

## **Buffalo Urban Development Corporation**

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### **Audit & Finance Committee Meeting Friday – July 7<sup>th</sup>, 2017 – 12:00 Noon BUDC Offices, 4<sup>th</sup> Floor, 95 Perry**

#### **Agenda**

1. Approval of Minutes of June 23, 2017 Meeting *(Action) (Enclosure)*
2. 683 Northland – Historic Rehabilitation and New Market Tax Credit Financing *(Recommendation)*
3. Amended & Restated Audit & Finance Committee Charter *(Information) (Enclosure)*
4. 683 Northland – Construction Bridge Loan Update *(Information)*
5. 683 Northland – Gilbane Guaranteed Maximum Price (GMP) Update *(Information)*
6. Northland Beltline – CDBG Funding Update *(Information)*
7. Northland Beltline – Restore New York Funding Update *(Information)*
8. Northland Beltline - ESD Funding Update *(Information)*
9. BBRP/BUDC Loan Program Update *(Information) (Enclosure)*
10. Regionally Significant Project (RSP) Fund Update *(Information) (Enclosure)*
11. Buffalo Brownfield Redevelopment Fund (BBRF) Update *(Information) (Enclosure)*
12. Adjournment *(Action)*

**Minutes of the  
Audit & Finance Committee Meeting  
Buffalo Urban Development Corporation  
95 Perry Street  
Buffalo, New York 14203  
June 23, 2017  
12:00 P.M.**

**Call to Order:**

**Committee Members Present:**

James W. Comerford  
Dennis M. Penman (Committee Chair)

**Committee Members Absent:**

David J. Nasca

**Officers Present:**

Peter M. Cammarata, President  
David A. Stebbins, Executive Vice President  
Brandye Merriweather, Vice President  
Mollie M. Profic, Treasurer  
Bradley Bach, Assistant Treasurer

**Others Present:** Dawn Boudreau, ECIDA; and Carrie A. Hocieniec, ECIDA.

**Roll Call:** The roll of the Committee members was called at 12:15 p.m. and a quorum was determined to be present.

- 1.0 Approval of Minutes of the March 14, 2017 Meeting** – The minutes of the March 14, 2017 meeting of the Audit & Finance Committee were presented. Mr. Comerford made a motion to approve the meeting minutes. The motion was seconded by Mr. Penman and unanimously carried.
- 2.0 683 Northland PLA/Community Workforce Agreement** – Mr. Cammarata reviewed with the Committee a draft memorandum that will be presented at Tuesday's Board meeting regarding the Project Labor Agreement (PLA) and Community Workforce Agreement (CWA) with the Buffalo Building and Construction Trades Council for the construction of the WNY Workforce Training Center at 683 Northland. Mr. Cammarata outlined the key features of the PLA and the CWA. He noted that the CWA represents a significant achievement for the project in terms of expanding contracting and employment opportunities for M/WBE firms and neighborhood residents. The Committee discussed the PLA and CWA. Following the discussion, Mr. Comerford made a motion to recommend that the Board of Directors ratify and approve the PLA and CWA with the Buffalo Building and Construction Trades Council for the construction of the WNY Workforce Training Center at 683 Northland. The motion was seconded by Mr. Penman and unanimously carried.
- 3.0 Audit & Finance Committee Charter Revisions** – Mr. Cammarata reported on additional proposed changes made to the Audit & Finance Committee Charter relating to finance and budgeting functions and responsibilities. After a discussion regarding the proposed changes, Mr. Comerford made a motion to recommend that the Board of Directors adopt the amended and restated Audit & Finance Committee Charter with the additional changes. The motion was seconded by Mr. Penman and unanimously carried.

- 4.0 **SEP Payment Process Changes Memo** – Ms. Profic reviewed with the Committee her March 31, 2017 memorandum regarding administrative changes to the Simplified Employee Pension (SEP) program. Contributions will be made to SEP accounts on a quarterly basis.
- 5.0 **Form 990 Update** - Ms. Profic reported on a minor revision that was made to the 2016 Form 990 relating to the reporting of BUDC LLCs as disregarded entities for tax purposes. She noted that Board members were offered the opportunity to review and comment on the draft Form 990 prior to it being filed with the Internal Revenue Service.
- 6.0 **683 Northland – Construction Bridge Loan Update** – Mr. Stebbins reported that KeyBank has requested a cash flow schedule for the project as part of its preparation of a formal commitment letter for the bridge loan. It is anticipated that the commitment letter will be issued soon.
- 7.0 **683 Northland – Rehabilitation Tax Credit Financing Update** – Mr. Stebbins updated the Committee regarding a recent conference call with the tax credits consulting team and the progress that has been made with respect to attracting tax credits investors to the project. Mark Stebbins and Tim Favaro will attend the Board meeting on Tuesday, June 27<sup>th</sup> to update the Board regarding the tax credits process.
- 8.0 **683 Northland – Gilbane Guaranteed Maximum Price (GMP) Update** – Mr. Stebbins reported that two additional early bid packages were reviewed by the Real Estate Committee and recommended for approval. Gilbane is working on its calculation of the guaranteed maximum price (GMP) for the project. The GMP will be subject to Committee review and Board approval.
- 9.0 **Northland Beltline – CDBG Funding Update** - Mr. Cammarata updated the Committee regarding the submission of reimbursement requests for project costs that are eligible to be paid for under the CDBG agreement with the City of Buffalo. Three reimbursement requests have been submitted to date and are being reviewed by the City's audit department.
- 10.0 **Northland Beltline – Restore New York Update** – Mr. Stebbins presented a brief update regarding the Restore New York grant.
- 11.0 **Northland Beltline – ESD Funding Update** – Mr. Cammarata presented a brief update regarding ESD grant funding for the project.
- 12.0 **BBRP/BUDC Loan Program Update** – Ms. Merriweather presented a brief report regarding the BBRP Loan Program. Responses to the request for proposals for the BBRP Loan Program are due on Friday, June 30<sup>th</sup>. BUDC has received three proposals to date, and there are several others that may be submitted before the deadline. Ms. Merriweather also informed the Committee that the BBRP loan for the Alexander Apartments project closed last month.
- 13.0 **Adjournment** – There being no further business to come before the Audit & Finance Committee, upon motion made by Mr. Comerford, seconded by Mr. Penman and unanimously carried, the June 23, 2017 meeting of the Audit & Finance Committee was adjourned at 12:55 p.m.

Respectfully submitted,



David A. Stebbins  
Secretary of the Meeting

# **BUFFALO URBAN DEVELOPMENT CORPORATION**

## **AMENDED AND RESTATED AUDIT AND FINANCE COMMITTEE CHARTER**

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The Board of Directors of Buffalo Urban Development Corporation (the "Corporation") hereby adopts this Amended and Restated Audit and Finance Committee Charter ("Charter") of the Corporation as of the Effective Date set forth herein.

### **ARTICLE I**

#### **Purpose**

The purpose of the Audit and Finance Committee (the "Audit Committee") shall be to: (1) assure that the Corporation's Board of Directors (the "Board") fulfills its responsibilities for the Corporation's internal and external audit process, the financial reporting process and the system of risk assessment and internal controls over financial reporting; (2) provide an avenue of communication between management, the independent auditors and the Board; (3) oversee the Corporation's capital requirements and its acquisition, management and repayment of debt, and to recommend policies concerning the same; and (4) review and make recommendations regarding budgetary matters.

### **ARTICLE II**

#### **Powers**

The Audit Committee shall have the power to: (1) conduct or authorize investigations into any matters within its scope of responsibility; (2) seek any information it requires from Corporation employees, all of whom should be directed by the Board to cooperate with the Audit Committee's requests; and (3) meet with Corporation staff, independent auditors, experts, other advisors or Corporation counsel, as the Audit Committee may deem appropriate. The Board shall ensure that the Audit Committee has sufficient resources to carry out its duties under this Charter.

### **ARTICLE III**

#### **Composition of the Audit and Finance Committee**

A. The Audit Committee shall be appointed by the Board and shall be comprised of not less than three (3) independent members, who shall constitute a majority of the Committee. In the event that the Board has less than three (3) independent members, the Board may appoint non-independent members to the Audit Committee so long as the independent members constitute a majority of the Committee. The term "independent member," as defined in Section 2825 of the New York Public Authorities Law, shall mean a member who: (i) is not, and in the past two years

has not been, employed by the Corporation or an affiliate in an executive capacity; (ii) is not, and in the past two years has not been, employed by an entity that received remuneration valued at more than Fifteen Thousand Dollars for goods and services provided to the Corporation or received any other form of financial assistance valued at more than Fifteen Thousand Dollars from the Corporation; (iii) is not a relative of an executive officer or employee in an executive position of the Corporation or an affiliate; and (iv) is not, and in the past two 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 an affiliate of the Corporation.

B. Appointees to the Audit Committee are required to possess the necessary skills to understand the duties and functions of the Audit Committee and be familiar with corporate financial and accounting practices. The Board shall designate one member of the Audit Committee to serve as Chair of the Audit Committee. Each member of the Audit Committee shall serve for a term of one (1) year and until his or her successor shall be appointed and qualified.

#### **ARTICLE IV** **Committee Meetings**

A. The Audit Committee will meet at least annually and as frequently as may be necessary or appropriate in order to fulfill the functions outlined in this Charter. The Audit Committee may invite other individuals, such as staff members, auditors or other technical experts to attend meetings and provide pertinent information, as necessary.

B. Meeting notices will be prepared for each meeting and provided to Audit Committee members by electronic or regular mail at least five (5) days in advance of the scheduled meeting. Meetings shall be held in compliance with the requirements of the Open Meetings Law. Agenda materials will be provided in advance of each meeting. A quorum of the Audit Committee shall consist of a majority of the members then serving on the Audit Committee. The affirmative vote of a majority of the members then serving on the Audit Committee shall constitute an act of the Audit Committee. Minutes of the Committee meetings shall be recorded by the Secretary or, in his or her absence, an Assistant Secretary or any other person designated as secretary of the meeting by the Chair of the Audit Committee.

#### **ARTICLE V** **Committee Responsibilities**

The Board has delegated responsibilities to the Audit Committee in furtherance of the committee's purposes. Those responsibilities include the following:

A. **Independent Auditors and Financial Statements**

The Audit Committee shall:

(i) Recommend to the Board the appointment of independent auditors, establish the compensation to be paid to the auditors retained by the Corporation, pre-approve all audit services provided by the independent auditor and provide oversight of the audit services provided by the independent auditor.

(ii) Engage independent auditors to provide permitted audit services, consistent with and in accordance with the procurement policy of the Corporation. The Corporation's independent auditor shall be prohibited from providing non-audit services unless having received previous written approval from the Audit Committee. Non-audit services include tasks that directly support the Corporation's operations, such as (a) bookkeeping or other services related to the accounting records or financial statements of the Corporation; (b) financial information systems design and implementation; (c) appraisal or valuation services, fairness opinions, or contribution-in-kind reports; (d) actuarial services; (e) internal audit outsourcing services; (f) management functions or human resource services; (g) broker or dealer, investment advisor, or investment banking services; and (h) legal services and expert services unrelated to the audit function.

(iii) Review and approve the Corporation's audited financial statements, associated management letter and all other auditor communications.

(iv) 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 of the Corporation.

(v) Meet with the Corporation's independent auditor at least annually to discuss the financial statements of the Corporation, and on an as-needed basis to discuss any significant issues that may have arisen during the course of the audit.

(vi) 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 actions taken by management on the independent accountants' and auditors' suggestions for correcting weaknesses, if any, in the Corporation's internal controls, regulatory compliance, organizational structure and operations, and if applicable, any weaknesses noted.

#### C. Special Investigations

The Audit Committee shall:

(i) 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 directors, officers or employees of the Corporation or any persons having business dealings with the Corporation or breaches of internal control.

(ii) Develop procedures for the receipt, retention, investigation and/or referral of complaints concerning accounting, internal controls and auditing.

(iii) Request and oversee special investigations as needed and/or refer specific issues to the Board or appropriate committee of the Board for further investigation.

D. Annual Budget

The Audit Committee shall:

(i) Review the Corporation's proposed annual operating budget as presented by Corporation management for the upcoming fiscal year.

(ii) Recommend the annual budget to the Board for approval after incorporating any modifications the Audit Committee deems appropriate.

(iii) Make recommendations to the Board regarding transfers of money under the budget, if requested by the Board.

E. Capitalization, Financial and Procurement Requirements

The Audit Committee shall:

(i) Assess the financial requirements of the Corporation's capital plans. The assessment is to include current and future capital needs, a justification of why such capital expenditures are required and a review and explanation of funding sources for capital projects such as grants, bank loans and existing cash reserves.

(ii) Review the financial aspects of the Corporation's proposed projects, major transactions, significant expenditures, new programs and services, as well as proposals to discontinue programs and services, and make recommendations to the Board based on such reviews.

(iii) Review and recommend changes to the Corporation's procurement policy, including thresholds for procuring commodities, equipment, goods or services with or without written requests for proposals.

(iv) Review proposals for financing the Corporation's capital expenditures and other business ventures, and make recommendations to the Board concerning such proposals and the level and nature of debt that may be acquired by the Corporation. In connection with such reviews, the Audit Committee shall consider such information as it determines to be consistent with prudent borrowing practices, including, without limitation, the ability of the Corporation to generate cash flow to support its debt obligations and other cash flow needs.

(v) Review the Corporation's existing loan agreements and other debt facilities, and make recommendations for repayment, consolidation and refinancing, if appropriate.

(vi) When requested by the Board, make recommendations to the Board concerning criteria that should govern the Corporation's financings.

(vii) Review, at least annually, the Corporation's insurance policies and liability coverage, and make recommendations regarding changes to each, if appropriate.

F. Other Responsibilities

The Audit Committee shall:

(i) Obtain information and training needed to enhance the Audit Committee members' understanding of the role of the independent auditor, the risk management process, internal controls, budgeting, capitalization requirements, debt acquisition and an appropriate level of familiarity in financial reporting standards and processes.

(ii) Review this Charter annually, reassess its adequacy and recommend to the Board any proposed changes. This Charter shall be updated as applicable laws, regulations, accounting and auditing standards change.

(iii) Conduct an annual self-evaluation of its performance, including the effectiveness of the Committee, its compliance with this Charter, and how it has discharged its duties and met its responsibilities as outlined herein.

**ARTICLE VI**  
**Committee Reports**

The Audit Committee shall:

A. Report its actions and recommendations to the Board at each regular meeting of the Board following a meeting of the Audit Committee and when otherwise requested by the Board.

B. At the Board's request, report to the Board regarding the status of and the Audit Committee's recommendations for the Corporation's proposed and existing borrowing arrangements and other debt facilities.

C. Report to the Board on a periodic basis, at least annually, the findings of its independent auditors. These reports shall include careful consideration of the actions taken by management on the independent auditors' suggestions for correcting weaknesses, if any, in the Corporation's internal controls, regulatory compliance, organizational structure and operations. These reports may include the adequacy of the audit effort by the Corporation's independent auditors, the financial and regulatory compliance reporting decisions of management, the adequacy



of disclosure of information essential to a fair presentation of the financial affairs and regulatory compliance efforts of the Corporation, and the organization and quality of the Corporation's system of management and internal accounting controls.

D. Report to the Board, at least annually, regarding any proposed changes to this Charter.

**ARTICLE VII**  
**Amendments**

This Charter shall be effective upon the affirmative vote of the Board of Directors of the Corporation and may be amended upon affirmative vote of a majority of the Board of Directors of the Corporation.

Effective Date: April 7, 2009  
Amended: March 2, 2010  
Re-adopted: March 26, 2013  
Re-adopted: March 14, 2014  
Re-adopted: March 31, 2015  
Re-adopted: March 29, 2016  
Re-adopted: March 28, 2017  
Amended and Restated: \_\_\_\_\_, 2017

**BUDC**  
**Downtown Loan Fund Analysis**  
**For the Year Ended December 31, 2017**

<u>Description</u>	<u>Downtown Loan Fund*</u>	
	<u>Amount</u>	<u>Balance</u>
5/31/2017 balance:		\$ 602,922
June-December 2017 interest:	\$ 48,125	651,047
Alexandre apartments:	(375,000)	276,047
Monies held in imprest account by City:	\$ 1,000,000	<u>1,276,047</u>
<b>Estimated uncommitted funds:</b>		<u><u>\$ 1,276,047</u></u>

\*Account currently receives \$6,875 in monthly interest payments on two outstanding loans.

**BUDC**  
**RSP Fund Analysis**  
**For the Year Ended December 31, 2017**

<u>Description</u>	<u>RSP</u>	
	<u>Amount</u>	<u>Balance</u>
5/31/2017 balance:		\$ 106,735
June-December 2017 interest: \$	35	106,770
Estimated 2017 revenues (net of remittances):	18,039	124,809
<b><u>Revenues:</u></b>		
Estimated 2018 revenues (net of remittances):	18,039 *	142,848
<b><u>Tenant space assessments:</u></b>		
Buffalo Manufacturing Works:	(12,800)	130,048
Buffalo Employment Training Center/BPS Nurse's Aide Training Program:	(9,800)	130,048
		120,248
<b><u>Other:</u></b>		
ULI panel research and assessment of Central Terminal:	(15,000)	105,248
Estimated 2018-2019 interest: \$	120	105,368
		<hr/>
<b>Estimated uncommitted funds:</b>		<b><u><u>\$ 105,368</u></u></b>

\*Final year of Astronics/Luminescent PILOT.

**BUDC**  
**BBRF Fund Analysis**  
**For the Year Ended December 31, 2017**

<u>Description</u>	<u>BBRF</u>	
	<u>Amount</u>	<u>Balance</u>
5/31/2017 balance:		\$ 2,052,962
June-December 2017 interest: \$	1,225	2,054,187
Matching of Restore NY grant funds:	(505,371)	1,548,816
1669 Fillmore remediation costs:	(52,900)	1,495,916
Estimated 2017 revenues (net of remittances):	390,000	1,885,916
<b><u>Revenues:</u></b>		
Estimated 2018 revenues (net of remittances):	442,000	2,327,916
Estimated 2019 revenues (net of remittances):	436,000 *	2,763,916
Estimated 2020 revenues (net of remittances):	274,000 **	3,037,916
Estimated 2018-2020 interest: \$	6,300	3,044,216
		<hr/>
	<b>Estimated uncommitted funds:</b>	<b>\$ 3,044,216</b>
		<hr/>
<b>2016 reimbursements due from BBRF:</b>	<b>\$ 337,796</b>	
<b>2015 reimbursements due from BBRF:</b>	<b>\$ 332,566</b>	
<b>2014 reimbursements due from BBRF:</b>	<b>\$ 175,126</b>	

\*Final year of pilot incregement financing (PIF) agreement with CertainTeed.

\*\*Final year of IPF agreements with Cobey and Sonwil.