

## MISSION STATEMENT

As of October 12, 2011

### I. BACKGROUND:

Pursuant to Chapter 506 of the Laws of 2009, known as the Public Authorities Reform Act of 2009 ("PARA"), which added a new Section 2824-a in Public Authorities Law ("PAL") of the State of New York (the "State"), state and local public authorities are required to develop and adopt a mission statement and related performance measures to assist the authority to determine how well it is carrying out its mission. For local authorities, as defined within PAL Section 2, this Mission Statement and the related Performance Measures are to be filed with the New York State Authority Budget Office ("ABO").

NIAGARA AREA DEVELOPMENT CORPORATION (hereinafter called "NADC") was created under Section 1411 of the Not-For-Profit Corporation Laws of the State of New York and constitutes a "Local Authority" as defined by PAL Section 2 and therefore is subject to the transparency, compliance and reporting requirements established pursuant to PARA and the Public Authorities Accountability Act of 2005 ("PAAA").

Pursuant to the Act, the purposes of the NADC shall be to:

- (a) To foster the creation, retention and expansion of jobs and economic opportunities for the benefit of Niagara County, New York State and local economies;
- (b) To construct, acquire, rehabilitate and improve for use by others, facilities in the territory in which its operations are principally to be conducted, to assist financially in such construction, acquisition, rehabilitation and improvement, to maintain and/or lease such facilities on its behalf or for others in such territory; to disseminate information and furnish advice, technical assistance and liaison with federal, state and local authorities with respect thereto;
- (c) To acquire by purchase, lease, gift, bequest, devise or otherwise real or personal property or interests therein;
- (d) To apply for loans and borrow money without limit as to amount; to make, draw, accept, endorse, execute and issue negotiable bonds, debentures, notes and other obligations therefore;
- (e) To sell, lease, mortgage or otherwise dispose of or encumber any such facilities or any of its real or personal property or any interest therein upon such terms as it may determine;
- (f) To enter into covenants and agreements and to comply with all the terms, conditions and provisions thereof, and otherwise to carry out its corporate purposes and to foster and

encourage the location or expansion of facilities and related businesses in the territory in which the operations of the NADC are principally to be conducted;

(g) To apply for and make grants and loans and to execute any and all documents necessary in connection therewith;

(h) To do any other act or thing incidental to or connected with the foregoing purpose or in advancement thereof, but not for the pecuniary profit or financial gain of its members, directors, officers or any private person; and

(i) In general, to perform any and all acts and things, and exercise any and all powers which may now or hereafter be lawful for the NADC to do or exercise under and pursuant to the laws of the State of New York for the purpose of accomplishing any of the foregoing purposes of the NADC.

The Members of the NADC are appointed by the Governing Body of the County of Niagara. Pursuant to and in accordance with the Act, the NADC has adopted By-laws governing the actions and activities of the Members of the NADC, along with agency officers and employees. In accordance with the Act, PAAA and PARA, the NADC has further adopted and complies with the following corporate policies (collectively, the "NADC Policies"):

(a) Agency Compensation, Reimbursement and Attendance Policy;

(b) Agency Code of Ethics;

(c) Agency Whistleblower Policy;

(d) Agency Investment Policy;

(e) Agency Travel Policy;

(f) Agency Procurement Policy;

(g) Agency Defense and Indemnification Policy;

(h) Property Disposition Guidelines;

(i) Audit/Finance Committee Charter; and

(j) Governance Committee Charter.

## II. CORPORATION MISSION STATEMENT

The NADC was established pursuant to the Act with purposes and powers and the NADC's Mission including, but are not limited to, the lessening of the burdens of government by undertaking and promoting economic development initiatives in the Niagara County, New York area that will include real estate leasing, acquisition, development and management, real estate project finance, and other community-based economic development activities permissible under the Not-For-Profit Corporation Law. In addition, and in doing so, the NADC shall adhere to its adopted policies and applicable statutory requirements, including PAAA, PARA, OML, FOIL, and SEQRA. Further, and in accordance with GML Section 926-o, the NADC shall take into consideration the local zoning and planning regulations as well as the regional and local comprehensive land use plans.

The NADC's goals include continued compliance with current obligations and responsibilities associated with ongoing projects and programs, in addition to identifying new projects and programs that will achieve the NADC's purposes and Mission. In furtherance of these stated goals, the Agency will endeavor to comply with all applicable provisions of the Act, PAAA and PARA. With these stated goals established, the NADC's values are to maintain the highest ethical standards applicable to public officials and public benefit corporations.

### III. ANNUAL PERFORMANCE REVIEW MEASURES

The NADC shall annually review this Mission Statement and identify whether the NADC (i) continues to meet its stated mission, goals and values; (ii) can quantify measures of improvement to better meet its stated mission, goals and values; (iii) can become more effective and efficient; and (iv) is meeting the interests of the NADC and the County.

In furtherance of the foregoing Performance Measures, the NADC shall further undertake the following annual measures:

- 1) Assure that all current NADC Members have acknowledged that they have read and understood the mission of the NADC;
- 2) An annual review and affirmation of the NADC's membership, board, committee and management structure;
- 3) An annual review and affirmation of its policies, along with NADC appointment of Management of the NADC, along with articulation of the respective roles, goals and expectations of each.

**EXHIBIT A**

**NIAGARA AREA DEVELOPMENT CORPORATION**

**MEMBERS AND KEY PERSONNEL**

Chairperson	Henry M. Sloma
Vice Chairperson	Michael W. Tucker
Vice Chairperson	Stephen F. Brady
Secretary	Deanna Brennen
Assistant Secretary	Mark A. Onesi
Member	Patricia Dufour
Member	Gordon H. Fletcher
Member	Joseph C. Frain
Member	William J. Bradberry
Executive Director	Samuel M. Ferraro