

**MANAGEMENT'S DISCUSSION AND ANALYSIS
DECEMBER 31, 2021 WITH COMPARATIVE 2020 INFORMATION**

As management of the County of Cattaraugus Industrial Development Agency, a component unit of Cattaraugus County, we offer readers of the Agency's financial statements this narrative overview and analysis of the financial activities of the Agency for the year ended December 31, 2021.

FINANCIAL HIGHLIGHTS

The Agency's assets and deferred outflows of resources exceeded its liabilities and deferred inflows of resources by \$1,394,937 for the fiscal year reported. This compares to the previous year when assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources by \$1,344,283.

Total net position comprises the following:

1. Net investment in capital assets of \$247,180 includes property and equipment, net of accumulated depreciation.
2. Unrestricted net position of \$1,147,757 represents the portion available to maintain the Agency's continuing obligations to citizens and creditors.

Agency revenue for the year ended 2021 totaled \$383,119 of which \$379,526 was from charges for services provided by the Agency and \$3,593 was earned from investments.

In 2021, the Agency induced twelve direct projects for a net investment of just under \$535,000,000 in total private sector project costs.

In 2021, the Agency reported a gross revenue increase from previous years and an increase in net position. In addition, the Agency has roughly \$85,000,000 of approved projects that are ready to close when the project applicants are ready to do so, thus giving the Agency a healthy backlog of approved projects that will generate fee income when they close.

Since January 1, 2012 the County of Cattaraugus IDA & Cattaraugus County Capital Resource Corporation have conducted 87 Board Meetings, which in turn has induced 122 "direct" projects. In addition, the CCIDA/CCCRC has acted as an Advisor on 21 additional projects within Cattaraugus County.

In late 2009, with the help of the Cattaraugus County Legislature, the Agency formed the Capital Resource Corporation (CRC) to assist 501 (c) (3) entities within Cattaraugus County. The CCCRC recently (2018) had a bond reissuance with Jamestown Community College to allow the College to take advantage of cheaper interest rates. The Agency could potentially see further activity with the CCCRC in 2022.

For the year ended December 31, 2021, the Agency's expenses totaled \$332,465. This includes the administrative expense of the CRC. The Agency's largest expense was for personal services and related employee benefits, which accounted for 62% percent of all expenses. Contractual expenses, such as rent, utilities, and professional services accounted for 38% percent of the Agency's total expenses. The Agency also reported depreciation of \$629.

2021 proved to be another busy, exciting and somewhat historic year for the County of Cattaraugus Industrial Development Agency (CCIDA). The continued Covid-19 pandemic surely proved to still be a challenging and ever so changing year for the Agency and its businesses that we serve. Over the past several years, we have continued to implement and change our business operations in how the CCIDA can not only promote & assist economic development expansion projects, but have looked for ways to value retention projects as well, throughout the County, as evidenced with a few key projects in 2020 & 2021.

The ever-changing economy along with more companies having a global footprint (i.e. purchases/acquisitions of existing Companies, tighter budgets, etc.) poses some obstacles for the CCIDA. There is no “silver bullet” when it comes to economic development, rather lines of communications and processes will always have to be identified, refined and implemented to the best of our ability.

The CCIDA continues to make great effort and strides to transform itself in a very positive way to its business community. The CCIDA has supported projects to further assist small business-related projects (i.e. **St. Pup Pet Urgent Care.**) and once again proved the merit of establishing its Adaptive Reuse Program, via the support of the vital and key project of the **Allegany Crossings**. The Agency’s *Tourism Policy* also came into play in regards to development projects in Ellicottville, related to several key upgrades at **Holiday Valley and HoliMont in 2021.**

In 2021, the CCIDA has continued to modify, change and implement programs and policies to help keep the businesses that are located in the area more competitive in this global market that we live and operate in.

It is to be noted that what is outlined below could not *and* would not have been possible without the direction, guidance and most of all the support, from the **CCIDA Board Members, Staff & the Counsel.** Many thanks as well to all members of the **County of Cattaraugus Legislature** for their input, thoughts and support, as it’s been invaluable to us and our business community here in the County. We are forever grateful for all of the help and Leadership from the entire Cattaraugus County Legislature with their help in 2021.

Many thanks also go to the members of the **Cattaraugus County Economic Development Team**, their assistance and help is greatly appreciated.

2021 CCIDA INDUCED PROJECTS (Private Sector Investment in Cattaraugus County):

(1.) Nipperland Properties, LLC.	\$1,500,000
(2.) Otto CSG 1, LLC.	\$8,500,000
(3.) St. Pup/Enchanted Mountain Veterinary	\$500,000
(4.) Walsh Huskies	\$660,000
(5.) MJ Painting Contractor Corp.	\$1,833,500
(6.) Great Lakes Cheese Co.	\$505,000,000
(7.) Pivot Solar, LLC.	\$4,677,500
(8.) Win-Sum Ski Corp.	\$2,096,875
(9.) Win-Sum Ski. Corp.	\$2,096,854
(10.) TimberHut	\$250,000
(11.) Allegany Crossings, LLC.	\$12,000,000
(12.) HoliMont	\$793,685

***Total IDA Inducements/Project (Investment) Amounts:** **\$539,908,414**

2021 Year in Review Highlights

Great Lakes Cheese Co. Project:

The CCIDA was contacted on June 3, 2021 for an initial meeting with Representatives from Great Lakes Cheese Co. along with the owners of the proposed site for an initial meeting to discuss ways that the IDA and County could help the site need of the Company for a proposed 500,000 sq. ft. facility, that would ultimately employ over 429 people. The IDA and the Board of Directors immediately knew that this proposed project was going to be “an all-hands-on deck” project and dedicated literally 7 days a week to this proposed project. It should be stated that without the help and Leadership of the entire Cattaraugus County Legislature, IDA Board and Counsel, Cattaraugus County Real Property Administrators’ Office,

Cattaraugus County Attorney's office and the Cattaraugus County Dept. of Economic Development, Planning & Tourism along with the Towns of Farmersville, Franklinville, the Village of Franklinville, the Franklinville School District, Senator George Borrello & NYS Assemblyman Joseph Giglio along with the landowners, this projects announcement that was made on September 15th to pick the site in the Town of Farmersville and Franklinville would never have come to fruition. The IDA is forever grateful and thankful for the Team's work, dedication and help to bring this truly historic investment and project to reality.

Siemens/Dresser-Rand:

It was announced on February 2, 2021 that Siemens (Olean) would be ultimately moving and laying off the current manufacturing operations in Olean affecting 430 employees. The announcement was a blow to the City of Olean and County as a whole. The good news is that Siemens has indicated that they will be keeping roughly 350 "back office" positions in the County/Region and offered current employees the choice to transfer as well.

The IDA has been working very aggressively with our partners, Teammates and Officials to try and recruit a new business/Company to the current site. We are optimistic that this will come to reality sometime in 2022 and our hopes are to continue to grow the County's economic development and employment base by assisting a new Company in the purchase of the Siemen's Campus in Olean, New York.

The CCIDA changed Legal Counsel:

The CCIDA in April of 2021 announced a change with the Agency's General and Bond Counsel. This was a big step as the CCIDA has been with Hodgson Russ for 35 (+,-) years. The CCIDA would like to thank Hodgson Russ and their Partners for all of their help and Leadership that they brought to the CCIDA. The timing was right and the CCIDA feels that Robert Murray with Harris Beach will be an amazing Leader and Teammate. Thus far the working relationship and guidance from Bob and his team has been nothing short of excellent. The CCIDA truly looks forward to working with Bob and his Partners in the years to come to better propel this Agency and the overall investments in Cattaraugus County.

Newly Created Policies/Procedures & Economic Development Initiatives to further assist Economic Growth throughout Cattaraugus County:

- **Updated and Revised our Commercial Solar PILOT:** Due to the ever-increasing number of proposed commercial solar projects in Cattaraugus County, the CCIDA Board saw fit to create a separate PILOT Policy for these proposed projects. With the help and direction of the Board, County Legislature and Counsel, the Agency adopted a Policy that continues to be refined and driven to protect the County, towns and landowners. Since adoption of this policy, the CCIDA has consulted several CCIDA's across the State on how it went about communicating and working with not only developers, but local taxing jurisdictions and landowners to adopt a policy that works. The changes reflect higher dollar amounts on the PILOT's along with a more comprehensive Decommission Policy.
- The Executive director was added to the **WNY Regional Council Work Group for Advanced Manufacturing**. Multiple meetings have been conducted to date with a plan to assist our manufacturing base in WNY.
- **Outreach to Municipalities & Stakeholders:** The CCIDA works hard to meet with as many local municipalities and taxing jurisdictions as a whole, as possible each year.

The Agency continues to strive to be in touch and contact with our 32 Towns, 9 Villages and 2 Cities and 13 School Districts as much as possible to make them aware of the CCIDA's programs, policies and PILOTS, and how that may affect them. In 2022, the CCIDA will continue to build off of this and continue to reach out.

- Carrying the CCIDA's mission and message will continue to be a paramount endeavor. Whether it's presentations, Letters to The Editor, Public Hearings, etc. In addition, over the past year, the executive director has presented the Agency's message about its benefits at meetings put on by the *Buffalo Niagara Partnership, the IBN, NYSEDC & NYSCAR*, to name a few.
- **Board Member of the Can-Am Council:** The Can-Am Council is comprised of representatives from member companies engaged in cross border commerce and oversees an agenda focused on bi-national relationship-building, joint planning, border advocacy and business-to-business interaction. *Let's hope 2022 sees a return to our Canadian friends and business owners and trade and tourism return to normal.*
- **The CCIDA continued as a Board Member with Invest Buffalo Niagara (IBN):** Founded in 1999, Invest Buffalo Niagara represents the eight counties of Western New York. It is the region's nonprofit, privately funded economic development organization focused on job creation. Its mission is to attract new employers to the Buffalo Niagara region through outreach to growing companies around the world to support business attraction, expansion and entrepreneurship, Invest Buffalo Niagara collaborates with local businesses, universities, nonprofit organizations and elected officials to deliver a unified response to regional economic development opportunities.
- **Created weekly "Stakeholder Blasts":** The Agency created weekly email blasts to clients and associates. These were also posted on our website, and circulated with other Chamber of Commerce's to further get the updates out.
- **Continued "Project in Process" Update to Board Meetings:** The Agency will continue to implement a "Project in Process Update" at each Board meeting to keep the Board and public apprised of how a recent CCIDA induced project is fairing with its development and investment. Projects will continue to be charted, tracked and monitored.
 - Also, the CCIDA will continue to bring in more "industry" guests to meetings to update and present to the Board: Catt. County, STW, ESD, JCC, SBA, etc.
- **Continued Business Outreach & Marketing Campaigns:** Working with Partners at *Invest Buffalo Niagara, Buffalo Niagara Partnership, Empire State Development, various Commercial Realtors/Real Estate Developers (NYSCAR), and NYSEDC*, the CCIDA is always looking for ways to increase "business attraction hit rate"; to facilitate and help businesses to locate to Cattaraugus County.
 - **Commercial Sites and land:** Working with Cushman and Wakefield to do a complete available site and land directory for the County. Hard copy and e-version to be created. *There is a new commercial site directory on the website.*
 - The CCIDA has sent in 6 "IBN Site Requests" over the past year to possible outside businesses looking to locate in WNY, trying to lure the perspective business to Cattaraugus County.
- **SNAP Lease (Small Manufacturer's):** Since approving of this program in 2018, the CCIDA continues to improve ways in which we can offer savings to small manufacturers within the County. In 2021, the CCIDA assisted Commercial Company on sales tax abatement on purchases for their small business. This allows a nice savings at a very minimal cost associated to this program. The CCIDA continues to market this to all small manufacturers within the County.
- **Continued outreach and informational presentations to Municipalities:** Over the past year, the CCIDA continued to meet with various impacted taxing jurisdictions to review and discuss the CCIDA's benefits and programs; more specifically how PILOT's "work" and what they truly are. The executive director feels this is a very necessary topic for the CCIDA to be proactive in educating the impacted taxing jurisdictions about the CCIDA and its programs, and how it affects each impacted taxing jurisdiction when the CCIDA is party to a project.

Carrying the mission and message will continue to be a paramount endeavor. Whether it's presentations, Letters to The Editor, Public Hearings, etc. In addition, over the past year the executive director has presented the Agency's message about our benefits at meetings put on by the *Buffalo Niagara Partnership, the IBN, NYSEDC & NYSCAR*, to name a few.

- **NYSCAR:** New York State Commercial Association of Realtors. In 2021, the Executive Director continued to attend the monthly Board meetings, various functions and in July of this year, was asked to present to over 70 Real estate professionals for 45 minutes on various available parcels of land and buildings that are currently available in Cattaraugus County. This is a great group to network and keep active in, as many of the top developers, commercial realtors, and bankers are members in this group.
- **Continued Business Outreach & Marketing Campaigns:** Working with our Partners at *Invest Buffalo Niagara, Buffalo Niagara Partnership, Empire State Development, various Commercial Realtors/Real Estate Developers (NYSCAR), NYSEDC along with Mr. Greg Sehr (Upstate Consultants, LLC), the CCIDA* is always looking for ways to increase "business attraction hit rate"; to facilitate and help businesses to locate to Cattaraugus County.
 - **The CCIDA Staff and Board will also be starting a social media platform (Facebook) that will focus on "Cattaraugus County ExPats", who have moved away, in hopes of luring some people back to the County. We will keep this active and will continually update daily/weekly on various highlights, pictures, news stories, etc.**
 - **Commercial Sites and land:** Working with Cushman and Wakefield to do a complete available site and land directory for the County. Hard copy and e-version to be created. (*Work has begun on this already*).
 - The Executive Director took part in many business networking events and engagements in the WNY Region, focused on economic development.
 - The CCIDA is looking to put on a networking event and meeting with various businesses to highlight the many benefits of opening up a business within the County.
- **Continued CCIDA "Outreach" within County/Region:** Over the past few years, the Executive Director has continued to "spread our message" regarding the various programs and benefits that the CCIDA has regarding economic development projects. He most recently presented to a group of County wide Assessors regarding CCIDA issued PILOT's, in a role of educating on how CCIDA issued PILOT's work and function. Carrying the mission and message will continue to be a paramount endeavor. Whether it's presentations, Letters to The Editor, Public Hearings, etc.,

In addition, over the past year the Executive Director has presented the Agency's message about the CCIDA's benefits at meetings put on by the *Buffalo Niagara Partnership, IBN, NYSEDC & NYSCAR*, to name a few.

- ❖ **Since 2013 the County of Cattaraugus IDA has helped and assisted with the following employment numbers: (*as reported at the time of the Annual Audit & PARIS Reports by Company).**
 - **853- New Jobs Created**
 - **4,326- Jobs Retained**

Further Economic Development Enhancements-Strategies for the CCIDA

- **Workforce Development Initiatives:** The CCIDA will continue to work with continuing education partners (i.e. BOCES, WIB, JCC, SBU, etc.) to continue to connect the private sector and academia to improve workforce numbers within the County. **This effort can also be collaborated with the Northland Training Center in Buffalo, along with JCC's Manufacturing Tech Center.**
- **CCIDA - Buffalo Niagara Partnership "Canada-US Outreach":** With recent market growth of Canadian companies moving into Western New York to have an American presence, the Executive Director has already begun discussions with BNP in how to capture some of this economic development boom and bring some of it to Cattaraugus County. There is already a captive audience due to the many Canadian visitors who visit Cattaraugus County and the ski resorts. There will be significant resources and time dedicated to this endeavor in trying to lure and attract new companies, new investments and new jobs to the County.
- **Continue to refine and maximize our operations thus reducing expenses:** The goal is to look at ways to effectively minimize our expenses, without hampering the service level of operations, look for ways to reduce waste, postage expenses, copy costs, etc. and continue to look at ways to maximize technology e-mail, etc.

Collaboration with the other Economic Development Departments-Teammates within Cattaraugus County:

- (1.) Over the past 10 years, a newly formed group called "Cattaraugus County Economic Development Team"** was formed. This group is comprised with the CCBDC, Southern Tier West, Cattaraugus County, City of Olean-Community Development, Cattaraugus LDC, Cattaraugus County PTAC, WIB, CCIDA, NYSDOL, etc.
- (2.) Meetings are every other Tuesday to discuss various projects, ideas, and ways of assisting each other for the overall betterment of Cattaraugus County.** The CCIDA is fortunate to be a member of this group.
- (3.)** The "Team" **website** has also been upgraded and enhanced for business clients to go to, to act as a "**virtual one stop**" to help and assist their business needs here in Cattaraugus County. The website's address is as follows: [http://www.ccbizhelp.com/
&www.investcattaraugus.com](http://www.ccbizhelp.com/&www.investcattaraugus.com)

Creation of "E-Mail Blast" to each Member of the Team when a Client Fills out Need/Request Form on our website: E-Mail notification gets sent out to each Team Member to notify us that a prospective business client is requesting information/help/guidance, etc.

OVERVIEW OF THE FINANCIAL STATEMENTS

The management's discussion and analysis introduces the Agency's basic financial statements. The basic financial statements include the governmentwide financial statements and the notes to the financial statements. The Agency also includes additional information to supplement the basic financial statements.

Governmentwide Financial Statements

The Agency's annual report includes two governmentwide financial statements. These statements provide both long-term and short-term information about the Agency's overall status. Financial reporting at this level uses a perspective similar to that found in the private sector with its basis in full accrual accounting and elimination or reclassification of internal activities.

The first of these governmentwide statements is the statement of net position. This is the governmentwide statement of position presenting information that includes all of the Agency's assets, deferred outflows of

resources, liabilities, and deferred inflows of resources with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the Agency as a whole is improving or deteriorating. In addition to the information provided in this report, an evaluation of the overall economic health of the Agency would extend to other nonfinancial factors, such as the overall economic climate in Cattaraugus County.

The second governmentwide statement is the statement of activities, which reports how the Agency's net position changed during the current fiscal year. All current year revenues and expenses are included regardless of when cash is received or paid. An important purpose of the design of the statement of activities is to show the financial reliance of the Agency's distinct activities or functions on revenue earned by the Agency. Both of the governmentwide financial statements detail the Agency's business-type activities that are principally supported by application fees.

A fund is an accountability unit used to maintain control over resources that have been segregated for specific activities or objectives. The Agency, like other state and local governmental units, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The Agency has only one type of fund, a proprietary fund. This fund generally reports services for which the Agency charges a fee.

Notes to the Financial Statements

The accompanying notes to the financial statements provide information essential to a full understanding of the governmentwide and fund financial statements. The notes to the financial statements are located directly after the basic financial statements.

Other Information

In addition to the basic financial statements and accompanying notes, this report also presents certain required supplemental information concerning the Agency. Supplemental information follows the notes to the financial statements.

FINANCIAL ANALYSIS OF THE AGENCY AS A WHOLE

As of December 31, 2021, the County of Cattaraugus Industrial Development Agency had a net position of \$1,394,937. The following table provides a summary of the Agency's net position as of the years ended December 31, 2021 and 2020.

	Business-Type Activities		
	2021	2020	Variance
Assets			
Current and Restricted Assets	\$ 1,231,606	1,161,667	69,939
Capital Assets	247,180	247,809	(629)
Total Assets	<u>1,478,786</u>	<u>1,409,476</u>	<u>69,310</u>
Deferred Outflows of Resources	<u>148,177</u>	<u>127,554</u>	<u>20,623</u>
Liabilities			
Current Liabilities	39,398	2,105	37,293
Long-Term Liabilities	620	175,874	(175,254)
Total Liabilities	<u>40,018</u>	<u>177,979</u>	<u>(137,961)</u>
Deferred Inflows of Resources	<u>192,008</u>	<u>14,768</u>	<u>177,240</u>
Net Position			
Net Investment in Capital Assets	247,180	247,809	(629)
Unrestricted	1,147,757	1,096,474	51,283
Total Net Position	<u>\$ 1,394,937</u>	<u>1,344,283</u>	<u>50,654</u>

The Agency's total assets and deferred outflows of resources increased \$89,933 to \$1,626,963 at December 31, 2021. The Agency's net investment in capital assets decreased \$629 over the prior year.

Total liabilities and deferred inflows of resources increased by \$39,279 to \$232,026 at December 31, 2021.

The following table provides a summary of the Agency's changes in net position for the years ended 2021 and 2020.

	Business-Type Activities			
	2021	% of Totals	2020	% of Totals
Revenues				
Charges for Services	\$ 374,503	97.8%	506,313	97.9%
Other Income	5,023	1.3%	3,084	0.6%
Investment Earnings	3,593	0.9%	7,564	1.5%
Total Revenue	<u>\$ 383,119</u>	<u>100.0%</u>	<u>516,961</u>	<u>100.0%</u>
Expenses				
Personal Services	\$ 161,696	48.7%	149,986	41.4%
Contractual Expenses	128,436	38.6%	120,177	33.1%
Employee Benefits	41,704	12.5%	91,799	25.3%
Depreciation Expense	629	0.2%	630	0.2%
Total Expense	<u>332,465</u>	<u>100.0%</u>	<u>362,592</u>	<u>100.0%</u>
Change in Net Position	<u>\$ 50,654</u>		<u>154,369</u>	

The Agency's total net position increased \$50,654. The following summarizes results of operations for 2021: Operating revenue for the year ended December 31, 2021, was \$379,526 which consisted of \$374,503 from Charges for Services, and \$5,023 from miscellaneous activity.

Net nonoperating revenue was \$3,593 which consisted of bank interest.

Operating expenses for the year ended December 31, 2021, were \$332,465. There were no nonoperating expenses incurred for the year then ended.

CAPITAL ASSETS AND DEBT ADMINISTRATION

Capital Assets

The Agency's net investment in capital assets as of December 31, 2021, totaled \$247,180. This net investment in capital assets includes land, railroad and leasehold improvements, and equipment. The following table summarizes the change in the Agency's net investment in capital asset.

	2021	2020	Difference
Land	\$ 149,299	149,299	-
Improvements	929,373	929,373	-
Furniture and Equipment	38,424	38,424	-
Accumulated Depreciation	(869,916)	(869,287)	(629)
	<u>\$ 247,180</u>	<u>247,809</u>	<u>(629)</u>

Long-Term Liabilities

The Agency had net pension liability outstanding of \$620 and \$175,874 at December 31, 2021 and 2020.

BACKGROUND AND MISSION

The County of Cattaraugus Industrial Development Agency is a public benefit corporation created in 1971 to retain, promote, and assist private sector industrial and business development, thereby advancing job opportunities and economic welfare to the people of Cattaraugus County. The Agency is a self-funded entity.

The Agency serves as a partner with the other various economic development agencies within the County, for retaining and assisting not only those businesses that are already located in Cattaraugus County, but those that want to relocate here as well. Assistance is available for locating potential buildings or building sites for interested companies. Over the past three decades the Agency has assisted over 245 companies with over \$1.53 billion in total projects. The Agency has assisted many nonprofit entities as well, including Olean General Hospital, Saint Bonaventure University, and the YMCA; each of which has added to the overall quality of life in Cattaraugus County. The Agency has also assisted companies such as Great Lakes Cheese Co., National Fuel Pipeline, NES Bearings, LLC and MJ Painting Contractor Corp. The Agency has also been very instrumental in the growth of the county's tourism industry by assisting in the financing of tourism destinations such as Holiday Valley and HoliMont.

The Agency helps companies take advantage of industrial revenue bonding by obtaining low-cost financing for eligible projects. Other benefits provided by the Agency include the abatement of an assortment of taxes to assist businesses as well as a variety of services to assist with the creation and retention of employment opportunities. The Agency has authorization over financing options and provides technical assistance to developers, industries, and other economic development organizations.

The mission of the Agency is to retain, promote, attract, and develop job and business opportunities; and to foster economically sound commerce and industry in the cities, towns, and villages, of Cattaraugus County.

It strives to assist and promote growing industry in the County by helping businesses to be competitive and

profitable by offering:

- Financial assistance, business incentives, tax exemptions, and bond financing
- Improved utilization and development of local infrastructure
- Creation of investment, employment, and wealth, in the community
- Recruitment of new businesses

The Agency also assists qualified applicants in the implementation of a wide variety of projects, including but not limited to the following; manufacturing, industrial, warehousing, research, commercial, pollution control, recreation, tourism destination, education, cultural, railroad, continuing care, retirement, and certain nonprofit facilities.

For more information regarding the County of Cattaraugus Industrial Development Agency, please visit its website at www.cattcoida.com & www.investcattaraugus.com

CONTACTING THE AGENCY'S FINANCIAL MANAGEMENT

This financial report is designed to provide a general overview of the Agency's finances. Questions concerning any of the information provided in this report or requests for additional information should be addressed to the Executive Director (Corey R. Wiktor) of the County of Cattaraugus Industrial Development Agency, 9 East Washington Street, P.O. Box 1749, Ellicottville, New York 14731. Telephone (716) 699-2005.