

---

NIAGARA FRONTIER TRANSPORTATION AUTHORITY

Committee Meeting

September 23, 2021

---

Transcript of Video Recording

of Proceedings held at NIAGARA FRONTIER TRANSPORTATION  
AUTHORITY, 181 Ellicott Street, Buffalo, New York,  
stenographically transcribed by VALERIE A. ROSATI, Notary  
Public.

1           MEMBERS IN THE BOARDROOM:

2           Sister Denise Roche (Chair)  
3           Commissioner Adam Perry  
4           Commissioner Jennifer Persico  
5           Kimberley Minkel (Executive Director)  
6           David State (General Counsel)  
7           John Cox (Chief Financial Officer)  
8           William Vanecek (Director, Aviation)  
9           Tom George (Director, Public Transit)  
10          Helen Tederous (Director, Public Affairs)  
11          John Schaefer (Director, Engineering)  
12          Karen Novo (Director, Human Resources)  
13          Darren Kempner (Manager, Government Affairs)  
14          Robert Jones (Manager, Service Planning)  
15          Susan Ohol (Admin. Assistant to Director of  
16           Public Transit)  
17          Christopher Ruminski (Manager, Financial  
18           Planning & Analysis)  
19          Patrick Dalton (Director, Internal Audit &  
20           Corporate Compliance)

21           MEMBERS ON THE PHONE:

22          Commissioner Joan Aul  
23          Commissioner Anthony Baynes  
24          Commissioner Rev. Mark Blue  
25          Commissioner Margo Downey  
26          Commissioner Michael Hughes  
27          Commissioner Philip Wilcox  
28          Steven Duquette (Chief Information Officer)  
29          Mark Pereira (Procurement Manager)  
30          George Gast (Chief, TAPD)  
31          Mary Perla (Senior Counsel)  
32          Steve Davies (Project for Public Spaces)  
33          Sam Savarino (Savarino Companies)

34          CHAIR SISTER ROCHE: Welcome all. We're sorry for  
35          the brief setback we had today because we have a

1 very full day of meetings and lots of exciting  
2 and interesting ideas to discuss. We're going to  
3 begin now with the combined committee meetings,  
4 and we're going start with Patrick Dalton who  
5 will give us an update on the audit status and  
6 the corporate compliance update.

7 MR. DALTON: Good morning, commissioners. I'd like  
8 to go over the audit status report for the month  
9 of September. Just a highlight. I'm going to  
10 highlight some of the important audits that we're  
11 doing. We have a lot of construction projects  
12 going on, and we're going to be auditing a lot of  
13 the cost plus fixed fee engineering type  
14 contracts. So you'll see five audits that we're  
15 working on that are construction monitoring  
16 services as well as design support services.

17 The primary purpose of those five audits  
18 will be auditing the labor on the overhead costs  
19 charged to the NFTA on these projects. So we'll  
20 be looking at payroll registers and any final  
21 audited overhead rates from their CPA group and  
22 then we'll make the audit and testing thereof.  
23 So we're in various stages of completion, so once

1 we get those wrapped up, you'll be seeing those  
2 audit reports in your e-mail.

3 On the bottom of the first page, there's an  
4 audit called ALD Development Corporation. That's  
5 the build-out of the club at the BNIA. They  
6 promised -- we didn't focus on the revenues  
7 because we all know what happened with COVID.  
8 What we did focus in on is on the promise of  
9 investing one point six million dollars into the  
10 build-out of that facility. So what we did is we  
11 audited the costs associated with that to make  
12 sure that they are applicable to the BNIA and as  
13 well as in accordance with the contract terms.  
14 They've got about one point three million dollars  
15 completed now and they have about three hundred  
16 thousand yet to be done. They have until the end  
17 of the (inaudible) year to complete that  
18 build-out. That was a good audit to do. They  
19 are in compliance with the terms of the  
20 agreement. You'll be seeing that audit report  
21 shortly. As well as on the revenue side, we do  
22 get in a minimum annual guarantee of about a  
23 hundred and forty thousand dollars a year and

1           they are current, so it's a good audit.

2           And on the second page the report, I just  
3           want to highlight one audit on DAL Global  
4           Services. They provide ground services at the  
5           BNIA. And I'm fairly focused on Delta Airlines  
6           as well as the other commercial carriers. We  
7           have five percent of the gross revenues from that  
8           contract, so we will be focusing on what revenues  
9           that have been reported to ensure that all the  
10          revenues are reported to the NFTA so we get our  
11          five percent.

12          And, finally, on the very last page of the  
13          report, we have the corporate compliance item.  
14          That's a big report that we do. It's called the  
15          NTD report. It's the National Transit Database  
16          report. It's a federal requirement. We provide  
17          them a lot of financial and operating data, and  
18          that serves as a basis for our formula funding on  
19          the federal level. That's how they calculate our  
20          formula funding on a federal level for Metro. So  
21          that's a very important report that's due at the  
22          end of October. So that is ongoing as we gather  
23          that information so we can input it into the

1 federal database.

2 And that wraps up the audit status report.  
3 In the meantime, we are still working on our  
4 internal control testing over financial reporting  
5 in the background while we do these other audits  
6 as well. So that is the audit status report for  
7 the month of September. If there's any  
8 questions, I'd be happy to answer.

9 CHAIR SISTER ROCHE: Any questions for Patrick?

10 MR. DALTON: Thank you.

11 CHAIR SISTER ROCHE: Thank you very much, Patrick.

12 And now for the financial performance, and  
13 I'm going to ask Chris Ruminski to take us  
14 through.

15 MR. RUMINSKI: Good morning, commissioners. The  
16 financial performance for August and year to date  
17 through August. For the month of August, we had  
18 an overall positive favorable budget variance of  
19 two point nine million dollars. This is the  
20 result of higher than budgeted operating  
21 revenues, and that had a favorable variance of  
22 one point three million dollars. And that's  
23 related to Metro passenger fares being almost

1 three hundred thousand dollars favorable to  
2 budget and BNIA concessions and commissions  
3 revenue was eight hundred and eighty thousand  
4 dollars favorable to budget, and that's as  
5 enplanements at the Buffalo airport were  
6 sixty-five percent higher than our forecasts for  
7 the month.

8 Also, we had higher than budgeted operating  
9 assistance which led to a favorable variance of  
10 one point two million dollars. Three hundred and  
11 fifteen thousand of that favorable variance is  
12 STOA, and eight hundred and sixty-five thousand  
13 is the mortgage and sales tax revenue higher than  
14 we had anticipated for the month. We also had a  
15 favorable budget variance on operating expenses.  
16 This includes a one point two million dollar  
17 favorable personnel variance, two hundred and  
18 forty-six thousand dollar favorable variance for  
19 maintenance and repairs and it's offset a little  
20 bit by insurance and injuries being unfavorable  
21 by two hundred and ninety thousand dollars.

22 Are there any questions relating to the  
23 August performance?

1 CHAIR SISTER ROCHE: No questions.

2 MR. RUMINSKI: Year to date is a continuing trend of  
3 a positive performance. We had -- overall for  
4 the year through August, we have a favorable  
5 variance of fourteen million dollars. Operating  
6 revenues are four point six million dollars  
7 favorable to budget, again, due to higher  
8 concessions and commissions revenue at the BNIA  
9 as enplanement numbers have recovered much sooner  
10 than we had anticipated. Also, operating  
11 assistance is favorable to budget due to higher  
12 than anticipated mortgage and sales tax revenue  
13 and STOA revenue. And, also, operating expenses  
14 Authority-wide have been favorable to budget.

15 Breaking that down to the business center  
16 analysis. Our overall favorable variance is  
17 primarily related to BNIA and Metro. BNIA is  
18 three point three million dollars favorable  
19 overall, again, due to anticipated enplanements  
20 being -- or, lower than what they actually were,  
21 so we have a favorable budget due to that. So  
22 concessions and commission revenue is favorable.  
23 And also operating expenses have been favorable



1 to budget by two percent for the BNIA for the  
2 year to date.

3 And Metro is ten point two million dollars  
4 favorable to budget for the year due to positive  
5 variances in fare revenue, STOA, again, mortgage  
6 and sales tax revenue, as well as operating  
7 expenses being nine percent below budget for the  
8 year.

9 Are there any questions on the year-to-date  
10 performance or the business center analysis?

11 Finally, the cash management report. Total  
12 cash at the end of August was two hundred ten  
13 million dollars. That's forty-nine million  
14 dollars favorable to budget. This is primarily  
15 due to COVID relief funds that we have received  
16 but we have not recognized into revenue yet. We  
17 were able to apply for them and receive them, but  
18 they're not recognized as budget revenue yet.  
19 And, also, again, higher BNIA concessions,  
20 commissions, STOA, mortgage and sales tax revenue  
21 are leading to the favorable variance in our cash  
22 condition.

23 Are there any questions relating to the cash

1 management report for the month of August?

2 CHAIR SISTER ROCHE: We did very well. Thank you  
3 very much.

4 MR. RUMINSKI: It's been better than we had  
5 anticipated. We set up the budget, you know, to  
6 be conservative because we didn't know what was  
7 going to happen, and it's definitely exceeded our  
8 expectations. And you never know when that's  
9 going to slide the other way, so keep our fingers  
10 crossed that it keeps going positive for the rest  
11 of the year.

12 CHAIR SISTER ROCHE: That's good news. Thank you.  
13 Human resources. Karen Novo.

14 MS. NOVO: Thank you and good morning. So I just  
15 want to touch on -- in human resources right now,  
16 the biggest challenges and things that we're  
17 going through right now is jobs. Vacancies,  
18 jobs, hiring. So I just want to touch base on  
19 our slide one here, Authority openings. As you  
20 see, our biggest concern right now is mechanics.  
21 We have fifty-six mechanic open positions. We  
22 have operators of twenty-three. That number may  
23 seem low, but when you project over the next

1 couple years, we're looking at about forty  
2 employees that are eligible to retire. So  
3 operators are always going to be a concern.  
4 We've hired about twenty-five over this past  
5 year. Things are -- of operators, and about  
6 seven mechanics. Things are starting to pick up  
7 a little, but I don't want to be -- I'm trying to  
8 be optimistic, but as you see, everywhere  
9 everyone is looking for help, no matter if it's  
10 from restaurants to transit to wherever.

11 So the trades is very, very concerning right  
12 now. Thanks to Commissioner Tucker as well.  
13 We've been working with Northland Training  
14 Center, we've been working with Alfred, we've  
15 been working with BOCES, we've been working with  
16 the high schools now. We're trying to do  
17 everything we can to bring people in. We're  
18 going back to previous candidates who have  
19 applied over the last couple years. So we're  
20 doing different things.

21 So what are we doing? We're looking at,  
22 we're looking at testing, we're looking at how we  
23 evaluate when they're coming in for testing.

1 We're seeing how we can work through that, help  
2 employees get through the testing process. We're  
3 looking at referral programs for two things,  
4 retention for employees and for new hires coming  
5 in. So I know there's a lot of signing bonuses  
6 out there. We are looking at that as well. But,  
7 referral bonuses we thought we'd start with first  
8 to help with the retention as well. So that's in  
9 the mix right now, and we're hoping to start that  
10 in the next week or so.

11 Other things that we're doing. We started a  
12 QR code. We have that on all of our  
13 applications. As you see now, they've got the QR  
14 code, which is another thing that we started.  
15 It's like a business card. We're handing out  
16 business cards, a QR code. So just hit it with  
17 your phone and the applications come up. And  
18 every one of my staff has one of these -- has a  
19 bunch of these with them at all times.

20 These are the additional recruitment  
21 initiatives that we're doing on slide two. We're  
22 back with The Buffalo News. We're advertising  
23 with The Buffalo News. As I mentioned, the

1 continued evaluation of applicant testing that  
2 we're doing. The employee referral program.  
3 We're even going to look for part-time help.  
4 We're looking -- under the -- pursuant to the  
5 CBA, we do have restrictions and guidelines that  
6 we have to follow, but we're looking to see if  
7 anyone is looking for holidays and weekends, make  
8 extra money. We have a few internal candidates  
9 that are now interested, employees that have been  
10 operators or have their CDL and they want to work  
11 extra time because their time now is Monday  
12 through Friday.

13 COMMISSIONER PERRY: Is that going to generate an  
14 overtime cost?

15 MS. NOVO: For part-time?

16 COMMISSIONER PERRY: Well, you're saying that you're  
17 going to ask people if they want to pick up extra  
18 shifts.

19 MS. NOVO: Yes, it would. Because they would be  
20 working on top of their hours working now, yes.  
21 It would be including overtime for them.

22 COMMISSIONER PERRY: So occasionally when you have  
23 more activity and a greater need and maybe a

1       staff shortage, you have to have people work  
2       overtime.

3   MS. NOVO:    Yes.

4   COMMISSIONER PERRY:   Okay.

5   MS. MINKEL:   That's right.  But, you know, as Chris  
6       had reported, our personnel expense is nine  
7       percent below budget, so I think there's capacity  
8       there.

9   COMMISSIONER PERRY:   Yes.  Just to me it seems, you  
10       know, in any business, if you have a delicatessen  
11       or a transportation authority, when you have high  
12       demand and staffing issues, sometimes you incur  
13       overtime.

14  MS. NOVO:    Right.

15  COMMISSIONER PERRY:   Just a normal thing.

16  MS. NOVO:    Right.  And with the part-time, too, we  
17       are evaluating too.  We're trying to see how  
18       much -- how many applicants are interested.  
19       We're trying to generate information on that  
20       first, because this is -- it's a little  
21       challenging on the maintenance and operations as  
22       far as getting the part-time workers in, because  
23       sometimes part-time you're looking at, oh, can I

1       just work a couple days during the week, where,  
2       of course, we have the union and all that, so  
3       we're just getting some information on that.

4   COMMISSIONER PERRY:   Thank you.

5   MS. NOVO:   So these are some of the things that we're  
6       doing.   And because of the challenge that we've  
7       been having, of course with the COVID last year,  
8       we had a lot of virtual fairs, I'll call them,  
9       where now we're starting to get back into, you  
10      know, going to the Buffalo Urban Center, we're  
11      going to Veterans One-Stop, we're going to BOCES.  
12      We're going out there, we're generating as many  
13      fairs as we can get to.   We're doing our own  
14      fairs as well.   So we're trying every initiative  
15      we can to get out there and talk to people.   And  
16      we're on the phone every day, we have staff on  
17      the phone every day trying to recruit as many as  
18      we can.

19                So what are our challenges?   Our challenges  
20      are -- it's in the news every day.   Right?   So  
21      the school buses is a big -- the schools right  
22      now is all over the news and that's a big topic  
23      right now.   The skilled workers, that's an area

1 that's been challenges for the last few years.  
2 Trades. We've been looking at that. We were  
3 looking at possibly talking to the union -- well,  
4 we've been talking with the union, I'm sorry,  
5 about apprenticeship programs, bringing them in,  
6 mentoring. We're working very closely with Tom's  
7 team trying to find ways to -- how do we get  
8 employees in? Maybe we start them as, you know,  
9 internships and then move them into mechanic  
10 positions for the trade area. We're trying all  
11 different ways, thinking of different initiatives  
12 to move forward, and hopefully at some point our  
13 numbers won't be so high.

14 But right now everywhere you go is just --  
15 all the transit authorities are having the same  
16 issues, the schools are having the same issues.  
17 Even you look at all the, you know, car  
18 dealerships around the area, they're all help  
19 wanted, help wanted. So we're facing the same  
20 challenges as everybody else. So I just wanted  
21 to update the board where we are, what our  
22 initiatives are, what we have been doing and, you  
23 know, anything that we can do to try, we're going



1 to do it. Anything that comes to us, we will  
2 make every effort to see if we can hopefully  
3 make -- you know, get some more candidates  
4 onboard.

5 So that's my report. Any questions?

6 CHAIR SISTER ROCHE: Thank you, Karen.

7 And government affairs. Anything happening  
8 with the government?

9 MR. KEMPNER: Let's see. Thank you, Sister. So on  
10 August 10th of this year, the U.S. Senate passed  
11 the Infrastructure Investment and Jobs Act, which  
12 is a one point two trillion, five-year investment  
13 in roads, bridges, transit, airports, the things  
14 that we care about, as well as, as well as many  
15 other programs.

16 So the Act serves as a reauthorization for  
17 the transportation programs at the federal level  
18 for the next five years. It includes a new  
19 program for aviation, which is not usually in  
20 these types of packages. But, it also -- it does  
21 not include the member designated projects that  
22 I've talked to you about before that the House  
23 had included.

1           So I just want to review briefly public  
2 transit, aviation and some specific programs. So  
3 for public transit, the Act would increase the  
4 formula programs by thirty percent in the next  
5 federal fiscal year which starts in October. And  
6 that would, that would result in approximately a  
7 seven million dollar increase in federal funding  
8 programs to NFTA Metro in the next fiscal year.  
9 And then after that, the next four years of the  
10 Bill is about a two-percent increase annually in  
11 those programs.

12           For aviation, the Act creates a new airport  
13 investment program with twenty-five billion  
14 dollars over five years across the country. And  
15 those -- that program is a little bit broader  
16 than the traditional airport infrastructure  
17 program. It's kind of passenger facility charge  
18 eligible, which is broader and good for us. The  
19 only thing that it excludes is debt service. And  
20 there's also a new program for the airport -- for  
21 airport terminals, a new competitive grant  
22 program at the national level funded at one  
23 billion annually.

1           So you may recall Senator Schumer released  
2 estimates for this program a few, a few weeks  
3 back. It would result in approximately  
4 forty-five million dollars to the NFTA over the  
5 five years or about nine million dollars annually  
6 for Buffalo and Niagara Falls.

7           On the next slide, just a couple more  
8 programs. So the Act would double the capital  
9 investment grant program. This is the program  
10 that funds light rail, bus rapid transit  
11 expansions throughout the country. It would  
12 provide an additional two billion dollars  
13 annually for state of good repair and lower no  
14 emissions bus grants, one billion annually for a  
15 new national infrastructure project program. It  
16 would increase by about fifty percent the RAISE  
17 grants, formerly TIGER and BUILD programs, create  
18 a new program for Safe Streets to reduce  
19 automobile crashes, fatalities, especially for  
20 cyclists and pedestrians, and then also a hundred  
21 million annually for the Reconnecting Communities  
22 program. This was much talked about for highways  
23 that run through (inaudible) divide communities.

1           So all that said, this -- you may have  
2           heard, this is to be taken up by the House next  
3           week. Monday the 27th is the deadline that was  
4           agreed to. The picture on this is still unclear  
5           on timing. The Senate did pass it bipartisan,  
6           sixty-nine votes and thirty opposed, so there is  
7           certainly a bipartisan push behind this. But,  
8           with the budget reconciliation or soft  
9           infrastructure bill, the picture is still cloudy  
10          how this exactly proceeds in the near future.  
11          Without it, our transit programs are not  
12          reauthorized, so it certainly is a critical, a  
13          critical piece, but we'll probably know a little  
14          bit more next week, as usual.

15                 So if there aren't any questions, that  
16          concludes my report.

17 CHAIR SISTER ROCHE: Any questions for Darren?

18                 Okay. I'm going to call upon Joan Aul now  
19          who is going to give us a little update on the  
20          property committee and introduce the new section.  
21          Joan?

22 COMMISSIONER AUL: I'm here. Thank you, Sister.

23                 Good morning everyone. So we're excited for this

1 presentation to the board this morning on the  
2 latest update as we move forward with the  
3 DL and W terminal project. I can tell you before  
4 I hand it over to Darren that earlier this  
5 summer, from the board, Sister Denise, LaVonne,  
6 Phil and I, along with Kim and Darren and the  
7 team, met with Steve Davies and Sam Savarino to  
8 go over actually kind of a broader presentation  
9 than you're seeing today, which walked us through  
10 in detail the efforts to date on this project and  
11 then resulted in actually a pared-down version of  
12 that meeting in presentation for all of the board  
13 today through this committee structure.

14 So I think we would all agree we're starting  
15 to hear more and more on the DL and W project in  
16 the press, the media, and we want to make sure as  
17 we move forward today that we all share the same  
18 vision. And Sam and Steve have done a great job  
19 of getting us to this point, and it's really  
20 exciting to see this start to come to fruition.  
21 We certainly have a ways ahead of us, but I think  
22 hopefully we'll all be onboard and excited about  
23 the direction that this project is taking.

1           So thanks for your attention to this. There  
2 is a lot of information here that you can  
3 certainly read at your leisure after the  
4 presentation today. Clearly we'll be talking  
5 about this project for months and months to come,  
6 but it's exciting to see this start to develop  
7 into a true vision.

8           So with that, Darren, I will hand it over to  
9 you to introduce Steve and the Project for Public  
10 Spaces, and Sam as well.

11 MR. KEMPNER: Thanks, Joan. So I'll introduce Steve,  
12 who is going to go through the presentation, and  
13 then I'm going to ask Sam to jump in after.  
14 Steve Davies is co-founder of Project for Public  
15 Spaces. He has worked on projects across the  
16 world to invigorate -- reinvigorate public  
17 spaces, create great public spaces. He's also  
18 knowledgeable about the region as he spent some  
19 time at the Chautauqua Institution over the  
20 summer.

21           And you may all know Sam Savarino, our  
22 partner on the DL and W development project. He  
23 is a resident of the cobblestone district and

1           also has many projects in the district as well as  
2           the surrounding area and region as a developer.

3           So, Steve, can you go through a year-plus of  
4           work in about ten minutes?

5 MR. DAVIES: Yes. I'll give it a shot here, Darren.  
6           Thanks very much. I'm also excited to present  
7           the results of our six-month community visiting  
8           process which leads to a programming and design  
9           management framework to transform the DL and W  
10          terminal into a vital destination for Buffalo.  
11          We worked with -- very closely with Sam Savarino  
12          and Savarino Companies, who as you know was  
13          selected to have exclusive development rights for  
14          the vacant space on the ground and second levels  
15          of the former train shed, building on NFTA's  
16          fifty million dollar investment into the new rail  
17          station. We'd also like to acknowledge the  
18          active participation of the NFTA staff. The DL  
19          and W terminal was considered an innovative  
20          design.

21                 Next slide, please. The DL and W was  
22          considered an innovative design and engineering  
23          feat when it opened in 1917 because it was an

1 unusual two-level design, operable windows, steam  
2 ventilation shafts and abundant skylights.

3 Next. Though the skylights have been  
4 covered and the windows partially filled in to  
5 protect the building.

6 Please go back to the previous slide. The  
7 second level is still remarkably intact  
8 architecturally. The large outdoor deck is shown  
9 in the lower right. It's almost an acre in size.  
10 The slide at the left shows the penetration  
11 recently cut in the second floor, and you could  
12 see a view of the new station platform below from  
13 what will be a main entrance at that level.

14 Go back -- two slides forward, please. Next  
15 slide, please. While the DL and W terminal has  
16 been largely closed to public access, the area  
17 around the DL and W terminal has been transformed  
18 with new attractions, developments and other  
19 investments -- yes, stay on the map -- especially  
20 Canalside and the cobblestone district. We can  
21 certainly build on the momentum of these  
22 improvements.

23 Placemaking. I'll be talking a little bit



1           about placemaking. Placemaking is a  
2           collaborative process of people coming together  
3           to imagine and create great public spaces. The  
4           diagram at right summarizes some of the key  
5           attributes of what makes a great place.  
6           Successful places have a variety of uses and  
7           activities, they're safe, comfortable,  
8           attractive, are accessible and linked to their  
9           surroundings and are social places that attract a  
10          diverse range of people in a community.

11                       Next slide, please.

12 MR. KEMPNER: Steve, can you see the picture of  
13           Canalside?

14 MR. DAVIES: Yeah. There's a little bit of a delay  
15           on the process here.

16                       Our placemaking process a decade ago helped  
17           to launch the transformation of Canalside shown  
18           here.

19                       And the next slide should show a summary of  
20           our community engagement process. We conducted  
21           over twenty stakeholder interviews, hosted six  
22           focus groups with forty-five registered  
23           participants representing a diverse range of

1 backgrounds and organizations and received over  
2 nine hundred responses to our online survey.  
3 Community engagement will continue as the project  
4 further develops as we'll discuss.

5 From our placemaking process, we learned  
6 that the success of the DL and W terminal is  
7 dependent on its ability to be accessible,  
8 flexible, inclusive and multi-generational. The  
9 terminal needs to leave room for changing uses  
10 and activities in order to keep things  
11 interesting for visitors and create low barriers  
12 for new and evolving uses and activities. The  
13 programming of the terminal should act to  
14 intentionally attract diverse audiences, bridging  
15 differences and building cultural awareness and  
16 understanding. Uses and activities happening  
17 simultaneously for diverse groups will be  
18 important to building a strong community  
19 destination.

20 Other opportunities include integrating the  
21 rich railroad history and architectural heritage  
22 of the space, acting as a welcoming center for a  
23 growing number of attractions and trails that

1 exist in the area and providing a space that  
2 incubates and supports new and emerging artists  
3 and businesses to collaborate, create and sell.

4 Finally, the waterfront is also an important  
5 asset of the space, and stakeholders emphasize  
6 the need to make sure that visitors have both  
7 physical and visual access to it.

8 So we'll begin with the -- like the first  
9 aspect of the -- within the placemaking, access  
10 and linkages. The DL and W terminal is already a  
11 transportation hub in an area well served for  
12 people on foot, biking, taking public transit,  
13 boating and driving. We learned from our process  
14 that access really needs to be addressed, letting  
15 people know the space is there and how to get to  
16 it as well as designing it so that people with  
17 disabilities can easily use the space. NFTA's  
18 planned investments already will do much to meet  
19 this goal.

20 So we prepared this diagram to summarize how  
21 access will be improved to the second level of  
22 the terminal. Main entrances to the second level  
23 will be from Canalside, South Park Avenue, and

1 the new station platform. Those are the black  
2 dots. The area around the terminal needs to  
3 become more pedestrian oriented. Those are the  
4 dotted lines. And bicycles, shown in green  
5 lines, should connect to the terminal but be  
6 diverted away from the narrow riverfront  
7 promenade.

8 So one of the key aspects of these access  
9 improvements are the wide and expanded riverfront  
10 promenade that will connect the KeyBank Arena and  
11 Canalside, as shown in this rendering done by  
12 NFTA of the station looking from the Canalside  
13 area. And then as we move to South Park Avenue,  
14 as you know, a new entrance is being planned on  
15 that street as well which could also have a  
16 bridge to the KeyBank Arena. And this site, this  
17 location will serve people driving to the  
18 terminal and parking in one of the abundant lots  
19 along South Park Avenue.

20 So the next part of the placemaking diagram  
21 we'll talk about are uses and activities. And we  
22 also learned from our process what uses and  
23 activities are most likely to attract people to

1 the terminal. So we've prepared -- you know,  
2 based on the online survey, we were able to  
3 prepare a word cloud that showed the food and  
4 beverage markets and various forms of arts,  
5 culture and entertainment will be top attractors.

6 The development of the DL and W terminal  
7 will take place in phases. Following the  
8 completion of planned capital improvements that  
9 will be necessary to, you know, get actual  
10 physical access to the second floor to make the  
11 space usable for anything really. So the first  
12 phase is the initial activation. Years one and  
13 two will include lighter, quicker, cheaper  
14 placemaking and programming strategies that begin  
15 the process of returning the space to productive  
16 public use.

17 The second phase is scaling up the  
18 destination which will refine and expand upon the  
19 placemaking and programming strategies that prove  
20 to be successful in phase one and support  
21 emerging tenants and uses, and, finally,  
22 achieving the vision in about year five will  
23 signify the maturation of the DL and W terminal

1 as a dynamic, mixed-use transit-oriented  
2 development.

3 So based on our process, we also prepared  
4 another diagram that shows the great mix of uses  
5 that we anticipate on the second floor. The food  
6 and beverage is a very important use. That's  
7 shown in light blue, with adjacent public areas  
8 for gathering in orange. The green areas sort of  
9 to the right represent indoor and outdoor  
10 flexible event spaces. Stage areas shown in  
11 those little black boxes can be located indoor  
12 and outdoor in good weather. The shared  
13 workspace for the arts is shown in purple next to  
14 a welcome center at the heart of the terminal.  
15 And the shared-use commercial kitchen shown in  
16 red will be centrally located as well. And I'm  
17 going to talk about each of these specific uses  
18 now that you've seen the overall concept for the  
19 layout.

20 The first use I'll talk about is food and  
21 beverage. Food and beverage can evolve from some  
22 pop-up vending, very easy to do kinds of food  
23 events like shown in the upper left, to a mix of

1 bars, beer garden, cafes and permanent  
2 restaurants, like the Mercato Metropolitano in  
3 London shown at right. But it's important to  
4 note that the food and beverage is not just --  
5 it's not just for eating. There should be other  
6 activities as well. Food and beverage should be  
7 intermingled with spaces to lounge, play games  
8 and socialize with friends and family, places for  
9 kids to play, that kind of thing.

10 So we've begun to prepare some renderings of  
11 what the space might look like. And the first  
12 rendering shows --

13 Next slide, please. The first rendering  
14 gives a flavor for, you know, what the space  
15 might look like with the restored skylights and  
16 windows, and how that itself transforms the  
17 space.

18 The next slide again shows food kiosks green  
19 -- next slide, please. The skylight space will  
20 be animated with food kiosks, greenery, seating  
21 and other amenities.

22 Next, please. Yes. Please hold that. You  
23 see the food kiosk on the right and the various

1 other amenities.

2 The next space I'll talk about is the  
3 flexible event space that will be used to host  
4 performances, cultural festivals and private  
5 events. This slide shows similar uses for  
6 another project we worked on in the Flint Farmers  
7 Market. We've seen weddings and banquets and all  
8 kinds of activities here.

9 So a couple renderings of this space. It's  
10 really designed to be very flexible for almost  
11 any use and afford the opportunity to extend  
12 indoors and outdoors.

13 And the next rendering shows the outdoor  
14 terrace adjacent to this space in more detail.  
15 It's also flexible and, you know, provides  
16 expansive views of the Buffalo River.

17 So one of the important uses of this space  
18 as well will be markets and concerts. These  
19 markets can be -- have temporary stalls so that  
20 they can be removed when other events are taking  
21 place. In the upper right is a concert that's  
22 already happening in the cobblestone area.

23 And the next zone of the second floor will



1 be the shared work space for the arts. The  
2 vision for this is to gather Buffalo's painters,  
3 musicians, poets, dancers and creators into one  
4 big dynamic community at the DL and W terminal.

5 The welcome center will include an  
6 information desk, education and historical  
7 exhibits about the terminal as well as the  
8 waterfront and railroad.

9 A commercial kitchen will serve emerging  
10 food and beverage vendors that are using the  
11 various food and beverage attractions on the  
12 second floor. It can also be used for cooking  
13 classes and public events.

14 Next is the bicycle rental and repair.  
15 Bicycle rentals and uses will enhance the role of  
16 the terminal as a form of trail head for the  
17 entire state system, the Empire State Line, the  
18 Shoreline and all of these bicycle attractions  
19 that already exist in the area.

20 And the indoor and outdoor public spaces,  
21 finally, will integrate moveable tables and  
22 chairs, lounge seating, art, greenery,  
23 wayfinding, and other amenities that will be an

1 attraction in themselves.

2 So the next slide shows a rendering of the  
3 expansive deck with the concert stage that will  
4 have green space that is flexible for other  
5 activities as well.

6 Moving on. Many design principles and  
7 features are important to create a comfortable,  
8 social and well-loved public space. The first of  
9 these is the exterior of the terminal. The  
10 terminal today is fenced off and very uninviting.  
11 A dynamic exterior with greenery, banners, art  
12 displays and uses that can be seen from the  
13 street will make the exterior of the building far  
14 more inviting. And a rendering that has been  
15 prepared shows how opening up the facade and  
16 putting a terrace overlooking Canalside can  
17 externalize the energy of the interior spaces,  
18 just being able to see all the activity happening  
19 up there.

20 Temporary and permanent art should be  
21 integrated throughout the interior and exterior  
22 of the terminal. The lighting should be -- the  
23 terminal should be a beacon of light at night

1 further animating its exterior. Greenery located  
2 to still enable use of the large deck space.

3 Greenery --

4 Let's go to the next slide on greenery.  
5 Greenery located to still enable the use of the  
6 large deck space will make the exterior cooler in  
7 summer and more attractive.

8 Seating. Comfortable places to sit outside  
9 and inside will encourage social gathering and  
10 support food entrepreneurs. Here we go. Here's  
11 the seating. All different kinds of seating we  
12 envision for this space.

13 Signage and wayfinding. Iconic, large-scale  
14 signage is important to identify the DL and W  
15 terminal, as are smaller scale directional maps  
16 and wayfinding for visitors. And, finally, it  
17 should be flexible to have things going on  
18 year-round as it does already at Canalside.

19 The next slide. There's the year-round.

20 Let's move -- next slide -- to management  
21 and operations. The management and operations of  
22 the DL and W terminal will be critical to its  
23 success. The development and operation of the

1 DL and W terminal can be undertaken in a range of  
2 management forms, but the future of the  
3 management structure should really be a  
4 public/private partnership as shown in the  
5 diagram.

6 Next slide. The management structure should  
7 maintain public ownership of the facility while  
8 drawing on private sector skills for operations  
9 and management. It is also recommended that a  
10 nonprofit organization support the revitalization  
11 either in support roles such as fundraising  
12 and/or to operate specific components of the  
13 project, raising funds independently to support  
14 its work.

15 So that concludes kind of an overview of,  
16 you know, the findings of our work so far. The  
17 next steps in the placemaking process are sort of  
18 outlined on this slide. Community engagement is  
19 an ongoing part of the management operation of  
20 the terminal and it's really -- it's not been  
21 completed in this space by any stretch of the  
22 imagination. It should continue during the next  
23 phase of the placemaking process, where we want

1 to keep key stakeholders and partners engaged, do  
2 detailed planning and design for each key zone  
3 described in this presentation, developing the  
4 business plans and finding tenants and users for  
5 each, developing and refining the financial pro  
6 forma and management plan, creating an innovative  
7 public arts plan to infuse the arts into the  
8 project, and, finally, developing initial  
9 activations and a calendar for programming.

10 So, in closing, Jane Jacobs, a famed writer  
11 and observer of cities, once wrote, cities have  
12 the capability of providing something for  
13 everybody only because and only when they are  
14 created by everybody. I believe we have set the  
15 stage for this kind of development in the  
16 DL and W terminal and look forward to your  
17 questions.

18 MR. KEMPNER: Thank you, Steve. And thank you  
19 everyone for your patience and perseverance on  
20 the delayed slide advancement. I promise you I  
21 think the rest of the presentations are in the  
22 room.

23 So, Sam, could you -- Sam Savarino, if

1       you're on, could you speak briefly for a minute  
2       or two on the next steps in partnership with the  
3       NFTA on the project.

4   MR. SAVARINO:   Sure.   Be happy to, Darren.   I want to  
5       add, you know, the next step for us to go forward  
6       specifically would be to identify and scope out  
7       and budget out the improvements that need to be  
8       made to the structure itself, which were  
9       contemplated in our original proposal to the NFTA  
10       and probably would be described more in the  
11       nature of landlord improvements as separate and  
12       distinct from tenant improvements or leasehold  
13       improvements which would be our responsibility  
14       with our funding.

15                There's an awful lot of work that still has  
16       to be done over there, and that would include a  
17       lot of structural work that needs to be done on  
18       the building itself; the concrete decks, the  
19       upper deck, filling in the areas between the  
20       rail -- between the passenger platforms;  
21       providing truck access and a means to get rid of  
22       refuse in the facility; relocating the current  
23       NFTA Metro operation center which is up on the

1 second floor right now; and providing access and  
2 egress to the space. There is some access and  
3 egress contemplated with improvements that are  
4 going to happen to get the station activated, but  
5 it's certainly not sufficient for the public use  
6 that would have to happen over there.

7 How does that get funded? Well, we've had  
8 discussions with Darren and some NFTA staff about  
9 working together to identify sources of funding  
10 for that. And I won't go into a lot of detail on  
11 it. That's your province, not mine, but I would  
12 say that our discussions have given us reason for  
13 hope with regard to that and that there may be  
14 some avenues available to us that involve tax  
15 credits and other programs and that a  
16 public/private partnership might be available to  
17 us.

18 At the same time, as things come into focus,  
19 we're fine-tuning our modeling. At the end of  
20 all this, it's very good to identify what the  
21 perfect mix is, what the best use for that  
22 facility is, what will get people there, what  
23 benefits the community and what's good

1 transit-oriented development. It's another thing  
2 entirely to make sure that you're developing  
3 sufficient revenues so that it's successful,  
4 self-supporting and it generates enough revenue  
5 to repay the investment in there, and that's what  
6 we do as business people looking at that too and  
7 events management. So those are the next steps  
8 that we're engaging in and we're already starting  
9 on that right now.

10 MR. KEMPNER: Thanks, Sam.

11 MR. SAVARINO: While I mention that, when you're  
12 talking about improvements to the premises, one  
13 of the things that, you know, became evident to  
14 us, maybe we should have known this, but that  
15 bush train shed, which is really what that  
16 structure is, which was separate and distinct  
17 from its design, who designed it and how it was  
18 added on to the historic terminal station that  
19 was there, was designed to be a great public  
20 space from the skylights above to the glass on  
21 the side, even the ventilation systems, and made  
22 to be on a more human scale than other train  
23 stations had been designed to do. And part of



1        what we want to do here is to bring that great  
2        public space back to its original look, its  
3        original form. That's a large component of what  
4        we're doing, and it will be a very impressive  
5        public space.

6        MS. MINKEL: Great. Thank you, Sam. Thank you,  
7        Steve. Excellent presentation. Thank you for  
8        being such great partners. We are very excited  
9        about this project and opening the space back up  
10       to the public and giving them access to what has  
11       been shuttered for decades. But hearing from the  
12       community, seeing the vision laid out is  
13       incredibly exciting for all of us here. This was  
14       a necessary first step. We needed to identify  
15       what, we're working on identifying how and how  
16       much, and getting the funding to support this  
17       going forward will be a critical step for the  
18       future development. I think the timing is  
19       perfect. As Darren had presented earlier, the  
20       opportunity for infrastructure funding, this is  
21       certainly a project that would be ideal for that  
22       future funding. So we're excited, we're  
23       optimistic. I'll ask the board if they have any

1 questions for you and your team.

2 CHAIR SISTER ROCHE: Are there any questions?

3 COMMISSIONER PERSICO: Hi, this is Jen Persico. Hi  
4 everybody on the phone. You guys did a great  
5 presentation and it's very exciting. This is  
6 more directed towards us. Do we have a time  
7 frame of figuring out when we might know how much  
8 funding we will have access to?

9 MR. KEMPNER: Right. So as work continues on the  
10 station project, we've really ramped up the  
11 designing and aiming the private sector  
12 development piece and how we do that. So I  
13 think, you know, we're targeting within the next  
14 year or so to kind of lock that down and make  
15 that happen as the station project continues its  
16 construction, which is currently targeted for the  
17 end of 2023, '24. So we want to time the  
18 improvements upstairs to the opening of the  
19 station project as best as possible, but with,  
20 with a lot of question marks exactly how that's  
21 done. You know, there's some work to do there.

22 COMMISSIONER PERSICO: Got it. Thank you.

23 CHAIR SISTER ROCHE: Any other questions?

1           Well, thank you very much. It certainly is  
2 exciting. It will transform that part of the  
3 waterfront area and probably feed in well with  
4 the Sabres too. It's great.

5           Is there any more for the property committee  
6 update? If not, we're going to go to another  
7 group that has been working very hard these past  
8 months. Surface transportation committee. And I  
9 call on Rob Jones.

10 MR. GEORGE: So before Rob gets started and before we  
11 get into our normal discussion of our metrics and  
12 some of our reporting, we have three discussion  
13 items this morning. Unfortunately, the first one  
14 is probably not as exciting as what you just saw,  
15 but Rob will go through a few of the first two  
16 discussion items with you this morning, and then  
17 I'll take -- I'll step back in and talk about the  
18 third one. So with that, we'll start with our  
19 Title Six program update. Thanks, Rob.

20 MR. JONES: Yeah. Thanks. Good morning,  
21 commissioners. It's certainly hard to go after  
22 such a great visual presentation and talk about  
23 federal compliance, but I'll do my best to make

1       it as exciting as possible. So first thing to  
2       talk about here is our Title Six program update.  
3       If you've been on the board for a while, you've  
4       heard me talk about this before. For new  
5       members, our Title Six is essentially a federal  
6       regulation that states that any program or agency  
7       that receives federal funding for programming  
8       cannot discriminate on the grounds of race, color  
9       or national origin or be excluded from  
10      participation thereof.

11             So how does that impact us at Metro? Well,  
12      the first thing we need to do as part of our  
13      Title Six program update every three years is  
14      ensure that the quality of our public transit is  
15      very evenly spread or it's nondiscriminatory,  
16      that we're promoting full participation in all of  
17      our committees and our public outreach. We're  
18      ensuring there's meaningful access to LEP, or  
19      limited English proficiency programs. That's  
20      mostly done through our EEO department. We're  
21      also required to document all this compliance  
22      every three years. So the two hundred and  
23      sixty-eight page Title Six documentation is very

1 thorough, it's very detailed because it's really  
2 three years' worth of compliance that we're  
3 submitting to the federal government as part of  
4 this program.

5 It's incredibly important to the Authority  
6 as a whole because noncompliance means that  
7 federal funding can be either conditioned or  
8 withheld, which is definitely something that we  
9 don't want.

10 So what is this process? We submitted our  
11 2018 plan in October of 2018. It's good for  
12 three years, so it's valid through November of  
13 2021. Our submission date for our current  
14 compliance is October as there's obviously a  
15 delay sometimes in the review process on the  
16 other side. The documentation of that compliance  
17 is always kind of an ongoing thing, so things  
18 that have happened in the past year like our bus  
19 network improvements and fare changes, there's a  
20 Title Six program associated with that which was  
21 presented back in July. That's wrapped up into  
22 the triennial Title Six as part of the overall  
23 submission as well.

1           So in terms of the program requirements, so  
2           you don't have to read through the whole two  
3           hundred and sixty-eight pages, we've provided a  
4           summary sheet in there of kind of what's changed  
5           and what hasn't. A lot of it is very formulaic.  
6           So the first one is kind of this notice that is  
7           in all of our rooms, all of our facilities and on  
8           our website and vehicles, to document compliance  
9           there. That also allows us to establish a  
10          complaint procedure for any complaints that may  
11          come through EEO and HR. It includes our public  
12          participation plan which this board did update in  
13          late 2018, since the last submission. So that is  
14          included the new public participation plan and  
15          documentation. The new public participation plan  
16          was designed to be a little bit more inclusive,  
17          more readable for the public, a little bit more  
18          focused on equity as well for our (inaudible).

19          So the LEP program which is chapter four of  
20          the document is very critical. We are a region  
21          that is changing in terms of the languages that  
22          are spoken, and we need to provide access to  
23          individuals who may not have full English

1 proficiency. We do that mostly through our  
2 language line and services, using Google  
3 Translate on the website and other means. So  
4 Spanish is still the -- clearly the highest  
5 identifiable language for English spoken at  
6 home -- or, language spoken at home that is not  
7 English, I should say. We also need to identify  
8 that our non-elected committee membership is  
9 representative of our community. Here that  
10 includes our CAC committee which is  
11 self-reporting as forty-three percent minority  
12 populations.

13 Additionally, we need to do subrecipient  
14 monitoring. Because a lot of the programs, like  
15 (inaudible) of Freedom, have kind of waned off,  
16 we used to have forty-three subrecipients, it was  
17 a lot of effort to manage those, now we have one,  
18 which is great. It's really easy to make sure  
19 that United Way is compliant with all of these  
20 standards as opposed to forty-four different  
21 entities that were receiving those funds for the  
22 last submission.

23 And siting new facilities also needs to be

1 tracked. We did not site any new facilities, so  
2 a project like DL and W, which is an enhancement  
3 to an existing facility, doesn't have to be part  
4 of that requirement because it's already  
5 something that we own (inaudible).

6 So going back to kind of what service  
7 planning's role is in all of this. We're really  
8 here to talk about the system-wide standards and  
9 policies. Our service guidelines were adopted by  
10 the board just last March. The previous version  
11 before that was about nine years old. So that's  
12 included as part of this submission. We really  
13 focused on the equity analysis and ensuring that  
14 it's understandable to the public, readable, and  
15 really fits within the dynamics of our community  
16 today.

17 The second one there is ridership and travel  
18 patterns. So we conducted our onboard survey  
19 also in the March and April timeframe. That will  
20 be presented to you next month, the full results  
21 of that survey, but obviously our demographics  
22 are changing, especially COVID has changed not  
23 only the ridership, but the individuals who are



1 riding, how often, where they're riding, what  
2 times they're riding. All that information is  
3 wrapped up into this document as well. And  
4 evaluating service and fare changes. We recently  
5 went to the board in July relating to our service  
6 and fare changes. That's also included in this  
7 triennial as a stand-alone fare equity analysis.  
8 So we have to make sure there are no  
9 disproportionate burdens or impacts.

10 And really near and dear to my heart is on  
11 the data side and monitoring. We monitor  
12 constantly. We have two data analysts in the  
13 service planning department who look at our  
14 ridership, track where that data is coming from,  
15 ensure the quality of that data that is reported  
16 to the NTD that Pat talked about earlier. And  
17 what we really need to do through the Title Six  
18 is look at if the dispersion of our services and  
19 our funding is done so in an equitable manner.

20 And one way to do this is looking at  
21 minority routes and non-minority routes, which is  
22 defined by the FTA. So a minority route is a  
23 route that serves about a third of that overall

1 service length or mileage within a minority  
2 community. If you look at this table really  
3 quickly, you'll see that our service span, our  
4 frequency and our on-time performance is all  
5 actually higher or better in our minority routes  
6 than our non-minority routes, showing that we're  
7 actually providing better service to the minority  
8 communities than the overall region as a whole,  
9 which is very positive for us.

10 So what are we asking the board for today?  
11 So at the board meeting you will be asked to  
12 approve the program update, ensure that we are  
13 compliant. It will be submitted with help from  
14 the grants department, hopefully, by October 1st  
15 of this year, so that it gets in the system, it  
16 can be reviewed by the federal Civil Rights  
17 officer. If there is anything that they have  
18 questions on, they'll get back to us and we'll  
19 have that feedback as well. So we'll continue to  
20 monitor and document all of the compliance  
21 related things within Title Six, and any changes  
22 to that will be brought before the board as  
23 necessary, any modifications to the triennial

1 plan, and then we'll update it again in three  
2 years. So expect me to be back here about, you  
3 know, September of 2024 talking about Title Six  
4 compliance again.

5 So unless there are any questions, I'll  
6 pause there. Questions on Title Six? Great.

7 So the more exciting part of the  
8 presentation is the second presentation here,  
9 looking at our bus network improvements and fare  
10 changes. So as part of our 2021 annual plan, I  
11 personally have been in front of the board  
12 numerous times to kind of talk about our efforts  
13 there. So we're here again to update you on the  
14 effort once more. So just to rehash, the goal of  
15 our overall plan is really to adapt to changing  
16 needs and ridership patterns within our  
17 community. It's also to address funding,  
18 operational and staffing challenges that we have.  
19 And Karen and Chris did a good job of kind of  
20 talking about those and framing those for part of  
21 this presentation as well. And also to modify  
22 our fares to kind of align with community agency  
23 priorities as our previous fare efforts were kind

1 of outdated in some of the things that we were  
2 trying to do with our community.

3 So we had a three-phase kind of community  
4 engagement. And that first phase which took  
5 place in May and June was really to get kind of a  
6 sense of what the priorities of our community  
7 was. We talked to about six hundred people. We  
8 were out in the public for the first time in  
9 quite a long time. You can see customer service  
10 and service planning staff in this photo went to  
11 numerous locations, we put it online and we said,  
12 well, what does our community want? Do we want  
13 more service at night, on weekends, during the  
14 day? Where are you trying to go that we don't  
15 serve? We're trying to get all that input side  
16 stuff.

17 The second round which was in June and July  
18 of 2021 was service planning taking that  
19 information and creating some alternatives based  
20 on our data side stream and the input we heard  
21 from the community and saying, okay, well, here  
22 are some options. What do you like; what don't  
23 you like? And through that process we used our

1 interactive mapping online, we went out and  
2 talked to people again in the public face to  
3 face, through masks, but still face to face, and  
4 we did some inreach as well with our operators,  
5 supervision, to get input from them as they're  
6 our frontline, kind of eyes on the street.

7 Round three really kicked off at the July  
8 board meeting with our presentation of kind of  
9 our service plan. So we got all that feedback on  
10 the alternatives that we were presenting and we  
11 created a plan. We said, okay, we're going to  
12 pick this option for this route, we're going to  
13 assign kind of these variables to it for our  
14 service and we're going to put it back out to the  
15 community and say, okay, what do you think about  
16 these options? So that kind of kicked off that  
17 effort, kicked off a forty-five-day public  
18 comment window for that. We had three public  
19 hearings during that process. One was a virtual  
20 public hearing which was conducted in this room,  
21 and we had two in-person public hearings as well,  
22 one in Niagara Falls at our Portage Road transit  
23 facility and one in this building on the first

1 floor.

2 We also did additional outreach, not part of  
3 kind of the public hearing part, but at Thruway  
4 Mall, University Station, downtown Niagara Falls.  
5 We participated in the Niagara Falls Housing  
6 Authority community outreach day as well, just  
7 getting more feedback, out there interacting with  
8 the public, answering questions, listening to  
9 people's concerns and trying to adapt to those as  
10 well.

11 So overall public hearings were attended by  
12 seventy-six individuals. We had thirty-three  
13 speakers there and had a hundred and nine total  
14 comments. This includes letters, e-mails, any  
15 comments that were left on our dynamic mapping  
16 website, in addition to the previous two rounds.  
17 The most frequent comments there were still the  
18 suburban job neighborhood access. There was a  
19 lot of support for the introduction of a new  
20 route, the 77, between Buffalo and Niagara Falls  
21 for faster service between those two communities.  
22 There were some concerns over the removal of  
23 Baynes-Richmond route, Route 7, and the desire

1 for increased service spans and better  
2 frequencies overall, which is something that we  
3 typically hear when we talk to the public.

4 So what are we doing to modify that? So we  
5 went and heard from the public. Well, what are  
6 we doing in response to those questions and  
7 concerns? So the first is to look at frequencies  
8 on the 3 and the 20. With removing the 7,  
9 Baynes-Richmond, those are the routes that are  
10 parallel to the 7 route. What we really heard  
11 from people was, yes, I can walk to the 3, I can  
12 walk to the 20, but it's always crowded when I  
13 get there, so I prefer to take the 7, even if the  
14 3 and the 20 are still convenient for me. So  
15 we're going to address that through better  
16 frequencies which was also a concern of the  
17 public.

18 We heard from people about the 14 and 16,  
19 which were extended to the Buffalo Niagara  
20 Medical Campus for certain trips. That was a  
21 positive, they liked that addition, but right now  
22 it only operates Monday through Friday, so on the  
23 weekends, individuals who may work different

1 shifts or if they live in the Fruit Belt  
2 neighborhood don't have access to these services  
3 so we're going to add those into the plan  
4 overall.

5 Additionally, we heard a lot about some of  
6 the shopping areas near the Niagara Falls  
7 Outlets, particularly the Walmart near Military  
8 Road. We currently go into that facility right  
9 now. We weren't showing that in the plan. We  
10 modified the plan to show us going right directly  
11 in front of that Walmart as we do today to make  
12 sure people still have access.

13 The other major consideration obviously with  
14 any fixed route change is the impact on the  
15 paratransit community, so we're addressing that  
16 by maintaining the current service area for one  
17 year after the implementation of any of these  
18 fixed route changes. So as opposed to being an  
19 overnight change that's very difficult for people  
20 to say, hey, come Monday you don't have service,  
21 we're kind of going to have a one-year process  
22 from the end of that implementation so people  
23 have time to get used to it, find other options,



1 think about where they need to go and where they  
2 might go with the new paratransit network, and  
3 the grandfathering in policy will still be  
4 discussed with our accessibility advisory  
5 committee in the near future.

6           Regarding the fare changes which were also  
7 part of our public hearings, there was  
8 overwhelming positive remarks for those. I think  
9 there's a lot of excitement around the  
10 thirty-one-day fare capping so we're recommending  
11 moving that forward. There's also positive  
12 feelings around the enhanced express surcharge  
13 and the addition of a premium fare. So I think  
14 all of those three components that we are adding  
15 to our fare policy were seen as positives from  
16 the community and our recommendation is to move  
17 those forward.

18           And, lastly, regarding Title Six. I  
19 mentioned that for all of these changes, whether  
20 they're fare modifications or bus network  
21 improvements, they have to go through their own  
22 individual Title Six which was presented to the  
23 board in July. But none of these modifications

1       that we're making to that plan change anything  
2       about that Title Six so we don't need to resubmit  
3       that. So we made the changes -- minor changes  
4       within the document that we added to the  
5       triennial, so they weren't major enough to have  
6       any impact on what was previously seen by the  
7       board, and they are included in the triennial  
8       Title Six as well.

9               So what are our next steps? Well, we're  
10       here today to seek approval to move forward with  
11       these changes because there's still a lot of work  
12       to be done on the planning side as well. Once we  
13       have approval of those changes, we'll move to  
14       finalize kind of our schedules and service based  
15       parameters. We'll put it into all of our data  
16       systems and we'll start operationalizing that.  
17       We'll proceed with fare policy changes with our  
18       development team to say, yes, include these in  
19       the fare policy (inaudible) and move forward.

20               Continuing to engage the public is really  
21       important. Our timeline which is shown below  
22       starts in the winter of 2021. That's early  
23       December. That's only about ten weeks away. Sad

1 to say, but winter is coming. And when  
2 communicating changes to the public, there's a  
3 lot of effort has to be done between service  
4 planning, public affairs and communications, kind  
5 of using our website, rider alerts, new  
6 timetables, going out into the public and telling  
7 people what is changing. There's also  
8 information that needs to change at physical bus  
9 stops where we need some of the maintenance crew  
10 and those individuals to go out and actually put  
11 things on signs to tell people there are changes,  
12 to take down signs that may no longer be served,  
13 and also doing this targeted in-person outreach.  
14 If we have a phased plan like we're -- we're  
15 planning Niagara Falls changes, we do a lot of  
16 in-person outreach directly around those changes,  
17 makes it a little bit easier for our  
18 communications efforts to be able to focus on one  
19 area as opposed to the entire region where things  
20 may slip through the cracks.

21 So that's kind of where we are. And I'll  
22 pause there for any potential questions relating  
23 to this effort. It's been a very long road to

1 get here with a lot of public outreach and a lot  
2 of input from the board and internal staff. I  
3 think it was a great process and we're really  
4 going to provide something to our community that  
5 will be better functioning than what is on the  
6 street today.

7 MS. MINKEL: Are there any questions from the board  
8 on the phone?

9 Is the phone still working?

10 Adam, you had a question? No?

11 CHAIR SISTER ROCHE: Thank you, Rob.

12 MR. GEORGE: Thanks, Rob.

13 Our third discussion item this morning is  
14 Erie Canal Harbor Station. So Cars on Main  
15 Street has been addressing the facilities on the  
16 mall where we operate our rail system. As part  
17 of an earlier project, the Fountain Plaza Station  
18 was reconstructed as part of that. And the  
19 funding allocation that we received from the  
20 state, we received a hundred million dollars to  
21 upgrade our rail system, of that money we  
22 allocated money towards the Erie Canal Harbor  
23 Station. The area there at the Erie Canal Harbor

1 Station -- this is a photo over here now -- is  
2 being completed with the Cars on Main Street. So  
3 the entire infrastructure in the area adjacent to  
4 the station is currently under construction. It  
5 is scheduled for completion in December of this  
6 year. At that point in time, it will be opened  
7 back up to the public.

8 Our goal was to continue that construction  
9 process so it will be seamless to the public and  
10 reconstruct the station immediately after the  
11 construction of the adjacent areas were  
12 completed. A couple principles that we wanted to  
13 move forward with this were transparency,  
14 lighting, security, obviously modernization, but  
15 we also wanted to create placemaking with our  
16 station. So what we're not doing -- the original  
17 design of the light rail system, for those of you  
18 who are familiar with it, created different  
19 architectural elements in different places for  
20 each one of the stations, whether they were on  
21 the surface or the underground station. So we  
22 wanted to maintain that approach, so we wanted  
23 each station to have its own identity. We also

1 wanted to try to reflect the neighborhood that  
2 station is in. And then, lastly, but probably  
3 most important from my perspective, create  
4 shelter for our customers who are waiting for the  
5 station.

6 So with that in mind, this is -- let me go  
7 back. I just wanted to show everybody what's  
8 there today to refresh your memory for those of  
9 you who haven't been down there. This is a  
10 beautiful station. It was very unique at the  
11 time. Half of it was demolished on each side a  
12 while back to accommodate some changes that we  
13 had down there with operations. So we have this  
14 left. It's very maintenance heavy relative to  
15 corrosion, and you can see it's just a unique  
16 thing, but a little bit dated.

17 So what we're proposing and what I wanted  
18 input from the board today on is this design  
19 right here. So this is a daytime rendering of  
20 the design that we're proposing to move forward  
21 in this area. You can see it's very light, it's  
22 very transparent, but also it's created in this  
23 back area back here, which you really can't

1 point, but this area is all enclosed with glass,  
2 so we do have the shelter for the folks. This is  
3 on the outbound platform. The inbound platform  
4 doesn't have as much shelter because the inbound  
5 platform at this point in time is identified as a  
6 station where most people are not waiting for  
7 departure. It's an arrival station primarily.  
8 But, it has the potential to put the closure in  
9 later if we do extend the line down.

10 This has been vetted with our citizens  
11 advisory committee. We did receive input from  
12 them. We're talking it to our accessibility  
13 advisory committee in the very near future next  
14 week to get input on accessibility issues.

15 I do want to remind the board one thing  
16 that's very important. We did receive a  
17 grandfather from the Federal Transit  
18 Administration relative to our stations and  
19 platforms. If we were to build a brand-new  
20 station, we would have to put a high-level  
21 boarding platform for the entire level of four  
22 cars. So that would create a high-level platform  
23 two hundred and seventy foot long on Main Street,

1           which is just not acceptable.

2           So these designs, even though this looks  
3           new, it utilizes the existing platform, the  
4           existing ramps, the existing stairs and the  
5           existing foundations. So basically what we're  
6           doing is we're peeling the top off, we're leaving  
7           all the access areas where people come and get on  
8           the train and we're putting a new top on it. So  
9           it is essentially a rehabilitation, although it's  
10          a very aggressive rehabilitation. But we are  
11          maintaining all of the existing accessibility  
12          options for the station to maintain within  
13          compliance of the federal requirements.

14          We were also able to provide a nighttime  
15          rendering of the station so you can see what it's  
16          like. There's going to be a lot of use of light.  
17          You can also see the use of the stone. The stone  
18          was brought in by our architectural team, once  
19          again so that when you get off of the train or  
20          you're in this area, you get the feel of the  
21          cobblestone area. You understand the context of  
22          the area that you're in.

23          So we wanted to create these renderings and



1 provide those to the board today and look to see  
2 if there's any feedback that you may have.  
3 They're also in your books, so if you don't want  
4 to provide us feedback today, certainly provide  
5 us whatever feedback you have. We're advancing  
6 the design as we speak, and we're anticipating  
7 moving into construction in the spring so once  
8 again we have that seamless approach to being  
9 able to not essentially turn the project over to  
10 the public and then close it again for station  
11 design. We wanted to keep the construction  
12 rolling and then we will have a major unveiling  
13 with all the improvements done for the Cars on  
14 Main Street project along with the station  
15 completion.

16 The only other point I really wanted to make  
17 here today is this is -- you'll see by the title,  
18 Erie Canal Harbor Station. We have historically  
19 been requested a number of times to change the  
20 name of the station. So we have advanced it --  
21 you can't really see it in the rendering. But,  
22 this is being advanced at this point in time as  
23 the Canalside Station to coincide with all of

1 the -- like I said, the familiarity with  
2 Canalside and essentially the branding that's  
3 gone on down there. And it's really referred to  
4 as the Canalside area.

5 So we want to change the name when we roll  
6 out the new station from Erie Canal Harbor to  
7 Canalside. So if there's any comments or  
8 questions, I'd be pleased to try to answer them.  
9 And, again, the renderings are provided for you.  
10 We have detailed drawings at the level that the  
11 design is today, so we can provide you with more  
12 detail if there's any questions or any desire for  
13 more information.

14 CHAIR SISTER ROCHE: Great.

15 MS. MINKEL: Are there any questions?

16 Great. Thank you.

17 MR. GEORGE: It's quite an improvement.

18 CHAIR SISTER ROCHE: Yes, it is.

19 MR. GEORGE: If I could briefly go over my report.

20 So on our initiatives report, I had a couple of  
21 items I wanted to go over with the board today.  
22 We talked about service and system development on  
23 the Amherst-Buffalo light rail extension. As we

1 talked to you earlier, the FTA has agreed to move  
2 in as the lead agency on the NEPA process. A  
3 notice of intent was issued this summer in August  
4 to indicate they're moving forward with the  
5 project. That triggered a public hearing -- or,  
6 excuse me. That triggered a public scoping  
7 meeting, which was held on September 15th. Two  
8 public scoping meetings.

9 So the public scoping process is now open,  
10 and we'll be receiving comments through the early  
11 part of October on the public scoping for that.  
12 So we have had comments. We had participation in  
13 the public scoping meeting as well as we've  
14 received written comments and e-mails, et cetera.  
15 So that process is ongoing. We will close the  
16 public scoping in October and then we move  
17 forward into the environmental review of that  
18 project for development of the draft  
19 environmental impact statement. So the project  
20 is moving forward through the federal process and  
21 we're pleased about that.

22 A couple other things on the report.  
23 DL and W. We talked today a lot about the

1 DL and W development on the second floor. We're  
2 pleased to say that we're nearing completion of  
3 the phase one construction, which we anticipate  
4 being completed at the end of this year. And  
5 later this week we will be having the bid opening  
6 for the phase two, which is the station design  
7 itself. So that's the lower level, building off  
8 the station, all of the amenities as well as  
9 penetration to the upper level. The penetration  
10 is already in place, and we'll be building the  
11 staircases, the elevators, as well as the tower  
12 on South Park Avenue that you saw in the  
13 renderings. So those bids are being opened this  
14 week. We anticipate starting construction of  
15 that project in the spring as we get successful  
16 bidders, and we believe we will.

17 I talked about Erie Canal Harbor Station.  
18 And then the last thing is the fare collection  
19 project. We did talk about the fare capping and  
20 Rob referenced that in the meeting, so we believe  
21 we'll be moving forward with the fare capping.  
22 That was really widely received as a positive.  
23 We're still moving forward with that project. We

1 still have challenges with it, but we're  
2 anticipating as we get towards the end of this  
3 year, we'll be nearing completion of the project  
4 and be able to deliver that.

5 If there's any questions on the initiatives,  
6 I would be glad to try to answer those.

7 Okay. I won't go over any metrics today,  
8 but I did want to go through our CAC and AAC  
9 reports. We had a citizens advisory committee on  
10 July 22nd. We did talk about the bus networks  
11 improvements that were presented here today as  
12 part of our outreach. We did receive comments  
13 about Niagara County service being Lockport and  
14 Niagara Falls as well as the changes in Niagara  
15 Falls. We had some comments about eliminating  
16 the portion of the 32 that deviates to Buff State  
17 and the advantages and disadvantages of that.

18 We also talked at length about bus stop  
19 balancing and we -- we're actually doing that in  
20 earnest now on Routes 2, 4 and 22. It's been a  
21 great experience for us. It's been challenging.  
22 Interesting comments when we had our public  
23 hearings relative to the service changes. I'm

1 comfortable in saying that over fifty percent of  
2 the comments we've heard relative to the service  
3 changes were not about service changes. They  
4 were about bus stop balancing. So the public is  
5 engaged in that, and that's only on three routes  
6 that we're moving forward at this point. We've  
7 also learned some lessons on that and we'll be  
8 improving our process as we move forward. But  
9 that is moving forward. And there was some  
10 comments that came back about bus stop IDs which  
11 we will address.

12 Erie Canal Harbor Station. We got comments  
13 from the board on that. And then we talked about  
14 some emerging agenda items, just some stuff  
15 about -- we read some stuff about street cars and  
16 some of our citizens advisory members were  
17 wondering where did that come from and are we  
18 keeping our elected officials informed on what we  
19 are actually doing, so we received a little bit  
20 of information on that. And then just talked  
21 again about masks and COVID and how we do operate  
22 in that environment. Our next meeting is tonight  
23 at five-thirty. Anyone who is willing -- or,

1 interested in participating, you're certainly all  
2 welcome.

3 And then lastly today, our accessibility  
4 advisory committee was held on August 26th, and  
5 we talked about the new fare system and working  
6 with the vendor on some of the issues relative to  
7 the fare boxes, the bus stop balancing again, and  
8 talked about some of the -- which stops should  
9 remain and consolidated and considerations for  
10 people with accessibility concerns.

11 We talked about the bus network  
12 improvements, and again about the paratransit  
13 service area and how that will be impacted and  
14 how we're going to be advancing that. And just  
15 as a note, Rob had mentioned in the presentation  
16 that we will be going to the AAC with a policy  
17 that we'll be bringing back to the board once we  
18 receive comments from them on how we will  
19 physically grandfather and advance the service  
20 for the paratransit community in the future. So  
21 we'll be developing that policy in conjunction  
22 with the AAC and then we'll bring that back to  
23 the board for your information.

1           And we also talked about the paratransit  
2           customer satisfaction survey. They're excited to  
3           hear information on that. And then just some  
4           suggestions that we received from them is about  
5           how we communicate, and we did ask the committee  
6           again to provide us with their suggestions on  
7           just our methods for communicating. And then we  
8           talked a little bit about bus stop elimination  
9           and how that impacts those folks as well as the  
10          impacts to the PAL service which as I said we'll  
11          be taking to that committee next week when we  
12          meet with them on September 30th, which is our  
13          next meeting at two-thirty.

14           So if there's any questions on those, I'd be  
15          glad to answer them; otherwise, that's the end of  
16          our report for today.

17 CHAIR SISTER ROCHE: Pretty busy time, huh?

18 MR. GEORGE: Yes, it is. I think for everybody that  
19          works in this organization, it's a very busy  
20          time, and Metro is no different. Thank you all.

21 CHAIR SISTER ROCHE: Thank you very much, Tom.

22 MR. GEORGE: Yep.

23 CHAIR SISTER ROCHE: And now we have the aviation



1 committee report from Bill.

2 MR. VANECEK: Yes. Thank you and welcome everybody.  
3 A couple of quick things that I want to tie into  
4 that I heard earlier. I know, Karen, you've been  
5 having struggles trying to hire people at the  
6 airport. Different story when it comes to the  
7 firefighters. We actually had four hundred  
8 applicants that took the written test for three  
9 positions. One hundred and fifty passed the test  
10 and so now we're going to send them to their  
11 physical, and whoever tests out the best, we'll  
12 have three new firefighters very, very shortly.  
13 So a little bit different -- not a problem to  
14 have for us.

15 I also wanted to touch base. We did have a  
16 conversation yesterday with FAA regarding our  
17 Title Six plan. They went through a full review  
18 of it and I'm very pleased to say they only found  
19 two minor issues with the plan as written. Kudos  
20 go out to Mary Perla for that. She's the one  
21 who's been doing that over the years, and she's  
22 very diligent and very specific in our plan so we  
23 were very happy to get through that.

1           So next I just want to give a quick update  
2           on some of the projects at the airport and where  
3           they stand. The first one is our terminal  
4           enhancement project. Right now the biggest push  
5           is to get those last two carousels up and  
6           running, hopefully sooner rather than later.  
7           They do have an end date of really basically  
8           December 30th, but right now they're telling us  
9           that they are trending ahead of that schedule.  
10          So I don't want to commit to anything, but right  
11          now it looks like they're going to be able to  
12          make up some time. It seems to be going very  
13          well. Part of it is the materials and the parts  
14          that are coming in and how they're coming in, but  
15          right now it looks like they're on a pretty good  
16          schedule. So with any luck, you know, we'll have  
17          those sooner rather than later.

18                 Our subsurface engineered wetlands is  
19                 basically complete at this point. We did do the  
20                 final cover on the engineered wetlands. This is  
21                 what will help us treat our glycol runoff at the  
22                 airport. And of course Kim's --

23   MS. MINKEL: My baby.

1 MR. VANECEK: -- star project. Right. Absolutely.  
2 And right now it looks like it will be on  
3 schedule and will be on budget for us, so we're  
4 in pretty good shape there.

5 With respect to the Buell Avenue parking  
6 lot, it's just ongoing. It should be done by --  
7 project closeout by March of 2022. It doesn't  
8 look like we're encountering really any issues,  
9 unless, John --

10 MR. SCHAEFER: No.

11 MR. VANECEK: -- you have any thoughts on that.

12 And then the next big, major project we're  
13 going to have is our main runway. So 5-23 is the  
14 eighty-eight hundred foot runway at the airport.  
15 It really is our aorta, if you want to call it  
16 that, for the airport, and it has been a long,  
17 long time since we have had a major  
18 rehabilitation of that runway. So we are finding  
19 certain things that are going to unfortunately I  
20 think drive up some of the costs of what a normal  
21 overlay would be. And this is going to be a --  
22 really a long-term project once we hit the ground  
23 running. We would anticipate after design that

1 we wouldn't close this out until probably  
2 somewhere in 2025 is what I'm hearing. We'll  
3 have to do it in phases, so we'll be, you know,  
4 we'll be very diligent about how we approach  
5 that.

6 Also, we'll have to get out some public  
7 input on traffic patterns at the airport because  
8 people will be affected negatively by that for  
9 noise. It's only a temporary situation. We went  
10 through that way back when I started probably in  
11 '99 or 2000. And it's the Amherst folks that  
12 will be most impacted by the 14-30 route to  
13 primary runway that will be used for a  
14 significant period of time. When we did that  
15 before, we were able to give some soundproofing  
16 to homes around the Cheektowaga area, but  
17 unfortunately because the situation is only a  
18 temporary condition, we cannot offer that to the  
19 residents of the Amherst area that will be  
20 affected by this.

21 And then we are also going to be starting a  
22 rehabilitation of our taxiway D runway up at  
23 Niagara Falls, and so we're in the process now of

1 kind of figuring out what we're going to do  
2 because we may have an alternative design to  
3 that. Rather than just repaving it, FAA is  
4 asking us to look at a reconfiguration of that  
5 runway to eliminate what they call hotspots at  
6 the airport. This is where aircraft that are  
7 taxiing to runways and taxiways have an issue to  
8 either miss their turns, et cetera, so that's yet  
9 to be determined what the final design on that  
10 will be.

11 So then -- let's see. What do I have next  
12 here? So our enplanement numbers. As you can  
13 tell, we're having huge swings now. Of course  
14 that's because we were so far down below. But,  
15 it is encouraging to see what's happening with  
16 the trend here. Again, right now we still don't  
17 have the Canadian component of this for our  
18 enplanement numbers, so to be up in these levels  
19 now is pretty encouraging and we think that  
20 that's actually going to continue here on the  
21 path forward.

22 So what else did I want to say here? So  
23 just a couple of thoughts here. So we had --

1           when we look at what these numbers represent,  
2           when we're looking forward to flights in 2021, if  
3           I go through September, October, November and  
4           December, it's all going up on daily flights per  
5           day. So it's -- it will be fifty-four flights  
6           per day in September, fifty-nine in October,  
7           sixty in November and sixty-one in December. So  
8           we're trending in the right part of the time.  
9           And that's typically a pretty soft time of the  
10          year, other than the Thanksgiving holiday break,  
11          so this is very -- I think very, very encouraging  
12          here.

13                 Our two big players in the game are  
14          Southwest, they're carrying thirty-four percent  
15          of our traffic right now, and American Airlines  
16          is carrying twenty-five percent of our traffic,  
17          so that's greater than fifty percent. The other  
18          airlines are still trying to rationalize their  
19          routes and I think we'll see some -- as we get  
20          towards the summer months of next year, I think  
21          we'll see some increases in the flights from  
22          those other carriers.

23                 With respect to Niagara Falls, again, Spirit

1 Airlines has not been flying since the pandemic  
2 has started, but we have heard from them that  
3 they are -- that they've indicated that they will  
4 resume flights out of NFIA probably late spring  
5 or early summer next year. Those are tentatively  
6 in the schedule right now. I did have an  
7 opportunity to talk to the highest planning  
8 person out in Schenectady. He was at a  
9 conference that I was attending. He really loves  
10 Buffalo and Niagara Falls. They want to be in  
11 the region, but they're -- you know, he's going  
12 to bring them back. And they're going to start  
13 with Myrtle Beach and then hopefully we'll get  
14 some others, maybe a Fort Lauderdale along the  
15 way as well. Let's see. And just for your own  
16 information, Allegiant right now is flying and  
17 they are not a seven day a week operation, but  
18 they are -- on a monthly basis, they're doing  
19 five Punta Gorda flights, nine to Tampa/Saint  
20 Petersburg and then two to Sanford and the  
21 Orlando area.

22 Then over here you can see kind of what's  
23 been happening over the trends of the year. And

1 so you can tell -- this is about -- this is all  
2 airports in the United States combined and how  
3 their checkpoint throughput is going. You can  
4 see how we're mirroring that down here. And it's  
5 no big surprise that we see in the June, July,  
6 August area, that's the summer. And then as  
7 anticipated, schools open up, flights start to go  
8 down and that's pretty normal for us no matter  
9 what year it is whether or not we're higher or  
10 lower on the (inaudible).

11 And, lastly, if I could, I know this is  
12 (inaudible). I did see an interesting article  
13 that came out. You probably all saw it, but just  
14 so you do know, the U.S. is going to be lifting  
15 pandemic travel restrictions for international  
16 travel to the United States and they expect that  
17 to happen in November. So we're very encouraged  
18 by that. Hopefully that will get us to bigger  
19 and better things as we go forward.

20 So are there any questions? Mr. Perry?

21 COMMISSIONER PERRY: So what about Canadians coming  
22 this way?

23 MR. VANECEK: I'm talking about European travel right



1           now.  So Canadians coming this way are still not  
2           allowed.  This does not address that is my  
3           understanding.

4  MS.  MINKEL:  For land crossing --

5  MR.  VANECEK:  Because those are land crossings.  But,  
6           they're going to be -- they're going to halt the  
7           eighteen-month ban on thirty-three countries that  
8           have not been able to fly here so we'll at least  
9           have those opportunities.  Now, does it affect  
10          Buffalo directly?  Probably indirectly, because  
11          we don't have nonstop flights from Europe.  But,  
12          if you're flying to New York City and you're  
13          coming up to see the falls, et cetera, now we  
14          have that tap at least starting to open, and that  
15          should be, you know, a big benefit for the  
16          communities here.

17  COMMISSIONER PERRY:  But Canadians can come in  
18          through commercial airline, helicopter, hang  
19          glider, parachuting --

20  MR.  VANECEK:  Correct.  They can fly over the border;  
21          they can't go over the ground border.

22  COMMISSIONER PERSICO:  Any way but driving.

23  MR.  VANECEK:  Any way but driving, correct.

1 MR. PERRY: So there was a lot of calls for -- a lot  
2 of times for the Canadians to open the border,  
3 like all these big, vociferous calls, but now  
4 we're not opening our border the other way.

5 MR. VANECEK: Yeah. Yeah.

6 COMMISSIONER PERRY: Can you explain that?

7 MR. VANECEK: If I could pick up the phone and call  
8 the President directly, I'd be happy to have that  
9 discussion with him --

10 MR. PERRY: I'm just curious.

11 MR. VANECEK: -- but, unfortunately, you know, that's  
12 beyond our abilities to influence that. I mean,  
13 we can talk about it, but, you know, right now  
14 they're still holding I think the latest number  
15 is January -- mid January before that will  
16 happen, so we'll have to see how that all works  
17 out.

18 COMMISSIONER PERRY: Yes, I know we can't control it.  
19 I was just curious because I've been struggling  
20 for a while to think of a logical explanation,  
21 but I haven't figured it out. Maybe it will come  
22 to me. Thank you, Bill.

23 MR. VANECEK: And that's it. Unless there are any

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23

other questions?

Thank you very much.

CHAIR SISTER ROCHE: Surprisingly, that concludes our committee meetings for this morning, and so we will begin again with the board meeting promptly at twelve-thirty. Thank you all for your attendance and for all of your help.

\* \* \* \* \*

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23

STATE OF NEW YORK)

SS:

COUNTY OF NIAGARA)

I, Valerie A. Rosati, a Notary Public in and for the State of New York, County of Niagara, DO HEREBY CERTIFY that the above transcript of a video recording was taken down by me in a verbatim manner by means of Machine Shorthand, and that the transcript was then reduced into writing under my direction.

I further CERTIFY that the above-described transcript constitutes a true and accurate and complete transcript of the video recording.



-----  
VALERIE A. ROSATI,  
Notary Public.

'24 [1] - 42:17 '99 [1] - 76:11	<b>ability</b> [1] - 26:7 <b>able</b> [10] - 9:17, 29:2, 34:18, 59:18, 64:14, 65:9, 69:4, 74:11, 76:15, 81:8	47:13, 56:5 <b>address</b> [4] - 51:17, 55:15, 70:11, 81:2 <b>addressed</b> [1] - 27:14 <b>addressing</b> [2] - 56:15, 60:15 <b>adjacent</b> [4] - 30:7, 32:14, 61:3, 61:11 <b>Admin</b> [1] - 2:8 <b>Administration</b> [1] - 63:18 <b>adopted</b> [1] - 48:9 <b>advance</b> [1] - 71:19 <b>advanced</b> [2] - 65:20, 65:22 <b>advancement</b> [1] - 37:20 <b>advancing</b> [2] - 65:5, 71:14 <b>advantages</b> [1] - 69:17 <b>advertising</b> [1] - 12:22 <b>advisory</b> [6] - 57:4, 63:11, 63:13, 69:9, 70:16, 71:4 <b>affairs</b> [2] - 17:7, 59:4 <b>Affairs</b> [2] - 2:6, 2:7 <b>affect</b> [1] - 81:9 <b>affected</b> [2] - 76:8, 76:20 <b>afford</b> [1] - 32:11 <b>agency</b> [3] - 44:6, 51:22, 67:2 <b>agenda</b> [1] - 70:14 <b>aggressive</b> [1] - 64:10 <b>ago</b> [1] - 25:16 <b>agree</b> [1] - 21:14 <b>agreed</b> [2] - 20:4, 67:1 <b>agreement</b> [1] - 4:20 <b>ahead</b> [2] - 21:21, 74:9 <b>aiming</b> [1] - 42:11 <b>aircraft</b> [1] - 77:6 <b>airline</b> [1] - 81:18 <b>airlines</b> [1] - 78:18 <b>Airlines</b> [3] - 5:5, 78:15, 79:1 <b>airport</b> [12] - 7:5, 18:12, 18:16, 18:20, 18:21, 73:6, 74:2, 74:22, 75:14, 75:16, 76:7, 77:6 <b>airports</b> [2] - 17:13, 80:2 <b>ALD</b> [1] - 4:4	<b>alerts</b> [1] - 59:5 <b>Alfred</b> [1] - 11:14 <b>align</b> [1] - 51:22 <b>Allegiant</b> [1] - 79:16 <b>allocated</b> [1] - 60:22 <b>allocation</b> [1] - 60:19 <b>allowed</b> [1] - 81:2 <b>allows</b> [1] - 46:9 <b>almost</b> [3] - 6:23, 24:9, 32:10 <b>alone</b> [1] - 49:7 <b>alternative</b> [1] - 77:2 <b>alternatives</b> [2] - 52:19, 53:10 <b>amenities</b> [4] - 31:21, 32:1, 33:23, 68:8 <b>American</b> [1] - 78:15 <b>Amherst</b> [3] - 66:23, 76:11, 76:19 <b>Amherst-Buffalo</b> [1] - 66:23 <b>Analysis</b> [1] - 2:10 <b>analysis</b> [4] - 8:16, 9:10, 48:13, 49:7 <b>analysts</b> [1] - 49:12 <b>animated</b> [1] - 31:20 <b>animating</b> [1] - 35:1 <b>annual</b> [2] - 4:22, 51:10 <b>annually</b> [6] - 18:10, 18:23, 19:5, 19:13, 19:14, 19:21 <b>answer</b> [4] - 6:8, 66:8, 69:6, 72:15 <b>answering</b> [1] - 54:8 <b>Anthony</b> [1] - 2:14 <b>anticipate</b> [4] - 30:5, 68:3, 68:14, 75:23 <b>anticipated</b> [6] - 7:14, 8:10, 8:12, 8:19, 10:5, 80:7 <b>anticipating</b> [2] - 65:6, 69:2 <b>aorta</b> [1] - 75:15 <b>applicable</b> [1] - 4:12 <b>applicant</b> [1] - 13:1 <b>applicants</b> [2] - 14:18, 73:8 <b>applications</b> [2] - 12:13, 12:17 <b>applied</b> [1] - 11:19 <b>apply</b> [1] - 9:17 <b>apprenticeship</b> [1] - 16:5 <b>approach</b> [3] - 61:22, 65:8, 76:4 <b>approval</b> [2] - 58:10, 58:13 <b>approve</b> [1] - 50:12	<b>April</b> [1] - 48:19 <b>architectural</b> [3] - 26:21, 61:19, 64:18 <b>architecturally</b> [1] - 24:8 <b>area</b> [28] - 15:23, 16:10, 16:18, 23:2, 24:16, 27:1, 27:11, 28:2, 28:13, 32:22, 33:19, 43:3, 56:16, 59:19, 60:23, 61:3, 62:21, 62:23, 63:1, 64:20, 64:21, 64:22, 66:4, 71:13, 76:16, 76:19, 79:21, 80:6 <b>areas</b> [7] - 30:7, 30:8, 30:10, 38:19, 56:6, 61:11, 64:7 <b>Arena</b> [2] - 28:10, 28:16 <b>arrival</b> [1] - 63:7 <b>art</b> [3] - 33:22, 34:11, 34:20 <b>article</b> [1] - 80:12 <b>artists</b> [1] - 27:2 <b>arts</b> [5] - 29:4, 30:13, 33:1, 37:7 <b>aspect</b> [1] - 27:9 <b>aspects</b> [1] - 28:8 <b>asset</b> [1] - 27:5 <b>assign</b> [1] - 53:13 <b>assistance</b> [2] - 7:9, 8:11 <b>Assistant</b> [1] - 2:8 <b>associated</b> [2] - 4:11, 45:20 <b>attendance</b> [1] - 83:7 <b>attended</b> [1] - 54:11 <b>attending</b> [1] - 79:9 <b>attention</b> [1] - 22:1 <b>attract</b> [3] - 25:9, 26:14, 28:23 <b>attraction</b> [1] - 34:1 <b>attractions</b> [4] - 24:18, 26:23, 33:11, 33:18 <b>attractive</b> [2] - 25:8, 35:7 <b>attractors</b> [1] - 29:5 <b>attributes</b> [1] - 25:5 <b>audiences</b> [1] - 26:14 <b>Audit</b> [1] - 2:10 <b>audit</b> [11] - 3:5, 3:8, 3:22, 4:2, 4:4, 4:18, 4:20, 5:1, 5:3, 6:2, 6:6 <b>audited</b> [2] - 3:21, 4:11 <b>auditing</b> [2] - 3:12, 3:18
<b>1</b>	<b>above-described</b> [1] - 84:12 <b>absolutely</b> [1] - 75:1 <b>abundant</b> [2] - 24:2, 28:18 <b>acceptable</b> [1] - 64:1 <b>access</b> [18] - 24:16, 27:7, 27:9, 27:14, 27:21, 28:8, 29:10, 38:21, 39:1, 39:2, 41:10, 42:8, 44:18, 46:22, 54:18, 56:2, 56:12, 64:7 <b>accessibility</b> [6] - 57:4, 63:12, 63:14, 64:11, 71:3, 71:10 <b>accessible</b> [2] - 25:8, 26:7 <b>accommodate</b> [1] - 62:12 <b>accordance</b> [1] - 4:13 <b>accurate</b> [1] - 84:13 <b>achieving</b> [1] - 29:22 <b>acknowledge</b> [1] - 23:17 <b>acre</b> [1] - 24:9 <b>act</b> [1] - 26:13 <b>Act</b> [5] - 17:11, 17:16, 18:3, 18:12, 19:8 <b>acting</b> [1] - 26:22 <b>activated</b> [1] - 39:4 <b>activation</b> [1] - 29:12 <b>activations</b> [1] - 37:9 <b>active</b> [1] - 23:18 <b>activities</b> [9] - 25:7, 26:10, 26:12, 26:16, 28:21, 28:23, 31:6, 32:8, 34:5 <b>activity</b> [2] - 13:23, 34:18 <b>actual</b> [1] - 29:9 <b>Adam</b> [2] - 2:2, 60:10 <b>adapt</b> [2] - 51:15, 54:9 <b>add</b> [2] - 38:5, 56:3 <b>added</b> [2] - 40:18, 58:4 <b>adding</b> [1] - 57:14 <b>addition</b> [3] - 54:16, 55:21, 57:13 <b>additional</b> [3] - 12:20, 19:12, 54:2 <b>additionally</b> [2] -			
<b>2</b>	<b>2</b> [1] - 69:20 <b>20</b> [3] - 55:8, 55:12, 55:14 <b>2000</b> [1] - 76:11 <b>2018</b> [3] - 45:11, 46:13 <b>2021</b> [6] - 1:9, 45:13, 51:10, 52:18, 58:22, 78:2 <b>2022</b> [1] - 75:7 <b>2023</b> [1] - 42:17 <b>2024</b> [1] - 51:3 <b>2025</b> [1] - 76:2 <b>22</b> [1] - 69:20 <b>22nd</b> [1] - 69:10 <b>23</b> [1] - 1:9 <b>26th</b> [1] - 71:4 <b>27th</b> [1] - 20:3			
<b>3</b>	<b>3</b> [3] - 55:8, 55:11, 55:14 <b>30th</b> [2] - 72:12, 74:8 <b>32</b> [1] - 69:16			
<b>4</b>	<b>4</b> [1] - 69:20			
<b>5</b>	<b>5-23</b> [1] - 75:13			
<b>7</b>	<b>7</b> [4] - 54:23, 55:8, 55:10, 55:13 <b>77</b> [1] - 54:20			
<b>A</b>	<b>AAC</b> [3] - 69:8, 71:16, 71:22 <b>abilities</b> [1] - 82:12			

<p><b>audits</b> [4] - 3:10, 3:14, 3:17, 6:5  <b>August</b> [1] - 6:16, 6:17, 7:23, 8:4, 9:12, 10:1, 17:10, 67:3, 71:4, 80:6  <b>Aul</b> [2] - 2:14, 20:18  <b>AUL</b> [1] - 20:22  <b>authorities</b> [1] - 16:15  <b>AUTHORITY</b> [2] - 1:7, 1:16  <b>Authority</b> [4] - 8:14, 10:19, 45:5, 54:6  <b>authority</b> [1] - 14:11  <b>Authority-wide</b> [1] - 8:14  <b>automobile</b> [1] - 19:19  <b>available</b> [2] - 39:14, 39:16  <b>Avenue</b> [5] - 27:23, 28:13, 28:19, 68:12, 75:5  <b>avenues</b> [1] - 39:14  <b>aviation</b> [4] - 17:19, 18:2, 18:12, 72:23  <b>Aviation</b> [1] - 2:5  <b>awareness</b> [1] - 26:15  <b>awful</b> [1] - 38:15</p>	<p><b>beer</b> [1] - 31:1  <b>begin</b> [4] - 3:3, 27:8, 29:14, 83:5  <b>begun</b> [1] - 31:10  <b>behind</b> [1] - 20:7  <b>below</b> [5] - 9:7, 14:7, 24:12, 58:21, 77:14  <b>Belt</b> [1] - 56:1  <b>benefit</b> [1] - 81:15  <b>benefits</b> [1] - 39:23  <b>best</b> [4] - 39:21, 42:19, 43:23, 73:11  <b>better</b> [7] - 10:4, 50:5, 50:7, 55:1, 55:15, 60:5, 80:19  <b>between</b> [5] - 38:19, 38:20, 54:20, 54:21, 59:3  <b>beverage</b> [8] - 29:4, 30:6, 30:21, 31:4, 31:6, 33:10, 33:11  <b>beyond</b> [1] - 82:12  <b>bicycle</b> [3] - 33:14, 33:15, 33:18  <b>bicycles</b> [1] - 28:4  <b>bid</b> [1] - 68:5  <b>bidders</b> [1] - 68:16  <b>bids</b> [1] - 68:13  <b>big</b> [9] - 5:14, 15:21, 15:22, 33:4, 75:12, 78:13, 80:5, 81:15, 82:3  <b>bigger</b> [1] - 80:18  <b>biggest</b> [3] - 10:16, 10:20, 74:4  <b>biking</b> [1] - 27:12  <b>bill</b> [1] - 20:9  <b>Bill</b> [3] - 18:10, 73:1, 82:22  <b>billion</b> [4] - 18:13, 18:23, 19:12, 19:14  <b>bipartisan</b> [2] - 20:5, 20:7  <b>bit</b> [12] - 7:20, 18:15, 20:14, 24:23, 25:14, 46:16, 46:17, 59:17, 62:16, 70:19, 72:8, 73:13  <b>black</b> [2] - 28:1, 30:11  <b>blue</b> [1] - 30:7  <b>Blue</b> [1] - 2:15  <b>BNIA</b> [9] - 4:5, 4:12, 5:5, 7:2, 8:8, 8:17, 9:1, 9:19  <b>board</b> [26] - 16:21, 21:1, 21:5, 21:12, 41:23, 44:3, 46:12, 48:10, 49:5, 50:10, 50:11, 50:22, 51:11,</p>	<p>53:8, 57:23, 58:7, 60:2, 60:7, 62:18, 63:15, 65:1, 66:21, 70:13, 71:17, 71:23, 83:5  <b>boarding</b> [1] - 63:21  <b>BOARDROOM</b> [1] - 2:1  <b>boating</b> [1] - 27:13  <b>BOCES</b> [2] - 11:15, 15:11  <b>bonuses</b> [2] - 12:5, 12:7  <b>books</b> [1] - 65:3  <b>border</b> [4] - 81:20, 81:21, 82:2, 82:4  <b>bottom</b> [1] - 4:3  <b>boxes</b> [2] - 30:11, 71:7  <b>brand</b> [1] - 63:19  <b>brand-new</b> [1] - 63:19  <b>branding</b> [1] - 66:2  <b>break</b> [1] - 78:10  <b>breaking</b> [1] - 8:15  <b>bridge</b> [1] - 28:16  <b>bridges</b> [1] - 17:13  <b>bridging</b> [1] - 26:14  <b>brief</b> [1] - 2:23  <b>briefly</b> [3] - 18:1, 38:1, 66:19  <b>bring</b> [4] - 11:17, 41:1, 71:22, 79:12  <b>bringring</b> [2] - 16:5, 71:17  <b>broader</b> [3] - 18:15, 18:18, 21:8  <b>brought</b> [2] - 50:22, 64:18  <b>budget</b> [18] - 6:18, 7:2, 7:4, 7:15, 8:7, 8:11, 8:14, 8:21, 9:1, 9:4, 9:7, 9:14, 9:18, 10:5, 14:7, 20:8, 38:7, 75:3  <b>budgeted</b> [2] - 6:20, 7:8  <b>Buell</b> [1] - 75:5  <b>Buff</b> [1] - 69:16  <b>Buffalo</b> [13] - 1:16, 7:5, 12:22, 12:23, 15:10, 19:6, 23:10, 32:16, 54:20, 55:19, 66:23, 79:10, 81:10  <b>Buffalo's</b> [1] - 33:2  <b>build</b> [5] - 4:5, 4:10, 4:18, 24:21, 63:19  <b>BUILD</b> [1] - 19:17  <b>build-out</b> [3] - 4:5, 4:10, 4:18</p>	<p><b>building</b> [9] - 23:15, 24:5, 26:15, 26:18, 34:13, 38:18, 53:23, 68:7, 68:10  <b>bunch</b> [1] - 12:19  <b>burdens</b> [1] - 49:9  <b>bus</b> [13] - 19:10, 19:14, 45:18, 51:9, 57:20, 59:8, 69:10, 69:18, 70:4, 70:10, 71:7, 71:11, 72:8  <b>buses</b> [1] - 15:21  <b>bush</b> [1] - 40:15  <b>business</b> [7] - 8:15, 9:10, 12:15, 12:16, 14:10, 37:4, 40:6  <b>businesses</b> [1] - 27:3  <b>busy</b> [2] - 72:17, 72:19</p>	<p>70:15  <b>Cars</b> [3] - 60:14, 61:2, 65:13  <b>cash</b> [4] - 9:11, 9:12, 9:21, 9:23  <b>CBA</b> [1] - 13:5  <b>CDL</b> [1] - 13:10  <b>Center</b> [2] - 11:14, 15:10  <b>center</b> [6] - 8:15, 9:10, 26:22, 30:14, 33:5, 38:23  <b>centrally</b> [1] - 30:16  <b>certain</b> [2] - 55:20, 75:19  <b>certainly</b> [11] - 20:7, 20:12, 21:21, 22:3, 24:21, 39:5, 41:21, 43:1, 43:21, 65:4, 71:1  <b>CERTIFY</b> [2] - 84:7, 84:12  <b>cetera</b> [3] - 67:14, 77:8, 81:13  <b>CHAIR</b> [17] - 2:22, 6:9, 6:11, 8:1, 10:2, 10:12, 17:6, 20:17, 42:2, 42:23, 60:11, 66:14, 66:18, 72:17, 72:21, 72:23, 83:3  <b>Chair</b> [1] - 2:2  <b>chairs</b> [1] - 33:22  <b>challenge</b> [1] - 15:6  <b>challenges</b> [7] - 10:16, 15:19, 16:1, 16:20, 51:18, 69:1  <b>challenging</b> [2] - 14:21, 69:21  <b>change</b> [6] - 56:14, 56:19, 58:1, 59:8, 65:19, 66:5  <b>changed</b> [2] - 46:4, 48:22  <b>changes</b> [22] - 45:19, 49:4, 49:6, 50:21, 51:10, 56:18, 57:6, 57:19, 58:3, 58:11, 58:13, 58:17, 59:2, 59:11, 59:15, 59:16, 62:12, 69:14, 69:23, 70:3  <b>changing</b> [5] - 26:9, 46:21, 48:22, 51:15, 59:7  <b>chapter</b> [1] - 46:19  <b>charge</b> [1] - 18:17  <b>charged</b> [1] - 3:19  <b>Chautauqua</b> [1] - 22:19  <b>cheaper</b> [1] - 29:13</p>
<b>B</b>		<b>C</b>		
<p><b>baby</b> [1] - 74:23  <b>background</b> [1] - 6:5  <b>backgrounds</b> [1] - 26:1  <b>balancing</b> [3] - 69:19, 70:4, 71:7  <b>ban</b> [1] - 81:7  <b>banners</b> [1] - 34:11  <b>banquets</b> [1] - 32:7  <b>barriers</b> [1] - 26:11  <b>bars</b> [1] - 31:1  <b>base</b> [2] - 10:18, 73:15  <b>based</b> [4] - 29:2, 30:3, 52:19, 58:14  <b>basis</b> [2] - 5:18, 79:18  <b>Baynes</b> [3] - 2:14, 54:23, 55:9  <b>Baynes-Richmond</b> [2] - 54:23, 55:9  <b>Beach</b> [1] - 79:13  <b>beacon</b> [1] - 34:23  <b>beautiful</b> [1] - 62:10  <b>became</b> [1] - 40:13  <b>become</b> [1] - 28:3</p>	<p><b>bring</b> [4] - 11:17, 41:1, 71:22, 79:12  <b>bringring</b> [2] - 16:5, 71:17  <b>broader</b> [3] - 18:15, 18:18, 21:8  <b>brought</b> [2] - 50:22, 64:18  <b>budget</b> [18] - 6:18, 7:2, 7:4, 7:15, 8:7, 8:11, 8:14, 8:21, 9:1, 9:4, 9:7, 9:14, 9:18, 10:5, 14:7, 20:8, 38:7, 75:3  <b>budgeted</b> [2] - 6:20, 7:8  <b>Buell</b> [1] - 75:5  <b>Buff</b> [1] - 69:16  <b>Buffalo</b> [13] - 1:16, 7:5, 12:22, 12:23, 15:10, 19:6, 23:10, 32:16, 54:20, 55:19, 66:23, 79:10, 81:10  <b>Buffalo's</b> [1] - 33:2  <b>build</b> [5] - 4:5, 4:10, 4:18, 24:21, 63:19  <b>BUILD</b> [1] - 19:17  <b>build-out</b> [3] - 4:5, 4:10, 4:18</p>	<p><b>CAC</b> [2] - 47:10, 69:8  <b>cafes</b> [1] - 31:1  <b>calculate</b> [1] - 5:19  <b>calendar</b> [1] - 37:9  <b>Campus</b> [1] - 55:20  <b>Canadian</b> [1] - 77:17  <b>Canadians</b> [4] - 80:21, 81:1, 81:17, 82:2  <b>Canal</b> [7] - 60:14, 60:22, 60:23, 65:18, 66:6, 68:17, 70:12  <b>Canalside</b> [12] - 24:20, 25:13, 25:17, 27:23, 28:11, 28:12, 34:16, 35:18, 65:23, 66:2, 66:4, 66:7  <b>candidates</b> [3] - 11:18, 13:8, 17:3  <b>cannot</b> [2] - 44:8, 76:18  <b>capability</b> [1] - 37:12  <b>capacity</b> [1] - 14:7  <b>capital</b> [2] - 19:8, 29:8  <b>capping</b> [3] - 57:10, 68:19, 68:21  <b>car</b> [1] - 16:17  <b>card</b> [1] - 12:15  <b>cards</b> [1] - 12:16  <b>care</b> [1] - 17:14  <b>carousels</b> [1] - 74:5  <b>carriers</b> [2] - 5:6, 78:22  <b>carrying</b> [2] - 78:14, 78:16  <b>cars</b> [2] - 63:22,</p>	<p><b>certera</b> [3] - 67:14, 77:8, 81:13  <b>CHAIR</b> [17] - 2:22, 6:9, 6:11, 8:1, 10:2, 10:12, 17:6, 20:17, 42:2, 42:23, 60:11, 66:14, 66:18, 72:17, 72:21, 72:23, 83:3  <b>Chair</b> [1] - 2:2  <b>chairs</b> [1] - 33:22  <b>challenge</b> [1] - 15:6  <b>challenges</b> [7] - 10:16, 15:19, 16:1, 16:20, 51:18, 69:1  <b>challenging</b> [2] - 14:21, 69:21  <b>change</b> [6] - 56:14, 56:19, 58:1, 59:8, 65:19, 66:5  <b>changed</b> [2] - 46:4, 48:22  <b>changes</b> [22] - 45:19, 49:4, 49:6, 50:21, 51:10, 56:18, 57:6, 57:19, 58:3, 58:11, 58:13, 58:17, 59:2, 59:11, 59:15, 59:16, 62:12, 69:14, 69:23, 70:3  <b>changing</b> [5] - 26:9, 46:21, 48:22, 51:15, 59:7  <b>chapter</b> [1] - 46:19  <b>charge</b> [1] - 18:17  <b>charged</b> [1] - 3:19  <b>Chautauqua</b> [1] - 22:19  <b>cheaper</b> [1] - 29:13</p>	

<p><b>checkpoint</b> [1] - 80:3  <b>Cheektowaga</b> [1] - 76:16  <b>Chief</b> [3] - 2:4, 2:17, 2:18  <b>Chris</b> [3] - 6:13, 14:5, 51:19  <b>Christopher</b> [1] - 2:9  <b>cities</b> [2] - 37:11  <b>citizens</b> [3] - 63:10, 69:9, 70:16  <b>City</b> [1] - 81:12  <b>Civil</b> [1] - 50:16  <b>classes</b> [1] - 33:13  <b>clearly</b> [2] - 22:4, 47:4  <b>close</b> [3] - 65:10, 67:15, 76:1  <b>closed</b> [1] - 24:16  <b>closely</b> [2] - 16:6, 23:11  <b>closeout</b> [1] - 75:7  <b>closing</b> [1] - 37:10  <b>closure</b> [1] - 63:8  <b>cloud</b> [1] - 29:3  <b>cloudy</b> [1] - 20:9  <b>club</b> [1] - 4:5  <b>co</b> [1] - 22:14  <b>co-founder</b> [1] - 22:14  <b>cobblestone</b> [4] - 22:23, 24:20, 32:22, 64:21  <b>code</b> [3] - 12:12, 12:14, 12:16  <b>coincide</b> [1] - 65:23  <b>collaborate</b> [1] - 27:3  <b>collaborative</b> [1] - 25:2  <b>collection</b> [1] - 68:18  <b>color</b> [1] - 44:8  <b>combined</b> [2] - 3:3, 80:2  <b>comfortable</b> [4] - 25:7, 34:7, 35:8, 70:1  <b>coming</b> [10] - 11:23, 12:4, 25:2, 49:14, 59:1, 74:14, 80:21, 81:1, 81:13  <b>comment</b> [1] - 53:18  <b>comments</b> [14] - 54:14, 54:15, 54:17, 66:7, 67:10, 67:12, 67:14, 69:12, 69:15, 69:22, 70:2, 70:10, 70:12, 71:18  <b>commercial</b> [4] - 5:6, 30:15, 33:9, 81:18  <b>commission</b> [1] - 8:22</p>	<p><b>COMMISSIONER</b> [15] - 13:13, 13:16, 13:22, 14:4, 14:9, 14:15, 15:4, 20:22, 42:3, 42:22, 80:21, 81:17, 81:22, 82:6, 82:18  <b>Commissioner</b> [9] - 2:2, 2:3, 2:14, 2:14, 2:15, 2:15, 2:16, 2:16, 11:12  <b>commissioners</b> [3] - 3:7, 6:15, 43:21  <b>commissions</b> [3] - 7:2, 8:8, 9:20  <b>commit</b> [1] - 74:10  <b>Committee</b> [1] - 1:8  <b>committee</b> [16] - 3:3, 20:20, 21:13, 43:5, 43:8, 47:8, 47:10, 57:5, 63:11, 63:13, 69:9, 71:4, 72:5, 72:11, 73:1, 83:4  <b>committees</b> [1] - 44:17  <b>communicate</b> [1] - 72:5  <b>communicating</b> [2] - 59:2, 72:7  <b>communications</b> [2] - 59:4, 59:18  <b>Communities</b> [1] - 19:21  <b>communities</b> [4] - 19:23, 50:8, 54:21, 81:16  <b>community</b> [25] - 23:7, 25:10, 25:20, 26:3, 26:18, 33:4, 36:18, 39:23, 41:12, 47:9, 48:15, 50:2, 51:17, 51:22, 52:2, 52:3, 52:6, 52:12, 52:21, 53:15, 54:6, 56:15, 57:16, 60:4, 71:20  <b>Companies</b> [2] - 2:19, 23:12  <b>competitive</b> [1] - 18:21  <b>complaint</b> [1] - 46:10  <b>complaints</b> [1] - 46:10  <b>complete</b> [3] - 4:17, 74:19, 84:14  <b>completed</b> [5] - 4:15, 36:21, 61:2, 61:12, 68:4  <b>completion</b> [6] - 3:23, 29:8, 61:5,</p>	<p>65:15, 68:2, 69:3  <b>Compliance</b> [1] - 2:11  <b>compliance</b> [12] - 3:6, 4:19, 5:13, 43:23, 44:21, 45:2, 45:14, 45:16, 46:8, 50:20, 51:4, 64:13  <b>compliant</b> [2] - 47:19, 50:13  <b>component</b> [2] - 41:3, 77:17  <b>components</b> [2] - 36:12, 57:14  <b>concept</b> [1] - 30:18  <b>concern</b> [3] - 10:20, 11:3, 55:16  <b>concerning</b> [1] - 11:11  <b>concerns</b> [4] - 54:9, 54:22, 55:7, 71:10  <b>concert</b> [2] - 32:21, 34:3  <b>concerts</b> [1] - 32:18  <b>concessions</b> [4] - 7:2, 8:8, 8:22, 9:19  <b>concludes</b> [3] - 20:16, 36:15, 83:3  <b>concrete</b> [1] - 38:18  <b>condition</b> [2] - 9:22, 76:18  <b>conditioned</b> [1] - 45:7  <b>conducted</b> [3] - 25:20, 48:18, 53:20  <b>conference</b> [1] - 79:9  <b>conjunction</b> [1] - 71:21  <b>connect</b> [2] - 28:5, 28:10  <b>conservative</b> [1] - 10:6  <b>consideration</b> [1] - 56:13  <b>considerations</b> [1] - 71:9  <b>considered</b> [2] - 23:19, 23:22  <b>consolidated</b> [1] - 71:9  <b>constantly</b> [1] - 49:12  <b>constitutes</b> [1] - 84:13  <b>construction</b> [10] - 3:11, 3:15, 42:16, 61:4, 61:8, 61:11, 65:7, 65:11, 68:3, 68:14  <b>contemplated</b> [2] -</p>	<p>38:9, 39:3  <b>context</b> [1] - 64:21  <b>continue</b> [5] - 26:3, 36:22, 50:19, 61:8, 77:20  <b>continued</b> [1] - 13:1  <b>continues</b> [2] - 42:9, 42:15  <b>continuing</b> [2] - 8:2, 58:20  <b>contract</b> [2] - 4:13, 5:8  <b>contracts</b> [1] - 3:14  <b>control</b> [2] - 6:4, 82:18  <b>convenient</b> [1] - 55:14  <b>conversation</b> [1] - 73:16  <b>cooking</b> [1] - 33:12  <b>cooler</b> [1] - 35:6  <b>corporate</b> [2] - 3:6, 5:13  <b>Corporate</b> [1] - 2:11  <b>Corporation</b> [1] - 4:4  <b>correct</b> [2] - 81:20, 81:23  <b>corrosion</b> [1] - 62:15  <b>cost</b> [2] - 3:13, 13:14  <b>costs</b> [3] - 3:18, 4:11, 75:20  <b>Counsel</b> [2] - 2:4, 2:18  <b>countries</b> [1] - 81:7  <b>country</b> [2] - 18:14, 19:11  <b>County</b> [2] - 69:13, 84:6  <b>COUNTY</b> [1] - 84:3  <b>couple</b> [10] - 11:1, 11:19, 15:1, 19:7, 32:9, 61:12, 66:20, 67:22, 73:3, 77:23  <b>course</b> [4] - 15:2, 15:7, 74:22, 77:13  <b>cover</b> [1] - 74:20  <b>covered</b> [1] - 24:4  <b>COVID</b> [5] - 4:7, 9:15, 15:7, 48:22, 70:21  <b>Cox</b> [1] - 2:4  <b>CPA</b> [1] - 3:21  <b>cracks</b> [1] - 59:20  <b>crashes</b> [1] - 19:19  <b>create</b> [10] - 19:17, 22:17, 25:3, 26:11, 27:3, 34:7, 61:15, 62:3, 63:22, 64:23  <b>created</b> [4] - 37:14, 53:11, 61:18, 62:22</p>	<p><b>creates</b> [1] - 18:12  <b>creating</b> [2] - 37:6, 52:19  <b>creators</b> [1] - 33:3  <b>credits</b> [1] - 39:15  <b>crew</b> [1] - 59:9  <b>critical</b> [5] - 20:12, 20:13, 35:22, 41:17, 46:20  <b>crossed</b> [1] - 10:10  <b>crossing</b> [1] - 81:4  <b>crossings</b> [1] - 81:5  <b>crowded</b> [1] - 55:12  <b>cultural</b> [2] - 26:15, 32:4  <b>culture</b> [1] - 29:5  <b>curious</b> [2] - 82:10, 82:19  <b>current</b> [4] - 5:1, 38:22, 45:13, 56:16  <b>customer</b> [2] - 52:9, 72:2  <b>customers</b> [1] - 62:4  <b>cut</b> [1] - 24:11  <b>cyclists</b> [1] - 19:20</p> <p style="text-align: center;"><b>D</b></p> <p><b>daily</b> [1] - 78:4  <b>DAL</b> [1] - 5:3  <b>Dalton</b> [2] - 2:10, 3:4  <b>DALTON</b> [2] - 3:7, 6:10  <b>dancers</b> [1] - 33:3  <b>Darren</b> [9] - 2:7, 20:17, 21:4, 21:6, 22:8, 23:5, 38:4, 39:8, 41:19  <b>data</b> [7] - 5:17, 49:11, 49:12, 49:14, 49:15, 52:20, 58:15  <b>Database</b> [1] - 5:15  <b>database</b> [1] - 6:1  <b>date</b> [7] - 6:16, 8:2, 9:2, 9:9, 21:10, 45:13, 74:7  <b>dated</b> [1] - 62:16  <b>David</b> [1] - 2:4  <b>Davies</b> [3] - 2:19, 21:7, 22:14  <b>DAVIES</b> [2] - 23:5, 25:14  <b>days</b> [1] - 15:1  <b>daytime</b> [1] - 62:19  <b>deadline</b> [1] - 20:3  <b>dealerships</b> [1] - 16:18  <b>dear</b> [1] - 49:10  <b>debt</b> [1] - 18:19  <b>decade</b> [1] - 25:16</p>
--	---	---	---	--

<p><b>decades</b> [1] - 41:11  <b>December</b> [5] - 58:23, 61:5, 74:8, 78:4, 78:7  <b>deck</b> [5] - 24:8, 34:3, 35:2, 35:6, 38:19  <b>decks</b> [1] - 38:18  <b>defined</b> [1] - 49:22  <b>definitely</b> [2] - 10:7, 45:8  <b>delay</b> [2] - 25:14, 45:15  <b>delayed</b> [1] - 37:20  <b>delicatessen</b> [1] - 14:10  <b>deliver</b> [1] - 69:4  <b>Delta</b> [1] - 5:5  <b>demand</b> [1] - 14:12  <b>demographics</b> [1] - 48:21  <b>demolished</b> [1] - 62:11  <b>Denise</b> [2] - 2:2, 21:5  <b>department</b> [3] - 44:20, 49:13, 50:14  <b>departure</b> [1] - 63:7  <b>dependent</b> [1] - 26:7  <b>described</b> [3] - 37:3, 38:10, 84:12  <b>design</b> [18] - 3:16, 23:8, 23:20, 23:22, 24:1, 34:6, 37:2, 40:17, 61:17, 62:18, 62:20, 65:6, 65:11, 66:11, 68:6, 75:23, 77:2, 77:9  <b>designated</b> [1] - 17:21  <b>designed</b> [5] - 32:10, 40:17, 40:19, 40:23, 46:16  <b>designing</b> [2] - 27:16, 42:11  <b>designs</b> [1] - 64:2  <b>desire</b> [2] - 54:23, 66:12  <b>desk</b> [1] - 33:6  <b>destination</b> [3] - 23:10, 26:19, 29:18  <b>detail</b> [4] - 21:10, 32:14, 39:10, 66:12  <b>detailed</b> [3] - 37:2, 45:1, 66:10  <b>determined</b> [1] - 77:9  <b>develop</b> [1] - 22:6  <b>developer</b> [1] - 23:2  <b>developing</b> [5] - 37:3, 37:5, 37:8, 40:2, 71:21</p>	<p><b>development</b> [13] - 22:22, 23:13, 29:6, 30:2, 35:23, 37:15, 40:1, 41:18, 42:12, 58:18, 66:22, 67:18, 68:1  <b>Development</b> [1] - 4:4  <b>developments</b> [1] - 24:18  <b>develops</b> [1] - 26:4  <b>deviates</b> [1] - 69:16  <b>diagram</b> [5] - 25:4, 27:20, 28:20, 30:4, 36:5  <b>differences</b> [1] - 26:15  <b>different</b> [11] - 11:20, 16:11, 35:11, 47:20, 55:23, 61:18, 61:19, 72:20, 73:6, 73:13  <b>difficult</b> [1] - 56:19  <b>diligent</b> [2] - 73:22, 76:4  <b>directed</b> [1] - 42:6  <b>direction</b> [2] - 21:23, 84:11  <b>directional</b> [1] - 35:15  <b>directly</b> [4] - 56:10, 59:16, 81:10, 82:8  <b>Director</b> [8] - 2:3, 2:5, 2:5, 2:6, 2:6, 2:7, 2:8, 2:10  <b>disabilities</b> [1] - 27:17  <b>disadvantages</b> [1] - 69:17  <b>discriminate</b> [1] - 44:8  <b>discuss</b> [2] - 3:2, 26:4  <b>discussed</b> [1] - 57:4  <b>discussion</b> [5] - 43:11, 43:12, 43:16, 60:13, 82:9  <b>discussions</b> [2] - 39:8, 39:12  <b>dispersion</b> [1] - 49:18  <b>displays</b> [1] - 34:12  <b>disproportionate</b> [1] - 49:9  <b>distinct</b> [2] - 38:12, 40:16  <b>district</b> [3] - 22:23, 23:1, 24:20  <b>diverse</b> [4] - 25:10, 25:23, 26:14, 26:17  <b>diverted</b> [1] - 28:6</p>	<p><b>divide</b> [1] - 19:23  <b>DL</b> [20] - 21:3, 21:15, 22:22, 23:9, 23:18, 23:21, 24:15, 24:17, 26:6, 27:10, 29:6, 29:23, 33:4, 35:14, 35:22, 36:1, 37:16, 48:2, 67:23, 68:1  <b>DO</b> [1] - 84:6  <b>document</b> [6] - 44:21, 46:8, 46:20, 49:3, 50:20, 58:4  <b>documentation</b> [3] - 44:23, 45:16, 46:15  <b>dollar</b> [4] - 7:16, 7:18, 18:7, 23:16  <b>dollars</b> [20] - 4:9, 4:14, 4:23, 6:19, 6:22, 7:1, 7:4, 7:10, 7:21, 8:5, 8:6, 8:18, 9:3, 9:13, 9:14, 18:14, 19:4, 19:5, 19:12, 60:20  <b>done</b> [12] - 4:16, 21:18, 28:11, 38:16, 38:17, 42:21, 44:20, 49:19, 58:12, 59:3, 65:13, 75:6  <b>dots</b> [1] - 28:2  <b>dotted</b> [1] - 28:4  <b>double</b> [1] - 19:8  <b>down</b> [12] - 8:15, 21:11, 42:14, 59:12, 62:9, 62:13, 63:9, 66:3, 77:14, 80:4, 80:8, 84:8  <b>Downey</b> [1] - 2:15  <b>downtown</b> [1] - 54:4  <b>draft</b> [1] - 67:18  <b>drawing</b> [1] - 36:8  <b>drawings</b> [1] - 66:10  <b>drive</b> [1] - 75:20  <b>driving</b> [4] - 27:13, 28:17, 81:22, 81:23  <b>due</b> [7] - 5:21, 8:7, 8:11, 8:19, 8:21, 9:4, 9:15  <b>Duquette</b> [1] - 2:17  <b>during</b> [4] - 15:1, 36:22, 52:13, 53:19  <b>dynamic</b> [4] - 30:1, 33:4, 34:11, 54:15  <b>dynamics</b> [1] - 48:15</p>	<p>67:10, 79:5  <b>earnest</b> [1] - 69:20  <b>easier</b> [1] - 59:17  <b>easily</b> [1] - 27:17  <b>easy</b> [2] - 30:22, 47:18  <b>eating</b> [1] - 31:5  <b>education</b> [1] - 33:6  <b>EEO</b> [2] - 44:20, 46:11  <b>effort</b> [6] - 17:2, 47:17, 51:14, 53:17, 59:3, 59:23  <b>efforts</b> [4] - 21:10, 51:12, 51:23, 59:18  <b>egress</b> [2] - 39:2, 39:3  <b>eight</b> [5] - 7:3, 7:12, 44:23, 46:3, 75:14  <b>eighteen</b> [1] - 81:7  <b>eighteen-month</b> [1] - 81:7  <b>eighty</b> [2] - 7:3, 75:14  <b>eighty-eight</b> [1] - 75:14  <b>either</b> [3] - 36:11, 45:7, 77:8  <b>elected</b> [2] - 47:8, 70:18  <b>elements</b> [1] - 61:19  <b>elevators</b> [1] - 68:11  <b>eligible</b> [2] - 11:2, 18:18  <b>eliminate</b> [1] - 77:5  <b>eliminating</b> [1] - 69:15  <b>elimination</b> [1] - 72:8  <b>Ellicott</b> [1] - 1:16  <b>emerging</b> [4] - 27:2, 29:21, 33:9, 70:14  <b>emissions</b> [1] - 19:14  <b>emphasize</b> [1] - 27:5  <b>Empire</b> [1] - 33:17  <b>employee</b> [1] - 13:2  <b>employees</b> [5] - 11:2, 12:2, 12:4, 13:9, 16:8  <b>enable</b> [2] - 35:2, 35:5  <b>enclosed</b> [1] - 63:1  <b>encountering</b> [1] - 75:8  <b>encourage</b> [1] - 35:9  <b>encouraged</b> [1] - 80:17  <b>encouraging</b> [3] - 77:15, 77:19, 78:11  <b>end</b> [10] - 4:16, 5:22,</p>	<p>9:12, 39:19, 42:17, 56:22, 68:4, 69:2, 72:15, 74:7  <b>energy</b> [1] - 34:17  <b>engage</b> [1] - 58:20  <b>engaged</b> [2] - 37:1, 70:5  <b>engagement</b> [4] - 25:20, 26:3, 36:18, 52:4  <b>engaging</b> [1] - 40:8  <b>engineered</b> [2] - 74:18, 74:20  <b>engineering</b> [2] - 3:13, 23:22  <b>Engineering</b> [1] - 2:6  <b>English</b> [4] - 44:19, 46:23, 47:5, 47:7  <b>enhance</b> [1] - 33:15  <b>enhanced</b> [1] - 57:12  <b>enhancement</b> [2] - 48:2, 74:4  <b>enplanement</b> [3] - 8:9, 77:12, 77:18  <b>enplanements</b> [2] - 7:5, 8:19  <b>ensure</b> [4] - 5:9, 44:14, 49:15, 50:12  <b>ensuring</b> [2] - 44:18, 48:13  <b>entertainment</b> [1] - 29:5  <b>entire</b> [4] - 33:17, 59:19, 61:3, 63:21  <b>entirely</b> [1] - 40:2  <b>entities</b> [1] - 47:21  <b>entrance</b> [2] - 24:13, 28:14  <b>entrances</b> [1] - 27:22  <b>entrepreneurs</b> [1] - 35:10  <b>environment</b> [1] - 70:22  <b>environmental</b> [2] - 67:17, 67:19  <b>envision</b> [1] - 35:12  <b>equitable</b> [1] - 49:19  <b>equity</b> [3] - 46:18, 48:13, 49:7  <b>Erie</b> [7] - 60:14, 60:22, 60:23, 65:18, 66:6, 68:17, 70:12  <b>especially</b> [3] - 19:19, 24:19, 48:22  <b>essentially</b> [4] - 44:5, 64:9, 65:9, 66:2  <b>establish</b> [1] - 46:9  <b>estimates</b> [1] - 19:2  <b>et</b> [3] - 67:14, 77:8, 81:13</p>
<b>E</b>				
		<p><b>e-mail</b> [1] - 4:2  <b>e-mails</b> [2] - 54:14, 67:14  <b>early</b> [3] - 58:22,</p>		



<p><b>Europe</b> [1] - 81:11  <b>European</b> [1] - 80:23  <b>evaluate</b> [1] - 11:23  <b>evaluating</b> [2] - 14:17, 49:4  <b>evaluation</b> [1] - 13:1  <b>evenly</b> [1] - 44:15  <b>event</b> [2] - 30:10, 32:3  <b>events</b> [5] - 30:23, 32:5, 32:20, 33:13, 40:7  <b>everywhere</b> [2] - 11:8, 16:14  <b>evident</b> [1] - 40:13  <b>evolve</b> [1] - 30:21  <b>evolving</b> [1] - 26:12  <b>exactly</b> [2] - 20:10, 42:20  <b>exceeded</b> [1] - 10:7  <b>excellent</b> [1] - 41:7  <b>excited</b> [6] - 20:23, 21:22, 23:6, 41:8, 41:22, 72:2  <b>excitement</b> [1] - 57:9  <b>exciting</b> [9] - 3:1, 21:20, 22:6, 41:13, 42:5, 43:2, 43:14, 44:1, 51:7  <b>excluded</b> [1] - 44:9  <b>excludes</b> [1] - 18:19  <b>exclusive</b> [1] - 23:13  <b>excuse</b> [1] - 67:6  <b>Executive</b> [1] - 2:3  <b>exhibits</b> [1] - 33:7  <b>exist</b> [2] - 27:1, 33:19  <b>existing</b> [6] - 48:3, 64:3, 64:4, 64:5, 64:11  <b>expand</b> [1] - 29:18  <b>expanded</b> [1] - 28:9  <b>expansions</b> [1] - 19:11  <b>expansive</b> [2] - 32:16, 34:3  <b>expect</b> [2] - 51:2, 80:16  <b>expectations</b> [1] - 10:8  <b>expense</b> [1] - 14:6  <b>expenses</b> [4] - 7:15, 8:13, 8:23, 9:7  <b>experience</b> [1] - 69:21  <b>explain</b> [1] - 82:6  <b>explanation</b> [1] - 82:20  <b>express</b> [1] - 57:12  <b>extend</b> [2] - 32:11, 63:9</p>	<p><b>extended</b> [1] - 55:19  <b>extension</b> [1] - 66:23  <b>exterior</b> [6] - 34:9, 34:11, 34:13, 34:21, 35:1, 35:6  <b>externalize</b> [1] - 34:17  <b>extra</b> [3] - 13:8, 13:11, 13:17  <b>eyes</b> [1] - 53:6</p> <p style="text-align: center;"><b>F</b></p> <p><b>FAA</b> [2] - 73:16, 77:3  <b>facade</b> [1] - 34:15  <b>face</b> [4] - 53:2, 53:3  <b>facilities</b> [4] - 46:7, 47:23, 48:1, 60:15  <b>facility</b> [8] - 4:10, 18:17, 36:7, 38:22, 39:22, 48:3, 53:23, 56:8  <b>facing</b> [1] - 16:19  <b>fairly</b> [1] - 5:5  <b>fairs</b> [3] - 15:8, 15:13, 15:14  <b>Falls</b> [12] - 19:6, 53:22, 54:4, 54:5, 54:20, 56:6, 59:15, 69:14, 69:15, 76:23, 78:23, 79:10  <b>falls</b> [1] - 81:13  <b>famed</b> [1] - 37:10  <b>familiar</b> [1] - 61:18  <b>familiarity</b> [1] - 66:1  <b>family</b> [1] - 31:8  <b>far</b> [4] - 14:22, 34:13, 36:16, 77:14  <b>fare</b> [19] - 9:5, 45:19, 49:4, 49:6, 49:7, 51:9, 51:23, 57:6, 57:10, 57:13, 57:15, 57:20, 58:17, 58:19, 68:18, 68:19, 68:21, 71:5, 71:7  <b>fares</b> [2] - 6:23, 51:22  <b>Farmers</b> [1] - 32:6  <b>faster</b> [1] - 54:21  <b>fatalities</b> [1] - 19:19  <b>favorable</b> [21] - 6:18, 6:21, 7:1, 7:4, 7:9, 7:11, 7:15, 7:17, 7:18, 8:4, 8:7, 8:11, 8:14, 8:16, 8:18, 8:21, 8:22, 8:23, 9:4, 9:14, 9:21  <b>feat</b> [1] - 23:23  <b>features</b> [1] - 34:7  <b>Federal</b> [1] - 63:17  <b>federal</b> [15] - 5:16,</p>	<p>5:19, 5:20, 6:1, 17:17, 18:5, 18:7, 43:23, 44:5, 44:7, 45:3, 45:7, 50:16, 64:13, 67:20  <b>fee</b> [1] - 3:13  <b>feed</b> [1] - 43:3  <b>feedback</b> [6] - 50:19, 53:9, 54:7, 65:2, 65:4, 65:5  <b>feelings</b> [1] - 57:12  <b>fenced</b> [1] - 34:10  <b>festivals</b> [1] - 32:4  <b>few</b> [5] - 13:8, 16:1, 19:2, 43:15  <b>fifteen</b> [1] - 7:11  <b>fifty</b> [8] - 10:21, 19:16, 23:16, 70:1, 73:9, 78:5, 78:6, 78:17  <b>fifty-four</b> [1] - 78:5  <b>fifty-nine</b> [1] - 78:6  <b>fifty-six</b> [1] - 10:21  <b>figured</b> [1] - 82:21  <b>figuring</b> [2] - 42:7, 77:1  <b>filled</b> [1] - 24:4  <b>filling</b> [1] - 38:19  <b>final</b> [3] - 3:20, 74:20, 77:9  <b>finalize</b> [1] - 58:14  <b>finally</b> [7] - 5:12, 9:11, 27:4, 29:21, 33:21, 35:16, 37:8  <b>Financial</b> [2] - 2:4, 2:9  <b>financial</b> [5] - 5:17, 6:4, 6:12, 6:16, 37:5  <b>findings</b> [1] - 36:16  <b>fine</b> [1] - 39:19  <b>fine-tuning</b> [1] - 39:19  <b>fingers</b> [1] - 10:9  <b>firefighters</b> [2] - 73:7, 73:12  <b>first</b> [20] - 4:3, 12:7, 14:20, 27:8, 29:11, 30:20, 31:11, 31:13, 34:8, 41:14, 43:13, 43:15, 44:1, 44:12, 46:6, 52:4, 52:8, 53:23, 55:7, 74:3  <b>fiscal</b> [2] - 18:5, 18:8  <b>fits</b> [1] - 48:15  <b>five</b> [19] - 3:14, 3:17, 5:7, 5:11, 7:6, 7:12, 11:4, 17:12, 17:18, 18:13, 18:14, 19:4, 19:5, 25:22, 29:22, 53:17, 70:23, 78:16, 79:19</p>	<p><b>five-thirty</b> [1] - 70:23  <b>five-year</b> [1] - 17:12  <b>fixed</b> [3] - 3:13, 56:14, 56:18  <b>flavor</b> [1] - 31:14  <b>flexible</b> [7] - 26:8, 30:10, 32:3, 32:10, 32:15, 34:4, 35:17  <b>flights</b> [8] - 78:2, 78:4, 78:5, 78:21, 79:4, 79:19, 80:7, 81:11  <b>Flint</b> [1] - 32:6  <b>floor</b> [8] - 24:11, 29:10, 30:5, 32:23, 33:12, 39:1, 54:1, 68:1  <b>fly</b> [2] - 81:8, 81:20  <b>flying</b> [3] - 79:1, 79:16, 81:12  <b>focus</b> [5] - 4:6, 4:8, 25:22, 39:18, 59:18  <b>focused</b> [3] - 5:5, 46:18, 48:13  <b>focusing</b> [1] - 5:8  <b>folks</b> [3] - 63:2, 72:9, 76:11  <b>follow</b> [1] - 13:6  <b>following</b> [1] - 29:7  <b>food</b> [13] - 29:3, 30:5, 30:20, 30:21, 30:22, 31:4, 31:6, 31:18, 31:20, 31:23, 33:10, 33:11, 35:10  <b>foot</b> [3] - 27:12, 63:23, 75:14  <b>forecasts</b> [1] - 7:6  <b>form</b> [2] - 33:16, 41:3  <b>forma</b> [1] - 37:6  <b>former</b> [1] - 23:15  <b>formerly</b> [1] - 19:17  <b>forms</b> [2] - 29:4, 36:2  <b>formula</b> [3] - 5:18, 5:20, 18:4  <b>formulaic</b> [1] - 46:5  <b>Fort</b> [1] - 79:14  <b>forty</b> [10] - 4:23, 7:18, 9:13, 11:1, 19:4, 25:22, 47:11, 47:16, 47:20, 53:17  <b>forty-five</b> [2] - 19:4, 25:22  <b>forty-five-day</b> [1] - 53:17  <b>forty-four</b> [1] - 47:20  <b>forty-nine</b> [1] - 9:13  <b>forty-six</b> [1] - 7:18  <b>forty-three</b> [2] - 47:11, 47:16  <b>forward</b> [24] - 16:12,</p>	<p>21:2, 21:17, 24:14, 37:16, 38:5, 41:17, 57:11, 57:17, 58:10, 58:19, 61:13, 62:20, 67:4, 67:17, 67:20, 68:21, 68:23, 70:6, 70:8, 70:9, 77:21, 78:2, 80:19  <b>foundations</b> [1] - 64:5  <b>founder</b> [1] - 22:14  <b>Fountain</b> [1] - 60:17  <b>four</b> [8] - 8:6, 18:9, 46:19, 47:20, 63:21, 73:7, 78:5, 78:14  <b>fourteen</b> [1] - 8:5  <b>frame</b> [1] - 42:7  <b>framework</b> [1] - 23:9  <b>framing</b> [1] - 51:20  <b>Freedom</b> [1] - 47:15  <b>frequencies</b> [3] - 55:2, 55:7, 55:16  <b>frequency</b> [1] - 50:4  <b>frequent</b> [1] - 54:17  <b>Friday</b> [2] - 13:12, 55:22  <b>friends</b> [1] - 31:8  <b>front</b> [2] - 51:11, 56:11  <b>FRONTIER</b> [2] - 1:7, 1:15  <b>frontline</b> [1] - 53:6  <b>Fruit</b> [1] - 56:1  <b>fruition</b> [1] - 21:20  <b>FTA</b> [2] - 49:22, 67:1  <b>full</b> [5] - 3:1, 44:16, 46:23, 48:20, 73:17  <b>functioning</b> [1] - 60:5  <b>funded</b> [2] - 18:22, 39:7  <b>funding</b> [14] - 5:18, 5:20, 18:7, 38:14, 39:9, 41:16, 41:20, 41:22, 42:8, 44:7, 45:7, 49:19, 51:17, 60:19  <b>fundraising</b> [1] - 36:11  <b>funds</b> [4] - 9:15, 19:10, 36:13, 47:21  <b>future</b> [7] - 20:10, 36:2, 41:18, 41:22, 57:5, 63:13, 71:20</p> <p style="text-align: center;"><b>G</b></p> <p><b>game</b> [1] - 78:13  <b>games</b> [1] - 31:7  <b>garden</b> [1] - 31:1</p>
--	---	---	--	--

<p><b>Gast</b> [1] - 2:18  <b>gather</b> [2] - 5:22, 33:2  <b>gathering</b> [2] - 30:8, 35:9  <b>General</b> [1] - 2:4  <b>generate</b> [2] - 13:13, 14:19  <b>generates</b> [1] - 40:4  <b>generating</b> [1] - 15:12  <b>generational</b> [1] - 26:8  <b>GEORGE</b> [6] - 43:10, 60:12, 66:17, 66:19, 72:18, 72:22  <b>George</b> [2] - 2:5, 2:18  <b>given</b> [1] - 39:12  <b>glad</b> [2] - 69:6, 72:15  <b>glass</b> [2] - 40:20, 63:1  <b>glider</b> [1] - 81:19  <b>Global</b> [1] - 5:3  <b>glycol</b> [1] - 74:21  <b>goal</b> [3] - 27:19, 51:14, 61:8  <b>Google</b> [1] - 47:2  <b>Gorda</b> [1] - 79:19  <b>Government</b> [1] - 2:7  <b>government</b> [3] - 17:7, 17:8, 45:3  <b>grandfather</b> [2] - 63:17, 71:19  <b>grandfathering</b> [1] - 57:3  <b>grant</b> [2] - 18:21, 19:9  <b>grants</b> [3] - 19:14, 19:17, 50:14  <b>great</b> [18] - 21:18, 22:17, 25:3, 25:5, 30:4, 40:19, 41:1, 41:6, 41:8, 42:4, 43:4, 43:22, 47:18, 51:6, 60:3, 66:14, 66:16, 69:21  <b>greater</b> [2] - 13:23, 78:17  <b>green</b> [4] - 28:4, 30:8, 31:18, 34:4  <b>greenery</b> [7] - 31:20, 33:22, 34:11, 35:1, 35:3, 35:4, 35:5  <b>gross</b> [1] - 5:7  <b>ground</b> [4] - 5:4, 23:14, 75:22, 81:21  <b>grounds</b> [1] - 44:8  <b>group</b> [2] - 3:21, 43:7  <b>groups</b> [2] - 25:22,</p>	<p>26:17  <b>growing</b> [1] - 26:23  <b>guarantee</b> [1] - 4:22  <b>guidelines</b> [2] - 13:5, 48:9  <b>guys</b> [1] - 42:4</p> <p style="text-align: center;"><b>H</b></p> <p><b>half</b> [1] - 62:11  <b>halt</b> [1] - 81:6  <b>hand</b> [2] - 21:4, 22:8  <b>handing</b> [1] - 12:15  <b>hang</b> [1] - 81:18  <b>happy</b> [4] - 6:8, 38:4, 73:23, 82:8  <b>Harbor</b> [7] - 60:14, 60:22, 60:23, 65:18, 66:6, 68:17, 70:12  <b>hard</b> [2] - 43:7, 43:21  <b>head</b> [1] - 33:16  <b>hear</b> [3] - 21:15, 55:3, 72:3  <b>heard</b> [10] - 20:2, 44:4, 52:20, 55:5, 55:10, 55:18, 56:5, 70:2, 73:4, 79:2  <b>hearing</b> [5] - 41:11, 53:20, 54:3, 67:5, 76:2  <b>hearings</b> [5] - 53:19, 53:21, 54:11, 57:7, 69:23  <b>heart</b> [2] - 30:14, 49:10  <b>heavy</b> [1] - 62:14  <b>held</b> [3] - 1:15, 67:7, 71:4  <b>Helen</b> [1] - 2:6  <b>helicopter</b> [1] - 81:18  <b>help</b> [9] - 11:9, 12:1, 12:8, 13:3, 16:18, 16:19, 50:13, 74:21, 83:7  <b>helped</b> [1] - 25:16  <b>HEREBY</b> [1] - 84:7  <b>heritage</b> [1] - 26:21  <b>hi</b> [2] - 42:3  <b>high</b> [5] - 11:16, 14:11, 16:13, 63:20, 63:22  <b>high-level</b> [2] - 63:20, 63:22  <b>higher</b> [9] - 6:20, 7:6, 7:8, 7:13, 8:7, 8:11, 9:19, 50:5, 80:9  <b>highest</b> [2] - 47:4, 79:7  <b>highlight</b> [3] - 3:9, 3:10, 5:3</p>	<p><b>highways</b> [1] - 19:22  <b>hire</b> [1] - 73:5  <b>hired</b> [1] - 11:4  <b>hires</b> [1] - 12:4  <b>hiring</b> [1] - 10:18  <b>historic</b> [1] - 40:18  <b>historical</b> [1] - 33:6  <b>historically</b> [1] - 65:18  <b>history</b> [1] - 26:21  <b>hit</b> [2] - 12:16, 75:22  <b>hold</b> [1] - 31:22  <b>holding</b> [1] - 82:14  <b>holiday</b> [1] - 78:10  <b>holidays</b> [1] - 13:7  <b>home</b> [2] - 47:6  <b>homes</b> [1] - 76:16  <b>hope</b> [1] - 39:13  <b>hopefully</b> [7] - 16:12, 17:2, 21:22, 50:14, 74:6, 79:13, 80:18  <b>hoping</b> [1] - 12:9  <b>host</b> [1] - 32:3  <b>hosted</b> [1] - 25:21  <b>hotspots</b> [1] - 77:5  <b>hours</b> [1] - 13:20  <b>House</b> [2] - 17:22, 20:2  <b>Housing</b> [1] - 54:5  <b>HR</b> [1] - 46:11  <b>hub</b> [1] - 27:11  <b>huge</b> [1] - 77:13  <b>Hughes</b> [1] - 2:16  <b>human</b> [3] - 10:13, 10:15, 40:22  <b>Human</b> [1] - 2:7  <b>hundred</b> [20] - 4:15, 4:23, 7:1, 7:3, 7:10, 7:12, 7:17, 7:21, 9:12, 19:20, 26:2, 44:22, 46:3, 52:7, 54:13, 60:20, 63:23, 73:7, 73:9, 75:14</p> <p style="text-align: center;"><b>I</b></p> <p><b>iconic</b> [1] - 35:13  <b>ideal</b> [1] - 41:21  <b>ideas</b> [1] - 3:2  <b>identifiable</b> [1] - 47:5  <b>identified</b> [1] - 63:5  <b>identify</b> [6] - 35:14, 38:6, 39:9, 39:20, 41:14, 47:7  <b>identifying</b> [1] - 41:15  <b>identity</b> [1] - 61:23  <b>IDs</b> [1] - 70:10  <b>imagination</b> [1] - 36:22</p>	<p><b>imagine</b> [1] - 25:3  <b>immediately</b> [1] - 61:10  <b>impact</b> [4] - 44:11, 56:14, 58:6, 67:19  <b>impacted</b> [2] - 71:13, 76:12  <b>impacts</b> [3] - 49:9, 72:9, 72:10  <b>implementation</b> [2] - 56:17, 56:22  <b>important</b> [13] - 3:10, 5:21, 26:18, 27:4, 30:6, 31:3, 32:17, 34:7, 35:14, 45:5, 58:21, 62:3, 63:16  <b>impressive</b> [1] - 41:4  <b>improved</b> [1] - 27:21  <b>improvement</b> [1] - 66:17  <b>improvements</b> [16] - 24:22, 28:9, 29:8, 38:7, 38:11, 38:12, 38:13, 39:3, 40:12, 42:18, 45:19, 51:9, 57:21, 65:13, 69:11, 71:12  <b>improving</b> [1] - 70:8  <b>IN</b> [1] - 2:1  <b>in-person</b> [3] - 53:21, 59:13, 59:16  <b>inaudible</b> [4] - 4:17, 19:23, 47:15, 58:19  <b>inaudible</b> [4] - 46:18, 48:5, 80:10, 80:12  <b>inbound</b> [2] - 63:3, 63:4  <b>include</b> [6] - 17:21, 26:20, 29:13, 33:5, 38:16, 58:18  <b>included</b> [5] - 17:23, 46:14, 48:12, 49:6, 58:7  <b>includes</b> [5] - 7:16, 17:18, 46:11, 47:10, 54:14  <b>including</b> [1] - 13:21  <b>inclusive</b> [2] - 26:8, 46:16  <b>increase</b> [4] - 18:3, 18:7, 18:10, 19:16  <b>increased</b> [1] - 55:1  <b>increases</b> [1] - 78:21  <b>incredibly</b> [2] - 41:13, 45:5  <b>incubates</b> [1] - 27:2  <b>incur</b> [1] - 14:12  <b>independently</b> [1] - 36:13</p>	<p><b>indicate</b> [1] - 67:4  <b>indicated</b> [1] - 79:3  <b>indirectly</b> [1] - 81:10  <b>individual</b> [1] - 57:22  <b>individuals</b> [5] - 46:23, 48:23, 54:12, 55:23, 59:10  <b>indoor</b> [3] - 30:9, 30:11, 33:20  <b>indoors</b> [1] - 32:12  <b>influence</b> [1] - 82:12  <b>Information</b> [1] - 2:17  <b>information</b> [13] - 5:23, 14:19, 15:3, 22:2, 33:6, 49:2, 52:19, 59:8, 66:13, 70:20, 71:23, 72:3, 79:16  <b>informed</b> [1] - 70:18  <b>Infrastructure</b> [1] - 17:11  <b>infrastructure</b> [5] - 18:16, 19:15, 20:9, 41:20, 61:3  <b>infuse</b> [1] - 37:7  <b>initial</b> [2] - 29:12, 37:8  <b>initiative</b> [1] - 15:14  <b>initiatives</b> [5] - 12:21, 16:11, 16:22, 66:20, 69:5  <b>injuries</b> [1] - 7:20  <b>innovative</b> [3] - 23:19, 23:22, 37:6  <b>input</b> [9] - 5:23, 52:15, 52:20, 53:5, 60:2, 62:18, 63:11, 63:14, 76:7  <b>inreach</b> [1] - 53:4  <b>inside</b> [1] - 35:9  <b>Institution</b> [1] - 22:19  <b>insurance</b> [1] - 7:20  <b>intact</b> [1] - 24:7  <b>integrate</b> [1] - 33:21  <b>integrated</b> [1] - 34:21  <b>integrating</b> [1] - 26:20  <b>intent</b> [1] - 67:3  <b>intentionally</b> [1] - 26:14  <b>interacting</b> [1] - 54:7  <b>interactive</b> [1] - 53:1  <b>interested</b> [3] - 13:9, 14:18, 71:1  <b>interesting</b> [4] - 3:2, 26:11, 69:22, 80:12  <b>interior</b> [2] - 34:17,</p>
--	---	---	--	---

<p>34:21  <b>intermingled</b> [1] - 31:7  <b>Internal</b> [1] - 2:10  <b>internal</b> [3] - 6:4, 13:8, 60:2  <b>international</b> [1] - 80:15  <b>internships</b> [1] - 16:9  <b>interviews</b> [1] - 25:21  <b>introduce</b> [3] - 20:20, 22:9, 22:11  <b>introduction</b> [1] - 54:19  <b>investing</b> [1] - 4:9  <b>Investment</b> [1] - 17:11  <b>investment</b> [5] - 17:12, 18:13, 19:9, 23:16, 40:5  <b>investments</b> [2] - 24:19, 27:18  <b>invigorate</b> [1] - 22:16  <b>inviting</b> [1] - 34:14  <b>involve</b> [1] - 39:14  <b>issue</b> [1] - 77:7  <b>issued</b> [1] - 67:3  <b>issues</b> [7] - 14:12, 16:16, 63:14, 71:6, 73:19, 75:8  <b>item</b> [2] - 5:13, 60:13  <b>items</b> [4] - 43:13, 43:16, 66:21, 70:14  <b>itself</b> [4] - 31:16, 38:8, 38:18, 68:7</p>	<p><b>June</b> [3] - 52:5, 52:17, 80:5</p>	<p>35:13  <b>largely</b> [1] - 24:16  <b>last</b> [9] - 5:12, 11:19, 15:7, 16:1, 46:13, 47:22, 48:10, 68:18, 74:5  <b>lastly</b> [4] - 57:18, 62:2, 71:3, 80:11  <b>late</b> [2] - 46:13, 79:4  <b>latest</b> [2] - 21:2, 82:14  <b>Lauderdale</b> [1] - 79:14  <b>launch</b> [1] - 25:17  <b>LaVonne</b> [1] - 21:5  <b>layout</b> [1] - 30:19  <b>lead</b> [1] - 67:2  <b>leading</b> [1] - 9:21  <b>leads</b> [1] - 23:8  <b>learned</b> [4] - 26:5, 27:13, 28:22, 70:7  <b>leasehold</b> [1] - 38:12  <b>least</b> [2] - 81:8, 81:14  <b>leave</b> [1] - 26:9  <b>leaving</b> [1] - 64:6  <b>led</b> [1] - 7:9  <b>left</b> [4] - 24:10, 30:23, 54:15, 62:14  <b>leisure</b> [1] - 22:3  <b>length</b> [2] - 50:1, 69:18  <b>LEP</b> [2] - 44:18, 46:19  <b>lessons</b> [1] - 70:7  <b>letters</b> [1] - 54:14  <b>letting</b> [1] - 27:14  <b>level</b> [15] - 5:19, 5:20, 17:17, 18:22, 24:1, 24:7, 24:13, 27:21, 27:22, 63:20, 63:21, 63:22, 66:10, 68:7, 68:9  <b>levels</b> [2] - 23:14, 77:18  <b>lifting</b> [1] - 80:14  <b>light</b> [7] - 19:10, 30:7, 34:23, 61:17, 62:21, 64:16, 66:23  <b>lighter</b> [1] - 29:13  <b>lighting</b> [2] - 34:22, 61:14  <b>likely</b> [1] - 28:23  <b>limited</b> [1] - 44:19  <b>line</b> [2] - 47:2, 63:9  <b>Line</b> [1] - 33:17  <b>lines</b> [2] - 28:4, 28:5  <b>linkages</b> [1] - 27:10  <b>linked</b> [1] - 25:8  <b>listening</b> [1] - 54:8  <b>live</b> [1] - 56:1</p>	<p><b>located</b> [4] - 30:11, 30:16, 35:1, 35:5  <b>location</b> [1] - 28:17  <b>locations</b> [1] - 52:11  <b>lock</b> [1] - 42:14  <b>Lockport</b> [1] - 69:13  <b>logical</b> [1] - 82:20  <b>London</b> [1] - 31:3  <b>long-term</b> [1] - 75:22  <b>look</b> [14] - 13:3, 16:17, 31:11, 31:15, 37:16, 41:2, 49:13, 49:18, 50:2, 55:7, 65:1, 75:8, 77:4, 78:1  <b>looking</b> [19] - 3:20, 11:1, 11:9, 11:21, 11:22, 12:3, 12:6, 13:4, 13:6, 13:7, 14:23, 16:2, 16:3, 28:12, 40:6, 49:20, 51:9, 78:2  <b>looks</b> [4] - 64:2, 74:11, 74:15, 75:2  <b>lounge</b> [2] - 31:7, 33:22  <b>loved</b> [1] - 34:8  <b>loves</b> [1] - 79:9  <b>low</b> [2] - 10:23, 26:11  <b>lower</b> [5] - 8:20, 19:13, 24:9, 68:7, 80:10  <b>luck</b> [1] - 74:16</p>	<p>36:19, 37:6, 40:7  <b>Manager</b> [4] - 2:7, 2:8, 2:9, 2:17  <b>manner</b> [2] - 49:19, 84:9  <b>map</b> [1] - 24:19  <b>mapping</b> [2] - 53:1, 54:15  <b>maps</b> [1] - 35:15  <b>March</b> [3] - 48:10, 48:19, 75:7  <b>Margo</b> [1] - 2:15  <b>Mark</b> [2] - 2:15, 2:17  <b>Market</b> [1] - 32:7  <b>markets</b> [3] - 29:4, 32:18, 32:19  <b>marks</b> [1] - 42:20  <b>Mary</b> [2] - 2:18, 73:20  <b>masks</b> [2] - 53:3, 70:21  <b>materials</b> [1] - 74:13  <b>matter</b> [2] - 11:9, 80:8  <b>maturation</b> [1] - 29:23  <b>mean</b> [1] - 82:12  <b>meaningful</b> [1] - 44:18  <b>means</b> [4] - 38:21, 45:6, 47:3, 84:9  <b>meantime</b> [1] - 6:3  <b>mechanic</b> [2] - 10:21, 16:9  <b>mechanics</b> [2] - 10:20, 11:6  <b>media</b> [1] - 21:16  <b>Medical</b> [1] - 55:20  <b>meet</b> [2] - 27:18, 72:12  <b>meeting</b> [9] - 21:12, 50:11, 53:8, 67:7, 67:13, 68:20, 70:22, 72:13, 83:5  <b>Meeting</b> [1] - 1:8  <b>meetings</b> [4] - 3:1, 3:3, 67:8, 83:4  <b>member</b> [1] - 17:21  <b>MEMBERS</b> [2] - 2:1, 2:13  <b>members</b> [2] - 44:5, 70:16  <b>membership</b> [1] - 47:8  <b>memory</b> [1] - 62:8  <b>mention</b> [1] - 40:11  <b>mentioned</b> [3] - 12:23, 57:19, 71:15  <b>mentoring</b> [1] - 16:6  <b>Mercato</b> [1] - 31:2  <b>met</b> [1] - 21:7</p>
<p><b>J</b></p>	<p><b>K</b></p>	<p><b>M</b></p>	<p><b>M</b></p>	
<p><b>Jacobs</b> [1] - 37:10  <b>Jane</b> [1] - 37:10  <b>January</b> [2] - 82:15  <b>Jen</b> [1] - 42:3  <b>Jennifer</b> [1] - 2:3  <b>Joan</b> [4] - 2:14, 20:18, 20:21, 22:11  <b>job</b> [3] - 21:18, 51:19, 54:18  <b>jobs</b> [2] - 10:17, 10:18  <b>Jobs</b> [1] - 17:11  <b>John</b> [3] - 2:4, 2:6, 75:9  <b>JONES</b> [1] - 43:20  <b>Jones</b> [2] - 2:8, 43:9  <b>July</b> [7] - 45:21, 49:5, 52:17, 53:7, 57:23, 69:10, 80:5  <b>jump</b> [1] - 22:13</p>	<p><b>Karen</b> [5] - 2:7, 10:13, 17:6, 51:19, 73:4  <b>keep</b> [4] - 10:9, 26:10, 37:1, 65:11  <b>keeping</b> [1] - 70:18  <b>keeps</b> [1] - 10:10  <b>Kempner</b> [1] - 2:7  <b>KEMPNER</b> [6] - 17:9, 22:11, 25:12, 37:18, 40:10, 42:9  <b>key</b> [4] - 25:4, 28:8, 37:1, 37:2  <b>KeyBank</b> [2] - 28:10, 28:16  <b>kicked</b> [3] - 53:7, 53:16, 53:17  <b>kids</b> [1] - 31:9  <b>Kim</b> [1] - 21:6  <b>Kim's</b> [1] - 74:22  <b>Kimberley</b> [1] - 2:3  <b>kind</b> [28] - 18:17, 21:8, 31:9, 36:15, 37:15, 42:14, 45:17, 46:4, 46:6, 47:15, 48:6, 51:12, 51:19, 51:22, 51:23, 52:3, 52:5, 53:6, 53:8, 53:13, 53:16, 54:3, 56:21, 58:14, 59:4, 59:21, 77:1, 79:22  <b>kinds</b> [3] - 30:22, 32:8, 35:11  <b>kiosk</b> [1] - 31:23  <b>kiosks</b> [2] - 31:18, 31:20  <b>kitchen</b> [2] - 30:15, 33:9  <b>knowledgeable</b> [1] - 22:18  <b>known</b> [1] - 40:14  <b>kudos</b> [1] - 73:19</p>	<p><b>L</b></p>	<p><b>Machine</b> [1] - 84:9  <b>mail</b> [1] - 4:2  <b>mails</b> [2] - 54:14, 67:14  <b>main</b> [3] - 24:13, 27:22, 75:13  <b>Main</b> [4] - 60:14, 61:2, 63:23, 65:14  <b>maintain</b> [3] - 36:7, 61:22, 64:12  <b>maintaining</b> [2] - 56:16, 64:11  <b>maintenance</b> [4] - 7:19, 14:21, 59:9, 62:14  <b>major</b> [5] - 56:13, 58:5, 65:12, 75:12, 75:17  <b>Mall</b> [1] - 54:4  <b>mall</b> [1] - 60:16  <b>manage</b> [1] - 47:17  <b>management</b> [12] - 9:11, 10:1, 23:9, 35:20, 35:21, 36:2, 36:3, 36:6, 36:9,</p>	

<p><b>methods</b> [1] - 72:7  <b>metrics</b> [2] - 43:11, 69:7  <b>Metro</b> [8] - 5:20, 6:23, 8:17, 9:3, 18:8, 38:23, 44:11, 72:20  <b>Metropolitano</b> [1] - 31:2  <b>Michael</b> [1] - 2:16  <b>mid</b> [1] - 82:15  <b>might</b> [5] - 31:11, 31:15, 39:16, 42:7, 57:2  <b>mileage</b> [1] - 50:1  <b>Military</b> [1] - 56:7  <b>million</b> [18] - 4:9, 4:14, 6:19, 6:22, 7:10, 7:16, 8:5, 8:6, 8:18, 9:3, 9:13, 18:7, 19:4, 19:5, 19:21, 23:16, 60:20  <b>mind</b> [1] - 62:6  <b>mine</b> [1] - 39:11  <b>minimum</b> [1] - 4:22  <b>MINKEL</b> [6] - 14:5, 41:6, 60:7, 66:15, 74:23, 81:4  <b>Minkel</b> [1] - 2:3  <b>minor</b> [2] - 58:3, 73:19  <b>minority</b> [8] - 47:11, 49:21, 49:22, 50:1, 50:5, 50:6, 50:7  <b>minute</b> [1] - 38:1  <b>minutes</b> [1] - 23:4  <b>mirroring</b> [1] - 80:4  <b>miss</b> [1] - 77:8  <b>mix</b> [4] - 12:9, 30:4, 30:23, 39:21  <b>mixed</b> [1] - 30:1  <b>mixed-use</b> [1] - 30:1  <b>modeling</b> [1] - 39:19  <b>modernization</b> [1] - 61:14  <b>modifications</b> [3] - 50:23, 57:20, 57:23  <b>modified</b> [1] - 56:10  <b>modify</b> [2] - 51:21, 55:4  <b>momentum</b> [1] - 24:21  <b>Monday</b> [4] - 13:11, 20:3, 55:22, 56:20  <b>money</b> [3] - 13:8, 60:21, 60:22  <b>monitor</b> [2] - 49:11, 50:20  <b>monitoring</b> [3] - 3:15, 47:14, 49:11  <b>month</b> [9] - 3:8, 6:7,</p>	<p>6:17, 7:7, 7:14, 10:1, 23:7, 48:20, 81:7  <b>monthly</b> [1] - 79:18  <b>months</b> [4] - 22:5, 43:8, 78:20  <b>morning</b> [10] - 3:7, 6:15, 10:14, 20:23, 21:1, 43:13, 43:16, 43:20, 60:13, 83:4  <b>mortgage</b> [4] - 7:13, 8:12, 9:5, 9:20  <b>most</b> [5] - 28:23, 54:17, 62:3, 63:6, 76:12  <b>mostly</b> [2] - 44:20, 47:1  <b>move</b> [15] - 16:9, 16:12, 21:2, 21:17, 28:13, 35:20, 57:16, 58:10, 58:13, 58:19, 61:13, 62:20, 67:1, 67:16, 70:8  <b>moveable</b> [1] - 33:21  <b>moving</b> [9] - 34:6, 57:11, 65:7, 67:4, 67:20, 68:21, 68:23, 70:6, 70:9  <b>MR</b> [36] - 3:7, 6:10, 6:15, 8:2, 10:4, 17:9, 22:11, 23:5, 25:12, 25:14, 37:18, 38:4, 40:10, 40:11, 42:9, 43:10, 43:20, 60:12, 66:17, 66:19, 72:18, 72:22, 73:2, 75:1, 75:10, 75:11, 80:23, 81:5, 81:20, 81:23, 82:1, 82:5, 82:7, 82:10, 82:11, 82:23  <b>MS</b> [13] - 10:14, 13:15, 13:19, 14:3, 14:5, 14:14, 14:16, 15:5, 41:6, 60:7, 66:15, 74:23, 81:4  <b>multi</b> [1] - 26:8  <b>multi-generational</b> [1] - 26:8  <b>musicians</b> [1] - 33:3  <b>Myrtle</b> [1] - 79:13</p>	<p>57:5, 63:13  <b>nearing</b> [2] - 68:2, 69:3  <b>necessary</b> [3] - 29:9, 41:14, 50:23  <b>need</b> [11] - 13:23, 27:6, 38:7, 44:12, 46:22, 47:7, 47:13, 49:17, 57:1, 58:2, 59:9  <b>needed</b> [1] - 41:14  <b>needs</b> [7] - 26:9, 27:14, 28:2, 38:17, 47:23, 51:16, 59:8  <b>negatively</b> [1] - 76:8  <b>neighborhood</b> [3] - 54:18, 56:2, 62:1  <b>NEPA</b> [1] - 67:2  <b>network</b> [5] - 45:19, 51:9, 57:2, 57:20, 71:11  <b>networks</b> [1] - 69:10  <b>never</b> [1] - 10:8  <b>new</b> [29] - 12:4, 17:18, 18:12, 18:20, 18:21, 19:15, 19:18, 20:20, 23:16, 24:12, 24:18, 26:12, 27:2, 28:1, 28:14, 44:4, 46:14, 46:15, 47:23, 48:1, 54:19, 57:2, 59:5, 63:19, 64:3, 64:8, 66:6, 71:5, 73:12  <b>NEW</b> [1] - 84:1  <b>New</b> [3] - 1:16, 81:12, 84:6  <b>news</b> [3] - 10:12, 15:20, 15:22  <b>News</b> [2] - 12:22, 12:23  <b>next</b> [46] - 10:23, 12:10, 17:18, 18:4, 18:8, 18:9, 19:7, 20:2, 20:14, 23:21, 24:3, 24:14, 25:11, 25:19, 28:20, 30:13, 31:13, 31:18, 31:19, 31:22, 32:2, 32:13, 32:23, 33:14, 34:2, 35:4, 35:19, 35:20, 36:6, 36:17, 36:22, 38:2, 38:5, 40:7, 42:13, 48:20, 58:9, 63:13, 70:22, 72:11, 72:13, 74:1, 75:12, 77:11, 78:20, 79:5  <b>NFIA</b> [1] - 79:4  <b>NFTA</b> [10] - 3:19, 5:10, 18:8, 19:4,</p>	<p>23:18, 28:12, 38:3, 38:9, 38:23, 39:8  <b>NFTA's</b> [2] - 23:15, 27:17  <b>NIAGARA</b> [3] - 1:7, 1:15, 84:3  <b>Niagara</b> [15] - 19:6, 53:22, 54:4, 54:5, 54:20, 55:19, 56:6, 59:15, 69:13, 69:14, 76:23, 78:23, 79:10, 84:6  <b>night</b> [2] - 34:23, 52:13  <b>nighttime</b> [1] - 64:14  <b>nine</b> [11] - 6:19, 9:7, 9:13, 14:6, 19:5, 20:6, 26:2, 48:11, 54:13, 78:6, 79:19  <b>ninety</b> [1] - 7:21  <b>noise</b> [1] - 76:9  <b>non</b> [3] - 47:8, 49:21, 50:6  <b>non-elected</b> [1] - 47:8  <b>non-minority</b> [2] - 49:21, 50:6  <b>noncompliance</b> [1] - 45:6  <b>nondiscriminatory</b> [1] - 44:15  <b>none</b> [1] - 57:23  <b>nonprofit</b> [1] - 36:10  <b>nonstop</b> [1] - 81:11  <b>normal</b> [4] - 14:15, 43:11, 75:20, 80:8  <b>Northland</b> [1] - 11:13  <b>Notary</b> [3] - 1:17, 84:5, 84:18  <b>note</b> [2] - 31:4, 71:15  <b>notice</b> [2] - 46:6, 67:3  <b>November</b> [4] - 45:12, 78:3, 78:7, 80:17  <b>Novo</b> [2] - 2:7, 10:13  <b>NOVO</b> [7] - 10:14, 13:15, 13:19, 14:3, 14:14, 14:16, 15:5  <b>NTD</b> [2] - 5:15, 49:16  <b>number</b> [4] - 10:22, 26:23, 65:19, 82:14  <b>numbers</b> [5] - 8:9, 16:13, 77:12, 77:18, 78:1  <b>numerous</b> [2] - 51:12, 52:11</p>	<p style="text-align: center;"><b>O</b></p> <p><b>observer</b> [1] - 37:11  <b>obviously</b> [4] - 45:14, 48:21, 56:13, 61:14  <b>occasionally</b> [1] - 13:22  <b>October</b> [9] - 5:22, 18:5, 45:11, 45:14, 50:14, 67:11, 67:16, 78:3, 78:6  <b>OF</b> [2] - 84:1, 84:3  <b>offer</b> [1] - 76:18  <b>Officer</b> [2] - 2:4, 2:17  <b>officer</b> [1] - 50:17  <b>officials</b> [1] - 70:18  <b>offset</b> [1] - 7:19  <b>often</b> [1] - 49:1  <b>Ohol</b> [1] - 2:8  <b>old</b> [1] - 48:11  <b>ON</b> [1] - 2:13  <b>on-time</b> [1] - 50:4  <b>onboard</b> [3] - 17:4, 21:22, 48:18  <b>once</b> [8] - 3:23, 37:11, 51:14, 58:12, 64:18, 65:7, 71:17, 75:22  <b>one</b> [39] - 4:9, 4:14, 5:3, 6:22, 7:10, 7:16, 10:19, 12:18, 17:12, 18:22, 19:14, 28:8, 28:18, 29:12, 29:20, 32:17, 33:3, 40:12, 43:13, 43:18, 46:6, 47:17, 48:17, 49:20, 53:19, 53:22, 53:23, 56:16, 56:21, 57:10, 59:18, 61:20, 63:15, 68:3, 73:9, 73:20, 74:3, 78:7  <b>One</b> [1] - 15:11  <b>One-Stop</b> [1] - 15:11  <b>one-year</b> [1] - 56:21  <b>ongoing</b> [5] - 5:22, 36:19, 45:17, 67:15, 75:6  <b>online</b> [4] - 26:2, 29:2, 52:11, 53:1  <b>open</b> [5] - 10:21, 67:9, 80:7, 81:14, 82:2  <b>opened</b> [3] - 23:23, 61:6, 68:13  <b>opening</b> [5] - 34:15, 41:9, 42:18, 68:5, 82:4  <b>openings</b> [1] - 10:19  <b>operable</b> [1] - 24:1</p>
	<b>N</b>			
	<p><b>name</b> [2] - 65:20, 66:5  <b>narrow</b> [1] - 28:6  <b>national</b> [3] - 18:22, 19:15, 44:9  <b>National</b> [1] - 5:15  <b>nature</b> [1] - 38:11  <b>near</b> [6] - 20:10, 49:10, 56:6, 56:7,</p>			

<p><b>operate</b> [3] - 36:12, 60:16, 70:21</p> <p><b>operates</b> [1] - 55:22</p> <p><b>operating</b> [9] - 5:17, 6:20, 7:8, 7:15, 8:5, 8:10, 8:13, 8:23, 9:6</p> <p><b>operation</b> [4] - 35:23, 36:19, 38:23, 79:17</p> <p><b>operational</b> [1] - 51:18</p> <p><b>operationalizing</b> [1] - 58:16</p> <p><b>operations</b> [5] - 14:21, 35:21, 36:8, 62:13</p> <p><b>operators</b> [5] - 10:22, 11:3, 11:5, 13:10, 53:4</p> <p><b>opportunities</b> [2] - 26:20, 81:9</p> <p><b>opportunity</b> [3] - 32:11, 41:20, 79:7</p> <p><b>opposed</b> [4] - 20:6, 47:20, 56:18, 59:19</p> <p><b>optimistic</b> [2] - 11:8, 41:23</p> <p><b>option</b> [1] - 53:12</p> <p><b>options</b> [4] - 52:22, 53:16, 56:23, 64:12</p> <p><b>orange</b> [1] - 30:8</p> <p><b>order</b> [1] - 26:10</p> <p><b>organization</b> [2] - 36:10, 72:19</p> <p><b>organizations</b> [1] - 26:1</p> <p><b>oriented</b> [3] - 28:3, 30:1, 40:1</p> <p><b>origin</b> [1] - 44:9</p> <p><b>original</b> [4] - 38:9, 41:2, 41:3, 61:16</p> <p><b>Orlando</b> [1] - 79:21</p> <p><b>otherwise</b> [1] - 72:15</p> <p><b>outbound</b> [1] - 63:3</p> <p><b>outdated</b> [1] - 52:1</p> <p><b>outdoor</b> [5] - 24:8, 30:9, 30:12, 32:13, 33:20</p> <p><b>outdoors</b> [1] - 32:12</p> <p><b>Outlets</b> [1] - 56:7</p> <p><b>outlined</b> [1] - 36:18</p> <p><b>outreach</b> [7] - 44:17, 54:2, 54:6, 59:13, 59:16, 60:1, 69:12</p> <p><b>outside</b> [1] - 35:8</p> <p><b>overall</b> [12] - 6:18, 8:3, 8:16, 8:19, 30:18, 45:22, 49:23, 50:8, 51:15, 54:11, 55:2, 56:4</p>	<p><b>overhead</b> [2] - 3:18, 3:21</p> <p><b>overlay</b> [1] - 75:21</p> <p><b>overlooking</b> [1] - 34:16</p> <p><b>overnight</b> [1] - 56:19</p> <p><b>overtime</b> [4] - 13:14, 13:21, 14:2, 14:13</p> <p><b>overview</b> [1] - 36:15</p> <p><b>overwhelming</b> [1] - 57:8</p> <p><b>own</b> [5] - 15:13, 48:5, 57:21, 61:23, 79:15</p> <p><b>ownership</b> [1] - 36:7</p>	<p><b>participation</b> [7] - 23:18, 44:10, 44:16, 46:12, 46:14, 46:15, 67:12</p> <p><b>particularly</b> [1] - 56:7</p> <p><b>partner</b> [1] - 22:22</p> <p><b>partners</b> [2] - 37:1, 41:8</p> <p><b>partnership</b> [3] - 36:4, 38:2, 39:16</p> <p><b>parts</b> [1] - 74:13</p> <p><b>pass</b> [1] - 20:5</p> <p><b>passed</b> [2] - 17:10, 73:9</p> <p><b>passenger</b> [3] - 6:23, 18:17, 38:20</p> <p><b>past</b> [3] - 11:4, 43:7, 45:18</p> <p><b>Pat</b> [1] - 49:16</p> <p><b>path</b> [1] - 77:21</p> <p><b>patience</b> [1] - 37:19</p> <p><b>Patrick</b> [4] - 2:10, 3:4, 6:9, 6:11</p> <p><b>patterns</b> [3] - 48:18, 51:16, 76:7</p> <p><b>pause</b> [2] - 51:6, 59:22</p> <p><b>payroll</b> [1] - 3:20</p> <p><b>pedestrian</b> [1] - 28:3</p> <p><b>pedestrians</b> [1] - 19:20</p> <p><b>peeling</b> [1] - 64:6</p> <p><b>penetration</b> [3] - 24:10, 68:9</p> <p><b>people</b> [27] - 11:17, 13:17, 14:1, 15:15, 25:2, 25:10, 27:12, 27:15, 27:16, 28:17, 28:23, 39:22, 40:6, 52:7, 53:2, 55:11, 55:18, 56:12, 56:19, 56:22, 59:7, 59:11, 63:6, 64:7, 71:10, 73:5, 76:8</p> <p><b>people's</b> [1] - 54:9</p> <p><b>per</b> [2] - 78:4, 78:6</p> <p><b>percent</b> [14] - 5:7, 5:11, 7:6, 9:1, 9:7, 14:7, 18:4, 18:10, 19:16, 47:11, 70:1, 78:14, 78:16, 78:17</p> <p><b>Pereira</b> [1] - 2:17</p> <p><b>perfect</b> [2] - 39:21, 41:19</p> <p><b>performance</b> [6] - 6:12, 6:16, 7:23, 8:3, 9:10, 50:4</p> <p><b>performances</b> [1] - 32:4</p>	<p><b>period</b> [1] - 76:14</p> <p><b>Perla</b> [2] - 2:18, 73:20</p> <p><b>permanent</b> [2] - 31:1, 34:20</p> <p><b>Perry</b> [2] - 2:2, 80:20</p> <p><b>PERRY</b> [13] - 13:13, 13:16, 13:22, 14:4, 14:9, 14:15, 15:4, 80:21, 81:17, 82:1, 82:6, 82:10, 82:18</p> <p><b>perseverance</b> [1] - 37:19</p> <p><b>PERSICO</b> [3] - 42:3, 42:22, 81:22</p> <p><b>Persico</b> [2] - 2:3, 42:3</p> <p><b>person</b> [4] - 53:21, 59:13, 59:16, 79:8</p> <p><b>personally</b> [1] - 51:11</p> <p><b>personnel</b> [2] - 7:17, 14:6</p> <p><b>perspective</b> [1] - 62:3</p> <p><b>Petersburg</b> [1] - 79:20</p> <p><b>phase</b> [8] - 29:12, 29:17, 29:20, 36:23, 52:3, 52:4, 68:3, 68:6</p> <p><b>phased</b> [1] - 59:14</p> <p><b>phases</b> [2] - 29:7, 76:3</p> <p><b>Phil</b> [1] - 21:6</p> <p><b>Philip</b> [1] - 2:16</p> <p><b>phone</b> [7] - 12:17, 15:16, 15:17, 42:4, 60:8, 60:9, 82:7</p> <p><b>PHONE</b> [1] - 2:13</p> <p><b>photo</b> [2] - 52:10, 61:1</p> <p><b>physical</b> [4] - 27:7, 29:10, 59:8, 73:11</p> <p><b>physically</b> [1] - 71:19</p> <p><b>pick</b> [4] - 11:6, 13:17, 53:12, 82:7</p> <p><b>picture</b> [3] - 20:4, 20:9, 25:12</p> <p><b>piece</b> [2] - 20:13, 42:12</p> <p><b>place</b> [5] - 25:5, 29:7, 32:21, 52:5, 68:10</p> <p><b>placemaking</b> [12] - 24:23, 25:1, 25:16, 26:5, 27:9, 28:20, 29:14, 29:19, 36:17, 36:23, 61:15</p> <p><b>places</b> [5] - 25:6, 25:9, 31:8, 35:8, 61:19</p>	<p><b>plan</b> [19] - 37:6, 37:7, 45:11, 46:12, 46:14, 46:15, 51:1, 51:10, 51:15, 53:9, 53:11, 56:3, 56:9, 56:10, 58:1, 59:14, 73:17, 73:19, 73:22</p> <p><b>planned</b> [3] - 27:18, 28:14, 29:8</p> <p><b>planning</b> [8] - 37:2, 49:13, 52:10, 52:18, 58:12, 59:4, 59:15, 79:7</p> <p><b>Planning</b> [2] - 2:8, 2:10</p> <p><b>planning's</b> [1] - 48:7</p> <p><b>plans</b> [1] - 37:4</p> <p><b>platform</b> [8] - 24:12, 28:1, 63:3, 63:5, 63:21, 63:22, 64:3</p> <p><b>platforms</b> [2] - 38:20, 63:19</p> <p><b>play</b> [2] - 31:7, 31:9</p> <p><b>players</b> [1] - 78:13</p> <p><b>Plaza</b> [1] - 60:17</p> <p><b>pleased</b> [4] - 66:8, 67:21, 68:2, 73:18</p> <p><b>plus</b> [2] - 3:13, 23:3</p> <p><b>poets</b> [1] - 33:3</p> <p><b>point</b> [19] - 4:9, 4:14, 6:19, 6:22, 7:10, 7:16, 8:6, 8:18, 9:3, 16:12, 17:12, 21:19, 61:6, 63:1, 63:5, 65:16, 65:22, 70:6, 74:19</p> <p><b>policies</b> [1] - 48:9</p> <p><b>policy</b> [6] - 57:3, 57:15, 58:17, 58:19, 71:16, 71:21</p> <p><b>pop</b> [1] - 30:22</p> <p><b>pop-up</b> [1] - 30:22</p> <p><b>populations</b> [1] - 47:12</p> <p><b>Portage</b> [1] - 53:22</p> <p><b>portion</b> [1] - 69:16</p> <p><b>positions</b> [3] - 10:21, 16:10, 73:9</p> <p><b>positive</b> [9] - 6:18, 8:3, 9:4, 10:10, 50:9, 55:21, 57:8, 57:11, 68:22</p> <p><b>positives</b> [1] - 57:15</p> <p><b>possible</b> [2] - 42:19, 44:1</p> <p><b>possibly</b> [1] - 16:3</p> <p><b>potential</b> [2] - 59:22, 63:8</p> <p><b>prefer</b> [1] - 55:13</p> <p><b>premises</b> [1] - 40:12</p> <p><b>premium</b> [1] - 57:13</p>
<b>P</b>				
<p><b>packages</b> [1] - 17:20</p> <p><b>page</b> [4] - 4:3, 5:2, 5:12, 44:23</p> <p><b>pages</b> [1] - 46:3</p> <p><b>painters</b> [1] - 33:2</p> <p><b>PAL</b> [1] - 72:10</p> <p><b>pandemic</b> [2] - 79:1, 80:15</p> <p><b>parachuting</b> [1] - 81:19</p> <p><b>parallel</b> [1] - 55:10</p> <p><b>parameters</b> [1] - 58:15</p> <p><b>paratransit</b> [5] - 56:15, 57:2, 71:12, 71:20, 72:1</p> <p><b>pared</b> [1] - 21:11</p> <p><b>pared-down</b> [1] - 21:11</p> <p><b>Park</b> [4] - 27:23, 28:13, 28:19, 68:12</p> <p><b>parking</b> [2] - 28:18, 75:5</p> <p><b>part</b> [26] - 13:3, 13:15, 14:16, 14:22, 14:23, 28:20, 36:19, 40:23, 43:2, 44:12, 45:3, 45:22, 48:3, 48:12, 51:7, 51:10, 51:20, 54:2, 54:3, 57:7, 60:16, 60:18, 67:11, 69:12, 74:13, 78:8</p> <p><b>part-time</b> [5] - 13:3, 13:15, 14:16, 14:22, 14:23</p> <p><b>partially</b> [1] - 24:4</p> <p><b>participants</b> [1] - 25:23</p> <p><b>participated</b> [1] - 54:5</p> <p><b>participating</b> [1] - 71:1</p>				

<p><b>prepare</b> [2] - 29:3, 31:10</p> <p><b>prepared</b> [4] - 27:20, 29:1, 30:3, 34:15</p> <p><b>present</b> [1] - 23:6</p> <p><b>presentation</b> [14] - 21:1, 21:8, 21:12, 22:4, 22:12, 37:3, 41:7, 42:5, 43:22, 51:8, 51:21, 53:8, 71:15</p> <p><b>presentations</b> [1] - 37:21</p> <p><b>presented</b> [5] - 41:19, 45:21, 48:20, 57:22, 69:11</p> <p><b>presenting</b> [1] - 53:10</p> <p><b>President</b> [1] - 82:8</p> <p><b>press</b> [1] - 21:16</p> <p><b>pretty</b> [6] - 72:17, 74:15, 75:4, 77:19, 78:9, 80:8</p> <p><b>previous</b> [5] - 11:18, 24:6, 48:10, 51:23, 54:16</p> <p><b>previously</b> [1] - 58:6</p> <p><b>primarily</b> [3] - 8:17, 9:14, 63:7</p> <p><b>primary</b> [2] - 3:17, 76:13</p> <p><b>principles</b> [2] - 34:6, 61:12</p> <p><b>priorities</b> [2] - 51:23, 52:6</p> <p><b>private</b> [3] - 32:4, 36:8, 42:11</p> <p><b>pro</b> [1] - 37:5</p> <p><b>problem</b> [1] - 73:13</p> <p><b>procedure</b> [1] - 46:10</p> <p><b>proceed</b> [1] - 58:17</p> <p><b>Proceedings</b> [1] - 1:15</p> <p><b>proceeds</b> [1] - 20:10</p> <p><b>process</b> [26] - 12:2, 23:8, 25:2, 25:15, 25:16, 25:20, 26:5, 27:13, 28:22, 29:15, 30:3, 36:17, 36:23, 45:10, 45:15, 52:23, 53:19, 56:21, 60:3, 61:9, 67:2, 67:9, 67:15, 67:20, 70:8, 76:23</p> <p><b>Procurement</b> [1] - 2:17</p> <p><b>productive</b> [1] - 29:15</p> <p><b>proficiency</b> [2] -</p>	<p>44:19, 47:1</p> <p><b>program</b> [22] - 13:2, 17:19, 18:13, 18:15, 18:17, 18:20, 18:22, 19:2, 19:9, 19:15, 19:18, 19:22, 43:19, 44:2, 44:6, 44:13, 45:4, 45:20, 46:1, 46:19, 50:12</p> <p><b>programming</b> [6] - 23:8, 26:13, 29:14, 29:19, 37:9, 44:7</p> <p><b>programs</b> [14] - 12:3, 16:5, 17:15, 17:17, 18:2, 18:4, 18:8, 18:11, 19:8, 19:17, 20:11, 39:15, 44:19, 47:14</p> <p><b>project</b> [34] - 10:23, 19:15, 21:3, 21:10, 21:15, 21:23, 22:5, 22:22, 26:3, 32:6, 36:13, 37:8, 38:3, 41:9, 41:21, 42:10, 42:15, 42:19, 48:2, 60:17, 65:9, 65:14, 67:5, 67:18, 67:19, 68:15, 68:19, 68:23, 69:3, 74:4, 75:1, 75:7, 75:12, 75:22</p> <p><b>Project</b> [3] - 2:19, 22:9, 22:14</p> <p><b>projects</b> [6] - 3:11, 3:19, 17:21, 22:15, 23:1, 74:2</p> <p><b>promenade</b> [2] - 28:7, 28:10</p> <p><b>promise</b> [2] - 4:8, 37:20</p> <p><b>promised</b> [1] - 4:6</p> <p><b>promoting</b> [1] - 44:16</p> <p><b>promptly</b> [1] - 83:5</p> <p><b>property</b> [2] - 20:20, 43:5</p> <p><b>proposal</b> [1] - 38:9</p> <p><b>proposing</b> [2] - 62:17, 62:20</p> <p><b>protect</b> [1] - 24:5</p> <p><b>prove</b> [1] - 29:19</p> <p><b>provide</b> [11] - 5:4, 5:16, 19:12, 46:22, 60:4, 64:14, 65:1, 65:4, 66:11, 72:6</p> <p><b>provided</b> [2] - 46:3, 66:9</p> <p><b>provides</b> [1] - 32:15</p> <p><b>providing</b> [5] - 27:1, 37:12, 38:21, 39:1, 50:7</p>	<p><b>province</b> [1] - 39:11</p> <p><b>public</b> [57] - 18:1, 18:3, 22:16, 22:17, 24:16, 25:3, 27:12, 29:16, 30:7, 33:13, 33:20, 34:8, 36:7, 37:7, 39:5, 40:19, 41:2, 41:5, 41:10, 44:14, 44:17, 46:11, 46:14, 46:15, 46:17, 48:14, 52:8, 53:2, 53:17, 53:18, 53:20, 53:21, 54:3, 54:8, 54:11, 55:3, 55:5, 55:17, 57:7, 58:20, 59:2, 59:4, 59:6, 60:1, 61:7, 61:9, 65:10, 67:5, 67:6, 67:8, 67:9, 67:11, 67:13, 67:16, 69:22, 70:4, 76:6</p> <p><b>Public</b> [9] - 1:18, 2:5, 2:6, 2:9, 2:19, 22:9, 22:14, 84:5, 84:18</p> <p><b>public/private</b> [2] - 36:4, 39:16</p> <p><b>Punta</b> [1] - 79:19</p> <p><b>purple</b> [1] - 30:13</p> <p><b>purpose</b> [1] - 3:17</p> <p><b>pursuant</b> [1] - 13:4</p> <p><b>push</b> [2] - 20:7, 74:4</p> <p><b>put</b> [6] - 52:11, 53:14, 58:15, 59:10, 63:8, 63:20</p> <p><b>putting</b> [2] - 34:16, 64:8</p>	<p>23:16, 38:20, 60:16, 60:21, 61:17, 66:23</p> <p><b>railroad</b> [2] - 26:21, 33:8</p> <p><b>RAISE</b> [1] - 19:16</p> <p><b>raising</b> [1] - 36:13</p> <p><b>ramped</b> [1] - 42:10</p> <p><b>ramps</b> [1] - 64:4</p> <p><b>range</b> [3] - 25:10, 25:23, 36:1</p> <p><b>rapid</b> [1] - 19:10</p> <p><b>rates</b> [1] - 3:21</p> <p><b>rather</b> [3] - 74:6, 74:17, 77:3</p> <p><b>rationalize</b> [1] - 78:18</p> <p><b>read</b> [3] - 22:3, 46:2, 70:15</p> <p><b>readable</b> [2] - 46:17, 48:14</p> <p><b>really</b> [32] - 21:19, 27:14, 29:11, 32:10, 36:3, 36:20, 40:15, 42:10, 45:1, 47:18, 48:7, 48:12, 48:15, 49:10, 49:17, 50:2, 51:15, 52:5, 53:7, 55:10, 58:20, 60:3, 62:23, 65:16, 65:21, 66:3, 68:22, 74:7, 75:8, 75:15, 75:22, 79:9</p> <p><b>reason</b> [1] - 39:12</p> <p><b>reauthorization</b> [1] - 17:16</p> <p><b>reauthorized</b> [1] - 20:12</p> <p><b>receive</b> [5] - 9:17, 63:11, 63:16, 69:12, 71:18</p> <p><b>received</b> [8] - 9:15, 26:1, 60:19, 60:20, 67:14, 68:22, 70:19, 72:4</p> <p><b>receives</b> [1] - 44:7</p> <p><b>receiving</b> [2] - 47:21, 67:10</p> <p><b>recently</b> [2] - 24:11, 49:4</p> <p><b>recognized</b> [2] - 9:16, 9:18</p> <p><b>recommendation</b> [1] - 57:16</p> <p><b>recommended</b> [1] - 36:9</p> <p><b>recommending</b> [1] - 57:10</p> <p><b>reconciliation</b> [1] - 20:8</p> <p><b>reconfiguration</b> [1] -</p>	<p>77:4</p> <p><b>Reconnecting</b> [1] - 19:21</p> <p><b>reconstruct</b> [1] - 61:10</p> <p><b>reconstructed</b> [1] - 60:18</p> <p><b>Recording</b> [1] - 1:14</p> <p><b>recording</b> [2] - 84:8, 84:14</p> <p><b>recovered</b> [1] - 8:9</p> <p><b>recruit</b> [1] - 15:17</p> <p><b>recruitment</b> [1] - 12:20</p> <p><b>red</b> [1] - 30:16</p> <p><b>reduce</b> [1] - 19:18</p> <p><b>reduced</b> [1] - 84:10</p> <p><b>referenced</b> [1] - 68:20</p> <p><b>referral</b> [3] - 12:3, 12:7, 13:2</p> <p><b>referred</b> [1] - 66:3</p> <p><b>refine</b> [1] - 29:18</p> <p><b>refining</b> [1] - 37:5</p> <p><b>reflect</b> [1] - 62:1</p> <p><b>refresh</b> [1] - 62:8</p> <p><b>refuse</b> [1] - 38:22</p> <p><b>regard</b> [1] - 39:13</p> <p><b>regarding</b> [3] - 57:6, 57:18, 73:16</p> <p><b>region</b> [6] - 22:18, 23:2, 46:20, 50:8, 59:19, 79:11</p> <p><b>registered</b> [1] - 25:22</p> <p><b>registers</b> [1] - 3:20</p> <p><b>regulation</b> [1] - 44:6</p> <p><b>rehabilitation</b> [4] - 64:9, 64:10, 75:18, 76:22</p> <p><b>rehash</b> [1] - 51:14</p> <p><b>reinvigorate</b> [1] - 22:16</p> <p><b>related</b> [3] - 6:23, 8:17, 50:21</p> <p><b>relating</b> [4] - 7:22, 9:23, 49:5, 59:22</p> <p><b>relative</b> [5] - 62:14, 63:18, 69:23, 70:2, 71:6</p> <p><b>released</b> [1] - 19:1</p> <p><b>relief</b> [1] - 9:15</p> <p><b>relocating</b> [1] - 38:22</p> <p><b>remain</b> [1] - 71:9</p> <p><b>remarkably</b> [1] - 24:7</p> <p><b>remarks</b> [1] - 57:8</p> <p><b>remind</b> [1] - 63:15</p> <p><b>removal</b> [1] - 54:22</p> <p><b>removed</b> [1] - 32:20</p>
		<b>Q</b>		
		<p><b>QR</b> [3] - 12:12, 12:13, 12:16</p> <p><b>quality</b> [2] - 44:14, 49:15</p> <p><b>questions</b> [27] - 6:8, 6:9, 7:22, 8:1, 9:9, 9:23, 17:5, 20:15, 20:17, 37:17, 42:1, 42:2, 42:23, 50:18, 51:5, 51:6, 54:8, 55:6, 59:22, 60:7, 66:8, 66:12, 66:15, 69:5, 72:14, 80:20, 83:1</p> <p><b>quick</b> [2] - 73:3, 74:1</p> <p><b>quicker</b> [1] - 29:13</p> <p><b>quickly</b> [1] - 50:3</p> <p><b>quite</b> [2] - 52:9, 66:17</p>		
		<b>R</b>		
		<p><b>race</b> [1] - 44:8</p> <p><b>rail</b> [7] - 19:10,</p>		

<p><b>removing</b> [1] - 55:8  <b>rendering</b> [9] - 28:11, 31:12, 31:13, 32:13, 34:2, 34:14, 62:19, 64:15, 65:21  <b>renderings</b> [5] - 31:10, 32:9, 64:23, 66:9, 68:13  <b>rental</b> [1] - 33:14  <b>rentals</b> [1] - 33:15  <b>repair</b> [2] - 19:13, 33:14  <b>repairs</b> [1] - 7:19  <b>repaving</b> [1] - 77:3  <b>repay</b> [1] - 40:5  <b>report</b> [19] - 3:8, 4:20, 5:2, 5:13, 5:14, 5:15, 5:16, 5:21, 6:2, 6:6, 9:11, 10:1, 17:5, 20:16, 66:19, 66:20, 67:22, 72:16, 73:1  <b>reported</b> [4] - 5:9, 5:10, 14:6, 49:15  <b>reporting</b> [3] - 6:4, 43:12, 47:11  <b>reports</b> [2] - 4:2, 69:9  <b>represent</b> [2] - 30:9, 78:1  <b>representative</b> [1] - 47:9  <b>representing</b> [1] - 25:23  <b>requested</b> [1] - 65:19  <b>required</b> [1] - 44:21  <b>requirement</b> [2] - 5:16, 48:4  <b>requirements</b> [2] - 46:1, 64:13  <b>resident</b> [1] - 22:23  <b>residents</b> [1] - 76:19  <b>Resources</b> [1] - 2:7  <b>resources</b> [2] - 10:13, 10:15  <b>respect</b> [2] - 75:5, 78:23  <b>response</b> [1] - 55:6  <b>responses</b> [1] - 26:2  <b>responsibility</b> [1] - 38:13  <b>rest</b> [2] - 10:10, 37:21  <b>restaurants</b> [2] - 11:10, 31:2  <b>restored</b> [1] - 31:15  <b>restrictions</b> [2] - 13:5, 80:15  <b>resubmit</b> [1] - 58:2  <b>result</b> [3] - 6:20, 18:6, 19:3</p>	<p><b>resulted</b> [1] - 21:11  <b>results</b> [2] - 23:7, 48:20  <b>resume</b> [1] - 79:4  <b>retention</b> [2] - 12:4, 12:8  <b>retire</b> [1] - 11:2  <b>returning</b> [1] - 29:15  <b>Rev</b> [1] - 2:15  <b>revenue</b> [13] - 4:21, 7:3, 7:13, 8:8, 8:12, 8:13, 8:22, 9:5, 9:6, 9:16, 9:18, 9:20, 40:4  <b>revenues</b> [7] - 4:6, 5:7, 5:8, 5:10, 6:21, 8:6, 40:3  <b>review</b> [4] - 18:1, 45:15, 67:17, 73:17  <b>reviewed</b> [1] - 50:16  <b>revitalization</b> [1] - 36:10  <b>rich</b> [1] - 26:21  <b>Richmond</b> [2] - 54:23, 55:9  <b>rid</b> [1] - 38:21  <b>rider</b> [1] - 59:5  <b>ridership</b> [4] - 48:17, 48:23, 49:14, 51:16  <b>riding</b> [3] - 49:1, 49:2  <b>rights</b> [1] - 23:13  <b>Rights</b> [1] - 50:16  <b>River</b> [1] - 32:16  <b>riverfront</b> [2] - 28:6, 28:9  <b>Road</b> [2] - 53:22, 56:8  <b>road</b> [1] - 59:23  <b>roads</b> [1] - 17:13  <b>Rob</b> [8] - 43:9, 43:10, 43:15, 43:19, 60:11, 60:12, 68:20, 71:15  <b>Robert</b> [1] - 2:8  <b>Roche</b> [1] - 2:2  <b>ROCHE</b> [17] - 2:22, 6:9, 6:11, 8:1, 10:2, 10:12, 17:6, 20:17, 42:2, 42:23, 60:11, 66:14, 66:18, 72:17, 72:21, 72:23, 83:3  <b>role</b> [2] - 33:15, 48:7  <b>roles</b> [1] - 36:11  <b>roll</b> [1] - 66:5  <b>rolling</b> [1] - 65:12  <b>room</b> [3] - 26:9, 37:22, 53:20  <b>rooms</b> [1] - 46:7  <b>Rosati</b> [1] - 84:5  <b>ROSATI</b> [2] - 1:17, 84:17  <b>round</b> [4] - 35:18,</p>	<p>35:19, 52:17, 53:7  <b>rounds</b> [1] - 54:16  <b>route</b> [9] - 49:22, 49:23, 53:12, 54:20, 54:23, 55:10, 56:14, 56:18, 76:12  <b>Route</b> [1] - 54:23  <b>Routes</b> [1] - 69:20  <b>routes</b> [7] - 49:21, 50:5, 50:6, 55:9, 70:5, 78:19  <b>RUMINSKI</b> [3] - 6:15, 8:2, 10:4  <b>Ruminski</b> [2] - 2:9, 6:13  <b>run</b> [1] - 19:23  <b>running</b> [2] - 74:6, 75:23  <b>runoff</b> [1] - 74:21  <b>runway</b> [6] - 75:13, 75:14, 75:18, 76:13, 76:22, 77:5  <b>runways</b> [1] - 77:7</p> <p style="text-align: center;"><b>S</b></p> <p><b>Sabres</b> [1] - 43:4  <b>sad</b> [1] - 58:23  <b>Safe</b> [1] - 19:18  <b>safe</b> [1] - 25:7  <b>sales</b> [4] - 7:13, 8:12, 9:6, 9:20  <b>Sam</b> [11] - 2:19, 21:7, 21:18, 22:10, 22:13, 22:21, 23:11, 37:23, 40:10, 41:6  <b>Sanford</b> [1] - 79:20  <b>satisfaction</b> [1] - 72:2  <b>Savarino</b> [7] - 2:19, 21:7, 22:21, 23:11, 23:12, 37:23  <b>SAVARINO</b> [2] - 38:4, 40:11  <b>saw</b> [3] - 43:14, 68:12, 80:13  <b>scale</b> [3] - 35:13, 35:15, 40:22  <b>scaling</b> [1] - 29:17  <b>Schaefer</b> [1] - 2:6  <b>SCHAEFER</b> [1] - 75:10  <b>schedule</b> [4] - 74:9, 74:16, 75:3, 79:6  <b>scheduled</b> [1] - 61:5  <b>schedules</b> [1] - 58:14  <b>Schenectady</b> [1] - 79:8  <b>school</b> [1] - 15:21</p>	<p><b>schools</b> [4] - 11:16, 15:21, 16:16, 80:7  <b>Schumer</b> [1] - 19:1  <b>scope</b> [1] - 38:6  <b>scoping</b> [6] - 67:6, 67:8, 67:9, 67:11, 67:13, 67:16  <b>seamless</b> [2] - 61:9, 65:8  <b>seating</b> [5] - 31:20, 33:22, 35:8, 35:11  <b>second</b> [16] - 5:2, 23:14, 24:7, 24:11, 27:21, 27:22, 29:10, 29:17, 30:5, 32:23, 33:12, 39:1, 48:17, 51:8, 52:17, 68:1  <b>section</b> [1] - 20:20  <b>sector</b> [2] - 36:8, 42:11  <b>security</b> [1] - 61:14  <b>see</b> [34] - 3:14, 10:20, 11:8, 12:13, 13:6, 14:17, 17:2, 17:9, 21:20, 22:6, 24:12, 25:12, 31:23, 34:18, 50:3, 52:9, 62:15, 62:21, 64:15, 64:17, 65:1, 65:17, 65:21, 77:11, 77:15, 78:19, 78:21, 79:15, 79:22, 80:4, 80:5, 80:12, 81:13, 82:16  <b>seeing</b> [5] - 4:1, 4:20, 12:1, 21:9, 41:12  <b>seek</b> [1] - 58:10  <b>seem</b> [1] - 10:23  <b>selected</b> [1] - 23:13  <b>self</b> [2] - 40:4, 47:11  <b>self-reporting</b> [1] - 47:11  <b>self-supporting</b> [1] - 40:4  <b>sell</b> [1] - 27:3  <b>Senate</b> [2] - 17:10, 20:5  <b>Senator</b> [1] - 19:1  <b>send</b> [1] - 73:10  <b>Senior</b> [1] - 2:18  <b>sense</b> [1] - 52:6  <b>separate</b> [2] - 38:11, 40:16  <b>September</b> [8] - 1:9, 3:9, 6:7, 51:3, 67:7, 72:12, 78:3, 78:6  <b>serve</b> [3] - 28:17, 33:9, 52:15  <b>served</b> [2] - 27:11, 59:12</p>	<p><b>serves</b> [3] - 5:18, 17:16, 49:23  <b>service</b> [29] - 18:19, 48:6, 48:9, 49:4, 49:5, 49:13, 50:1, 50:3, 50:7, 52:9, 52:10, 52:13, 52:18, 53:9, 53:14, 54:21, 55:1, 56:16, 56:20, 58:14, 59:3, 66:22, 69:13, 69:23, 70:2, 70:3, 71:13, 71:19, 72:10  <b>Service</b> [1] - 2:8  <b>Services</b> [1] - 5:4  <b>services</b> [6] - 3:16, 5:4, 47:2, 49:18, 56:2  <b>set</b> [2] - 10:5, 37:14  <b>setback</b> [1] - 2:23  <b>seven</b> [3] - 11:6, 18:7, 79:17  <b>seventy</b> [2] - 54:12, 63:23  <b>seventy-six</b> [1] - 54:12  <b>shafts</b> [1] - 24:2  <b>shape</b> [1] - 75:4  <b>share</b> [1] - 21:17  <b>shared</b> [3] - 30:12, 30:15, 33:1  <b>shared-use</b> [1] - 30:15  <b>shed</b> [2] - 23:15, 40:15  <b>sheet</b> [1] - 46:4  <b>shelter</b> [3] - 62:4, 63:2, 63:4  <b>shifts</b> [2] - 13:18, 56:1  <b>shopping</b> [1] - 56:6  <b>Shoreline</b> [1] - 33:18  <b>shortage</b> [1] - 14:1  <b>Shorthand</b> [1] - 84:9  <b>shortly</b> [2] - 4:21, 73:12  <b>shot</b> [1] - 23:5  <b>show</b> [3] - 25:19, 56:10, 62:7  <b>showed</b> [1] - 29:3  <b>showing</b> [2] - 50:6, 56:9  <b>shown</b> [12] - 24:8, 25:17, 28:4, 28:11, 30:7, 30:10, 30:13, 30:15, 30:23, 31:3, 36:4, 58:21  <b>shows</b> [8] - 24:10, 30:4, 31:12, 31:18, 32:5, 32:13, 34:2, 34:15  <b>shuttered</b> [1] - 41:11</p>
---	---	---	--	--

<p><b>side</b> [8] - 4:21, 40:21, 45:16, 49:11, 52:15, 52:20, 58:12, 62:11</p> <p><b>signage</b> [2] - 35:13, 35:14</p> <p><b>significant</b> [1] - 76:14</p> <p><b>signify</b> [1] - 29:23</p> <p><b>signing</b> [1] - 12:5</p> <p><b>signs</b> [2] - 59:11, 59:12</p> <p><b>similar</b> [1] - 32:5</p> <p><b>simultaneously</b> [1] - 26:17</p> <p><b>Sister</b> [4] - 2:2, 17:9, 20:22, 21:5</p> <p><b>SISTER</b> [17] - 2:22, 6:9, 6:11, 8:1, 10:2, 10:12, 17:6, 20:17, 42:2, 42:23, 60:11, 66:14, 66:18, 72:17, 72:21, 72:23, 83:3</p> <p><b>sit</b> [1] - 35:8</p> <p><b>site</b> [2] - 28:16, 48:1</p> <p><b>siting</b> [1] - 47:23</p> <p><b>situation</b> [2] - 76:9, 76:17</p> <p><b>Six</b> [16] - 43:19, 44:2, 44:5, 44:13, 44:23, 45:20, 45:22, 49:17, 50:21, 51:3, 51:6, 57:18, 57:22, 58:2, 58:8, 73:17</p> <p><b>six</b> [8] - 4:9, 7:18, 8:6, 10:21, 23:7, 25:21, 52:7, 54:12</p> <p><b>six-month</b> [1] - 23:7</p> <p><b>sixty</b> [7] - 7:6, 7:12, 20:6, 44:23, 46:3, 78:7</p> <p><b>sixty-eight</b> [2] - 44:23, 46:3</p> <p><b>sixty-five</b> [2] - 7:6, 7:12</p> <p><b>sixty-nine</b> [1] - 20:6</p> <p><b>sixty-one</b> [1] - 78:7</p> <p><b>size</b> [1] - 24:9</p> <p><b>skilled</b> [1] - 15:23</p> <p><b>skills</b> [1] - 36:8</p> <p><b>skylight</b> [1] - 31:19</p> <p><b>skylights</b> [4] - 24:2, 24:3, 31:15, 40:20</p> <p><b>slide</b> [21] - 10:9, 10:19, 12:21, 19:7, 23:21, 24:6, 24:10, 24:15, 25:11, 25:19, 31:13, 31:18, 31:19, 32:5, 34:2, 35:4, 35:19, 35:20, 36:6, 36:18, 37:20</p>	<p><b>slides</b> [1] - 24:14</p> <p><b>slip</b> [1] - 59:20</p> <p><b>smaller</b> [1] - 35:15</p> <p><b>social</b> [3] - 25:9, 34:8, 35:9</p> <p><b>socialize</b> [1] - 31:8</p> <p><b>social</b> [2] - 20:8, 78:9</p> <p><b>sometimes</b> [3] - 14:12, 14:23, 45:15</p> <p><b>somewhere</b> [1] - 76:2</p> <p><b>sooner</b> [3] - 8:9, 74:6, 74:17</p> <p><b>sorry</b> [2] - 2:22, 16:4</p> <p><b>sort</b> [2] - 30:8, 36:17</p> <p><b>soundproofing</b> [1] - 76:15</p> <p><b>sources</b> [1] - 39:9</p> <p><b>South</b> [4] - 27:23, 28:13, 28:19, 68:12</p> <p><b>Southwest</b> [1] - 78:14</p> <p><b>space</b> [29] - 23:14, 26:22, 27:1, 27:5, 27:15, 27:17, 29:11, 29:15, 31:11, 31:14, 31:17, 31:19, 32:2, 32:3, 32:9, 32:14, 32:17, 33:1, 34:4, 34:8, 35:2, 35:6, 35:12, 36:21, 39:2, 40:20, 41:2, 41:5, 41:9</p> <p><b>Spaces</b> [3] - 2:19, 22:10, 22:15</p> <p><b>spaces</b> [7] - 22:17, 25:3, 30:10, 31:7, 33:20, 34:17</p> <p><b>span</b> [1] - 50:3</p> <p><b>Spanish</b> [1] - 47:4</p> <p><b>spans</b> [1] - 55:1</p> <p><b>speakers</b> [1] - 54:13</p> <p><b>specific</b> [4] - 18:2, 30:17, 36:12, 73:22</p> <p><b>specifically</b> [1] - 38:6</p> <p><b>spent</b> [1] - 22:18</p> <p><b>Spirit</b> [1] - 78:23</p> <p><b>spoken</b> [3] - 46:22, 47:5, 47:6</p> <p><b>spread</b> [1] - 44:15</p> <p><b>spring</b> [3] - 65:7, 68:15, 79:4</p> <p><b>SS</b> [1] - 84:2</p> <p><b>staff</b> [7] - 12:18, 14:1, 15:16, 23:18, 39:8, 52:10, 60:2</p> <p><b>staffing</b> [2] - 14:12, 51:18</p> <p><b>stage</b> [3] - 30:10,</p>	<p>34:3, 37:15</p> <p><b>stages</b> [1] - 3:23</p> <p><b>staircases</b> [1] - 68:11</p> <p><b>stairs</b> [1] - 64:4</p> <p><b>stakeholder</b> [1] - 25:21</p> <p><b>stakeholders</b> [2] - 27:5, 37:1</p> <p><b>stalls</b> [1] - 32:19</p> <p><b>stand</b> [2] - 49:7, 74:3</p> <p><b>stand-alone</b> [1] - 49:7</p> <p><b>standards</b> [2] - 47:20, 48:8</p> <p><b>star</b> [1] - 75:1</p> <p><b>start</b> [10] - 3:4, 12:7, 12:9, 16:8, 21:20, 22:6, 43:18, 58:16, 79:12, 80:7</p> <p><b>started</b> [5] - 12:11, 12:14, 43:10, 76:10, 79:2</p> <p><b>starting</b> [7] - 11:6, 15:9, 21:14, 40:8, 68:14, 76:21, 81:14</p> <p><b>starts</b> [2] - 18:5, 58:22</p> <p><b>STATE</b> [1] - 84:1</p> <p><b>state</b> [3] - 19:13, 33:17, 60:20</p> <p><b>State</b> [4] - 2:4, 33:17, 69:16, 84:6</p> <p><b>statement</b> [1] - 67:19</p> <p><b>States</b> [2] - 80:2, 80:16</p> <p><b>states</b> [1] - 44:6</p> <p><b>Station</b> [9] - 54:4, 60:14, 60:17, 60:23, 61:1, 65:18, 65:23, 68:17, 70:12</p> <p><b>station</b> [28] - 23:17, 24:12, 28:1, 28:12, 39:4, 40:18, 42:10, 42:15, 42:19, 61:4, 61:10, 61:16, 61:21, 61:23, 62:2, 62:5, 62:10, 63:6, 63:7, 63:20, 64:12, 64:15, 65:10, 65:14, 65:20, 66:6, 68:6, 68:8</p> <p><b>stations</b> [3] - 40:23, 61:20, 63:18</p> <p><b>status</b> [4] - 3:5, 3:8, 6:2, 6:6</p> <p><b>stay</b> [1] - 24:19</p> <p><b>steam</b> [1] - 24:1</p> <p><b>stenographically</b> [1] - 1:17</p> <p><b>step</b> [4] - 38:5,</p>	<p>41:14, 41:17, 43:17</p> <p><b>steps</b> [4] - 36:17, 38:2, 40:7, 58:9</p> <p><b>Steve</b> [10] - 2:19, 21:7, 21:18, 22:9, 22:11, 22:14, 23:3, 25:12, 37:18, 41:7</p> <p><b>Steven</b> [1] - 2:17</p> <p><b>still</b> [21] - 6:3, 20:4, 20:9, 24:7, 35:2, 35:5, 38:15, 47:4, 53:3, 54:17, 55:14, 56:12, 57:3, 58:11, 60:9, 68:23, 69:1, 77:16, 78:18, 81:1, 82:14</p> <p><b>STOA</b> [4] - 7:12, 8:13, 9:5, 9:20</p> <p><b>stone</b> [2] - 64:17</p> <p><b>Stop</b> [1] - 15:11</p> <p><b>stop</b> [5] - 69:18, 70:4, 70:10, 71:7, 72:8</p> <p><b>stops</b> [2] - 59:9, 71:8</p> <p><b>story</b> [1] - 73:6</p> <p><b>strategies</b> [2] - 29:14, 29:19</p> <p><b>stream</b> [1] - 52:20</p> <p><b>Street</b> [5] - 1:16, 60:15, 61:2, 63:23, 65:14</p> <p><b>street</b> [5] - 28:15, 34:13, 53:6, 60:6, 70:15</p> <p><b>Streets</b> [1] - 19:18</p> <p><b>stretch</b> [1] - 36:21</p> <p><b>strong</b> [1] - 26:18</p> <p><b>structural</b> [1] - 38:17</p> <p><b>structure</b> [5] - 21:13, 36:3, 36:6, 38:8, 40:16</p> <p><b>struggles</b> [1] - 73:5</p> <p><b>struggling</b> [1] - 82:19</p> <p><b>stuff</b> [3] - 52:16, 70:14, 70:15</p> <p><b>submission</b> [5] - 45:13, 45:23, 46:13, 47:22, 48:12</p> <p><b>submitted</b> [2] - 45:10, 50:13</p> <p><b>submitting</b> [1] - 45:3</p> <p><b>subrecipient</b> [1] - 47:13</p> <p><b>subrecipients</b> [1] - 47:16</p> <p><b>subsurface</b> [1] - 74:18</p> <p><b>suburban</b> [1] - 54:18</p> <p><b>success</b> [2] - 26:6, 35:23</p>	<p><b>successful</b> [4] - 25:6, 29:20, 40:3, 68:15</p> <p><b>sufficient</b> [2] - 39:5, 40:3</p> <p><b>suggestions</b> [2] - 72:4, 72:6</p> <p><b>summarize</b> [1] - 27:20</p> <p><b>summarizes</b> [1] - 25:4</p> <p><b>summary</b> [2] - 25:19, 46:4</p> <p><b>summer</b> [7] - 21:5, 22:20, 35:7, 67:3, 78:20, 79:5, 80:6</p> <p><b>supervision</b> [1] - 53:5</p> <p><b>support</b> [8] - 3:16, 29:20, 35:10, 36:10, 36:11, 36:13, 41:16, 54:19</p> <p><b>supporting</b> [1] - 40:4</p> <p><b>supports</b> [1] - 27:2</p> <p><b>surcharge</b> [1] - 57:12</p> <p><b>surface</b> [2] - 43:8, 61:21</p> <p><b>surprise</b> [1] - 80:5</p> <p><b>surprisingly</b> [1] - 83:3</p> <p><b>surrounding</b> [1] - 23:2</p> <p><b>surroundings</b> [1] - 25:9</p> <p><b>survey</b> [5] - 26:2, 29:2, 48:18, 48:21, 72:2</p> <p><b>Susan</b> [1] - 2:8</p> <p><b>swings</b> [1] - 77:13</p> <p><b>system</b> [8] - 33:17, 48:8, 50:15, 60:16, 60:21, 61:17, 66:22, 71:5</p> <p><b>system-wide</b> [1] - 48:8</p> <p><b>systems</b> [2] - 40:21, 58:16</p>
<b>T</b>				
<p><b>table</b> [1] - 50:2</p> <p><b>tables</b> [1] - 33:21</p> <p><b>Tampa/Saint</b> [1] - 79:19</p> <p><b>tap</b> [1] - 81:14</p> <p><b>TAPD</b> [1] - 2:18</p> <p><b>targeted</b> [2] - 42:16, 59:13</p> <p><b>targeting</b> [1] - 42:13</p>				



<p><b>tax</b> [5] - 7:13, 8:12, 9:6, 9:20, 39:14  <b>taxiing</b> [1] - 77:7  <b>taxiway</b> [1] - 76:22  <b>taxiways</b> [1] - 77:7  <b>team</b> [5] - 16:7, 21:7, 42:1, 58:18, 64:18  <b>Tederous</b> [1] - 2:6  <b>temporary</b> [4] - 32:19, 34:20, 76:9, 76:18  <b>ten</b> [4] - 9:3, 9:12, 23:4, 58:23  <b>tenant</b> [1] - 38:12  <b>tenants</b> [2] - 29:21, 37:4  <b>tentatively</b> [1] - 79:5  <b>term</b> [1] - 75:22  <b>terminal</b> [31] - 21:3, 23:10, 23:19, 24:15, 24:17, 26:6, 26:9, 26:13, 27:10, 27:22, 28:2, 28:5, 28:18, 29:1, 29:6, 29:23, 30:14, 33:4, 33:7, 33:16, 34:9, 34:10, 34:22, 34:23, 35:15, 35:22, 36:1, 36:20, 37:16, 40:18, 74:3  <b>terminals</b> [1] - 18:21  <b>terms</b> [4] - 4:13, 4:19, 46:1, 46:21  <b>terrace</b> [2] - 32:14, 34:16  <b>test</b> [2] - 73:8, 73:9  <b>testing</b> [6] - 3:22, 6:4, 11:22, 11:23, 12:2, 13:1  <b>tests</b> [1] - 73:11  <b>Thanksgiving</b> [1] - 78:10  <b>THE</b> [2] - 2:1, 2:13  <b>themselves</b> [1] - 34:1  <b>thereof</b> [2] - 3:22, 44:10  <b>they've</b> [3] - 4:14, 12:13, 79:3  <b>thinking</b> [1] - 16:11  <b>third</b> [3] - 43:18, 49:23, 60:13  <b>thirty</b> [9] - 18:4, 20:6, 54:12, 57:10, 70:23, 72:13, 78:14, 81:7, 83:6  <b>thirty-four</b> [1] - 78:14  <b>thirty-one-day</b> [1] - 57:10  <b>thirty-three</b> [2] - 54:12, 81:7</p>	<p><b>thorough</b> [1] - 45:1  <b>thoughts</b> [2] - 75:11, 77:23  <b>thousand</b> [8] - 4:16, 4:23, 7:1, 7:3, 7:11, 7:12, 7:18, 7:21  <b>three</b> [25] - 4:14, 4:15, 6:22, 7:1, 7:10, 8:18, 10:22, 43:12, 44:13, 44:22, 45:2, 45:12, 47:11, 47:16, 51:1, 52:3, 53:7, 53:18, 54:12, 57:14, 70:5, 73:8, 73:12, 81:7  <b>three-phase</b> [1] - 52:3  <b>throughout</b> [2] - 19:11, 34:21  <b>throughput</b> [1] - 80:3  <b>Thruway</b> [1] - 54:3  <b>tie</b> [1] - 73:3  <b>TIGER</b> [1] - 19:17  <b>timeframe</b> [1] - 48:19  <b>timeline</b> [1] - 58:21  <b>timetables</b> [1] - 59:6  <b>timing</b> [2] - 20:5, 41:18  <b>Title</b> [16] - 43:19, 44:2, 44:5, 44:13, 44:23, 45:20, 45:22, 49:17, 50:21, 51:3, 51:6, 57:18, 57:22, 58:2, 58:8, 73:17  <b>title</b> [1] - 65:17  <b>today</b> [23] - 2:23, 21:9, 21:13, 21:17, 22:4, 34:10, 48:16, 50:10, 56:11, 58:10, 60:6, 62:8, 62:18, 65:1, 65:4, 65:17, 66:11, 66:21, 67:23, 69:7, 69:11, 71:3, 72:16  <b>together</b> [2] - 25:2, 39:9  <b>Tom</b> [2] - 2:5, 72:21  <b>Tom's</b> [1] - 16:6  <b>tonight</b> [1] - 70:22  <b>took</b> [2] - 52:4, 73:8  <b>top</b> [4] - 13:20, 29:5, 64:6, 64:8  <b>topic</b> [1] - 15:22  <b>total</b> [2] - 9:11, 54:13  <b>touch</b> [3] - 10:15, 10:18, 73:15  <b>towards</b> [4] - 42:6, 60:22, 69:2, 78:20  <b>tower</b> [1] - 68:11  <b>track</b> [1] - 49:14</p>	<p><b>tracked</b> [1] - 48:1  <b>trade</b> [1] - 16:10  <b>trades</b> [2] - 11:11, 16:2  <b>traditional</b> [1] - 18:16  <b>traffic</b> [3] - 76:7, 78:15, 78:16  <b>trail</b> [1] - 33:16  <b>trails</b> [1] - 26:23  <b>train</b> [5] - 23:15, 40:15, 40:22, 64:8, 64:19  <b>Training</b> [1] - 11:13  <b>transcribed</b> [1] - 1:17  <b>transcript</b> [4] - 84:7, 84:10, 84:13, 84:14  <b>Transcript</b> [1] - 1:14  <b>transform</b> [2] - 23:9, 43:2  <b>transformation</b> [1] - 25:17  <b>transformed</b> [1] - 24:17  <b>transforms</b> [1] - 31:16  <b>transit</b> [12] - 11:10, 16:15, 17:13, 18:2, 18:3, 19:10, 20:11, 27:12, 30:1, 40:1, 44:14, 53:22  <b>Transit</b> [4] - 2:5, 2:9, 5:15, 63:17  <b>transit-oriented</b> [2] - 30:1, 40:1  <b>Translate</b> [1] - 47:3  <b>transparency</b> [1] - 61:13  <b>transparent</b> [1] - 62:22  <b>TRANSPORTATIO</b>  <b>N</b> [2] - 1:7, 1:15  <b>transportation</b> [4] - 14:11, 17:17, 27:11, 43:8  <b>travel</b> [4] - 48:17, 80:15, 80:16, 80:23  <b>treat</b> [1] - 74:21  <b>trend</b> [2] - 8:2, 77:16  <b>trending</b> [2] - 74:9, 78:8  <b>trends</b> [1] - 79:23  <b>triennial</b> [5] - 45:22, 49:7, 50:23, 58:5, 58:7  <b>triggered</b> [2] - 67:5, 67:6  <b>trillion</b> [1] - 17:12  <b>trips</b> [1] - 55:20</p>	<p><b>truck</b> [1] - 38:21  <b>true</b> [2] - 22:7, 84:13  <b>try</b> [4] - 16:23, 62:1, 66:8, 69:6  <b>trying</b> [14] - 11:7, 11:16, 14:17, 14:19, 15:14, 15:17, 16:7, 16:10, 52:2, 52:14, 52:15, 54:9, 73:5, 78:18  <b>Tucker</b> [1] - 11:12  <b>tuning</b> [1] - 39:19  <b>turn</b> [1] - 65:9  <b>turns</b> [1] - 77:8  <b>twelve</b> [1] - 83:6  <b>twelve-thirty</b> [1] - 83:6  <b>twenty</b> [5] - 10:22, 11:4, 18:13, 25:21, 78:16  <b>twenty-five</b> [3] - 11:4, 18:13, 78:16  <b>twenty-three</b> [1] - 10:22  <b>two</b> [32] - 6:19, 7:10, 7:16, 7:17, 7:21, 9:1, 9:3, 9:12, 12:3, 12:21, 17:12, 18:10, 19:12, 24:1, 24:14, 29:13, 38:2, 43:15, 44:22, 46:2, 49:12, 53:21, 54:16, 54:21, 63:23, 67:7, 68:6, 72:13, 73:19, 74:5, 78:13, 79:20  <b>two-level</b> [1] - 24:1  <b>two-percent</b> [1] - 18:10  <b>two-thirty</b> [1] - 72:13  <b>type</b> [1] - 3:13  <b>types</b> [1] - 17:20  <b>typically</b> [2] - 55:3, 78:9</p>	<p>82:11  <b>uninviting</b> [1] - 34:10  <b>union</b> [3] - 15:2, 16:3, 16:4  <b>unique</b> [2] - 62:10, 62:15  <b>United</b> [3] - 47:19, 80:2, 80:16  <b>University</b> [1] - 54:4  <b>unless</b> [3] - 51:5, 75:9, 82:23  <b>unusual</b> [1] - 24:1  <b>unveiling</b> [1] - 65:12  <b>up</b> [26] - 4:1, 6:2, 10:5, 11:6, 12:17, 13:17, 20:2, 29:17, 30:22, 34:15, 34:19, 38:23, 41:9, 42:10, 45:21, 49:3, 61:7, 74:5, 74:12, 75:20, 76:22, 77:18, 78:4, 80:7, 81:13, 82:7  <b>update</b> [14] - 3:5, 3:6, 16:21, 20:19, 21:2, 43:6, 43:19, 44:2, 44:13, 46:12, 50:12, 51:1, 51:13, 74:1  <b>upgrade</b> [1] - 60:21  <b>upper</b> [4] - 30:23, 32:21, 38:19, 68:9  <b>upstairs</b> [1] - 42:18  <b>Urban</b> [1] - 15:10  <b>usable</b> [1] - 29:11  <b>users</b> [1] - 37:4  <b>uses</b> [13] - 25:6, 26:9, 26:12, 26:16, 28:21, 28:22, 29:21, 30:4, 30:17, 32:5, 32:17, 33:15, 34:12  <b>usual</b> [1] - 20:14  <b>utilizes</b> [1] - 64:3</p>
			<b>U</b>	<b>V</b>
			<p><b>U.S</b> [2] - 17:10, 80:14  <b>unclear</b> [1] - 20:4  <b>under</b> [3] - 13:4, 61:4, 84:11  <b>underground</b> [1] - 61:21  <b>understandable</b> [1] - 48:14  <b>undertaken</b> [1] - 36:1  <b>unfavorable</b> [1] - 7:20  <b>unfortunately</b> [4] - 43:13, 75:19, 76:17,</p>	<p><b>vacancies</b> [1] - 10:17  <b>vacant</b> [1] - 23:14  <b>Valerie</b> [1] - 84:5  <b>VALERIE</b> [2] - 1:17, 84:17  <b>valid</b> [1] - 45:12  <b>VANECEK</b> [11] - 73:2, 75:1, 75:11, 80:23, 81:5, 81:20, 81:23, 82:5, 82:7, 82:11, 82:23  <b>Vanecek</b> [1] - 2:5  <b>variables</b> [1] - 53:13  <b>variance</b> [10] - 6:18, 6:21, 7:9, 7:11, 7:15,</p>

<p>7:17, 7:18, 8:5, 8:16, 9:21  <b>variances</b> [1] - 9:5  <b>variety</b> [1] - 25:6  <b>various</b> [4] - 3:23, 29:4, 31:23, 33:11  <b>vehicles</b> [1] - 46:8  <b>vending</b> [1] - 30:22  <b>vendor</b> [1] - 71:6  <b>vendors</b> [1] - 33:10  <b>ventilation</b> [2] - 24:2, 40:21  <b>verbatim</b> [1] - 84:9  <b>version</b> [2] - 21:11, 48:10  <b>Veterans</b> [1] - 15:11  <b>vetted</b> [1] - 63:10  <b>Video</b> [1] - 1:14  <b>video</b> [2] - 84:8, 84:14  <b>view</b> [1] - 24:12  <b>views</b> [1] - 32:16  <b>virtual</b> [2] - 15:8, 53:19  <b>vision</b> [5] - 21:18, 22:7, 29:22, 33:2, 41:12  <b>visiting</b> [1] - 23:7  <b>visitors</b> [3] - 26:11, 27:6, 35:16  <b>visual</b> [2] - 27:7, 43:22  <b>vital</b> [1] - 23:10  <b>vociferous</b> [1] - 82:3  <b>votes</b> [1] - 20:6</p>	<p><b>weekends</b> [3] - 13:7, 52:13, 55:23  <b>weeks</b> [2] - 19:2, 58:23  <b>welcome</b> [5] - 2:22, 30:14, 33:5, 71:2, 73:2  <b>welcoming</b> [1] - 26:22  <b>well-loved</b> [1] - 34:8  <b>wetlands</b> [2] - 74:18, 74:20  <b>whole</b> [3] - 45:6, 46:2, 50:8  <b>wide</b> [3] - 8:14, 28:9, 48:8  <b>widely</b> [1] - 68:22  <b>Wilcox</b> [1] - 2:16  <b>William</b> [1] - 2:5  <b>willing</b> [1] - 70:23  <b>window</b> [1] - 53:18  <b>windows</b> [3] - 24:1, 24:4, 31:16  <b>winter</b> [2] - 58:22, 59:1  <b>withheld</b> [1] - 45:8  <b>wondering</b> [1] - 70:17  <b>word</b> [1] - 29:3  <b>workers</b> [2] - 14:22, 15:23  <b>works</b> [2] - 72:19, 82:16  <b>workspace</b> [1] - 30:13  <b>world</b> [1] - 22:16  <b>worth</b> [1] - 45:2  <b>wrapped</b> [3] - 4:1, 45:21, 49:3  <b>wraps</b> [1] - 6:2  <b>writer</b> [1] - 37:10  <b>writing</b> [1] - 84:11  <b>written</b> [3] - 67:14, 73:8, 73:19  <b>wrote</b> [1] - 37:11</p>	<p><b>year-round</b> [2] - 35:18, 35:19  <b>year-to-date</b> [1] - 9:9  <b>years</b> [14] - 11:1, 11:19, 16:1, 17:18, 18:9, 18:14, 19:5, 29:12, 44:13, 44:22, 45:12, 48:11, 51:2, 73:21  <b>years'</b> [1] - 45:2  <b>yesterday</b> [1] - 73:16  <b>York</b> [3] - 1:16, 81:12, 84:6  <b>YORK</b> [1] - 84:1</p>
<p><b>W</b></p>	<p><b>Y</b></p>	<p><b>Z</b></p>
<p><b>waiting</b> [2] - 62:4, 63:6  <b>walk</b> [2] - 55:11, 55:12  <b>walked</b> [1] - 21:9  <b>Walmart</b> [2] - 56:7, 56:11  <b>waned</b> [1] - 47:15  <b>waterfront</b> [3] - 27:4, 33:8, 43:3  <b>wayfinding</b> [3] - 33:23, 35:13, 35:16  <b>ways</b> [3] - 16:7, 16:11, 21:21  <b>weather</b> [1] - 30:12  <b>website</b> [4] - 46:8, 47:3, 54:16, 59:5  <b>weddings</b> [1] - 32:7  <b>week</b> [9] - 12:10, 15:1, 20:3, 20:14, 63:14, 68:5, 68:14, 72:11, 79:17</p>	<p><b>year</b> [33] - 4:17, 4:23, 6:16, 8:2, 8:4, 9:2, 9:4, 9:8, 9:9, 10:11, 11:5, 15:7, 17:10, 17:12, 18:5, 18:8, 23:3, 29:22, 35:18, 35:19, 42:14, 45:18, 50:15, 56:17, 56:21, 61:6, 68:4, 69:3, 78:10, 78:20, 79:5, 79:23, 80:9  <b>year-plus</b> [1] - 23:3</p>	<p><b>zone</b> [2] - 32:23, 37:2</p>