

**MANAGEMENT'S DISCUSSION AND ANALYSIS  
DECEMBER 31, 2025 WITH COMPARATIVE 2024 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, 2025.

**FINANCIAL HIGHLIGHTS**

The Agency's assets and deferred outflows of resources exceeded its liabilities and deferred inflows of resources by \$4,118,777 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 \$2,322,931.

Total net position comprises the following:

1. Net investment in capital assets of \$731,871 includes property and equipment, net of accumulated depreciation.
2. Unrestricted net position of \$3,386,871 represents the portion available to maintain the Agency's continuing obligations to citizens and creditors.

Agency revenue for the year ended 2025 totaled \$2,254,569 of which \$2,189,184 was from charges for services provided by the Agency and \$65,385 was earned from investments.

In 2025, the Agency induced twelve direct projects for a net investment of just under \$655,525,518 in total private sector project costs.

In 2025, the Agency reported a gross revenue increase from previous years and an increase in net position. In addition, the Agency has roughly \$31,000,000 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.

For the year ended December 31, 2025, the Agency's expenses totaled \$458,722. This includes the administrative expense of the CRC. The Agency's largest expense was for Personal and Employee Benefits, which accounted for 68% percent of the Agency's total expense. Contractual expenses, such as rent, utilities, and professional services, accounted for 28% percent of all expenses. The Agency also reported depreciation expense of \$3,131 in 2025.

2025 proved to be another busy and exciting year for the County of Cattaraugus Industrial Development Agency (CCIDA). The ever-changing economy along with more companies having a global footprint (i.e. purchases/acquisitions of existing Companies, high interest rates, etc.) poses some obstacles for the CCIDA. There is no "silver bullet" when it comes to economic development. Lines of communications and processes will always have to be identified, refined and implemented to the best of our ability.

In 2025, 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 once again in 2025. Without our Legislature's support and Leadership, some of these projects simply would not have come to fruition.

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

### **Economic Development Activity**

The year **2025** proved to be another active and productive year for the County of Cattaraugus Industrial Development Agency (CCIDA). The Agency continues to operate in an economic environment that is increasingly complex and globally interconnected. Factors such as corporate acquisitions and consolidations, rising interest rates, and companies operating within a global marketplace present both opportunities and challenges for local economic development efforts.

Since **2021**, the Agency has induced **over \$1.6 billion in new private-sector investment projects** within Cattaraugus County.

Economic development rarely has a single solution, and there is no “silver bullet.” Success requires collaboration, open communication, and the continuous refinement of programs and processes to adapt to changing economic conditions.

Throughout 2025, the CCIDA remained focused on modifying, strengthening, and implementing programs and policies designed to help businesses located in Cattaraugus County remain competitive in the modern global economy. These efforts support business retention, expansion, and the attraction of new investment to the region.

### **Induced Private Sector Investment**

During 2025, the Agency facilitated projects that collectively generated **\$655,525,518 in private sector capital investment**, demonstrating the substantial economic impact of the Agency’s programs on the regional economy.

Projects induced during the year included investments across multiple industries such as **manufacturing, tourism, construction, agriculture, renewable energy, and retail development.**

### **2025 CCIDA INDUCED PROJECTS (Private Sector Investment in Cattaraugus County):**

1. Olean Union Sales	\$750,000
2. Rusty Rooster Farm & Vintage	\$200,000
3. Kinley Contractors	\$2,500,000
4. Win-Sum Ski Corp	\$1,460,000
5. Jamestown Macadam, Inc.	\$2,500,000
6. Maaza Mechanical	\$1,200,000
7. High Meadows Resorts LLC	\$10,500,000
8. Alle-Catt Wind	\$618,874,498
9. Fitzpatrick & Weller	\$1,600,170
10. Win-Sum Ski Corp.	\$5,105,350
11. HoliMont	\$1,025,500
12. Olean Manor Inc.	\$9,810,000

**\*Total IDA Inducements/Project (Investment) Amounts:**

**\$655,525,518**

These projects represent a diverse range of economic sectors and illustrate the Agency's commitment to supporting both new development and the expansion of existing businesses throughout Cattaraugus County.

The **Alle-Catt Wind project**, representing more than \$618 million in investment, accounted for the largest portion of induced capital investment during the year. This project represents one of the most significant renewable energy developments in the region and will generate host community agreement payments paid to the taxing jurisdictions where the projects are sited.

### 2025 Year in Review Highlights

#### **Agricultural Development – Edelweiss Dairy**

In 2025, the Agency supported what represents the **largest agricultural project (\$34 million) ever assisted by the CCIDA**, the **Edelweiss Dairy project**. This major agricultural investment strengthens the County's long-standing dairy industry while modernizing agricultural operations and supporting job creation in the rural economy.

The project reflects the Agency's commitment to supporting the agricultural sector, which remains a cornerstone of the regional economy in Cattaraugus County.

#### **Manufacturing Attraction – Daich Coatings Corp.**

Another significant accomplishment during the year was the successful attraction of **Daich Coatings Corp.**, an Ontario, Canada-based manufacturer that established its U.S. headquarters in Cattaraugus, New York.

The relocation of Daich Coatings represents a meaningful win for County economic development, bringing new manufacturing activity and employment opportunities to the region. The project repurposes an existing vacant building and is expected to generate *25 to 35 new manufacturing jobs within the Village of Cattaraugus*.

The Agency worked closely with local and regional partners to facilitate the project, demonstrating the effectiveness of coordinated economic development efforts in attracting new industry to Cattaraugus County.

#### **Tourism and Recreation Investment – Revolution Rail Co.**

A significant tourism development initiative supported by the CCIDA and the **Cattaraugus County Legislature** in 2025 was the launch of **Revolution Rail Co.**, a rail bike attraction operating along the Agency-owned rail corridor.

This project represents an innovative reuse of existing rail infrastructure and reflects the Agency's commitment to leveraging underutilized assets to promote economic activity and tourism within the region.

Cattaraugus County appropriated and reimbursed the CCIDA \$120,000 and the CCIDA committed \$369,000 to the project.

Revolution Rail began operations in October 2025, marking its inaugural month of service in the County. Public response to the attraction was immediate and overwhelmingly positive. Every scheduled ride during the opening month was completely sold out, and demand was so strong that a waiting list of several hundred individuals quickly developed.

Beyond the direct success of the attraction, the Revolution Rail project is expected to generate significant secondary economic benefits for the surrounding community. Visitors traveling to the area for the rail bike

experience frequently patronize local restaurants, retail establishments, lodging facilities, and other small businesses, creating additional economic activity throughout the region.

The project also demonstrates how strategic partnerships between the Agency, Cattaraugus County, and private operators can create new opportunities for destination-based tourism while preserving and repurposing existing infrastructure in a sustainable manner.

Revolution Rail is scheduled to resume operations for the 2026 season beginning May 2, 2026, and the Agency looks forward to continuing its partnership with the company under a seven-year operational commitment.

### **Tourism Sector Impact**

The Agency continues to support investment within the tourism and recreation sector, including projects such as **HoliMont, Win-Sum Ski Corporation, and High Meadows Resorts LLC**. These projects represent significant investments in hospitality and recreational infrastructure and enhance the region's attractiveness as a year-round tourism destination.

Tourism remains a critical component of the local economy, representing approximately **20% of total employment within Cattaraugus County**. The tourism sector generates an estimated **\$250 million in economic activity annually**, and continues to grow each year.

### **CATTalyst Collective**

As a collaborative partnership of regional economic development organizations, the Collective works to align resources, strengthen communication among local stakeholders, and proactively identify opportunities for business growth and investment within the County. Throughout the year, the Collective assisted in business outreach, project identification, and coordination among public and private sector partners, helping to position Cattaraugus County as a competitive location for new investment and business expansion. By fostering collaboration between economic development organizations, municipalities, and business leaders, the CATTalyst Collective helped support several development initiatives and contributed to the continued attraction of new projects and investment opportunities within the region.

In recent years, the IDA has also directly assisted two (2) projects that were referred by this group, proving the merit and the need to foster entrepreneurial businesses that can grow to the next level where the IDA can offer that assistance.

### **Community Outreach and Regional Engagement**

The CCIDA continues to prioritize outreach and engagement throughout Cattaraugus County and the broader Western New York region to raise awareness of the Agency's economic development programs and resources available to local businesses.

Over the past several years, the Executive Director has actively communicated the Agency's mission through presentations, public meetings, and educational outreach efforts. Most recently, the Executive Director provided an overview to several taxing jurisdictions within the County regarding CCIDA-issued Payment in Lieu of Taxes (PILOT) agreements, including how these agreements function and their role in supporting economic development projects.

During the past year, the Executive Director also presented information about the Agency's programs at meetings hosted by organizations including the *Buffalo Niagara Partnership, Invest Buffalo Niagara, Leadership Cattaraugus, Western Region Loan Corp, and the New York State Commercial Association of Realtors*.

## Employment Impact

Since 2019, projects assisted by the CCIDA have resulted in the following employment impacts, based on company reporting through the Agency's *Annual Audit and PARIS reporting requirements*:

- **1,798 new jobs created**
- **5,372 jobs retained**

These figures highlight the Agency's continued role in supporting business growth, preserving employment opportunities, and strengthening the economic foundation of Cattaraugus County.

## Project Pipeline and Future Outlook

The Agency enters 2026 in a strong position with **more than \$31 million in approved projects** ready to close once applicants finalize financing and development timelines.

In addition, the Agency continues to work on several prospective transformational projects that could significantly impact the economic landscape and employment market within Cattaraugus County should they come to fruition.

Management remains optimistic about continued investment across key sectors including manufacturing, agriculture, renewable energy, tourism, and infrastructure development.

## Acknowledgments

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 once again in 2025. Without our Legislature's support and Leadership, some of these projects simply would not have come to fruition.

The Agency would also like to recognize the efforts of its key regional partners, including the **Cattaraugus County Economic Development Team, the CATTalyst Collective, Olean Business Development, and Southern Tier West**, whose cooperation and assistance continue to play an important role in advancing economic development opportunities across the County and the region.

## 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, 2024, the County of Cattaraugus Industrial Development Agency had a net position of \$2,322,931. The following table provides a summary of the Agency's net position as of the years ended December 31, 2025 and 2024.

	Business-Type Activities		
	2025	2024	Variance
<b>Assets</b>			
Current and Restricted Assets	\$ 3,478,098	2,169,532	1,308,566
Capital Assets	731,871	246,550	485,321
Other Assets	27,057	42,042	(14,985)
Total Assets	<u>4,237,026</u>	<u>2,458,124</u>	<u>1,778,902</u>
<b>Deferred Outflows of Resources</b>	<u>57,424</u>	<u>90,350</u>	<u>(32,926)</u>
<b>Liabilities</b>			
Current Liabilities	8,846	8,882	(39)
Long-Term Liabilities	158,959	154,850	4,145
Total Liabilities	<u>167,805</u>	<u>163,732</u>	<u>4,106</u>
<b>Deferred Inflows of Resources</b>	<u>7,868</u>	<u>61,811</u>	<u>(53,943)</u>
<b>Net Position</b>			
Net Investment in Capital Assets	731,871	246,550	485,321
Unrestricted	3,386,906	2,076,381	1,310,525
Total Net Position	<u>\$ 4,118,777</u>	<u>2,322,931</u>	<u>1,795,846</u>

The Agency's total assets and deferred outflows of resources increased \$1,778,902 to \$4,237,026 at December 31, 2025. The Agency's net investment in capital assets increased \$485,321 to \$731,871.

Total liabilities and deferred inflows of resources decreased by \$53,943 to \$175,708 at December 31, 2025.

The following table provides a summary of the Agency's changes in net position for the years ended 2025 and 2024.

	Business-Type Activities			
	2025	% of Totals	2024	% of Totals
<b>Revenues</b>				
Charges for Services	\$ 2,069,145	91.8%	624,321	88.1%
Other Income	120,039	5.3%	8,647	1.2%
Investment Earnings	65,385	2.9%	75,662	10.7%
Total Revenue	<u>\$ 2,254,569</u>	<u>100.0%</u>	<u>708,630</u>	<u>100.0%</u>
<b>Expenses</b>				
Personal Services	\$ 248,695	54.2%	223,045	38.1%
Contractual Expenses	128,873	28.1%	262,434	44.8%
Employee Benefits	63,038	13.7%	86,545	14.8%
Lease Amortization	14,985	3.3%	14,115	2.3%
Depreciation Expense	3,131	0.7%	-	-
Total Expense	<u>458,722</u>	<u>100.0%</u>	<u>586,139</u>	<u>100.0%</u>
Change in Net Position	<u>\$ 1,795,847</u>		<u>122,491</u>	

The Agency's total net position increased \$1,795,847. The following summarizes results of operations for 2025:

Operating revenue for the year ended December 31, 2025, was \$2,254,569 which consisted of \$2,069,145 from Charges for Services. \$120,039 was from miscellaneous activity, a significant increase over 2024 revenue of \$708,630.

The Agency has entered into an Administrative Fee Agreement with Alle-Catt Wind Energy, LLC to assist with project administration. This fee is to be received in four installments, the first of which in the amount of \$1,547,186 was received on December 22, 2025. The remaining installments of \$1,500,000 will be payable on February 1 in each of the next 3 subsequent years. The fee will be adjusted if project costs incurred are less than the anticipated costs. Because the agreement allows for variation in the fee, the Board has elected not to record a receivable in the entire amount to be received, but will record the related revenue in each subsequent year.

Net nonoperating revenue was \$65,385 which consisted of bank interest.

Operating expenses for the year ended December 31, 2025, were \$458,758. There were no nonoperating expenses incurred for the year then ended. There was a substantial decrease in project expenses in 2025 due to decreased project costs, business developments fees and legal counsel fees.

## CAPITAL ASSETS AND DEBT ADMINISTRATION

### Capital Assets

The Agency's net investment in capital assets as of December 31, 2025, totaled \$731,871. 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.

	2025	2024	Difference
Land	\$ 149,299	149,299	-
Improvements	1,417,825	929,373	488,452
Furniture and Equipment	38,424	38,424	-
Accumulated Depreciation	(873,677)	(870,546)	(3,131)
	<u>\$ 731,871</u>	<u>246,550</u>	<u>485,321</u>

### Long-Term Liabilities

The Agency had net pension liability outstanding of \$131,938 and \$111,808 at December 31, 2025 and 2024.

## 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 300+ companies with over \$2.64 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., Ciomali-HY, 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, HoliMont and Revolution Rail.

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, and employment 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](http://www.cattcoida.com) & [www.investcattaraugus.com](http://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.