is set at the time of the initial purchase.

a. Repurchase Agreements are authorized subject to the following restrictions:

- i. Repurchase Agreements must be entered into subject to a written master repurchase agreement.
- ii. Securities owned by the Corporation must be held by a third party bank or trust company, acting as custodian for the securities.
- iii. The custodian shall be a party other than the trading partner.

Authorized securities shall be limited to obligations of both U.S. Government and U.S. Agencies.

4. Permitted Investments. The Corporation authorizes the Chief Financial Officer/Treasurer to invest moneys not required for immediate expenditure for terms not to exceed its projected cash flow requirements in the following types of investments:

- a. Special time deposit accounts in an authorized banking depository or trust company secured in the same manner prescribed by General Municipal Law (“GML”) § 10.
- b. Certificates of Deposit.
- c. Obligations of the United States of America.
- d. Obligations guaranteed by agencies of the United States of America, where the payment of principal and interest is guaranteed by the United States of America.
- e. Obligations of the State of New York.
- f. Obligations issued pursuant to Local Finance Law § 24 or § 25 (RANS & TANS) of municipalities, school districts or district corporations.
- g. Obligations of public benefit corporations, public housing authorities and urban renewal agencies.

5. Redemption Dates. All investment obligations shall be redeemable on respective maturity dates as determined by the Chief Financial Officer/Treasurer to meet expenditures for purposes determined by the Corporation.

VIII. Collateralizing Deposits

All deposits of the Corporation, including certificates of deposit and special time deposits, in excess of the amount insured under the provisions of the Federal Deposit Insurance Act shall be secured by “Eligible Collateral”. Eligible Collateral consists of any one, or combination, of the following:

- a. By a pledge of “eligible securities” with an aggregate “market value” as provided by GML § 10, equal to the aggregate amount of deposits.
- b. By an eligible surety bond payable to the Corporation for an amount at least equal to 100% of the aggregate amount of deposits and the agreed upon

interest, if any, executed by an insurance company authorized to do business in New York State, whose claims-paying ability is rated in the highest rating category by at least two nationally recognized statistical rating organizations.

All securities pledged to secure deposits shall be held by a third party bank or trust company and shall be held pursuant to a written Custodial Agreement. In order to provide the Corporation with a perfected security interest the Custodial Agreement must contain all the necessary provisions, including the following,

- a. A security provision providing that the collateral is being pledged by the bank or trust company as security for the public deposits. It shall also provide the conditions under which the securities may be sold, presented for payment, substituted or released and the events that will enable the Corporation to exercise its rights against the pledged securities.
- b. That the securities held by the authorized bank or trust company, as agent of and custodian for the Corporation, shall be placed separate and apart from the general assets of the custodial bank or trust company. They will not, in any circumstances, be commingled with or become part of the security for any other deposit or obligations.
- c. That the custodian shall confirm the receipt, substitution or release of the securities held on behalf of the Corporation.
- d. That the types of collateral used to secure Trust deposits must be in accordance with the most current legislation authorizing various types of collateral, and approved by the Corporation.
- e. That the Corporation requires an annual update on third party collateral security.
- f. That the Corporation prohibits use of a sub-custodian.
- g. That the Custodian Bank must be a member of the Federal Reserve Bank.

IX. Diversification.

It is the policy of the Onondaga Civic Development Corporation to diversify its deposits and investments by financial institution, by investment instrument, and by maturity scheduling.

X. Standards for Qualification of Investment Bankers, Brokers & Other Investment Advisors.

The Corporation shall maintain a list of financial institutions and dealers approved for investment purposes and establish appropriate limits to the amount of investments, which can be made with each financial institution or dealer. All financial institutions with which the local government conducts business must be credit worthy. Banks shall provide their most recent Consolidated Report of Condition (Call Report) at the request of the Corporation. Security dealers not affiliated with a bank shall be required to be classified as reporting dealers affiliated with the New York Federal Reserve Bank, as primary dealers. The Corporation Treasurer, as Chief Financial Officer, or his/her designee, having custody of money, is responsible for evaluating the financial position and maintaining a listing of proposed depositaries, trading

partners and custodians. Such listing shall be evaluated at least annually. The Corporation Treasurer, as Chief Financial Officer, or his/her designee, having custody of money, may use credit reporting agencies to determine the credit worthiness of trading partners.

Investments in time deposits and certificates of deposits are to be made with banks or trust companies. Their annual reports shall be reviewed by the Corporation Treasurer as Chief Fiscal Officer to determine financial strength.

X. Operations, Audit and Reporting

The Chief Financial Officer/Treasurer, or such designated designee, is authorized to contract for the purchase of all securities and execute contracts for Repurchase Agreements and Certificates of Deposit on behalf of the Corporation. Oral directions concerning the purchase of securities shall be confirmed in writing. The Corporation shall pay for purchased securities upon the delivery or book-entry thereof.

3. Reporting. The Treasurer, Assistant Treasurer, or other staff member shall provide a monthly Investment Review to the Corporation, noting the inventory of existing investments, new investments and the selection of investment bankers, brokers, agents, dealers or auditors.

4. Annual Audit. The Corporation shall have an independent audit of its investments conducted annually at the time independent auditors conduct the annual financial audit of the accounts and affairs of the Corporation. The results of such audit shall be made available to the Corporation Board at the time of the annual review and approval of the investment guidelines of the Corporation.

5. Annual Report. Annually, the Corporation shall prepare and approve an investment report containing (i) the investment guidelines, (ii) amendments to the since the last annual investment report, (iii) results of the annual independent audit, (iv) investment income record of the Corporation, and (v) a list of the total fees, commissions and other charges paid to each investment banker, broker, agent, dealer, and advisor rendering investment associated services since the last annual investment report. The Corporation shall provide such report to the Chief Executive Officer and Chief Fiscal Officer of the municipality for the County of Onondaga, and may include this report as part of other annual reports.

XI. AMENDMENT & ANNUAL REVIEW

The Corporation shall annually review and approve these investment guidelines, and may amend these investment guidelines from time to time in accordance with the provisions of Article 9, Title 7 of the Public Authorities Law.

INDEMNIFICATION POLICY

Section 1. Indemnification.

(a) The Corporation shall indemnify to the fullest extent now or hereafter permitted by law each person involved in, or made or threatened to be made a party to, any action, suit, claim or proceeding, arbitration, alternative dispute resolution mechanism, investigation, administrative or legislative hearing or any other actual, threatened, pending or completed proceeding, whether civil or criminal, or whether formal or informal, and including an action by or in the right of any corporation, partnership, joint venture, Corporation, employee benefit plan or other enterprise, whether profit or non-profit (any such entity being hereinafter referred to as an "Enterprise"), and including appeals therein (any such process being hereinafter referred to as a "Proceeding"), by reason of the fact that such person, such person's testator or intestate (i) is or was a member or officer of the Corporation, or (ii) while serving as a member or officer of the Corporation, is or was serving, at the request of the Corporation, as a director, officer, or in any other capacity, of any other Enterprise, against any and all judgments, fines, penalties, amounts paid in settlement, and expenses, including attorneys' fees, actually and reasonably incurred as a result of or in connection with any Proceeding, or any appeal therein, except as provided in subparagraph (b) below.

(b) No indemnification shall be made to or on behalf of any such person if a judgment or other final adjudication adverse to such person establishes that such person's acts were committed in bad faith or were the result of active and deliberate dishonesty and were material to the cause of action so adjudicated, or that such person personally gained in fact a financial profit or other advantage to which such person was not legally entitled. In addition, no indemnification shall be made with respect to any Proceeding initiated by any such person against the Corporation, or a member or officer of the Corporation, other than to enforce the terms of this Indemnification Policy, unless such Proceeding was authorized by the Members of the Corporation. Further, no indemnification shall be made with respect to any settlement or compromise of any Proceeding unless and until the Corporation has consented to such settlement compromise.

(c) Written notice of any Proceeding for which indemnification may be sought by any person shall be given to the Corporation as soon as practicable. The Corporation shall then be permitted to participate in the defense of any such Proceeding or, unless conflicts of interest or position exist between such person and the Corporation in the conduct of such defense, to assume such defense. In the event that the Corporation assumes the defense of any such Proceeding, legal counsel selected by the Corporation shall be acceptable to such person. After such an assumption, the Corporation shall not be liable to such person for any legal or other expenses subsequently incurred unless such expenses have been expressly authorized by the Corporation. In the event that the Corporation participates in the defense of any such Proceeding, such person may select counsel to represent such person in regard to such a Proceeding; however, such person shall cooperate in good faith with any request that common counsel be utilized by the parties to any Proceeding who are similarly situated, unless to do so would be inappropriate due to actual or potential differing interests between or among such parties.

(d) In making any determination regarding any person's entitlement to indemnification hereunder, it shall be presumed that such person is entitled to indemnification, and the Corporation shall have the burden of proving the contrary.

Section 2. Advancement of Expenses.

Except in the case of a Proceeding against a member or officer specifically approved by the Members of the Corporation, the Corporation shall, subject to Section 1 above, pay all expenses incurred by or on behalf of a member or officer in defending any Proceeding in advance of the final disposition of such Proceeding. Such payments shall be made promptly upon receipt by the Corporation, from time to time, of a written demand of such person for such advancement together with an undertaking by or on behalf of such person to repay any expenses so advanced to the extent that the person receiving the advancement is ultimately found not to be entitled to indemnification for part or all of such expenses.

Section 3. Rights Not Exclusive.

The rights to indemnification and advancement of expenses granted by or pursuant to this Indemnification Policy: (i) shall not limit or exclude, but shall be in addition to, any other rights which may be granted by or pursuant to any statute, charter, by-law, resolution of Members or by agreement; (ii) shall be deemed to constitute contractual obligations of the Corporation to any member or officer who serves in a capacity referred to in Section 1 at any time while this Indemnification Policy is in effect; (iii) shall continue to exist after the repeal or modification of this Indemnification Policy with respect to events occurring prior thereto; and (iv) shall continue as to a person who has ceased to be a member or officer and shall inure to the benefit of the estate, spouse, heirs, executors, administrators or assigns of such person. It is the intent of this Indemnification Policy to require the Corporation to indemnify the persons referred to herein for the aforementioned judgments, fines, penalties, amounts paid in settlement, and expenses, including attorney's fees, in each and every circumstance in which such indemnification could lawfully be permitted by express provisions of by-laws or by law, and the indemnification required by this Indemnification Policy shall not be limited by the absence of an express recital of such circumstances.

PROPERTY DISPOSITION GUIDELINES

ARTICLE 1 DEFINITIONS

For the purposes of these Guidelines, unless a different meaning is required by the context:

Section 1.1. "Contracting Officer" shall mean the officer or staff of the Corporation who shall be appointed by resolution of the members if the Corporation to be responsible for the disposition of property.

Section 1.2. "Dispose" or "disposal" shall mean transfer of title or any other beneficial interest in personal or real property in accordance with Section 2897 of the Public Authorities Law.

Section 1.3. "Property" shall mean personal property in excess of \$5,000 in value, real property, and any inchoate or other interest in such property, to the extent that such interest may be conveyed to another person for any purpose, excluding an interest securing a loan or other financial obligation of another party.

ARTICLE 2. DUTIES

Section 2.1. The Corporation shall:

- (a) maintain adequate inventory controls and accountability systems for all property under its control;
- (b) periodically inventory such property to determine which property shall be disposed of;
- (c) produce a written report of such property in accordance with Section 2.2;
- (d) transfer or dispose of such property as promptly as possible in accordance with Section 2897 of the Public Authorities Law.

Section 2.2. The Corporation shall

- (a) publish, not less frequently than annually, a report listing all real property of the Corporation. Such report shall consist of a list and full description of all real and personal property disposed of during such period. The report shall contain the price received by the Corporation and the name of the purchaser for all such property sold by the Corporation during such period.
- (b) deliver copies of such report to the Comptroller, the Director of the Budget, the Commissioner of General Services, and the Legislature.
- (c) review and approve these guidelines annually and file with the Comptroller a copy of the most recently reviewed and approved guidelines by March 31st of each year.

ARTICLE 3. DISPOSITION OF PROPERTY

Section 3.1. Supervision and Direction. Except as otherwise provided in this section, the Contracting Officer shall have supervision and direction over the disposition of property of the Corporation. The Corporation shall have the right to dispose of its property for any valid corporate purpose.

Section 3.2. Custody and Control. The custody and control of the property of the Corporation, pending its disposition, and the disposal of such property, shall be performed by the Corporation or by the Commissioner of General Services when so authorized under this section.

Section 3.3. Method of Disposition. Subject to Section 2896 of the Public Authorities Law, the Corporation may dispose of its property for not less than the fair market value of such property by sale, exchange, or transfer, for cash, credit, or other property, with or without warranty, and upon such other terms and conditions as the Contracting Officer deems proper, and it may execute such documents for the transfer of title or other interest in property and take such other action as it deems necessary or proper to dispose of such property under the provisions of this section. Provided, however, that no disposition of real property, any interest in real property, or any other property which because of its unique nature is not subject to fair market pricing shall be made unless an appraisal of the value of such property has been made by an independent appraiser and included in the record of the transaction.

Section 3.4. Sales by the Commissioner of General Services. When it shall be deemed advantageous to the State of New York, the Corporation may enter into an agreement with the Commissioner of General Services where under such Commissioner may dispose of property of the Corporation under terms and conditions agreed to by the Corporation and the Commissioner of General Services. In disposing of any such property of the Corporation, the Commissioner of General Services shall be bound by the terms of this section and references to the Contracting Officer shall be deemed to refer to such Commissioner.

Section 3.5. Validity of Deed, Bill of Sale, Lease, or Other Instrument. A deed, bill of sale, lease, or other instrument executed by or on behalf of the Corporation, purporting to transfer title or any other interest in property of the Corporation under these Guidelines shall be conclusive evidence of compliance with the provisions hereof insofar as concerns title or other interest of any bona fide grantee or transferee who has given valuable consideration for such title or other interest and has not received actual or constructive notice of lack of such compliance prior to the closing.

Section 3.6. Bids for Disposal; Advertising; Procedure; Disposal by Negotiation; Explanatory Statement. (a) All disposals or contracts for disposal of property of the Corporation made or authorized by the Contracting Officer shall be made after publicly advertising for bids except as provided in Section 3.6(c).

(b) Whenever public advertising for bids is required under Section 3.6(a):

(i) the advertisement for bids shall be made at such time prior to the disposal or contract, through such methods, and on such terms and conditions as shall permit full and free competition consistent with the value and nature of the property;

(ii) all bids shall be publicly disclosed at the time and place stated in the advertisement; and

(iii) the award shall be made with reasonable promptness by notice to the responsible bidder whose bid, conforming to the invitation for bids, will be most advantageous to the state, price and other factors considered; provided, that all bids may be rejected when it is in the public interest to do so.

(c) Disposals and contracts for disposal of property may be negotiated or made by public auction without regard to Section 3.6(a) and (b) but subject to obtaining such competition as is feasible under the circumstances, if:

(i) the personal property involved is of a nature and quantity which, if disposed of under Section 3.6(a) and (b), would adversely affect the state or local market for such property, and the estimated fair market value of such property and other satisfactory terms of disposal can be obtained by negotiation;

(ii) the fair market value of the property does not exceed fifteen thousand dollars (\$15,000.00);

(iii) bid prices after advertising therefore are not reasonable, either as to all or some part of the property, or have not been independently arrived at in open competition;

(iv) the disposal will be to the state or any political subdivision, and the estimated fair market value of the property and other satisfactory terms of disposal are obtained by negotiation;

(v) the disposal is for an amount less than the estimated fair market value of the property, the terms of such disposal are obtained by public auction or negotiation, **the disposal of the property is intended to further the public health, safety or welfare or an economic development interest of the state or a political subdivision** (to include but not limited to, the prevention or remediation of a substantial threat to public health or safety, the creation or retention of a substantial number of job opportunities, or the creation or retention of a substantial source of revenues, or where the authority's enabling legislation permits), the purpose and the terms of such disposal are documented in writing and approved by resolution of the board of the public authority; or

(vi) such action is otherwise authorized by law.

(d) (i) An explanatory statement shall be prepared of the circumstances of each disposal by negotiation of:

(A) any personal property which has an estimated fair market value in excess of \$15,000;

(B) any real property that has an estimated fair market value in excess of \$100,000, except that any real property disposed of by lease or exchange shall only be subject to clauses (C) through (E) of this subparagraph;

(C) any real property disposed of by lease for a term of five (5) years or less, if the estimated fair annual rent is in excess of \$100,000 for any of such years;

(D) any real property disposed of by lease for a term of more than five (5) years, if the total estimated rent over the term of the lease is in excess of \$100,000; or

(E) any real property or real and related personal property disposed of by exchange, regardless of value, or any property any part of the consideration for which is real property.

(ii) Each such statement shall be transmitted to the persons entitled to receive copies of the report required under Section 2896 of the Public Authorities Law not less than 90 days in advance of such disposal, and a copy thereof shall be preserved in the files of the Corporation.

WHISTLEBLOWER POLICY

All members, officers and staff of the Onondaga Civic Development Corporation (the “Corporation”) shall observe high standards of business and personal ethics in the conduct of their duties and responsibilities. It is the responsibility of all members, officers and staffs to comply with the Code of Ethics and to report violations or suspected violations in accordance with this Whistleblower Policy.

Each member, officer or employee is responsible to report any violation of the Code (whether suspected or known) to the Corporation’s President/Chief Executive Officer or the Board Chair. No member, officer or staff who in good faith reports a violation of the Code of Ethics shall suffer harassment, retaliation or adverse employment consequence. Anyone filing a complaint concerning a violation or suspected violation of the Code must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation of the Code of Ethics.

The President/Chief Executive Officer and/or Chairman of the Board is responsible for immediately forwarding any claim to the Corporation’s counsel who shall investigate and handle the claim in a timely manner. Reports of violations or suspected violations will be kept confidential to the extent possible.

THE ONONDAGA CIVIC DEVELOPMENT CORPORATION

LEGAL FEE POLICIES

1. Standard Legal Cost Allocation:

Ordinary pre-inducement legal costs shall be paid by the Corporation. Post-inducement costs of Corporation Counsel will be the responsibility of the applicant and billed directly to the applicant by Corporation Counsel with copies of the bills sent to the Assistant Secretary of the Corporation.

2. Corporation as Lead Corporation for SEQRA Purposes:

When the Corporation is asked and agrees to act as lead Corporation for purposes of SEQRA compliance, the legal costs associated with the Corporation fulfilling that obligation shall be the responsibility of the applicant from the time to time the Corporation agrees to be lead Corporation, whether or not an inducement has been passed.

3. Special Corporation Projects.

For projects where Corporation participation consists of a direct contribution of financial support and no other participation, the Corporation legal fees will either be paid by the applicant or deducted from the amount of financial support offered. In these cases, the legal fees include those incurred by the Corporation both prior to and following inducement or project approval.

FEE SCHEDULE

1. Application fee, all projects	\$500.00
2. Administrative fee for new projects	1% of bond amount
3. Administrative fee for projects under \$10,000,000	3/4 of 1% of the bond amount
*Fees may be negotiated based on certain criteria such as refinancing, more than one deal in the last 12 months or other compelling factors	

AUDIT COMMITTEE CHARTER

This Audit Committee Charter was adopted by the Board of Directors of the Onondaga Civic Development Corporation (the "Corporation") a not-for-profit corporation established under Section 1411 of the Not-For-Profit the laws of the State of New York, on the 2nd day of March 2010.

Purpose

Pursuant to Article IV, Section 1 of the Corporation's bylaws, the purpose of the audit committee shall be to (1) assure that the Corporation's Directors fulfill their responsibilities for the Corporation's external audit process, the financial reporting process and the system of risk assessment and internal controls over financial reporting; and (2) provide an avenue of communication between management, the independent auditors, and the Directors.

Powers of the Audit Committee

It shall be the responsibility of the Audit Committee to:

- Recommend, compensate, and oversee the work of any public accounting firm employed by the Corporation.
- Conduct or authorize investigations into any matters within its scope of responsibility.
- Seek any information it requires from Corporation staff, all of whom should be directed by the Directors to cooperate with committee requests.
- Meet with Corporation staff, independent auditors or outside counsel, as necessary.
- Retain, at the Corporation's expense, such outside counsel, experts and other advisors as the Audit Committee may deem appropriate.

Composition of Committee and Selection of Committee Members

The Audit Committee is established as set forth in and pursuant to Article IV, Section 1 of the Corporation's bylaws. The Audit Committee shall be comprised entirely of "Independent Members" (as such term is defined in the By-Laws). Members shall be elected by a plurality of votes cast by the Directors of the Corporation at each annual meeting of the Board and shall serve until the next annual meeting.

Audit Committee members shall be prohibited from being a staff member of the Corporation or an immediate family member of a staff member of the Corporation. In addition, Audit Committee members shall not engage in any private business transactions with the Corporation or receive compensation from any private entity that has material business relationships with the Corporation, or be an immediate family member of an individual that engages in private business transactions with the Corporation or receives compensation from an entity that has material business relationships with the Corporation.

The Audit Committee shall have access to the services of at least one financial expert.

The Audit Committee's financial expert should have 1) an understanding of generally accepted accounting principles and financial statements; 2) experience in preparing or auditing financial statements of comparable entities; 3) experience in applying such principles in connection with the accounting for estimates, accruals and reserves; 4) experience with internal accounting controls and, 5) an understanding of Audit Committee functions.

Meetings

The Audit Committee will meet a minimum of twice a year, with the expectation that additional meetings may be required to adequately fulfill all the obligations and duties outlined in the charter.

Members of the Audit Committee are expected to attend each committee meeting, in person or videoconference. The Audit Committee may invite other individuals, such as management staff, auditors or other technical experts to attend meetings and provide pertinent information, as necessary.

The Audit Committee will meet with the Corporation's independent auditor at least annually to discuss the financial statements of the Corporation.

Meeting agendas will be prepared for every meeting and provided to the Audit Committee members along with briefing materials before the scheduled Audit Committee meeting. The Audit Committee will act only on the affirmative vote of a majority of the members at a meeting or by the consent of a majority of the members. Minutes of these meetings will be recorded.

Responsibilities

The Audit Committee shall have responsibilities related to: (a) the independent auditor and annual financial statements; (b) oversight of management's internal controls, compliance and risk assessment practices; (c) special investigations and whistleblower policies; and (d) miscellaneous issues related to the financial practices of the Corporation.

A. Independent Auditors and Financial Statements

The Audit Committee shall:

- Recommend, compensate and oversee independent auditors retained by the Corporation and pre-approve all audit services provided by the independent auditor.
- Establish procedures for the engagement of the independent auditor to provide permitted audit services. The Corporation's independent auditor shall be prohibited from providing non-audit services.
- Review and approve the Corporation's audited financial statements, associated management letter, report on internal controls and all other auditor communications.
- Review significant accounting and reporting issues, including complex or unusual transactions and management decisions, and recent professional and regulatory pronouncements, and understand their impact on the financial statements.

- Meet with the independent audit firm on a regular basis to discuss any significant issues that may have surfaced during the course of the audit.
- Review and discuss any significant risks reported in the independent audit findings and recommendations and assess the responsiveness and timeliness of management's follow-up activities pertaining to the same.

B. Internal Controls, Compliance and Risk Assessment

The Audit Committee shall:

- Review management's assessment of the effectiveness of the Corporation's internal controls and review the report on internal controls by the independent auditor as a part of the financial audit engagement.

C. Special Investigations

The Audit Committee shall:

- Ensure that the Corporation has an appropriate confidential mechanism for individuals to report suspected fraudulent activities, allegations of corruption, fraud, criminal activity, conflicts of interest or abuse by the members, officers, or staff of the Corporation or any persons having business dealings with the Corporation or breaches of internal control.
- Develop procedures for the receipt, retention, investigation and/or referral of complaints concerning accounting, internal controls and auditing to the appropriate body.
- Request and oversee special investigations as needed and/or refer specific issues to the appropriate body for further investigation (for example, issues may be referred to the State Inspector General or, other investigatory organization.)
- Review all reports delivered to it by the Inspector General and serve as a point of contact with the Inspector General.

D. Other Responsibilities of the Audit Committee

The Audit Committee shall:

- Present annually to the Corporation's Directors a written report of how it has discharged its duties and met its responsibilities as outlined in the charter.
- Obtain any information and training needed to enhance the Committee members' understanding of the role of the independent auditor, the risk management process, internal controls and a certain level of familiarity in financial reporting standards and processes.
- Review the Committee's charter annually, reassess its adequacy, and recommend any proposed changes to the Directors of the Corporation. The Audit Committee charter will be updated as applicable laws, regulations, accounting and auditing standards change.
- Conduct an annual self-evaluation of its performance, including its effectiveness and compliance with the charter and request directors approval for proposed changes.

FINANCE COMMITTEE CHARTER

This Finance Committee Charter was adopted by the Directors of the Onondaga Civic Development Corporation (the "Corporation"), a not-for-profit corporation established under Section 1411 of the Not-For-Profit laws of the State of New York, on this 2nd day of March 2010.

Purpose

Pursuant to Article IV, Section 2 of the Corporation's bylaws, the purpose of the finance committee shall be to (1) review proposals for the issuance of debt by the Corporation; and (2) provide recommendations to the Corporation regarding the issuance of debt.

Powers of the Finance Committee

It shall be the responsibility of the Finance Committee to:

- Review proposals for the issuance of debt by the Corporation and make recommendations to the Corporation regarding the issuance of such debt.
- Seek any information it requires from the Corporation and project applicants regarding the proposals for the issuance of debt
- Retain and consult with, at the Corporation's expense, such outside counsel, experts and other advisors as the Finance Committee may deem appropriate.

Composition of Committee and Selection of Members

The Finance Committee is established as set forth in and pursuant to Article IV of the Corporation's By-laws. The Finance Committee shall be comprised entirely of "Independent Members" (as such term is defined in the By-Laws). Members shall be elected by a plurality of votes cast by the Directors of the Corporation at each annual meeting of the Board and shall serve until the next annual meeting.

Finance Committee members shall be prohibited from being a staff member of the Corporation or an immediate family member of a staff member of the Corporation. In addition, Finance Committee members shall not engage in any private business transactions with the Corporation or receive compensation from any private entity that has material business relationships with the Corporation, or be an immediate family member of an individual that engages in private business transactions with the Corporation or receives compensation from an entity that has material business relationships with the Corporation.

The members of the Finance Committee shall possess the necessary skills to understand the duties and functions of the Finance Committee. Including an understanding of the types of debt issued by the Corporation.

Meetings

The Finance Committee will meet a minimum of twice a year, with the expectation that additional meetings may be required to adequately fulfill all the obligations and duties outlined in the charter.

Members of the Finance Committee are expected to attend each committee meeting, in person or via videoconference. The Finance Committee may invite other individuals, such as management staff, financiers or other technical experts to attend meetings and provide pertinent information, as necessary.

Meeting agendas will be prepared for every meeting and provided to the Finance Committee members along with briefing materials before the scheduled Finance Committee meeting. The Finance Committee will act only on the affirmative vote of a majority of the members at a meeting or by the consent of a majority of the members. Minutes of these meetings will be recorded.

Responsibilities

The Finance Committee shall have responsibilities related to the issuance of debt by the Corporation.

The Finance Committee shall:

- Present annually to the Corporation's Directors a written report of how it has discharged its duties and met its responsibilities as outlined in the charter.
- Obtain any information and training needed to enhance the Committee members' understanding of the issuance of debt by the Corporation
- Review the Committee's charter annually, reassess its adequacy, and recommend any proposed changes to the Directors of the Corporation. The Finance Committee charter will be updated as applicable laws, regulations and standards change.
- Conduct an annual self-evaluation of its performance, including its effectiveness and compliance with the charter and request member approval for proposed changes.

GOVERNANCE COMMITTEE CHARTER

This Governance Committee Charter was adopted by the Directors of the Onondaga Civic Development Corporation (the "Corporation"), a not-for-profit corporation established under Section 1411 of the Not-For-Profit laws of the State of New York, on the 2nd day of March 2010.

Purpose

Pursuant to Article IV, Section 1 of the Corporation's bylaws, the purpose of the Governance Committee is to assist the Directors by:

- Keeping the Directors informed of current best practices in corporate governance;
- Reviewing corporate governance trends for their applicability to the Onondaga Civic Development Corporation;
- Updating the Onondaga Civic Development Corporation's corporate governance principles and governance practices; and
- Advising those responsible for appointing Directors to the Corporation on the skills, qualities and professional or educational experiences necessary to be effective Corporation Directors.

Powers of the Governance Committee

The Directors have delegated to the Governance Committee the power and authority necessary to discharge its duties, including the right to:

- Meet with and obtain any information it may require from Corporation staff.
- Obtain advice and assistance from outside counsel, accounting and other advisors as the Committee deems necessary.
- Solicit, at the Corporation's expense, persons having special competencies, including legal, accounting or other consultants as the Committee deems necessary to fulfill its responsibilities. The Governance Committee shall have the authority to negotiate the terms and conditions of any contractual relationship subject to the Corporation's adopted procurement guidelines as per Public Authorities Law Section 2879, and to present such contracts to the Directors for their approval.

Composition and Selection

The Committee is established as set forth in and pursuant to Article IV of the Corporation's By-laws. The Governance Committee shall be comprised entirely of "Independent Members" (as such term is defined in the By-Laws). Members shall be elected by a plurality of votes cast by the Board of Directors at each annual meeting of the Board and shall serve until the next annual meeting.

Governance Committee members shall be prohibited from being a staff member of the Corporation or an immediate family member of a staff member of the Corporation. In addition, Governance Committee members shall not engage in any private business transactions with the Corporation or receive compensation from any private entity that has material business relationships with the Corporation, or be an immediate family member of an individual that engages in private business transactions with the Corporation or receives compensation from an entity that has material business relationships with the Corporation.

The Governance Committee members should be knowledgeable or become knowledgeable in matters pertaining to governance.

Committee Structure and Meetings

The Governance Committee will meet a minimum of twice a year, with the expectation that additional meetings may be required to adequately fulfill all the obligations and duties outlined in the charter. All Committee members are expected to attend each meeting, in person or via telephone or videoconference.

Meeting agendas will be prepared for every meeting and provided to the Governance Committee members in advance of the scheduled meeting, along with the appropriate materials needed to make informed decisions. The Governance Committee shall act only on the affirmative vote of a majority of the members at a meeting or by consent of a majority of the members. Minutes of these meetings are to be recorded.

Reports

The Governance Committee shall:

- Report its actions and recommendations to the Directors at the next regular meeting of the Directors.
- Report to the Directors, at least annually, regarding any proposed changes to the governance charter or the governance guidelines.
- Provide a self-evaluation of the Governance Committee's functions on an annual basis.

Responsibilities

To accomplish the objectives of good governance and accountability, the governance committee has responsibilities related to: (a) the Corporation's Board of Directors; (b) evaluation of the Corporation's policies; and (c) other miscellaneous issues.

Relationship to the Authority's Directors

The Board of Directors have delegated to the Governance Committee the responsibility to review, develop, draft, revise or oversee policies and practices for which the Governance Committee has specific expertise, as follows:

- Develop the Corporation's governance practices. These practices should address transparency, independence, accountability, fiduciary responsibilities, and management oversight.
- Develop the competencies and personal attributes required of Members to assist those authorized to appoint members to the Corporation in identifying qualified individuals.

In addition, the governance committee shall:

- Develop and recommend to the Directors the number and structure of committees to be created by the Directors.
- Develop and provide recommendations to the Directors regarding Corporation Director education, including new Director orientation and regularly scheduled Corporation Director training to be obtained from state-approved trainers.
- Develop and provide recommendations to the Directors on performance evaluations, including coordination and oversight of such evaluations of the Directors, its committees and senior management in the Corporation's governance process.

Evaluation of the Corporation's Policies

The Governance Committee shall:

- Develop, review on a regular basis, and update as necessary the Corporation's code of ethics and written policies regarding conflicts of interest. Such code of ethics and policies shall be at least as stringent as the laws, rules, regulations and policies applicable to state officers and employees.
- Develop and recommend to the Directors any required revisions to the Corporation's written policies regarding the protection of whistleblowers from retaliation.
- Develop and recommend to the Directors any required revisions to the Corporation's equal opportunity and affirmative action policies.
- Develop and recommend to the Directors any required updates on the Corporation's written policies regarding procurement of goods and services, including policies relating to the disclosure of persons who attempt to influence the Corporation's procurement process.
- Develop and recommend to the Directors any required updates on the Corporation's written policies regarding the disposition of real and personal property.

- Develop and recommend to the Directors any other policies or documents relating to the governance of the Corporation, including rules and procedures for conducting the business of the Corporation's Directors, such as the Corporation's by-laws. The Governance Committee will oversee the implementation and effectiveness of the by-laws and other governance documents and recommend modifications as needed.

Other Responsibilities

The Governance Committee shall:

- Review on an annual basis the Contract between Onondaga County and the Onondaga Civic Development Corporation.

Annually review, assess and make necessary changes to the Governance Committee charter and provide a self-evaluation of the Governance Committee.