

County of Cattaraugus
Industrial Development Agency

Cattaraugus County
Capital Resource Corporation

JOINT BOARD OF DIRECTORS (ANNUAL) MEETING - AGENDA

Tuesday, March 24, 2026
CCIDA Office
9 E. Washington Street
Ellicottville, NY
11:15 a.m.

To access the Board meeting via Zoom/Conference Call, please see the applicable information at the end of the agenda to do so.

-Call the Meeting to Order-Time:

-Roll Call- Board of Directors of the CCIDA & CCCRC:

-Approval of February 17, 2026 CCIDA Board of Directors Meeting Minutes:

***Presentation of 2025 CCIDA/CCRC Audit:**

- **CCIDA Audit Committee Meeting Minutes:** An Audit Committee Meeting was conducted on March 23, 2026 at 9:30 a.m. to discuss the *DRAFT* 2025 Audit. Copies of the minutes of that meeting are included with the Board Packets. The Audit Committee will make a motion to accept the minutes and proceed with the Audit Presentation.
- **2025 – Annual Audit Presentation** – Prepared for CCIDA/CCRC by the Auditing firm, Johnson, MacKowiak & Associates, LLP. Mrs. Denise D. Veloski will give the 2025 Audit presentation/overview to the members of the CCIDA/CCRC Board. (**Action Item.**)

New Application

-1. White Haven Holdings and 1 West Main LLC.:

- White Haven Holdings and 1 West Main LLC has submitted an Application to the Agency seeking NYS Sales Tax Abetment, NYS Mortgage Recording Abetment and Real Property Tax Abetment (*Adaptive Reuse-10 Year PILOT*) relating to a redevelopment project located at 1 West Main Street in the Village of Gowanda, NY.

The project would renovate and modernize the historic **1904 Armes Block** into a mixed-use center consisting of 4 upper floor apartments, 3 commercial rental units, a barber academy and a cocktail lounge. This project will bring new life to historic building and offer a wide variety of needed amenities in the Village of Gowanda. In May of 2025, this project was announced to modernize into a mixed-use center as part of Gowanda being awarded the **New York Forward** grant. This project is being supported by NYS as part of the NY Forward of \$1,300,000. This project is part of a larger effort to enhance the Gowanda business district and improve streetscapes through the NY Forward Funding.

We have included additional project information scope (attachments A, B) as well as property information, a recent news article and background information of the developer. This information is attached to the Application for your review and reference.

-The Total Project Investment: \$3,500,000 +/-

Application/Project in Process

-1. 1641 River Street, LLC.:

- 1641 River Street, LLC. had submitted an Application to the Agency seeking NYS sales tax abatement relating to a NYS Brownfield Clean Up Program (BCP) project located at 1641 River Street, Olean, NY. There will be no real property tax abatements levied to this project. The project will clean and remediate the property which consists of nearly 25 acres of vacant land in the City of Olean, which is currently largely vacant, contaminated and underutilized. **The project has been accepted into the NYS BCP.*

A public hearing was held on at 10:30 a.m. on March 13, 2026, there were no attendees. Corey has spoken to the Mayor of Olean twice on this project for updates. A copy of the minutes are included in each Board Member's packet.

-The Total Project Investment: \$6,000,000

√ Resolution – 1641 River Street, LLC

Project Update

-Cimolai-HY, LLC.:

-In November of 2022, the CCIDA had approved a package to help bring Cimoali-HY and over 200 new manufacturing jobs to Olean, New York. Cimoali-HY to date has invested over \$70 Million dollars into their facility, which spans almost 1 Million square feet in the City, and has exceeded their job commitment as stated in their application to the IDA. Cimolai-HY is a partnership between HY Steel LLC (a division of the Related Companies L.P.) and Cimolai S.p.A., Both companies are an industry leader with a proven track record in their respective fields. Cimolai-HY combines the unique capabilities of each to provide best-in-class structural steel design and fabrication services to our clients.

Cimolai is recognized as one of the world's leading designers and fabricators of structural steel, and has provided structural steel solutions for bridges, stadiums, buildings and specialty structures to clients around the world.

They are the fabricator of choice for many world-renowned architects, and have completed iconic structures throughout the USA, Europe, the Middle East and Africa.

The IDA recently coordinated meeting and tour at Cimolai (John Kelly & Jamie Willson) with Olean Mayor Sherburne and Olean City Development Director Keri Kerper which was eye-popping and great to see with all of the activity and growth that has occurred at their campus over the past 2 years! Cimolai is on hiring spree in which they hope to add 60 to 70 new employees by this summer. The meeting and tour were very appreciated; and again, we must acknowledge the *great help and assistance from the County Legislature* for their incentive package that really helped seal the deal!
(Picture's to be passed around)

***CCIDA Financial Reports:**

-Approval of February 2026 Financial Reports (Vote required):

***Income for February 2026:**

-\$1,500,000 (Admin. Fee-Invoice 2/4 from Alle-Catt)

***Income for March 2026:**

\$25,500.00 (Huntley House Hotel (Former Windgate)

-Updated Certificate of Deposits Accounts, Terms and Amounts.

- *General update on projects in process; including the Agency has 3 projects in the closing stage which should close in the 2nd quarter of this year.*

***CCIDA PARIS Reports:**

-Enclosed in each Board Member's package is the draft PARIS report for the CCIDA. We propose the Board to authorize the submittal of the reports.
(Action Item.)

***Policies that require adopting:**

Included in the Board Packets are the updated/revised CCIDA Policies to be approved by the Board. Below are the 3 updated polices: **(Action Item)**

1. Procurement Policy (no change – annual readoption is required)
2. Investment Policy (revised to update eligible securities schedule)
3. Real Property Disposition Policy (no change- annual readoption required)

Motion-

:
:

***Review of the CCIDA's Projects & Activities from 2021-2025:**

-The County of Cattaraugus Industrial Development Agency (CCIDA) in conjunction with its annual meeting, is highlighting a strong five-year record of economic development activity, assisting 63 projects from 2021 through December 31, 2025, representing **\$1,642,341,125** in total investment across Cattaraugus County. During that period, the Agency supported a broad mix of projects in manufacturing, agribusiness, tourism, downtown redevelopment, housing, renewable energy, and small-business expansion, helping strengthen the county's economic base and long-term development outlook.

-Please see the attached in-depth write-up and analysis that outlines further details and data.

***Executive Director Report(s):**

-Please see included detailed Executive Directors Report for March 2026 for key business Development meetings & general updates.

-External (Points of Interest relating to the CCIDA):

- ✓ **Handout:** Posting: "We're Hiring Across All RevRail Stations."
- ✓ **Newsbreak:** Article: "A Memo Leak Shows Potential Climate Act Ramifications."
- ✓ **Handout:** Article: "The Great Ownership Transfer: A new era of business stewardship."
- ✓ **Handout:** "Trailblazer Volunteer Day Help Connect the Trail to Cattaraugus."

Executive Session: (For a matter of matter of Personnel)

Motion- :
: Time:

-Motion to re-enter the CCIDA Board Meeting-:

:
Time:

Adjournment:

Motion- :
: Time:

*** The next CCIDA Board of Directors Meeting:**
Tuesday, April 21, 2026 at 11:15 a.m.
At the CCIDA Offices
9 East Washington Street
Ellicottville, NY
And also, via Zoom*

Zoom Meeting access Information:

Topic: CCIDA - March IDA Board Meeting

Time: Mar 24, 2026 11:15 AM Eastern Time (US and Canada)

Join Zoom Meeting:

<https://us02web.zoom.us/j/81776423950?pwd=272GUYVLiWsNCQMZkanUmj25tBm8w1.1>

Meeting ID: 817 7642 3950

Passcode: 453611

One tap mobile:

+16469313860,,81776423950#,,,,*453611# US

+19292056099,,81776423950#,,,,*453611# US (New York)

**COUNTY OF CATTARAUGUS
INDUSTRIAL DEVELOPMENT AGENCY**

BOARD MEETING MINUTES

February 17, 2026

CCIDA Offices

9 East Washington Street

Ellicottville NY 14731

11:15 a.m. In Person or via Teleconference Call/Zoom

Roll Call: -Taken-

Members

Present:

Mr. Thomas Buffamante-Chairman
Mr. Joseph Higgins
Mr. James (Joe) Snyder
Mr. Brent Driscoll
Ms. Ginger Schroder

Excused:

Mr. Michael Wimer
Mr. Thomas Cullen

CCIDA Staff/Counsel:

Mr. Corey R. Wiktor, Executive Director CCIDA
Mr. Robert Murray, Harris Beach Murtha, Legal Counsel

Presenters/Guests:

Bob Clark, Olean Times Herald (via zoom)
Rick Miller, Olean Star
Jonathan Epenstein, Buffalo News (via zoom)

Mr. Buffamante called the meeting to order at 11:17 a.m.

A roll call of the Board of Directors of the CCIDA was taken. Mr. Buffamante, Mr. Higgins, Mr. Driscoll, Mr. Snyder, and Ms. Schroder were present. Mr. Wimer and Mr. Cullen were excused.

A Motion was made by Joseph Higgins seconded by Brent Driscoll to accept the Board Meeting Minutes from December 16, 2025. All in favor. **Motion Carried.** Mr. Wimer and Mr. Cullen were excused.

-Mr. Buffamante: We have an application for 1641 River Street. Would you like to go through that Corey?

-Mr. Wiktor: Yes, certainly. Welcome everyone to our first meeting of 2026. If you recall, the January meeting was tabled due to no dire need so we appreciated the Board's time this morning and our guest for attending. The first tangible item on the agenda is the application submitted by 1641 River Street, LLC. This project consists of roughly 25 acres of vacant land, a small outbuilding in the City of Olean. Don Benson, a member of 1641 River Street, LLC is seeking IDA incentives that has been consistent with the Agency's brownfield policy which we enacted roughly around 5 or 6 years ago. Let me step back a bit, around 2012 or 2013 when Olean formed the Brownfield Opportunity Area Workforce Group, the IDA was a member of that group and consisted of a lot of interested parties, vested parties, businesses, community members in and around the City of Olean. Specifically, more toward the Buffalo Street, Buffalo Street Extension in and around Dresser Rand and all of the property on Homer Street. All that acreage, we are talking thousands of acres, was identified as a brownfield opportunity area. There were several grants and engineering firms that assisted the city on how to look at a cleanup and then redevelopment options. One thing the IDA did was look at how we can incentivize developers and projects to remediate these lands safely. I think that is imperative to turn that land back into usable property, shovel ready, a certificate of clean that will allow additional brownfield tax credits which has been proven effective in NYS over the last 10-12 years. You can look at many redevelopment projects in Western New York that occurred on brownfield property. Don and his team on past projects with the IDA have redeveloped I believe 2 parcels on Johnson Street and Homer Street. This project is at the end of Homer Street where it t's off into River Street, sort of where Casella is located and it goes back there on both sides of the street. Don has been accepted and paid his fee to the Brownfield Cleanup Program and again is looking to remediate that parcel with the end goal of utilizing it for redevelopment. What is nice about those parcels is it attached to the additional Brownfield Cleanup Program credits if an entity was to build a new business on there. As in the past, the IDA would accept the application and conduct a public hearing. We will have discussions on the SEQRA, bringing Bob up to speed and discussions with the city. We do have a short form environmental application included in the packet with a to be determined as there will be additional levels. Bob, do you have any recommendation?

-Mr. Murray: If the activity is just remediation and the end use is speculative, then it may be a Type II activity.

-Mr. Wiktor: Correct, and that has been past practice. We are not seeking any action from the Board today. We will look to conduct the public hearing and I do have a follow up meeting with the Mayor on Thursday. We will bring the information back to the Board once we figure out the SEQRA as well as conduct the public hearing.

-Mr. Buffamante: He is basically going to change up the dirt, correct?

-Mr. Wiktor: Yes, that is what has occurred on Homer Street and Johnson Street where he purchased the old First Student Bus property.

-Mr. Higgins: So, he has to clean it up, is that his money that they are spending?

-Mr. Wiktor: Yes, correct. Mike John spent over \$9 million on his parcel that the IDA assisted with the remediation on.

-Mr. Buffamante: They get that back in brownfield credits.

-Mr. Driscoll: What kind of credits?

-Mr. Murray: Real estate tax credits based on a percentage of the cost and the end use. The remediation credit ranges from 22% - 50% of your cost. If you are doing an industrial cleanup, you start at the 22% level so at a minimum of a \$6 million cleanup, the brownfield tax credit for the remediation activities would be about \$1.2 million. It is a refundable tax credit and is treated as an overpayment.

-Mr. Miller: Is Exxon Mobile involved in this too?

-Mr. Wiktor: Yes, correct. The brownfield opportunity area is a quadrant of that property; it goes to almost where the County building is located on Buffalo Street. It is a massive footprint. When the IDA assisted Mike John on his project on Homer Street for the addition of his operations, the parcel that he purchased and redeveloped, it was a hot dry summer day and oil was actually coming out ground on the project he was cleaning. That entire summer, there were trucks almost daily going to the landfill in Lewiston to take that remediated dirt. Many people misinterpreted that the IDA owned the 80-acre property on Homer Street. USDA built that property out with the IDA as a sponsor back in the late 1980s, so they owned it. I forget the number of miles of piping they took out, but it was like 20 miles of piping in just that area.

-Mr. Murray: There are 2 buckets of tax credits, one for remediation (cleaning up the contaminated soil) and one based on the amount of tangible property you are building or the components of the building. These taxes are very significant. The tax credit for the building or components of buildings ranges around ten percent, 5% if you are in a BOLA, another 5% if you are housing project, another 5% if you are renewable energy, another 5% if you are manufacturing, another 5% if you are in an environmental justice area. If you add all those 5's up, you cannot exceed 24%. It has been very successful, particularly in Western New York and Central New York where there are a lot of legacy contaminated sites from industrial past. It's been a God sent for these sites otherwise they just sit vacant and it pushes sites out into the suburban areas. It not only comes with tax credits, but with liability release where NYS gives a covenant not to sue and gives lenders and owners security.

-Mr. Wiktor: The IDA has assisted in a number of projects. At the end of the day, the property is more attractable to potential users because of the liability release as that was always a big concern. Dresser Rand really did a favor when they constructed throughout their legacy the amount of infrastructure. It was a benefit to the industrial potential future of Olean and that infrastructure that was conducted on their dime. Does it make that area more available to development, certainly. What is attractable is the access to I-86 and the infrastructure those heavy entities build. We often get calls from developers and site selectors that are specifically looking certified clean COC and BOC because of the credits. It is in a commercial/industrial zone, so that is important.

-Mr. Driscoll: It would be nice if they could clean up across the street, on the corner.

Application/Project in Process

-1. 1641 River Street, LLC.

- 1641 River Street, LLC. has submitted an Application to the Agency seeking NYS sales tax benefits relating to a NYS Brownfield Clean Up Program (BCP) project located at 1641 River Street, Olean, NY. The project will clean and remediate the property which consists of nearly 25 acres of vacant land in the City of Olean. **The project has been accepted into the NYS BCP.*

-The Total Project Investment: \$6,000,000

-Mr. Buffamante: Next is the financial reports.

***CCIDA Financial Reports:**

--Approval of December 2025 and January 2026 Financial Reports (Vote required):

-Income for December 2025: \$1,805,467

-Income for January 2026: \$10,920.00

***Income for February 2026: \$1,500,000 (This will be reflected on the February 2026 Statements at the next Board Meeting).**

-Mr. Buffamante: The February income is the 2nd payment from Alle-Catt.

-Mr. Wiktor: Correct, they have made 2 out of 4 payments.

-Mr. Buffamante: Unaudited numbers, \$2,000,000 of revenue, \$1,000,000 of expenses which includes the monies spent on RevRail.

-Mr. Wiktor: Yes, if I may Mr. Chairman, that is a good point. If we look at December the outlier are expenses and if you look at the big number, we didn't anticipate when we did the 2025 budget in the Fall of 2024. If you recall with RevRail, the IDA owned rail line with the partnership of the County of Cattaraugus and the IDA, there was significant work that needed to be completed before that site could be ready. The County paid us back \$120,000 and the IDA was responsible for the remainder. If you look at that railroad services agreement, that is where the bulk of the expenses went for 2025. If you were to remove that junction out, our expenses have typically stayed within forecast and budget. On the flip side, we signed a 7-year license agreement with Revolution Rail and they had a successful Fall. They did submit their first license payment which we will reflect once the audit is completed. We appreciate the Legislature and IDA Board's support of this project. We think the numbers will suffice in expense and it will not only engage in new tourism dollars, it will present another tourist attraction into the County which will increase bed tax, sales tax, employment, service and be a regional asset. We are excited for 2026, I think their first day of operation is around May 2nd. As soon as the thaw occurs, we have minimal work for clean-up and have already had conversations with the contractor as well as the company. Also, in December we had the funds from the closing for the Edelweiss Dairy Farm which I believe is the IDA's first agricultural project. Those are 2 main large influxes of capital in December and the main outflow would be the rail improvement.

Motion was made by Ginger Schroder seconded by Joseph Higgins to accept the December 2025 CCIDA Operating Statement and January 2026 Operating Statement as presented to the Board. All in Favor - Motion Carried. Mr. Wimer and Mr. Cullen were excused.

-Updated Certificate of Deposits.

-Mr. Wiktor: We met last week with Cattaraugus County Bank as well as the finance committee and those minutes are in your packet. You will see we have about \$1.6 million being moved to a 6-month CD and about \$1.6 million being moved to a 12-month CD. You can see the balance of the CD ladder as well as the additional accounts the IDA has and the CCCRC to date.

-Mr. Buffamante: I know you only update this quarterly, but it may be nice to update this for the March meeting with all the CD updates.

-Mr. Wiktor: Yes, I signed all the paperwork on Friday with CCB and all that money is FDIC insured.

-Mr. Higgins: It is nice to see these numbers and rates compared to what we have seen in the last 10 years.

-Mr. Buffamante: We did meet as a finance committee, and if you remember, about a year ago we approved this investment agreement with CCB. We are about a year into it, so we are investing this money under that program.

-Mr. Driscoll: We wanted to get the money invested quickly to protect it and capture the higher rates which continue to decline.

-Mr. Wiktor: Correct. When the funds were received, we made sure the funds were collateralized and all funds have subsequently been insured. In our audit committee engagement meeting, we made sure the auditor had highlights and the audit will be presented at our March board meeting.

Motion was made by Brent Driscoll seconded by Ginger Schroder to accept the February 10, 2026 Finance Meeting Minutes to as presented to the Board. All in Favor - Motion Carried. Mr. Wimer and Mr. Cullen were excused.

- General update on projects in process; including the Agency has 3 projects in the closing stage which should close in the 1st quarter of this year.

Review of 2025 Projects and Updates:

-Mr. Wiktor: In your packet is included a snapshot of the projects of 2025, where they are at in respect to closings, the amounts etc. If you look at the projects, the one that stands out is for agriculture with Edelweiss Dairy, which was roughly a \$34 million project. Key assistance was with the Legislature, approving the bond, agreements, new services, expanding that operation in the Town of Freedom. Secondly, we are very proud to work with our partners with the Ontario recruitment of a manufacturer with Daich Coatings. We think they will open in the Spring and are looking to see if they need to have a job fair on site or at RocketCup. It is roughly 25-35 new jobs and this will be their U.S. headquarters. I also look at smaller businesses like Rusty Rooster, a project of about \$200,000, which is impressive for them. They have largely renovated and it is beautiful inside. About 70% will be their manufacturing space and about 30% will be for community space, party room to rent and things of that nature. It's great to see them grow. We had construction projects with JMI, which is on Homer Street, Kinley Construction who is putting up that new shop/building and have invested over \$4 million on that Allegany site and also Olean Union Sales. On manufacturing, we had Fitzpatrick & Weller which we were happy to assist, Daich Coatings and Mazza Mechanical. This was a quick snapshot on some of the projects the IDA induced in 2025. In 2026, we have the 1641 River Street project, there will be a project in March, and there will be a significant project in April. Any questions?

-Mr. Buffamante: I would like to bring one thing up on last month's meeting, you had mentioned you are doing that study with Camoin Associates. Is there any further development on that?

-Mr. Wiktor: I would like to have them on a zoom at our March board meeting to introduce to the board and line out what we are looking for. I am supposed to get some paperwork from them on their services. Again, we will flag a few of the projects that we will work with board on. I think most of the deliverables will be in May. This will be a stand-alone agreement between the IDA and Camoin Associates to highlight the economic return and in-depth multiplier effect. We are trying to make sure it is not fuzzy math numbers, it has to be more specific.

-Mr. Buffamante: We had quite an in-depth discussion on this last meeting and I want to make sure we keep it visible.

-Mr. Wiktor: Absolutely, thank you.

-Mr. Buffamante: I'm looking at that snapshot of 2025 projects and there are about 6-7 more companies that make stuff so we don't ignore industrial and manufacturing projects.

-Mr. Wiktor: Yes, if you look at projects for the years 2021-2025, there are a lot of singles and doubles in there such as Mazza Mechanical, Kinley Contractors, Mike John and Pierce Steel. That is a tremendous investment in their growth.

-Mr. Snyder: If we get a quieter year going, it might be time to knock on doors as most people do not understand what the IDA does. It would be good to shake hands and remind them we are out here.

-Mr. Wiktor: Of course, thank you.

-Internal (IDA Meetings/Discussions, Snapshot):

- ✓ Attended ECIDA Area Managers Meeting.
- ✓ Met with Sean Doyle with Hamburg IDA.
- ✓ Call with Rich Schecter regarding potential project in Olean, NY.
- ✓ Meeting with Bob Fornes and Matt Hubaucher regarding marketing data for Olean retailers and the recruitment efforts of such.
- ✓ Met with developer regarding possible project in the Ellicottville area. The project is tourism related.
- ✓ Met with Andy Burr regarding a very large Dairy Farm project. More to follow.
- ✓ Met with Tom Chupa regarding Railroad Phase II and spring clean-up work for the RevRail Project.
- ✓ Call with Angelo Ingrassia regarding updates on Olean Mall.
- ✓ Met with Ben from Kinley Contractors to discuss a few projects.
- ✓ Call with developer regarding potential tourism park in Allegany or Olean.
- ✓ Meeting with Don Benson regarding new project.
- ✓ Attended Cattaraugus County Economic Team Meeting.
- ✓ Meeting with Bob Fornes of OBDC at Great Points Buffalo Film Works to discuss a possible project with entity here in the County.
- ✓ Attend CATTalyst Collective Annual Retreat and discussed several projects that have been funded. **See included Handout*
- ✓ Meeting with Greg Fitzpatrick.
- ✓ Meeting with C&S Engineering in Buffalo regarding potential project in Gowanda.

- ✓ Met with Mayor Sherburne.
- ✓ Several discussions regarding Bimbo Building and trying to lure new owner.
- ✓ Call with Peter Daich with Daich Coatings on their progress.
- ✓ Attended OBDC Meeting.
- ✓ Met with a Regional Developer to discuss a series of potential Adaptive ReUse projects within the County. Available buildings and the incentives the IDA may be able to offer to help get a few redeveloped.
- ✓ Met with Jared White regarding potential project in Gowanda. Jared owns the Armes Building in Gowanda. The IDA offer our Adaptive ReUse Program. We have had a few follow up meetings with Jared as well.
- ✓ Call with Harris Beach regarding ABO compliance.
- ✓ Meeting with CCB representatives regarding 2026 financial planning.
- ✓ Met with Dan DeRose from Mazza Mechanical regarding the closing of his PILOT with the IDA and a general business meeting.
- ✓ Call with Alle-Catt regarding updates on project.
- ✓ Had a meeting with Matt Wilkinson with GLC for various follow up discussions.
- ✓ Upcoming meeting with The Sports Locker in Olean.
- ✓ Call with Diana from Upper Edge Consulting regarding possible contract to assist various projects within the County and how additional incentives could help push them over the top.

-External (Points of Interest relating to the CCIDA):

- ✓ **WIVB.COM:** Article: *"Snowfall brings steady business to Ellicottville."*
- ✓ **Buffalo Business First:** Article: *"A Cattaraugus County campground has sold for \$7 million."*

Office of the New York State Comptroller: Article: *"2025 Local Sales Tax Collections Totaled \$24.4 Billion, Up 4.5 Percent Over Prior Year"*

A Motion was made by Joseph Snyder seconded by Brent Driscoll to adjourn the meeting at 12:28 p.m. All in Favor – Motion Carried. Mr. Wimer and Mr. Cullen were excused.

*** Next CCIDA Board of Directors Meeting: March 24, 2026 at 11:15 a.m.**
at the CCIDA Offices
9 East Washington Street
Ellicottville, NY
and also, via Zoom

APPLICATION FOR FINANCIAL ASSISTANCE



Name of Applicant:

White Haven Holdings + West Main, LLC

Date Submitted:

March 18, 2026

County of Cattaraugus Industrial Development Agency
P. O. Box 1749
9 East Washington Street
Ellicottville, New York 14731
Phone (716) 699-2005
fax (716) 699-2942
e-mail info@cattcoida.com
web www.cattcoida.com

I. Eligibility Questionnaire - Applicant Background Information

Answer all questions. Use "None" or "Not Applicable" where necessary.

A) Applicant Information-company receiving benefit:

Applicant Name: White Haven Holdings & 1 West Main, LLC
Applicant Address: 465 Washington Street
City/Town: Buffalo State: NY Zip: 14203
Phone: 716-949-8259
E-mail: jared@ilmulinoclub.com

B) Business Organization (check appropriate category):

S-Corporation Partnership
Public Corporation Joint Venture
Sole Proprietorship Limited Liability Company
Other (specify) _____
Year Established: _____ State in which Organization is established: New York

C) Individual Completing Application:

Name: Jared W. White
Title: member/owner
Address: 465 Washington St.
City/Town: Buffalo State: NY Zip: 14203
Phone: see above E-Mail: see above

D) Company Contact (if different from individual completing application):

Name: _____
Title: _____
Address: _____
City/Town: _____ State: _____ Zip: _____
Phone: _____ E-Mail: _____

E) Company Counsel:

Name of Attorney: _____
Firm Name: _____
Title: _____
Address: _____
City/Town: _____ State: _____ Zip: _____
Phone: _____ E-Mail: _____

F) Benefits Requested (select all that apply):

- 1. Exemption from Sales Tax Yes or No
- 2. Exemption from Mortgage Tax Yes or No
- 3. Exemption from Real Property Tax Yes or No
- 4. Tax Exempt Financing * Yes or No

* (typically for not-for-profits & small qualified manufacturers)

G) Applicant Business Description:

Describe in detail company background, history, products and customers. Description is critical in determining eligibility: Please see attached information and background on the developer that is attached to application. (Attachment A)

*to be

Estimated % of sales within Cattaraugus County: 100%
Estimated % of sales outside Cattaraugus County but within New York State: 0%
Estimated % of sales outside New York State but within the U.S.: 0%
Estimated % of sales outside the U.S.: NA
(*Percentage to equal 100%)

For your operations, company, and proposed project, what percentage of your total annual supplies, raw materials and vendor services are purchased from firms in Cattaraugus County 25%

Identify vendors within Cattaraugus County for major purchases: Project applicant is in the process of identifying a contractor as well as furnishings, fixtures and equipment that can be purchased locally.

II. Eligibility Questionnaire - Project Description & Details

A) Project Location

Address of Proposed Project Facility: 1 West main Street
City/Town: Gowanda School District: Gowanda Central
SBL Number(s) for proposed Project: § 1075-4-13

Current Address (if different): NA
City/Town: NA

What are the current real estate taxes on the proposed Project site? \$ 1,600[±]
If amount of current taxes is not available, provide assessed value for each
Land: \$ 11,600 Buildings(s): \$ 74,300 *If available include a copy of current tax receipt.*

Are Real Property Taxes current at project location? Yes or No. If no, explain: _____

Does the Applicant or any related entity currently hold fee title have an option/contract to purchase the Project site? Yes or No. If No, indicate name of present owner of the Project site: _____

Describe the present use of the proposed Project site (vacant land, existing building, etc.):
- Vacant

B) Project Description

Provide a narrative of the purpose of the proposed Project (new build, renovations, expansion), square footage of existing buildings (if any) and new construction contemplated and/or equipment purchases. Identify specific uses occurring within the project. Describe any and all tenants and any/all end users: (This information is critical in determining project eligibility. Add an attachment if necessary.):

- Please see Attachment B: for a complete Breakdown of the proposed project and its scope.

Will the completion of the Project result in the removal of an industrial or manufacturing plant of the project occupant from one area of the state to another area of the state OR in the abandonment of one or more plants or facilities of the project occupant located within the state? Yes or No

If the Proposed Project is located in a different municipality within New York State in which current operations are being undertaken, is it expected that any of the facilities in any other municipality will be closed or be subject to reduced activity? Yes or No If Yes, you will need to complete Section V, *The Inter-municipal Move Determination*

Is the project reasonably necessary to prevent the project occupant from moving out of New York State? Yes or No. If yes, explain and identify out-of-state locations investigated, type of assistance offered and what competitive factors led you to inquire about sites outside of New York State? Provide supporting documentation if available:

Have you contacted or been contacted by other Local, State and/or Federal Economic Development Agencies? Yes or No. If yes, indicate the Agency and nature of the inquiry below: - Empire State Development.

Describe the reasons why the Agency's financial assistance is necessary, and the effect the Project will have on the Applicant's business or operations. Focus on competitiveness issues, project shortfalls, etc... Your eligibility determination will be based in part on your answer (attach additional pages if necessary):

The Armes building, constructed in 1914, needs a complete renovation and upgrade to renovate the historic commercial building into 4 apartments, 3 commercial rental units, a Barber academy and cocktail lounge. - Huge price tag with a total renovation.

Confirm by checking the box, below, if there is likelihood that the Project would not be undertaken but for the financial assistance provided by the Agency? In other words, by way of example only, you would check the "yes" box if you believe, in the event the Agency was unable to provide financial assistance, that it is likely that you would not undertake the Project. Yes or No

If the Project could be undertaken without financial assistance provided by the Agency, then provide a statement in the space provided below indicating why the Project should be undertaken by the Agency:

N/A

If the Applicant is unable to obtain financial assistance for the Project, what will be the impact on the Applicant and Cattaraugus County? Severely delay the project and place in question due to costs.

Will onsite child daycare facilities be available on the project site? Yes No

If onsite child daycare facilities are available on the project site, please briefly describe: _____

C) Site Characteristics

Will the Project meet zoning/land use requirements at the proposed location? Yes or No

Describe the present zoning/land use: - 482-Def Row Bldg.

If a change in zoning/land use is required, provide details/status of any request for change of zoning/land use requirements: _____

Has a project related site plan approval application been submitted to the appropriate planning department? Yes or No

If Yes, include the applicable municipality's and/or planning department's approval resolution, the related State Environmental Quality Review Act ("SEQR") "negative declaration" resolution, if applicable, and the related Environmental Assessment Form (EAF), if applicable.

If No, list the CCIDA as, or ensure that the CCIDA is listed as, an "Involved Agency" on the related EAF that will be submitted to the appropriate municipality and/or planning department for site plan approval and provide to the EAF to the lead agency and to the CCIDA.

If No, because site plan approval is not otherwise required, complete and submit the EAF along with this Application to the CCIDA.

Is the proposed project located on a site where the known or potential presence of contaminants is complicating the development/use of the property? Yes or No If yes, explain:

Has a Phase I Environmental Assessment been prepared or will one be prepared with respect to the proposed project site? Yes or No If yes, provide a copy.

D) Project Type

Select Project Type/Use for all end users at project site (you may check more than one)

- | | | | |
|----------------------------------|-------------------------------------|---------------------------|-------------------------------------|
| Acquisition of Existing Facility | <input checked="" type="checkbox"/> | Life Care Facility (CCRC) | <input type="checkbox"/> |
| Affordable/Workforce Housing | <input type="checkbox"/> | Market Rate Housing | <input checked="" type="checkbox"/> |
| Assisted Living | <input type="checkbox"/> | Mixed Use | <input checked="" type="checkbox"/> |
| Back Office | <input type="checkbox"/> | Multi-Tenant | <input checked="" type="checkbox"/> |
| Civic Facility (not for profit) | <input type="checkbox"/> | Renewable Energy | <input type="checkbox"/> |
| Commercial | <input checked="" type="checkbox"/> | Research/Design | <input type="checkbox"/> |
| Senior Housing | <input type="checkbox"/> | Retail | <input checked="" type="checkbox"/> |
| Facility for Aging | <input type="checkbox"/> | Warehousing | <input type="checkbox"/> |
| Industrial/Manufacturing | <input type="checkbox"/> | Other <u>- Teaching</u> | <input checked="" type="checkbox"/> |
| Tourism Facility/Project | <input type="checkbox"/> | | |

Will customers personally visit the Project site for either of the following economic activities indicated below? If yes with respect to either economic activity indicated below, complete Section IV, Retail Questionnaire.

Retail Sales: Yes or No

Services: Yes or No

*For purposes of this question, the term "retail sales" means (i) sales by a registered vendor under Article 28 of the New York Tax Law (the "Tax Law") primarily engaged in the retail sale of tangible personal property (as defined in Section 1101(b)(4)(i) of the Tax Law), or (ii) sales of a service to customers who personally visit the Project.

For the proposed Project Facility, indicate the square footage for each of the uses outlined below:

**If applicant is paying for FFE for tenants, include in cost breakdown

| | Square Footage | Cost | % of Total Cost of Project |
|-----------------------------------|----------------|--------------|----------------------------|
| Manufacturing/Processing | - | - | - |
| Warehouse | - | - | - |
| Research & Development | - | - | - |
| Commercial | 4,745 | \$ 700,000 | 26% |
| Retail (see retail questionnaire) | 4,745 | \$ 2,800,000 | 80% |
| Office | | | |
| Renewable Energy | | | |
| Specify Other | | | |

* Cost's could fluctuate a bit.

What is the estimated project timetable (provide dates):

1. Start date: acquisition of equipment or construction of facilities: 2026
2. Estimated completion date of project: 2027
3. Project occupancy – estimated starting date of occupancy: 2027

E) Overall Project Costs

Estimated costs in connection with Project:

1. Land and/or Building Acquisition \$ 70,000 (paid)
20 acres 9,500 square feet
2. New Building Construction _____ square feet \$ _____
3. New Building Addition(s) _____ square feet \$ _____
4. Infrastructure Work _____ square feet \$ _____
5. Reconstruction/Renovation 9,500 square feet \$ 3,500,000±
6. Manufacturing Equipment _____ square feet \$ _____
7. Non-Manufacturing Equipment (furniture, fixtures, etc.) _____ square feet \$ _____
8. Soft Costs: (Legal, architect, engineering, etc.) _____ square feet \$ _____
9. Other, Specify: _____ square feet \$ _____

TOTAL Costs: \$ 3,500,000±

Construction Cost Breakdown:

Total Cost of Construction \$ 3,500,000 (sum of 2,3,4 and 5 above)
 Cost of materials: \$ 3,500,000 +,-
 % sourced in Cattaraugus County 20± %

Have any of the above costs been paid or incurred as of the date of this application? Yes or No
 If yes, describe: Building purchased.

Sources of Funds for Project:

| | |
|--|---------------------|
| Bank Financing | \$ 3,000,000 - Max. |
| Equity (excluding equity that is attributed to grants/tax credits) | \$ 70,000 [500,000] |
| Public Sources (Include sum total of all state and federal grants and tax credits) | \$ ↓ |
| Identify each state and federal grant/credit: (i.e. Historic Tax Credit, New Market Tax Credit, Brownfield Cleanup Program, ESD, other public sources) | |
| <u>ESD - NY Forward</u> | \$ 1,300,000 |
| _____ | \$ _____ |
| _____ | \$ _____ |
| Total Sources of Funds for Project Costs: | \$ 3,500,000 |

Have you secured financing for the project? Yes No. If yes, provide a copy of the loan commitment to the Agency.

Project refinancing estimated amount, if applicable (for refinancing of existing debt only): \$ 3,000,000

Sales and Use Tax Benefit: Gross amount of costs for goods and services that are subject to State and Local Sales and Use Tax - said amount to benefit from the Agency's sales and use tax exemption benefit: \$ 280,000

Estimated State and Local Sales and Use Tax Benefit (multiply 8.0% by the figure, above): \$ 3,500,000



*** Note that the estimate provided above will be provided to the New York State Department of Taxation and Finance. The Applicant acknowledges that the transaction documents include a covenant by the Applicant to undertake the total amount of investment as proposed within this Application, and that the estimate above represents the maximum amount of sales and use tax benefit that the Agency may authorize with respect to this Application, unless otherwise amended and approved by the Agency. The Agency may utilize the estimate above as well as the proposed total Project Costs as contained within this Application, to determine the Financial Assistance that will be offered.*

Mortgage Recording Tax Exemption Benefit: Amount of mortgage, if any that would be subject to mortgage recording tax:

Mortgage Amount (include sum total of construction/permanent/bridge financing): \$ 3,000,000

Estimated Mortgage Recording Tax Exemption Benefit (multiply the mortgage amount as indicated above by 1.25 %): \$ 37,500

Real Property Tax Benefit:

Identify and describe if the Project will utilize a real property tax exemption benefit OTHER THAN the Agency's PILOT benefit (487, 485-b, other): * CC IDA - \$

IDA PILOT Benefit: See Section VI of this Application. Agency staff will indicate the amount of PILOT Benefit based on estimated Project Costs as contained herein and anticipated tax rates and assessed valuation, including the annual PILOT Benefit abatement amount for each year of the PILOT benefit year and the sum total of PILOT Benefit abatement amount for the term of the PILOT.

↳ CC IDA Adaptive Reuse PILOT - 10 year

F) Job Retention and Job Creation

Is the project necessary to expand project employment? Yes or No

Is project necessary to retain existing employment? Yes or No - *currently - No jobs on site.*

Employment Plan (Specific to the proposed project location):

| | Current # of jobs at proposed project location or to be relocated at project location | If financial assistance is granted – project the number of FT and PT jobs to be retained | If financial assistance is granted – project the number of FT and PT jobs to be created upon 24 months (2 years) after Project completion | Estimate number of residents of the Labor Market Area in which the project is located that will fill the FT and PT jobs to be created upon 24 months (2 years) after project completion ** |
|----------------|---|--|---|--|
| Full time (FT) | 3 | - | 3 | 3 |
| Part Time (PT) | 3 | - | 3 | 3 |
| Total *** | 6 | - | 6 | 6 |

** - May change higher we to that parents needs are to hire*

** The Labor Market Area includes the Counties of Cattaraugus, Erie, Allegany, Chautauqua and Wyoming. For purposes of this question, estimate the number of FT and PT jobs that will be filled, as indicated in the third column, by residents of the Labor Market Area, in the fourth column.

*** By statute, Agency staff must project the number of FT jobs that would be retained and created if the request for Financial Assistance is granted. Agency staff will project such jobs over the two-year time period following Project completion. Agency staff converts PT jobs into FT jobs by dividing the number of PT jobs by two (2).

Salary and Fringe Benefits for Jobs to be Retained and Created:

| Category of jobs to be retained and/or created | # of employees retained and/or created | Average salary for Full Time | Average fringe benefits for full time | Average salary for part time, if applicable | Average fringe benefits for part time, if applicable |
|--|--|------------------------------|---------------------------------------|---|--|
| Management | | | | | |
| Professional | 6 | 3 | 40,000 | 40,000 | |
| Administrative | | | | | |
| Production | | | | | |
| Independent Contractor | | | | | |
| Other | | | | | |

** Note that the Agency may utilize the foregoing employment projections, among other items, to determine the financial assistance that will be offered by the Agency to the Applicant. The Applicant acknowledges that the transaction documents may include a covenant by the Applicant to retain the number of jobs and create the number of jobs with respect to the Project as set forth in this Application.

Payroll Information:

| | | | |
|--|----|----------------------------|-------------------------|
| Annual Payroll at proposed project site upon project completion | \$ | <u>300,000⁺</u> | |
| Estimated average annual salary of jobs to be retained (full time) | \$ | _____ | |
| Estimated average annual salary of jobs to be retained (part time) | \$ | _____ | |
| Estimated average annual salary of jobs to be created (full time) | \$ | _____ | |
| Estimated average annual salary of jobs to be created (part time) | \$ | _____ | |
| Estimated salary range of jobs to be created | | | |
| From (full time) | \$ | <u>3</u> | To (full time) \$ _____ |
| From (part time) | \$ | <u>3</u> | To (part time) \$ _____ |

III. Part A: Facility Type - Multi-Tenant Determination

If this is a Single-Use facility fill in section A. If this is a Multi-Tenant fill in section B.

A) For Single Use Facility (to be filled out by developer):

Occupant Name: White Haven Holdings + 1 West Main Street, LLC.
 Address: 1 West Main Street
 City/Town: Columbia State: New York Zip: 141070
 Contact Person: Jared White
 Phone: 716-949-8259 Fax: _____
 E-Mail: jared@imulinoclub.com
 Federal ID #: _____ NAICS Code: _____

B) Multi-Tenant Facility (to be filled out by developer):

Have any tenant leases been entered into for this project Yes or No.

If yes, list below and provide square footage to be leased to tenant and NAICS Code for tenant and nature of business.

NA

| Tenant Name | Current Address (city, state, zip) | # of sq. ft. and % of total to be occupied at new project site | Briefly describe type of business, products services |
|-------------|------------------------------------|--|--|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

NYA

Part B: Tenant Form

**** This section must be completed for each proposed tenant ****

A Retail Questionnaire will need to be prepared for each proposed tenant if customers will personally visit the tenant to either participate in a retail sale transaction or pay for a service.

An Inter-Municipal Move Determination will need to be completed for each proposed tenant that is relocating from another municipality or abandoning an existing facility.

Property Address: _____

City/Town: _____

Tenant Name: _____

Amount of space to be leased: _____ SF. What percentage of the building does this represent? _____ %

Are terms of the lease: GROSS or NET

If GROSS lease, explain how Agency benefits are passed to the tenant: _____

Estimated date of occupancy: _____, 20_____

Company Name: _____

Current Address: _____

City/Town: _____ State: _____ Zip: _____

Local Contact Person: _____ Title: _____

Phone: _____ E-mail: _____

Company President/General Manager: _____

Number of employees to be relocated to new project location:

Full-Time: _____ Part-Time: _____ Total: _____

List the square footage which the proposed tenant will lease at the Project location: _____ SF

List the square footage which the proposed tenant leases at its present location(s): _____ SF

Will the project result in relocation from one municipality to another and/or abandonment from other tenant/user(s) facilities in New York State?

Yes or No.

If Yes, fill out Inter-Municipal-Move Determination form.

What will happen to the existing facility once vacated? _____

If leased, when does lease expire? _____, 20_____

Are any of the proposed tenant's current operations located in facilities which have received an Industrial Development Agency benefit? Yes or No. If yes, provide details as to location, and amount of leased space, how long leased? _____

IV. Retail Questionnaire

To ensure compliance with Section 862 of the New York General Municipal Law, the Agency requires additional information if the proposed Project is one where customers personally visit the Project site to undertake either a retail sale transaction or to purchase services.

Answer the following:

A. Will any portion of the project (including that portion of the cost to be financed from equity or other sources) consist of facilities or property that are or will be primarily used in making sales of goods or services to customers who personally visit the project site?

Yes or No. If the answer is yes, continue below. If no, proceed to next section

For purposes of Question A, the term "retail sales" means (i) sales by a registered vendor under Article 28 of the Tax Law of the State of New York (the "Tax Law") primarily engaged in the retail sale of tangible personal property (as defined in Section 1101(b)(4)(i) of the Tax Law), or (ii) sales of a service to customers who personally visit the Project.

B. What percentage of the cost of the Project will be expended on such facilities or property primarily used in making sales of goods or services to customers who personally visit the project? 100%. If the answer is less than 33% do not complete the remainder of the retail determination and proceed to Inter-Municipal Move Determination.

If the answer to A is Yes AND the answer to Question B is greater than 33.33%, indicate which of the following questions below apply to the project:

1. Will the project be operated by a not-for-profit corporation Yes or No.
2. Is the Project location or facility likely to attract a significant number of visitors from outside the economic development region (Cattaraugus, Erie, Allegany, Chautauqua and Wyoming counties) in which the project will be located? Yes or No
3. Is the predominant purpose of the project to make available goods or services which would not, but for the project, be reasonably accessible to the residents of the municipality within which the proposed project would be located because of a lack of reasonably accessible retail trade facilities offering such goods or services? Yes or No
4. Will the project preserve permanent, private sector jobs or increase the overall number of permanent, private sector jobs in the State of New York? Yes or No.

If yes, explain - Vacant historic building will be brought to life. Project will offer new housing, educational aspect, cocktail lounge + 3 commercial rental units.

5. Is the project located in a Highly Distressed Area? Yes or No

NAA

V. Inter-Municipal Move Determination

If completion of a Project benefiting from Agency Financial Assistance results in the removal of an industrial or manufacturing plant of the project occupant from one area of the state to another area of the state or in the abandonment of one or more plants or facilities of the project occupant located within the state, then it must be shown that Agency Financial Assistance is required to prevent the project occupant from relocating out of the state, or is reasonably necessary to preserve the project occupant's competitive position in its respective industry.

Current Address: _____
City/Town: _____ State: _____ Zip: _____

Will the Project result in the removal of an industrial or manufacturing plant of the Project occupant from one area of the state to another area of the state? Yes or No

Will the Project result in the abandonment of one or more plants or facilities of the Project occupant located within the state? Yes or No

If Yes to either question, explain how, notwithstanding the aforementioned closing or activity reduction, the Agency's Financial Assistance is required to prevent the Project from relocating out of the State, or is reasonably necessary to preserve the Project occupant's competitive position in its respective industry: _____

Does the Project involve relocation or consolidation of a project occupant from another municipality?
Within New York State Yes or No
Within Cattaraugus County Yes or No

If Yes to either question, explain: _____

What are some of the key requirements the project occupant is looking for in a new site (for example minimum of number of sq. ft., 12 foot ceilings, truck loading docks, thruway accessibility, etc.)

If the project occupant is currently located in Cattaraugus County and will be moving to a different municipality within Cattaraugus County, has the project occupant attempted to find a suitable location within the municipality in which it is currently located? Yes or No

What factors have led the project occupant to consider remaining or locating in Cattaraugus County? _____

If the current facility is to be abandoned, what is going to happen to the current facility that the project occupant is located in? _____

N/A

Provide a list of properties considered, and reason they were not adequate. (Some examples include: site not large enough, layout was not appropriate, did not have adequate utility service, etc.)

Property (Address)

Reason

~~_____

_____~~

~~_____

_____~~

VI. Estimate of Real Property Tax Abatement Benefits* and Percentage of Project Costs financed from Public Sector sources**

** This Section of the Application will be: (i) completed by CCIDA Staff based upon information contained within the Application, and (ii) provided to the Applicant for ultimate inclusion as part of this completed Application.

PILOT Estimate Table Worksheet

CCIDA Staff will insert and/or prepare appropriate PILOT Benefit information.

Percentage of Project Costs financed from Public Sector Table Worksheet:

| Total Project Cost | Estimated Value of PILOT | Estimated Value of Sales Tax Incentive | Estimated Value of Mortgage Tax Incentive | Total of Other Public Incentives (Tax Credits, Grants, ESD Incentives, etc.) |
|--------------------|--------------------------|--|---|--|
| \$ 3,500,000 | | \$ 280,000 | \$ 37,500 | ESD- \$ 1,300,000 |

Calculate % (Est. PILOT + Est. Sales Tax+ Est. Mortgage Tax+ Other)/Total Project Costs: _____ %

Attachment A: Representations, Certifications and Indemnification

Jared W. White (name of CEO or other authorized representative of Applicant) confirms and says that he/she is the President (title) of 1 WESTMAIN LLC (name of corporation or other entity) named in the attached Application (the "Applicant"), that he/she has read the foregoing Application and knows the contents thereof, and hereby represents, understands, and otherwise agrees with the Agency and as follows:

- A. Job Listings: In accordance with Section 858-b(2) of the New York General Municipal Law, the Applicant understands and agrees that, if the Project receives any Financial Assistance from the Agency, except as otherwise provided by collective bargaining agreements, new employment opportunities created as a result of the Project will be listed with the New York State Department of Labor Community Services Division (the "DOL") and with the administrative entity (collectively with the DOL, the "JTPA Entities") of the service delivery area created by the federal job training partnership act (Public Law 97-300) ("JTPA") in which the Project is located.
- B. First Consideration for Employment: In accordance with Section 858-b(2) of the New York General Municipal Law, the Applicant understands and agrees that, if the Project receives any Financial Assistance from the Agency, except as otherwise provided by collective bargaining agreements, where practicable, the Applicant will first consider persons eligible to participate in JTPA programs who shall be referred by the JTPA Entities for new employment opportunities created as a result of the Project.
- C. Annual Sales Tax Filings: In accordance with Section 874(8) of the New York General Municipal Law, the Applicant understands and agrees that, if the Project receives any sales tax exemptions as part of the Financial Assistance from the Agency, in accordance with Section 874(8) of the General Municipal Law, the Applicant agrees to file, or cause to be filed, with the New York State Department of Taxation and Finance, the annual form prescribed by the Department of Taxation and Finance, describing the value of all sales tax exemptions claimed by the Applicant and all consultants or subcontractors retained by the Applicant. Copies of all filings shall be provided to the Agency.
- D. Employment Reports: The Applicant understands and agrees that, if the Project receives any Financial Assistance from the Agency, the Applicant agrees to file, or cause to be filed, with the Agency, at least annually or as otherwise required by the Agency, reports regarding the number of people employed at the project site, salary levels, contractor utilization and such other information (collectively, "Employment Reports") that may be required from time to time on such appropriate forms as designated by the Agency. Failure to provide Employment Reports within 30 days of an Agency request shall be an Event of Default under the PILOT Agreement between the Agency and Applicant and, if applicable, an Event of Default under the Agent Agreement between the Agency and Applicant. In addition, a Notice of Failure to provide the Agency with an Employment Report may be reported to Agency board members, said report being an agenda item subject to the Open Meetings Law.
- E. The Applicant acknowledges that certain environmental representations will be required at closing. The Applicant shall provide with this Representation, Certification and Indemnification Form copies of any known environmental reports, including any existing Phase I Environmental Site Assessment Report(s) and/or Phase II Environmental Investigations. The Agency may require the Company and/or owner of the premises to prepare and submit an environmental assessment and audit report, including but not necessarily limited to, a Phase I Environmental Site Assessment Report and a Phase II Environmental Investigation, with respect to the Premises at the sole cost and expense of the owner and/or the Applicant. All environmental assessment and audit reports shall be completed in accordance with ASTM Standard Practice E1527-05 and shall be conformed over to the Agency so that the Agency is

authorized to use and rely on the reports. The Agency, however, does not adopt, ratify, confirm or assume any representation made within reports required herein.

- F. The Applicant and/or the owner, and their successors and assigns, hereby release, defend and indemnify the Agency from any and all suits, causes of action, litigations, damages, losses, liabilities, obligations, penalties, claims, demands, judgments, costs, disbursements, fees or expenses of any kind or nature whatsoever (including, without limitation, attorneys', consultants' and experts' fees) which may at any time be imposed upon, incurred by or asserted or awarded against the Agency, resulting from or arising out of any inquiries and/or environmental assessments, investigations and audits performed on behalf of the Applicant and/or the owner pursuant hereto, including the scope, level of detail, contents or accuracy of any environmental assessment, audit, inspection or investigation report completed hereunder and/or the selection of the environmental consultant, engineer or other qualified person to perform such assessments, investigations, and audits.
- G. Hold Harmless Provision: The Applicant acknowledges and agrees that the Applicant shall be and is responsible for all costs of the Agency incurred in connection with any actions required to be taken by the Agency in furtherance of the Application including the Agency's costs of general counsel and/or the Agency's bond/transaction counsel whether or not the Application, the proposed Project it describes, the attendant negotiations, or the issue of bonds or other transaction or agreement are ultimately ever carried to successful conclusion and agrees that the Agency shall not be liable for and agrees to indemnify, defend, and hold the Agency harmless from and against any and all liability arising from or expense incurred by: (i) the Agency's examination and processing of, and action pursuant to or upon, the Application, regardless of whether or not the Application or the proposed Project described herein or the tax exemptions and other assistance requested herein are favorably acted upon by the Agency; (ii) the Agency's acquisition, construction and/or installation of the proposed Project described herein; and (iii) any further action taken by the Agency with respect to the proposed Project including, without limiting the generality of the foregoing, all causes of action and attorney's fees and any other expenses incurred in defending any suits or actions which may arise as a result of any of the foregoing. Applicant hereby understands and agrees, in accordance with Section 875(3) of the New York General Municipal Law and the policies of the Agency that any New York State and local sales and use tax exemption claimed by the Applicant and approved by the Agency, any mortgage recording tax exemption claimed by the Applicant and approved by the Agency, and/or any real property tax abatement claimed by the Applicant and approved by the Agency, in connection with the Project, may be subject to recapture and/or termination by the Agency under such terms and conditions as will be established by the Agency and set forth in transaction documents to be entered into by and between the Agency and the Applicant. The Applicant further represents and warrants that the information contained in this Application, including without limitation information regarding the amount of the New York State and local sales and use tax exemption benefit, the amount of the mortgage recording tax exemption benefit, and the amount of the real property tax abatement, if and as applicable, to the best of the Applicant's knowledge, is true, accurate and complete.
- H. This obligation includes an obligation to submit an Agency Fee Payment to the Agency in accordance with the Agency Fee policy effective as of the date of this Application
- I. By executing and submitting this Application, the Applicant covenants and agrees to pay the following fees to the Agency:
- (i) a non-refundable \$1,500.00 application processing and publication fee (the "Application Fee") at time of application submission payable CCIDA;
 - (ii) Unless otherwise agreed to by the Agency, an amount equal to one and one quarter percent (1.0625%) of the total project costs, at the time of issuance of Financial Assistance/closing;
 - (iii) All fees, costs and expenses incurred by the Agency for (1) legal services, including but not limited to those provided by the Agency's general counsel and/or the Agency's

bond/transaction counsel, thus note that the Applicant is entitled to receive a written estimate of fees and costs of the Agency's general counsel and the Agency's bond/transaction counsel; and (2) other consultants retained by the Agency in connection with the proposed project, with all such charges to be paid by the Applicant at the closing.

- J. If the Applicant fails to conclude or consummate the necessary negotiations, or fails, within a reasonable or specified period of time, to take reasonable proper or requested action, or withdraws, abandons, cancels, or neglects the Application, or if the Applicant is unable to find buyers willing to purchase the bond issue requested, or if the Applicant is unable to facilitate the sale/leaseback or lease/leaseback transaction, then, upon the presentation of an invoice, Applicant shall pay to the Agency, its agents, or assigns all actual costs incurred by the Agency in furtherance of the Application, up to that date and time, including but not necessarily limited to, fees of the Agency's general counsel and/or the Agency's bond/transaction counsel.
- K. The Applicant acknowledges and agrees that all payment liabilities to the Agency and the Agency's general counsel and/or the Agency's bond and/or transaction counsel as expressed in Sections H and I are obligations that are not dependent on final documentation of the transaction contemplated by this Application.
- L. The cost incurred by the Agency and paid by the Applicant, the Agency's general counsel and/or bond/transaction counsel fees and the processing fees, may be considered as a cost of the Project and included in the financing of costs of the proposed Project, except as limited by the applicable provisions of the Internal Revenue Code with respect to tax-exempt bond financing.
- M. The Applicant acknowledges that the Agency is subject to New York State's Freedom of Information Law (FOIL). **Applicant understands that all Project information and records related to this application are potentially subject to disclosure under FOIL subject to limited statutory exclusions.**
- N. The Applicant has read and understands the Agency's Policy Respecting Recapture of Agency Benefits (the "Recapture Policy"). The Applicant covenants and agrees that it fully understands that the Recapture Policy is applicable to the Project that is the subject of this Application, and that the Agency will implement the Recapture Policy if and when it is so required to do so. The Applicant further covenants and agrees that its Project is potentially subject to termination of Agency financial assistance and/or recapture or modification of Agency financial assistance so provided and/or previously granted.
- O. The Applicant understands and agrees that the provisions of Section 862(1) of the New York General Municipal Law, as provided below, will not be violated if Financial Assistance is provided for the proposed Project:
- § 862. Restrictions on funds of the agency. (1) No funds of the agency shall be used in respect of any project if the completion thereof would result in the removal of an industrial or manufacturing plant of the project occupant from one area of the state to another area of the state or in the abandonment of one or more plants or facilities of the project occupant located within the state, provided, however, that neither restriction shall apply if the agency shall determine on the basis of the application before it that the project is reasonably necessary to discourage the project occupant from removing such other plant or facility to a location outside the state or is reasonably necessary to preserve the competitive position of the project occupant in its respective industry.
- P. The Applicant confirms and acknowledges that the owner, occupant, or operator receiving Financial Assistance for the proposed Project is in substantial compliance with applicable local, state and federal tax, worker protection and environmental laws, rules and regulations.

Attachment B: CCIDA Insurance Requirements

**COUNTY OF CATTARAUGUS INDUSTRIAL DEVELOPMENT AGENCY
(Insurance Specifications as of November 1, 2022)**

A summary of CCIDA insurance requirements follows. Please note that insurance is to be provided by the Company and/or Project owner after Board approval and prior to utilization of CCIDA financial assistance, and shall be maintained during the term of any applicable Agent Agreement and/or Lease Agreement by and between the CCIDA and the Company.

During the term of an Agent Agreement and/or a Lease Agreement entered into with the County of Cattaraugus Industrial Development Agency an **ACORD 25-Certificate of Liability Insurance and ACORD 855 NY-New York Construction Certificate of Liability Addendum** shall be provided evidencing the following insurance is currently maintained and in force with an insurance carrier approved to do business in the State of New York and maintaining an A.M. Best Rating of A- or better showing County of Cattaraugus Industrial Development Agency as Certificate Holder. It is our suggestion that you share these requirements with your current insurance agent, broker or insurance company.

Acceptable Certificates of Insurance shall indicate the following minimal coverage, limits of insurance, policy numbers and policy effective and expiration dates.

Commercial General Liability: Agent and subcontractors shall provide such coverage on an occurrence basis for the named insured's premises & operations and products-completed operations. Blanket Contractual Liability provided within the "insured contract" definition may not be excluded or restricted in any way. Property damage to work performed by subcontractors may not be excluded or restricted nor shall the Additional Insured's coverage for claims involving injury to employees of the Named Insured or their subcontractors be excluded or restricted. The "insured contract" exception to the Employers Liability exclusion also may not be removed or restricted in any way.

These coverages are to be properly evidenced by checking the appropriate box(es) on the **ACORD 855-NY Construction Certificate of Liability Addendum's** Information Section, Items G, H, I and L. Policy shall have attached **Designated Location(s) General Aggregate Limit CG 25 04** endorsement.

Limits expressed shall be no less than:

| | |
|---|-------------|
| General Aggregate | \$2,000,000 |
| Products-Completed Operations Aggregate | \$2,000,000 |
| Per Occurrence | \$1,000,000 |
| Personal & Advertising Injury | \$1,000,000 |
| Fire Damage Liability | \$ 100,000 |
| Medical Payments (per person) | \$ 5,000 |

County of Cattaraugus Industrial Development Agency shall be named as Additional Insured per **ISO Form CG 20 26-Additional Insured Designated Person or Organization** to provide coverage for the Additional Insured. Coverage shall apply on a Primary & Non-Contributory basis. All insurance required of the Company shall waive any right of subrogation of the insurer against any person insured under such policy, and waive any right of the insurer to any off-set or counterclaim or any other deduction, whether by attachment or otherwise, in respect of any liability of any person insured under such policy.

ACORD 855 NY-New York Construction Certificate of Liability Insurance: It is not uncommon for insurers to modify the standard ISO policy language with endorsements that result in modifications to language preferred by the insurer. This addendum is required to supplement the **ACORD 25-Certificate of Liability Insurance** with additional information that provides a more detailed expression of the types of coverage required. Specifically required coverages may be excluded or limited by the attachment of exclusionary or limitation endorsements. This

addendum provides the insurer the ability to certify coverage provided by the absence of such exclusionary or limiting modifications.

Blanket Additional Insured endorsement to include — Owner, Lessees or Contractors - Automatic Status For Other Parties When Required in Written Construction Agreement — Wording should include any other person or organization you are required to add as an additional insured under the contract or agreement (**Paragraph 2 of CG 20 38 04 13 or equivalent**).

Any scheduled person or organization section of the additional insured endorsement containing wording other than designated names shall not be accepted.

Automobile Liability: Business Auto Liability with limits of at least \$1,000,000 each accident. Business Auto coverage must include coverage for liability arising out of all owned, leased, hired and non-owned automobiles.

County of Cattaraugus Industrial Development Agency shall be included as Additional Insured on a Primary & Non-Contributory basis on the auto policy. All insurance required of the Company shall waive any right of subrogation of the insurer against any person insured under such policy and waive any right of the insurer to any off-set or counterclaim or any other deduction, whether by attachment or otherwise, in respect of any liability of any person insured under such policy.

Umbrella/Excess Liability: Commercial Umbrella or excess liability for a limit of at least \$5,000,000 per occurrence with a \$5,000,000 Aggregate. Coverage should respond on a follow-form basis and excess over the aforementioned underlying policy limits. County of Cattaraugus Industrial Development Agency shall be named as Additional Insured. Coverage shall apply on a Primary & Non-Contributory basis.

Workers Compensation/Disability Insurance:

i) The Company and/or Project Owner shall provide evidence of insurance and maintain Workers Compensation/Disability insurance as required by statute. County of Cattaraugus Industrial Development Agency shall be named as the Certificate Holder.

ii) **Accepted Forms:**

| Workers Compensation Forms | | DBL (Disability Benefits Law) Forms | |
|----------------------------|-------------------------------|-------------------------------------|--------------|
| CE-200 | Exemption | CE-200 | Exemption |
| C-105.2 | Commercial Insurer | DB-120.1 | Insurers |
| S1-12 | Self-Insurer | DB-155 | Self-Insured |
| GS1-105.2 | Group Self-Insured | | |
| U-26.3 | New York State Insurance Fund | | |

If the Company and/or Project owner have no employees, the Company and/or Project owner shall provide a completed and signed Form CE-200 or later revision, which is found on the New York State Workers Compensation Board website: www.wcb.ny.gov/. This form is to be completed on-line, printed, and signed.

CCIDA Address: All evidence of insurance shall be sent to:

County of Cattaraugus Industrial Development Agency
 9 East Washington Street
 Ellicottville, NY 14731

Attachment C: CCIDA Attorney Fee Schedule

CCIDA Attorney Fees:

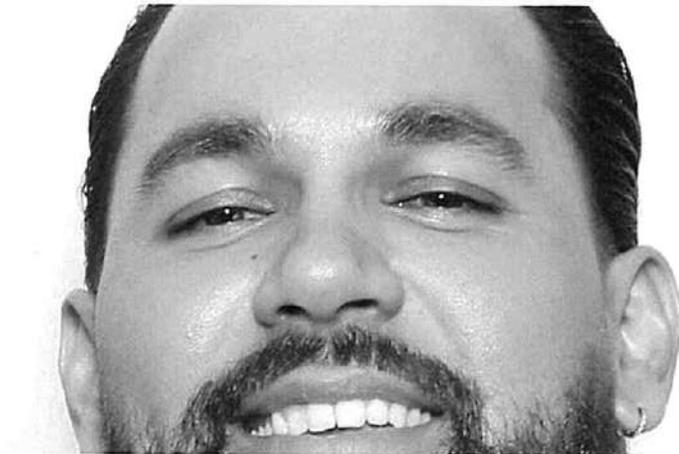
| Project Amount | Standard Agency Counsel Fee |
|---------------------------|--|
| <=\$499,000 | \$5,000 |
| <=\$500,000 - < \$999,999 | \$7,500 |
| >\$1M - <\$1,999,999 | \$9,000 |
| >\$2M - <\$3,999,999 | \$15,000 |
| >\$4M - < \$5,799,000 | \$20,000 |
| >\$5,800,00 | 1/3 of Agency Administrative Fee (currently 1.0625% of the Project Amount) |

If a project application is withdrawn or does not close, the applicant is responsible for any costs incurred by the agency on behalf of the project.

[- Attachment A. Materials]

OUR MISSION

Il Mulino offers exceptional personal care, hospitality, and education through a perfect balance of tradition and expertise, creating meaningful, enriching experiences for our clients, family, students, and community.



A LETTER FROM OUR FOUNDER



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personal care, grooming, medical aesthetics, and community.

Before bringing this vision to life, I immersed myself in continuous learning, mentorship, relationship-building, and mastering the fundamentals of business. I approached every opportunity as a student, absorbing as much knowledge as possible to refine and elevate what would eventually become our brand.

With a clear goal of shaping the future of personal grooming, self-care, and aesthetics in Western New York, I started the journey in the only way I knew how—by leading with humility, learning from those who paved the way, and empowering others to become industry leaders and innovators.

One of the greatest opportunities in life is having people around you who are smarter than you—people who challenge you, sharpen your thinking, and push you to grow beyond what you thought possible. I've made it a mission to cultivate a team and a culture that thrives on shared knowledge, continuous improvement, and a commitment to excellence.

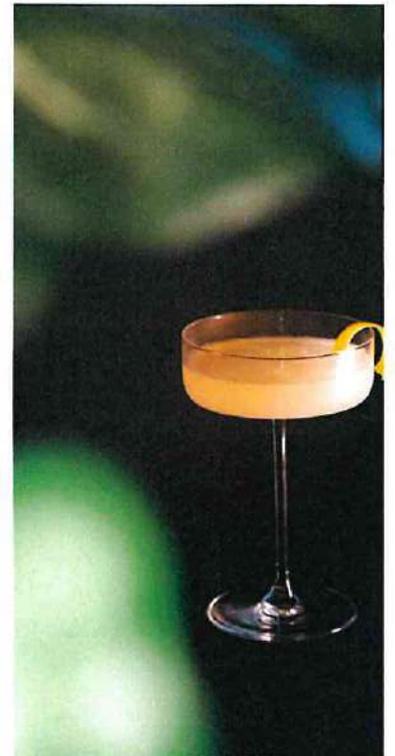
Time is the most valuable asset we have—it's the one thing we're never getting more of. Because of that, I've always been intentional about optimizing time spent on the clock. Every moment in our shops, with our clients, and within our team is an opportunity to elevate our craft, refine our approach, and build something greater than ourselves.

I attribute our success and expansion to the values that define us—a delicate balance of humility, pride, and an unwavering work ethic, all strengthened by an incredible community both within our brand and across Western New York.

As we continue to grow, my vision remains steadfast: to build teams and partnerships that embody our mission, carrying it forward with a global perspective. Through years of experience, mentorship, and a belief in infinite possibilities, I am committed to scaling a brand that redefines the industry—one that stands the test of time.

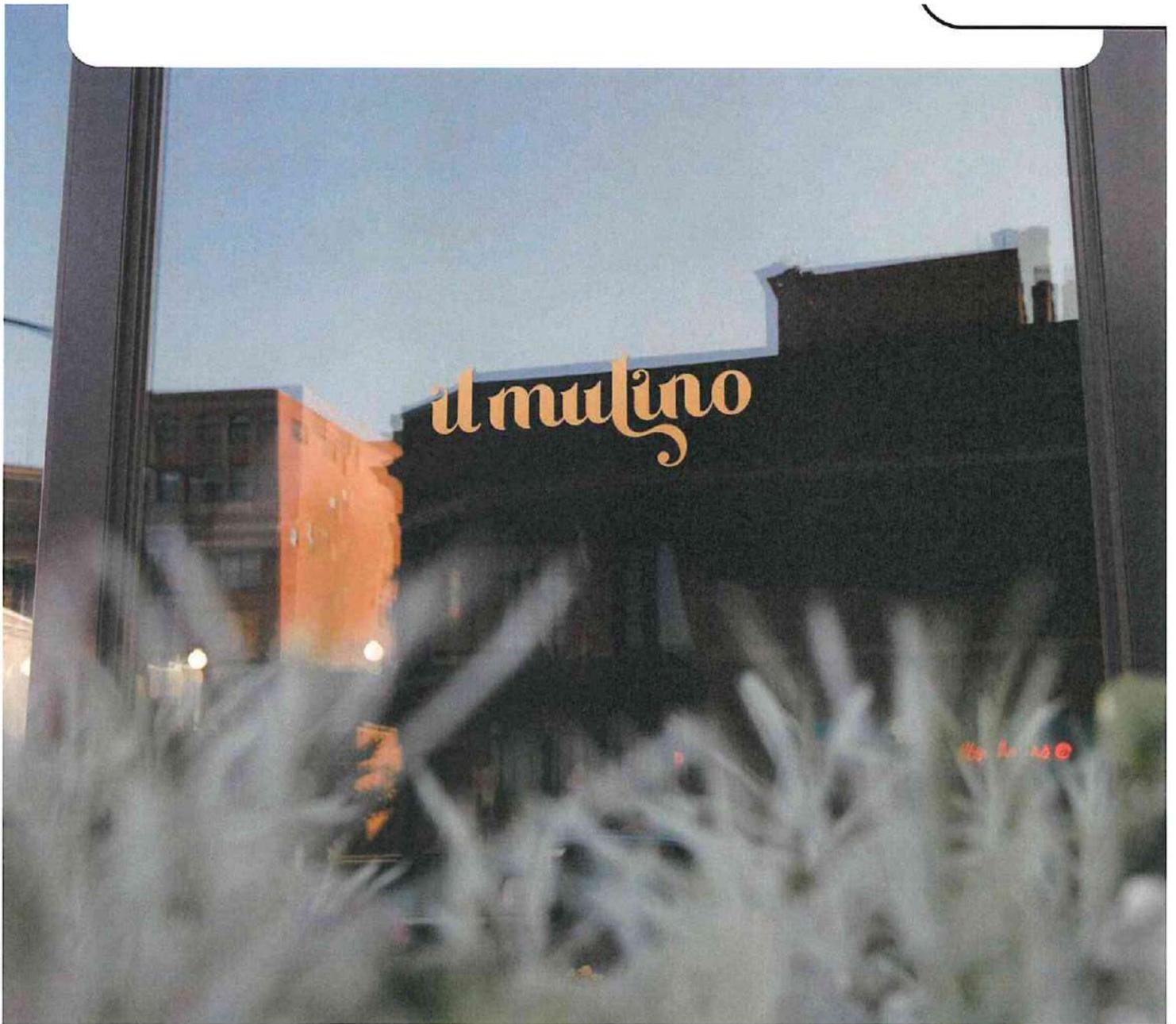
With dedication to our vision,

- Jared W. White, Founder & Partner



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WHERE SKILLED BARBERS BUILD LASTING CAREERS.

OUR BARBERS EARN UP TO \$150K A YEAR. TAKE OUR QUICK
QUESTIONNAIRE TO SEE IF WE'RE A GOOD

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Start The Questionnaire

THE IL MULINO BARBERSHOP EXPERIENCE

At Il Mulino, we do things differently. We believe that a great haircut isn't just about the result—it's about the experience, the skill behind the chair, and the confidence you leave with. That's why we've created a structured barber ranking system based on technical ability, experience, and mastery.

Unlike other shops where all barbers are given the same title and pricing—despite varying skill levels—we provide clarity and choice. Whether you're booking with an apprentice honing their craft or a seasoned master barber at the top of their game, you'll know exactly what level of service to expect. You choose the talent and pricing that best fits your needs.

OUR APPRENTICESHIP DIVISION

Il Mulino has built an Apprenticeship Division into our ecosystem, ensuring that every barber we develop receives hands-on training that goes far beyond technical skills. We teach the Il Mulino way—a blend of elite craftsmanship and the professional mindset needed to build a sustainable and successful career in this industry.

Not everyone earns the opportunity to grow within our ranks. Preferred employment is extended to those who demonstrate exceptional skill, humility, and a relentless drive to grow. Ego is left at the door—soft skills, professionalism, and a hunger for improvement are what define our team.

Barbering is the heart and soul of Il Mulino. It's where we began, and it remains the foundation of everything we do. Through years of consistency and care, we've cultivated a loyal client base that has allowed us to grow into new areas—like aesthetics, advanced services, and leadership development—while staying true to our roots. Every service we offer today is grounded in the relationships we've built behind the chair, making Il Mulino more than a barbershop—it's a brand rooted in purpose, people, and progress.

WHY IL MULINO?

- **Dedicated Barbers, Clearly Defined** – Know your barber's experience level before you book.
- **Transparent Pricing** – No one-size-fits-all approach—your service matches the skill level.
- **Craftsmanship at Every Level** – From developing apprentices to seasoned masters, every barber is committed to excellence.
- **Professional & Leadership Training** – Our barbers aren't just skilled—they're prepared for long-term success.
- **Community & Growth** – We don't just hire barbers; we invest in their growth and development.

FIND AN IL MULINO BARBERSHOP NEAR YOU

With multiple locations across Western New York, Il Mulino brings exceptional barbering services to every community we serve.

OUR LOCATIONS

Flagship Buffalo

 465 Washington Street, Buffalo, NY 14203

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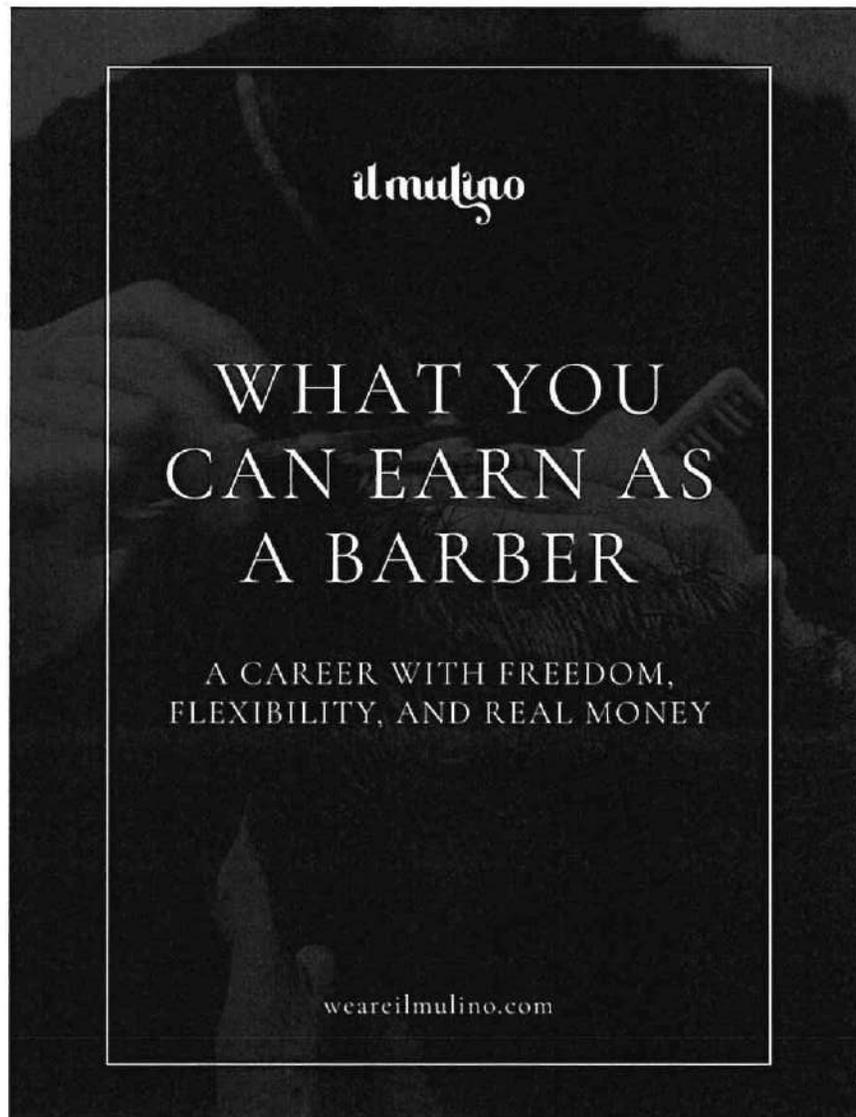
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APPRENTICESHIP PROGRAM
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Request Consultation



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A BARBER

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FLEXIBILITY, AND REAL MONEY

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Name

First Name *(required)*

Last Name *(required)*

Email *(required)*

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APPRENTICESHIP PROGRAM

Il Mulino's Apprenticeship Program offers aspiring Master Barbers the opportunity to train under industry experts in a real-world barbershop environment. Our structured hands-on program is designed to help future barbers unlock their full potential in a career that thrives on style and creativity. No prior experience is required—just a strong work ethic and a commitment to excellence.

Have full-time obligations? No problem. Investing in your future is important, so we tailor a flexible schedule to ensure you receive high-quality hands-on training while balancing your commitments.

OUR VETTING PROCESS:

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- **Initial Consultation & Review:** Your consultation is the first step for individuals with a background in customer service or a strong

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-
- **Understanding Your Motivations:** We review your questionnaire responses to gain insight into your goals, previous experiences, and willingness to embrace new challenges. This helps us determine if our Apprenticeship Program aligns with your aspirations.
 - **The Interview:** If your consultation stands out, we'll invite you for an in-person conversation. This is more than just an interview—it's an opportunity to build a one-on-one connection, assess mutual fit, and give you a chance to ask any questions about the program.

WHAT WE LOOK FOR:

- **Culture Fit:** Are you genuinely interested in the barbering industry and dedicated to providing exceptional customer service?
- **Alignment:** Do your goals, motivations, and skills align with the values and needs of our Apprenticeship Program?
- **Curiosity & Engagement:** We seek individuals who are eager to learn, ask questions, and are passionate about continuous growth in their craft.

A FEW THINGS TO KEEP IN MIND:

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[Attachment B:]

crystal@cattcoida.com

From: Corey <corey.cattco@gmail.com>
Sent: Thursday, March 19, 2026 10:54 AM
To: Crystal New Boss
Subject: Plz print

Revitalizing the past to build a brighter future for my hometown.

Earlier this year, I proudly acquired the 1904 Armes Block, a 10,000 sq. ft. historic building in the heart of Gowanda, NY. This building holds a deep personal connection—not only did it house Soles Unlimited, my grandmother’s shoe store, for nearly 40 years, but she also formerly owned the building itself. Her dedication to serving the community and running a thriving business was a cornerstone of my upbringing and shaped how I view hard work, resilience, and the role of business in fostering community.

Now, it’s my turn to honor her legacy and give back to Gowanda by transforming this iconic building into a space that drives opportunity and growth. Plans for the Armes Block include:

 Five upper-floor apartments, providing much-needed housing for the community

 Four commercial spaces, including:

- A barbering academy offering vocational training and career opportunities
- A barbershop delivering high-quality grooming services
- A cocktail lounge to create a vibrant community gathering space
- Soles Unlimited, continuing to serve the community as it has for decades

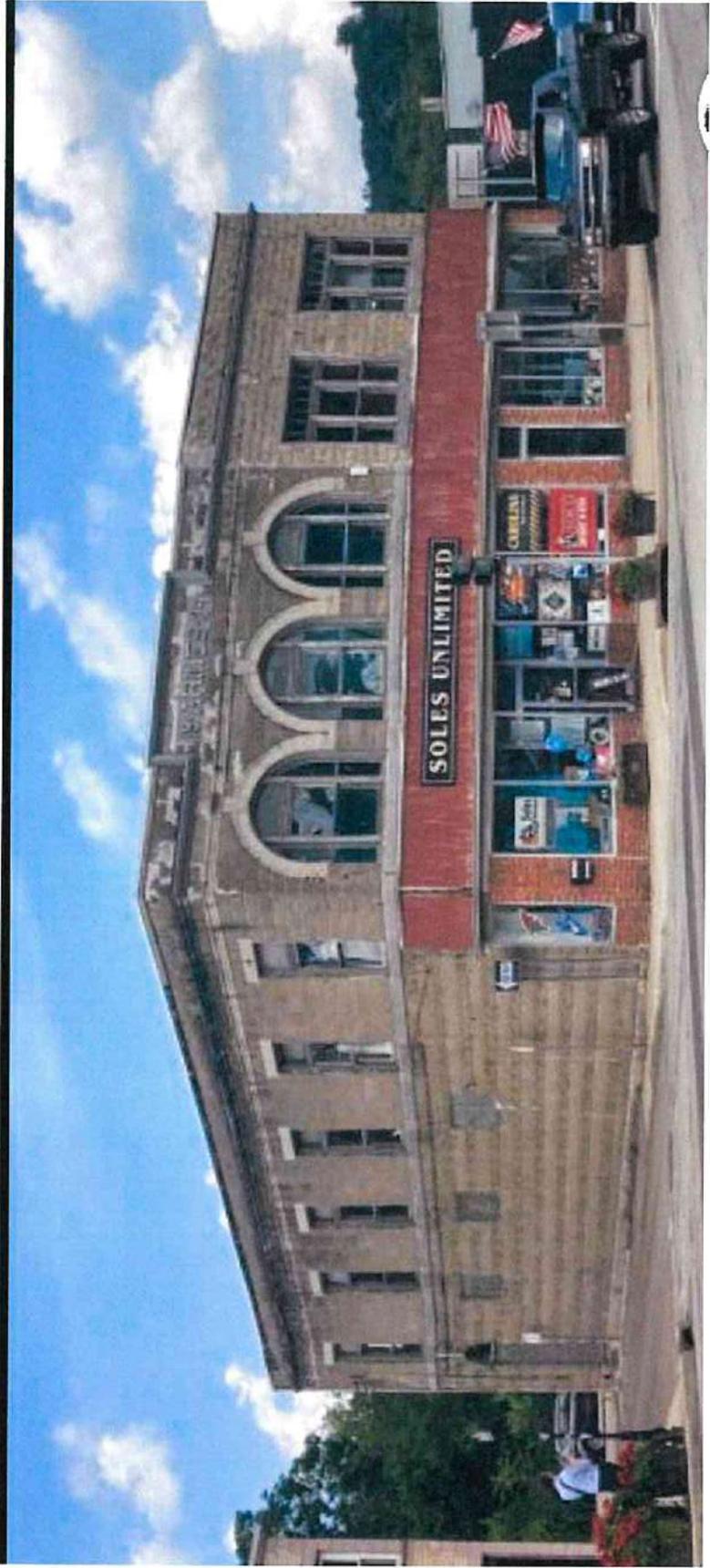
This nearly \$3M project represents a blend of historic preservation and forward-thinking development, with goals to:

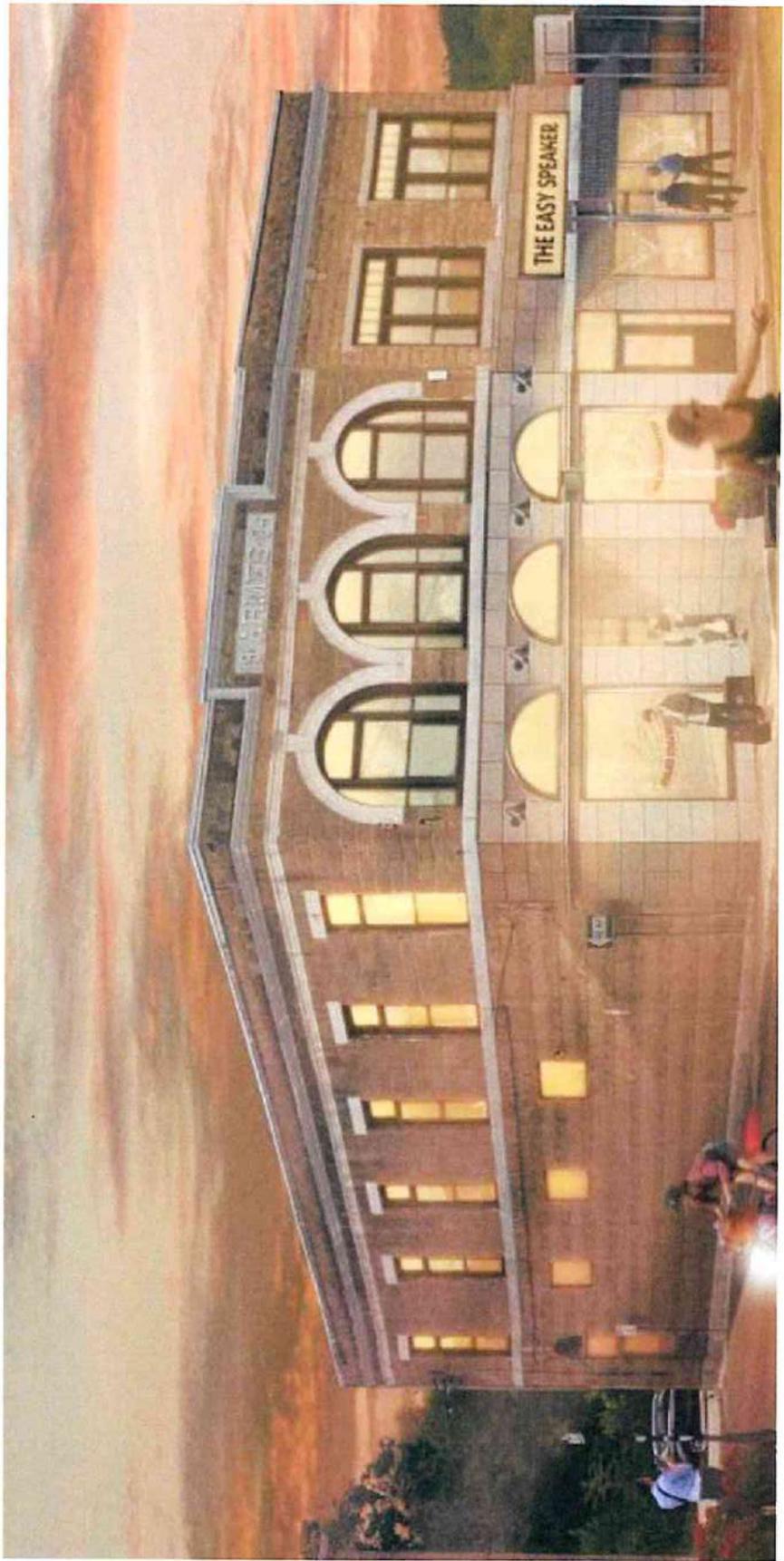
- Create jobs and support local entrepreneurship
- Drive economic growth by revitalizing Gowanda’s gateway and business district
- Provide housing to enhance the vibrancy of our downtown area
- Preserve history by restoring a cherished piece of our town’s heritage

Combining NY Forward funding, historic tax credits, and personal investment, this project is more than a development—it’s a way to honor the past while building a brighter future.

Thank you to everyone supporting this vision. Together, we’re creating a stronger, more vibrant Gowanda, inspired by the values instilled in me by my grandmother and the generations of various business owners in my family, whose passion for serving their communities and building meaningful connections continues to guide my work today.

Corey R. Wiktor
Executive Director
County of Cattaraugus IDA
Office: (716) 699-2005
Cell: (716) 491-3988





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Gowanda gets \$4.5M from NY for 5 projects

Gowanda is getting \$4.5 million for five projects as part of a state economic development program.

Gov. Kathy Hochul announced a total of 22 projects across Western New York Thursday as part of two economic development programs: the Downtown Revitalization Initiative (DRI) and NY Forward.

Gowanda's money is coming through NY Forward. The following projects are slated to get funding:

- A project to connect the former Community Bank with the Historic Hollywood Theater via a new ADA-accessible passage, update the bank's infrastructure, and restore its interior for future use as a restaurant, while enhancing accessibility and safety for theater patrons. That's supposed to get \$1,400,000.
- Renovation of the 1904 Armes Block into a mixed-use development was awarded \$1,300,000. The project is supposed to add five apartments and three commercial rental units, including a barber academy and cocktail lounge, with updated mechanical systems and historically appropriate storefronts.
- Beautification of the Gowanda business district's "streetscape" is getting \$989,000. That's slated to transform the village's main corridor by replacing deteriorated pavers with decorative concrete, installing a unified

tree pit design, updating street lighting to decorative poles with banner arms and adding self-watering planters to enhance aesthetics, safety and environmental benefits.

— A Small Project Fund for additional downtown improvements has \$655,000 from the grants announced by Hochul. This will provide grants for building improvements, business equipment and public art, with funding available to property owners within the downtown Gowanda area. The city of Dunkirk has a similar fund, which recently began to accept applications, under its own \$10 million DRI award from 2023.

— Finally, implementation of a wayfinding, connectivity, and branding plan for Gowanda is set to get \$156,000. The plan is to improve signage and connectivity to key sites, create a new “brand” for the village, and enhance accessibility to parks, historic sites and local businesses.

Ten projects were announced for Tonawanda, the Round 7 winner of a \$10 million DRI award. Seven projects were announced for Aurora, like Gowanda the winner of a \$4.5 million NY Forward award.

“Downtowns make up the heart of our communities, and investing in them means we are investing in New Yorkers,” Hochul said. “The transformational projects coming to Western New York — the part of the state where I grew up and called home — are going to create unique public spaces where residents can socialize together and explore their neighborhoods. We are building vibrant spaces while strengthening our regional economies — that’s why New York is the best place to be.”

First announced as part of the 2022 budget, the NY Forward program was created by Hochul to build on momentum from the DRI. According to the state, “The program works in concert with the DRI to accelerate and expand the revitalization of smaller and rural downtowns throughout the state so that all communities can benefit from the state’s revitalization efforts, regardless of size, character, needs and challenges.”

NEWSLETTER

From: Corey <corey.cattco@gmail.com>
Sent: Wednesday, March 4, 2026 9:27 AM
To: Crystal New Boss
Subject: Armes

- Modernize the 1904 Armes Block into a Mixed-Use Center (\$1,300,000): Renovate the 1904 Armes Block, a historic commercial building with underutilized upper floors, into five apartments and three commercial rental units, including a barber academy and cocktail lounge, with updated mechanical systems and historically appropriate storefronts to revitalize the Village gateway and support local businesses and vocational training

Corey R. Wiktor
Executive Director
County of Cattaraugus IDA
Office: (716) 699-2005
Cell: (716) 491-3988



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| Municipality of V. Gowanda | | | |
|---|--------------------|----------------------|--------------------|
| SWIS: | 047201 | Tax ID: | 8.075-4-13 |
| Tax Map ID / Property Data | | | |
| Status: | Active | Roll Section: | Taxable |
| Address: | 1 W Main St | | |
| Property Class: | 482 - Det row bldg | Site Property Class: | 482 - Det row bldg |
| Ownership Code: | | | |
| Site: | Com 1 | In Ag. District: | No |
| Zoning Code: | - | Bldg. Style: | Not Applicable |
| Neighborhood: | 72400 - | School District: | Gowanda |
| Total Acreage/Size: | 168 x 49 | Equalization Rate: | --- |
| Land Assessment: | 2025 - \$11,600 | Total Assessment: | 2025 - \$74,300 |
| Full Market Value: | 2025 - \$74,300 | | |
| Deed Book: | 20241 | Deed Page: | 5080 |
| Grid East: | 1053347 | Grid North: | 897718 |
| Special Districts for 2025 | | | |
| <i>No information available for the 2025 roll year.</i> | | | |
| Land Types | | | |
| Type | | Size | |
| Primary | | 168 x 49 | |

Photographs

No Photo Available

Documents

- Deed History Card
- RP5217 12/2024

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Municipality of V. Gowanda

| | | | |
|-------|--------|---------|------------|
| SWIS: | 047201 | Tax ID: | 8.075-4-13 |
|-------|--------|---------|------------|

Inventory

| | |
|-------------------------|---------|
| Overall EFF Year Built: | |
| Overall Condition: | Fair |
| Overall Grade: | Average |
| Overall Desirability: | 2 |

Buildings

| Air Cond. % | Sprinkler % | Alarm % | Elevators | Basement Type | Year Built | Eff Year Built | Condition | Quality | Gross Floor Area | Stories | Nbr Identical Bldgs |
|-------------|-------------|---------|-----------|---------------|------------|----------------|-----------|---------|------------------|---------|---------------------|
| 0 | 0 | 0 | 0 | | 1890 | | Fair | Average | 4440 | 2 | 1 |
| 0 | 0 | 0 | 0 | | 1890 | | Poor | Average | 5050 | 2 | 1 |

Utilities

| | |
|---------------|-------------|
| Sewer Type: | Comm/public |
| Water Supply: | Comm/public |
| Utilities: | Gas & elec |

Site Uses

| Use | Rentable Area | Total Units |
|-------------|---------------|-------------|
| Row retail | 4,745 sq. ft. | 0 |
| Row storage | 4,745 sq. ft. | 0 |

Photographs

No Photo Available

Documents

- Deed History Card
- RP5217 12/2024

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Tax Info

Payment Status

Tax Bill Information

Municipality of V. Gowanda

| | | | |
|-------|--------|---------|------------|
| SWIS: | 047201 | Tax ID: | 8.075-4-13 |
|-------|--------|---------|------------|

Tax Summary

Taxes reflect exemptions, but may not include recent changes in assessment.

| Tax Year | Tax Type | Original Bill | Total Assessed Value | Full Market Value | Uniform % | Roll Section |
|----------|----------|---------------|----------------------|-------------------|-----------|--------------|
| 2025 | County | \$767.93 | \$74,300.00 | \$74,300.00 | 100 | 1 |

Display Details for Taxes Levied in 2025

Historical Tax Summary

Taxes reflect exemptions, but may not include recent changes in assessment.

| Tax Year | Tax Type | Original Bill | Total Assessed Value | Full Market Value | Uniform % | Roll Section |
|----------|----------|---------------|----------------------|-------------------|-----------|--------------|
| 2024 | School | \$807.04 | \$74,300.00 | \$74,300.00 | 100 | 1 |
| 2024 | County | \$823.68 | \$74,300.00 | \$74,300.00 | 100 | 1 |

Display Details for Taxes Levied in 2024

| | | | | | | |
|------|--------|----------|-------------|-------------|-----|---|
| 2023 | School | \$844.40 | \$74,300.00 | \$74,300.00 | 100 | 1 |
| 2023 | County | \$775.71 | \$35,200.00 | \$61,754.00 | 57 | 1 |

Display Details for Taxes Levied in 2023

| | | | | | | |
|------|--------|----------|-------------|-------------|----|---|
| 2022 | School | \$836.64 | \$35,200.00 | \$61,754.00 | 57 | 1 |
| 2022 | County | \$723.43 | \$35,200.00 | \$51,765.00 | 68 | 1 |

Display Details for Taxes Levied in 2022

| | | | | | | |
|------|--------|----------|-------------|-------------|----|---|
| 2021 | County | \$762.49 | \$35,200.00 | \$53,333.00 | 66 | 1 |
|------|--------|----------|-------------|-------------|----|---|

Display Details for Taxes Levied in 2021

| | | | | | | |
|------|---------|----------|-------------|-------------|----|---|
| 2020 | School | \$849.82 | \$35,200.00 | \$53,333.00 | 66 | 1 |
| 2020 | Village | \$580.10 | \$35,200.00 | \$51,014.00 | 69 | 1 |
| 2020 | County | \$782.47 | \$35,200.00 | \$51,014.00 | 69 | 1 |

Short Environmental Assessment Form Part 1 - Project Information

Instructions for Completing

Part 1 – Project Information. The applicant or project sponsor is responsible for the completion of Part 1. Responses become part of the application for approval or funding, are subject to public review, and may be subject to further verification. Complete Part 1 based on information currently available. If additional research or investigation would be needed to fully respond to any item, please answer as thoroughly as possible based on current information.

Complete all items in Part 1. You may also provide any additional information which you believe will be needed by or useful to the lead agency; attach additional pages as necessary to supplement any item.

| Part 1 – Project and Sponsor Information | | | |
|--|--|---|--|
| Name of Action or Project: <u>White Haven Holdings + 1 West Main Street, LLC.</u> | | | |
| Project Location (describe, and attach a location map): <u>1 West Main Street Gowanda NY</u> | | | |
| Brief Description of Proposed Action: <u>- modernize the 1904 Armez Block into a mixed-use center. Project will consist 4 upper floor apartments, 3 commercial units, barber academy and cocktail lounge.</u> | | | |
| Name of Applicant or Sponsor: <u>1 West Main Street, LLC.</u> | | Telephone: <u>76-949-8259</u> | |
| Address: <u>465 Washington St.</u> | | E-Mail: <u> Jared@ilmulino.club.com</u> | |
| City/PO: <u>Buffalo</u> | | State: <u>NY</u> | Zip Code: <u>14203</u> |
| 1. Does the proposed action only involve the legislative adoption of a plan, local law, ordinance, administrative rule, or regulation? If Yes, attach a narrative description of the intent of the proposed action and the environmental resources that may be affected in the municipality and proceed to Part 2. If no, continue to question 2. | | | NO <input type="checkbox"/> |
| 2. Does the proposed action require a permit, approval or funding from any other government Agency? If Yes, list agency(s) name and permit or approval: | | | YES <input checked="" type="checkbox"/> |
| 3. a. Total acreage of the site of the proposed action? | | | NO <input type="checkbox"/> |
| b. Total acreage to be physically disturbed? | | | YES <input checked="" type="checkbox"/> |
| c. Total acreage (project site and any contiguous properties) owned or controlled by the applicant or project sponsor? | | | NO <input type="checkbox"/> |
| 4. Check all land uses that occur on, are adjoining or near the proposed action: | | | YES <input checked="" type="checkbox"/> |
| <input checked="" type="checkbox"/> Urban <input type="checkbox"/> Rural (non-agriculture) <input type="checkbox"/> Industrial <input checked="" type="checkbox"/> Commercial <input checked="" type="checkbox"/> Residential (suburban) <input type="checkbox"/> Forest <input type="checkbox"/> Agriculture <input checked="" type="checkbox"/> Aquatic <input type="checkbox"/> Other(Specify): <input type="checkbox"/> Parkland | | | |

| | | | |
|--|-------------------------------------|-------------------------------------|--------------------------|
| 5. Is the proposed action, | NO | YES | N/A |
| | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| a. A permitted use under the zoning regulations? | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| b. Consistent with the adopted comprehensive plan? | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 6. Is the proposed action consistent with the predominant character of the existing built or natural landscape? | NO | YES | |
| | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| 7. Is the site of the proposed action located in, or does it adjoin, a state listed Critical Environmental Area? If Yes, identify: _____ | NO | YES | |
| | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| 8. a. Will the proposed action result in a substantial increase in traffic above present levels? | NO | YES | |
| | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| b. Are public transportation services available at or near the site of the proposed action? | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| c. Are any pedestrian accommodations or bicycle routes available on or near the site of the proposed action? | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| 9. Does the proposed action meet or exceed the state energy code requirements? If the proposed action will exceed requirements, describe design features and technologies: _____ _____ | NO | YES | |
| | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| 10. Will the proposed action connect to an existing public/private water supply? If No, describe method for providing potable water: _____ _____ | NO | YES | |
| | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| 11. Will the proposed action connect to existing wastewater utilities? If No, describe method for providing wastewater treatment: _____ _____ | NO | YES | |
| | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| 12. a. Does the project site contain, or is it substantially contiguous to, a building, archaeological site, or district which is listed on the National or State Register of Historic Places, or that has been determined by the Commissioner of the NYS Office of Parks, Recreation and Historic Preservation to be eligible for listing on the State Register of Historic Places? | NO | YES | |
| | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| b. Is the project site, or any portion of it, located in or adjacent to an area designated as sensitive for archaeological sites on the NY State Historic Preservation Office (SHPO) archaeological site inventory? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| 13. a. Does any portion of the site of the proposed action, or lands adjoining the proposed action, contain wetlands or other waterbodies regulated by a federal, state or local agency? | NO | YES | |
| | <input type="checkbox"/> | <input checked="" type="checkbox"/> | |
| b. Would the proposed action physically alter, or encroach into, any existing wetland or waterbody? | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| If Yes, identify the wetland or waterbody and extent of alterations in square feet or acres: _____ _____ _____ | | | |

MRB Cost Benefit Calculator

Cattaraugus County Industrial Development Agency

Date
 Project Title
 Project Location

Construction Phase - Project Assumptions

Project Costs
 Enter total project costs:
Local Construction Spending*
 % of locally sourced materials and labor
 In-region construction spending

Construction Economic Impacts

| Industry | NAICS | % of Total Investment | Investment by Type |
|--|--------|-----------------------|--------------------|
| Industrial Building Construction | 236210 | 100% | \$700,000 |
| (Not Applicable) | 0 | | \$0 |
| (Not Applicable) | 0 | | \$0 |
| <i>Most projects will only have one line related to construction type.</i> | | 100% | \$700,000 |

Operation Phase - Project Assumptions

Jobs and Earnings from Operations

NAICS Lookup

| Year 1 - Enter NAICS | NAICS | Count | Per Job Annual Earnings | Total Earnings |
|--|--------|-------|-------------------------|----------------|
| Lessors of Residential Buildings and Dwellin | 531110 | 0 | \$0 | \$0 |
| Lessors of Residential Buildings and Dwellin | 531110 | 0 | \$0 | \$0 |
| Lessors of Residential Buildings and Dwellin | 531110 | 0 | \$0 | \$0 |
| Lessors of Residential Buildings and Dwellin | 531110 | 0 | \$0 | \$0 |
| 0 | | | | \$0 |
| 0 | | | | \$0 |
| Total | | 0 | | \$0 |

| Year 2 | NAICS | Count | Per Job Annual Earnings | Total Earnings |
|--|--------|-------|-------------------------|----------------|
| Lessors of Residential Buildings and Dwellin | 531110 | 6 | \$60,000 | \$360,000 |
| Lessors of Residential Buildings and Dwellin | 531110 | 0 | \$0 | \$0 |
| Lessors of Residential Buildings and Dwellin | 531110 | 0 | \$0 | \$0 |
| Lessors of Residential Buildings and Dwellin | 531110 | 0 | \$0 | \$0 |
| 0 | | | | \$0 |
| 0 | | | | \$0 |
| Total | | 6 | | \$360,000 |

| Year 3+ (Full Employment) | NAICS | Count | Per Job Annual Earnings | Total Earnings |
|--|--------|-------|-------------------------|----------------|
| Lessors of Residential Buildings and Dwellin | 531110 | 6 | \$60,000 | \$360,000 |
| Lessors of Residential Buildings and Dwellin | 531110 | 0 | \$0 | \$0 |
| Lessors of Residential Buildings and Dwellin | 531110 | 0 | \$0 | \$0 |
| Lessors of Residential Buildings and Dwellin | 531110 | 0 | \$0 | \$0 |
| 0 | | | | \$0 |
| 0 | | | | \$0 |
| Total | | 6 | | \$360,000 |

Fiscal Impact Assumptions

Estimated Costs of Incentives

| | | | | |
|----------------------------------|-------|------------------|--------------------|---------------------------------|
| | % | Value | | |
| Sales Tax Exemption | | \$280,000 | PILOT Term (Years) | <input type="text" value="10"/> |
| Local Sales Tax Rate | 4.00% | \$140,000 | Escalation Factor | <input type="text" value="2%"/> |
| State Sales Tax Rate | 4.00% | \$140,000 | Discount Factor | <input type="text" value="2%"/> |
| Mortgage Recording Tax Exemption | | \$37,500 | | |
| Local | 0.75% | \$22,500 | | |
| State | 0.50% | \$15,000 | | |
| Total Costs | | \$570,713 | | |

Cattaraugus County Industrial Development Agency



MRB Cost Benefit Calculator

Date: March 19, 2026
 Project Title: White Haven Holdings and 1 Westmain LLC
 Project Location: 1 West Main Street, Gowanda NY

Economic Impacts

Summary of Economic Impacts over the Life of the PILOT

Project Total Investment
 \$3,500,000

| | Temporary (Construction) | | |
|-------------|--------------------------|-----------|-----------|
| | Direct | Indirect | Total |
| Jobs | 3 | 1 | 4 |
| Earnings | \$256,433 | \$53,181 | \$309,614 |
| Local Spend | \$700,000 | \$193,468 | \$893,468 |

| | Ongoing (Operations) | | |
|----------|----------------------|-------------|-------------|
| | Direct | Indirect | Total |
| Jobs | 6 | 3 | 9 |
| Earnings | \$3,449,869 | \$1,880,793 | \$5,330,662 |

Figure 1

Net Benefits

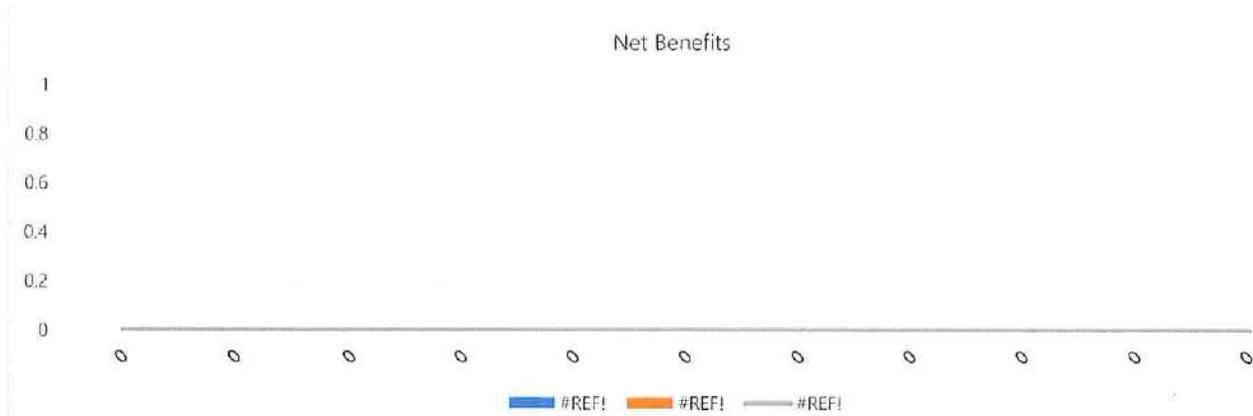


Figure 2

Total Jobs

Figure 3

Total Earnings



Fiscal Impacts



Estimated Costs of Exemptions

| | Nominal Value | Discounted Value* |
|--|------------------|-------------------|
| Property Tax Exemption | \$253,213 | \$229,560 |
| Sales Tax Exemption | \$280,000 | \$280,000 |
| Local Sales Tax Exemption | \$140,000 | \$140,000 |
| State Sales Tax Exemption | \$140,000 | \$140,000 |
| Mortgage Recording Tax Exemption | \$37,500 | \$37,500 |
| Local Mortgage Recording Tax Exemption | \$22,500 | \$22,500 |
| State Mortgage Recording Tax Exemption | \$15,000 | \$15,000 |
| Total Costs | \$570,713 | \$547,060 |

State and Local Benefits

| | Nominal Value | Discounted Value* |
|---|--------------------|--------------------|
| Local Benefits | \$5,737,320 | \$5,121,678 |
| To Private Individuals | \$5,640,276 | \$5,037,719 |
| Temporary Payroll | \$309,614 | \$309,614 |
| Ongoing Payroll | \$5,330,662 | \$4,728,105 |
| Other Payments to Private Individuals | \$0 | \$0 |
| To the Public | \$97,044 | \$83,959 |
| Increase in Property Tax Revenue | \$57,562 | \$48,695 |
| Temporary Jobs - Sales Tax Revenue | \$2,167 | \$2,167 |
| Ongoing Jobs - Sales Tax Revenue | \$37,315 | \$33,097 |
| Other Local Municipal Revenue | \$0 | \$0 |
| State Benefits | \$293,294 | \$261,961 |
| To the Public | \$293,294 | \$261,961 |
| Temporary Income Tax Revenue | \$13,933 | \$13,933 |
| Ongoing Income Tax Revenue | \$239,880 | \$212,765 |
| Temporary Jobs - Sales Tax Revenue | \$2,167 | \$2,167 |
| Ongoing Jobs - Sales Tax Revenue | \$37,315 | \$33,097 |
| Total Benefits to State & Region | \$6,030,615 | \$5,383,639 |

Benefit to Cost Ratio

| | Benefit* | Cost* | Ratio |
|--------------------|--------------------|------------------|-------------|
| Local | \$5,121,678 | \$392,060 | 13:1 |
| State | \$261,961 | \$155,000 | 2:1 |
| Grand Total | \$5,383,639 | \$547,060 | 10:1 |

*Discounted at 2%

Additional Comments from IDA

10 year Adaptive Reuse PILOT Schedule

Does the IDA believe that the project can be accomplished in a timely fashion? Yes

Cattaraugus County Industrial Development Agency

MRB Cost Benefit Calculator

Date March 19, 2026

Project Title White Haven Holdings and 1 Westmain

Project Location 1 West Main Street, Gowanda NY

PUBLIC HEARING SCRIPT

**1641 River Street LLC project and/or
Individual(s), Affiliate(s), Subsidiary(ies),
or Entity(ies) formed or to be formed on
its behalf**

Public Hearing to be held on March 13, 2026 at 10:30 a.m. at the City of Olean Municipal Building, 101 East State Street, Room 119, Olean, New York 14760

ATTENDANCE:

Members of the General Public

1. WELCOME: Call to Order and Identity of Hearing Officer.

Hearing Officer: Welcome. This public hearing is now open; it is 10:30 a.m. My name is Crystal Almeter. I am the Executive Assistant for the County of Cattaraugus Industrial Development Agency, and I have been designated by the Agency to be the hearing officer to conduct this public hearing. This public hearing is being live-streamed and made accessible on the Agency's website at www.cattcoida.com.

2. PURPOSE: Purpose of the Hearing.

Hearing Officer: We are here to hold the public hearing on the 1641 River Street LLC project and/or Individual(s), Affiliate(s), Subsidiary(ies), or Entity(ies) formed or to be formed on its behalf. This public hearing is being recorded and will be transcribed for the Board Members of the Agency for their review and comments before they take any further action. We have a sign in sheet for anyone who would like to participate in this public hearing either by presenting oral comments or we would be happy to take written statements. Notice of this hearing appeared in Olean Times Herald on Thursday, February 26, 2026.

3. PROJECT SUMMARY: Description of Project and Contemplated Agency Benefits.

Hearing Officer: The proposed project (the "Project") located at 1641 River Street, City of Olean, Cattaraugus County, New York and all other lands in the County of Cattaraugus (the "Land") where, by license or easement or other agreement, the Company or its designees are making improvements that benefit the Project consisting of the remediation of the Land under the New York Brownfield Cleanup Program and the acquisition by the Company in and around the Land of certain items of machinery,

equipment and other tangible personal property (the "Equipment"; and, together with the Land, the "Facility").

The proposed financial assistance contemplated by the Agency includes New York State and local sales and use tax exemption benefits, mortgage recording tax exemption benefits, and real property tax abatement benefits (in compliance with Agency's uniform tax exemption policy).

4. FORMAT OF HEARING: Review the rules and manner in which the hearing will proceed.

Hearing Officer: All those who have joined this conference call will be given an opportunity to make statements and/or comments on the Project if they so desire.

Minutes of the Public Hearing will be transcribed and posted on the Agency's website (www.cattcoida.com). Additional information can be obtained from, and written comments may be addressed to: Corey R. Wiktor, Executive Director, County of Cattaraugus Industrial Development Agency, 9 East Washington Street, P.O. Box 1749, Ellicottville, New York 14731; Telephone: 716-699-2005 and electronically at corev@cattcoida.com or Info@cattcoida.com.

5. PUBLIC COMMENT: Hearing Officer gives the Public an opportunity to speak.

Hearing Officer: Those interested in making a statement or comment will be called upon. Please begin by stating your name and address; if you are representing a company, please identify the company. I request that speakers keep statements and/or comments to 5 minutes or less.

The Hearing Moderator introduces each participant in the order they registered for this meeting.

[Insert transcription of public comments here.]

-OR-

Hearing Officer: Note that no one in attendance wished to make a statement or comment.

6. ADJOURNMENT:

As there are no further statements and/or comments, I will close the public hearing at 10:45 a.m.

From: Corey <corey.cattco@gmail.com>
Sent: Friday, March 13, 2026 2:32 PM
To: Crystal New Boss
Subject: Brownfields and IDA Abatements - 1641 River Position of Executive Director Wiktor

RE: CCIDA considering (under its current Uniform "(Brownfield Redevelopment Policy)", NYS Sales Tax Abatement on a 25 acre site, 1641 River Street Olean, which is currently a Contaminated Brownfield Site.

In all proposed projects/applications that the County of Cattaraugus Industrial Development Agency's receiver, our role is to weigh short-term incentives against long-term public benefits when considering abatements. In this case, the NYS sales tax abatement (up to 8% on eligible remediation and construction purchases) helps unlock the cleanup and productive reuse of a 25 acre (+,-) Brownfield site that has been idle, contaminated, and generating little tax revenue.

The site in question has been largely vacant for multiple decades and currently generates roughly \$1,700 a year in real property taxes; with a current full market value (of the 25 acres) of about \$43,000.

To be underscored, the IDA's involvement in this proposed redevelopment project will not include any abatement programs relating to the real property taxes. Thus not reducing any real property tax liabilities that are paid to the City, School and County.

In fact, in 2013 BOA Nomination Study focused on the Northwest Quadrant industrial corridor, including the River Street area along the Allegheny River. The study identified multiple brownfield and vacant industrial parcels for redevelopment. The 1641 River St. parcel was considered one of the largest redevelopment opportunities in Olean because it could support industrial, logistics, or mixed redevelopment once remediated, due its size and location to I-86 and infrastructure located close to the site.

Why this abatement is justified:

It closes a real and significant project gap. Brownfield cleanups carry extraordinary, non-routine costs, about \$6 million in this proposed project. Before a single dollar can go into vertical development the IDA's NYS sales tax abatement helps bridge that gap so the cleanup actually happens, rather than the site remaining contaminated and dormant for years, which it has.

The IDA's Salea Tax abatement is one-time, targeted, and performance-based incentive, based on the investment. *This is not a cash grant and again does not reduce ongoing property taxes.* It's a temporary exemption on eligible materials and equipment tied to cleanup and construction. Standard IDA agreements include compliance reporting and recapture ("clawback") provisions if commitments aren't met.

More importantly it removes an environmental risk next to a waterway. Cleaning contaminated soil and groundwater reduces the chance of pollutants migrating into the adjacent waterway, improves water quality, and lowers exposure risks. The project will be carried out under a NYS Department of

Environmental Conservation—approved remedial plan with engineering and institutional controls and post-cleanup monitoring.

This proposed remediation, project also converts a liability into an asset. Brownfield redevelopment turns an underutilized, risky parcel into a safe, code-compliant site ready for jobs and investment. Experience across Olean, New York State and nationally shows that cleaned-up brownfields increase nearby property values, attract private capital that typically exceeds public incentives, and return land to the tax rolls at higher assessment, growing the local tax base over time.

In fact in recent years, the IDA has assisted 7 recent Brownfield projects adjacent to this area that has included remediated, certified clean sites, which has brought new investments, jobs and increased tax-bases. (MJ Painting (2), JMI, 351 Franklin Street, Olean Gateway, Hampton Inn to name a few).

This clean up also protects open space and existing infrastructure. Reusing previously disturbed land reduces pressure to develop farms and forests and makes use of existing roads, water, sewer, and power.

The foregone NYS sales tax during cleanup/construction is temporary. The Net fiscal benefit In exchange the community gains a remediated site, construction and the end goal for new permanent jobs; all the while having long-term property tax revenues that continue every year. Even modest post-redevelopment assessments typically repay the value of the one-time sales tax exemption within a few years, after which the fiscal gains persist.

Countywide strategy and coordination:

- BOA alignment: The CCIDA is an active member of the County's Brownfield Opportunity Area (BOA) group, which identifies and prioritizes brownfield sites across Cattaraugus County for redevelopment. Aligning this project with the BOA strategy ensures incentives are focused on the highest-impact sites, leverages state planning resources and technical assistance, and coordinates land-use, infrastructure, and environmental goals. BOA participation also helps make projects more competitive for complementary state and federal funding, reducing local taxpayer burden.

Accountability and safeguards

- DEC oversight: The cleanup must follow an approved remedial action plan and cannot receive a certificate of completion until protective standards are met.
- IDA oversight: The abatement applies only to eligible project costs and is subject to standard auditing and recapture provisions if the project fails to perform.

The bottom line of economically cleaning up and repositioning sites in this corridor unlocks near-downtown land served by existing roads, high capacity natural gas, power, water/sewer, and freight access. Sites like this are often request requested. Priority reuse concepts identified in the BOA include modern light industrial/flex space, logistics, manufacturing, fabrication and back office.

In fact, in my tenure with the IDA, proposed project developers have considered this area of the City, however were hesitant due to its contamination; noted the duration of time and cost to remediate the property with the placement of these parcels into the New York State Brownfield Cleanup Program (BCP).

Remediation and redevelopment would allow the following:

- Attract private investment and create quality jobs (which it already has proven)
- Stabilize adjacent blocks and increase the tax base
- Reduce blight and public safety costs
- Improve environmental quality and stormwater management near the river/creek.

With the BOA framework in place, the City and its partners can sequence site access for environmental assessment, enroll candidates in the BCP, align infrastructure upgrades, and package properties for responsible developers, converting legacy liabilities into long-term community and economic assets. Without targeted incentives, sites with multi-million-dollar contamination costs often sit idle indefinitely often leaving communities with ongoing environmental risk, no investment, and minimal tax revenue. The Olean BOA is roughly 900 acres in size as identified in 2013.

The IDA's NYS sales tax abatement is a prudent tool under the Agency's (Uniform Brownfield Policy, eligible to all qualified projects under the agencies policy,) to convert a long-standing liability into a clean, productive, and taxable asset for Cattaraugus County that consistent with the City's and Countywide BOA strategy.

Corey R. Wiktor
Executive Director
County of Cattaraugus IDA
Office: (716) 699-2005
Cell: (716) 491-3988

**COUNTY OF CATTARAUGUS INDUSTRIAL
DEVELOPMENT AGENCY**

INDUCEMENT RESOLUTION

**1641 RIVER STREET LLC, AND/OR INDIVIDUAL(S) OR AFFILIATE(S),
SUBSIDIARY(IES), OR ENTITY(IES) FORMED OR TO BE FORMED ON ITS
BEHALF**

A regular meeting of the County of Cattaraugus Industrial Development Agency was convened on Tuesday, March 24, 2026 at 11:15 a.m.

The following resolution was duly offered and seconded, to wit:

RESOLUTION OF THE COUNTY OF CATTARAUGUS INDUSTRIAL DEVELOPMENT AGENCY: (i) ACCEPTING THE APPLICATION OF 1641 RIVER STREET LLC, AND/OR INDIVIDUAL(S) OR AFFILIATE(S), SUBSIDIARY(IES), OR ENTITY(IES) FORMED OR TO BE FORMED ON ITS BEHALF (INDIVIDUALLY, AND/OR COLLECTIVELY, THE "COMPANY") IN CONNECTION WITH A CERTAIN PROJECT DESCRIBED BELOW; (ii) APPOINTING THE COMPANY, OR ITS DESIGNEE, AS ITS AGENT TO UNDERTAKE THE PROJECT; (iii) AUTHORIZING THE UNDERTAKING OF THE PROJECT TO PROVIDE FINANCIAL ASSISTANCE TO THE COMPANY IN THE FORM OF A SALES TAX EXEMPTION BENEFIT FOR PURCHASES AND RENTALS RELATED TO THE ACQUISITION, CONSTRUCTION AND EQUIPPING OF THE PROJECT; AND (iv) AUTHORIZING THE NEGOTIATION AND EXECUTION OF AN AGENT AND FINANCIAL ASSISTANCE PROJECT AGREEMENT, AND RELATED DOCUMENTS

WHEREAS, County of Cattaraugus Industrial Development Agency (the "Agency") is authorized and empowered by the provisions of Chapter 1030 of the 1969 Laws of New York, constituting Title 1 of Article 18-A of the General Municipal Law, Chapter 24 of the Consolidated Laws of New York, as amended (the "Enabling Act") and Chapter 536 of the 1971 Laws of New York, as amended, constituting Section 890-b of said General Municipal Law (said Chapter and the Enabling Act being hereinafter collectively referred to as the "Act") to promote, develop, encourage and assist in the acquiring, constructing, reconstructing, improving, maintaining, equipping and furnishing of manufacturing, warehousing, research, commercial and industrial facilities, among others, for the purpose of promoting, attracting and developing economically sound commerce and industry to advance the job opportunities, health, general prosperity and economic welfare of the people of the State of New York, to improve their prosperity and standard of living, and to prevent unemployment and economic deterioration; and

WHEREAS, to accomplish its stated purposes, the Agency is authorized and empowered under the Act to acquire, construct, reconstruct and install one or more "projects" (as defined in the Act), or to cause said projects to be acquired, constructed, reconstructed and installed, and to convey said projects or to lease said projects with the obligation to purchase; and

WHEREAS, the Company has submitted an application to the Agency (the “Application”) requesting the Agency’s assistance with a certain project (the “Project”) located at 1641 River Street, City of Olean, Cattaraugus County, New York and all other lands in the County of Cattaraugus (the “Land”) where, by license or easement or other agreement, the Company or its designees are making improvements that benefit the Project consisting of the remediation of the Land under the New York Brownfield Cleanup Program and the acquisition by the Company in and around the Land of certain items of machinery, equipment and other tangible personal property (the “Equipment”; and, together with the Land, the “Facility”). The Facility will be initially owned and/or operated/managed by the Company.

WHEREAS, pursuant to General Municipal Law Section 859-a, on March 13, 2026, at 10:30 a.m., at the City of Olean Municipal Building, 101 East State Street, Room 119, Olean, New York 14760, the Agency held a public hearing with respect to the Project and the proposed Financial Assistance (as hereinafter defined) being contemplated by the Agency (the “Public Hearing”) whereat interested parties were provided a reasonable opportunity, both orally and in writing, to present their views; and

WHEREAS, it is contemplated that the Agency will (i) designate the Company as its agent for the purpose of undertaking the Project pursuant to an Agent and Financial Assistance Project Agreement (the “Agent Agreement”), (ii) provide Financial Assistance to the Company in the form of an exemption benefit from all New York State and local sales and use taxes for purchases and rentals related to the Project with respect to the qualifying personal property included in or incorporated into the Facility or used in the acquisition, construction, reconstruction and/or renovation, rehabilitation or equipping of the Facility (“Financial Assistance”); and

WHEREAS, pursuant to and in accordance with applicable provisions of the State Environmental Quality Review Act (“SEQR”), the Company has submitted to the Agency a Short Environmental Assessment Form (the “EAF”) with respect to the Project; and

WHEREAS, pursuant to Article 18-A of the Act, the Agency desires to adopt a resolution describing the Project and the Financial Assistance that the Agency is contemplating with respect to the Project.

NOW, THEREFORE, BE IT RESOLVED BY THE MEMBERS OF THE COUNTY OF CATTARAUGUS INDUSTRIAL DEVELOPMENT AGENCY AS FOLLOWS:

Section 1. The Company has presented an application in a form acceptable to the Agency. Based upon the representations made by the Company to the Agency in the Company’s application and any other correspondence submitted by the Company to the Agency, public hearing comments, and Agency board member review, discussion, and consideration of same, the Agency hereby finds and determines that:

(A) By virtue of the Act, the Agency has been vested with all powers necessary and convenient to carry out and effectuate the purposes and provisions of the Act and to exercise all powers granted to it under the Act; and

(B) It is desirable and in the public interest for the Agency to appoint the Company as its agent for purposes of acquiring, constructing and/or renovating and equipping the Project; and

(C) The Agency has the authority to take the actions contemplated herein under the Act; and

(D) The action to be taken by the Agency will induce the Company to develop the Project, thereby increasing and/or retaining employment opportunities in Cattaraugus County, New York while promoting the general prosperity and economic welfare of the citizens of Cattaraugus County, New York, and the State of New York and improving their standard of living and otherwise furthering the purposes of the Agency as set forth in the Act; and

(E) The Project will not result in the removal of a civic, commercial, industrial, or manufacturing plant of the Company or any other proposed occupant of the Project from one area of the State of New York (the "State") to another area of the State or result in the abandonment of one or more plants or facilities of the Company or any other proposed occupant of the Project located within the State; and the Agency hereby finds that, based on the Company's application, to the extent occupants are relocating from one plant or facility to another, the Project is reasonably necessary to discourage the Project occupants from removing such other plant or facility to a location outside the State and/or is reasonably necessary to preserve the competitive position of the Project occupants in their respective industries, and, to the extent occupants are relocating from one plant or facility to another in another area of the State, the Agency has complied with the Act's abandonment procedures; and

(F) The Agency has assessed all material information included in connection with the Application necessary to afford a reasonable basis for the decision by the Agency to provide Financial Assistance for the Project as described herein; and

(G) The Agency has prepared a written cost-benefit analysis satisfactorily identifying the extent to which the Project will create or retain permanent, private sector jobs, the estimated value of any tax exemption to be provided, the amount of private sector investment generated or likely to be generated by the Project, the likelihood of accomplishing the Project in a timely fashion, and the extent to which the Project will provide additional sources of revenue for municipalities and school districts, and any other public benefits that might occur as a result of the Project; and

(H) The Company has provided a written statement confirming that the Project as of the date of the Application is in substantial compliance with all provisions the Act.

(I) The Project involves an "Unlisted Action" as said term is defined pursuant to 6 N.Y.C.R.R. Section 617.2(ak) of the SEQR regulations. The Agency has conducted an uncoordinated review of the Project pursuant to 6 N.Y.C.R.R. Section 617.6(b)(4)(i). Based upon a comprehensive and thorough review by the Agency of the EAF and related documents delivered by the Company to the Agency, the criteria set forth in 6 N.Y.C.R.R. Section 617.7 of the SEQR regulations, and the additional representations made by the Company to the Agency in connection with the Project, the Agency: (i) hereby finds that the Project constitutes an "Unlisted Action" within the meaning of SEQR and a coordinated review is optional; (ii) confirms

that the Agency has conducted an uncoordinated review of the Project under SEQR; (iii) determines that the Project will result in no major impacts and, therefore, is one which may not cause significant damage to the environment; (iv) determines that construction related impacts are short term and do not have a significant magnitude or effect; (v) determines that the Project will not have a "significant effect on the environment" as such quoted term is defined in SEQR; and (vi) determines that no "environmental impact statement" as such quoted term is defined in SEQR, need be prepared for this action. The Agency thus issues a "negative declaration" as that term is defined pursuant 6 N.Y.C.R.R. Section 617.2(y); and

(J) The Project qualifies for Agency Financial Assistance as it meets the Agency's general uniform criteria for project evaluation, said criteria established by New York State and the Agency as required under General Municipal Law Section 859-a(5) as evidenced by the following:

- (i) Extent to which the Project will create or retain jobs: The Project will create 1 FTE employee position.
- (ii) The estimated total value of Financial Assistance is approximately \$480,000.
- (iii) The estimated amount of private sector investment to be made by the Company is \$6,000,000.
- (iv) Likelihood of the Project being accomplished in a timely fashion: There is a high likelihood that the Project will be completed in a timely manner within the confines of the New York State Brownfield Cleanup Program timelines.
- (v) Extent of new revenue provided to local taxing jurisdictions: The land remediation will ultimately position this currently vacant and contaminated site for new investment and job creation, resulting in new real property tax revenue.
- (vi) The extent to which the Project will create local construction jobs. The Company will utilize local construction contractors to the extent to the maximum extent possible.

Section 2. The Agency hereby authorizes the undertaking of the Project and the provision of the Financial Assistance to the Company as described herein.

Section 3. Subject to the Company executing an Agent Agreement and the delivery to the Agency of a binder, certificate or other evidence of insurance for the Project satisfactory to the Agency, the Agency hereby authorizes the Company to proceed with the acquisition, construction and equipping of the Project and hereby appoints the Company as the true and lawful agent of the Agency: (i) to acquire, construct and/or renovate and equip the Project; (ii) to make, execute, acknowledge and deliver any contracts, orders, receipts, writings and instructions, as the stated agent for the Agency with the authority to delegate such agency, in whole or in part, to agents, subagents, contractors, and subcontractors of such agents and

subagents and to such other parties as the Company chooses; and (iii) in general, to do all things which may be requisite or proper for completing the Project, all with the same powers and the same validity that the Agency could do if acting in its own behalf; provided, however, the appointment of the Company as agent of the Agency, if utilized, shall expire one year from the date of this resolution (unless extended for good cause by the Chair, the Vice Chair, and/or the Executive Director).

A. Financial Assistance. With respect to the foregoing, and based upon the representations and warranties made by the Company in its application for Financial Assistance, the Agency hereby:

(i) authorizes and approves the Company, as its agent, to make purchases of goods and services relating to the Project and that would otherwise be subject to New York State and local sales and use tax in an amount estimated up to \$6,000,000, and, therefore, the value of the sales and use tax exemption benefits (“sales and use tax exemption benefits”) authorized and approved by the Agency cannot exceed \$480,000, however, the Agency may consider any requests by the Company for increases to the amount of sales and use tax exemption benefits authorized by the Agency upon being provided with appropriate documentation detailing the additional purchases of property or services.

B. Terms and Conditions of Financial Assistance. Pursuant to Section 875(3) of the New York General Municipal Law, and per the policies of the Agency, the Agency may recover or recapture from the Company, its agents, consultants, subcontractors, or any other party authorized to make purchases for the benefit of the Project, any New York State and local sales and use tax exemption benefits taken or purported to be taken by the Company, its agents, consultants, subcontractors, or any other party authorized to make purchases for the benefit of the Project, if it is determined that: (i) the Company, its agents, consultants, subcontractors, or any other party authorized to make purchases for the benefit of the Project, is not entitled to the New York State and local sales and use tax exemption benefits; (ii) the New York State and local sales and use tax exemption benefits are in excess of the amounts authorized to be taken by the Company, its agents, consultants, subcontractors, or any other party authorized to make purchases for the benefit of the Project; (iii) the New York State and local sales and use tax exemption benefits are for property or services not authorized by the Agency as part of the Project; (iv) the Company has made a material false statement on its application for Financial Assistance; and/or (v) the New York State and local sales and use tax exemption benefits are taken in cases where the Company, its agents, consultants, subcontractors, or any other party authorized to make purchases for the benefit of the Project, fails to comply with the Investment Commitment and/or the Employment Commitment, said commitments, as described below, being a material term or condition to use property or services in the manner approved by the Agency in connection with the Project.

As a condition precedent of receiving Financial Assistance, the Company, its agents, consultants, subcontractors, or any other party authorized to make purchases for the benefit of the Project, must cooperate with the Agency in its efforts to recover or recapture any Financial Assistance, and promptly pay over any such amounts to the Agency that the Agency demands.

C. Commitments. As an additional condition precedent of receiving Financial Assistance, and as a material term or condition as approved by the Agency in connection with the Project, the Company covenants and agrees and understands that it must, subject to potential modification, termination and/or recapture of Financial Assistance for failure to meet and maintain the commitments and thresholds as described below, submit, on an annual basis or as otherwise indicated below through the conclusion of the later of two (2) years following either (i) the construction completion date, or (ii) the termination of the Agent Agreement, a certification, as so required by the Agency, confirming:

- (i) Investment Commitment - the total investment actually made with respect to the Project at the time of Project completion equals or exceeds \$6,000,000, being the total project cost as stated in the Company's application for Financial Assistance.
- (ii) Employment Commitment – that within two (2) years of Project completion, the Company has created 1 FTE employment position and the Facility.

Section 4. Subject to the terms of this Inducement Resolution, the Chair, the Vice Chair, and/or the Executive Director, are hereby authorized, on behalf of the Agency, to negotiate, execute and deliver, on behalf of the Agency, the Agent Agreement, a sales tax exemption letter (the "Sales Tax Exemption Letter"), a bill of sale (the "Bill of Sale") whereby the Agency at the completion of the installation period transfers to the Company title to the Equipment acquired during the installation period by the Company as agent of the Agency, and related documents.

Section 5. The officers, employees and agents of the Agency are hereby authorized and directed for and in the name and on behalf of the Agency to do all acts and things required and to negotiate, execute and deliver all such certificates, instruments and documents, to pay all such fees, charges and expenses and to do all such further acts and things as may be necessary or, in the opinion of the officer, employee or agent acting, desirable and proper to effect the purposes of the foregoing resolutions and to cause compliance by the Agency with all of the terms, covenants and provisions of the documents executed for and on behalf of the Agency.

Section 6. The provision by the Agency of Financial Assistance with respect to the Project as described herein is subject to the Agency's policies.

Section 7. This resolution shall take effect immediately, and shall expire one (1) year from the date hereof unless extended for good cause by the Chair, the Vice Chair, and/or the Executive Director.

Dated: March 24, 2026

| | A | B | C | D | E | F |
|----|--|--|----------------------------|-------------|--------------|------------|
| 2 | County of Cattaraugus | | OPERATING STATEMENT | | | |
| 3 | Industrial Development Agency | | | | | |
| 4 | Feb-26 | 2026 | 2026 | 2026 | 2026 | 2025 |
| 5 | | APPROVED | M-T-D | Y-T-D | BALANCE | Y-T-D |
| 6 | | BUDGET | ACTUAL | ACTUAL | REMAINING | COMPARISON |
| 7 | | | | | | |
| 8 | INCOME: | | | | | |
| 9 | Interest on Accounts | \$40,000 | \$79 | \$164 | \$39,836 | \$12 |
| 10 | Apps & Fees | \$450,000 | \$1,500,000 | \$1,500,750 | -\$1,050,750 | \$3,000 |
| 11 | CCRC/Other Misc. Income | \$10,000 | \$0 | \$170 | \$1,778 | \$32 |
| 12 | Total | \$500,000 | \$1,500,079 | \$1,501,084 | -\$1,009,136 | \$3,044 |
| 13 | | | | | | |
| 14 | | | | | | |
| 15 | EXPENSES: | | | | | |
| 16 | Wages | \$220,000 | \$16,046 | \$32,092 | \$187,908 | \$38,654 |
| 17 | Fringe Benefits | \$85,000 | \$6,331 | \$13,048 | \$71,952 | \$10,205 |
| 18 | A- Performance Bonus | \$24,000 | \$0 | \$0 | \$24,000 | \$0 |
| 19 | Board Meeting/Operations | \$2,000 | \$0 | \$140 | \$1,860 | \$205 |
| 20 | Business Development | \$18,000 | \$229 | \$3,082 | \$14,918 | \$4,087 |
| 21 | Office Supplies/Service Contracts | \$2,000 | \$40 | \$187 | \$1,813 | \$582 |
| 22 | D- Office Maint./Repairs/Equip | \$9,000 | \$3,199 | \$3,329 | \$5,671 | \$1,422 |
| 23 | E- Office Phones/Cell/fax/internet serv | \$9,000 | \$802 | \$1,303 | \$7,697 | \$1,150 |
| 24 | Postage | \$1,000 | \$131 | \$205 | \$795 | \$104 |
| 25 | Public Hearings | \$900 | \$0 | \$0 | \$900 | \$281 |
| 26 | Travel/Mileage | \$3,000 | \$181 | \$200 | \$2,800 | \$19 |
| 27 | Service Charges | \$500 | \$45 | \$70 | \$430 | \$50 |
| 28 | Rent | \$17,100 | \$1,425 | \$2,850 | \$14,250 | \$2,850 |
| 29 | Real Estate Taxes | \$1,200 | \$140 | \$1,107 | \$93 | \$90 |
| 30 | Utilities | \$4,500 | \$498 | \$793 | \$3,707 | \$1,158 |
| 31 | Property/Fire/Liability Insurance | \$5,000 | \$0 | \$0 | \$5,000 | \$0 |
| 32 | Education/Training/Prof. Development | \$4,000 | \$0 | \$0 | \$4,000 | \$0 |
| 33 | Professional Associations | \$7,500 | \$113 | \$2,274 | \$5,226 | \$923 |
| 34 | B- Professional Services | \$30,000 | \$0 | \$1,034 | \$28,966 | \$0 |
| 35 | Publications | \$200 | \$0 | \$0 | \$200 | \$0 |
| 36 | C- Marketing/Promotion/Networking | \$2,000 | \$0 | \$2,825 | -\$825 | \$1,666 |
| 37 | Railroad Services | \$0 | \$0 | \$0 | \$0 | \$0 |
| 38 | Miscellaneous | \$100 | \$0 | \$0 | \$100 | \$0 |
| 39 | Project Expenses | \$10,000 | \$0 | \$0 | \$10,000 | \$20,316 |
| 40 | Consulting Expense | \$6,000 | \$0 | \$0 | \$6,000 | \$11,000 |
| 41 | | | | | | |
| 42 | Total Expenses | \$462,000 | \$29,180 | \$64,539 | \$397,461 | \$94,762 |
| 43 | | | | | | |
| 44 | Net Difference | \$38,000 | \$1,470,899 | \$1,436,545 | -\$1,406,597 | -\$91,718 |
| 45 | | | | | | |
| 46 | A-Yearly payment | | | | | |
| 47 | B- Includes payments due Harris Beach | | | | | |
| 48 | C- Includes payments local paper | | | | | |
| 49 | D- Includes IT invoices, accounting | software, computer storage, monthly office cleaning, yearly window cleaning, lawn, flower maintenanc | | | | |
| 50 | E- Includes monthly cell phones, internet, apple storage, storage back up and office phone lines | | | | | |
| 51 | | | | | | |
| 52 | | | | | | |
| 53 | | | | | | |

COUNTY OF CATTARAUGUS IDA

Balance Sheet

February 28, 2026

ASSETS

| | | |
|-------------------------------|----|---------------------|
| Current Assets | | |
| CATT CO. BANK | \$ | 219,986.33 |
| CATT. CO. CAPITAL RES. CORP. | | 48,723.90 |
| New CCB ISC Account 800027476 | | 4,491,005.63 |
| Savings 476 | | 2,429.97 |
| MMM 476 | | 9,447.91 |
| CD's | | 80,276.75 |
| PETTY CASH | | 43.21 |
| SECURITY DEPOSIT - RENT | | 1,350.00 |
| Prepaid rent | | 1,425.00 |
| Accounts Receivable | | 10,000.00 |
| lease asset | | 73,708.92 |
| Deferred Outflows | | 90,350.00 |
| lease liability | | (42,042.16) |
| ACCTS RECEIVABLE | | (138,293.42) |
| PREPAID EXPENSES | | 150.06 |
| | | <hr/> |
| Total Current Assets | | 4,848,562.10 |
| Property and Equipment | | |
| EQUIPMENT | | 38,423.95 |
| LEASEHOLD IMPROVEMENTS | | 22,173.08 |
| LAND | | 149,298.92 |
| RAILROAD/IMPROVEMENTS | | 897,199.96 |
| ACCUM DEPRECIATION | | (870,546.17) |
| | | <hr/> |
| Total Property and Equipment | | 236,549.74 |
| Other Assets | | |
| | | <hr/> |
| Total Other Assets | | 0.00 |
| | | <hr/> |
| Total Assets | \$ | <u>5,085,111.84</u> |

LIABILITIES AND CAPITAL

| | | |
|--------------------------------|----|-------------------|
| Current Liabilities | | |
| Employee Health Ins Payable | \$ | 3.00 |
| Federal Payroll Taxes | | (22,559.89) |
| NYS WITHHOLDING | | 12,200.66 |
| Social Security Tax Payable | | 6,371.51 |
| Medicare Withholding Tax Pay | | 2,378.48 |
| NYS PENSION-EMPLOYEE PORTION | | 58.85 |
| NYS Retirement Employer Portio | | 37,070.00 |
| Deferred Inflows | | 61,811.00 |
| accumulated amort lease asset | | 31,666.76 |
| ACCOUNTS PAYABLE | | 129.60 |
| ACCRUED PAYROLL | | 5,654.02 |
| ACCRUED PAYROLL TAXES | | 560.21 |
| | | <hr/> |
| Total Current Liabilities | | 135,344.20 |
| Long-Term Liabilities | | |
| Pension Liability | | 112,808.00 |
| | | <hr/> |
| Total Long-Term Liabilities | | <u>112,808.00</u> |

Unaudited - For Management Purposes Only

COUNTY OF CATTARAUGUS IDA
Balance Sheet
February 28, 2026

| | | |
|-----------------------------|---------------------|----------------------------|
| Total Liabilities | | 248,152.20 |
| Capital | | |
| Retained Earnings | 3,090,343.60 | |
| CONTRIBUTED CAPITAL | 310,072.06 | |
| Net Income | <u>1,436,543.98</u> | |
| Total Capital | | <u>4,836,959.64</u> |
| Total Liabilities & Capital | \$ | <u><u>5,085,111.84</u></u> |

COUNTY OF CATTARAUGUS IDA

Balance Sheet

February 28, 2025

ASSETS

| | | |
|-------------------------------|----|----------------------------|
| Current Assets | | |
| CATT CO. BANK | \$ | 178,629.66 |
| CATT. CO. CAPITAL RES. CORP. | | 53,481.03 |
| New CCB ISC Account 800027476 | | 1,438,706.05 |
| CD's | | 216,506.91 |
| KeyBank Investment | | 114,137.83 |
| PETTY CASH | | 75.21 |
| SECURITY DEPOSIT - RENT | | 2,775.00 |
| Accounts Receivable | | 10,000.00 |
| lease asset | | 73,708.92 |
| Deferred Outflows | | 79,305.00 |
| lease liability | | (56,156.72) |
| ACCTS RECEIVABLE | | (7,533.31) |
| PREPAID EXPENSES | | 150.06 |
| | | <hr/> |
| Total Current Assets | | 2,103,785.64 |
| Property and Equipment | | |
| EQUIPMENT | | 38,423.95 |
| LEASEHOLD IMPROVEMENTS | | 22,173.08 |
| LAND | | 149,298.92 |
| RAILROAD/IMPROVEMENTS | | 907,199.96 |
| ACCUM DEPRECIATION | | (870,546.17) |
| | | <hr/> |
| Total Property and Equipment | | 246,549.74 |
| Other Assets | | |
| | | <hr/> |
| Total Other Assets | | 0.00 |
| | | <hr/> |
| Total Assets | \$ | <u><u>2,350,335.38</u></u> |

LIABILITIES AND CAPITAL

| | | |
|--------------------------------|----|-------------|
| Current Liabilities | | |
| NYS RETIREMENT LOAN ACCT. | \$ | (126.69) |
| Employee Health Ins Payable | | 3.00 |
| Federal Payroll Taxes | | (22,484.44) |
| NYS WITHHOLDING | | 11,181.73 |
| Social Security Tax Payable | | 5,082.72 |
| Medicare Withholding Tax Pay | | 1,188.70 |
| NYS PENSION-EMPLOYEE PORTION | | 529.97 |
| NYS Retirement Employer Portio | | 33,278.00 |
| Deferred Inflows | | 10,002.00 |
| accumulated amort lease asset | | 17,552.20 |
| ACCOUNTS PAYABLE | | 50.00 |
| ACCTS. PAYABLE SERV. AGREEME | | 15,000.00 |
| ACCRUED PAYROLL | | 7,883.29 |
| | | <hr/> |
| Total Current Liabilities | | 79,140.48 |
| Long-Term Liabilities | | |
| Pension Liability | | 133,287.00 |
| | | <hr/> |
| Total Long-Term Liabilities | | 133,287.00 |
| | | <hr/> |
| Total Liabilities | | 212,427.48 |

Unaudited - For Management Purposes Only

COUNTY OF CATTARAUGUS IDA
Balance Sheet
February 28, 2025

| | | |
|-----------------------------|--------------------|------------------------|
| Capital | | |
| Retained Earnings | 1,919,554.26 | |
| CONTRIBUTED CAPITAL | 310,072.06 | |
| Net Income | <u>(91,718.42)</u> | |
| Total Capital | | <u>2,137,907.90</u> |
| Total Liabilities & Capital | | <u>\$ 2,350,335.38</u> |

Unaudited - For Management Purposes Only

COUNTY OF CATTARAUGUS INDUSTRIAL DEVELOPMENT AGENCY
and
CATTARAUGUS COUNTY CAPITAL RESOURCE CORPORATION

PROCUREMENT POLICY

A. Introduction

1. Applicability – This Procurement Policy (“Policy”) shall apply to the County of Cattaraugus Industrial Development Agency (“Agency”) and its affiliated corporation: Cattaraugus County Capital Resource Corporation (“CCCRC”) and any other affiliated entities that may be established by the Agency (hereinafter collectively referred to as the “Agency”) upon approval by the respective Board of Directors or Members of the Agency.
2. Scope – In accordance with Article 18-A of the General Municipal Law (the “GML”), Section 104-b of the GML, and the Public Authorities Accountability Act of 2005, the Agency is required to adopt procurement policies which will apply to the procurement of goods and services paid for by the Agency for its own use and account.
3. Purpose – Pursuant to Section 104-b of the GML, the primary objectives of this Policy are to assure the prudent and economical use of public monies in the best interests of the taxpayers of the County of Cattaraugus, to facilitate the acquisition of goods and services of maximum quality at the lowest possible cost under the circumstances and to guard against favoritism, improvidence, extravagance, fraud and corruption.

B. Procedures

1. Solicitation Procedures for the Purchase of Commodities, Equipment, Goods or Services.
 - a. Up to \$5,000 per instance – The discretion of the Chairperson or Executive Director of the Agency or authorized designee.
 - b. Greater than \$5,000 to \$20,000 per instance – Documented verbal quotations or written/fax/email quotations from at least three vendors.
 - c. Greater than \$20,000 per instance – Written Request for Proposal.
 - d. Notwithstanding the foregoing, should cumulative procurements pursuant to paragraphs a or b above exceed \$50,000 per calendar year for a single vendor, the Agency shall be required to prepare a Written Request for Proposal for such procurements.
2. Exceptions. Alternative proposals or quotations shall not be required for procurements made through or with respect to:

- a. New York State or Cattaraugus County Contracts – when the Agency is able to procure commodities, equipment, goods or services through New York State or Cattaraugus County contracts, it is unnecessary to obtain quotations or bids;
- b. State Finance Law Section 175-b (from agencies for the blind or severely handicapped);
- c. Correction Law Section 186 (articles manufactured in correctional institutions);
- d. Emergency Procurements – as also described in Section E(2), below, an emergency exists if the delay caused by soliciting quotes would endanger health, welfare, property or an economic development opportunity. Approval of the Executive Director is necessary, which shall be documented and shall also include a description of the facts giving rise to the emergency.
- e. Sole Source Procurements – A “sole source” means a situation where (i) there is only one possible source from which to produce goods and/or services available in the marketplace, (ii) no other goods and/or services provide substantially equivalent or similar benefits, and (iii) considering the benefits, the cost to the Agency is reasonable.
- f. Utilities and Affiliate Transactions – The purchase of utilities and inter-affiliate transactions are excepted from alternative proposal/quotation requirements.
- g. Unavailability of three (3) vendors who are able or willing to provide a quote.

3. Basis for the Award of Contracts.

Contracts will be awarded to the lowest responsible dollar offeror who meets the specifications therefor, except in circumstances that the Agency determines justify an award to other than the lowest responsible dollar offeror. In making any such determination, the Agency may consider relevant factors including, without limitation:

- a. Delivery requirements
- b. Quality requirements
- c. Quantity requirements
- d. Past vendor performance and/or experience

- e. The unavailability of three or more vendors who are able or willing to quote on a procurement.
 - f. It may be in the best interests of the Agency to consider only one vendor who has previous expertise with respect to a particular
 - g. Any procurement excepted from the alternative proposal/quotation requirements as set forth in subdivision 2 of this Section B, and the procurement of professional services in Section F of this Policy.
4. Documentation.
- a. A record of all solicitations for alternative proposals or quotations, the response (if applicable), and any determinations pursuant thereto shall be maintained in the procurement file.
 - b. For each procurement by the Agency the Executive Director of the Agency or authorized designee shall set forth in writing the category of procurement that is being made and what method of procurement is specified.
 - c. Whenever an award is made to other than the lowest responsible dollar offeror the reasons for doing so shall be set forth in writing and maintained in the procurement file.
 - d. Whenever the specified number of quotations cannot or will not be secured, the reasons for this shall be indicated in writing and maintained in the procurement file.

C. Preferred Source Procurement

In accordance with Section 162(4) of State Finance Law, the Agency seeks to purchase goods and services from veterans, not-for-profit organizations that serve and employ people who are blind and severely handicapped, and from correctional industry programs if they meet the Agency's needs.

D. Effect on Other Procurement Requirements.

Where the procurement of a specific good or service is to be accomplished using funds other than the funds of the Agency and such funding sources specify different or more restrictive procurement requirements than are provided for in this Policy, the procurement requirements of the funding source will supersede the requirements of this Policy. Toward this end, the Agency will follow the procurement standards as set forth in 2 CFR Part 200 for any procurements utilizing federal funds unless otherwise superseded by the specific federal award agreement.

E. Circumstances where Solicitations of Alternative Proposals and Quotations not in the Best Interest of the Agency.

Pursuant to Section 104-b(2)(g) of the New York General Municipal Law, this Policy may contain circumstances when, or types of procurements for which, in the sole discretion of the members of the Agency, the solicitation of alternative proposals or quotations will not be in the best interest of the Agency. In the following circumstances, it may not be in the best interests of the Agency to solicit quotations or document the basis for not accepting the lowest bid:

1. Professional Services. Professional services are services requiring special or technical skill, licensing, training or expertise. The individual, company or firm must be chosen based on accountability, reliability, responsibility, skill, conflict of interests, reputation, education and training, judgement, integrity, continuity of service and moral worth. Furthermore, certain professional services to be provided to the Agency, e.g., legal and accounting services, impact liability issues of the Agency and its members, including securities liability in circumstances where the Agency is issuing bonds. These qualifications and the concerns of the Agency regarding its liability and the liability of its members are not necessarily found or addressed in the individual, company or firm that offers the lowest price and the nature of these services are such that they do not readily lend themselves to competitive procurement procedures.

In determining whether a service fits into this category, the Agency shall take into consideration the following guidelines: (a) whether the services are subject to state licensing or testing requirements; (b) whether substantial formal education or training is a necessary prerequisite to the performance of the services; and (c) whether the services require a personal relationship between the individual and the members of the Agency. Professional or technical services shall include but not be limited to the following: services of an attorney (including bond counsel); services of a physician; technical services of an engineer or architect engaged to prepare plans, maps and estimates; securing insurance coverage and/or services of an insurance broker; services of a certified public accountant; investment management services; management of Agency-owned property; and computer software or programming services for customized programs, or services involved in substantial modification and customizing of pre-packaged software.

2. Emergency Purchases. Emergency purchases pursuant to Section 103(4) of the General Municipal Law. Due to the nature of this exception, these goods or services must be purchased immediately and a delay in order to seek alternate proposals may threaten the life, health, safety or welfare of the public. This section does not preclude alternate proposals if time permits.

F. Procurement of Insurance.

Procurement of Insurance Brokerage services is subject to this Policy as a professional service. Notwithstanding the foregoing actual insurance policies procured are not subject to requirements of this Policy.

G. Procurement Lobbying Law.

In accordance with Chapter 1 of the Laws of 2005, generally referred to as the “Procurement Lobbying Law”, the Agency shall implement the provision of such Procurement Lobbying Law for any contract or other agreement for an article of procurement involving an estimated annualized expenditure in excess of \$15,000.

H. Unintentional Failure to Comply.

The unintentional failure to comply with the provisions of Section 104-b of the GML shall not be grounds to void action taken or give rise to a cause of action against the Agency or any officer thereof.

Reviewed and Re-Adopted this 24th day of March, 2026
by the respective Boards of each corporation referenced above.

**COUNTY OF CATTARAUGUS INDUSTRIAL DEVELOPMENT AGENCY
and
CATTARAUGUS COUNTY CAPITAL RESOURCE CORPORATION**

INVESTMENT POLICY

This Investment Policy ("Policy") shall apply to the County of Cattaraugus Industrial Development Agency ("CCIDA") and its affiliated corporation: Cattaraugus County Capital Resource Corporation ("CCCRC") and any other affiliated entities that may be established by the CCIDA (hereinafter collectively referred to as the "Agency") upon approval by the respective Board of Directors or Members of the Agency.

The objectives of the Investment Policy are as follows, in priority order:

- (1) to conform with all applicable federal, state and other legal requirements;
- (2) to adequately safeguard principal
- (3) to provide sufficient liquidity to meet all operating requirements; and
- (4) to obtain a reasonable rate of return.

All investments made pursuant to this Investment Policy shall comply with the following conditions:

PRUDENCE

All participants in the investment process shall seek to act responsibly as custodians of the public trust and shall avoid any transactions that might impair public confidence in the Agency to govern effectively.

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the safety of the principal, as well as, the probably income to be derived.

All participants involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions.

DIVERSIFICATION

It is the policy of the Agency to diversify its deposits and investments by financial institution, by invest instrument, and by maturity scheduling, whenever possible. Furthermore, the Agency shall avoid having bank balances in excess of \$1,000,000 with any one institution.

INTERNAL CONTROLS

The Executive Director is responsible for establishing and maintaining an internal control structure to provide reasonable, but not absolute, assurance that deposits and investments are safeguarded against loss from unauthorized use or disposition, that transactions are executed in accordance with management's authorization and recoded properly, and are managed in compliance with applicable laws and regulations.

The Executive Director has the capability of completing up to \$250,000 total amount of investing/reinvesting. Any amounts above and beyond this amount in the aggregate must be approved by a majority of the Agency Board.

COLLATERALIZING OF DEPOSITS

In accordance with the provisions of General Municipal Law, all deposits of the Agency, including certificates of deposit and special time deposits, in excess of the amount insured under the provisions of the Federal Deposit Insurance Act shall be secured:

by a pledge of "eligible securities" with an aggregate "market value" as provided by law, equal to the aggregate amount of deposits from the categories designated in the Appendix to this policy.

SAFEKEEPING AND COLLATERALIZATION

Eligible securities used for collateralizing deposits shall be held by a custodial bank or trust company subject to security and custodial agreements.

The security agreement shall provide that eligible securities are being pledged to secure Agency deposits together with agreed upon interest, if any, and any costs or expense arising out of the collection of such deposits upon default. It shall also provide the conditions under which the securities may be sold, presented for payment, substituted or released and the events which will enable the Agency to exercise its rights against the pledged securities. In the event that the securities are not registered or inscribed in the name of the Agency, such securities shall be delivered in a form suitable for transfer or with an assignment in blank to the Agency or its custodial bank.

The custodial agreement shall provide that securities held by the bank or trust company, or agent of the custodian for Agency, be kept separate and apart from the general assets of the custodial bank or trust company and will not, in any circumstances, be commingled with or become part of the backing for any other deposit or other liabilities. The agreement should also describe that the custodian shall confirm the receipt, substitution, or release of the securities. The agreement shall provide for the frequency of revaluation of eligible securities and for the substitution of securities when a change in the rating of a security may cause ineligibility. Such agreement shall include all provisions necessary to provide the Agency a preferred interest in the securities.

Securities pledged as collateral for Agency deposits shall be monitored no less frequently than monthly.

PERMITTED INVESTMENTS

As authorized by law, the Agency authorizes the Executive Director invest moneys not required for immediate expenditure for terms not to exceed its projected cash flow needs in the following types of investments:

- (1) Special time deposit accounts;
- (2) Certificates of Deposit;
- (3) Obligations of the United States of America;
- (4) Obligations of the State of New York;

- (5) Obligations guaranteed by agencies of the United States of America where the principal and interest are guaranteed by the United States of America; and
- (6) With permission of the State Comptroller, obligations issued pursuant to the LFL 24.00 or 25.00 (Revenue Anticipation Notes and Tax Anticipation Notes) by any municipality, school district, or district corporation other than the County.

TRANSFER FROM PERMITTED INVESTMENTS

The Executive Director, the Agency's Chief Financial Officer or the Executive Assistant with approval from the Agency's Chairman has the capability to transfer from permitted investment(s) to satisfy agency cash flow needs up to \$30,000 per transaction with the aggregate of \$60,000 with the money directly put only into the agencies checking account. The Board will be made aware of the transaction/transfer at the following Agency's Board Meeting. The Board will be presented supporting documentation showing transfer/transaction at the next scheduled Board Meeting.

AUTHORIZED FINANCIAL INSTITUTIONS AND DEALERS

The Agency shall maintain a list of financial institutions and dealers approved for investment purposes. All financial institutions with which the Agency conducts business must be credit worthy. Banks shall provide their most recent Consolidated Report of Condition (Call Report) at the request of the Agency. Security dealers not affiliated with a bank shall be required to be classified as reporting dealers affiliated with the New York Federal Reserve Bank, as primary dealers. The Executive Director is responsible for evaluating the financial position and maintaining a listing of proposed depositories, trading partners and custodians. Such listing shall be evaluated at least annually.

PURCHASE OF INVESTMENTS

All purchased obligations, unless registered or inscribed in the name of the Agency, shall be purchased through, delivered to and held in the custody of a bank or trust company. Such obligations shall be purchased, sold or presented for redemption or payment by such bank or trust company only in accordance with prior written authorization from the Executive Director. All such transactions shall be confirmed in writing to the Agency by the bank or trust company. Any obligation held in the custody of a bank or trust company shall be held pursuant to a written custodial agreement as described in General Municipal Law.

The custodial agreement shall provide that securities held by the bank or trust company, as agent of and custodian for the Agency, will be kept separate and apart from the general assets of the custodial bank or trust company and will not, in any circumstances, be commingled with or become part of the backing for any other deposit or other liabilities. The agreement shall describe how the custodian shall confirm the receipt and release of the securities. Such agreement shall include all provision necessary to provide the Agency a perfected interest in the securities.

OPERATIONS. AUDIT AND REPORTING

The Executive Director and a majority of the Board of Directors of the Agency shall authorize the purchase and sale of all securities and certificates of deposit on behalf of the Agency. Oral directions concerning the purchase or sale of securities shall be confirmed in writing. The Agency shall pay for purchased securities upon the delivery or book-entry thereof.

The Agency will encourage the purchase and sale of securities and certificates of deposit through a competitive or negotiated process involving telephone solicitation of at least two bids for each transaction.

At the time independent auditors conduct the annual audit of the accounts and financial affairs of the Agency, the independent auditors shall audit the investment of the Agency for compliance with the provisions of these Investment Guidelines.

Within 60 days of the end of each of the first three quarters of the fiscal year, the Executive Director shall prepare and submit to the Agency yearly investment report which indicates new investment, the inventory of existing investment, and other such matters as the Executive Director deems appropriate.

Within 120 days of the end of the fiscal year, the Executive Director shall prepare and submit to the Agency an annual invest report, recommendations for change in these Investment Guidelines; the investment income record; a total of fees, commissions or other charges, if any, paid to a Custodial Bank and other such matters at the Executive Director deems appropriate.

The Agency shall review this Investment Policy and Guidelines annually.

The provisions of the Investment Policy and Guidelines, and any amendments hereto, shall take effect prospectively, and shall not invalidate the prior selection of any Custodial Bank or prior investment.

Revised and Re-adopted this 24th day of March, 2026
by the respective Boards of each corporation referenced above.

APPENDIX

Schedule of Eligible Securities

Obligations issued by the United States of America, an agency thereof or a United States government sponsored corporation or obligations fully insured or guaranteed as to the payment of principal and interest by the United States of America, an agency thereof or a United States government sponsored corporation.

Obligations issued or fully guaranteed by the International Bank for Reconstruction and Development, the Inter-American Development Bank, the Asian Development Bank and the African Development Bank.

Obligations partially insured or guaranteed by any agency of the United States of America, at a proportion of the Market Value of the obligation that represents the amount of the insurance or guaranty.

Obligations issued or fully insured or guaranteed by the State of New York, obligations issued by a municipal corporation, school district or district corporation or such State or obligations of any public benefit corporation which under a specific State statute may be accepted as security for deposit of public moneys.

Obligations issued by states (other than the State of New York) of the United States rated in one of the three highest rating categories by at least one nationally recognized statistical rating organization.

Obligations of Puerto Rico rated in one of the three highest rating categories by at least one nationally recognized statistical rating organization.

Obligations of counties, cities and other governmental entities of another state having the power to levy taxes that are backed by the full faith and credit of such governmental entity and rated in one of the three highest categories by at least one nationally recognized statistical rating organization.

Obligations of domestic corporations rated one of the two highest rating categories by at least one nationally recognized statistical rating organization.

Any mortgage related securities, as defined in the Securities Exchange Act of 1934, as amended, which may be purchased by banks under the limitations established by bank regulatory agencies.

Commercial paper and bankers' acceptances issued by a bank (other than the bank with which the money is being deposited or invested), rated in the highest short term category by at least one nationally recognized statistical rating organization and having maturities of not longer than sixty days from the date they are pledged.

Zero Coupon obligations of the United States government marketed as "Treasury STRIPS".

**COUNTY OF CATTARAUGUS INDUSTRIAL DEVELOPMENT AGENCY
and
CATTARAUGUS COUNTY CAPITAL RESOURCE CORPORATION**

**DISPOSITION OF PROPERTY GUIDELINES
ADOPTED PURSUANT TO SECTION 2896 OF THE PUBLIC AUTHORITIES LAW**

This Disposition of Property Policy ("Policy") shall apply to the County of Cattaraugus Industrial Development Agency ("CCIDA") and its affiliated corporation: Cattaraugus County Capital Resource Corporation ("CCCRC") and any other affiliated entities that may be established by the CCIDA (hereinafter collectively referred to as the "Agency") upon approval by the respective Board of Directors or Members of the Agency.

The Agency, pursuant to Article 18-A of the General Municipal Law and Section 2896 of the Public Authorities Law of the State of New York, sets forth the following policies and internal controls for disposition of property.

SECTION 1. DEFINITIONS

A. "Contracting officer" shall mean the officer or employee of the Agency who shall be appointed by resolution to be responsible for the disposition of property.

B. "Dispose" or "disposal" shall mean transfer of title or any other beneficial interest in personal or real property in accordance with section 2897 of the Public Authorities Law.

C. "Property" shall mean personal property in excess of five thousand dollars (\$5,000) in value, and real property, and any inchoate or other interest in such property, to the extent that such interest may be conveyed to another person for any purpose, excluding an interest securing a loan or other financial obligation of another party.

SECTION 2. DUTIES

A. The Agency shall:

(i) maintain adequate inventory controls and accountability systems for all property owned by the Agency and under its control;

(ii) periodically inventory such property to determine which property shall be disposed of;

(iii) produce a written report of such property in accordance with subsection B herewith; and

(iv) transfer or dispose of such property as promptly and practicably as possible in accordance with Section 3 below.

B. The Agency shall

(i) publish, not less frequently than annually, a report listing all real property owned in fee by the Agency. Such report shall consist of a list and full description of all real and personal property disposed of during such period. The report shall contain the price received by the Agency and the name of the purchaser for all such property sold by the Agency during such period; and

(ii) shall deliver copies of such report to the Comptroller of the State of New York, the Director of the Budget of State of New York, the Commissioner of the New York State Office of General Services, and the New York State Legislature (via distribution to the majority leader of the senate and the speaker of the assembly).

SECTION 3. TRANSFER OR DISPOSITION OF PROPERTY

A. Supervision and Direction. Except as otherwise provided herein, the duly appointed contracting officer (the "Contracting Officer") shall have supervision and direction over the disposition and sale of property of the Agency. The Agency shall have the right to dispose of its property for any valid corporate purpose.

B. Custody and Control. The custody and control of Agency property, pending its disposition, and the disposal of such property, shall be performed by the Agency or by the Commissioner of General Services when so authorized under this section.

C. Method of Disposition. Unless otherwise permitted, the Agency shall dispose of property for not less than its fair market value by sale, exchange, or transfer, for cash, credit, or other property, with or without warranty, and upon such other terms and conditions as the Agency and/or contracting officer deems proper. The Agency may execute such documents for the transfer of title or other interest in property and take such other action as it deems necessary or proper to dispose of such property under the provisions of this section. Provided, however, no disposition of real property, any interest in real property shall be made unless an appraisal of the value of such property has been made by an independent appraiser and included in the record of the transaction and provided further, that no disposition of any other property, which because of its unique nature or the unique circumstances of the proposed transaction is not readily valued by reference to an active market for similar property, shall be made without a similar appraisal.

D. Sales by the Commissioner of General Services (the "Commissioner"). When the Agency shall have deemed that transfer of property by the Commissioner will be advantageous to the State of New York, the Agency may enter into an agreement with the Commissioner pursuant to which Commissioner may dispose of property of the Agency under terms and conditions agreed to by the Agency and the Commissioner. In disposing of any such property, the Commissioner shall be bound by the terms hereof and references to the contracting officer shall be deemed to refer to such Commissioner.

E. Validity of Deed, Bill of Sale, Lease, or Other Instrument. A deed, bill of sale, lease, or other instrument executed by or on behalf of the Agency, purporting to transfer title or

any other interest in property of the in accordance herewith shall be conclusive evidence of compliance with the provisions of these guidelines and all applicable law insofar as concerns title or other interest of any bona fide grantee or transferee who has given valuable consideration for such title or other interest and has not received actual or constructive notice of lack of such compliance prior to the closing.

F. Bids for Disposal; Advertising; Procedure; Disposal by Negotiation; Explanatory Statement.

(i) Except as permitted by all applicable law, all disposals or contracts for disposal of property made or authorized by the Agency shall be made after publicly advertising for bids except as provided in subsection (iii) of this Section F.

(ii) Whenever public advertising for bids is required under subsection (i) of this Section F:

(A) the advertisement for bids shall be made at such time prior to the disposal or contract, through such methods, and on such terms and conditions as shall permit full and free competition consistent with the value and nature of the property proposed for disposition;

(B) all bids shall be publicly disclosed at the time and place stated in the advertisement; and

(C) the award shall be made with reasonable promptness by notice to the responsible bidder whose bid, conforming to the invitation for bids, will be most advantageous to the Agency, price and other factors considered; provided, that all bids may be rejected at the Agency's discretion.

(iii) Disposals and contracts for disposal of property may be negotiated or made by public auction without regard to subsections (i) and (ii) of this Section F but subject to obtaining such competition as is feasible under the circumstances, if:

(A) the personal property involved has qualities separate from the utilitarian purpose of such property, such as artistic quality, antiquity, historical significance, rarity, or other quality of similar effect, that would tend to increase its value, or if the personal property is to be sold in such quantity that, if it were disposed of under subsections (i) and (ii) of this Section F, would adversely affect the state or local market for such property, and the estimated fair market value of such property and other satisfactory terms of disposal can be obtained by negotiation;

(B) the fair market value of the property does not exceed fifteen thousand dollars (\$15,000);

(C) bid prices after advertising therefor are not reasonable, either as to all or some part of the property, or have not been independently arrived at in open competition;

(D) the disposal will be to the state or any political subdivision or public benefit corporation, and the estimated fair market value of the property and other satisfactory terms of disposal are obtained by negotiation;

(E) under those circumstances permitted by subsection (v) below; or

(F) such action is otherwise authorized by law.

(iv) (A) An explanatory statement shall be prepared of the circumstances of each disposal by negotiation of:

(1) any personal property which has an estimated fair market value in excess of fifteen thousand dollars (\$15,000);

(2) any real property that has an estimated fair market value in excess of one hundred thousand dollars (\$100,000), except that any real property disposed of by lease or exchange shall only be subject to clauses (3) and (4) of this subparagraph;

(3) any real property disposed of by lease, if the estimated annual rent over the term of the lease is in excess of fifteen thousand dollars (\$15,000); or

(4) any real property or real and related personal property disposed of by exchange, regardless of value, or any property any part of the consideration for which is real property.

(B) Each such statement shall be transmitted to the persons entitled to receive copies of the report required under Section 2(B) above not less than ninety (90) days in advance of such disposal, and a copy thereof shall be preserved in the files of the Agency.

(v) Disposal of Property for less than Fair Market Value ("FMV").

(A) No assets owned, leased or otherwise in the control of the Agency may be sold, leased, or otherwise alienated for less than its FMV except if:

(1) the transferee is a government or public entity and terms of transfer require ownership and use to remain with the government or public entity; or

(2) the purpose of transfer is within purpose, mission of the Agency;
or

(3) the Agency provides written notification to the Governor, the Speaker of the Assembly, and the Temporary President of the Senate; provided, however, that such notification is subject to denial by the Governor, the Speaker of the Assembly, and the Temporary President of the Senate pursuant to the PAAA.

(B) If the Agency proposes to make a transfer below FMV, the following information is required to be provided to the Agency's Board of Directors and the public:

- (1) a full description of the asset;
- (2) an appraisal of the FMV of the asset;
- (3) a description of purpose of transfer, the kind and amount of the benefit to the public resulting from the transfer such as jobs and wages created or preserved;
- (4) a statement of the value to be received compared to FMV;
- (5) the names of any private parties participating in the transfer, and, if different than the information required by paragraph 4 immediately above, a statement of the value to the private party;
- (6) the names of other private parties that have made an offer for the asset being transferred, the value offered, and the purpose for which the asset would have been used.

(C) The Board of Directors of the Agency must make a written determination that there is no reasonable alternative to the proposed below-market transfer that would achieve the same purpose of such transfer.

The guidelines are subject to modification and amendment at the discretion of the Agency board and shall be filed annually with all local and state agencies as required under all applicable law.

The designated Contracting Officer for the Agency is the Executive Director.

Reviewed and Re-adopted this 24th day of March, 2026
by the respective Boards of each corporation referenced above.

Cattaraugus County IDA Highlights Five Years of Investment and Economic Development Progress

Agency-supported projects from 2021 through 2025 represented more than \$1.64 billion in total investment and strengthened manufacturing, tourism, redevelopment, housing, and energy development across the county.

ELLICOTTVILLE, N.Y. — March 24, 2026— The County of Cattaraugus Industrial Development Agency (CCIDA) in conjunction with its annual meeting, highlighted a strong five-year record of economic development activity, assisting 63 projects from 2021 through December 31, 2025, representing \$1,642,341,125 in total investment across Cattaraugus County. During that period, the Agency supported a broad mix of projects in manufacturing, agribusiness, tourism, downtown redevelopment, housing, renewable energy, and small-business expansion, helping strengthen the county's economic base and long-term development outlook.

Annual project activity remained consistently strong throughout the five-year period, with 12 projects in 2021, 12 in 2022, 10 in 2023, 15 in 2024, and 14 in 2025. That steady pace reflects CCIDA's continued role in helping advance both transformational projects and smaller business investments that contribute to job creation, property improvement, and community vitality across the county.

Among the most significant projects during this period were Cimolai-HY, Pierce Steel, Mazza Mechanical and Great Lakes Cheese. GLC's investment is described as the largest economic development initiative in Cattaraugus County history. The project was expected to retain 228 jobs, create 215 new positions, and support approximately 240 construction jobs while also strengthening the regional dairy supply chain and expanding the county's long-term manufacturing capacity.

In addition to major industrial investment, CCIDA supported repeated tourism and hospitality projects involving Win Sum Ski Corp., HoliMont, Hidden Gems Family Resorts, and other destination-oriented businesses that reinforce the county's role as a regional tourism hub. The Agency also advanced redevelopment and mixed-use investment through projects such as MJ Painting, Allegany Crossings, 351 Franklin Street, Olean Manor, Olean 2020, and 9154 Group, bringing new activity to commercial corridors and community centers. Renewable energy and infrastructure-related investment, including Otto CSG 1, Pivot Solar, and Alle-Catt Wind, further diversified the county's development portfolio and expanded the mix of projects moving forward in Cattaraugus County.

Ten-year equivalent framing

Viewed on a longer-range basis, the amount of activity achieved during this five-year period is substantial enough to compare favorably with what many communities might regard as a decade of economic development output. At the pace reflected in the attachment, five years of performance would equate to approximately 126 project entries and roughly \$3.28 billion in investment over a 10-year period. Framed in this way, the 2021-2025 period can reasonably be described as an unusually productive and aggressive era of economic development activity for the Cattaraugus County Industrial Development Agency. We can only hope this tenor continues.

The Cattaraugus County Industrial Development Agency operated at a consistently high level of activity, generating significant project volume and facilitating more than \$1.642 billion in stated investment. The record reflects both scale and consistency, and it demonstrates that the Agency has been a proactive, energetic, and effective driver of economic development across Cattaraugus County.

Over that the span (5 years), the CCIDA has ranked #1, #2, #3, #7 and should be #1 or 2 in the 2025 rankings when they are published, as reported by Buffalo Business First. (WNY Economic Development Agencies).

The CCIDA's level of activity also compared favorably within Western New York. Reported to Office of the State Comptroller that the CCIDA's 63 projects over the five year period suggests a notably strong level of activity for a county IDA of its size and rural nature.

Executive Director, Corey Wiktor of the Cattaraugus County Industrial Development Agency, said:

"From 2021 through 2025, CCIDA remained focused on supporting projects that create opportunity, encourage private investment, and strengthen communities across Cattaraugus County." "The results speak are directly linked to the IDA Board's support and commitment to our mission in economic development; as they are the reason for this pace: 63 projects and more than \$1.64 billion in total investment helped advance manufacturing, tourism, downtown redevelopment, housing, Brownfield redevelopment, renewable energy, agriculture and small-business growth throughout the county.. These projects are helping shape a stronger economic future for Cattaraugus County by supporting jobs, reinvestment, and long-term confidence in our communities."

"The Cattaraugus County Industrial Development Agency wishes to sincerely thank the members of the Cattaraugus County Legislature for its ongoing support and commitment to the county's economic future. Through strong collaboration and a shared focus on growth, the Legislature has played an ever important and critical role in helping move forward projects that support investment, job creation, and community development throughout Cattaraugus County. CCIDA is proud to work alongside county leaders who recognize the importance of building long-term economic strength for residents, businesses, and local communities."

-About the Cattaraugus County Industrial Development Agency

The Cattaraugus County Industrial Development Agency supports projects intended to promote business investment, redevelopment, job creation, and broader economic growth throughout Cattaraugus County. Through partnerships with employers, developers, municipalities, and community stakeholders, the Agency works to encourage private-sector investment and strengthen the county's long-term economic competitiveness.

Cattaraugus County Industrial Development Agency

-Five-Year Economic Impact Summary (2021–2025)

Total Investment Facilitated:

\$1,642,341,125

Total Projects:

-63 projects

Average Annual Investment:

≈ \$328 million per year

These investments represent projects in:

- Manufacturing
- Tourism and recreation
- Renewable energy
- Commercial development
- Education and institutional expansion

Across **Cattaraugus County**, the CCIDA has facilitated major private capital investment supporting economic growth and job creation

Total Investment by Year

Year Total Investment

2025- \$650,305,905

2024- \$196,374,935

2023- \$160,612,728

2022- \$100,139,143

2021- \$534,908,414

Five-Year Total:

\$1,642,341,125

Observations

2025

- Largest investment year
- Driven by **Alle-Catt Wind (\$618M)**

2021

- Major manufacturing investment
- **Great Lakes Cheese (\$505M)**

These two projects represent **the largest capital investments in the county during the period.**

Complete Project Master Table (2021-2025):

2025 Projects

Project Investment

Creeley Construction / Hidden Gems Family Resorts \$7,580,000

Olean Union Sales Corp. \$750,000

Rusty Rooster Farm & Vintage \$200,000

Mazza Mechanical Services \$1,200,00

TL Schwabl / Schwab Aggregates
\$4,000,000

Kinley Contractors / Kinley Investments \$2,500,000

Alle-Catt Wind \$618,874,498

Fitzpatrick & Weller \$1,600,170

Jamestown Macadam \$2,500,000

Win-Sum Ski Corp \$5,105,350

HoliMont \$1,025,500

1378 Group LLC \$2,400,000

Daich Coatings Corp \$1,110,387

Win-Sum Ski (BarBill / former Depot) \$1,460,000

Total: \$650,305,905

2024 Projects

Project Investment

Route Two Nineteen LLC \$1,850,000

Turbo Machining LLC \$1,019,000

Great Lakes Cheese Modification \$97,000,000

Win-Sum Ski Corp \$304,000

Kless Boys Development \$6,500,000

Olean Town Centre \$40,229,315

Edelweiss Dairy \$32,500,000

Win-Sum Ski Corp \$2,459,120

MJ Painting Contractor \$1,733,500

North Park LLC \$770,000

QSKI LLC \$2,000,000

Olean Manor \$9,810,000

Sports Locker Inc. \$200,000

Jamestown Macadam \$2,500,000

Total: \$196,374,935

2023 Projects

Project Investment

Win-Sum Ski Corp \$8,050,000

Great Lakes Cheese Modification \$121,000,000

Pierce Steel \$3,400,000

Olean Manor / Field of Dreams Amendment \$1,700,000

Olean 2020 LLC \$11,091,043

9154 Group \$3,030,181

Steelbound Brewery \$7,500,000

Kinley Contractors \$2,356,000

HoliMont \$736,515

Indus Hotels \$1,748,989

Total: **\$160,612,728**

2022 Projects

Project Investment

St. Bonaventure University \$25,000,000

Cimolai HY \$56,000,000

351 Franklin Street LLC \$6,400,000

Penn Turf / Lebanon Seaboard \$4,025,000

Win-Sum Ski Corp \$2,940,811

Olean Manor Inc \$2,800,000

Marquee Brewing \$130,000

Country Line Recovery \$1,050,000

Ellicottville Greens \$720,000

HoliMont \$646,332

Campground Adventures \$115,000

Russell's RV Storage \$312,000

Total: **\$100,139,143**

2021 Projects

Project Investment

Nipperland Properties \$1,500,000

Otto CSG Solar \$8,500,000

Enchanted Mountain Veterinary \$500,000

Walsh Huskies \$660,000

MJ Painting Contractor \$1,833,500

Great Lakes Cheese \$505,000,000

Pivot Solar \$4,677,500

Win-Sum Ski Corp \$2,096,875

Win-Sum Ski Corp \$2,096,854

Allegany Crossings \$12,000,000

HoliMont \$793,685

Total: **\$534,908,414**

Sector Breakdown (Estimated)

Sector Share

Manufacturing ~35%
Renewable Energy ~30%
Tourism & Recreation ~20%
Commercial Development ~10%
Education / Institutional ~5%

Major Investment Projects

-Great Lakes Cheese

One of the largest manufacturing projects in the county's history.

-Alle-Catt Wind

Large-scale renewable energy project spanning multiple municipalities.

-Cimolai HY Manufacturing

Major industrial expansion in Olean.

-Tourism Investments:

Major investments in Ellicottville including:

- HoliMont
- Win-Sum Ski
- Hospitality and tourism facilities.

Key Five-Year Impact Statement:

From 2021 through 2025, the Cattaraugus County Industrial Development Agency facilitated more than \$1.64 billion in private capital investment across 63 projects supporting manufacturing, renewable energy, tourism, and commercial development throughout Cattaraugus County.

Cattaraugus County Industrial Development Agency

Five-Year Economic Impact Report (2021-2025)

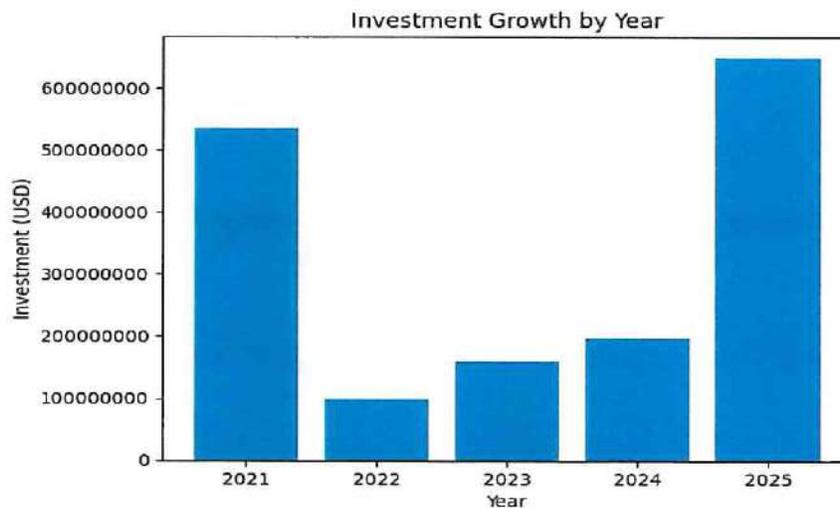
Total Investment: \$1.64 Billion

Projects Facilitated: 63

Executive Summary

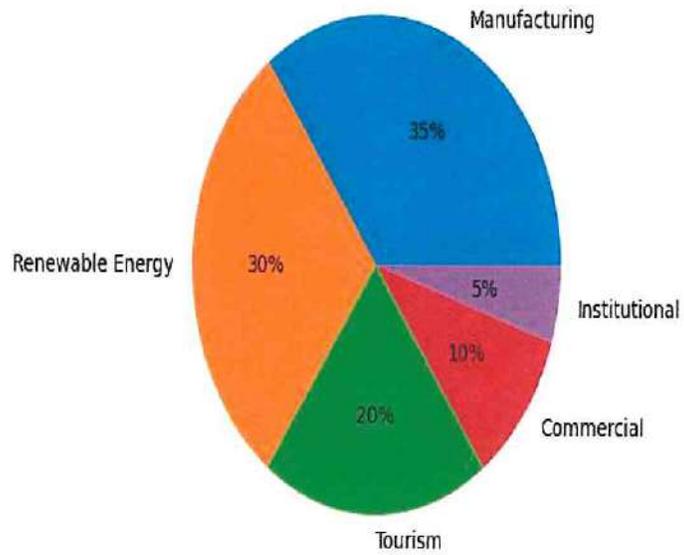
Over the past five years the Cattaraugus County Industrial Development Agency facilitated more than \$1.64 billion in private investment across 63 development projects. Investments span manufacturing, renewable energy, tourism development, commercial redevelopment, and institutional expansion. Major projects such as the Great Lakes Cheese manufacturing investment and the Alle-Catt Wind energy development significantly contributed to regional economic growth and infrastructure investment throughout the county.

Investment Growth

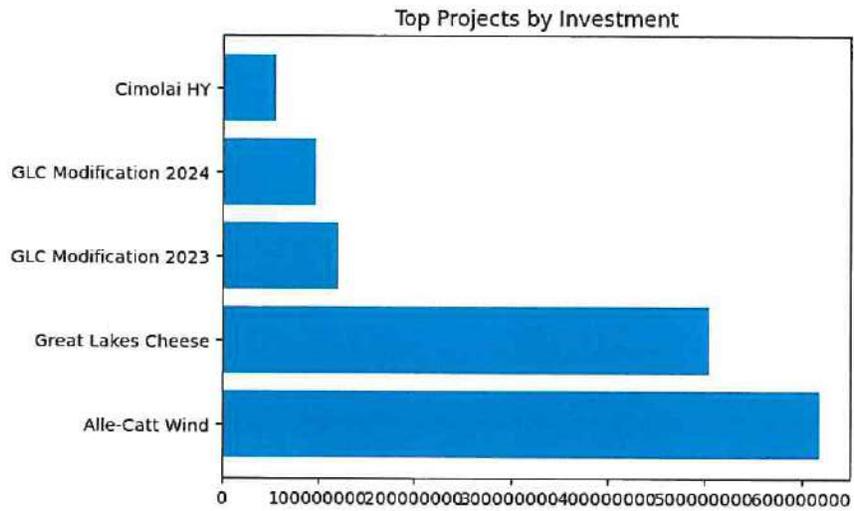


Sector Breakdown

Sector Breakdown of Projects



Top Projects by Investment



Investment by Year

| Year | Investment |
|------|---------------|
| 2021 | \$534,908,414 |
| 2022 | \$100,139,143 |

| | |
|------|---------------|
| 2023 | \$160,612,728 |
| 2024 | \$196,374,935 |
| 2025 | \$650,305,905 |

Project Distribution Map

Project Locations Across Cattaraugus County



Executive Director's Report

Cattaraugus County Industrial Development Agency (CCIDA)

Reporting Period: March 2026

Executive Summary

This report summarizes the Executive Director's activities and engagements during the reporting period, highlighting ongoing project development, stakeholder meetings, and strategic initiatives aimed at fostering economic growth throughout Cattaraugus County. The period was marked by significant progress on existing IDA projects (direct and in-direct), exploration of new development opportunities, and continued collaboration with municipal partners and regional economic development organizations.

To be noted, several additional meetings, conversations and business development discussions were also held during this time line of the Report that follows. I am happy to review those meetings with any one Board member who inquires.

Municipal Engagement

City of Olean

Conducted two (2) Zoom meetings with Mayor Sherburne and Development Director Keri Kerper to discuss various project updates within the city (Olean Mall & Bimbo Facility). The meeting focused on coordinating ongoing development initiatives and identifying opportunities for future collaboration between the City and the IDA.

Village of Franklinville

Met with Village Mayor Peter Sorgi and Ashley Schumaker to review several project updates under consideration within the Village. Discussions centered on potential development opportunities and ways the IDA can support a few proposed municipal economic development objectives. Discussions were also centered around redevelopment of the former Ontario Knife Company and continued investment at Great Lakes Cheese.

Town of Allegany

Met with a developer regarding a potential project in Allegany. The meeting explored project feasibility and identified ways the IDA could facilitate the proposed development through its incentives and abatements.

Village of Gowanda

Conducted a meeting with a developer regarding a potential project in Gowanda. Preliminary discussions focused on project scope and potential IDA involvement.

Active Project Management and Site Visits:

Fenton Mobility Products, Randolph

Conducted a comprehensive meeting and facility tour with Scott Fenton at Fenton Mobility in Randolph. The company has experienced remarkable growth, expanding their workforce from approximately 12 employees to over 60 employees in the past five years. The facility tour showcased their current operations and production capacity, demonstrating the significant economic impact of their continued expansion.

Kinley Contractors, Allegany

Met with Mike Giardini at Kinley Contractors regarding their active IDA project and expansion at their headquarters. Discussions focused on project timeline and ensuring continued progress on this important development.

MJ Painting, Olean

Held a meeting with Mike John at MJ Painting to receive a general update on business operations and his active project with the IDA. It is encouraging to see Mike successfully grow his business and expand his employment base to over 45 employees, demonstrating the positive impact of IDA support on local businesses.

The Sports Locker, Olean

Met with Crystal Abers at The Sports Locker in Olean. The IDA is delivering sales tax abatement and a PILOT (Payment in Lieu of Taxes) agreement with respect to an investment project at their facility, supporting business expansion and job retention.

Real Estate and Development Opportunities:

Pyramid Brokerage

Met with Dave Seider from Pyramid Brokerage to discuss various existing buildings within the county that are available for redevelopment. This meeting supports the IDA's ongoing

efforts to identify and promote development-ready properties throughout Cattaraugus County.

WNY Commercial Real Estate Development

Met with a WNY commercial real estate developer regarding a possible project in the Olean area. Discussions explored project parameters and potential IDA assistance mechanisms.

Tourism Destination Development:

Met with two representatives of a very large developer who are considering a significant tourism destination-related project within the county. This represents a potentially transformative investment opportunity that could substantially enhance the county's tourism economy.

Triple R Campground (Axia Partners)

Held a meeting with Paige Zollinger of Axia Partners to discuss ways the IDA could assist their investment and upgrades to the former Triple R Campground. This project represents an opportunity to revitalize an existing recreational asset.

Holiday Valley

Met with Dennis Eshbaugh and Dave Trathen from Holiday Valley to recap the 2025 ski season and discuss potential improvements and upgrades at the resort in 2026. Holiday Valley remains a critical economic engine for the county, and these discussions support continued investment in this important tourism asset.

Jefferson Inn, Ellicottville

Met with Tracy, the new owner of Jefferson Inn in Ellicottville, to introduce myself and the IDA, and to discuss ways the IDA can assist her business. This meeting established the IDA as a resource for general economic development questions and future business needs

Strategic Industry Development:

FiberCel

Met with Bob Schmick from FiberCel to discuss business-related items and outline the ways the IDA can assist any investment and development projects they are considering. This meeting reinforced the IDA's role as a business development partner for expanding companies.

Regional Collaboration and Cross-Boundary Projects

Cherry Creek Dairy Project (Chautauqua County IDA)

Conducted two Zoom meetings with the Chautauqua County IDA relating to the Cherry Creek Dairy project proposed for Cherry Creek, NY. The CCIDA is acting as a project liaison and offering assistance to this proposed project that will ultimately benefit both Cattaraugus and Chautauqua Counties, demonstrating effective regional economic development collaboration. This proposed project is yet another very large agriculture investment in the Southern Tier.

RevRail Project

Met with Tom Cullen and Legislator Burr regarding project updates from RevRail and to sketch out some long-term project plans in Cattaraugus County. These discussions support strategic planning for transformative infrastructure and tourism development. Their season will begin on May 2nd!

Board and Committee Participation:

OBDC (Olean Business Development Corporation)

- Attended the monthly OBDC meeting to maintain coordination with this key regional economic development partner
- Met with Bob Fornes regarding several items and a few key projects that the IDA is looking to collaborate with OBDC on, strengthening the partnership between our organizations
- Participated in a meeting with Tom Buffamante, Brent Driscoll, and Bob Fornes regarding a possible CCIDA lease at The Hub in Olean
- CATTlyst Collective project loan review meeting with nine businesses who were recently funded through the Collective. To add, the IDA has helped two of these 9 businesses with IDA incentives as well.

WNY IDA Meeting

Attended the WNY IDA Meeting at Erie County Industrial Development Agency (ECIDA). This meeting provided valuable opportunities for regional coordination, best practice sharing, and discussion of economic development trends affecting Western New York.

Cattaraugus County Economic Team Meeting

Attended the Cattaraugus County Economic Team Meeting, maintaining coordination among county economic development stakeholders and ensuring alignment of development strategies.

WRC (Western Regional Corporation) Board Meeting

Attended the WRC Board Meeting at ECIDA to discuss the available loan programs that we have available to serve small businesses in Cattaraugus County. These loan programs represent important capital access tools for local entrepreneurs and growing businesses.

Leadership Cattaraugus Manufacturer's Day

Attended Leadership Cattaraugus Manufacturer's Day at Jamestown Community College (JCC) to discuss the state of economic development and the challenges as well as opportunities that we face in the county on a daily basis. This event provided important networking and education opportunities with current and future county leaders.

Cattaraugus County Brownfield Opportunity Area (BOA) Kickoff

Attended the Cattaraugus County BOA kickoff event in Little Valley. The IDA is a member of the initiative to establish a countywide Brownfield Opportunity Area, which would include many sites and buildings, noting them for redevelopment and inclusion in the Brownfield program. This initiative will create important tools for environmental remediation and redevelopment of underutilized properties.

Legislative and County Leadership Updates

County Chairman Andy Burr

Met with County Chairman Andy Burr to update him on several ongoing and active projects within the county, as well as to update him on additional matters that we are working on together to hopefully bring additional net new investment to the county. Maintaining regular communication with county leadership ensures alignment of economic development priorities.

County Legislator Frank Higgins

Had a follow-up meeting with County Legislator Frank Higgins to provide him with an update on Olean area development projects. These briefings keep elected officials informed of IDA activities in their districts.

I will be conducting and scheduling on-going and direct Legislator and Legislative meetings which will give me a direct opportunity to update and answer any questions that a Legislator may have.

Research, Analysis, and Technical Assistance

Camoin Associates Impact Study

Conducted a Zoom meeting with Camoin Associates to review and confirm the five-project comprehensive before-and-after study on five IDA projects. This comprehensive report will demonstrate the significant growth in new tax base and new jobs before and after IDA involvement, providing quantitative evidence of the IDA's economic impact and return on investment for the county.

National Grid Economic Development Programs

Participated in a Zoom call with National Grid to learn about their new economic development programs and initiatives that will help offset development costs. These utility incentive programs represent valuable tools to reduce project costs and improve development feasibility.

Wells Fargo Market Analysis

Took part in a Zoom meeting with Wells Fargo market analysts relating to some volatility in the market over the past several weeks. This briefing provided important context for understanding current economic conditions and their potential impact on development activity and project financing.

Conclusion

The reporting period was highly productive, with significant progress on existing projects and promising discussions regarding new development opportunities. The IDA continues to serve as a catalyst for economic growth throughout Cattaraugus County through direct project assistance, strategic partnerships, and proactive business development activities.

Key highlights include the remarkable growth trajectory of companies like Fenton Mobility and MJ Painting, the advancement of major projects like Cherry Creek Dairy and potential tourism destination developments, and continued strengthening of relationships with municipal partners and regional economic development organizations.

The upcoming Camoin Associates impact study will provide valuable documentation of the IDA's economic contributions, and ongoing collaboration with utility providers and financial institutions continues to expand the toolkit available to support business growth and development throughout the county.

Respectfully submitted,

**Corey R. Wiktor, Executive Director
Cattaraugus County Industrial Development Agency**



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3h • 🌐

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NEWSBREAK

A Memo Leak Shows Potential Climate Act Ramifications

By Jordan Sartor-Francis,
3 days ago

ALBANY, N.Y. (NEXSTAR) – As utility bill woes continued for New Yorkers, an internal government memo surfaced. That memo showed the financial implications of the state’s 2019 Climate Leadership and Community Protection Act.

“If the state legislature decides to modify the law, they’re going to want a lot more information,” said Columbia Law School Professor Michael Gerrard.

[Empire State Weekly: Lawmaker pushes for transparency in utility prices](#)

The memo said prices for gas at the pump, natural gas, and heating oil could all rise if there is no change to the act.

- An additional 2.23/Gal at the pump
- \$4,152 and \$4,260 additional per year for upstate heating oil and natural gas
- New York City facing a possible \$2,340 hike per year in natural gas.

The memo said accounting standard differences and rigid near-term goals would be behind the increases.

“So, what we should be doing today, tomorrow, is repealing this bill,” said Republican Senator Jake Ashby. Republican Senator Jake Ashby said the mechanics of the existing act are unrealistic in today’s New York.

Democrat Senator Pete Harckham cautioned abandoning climate protections and says the benefit for New Yorkers is on the other end of the plan.

“You can’t all of a sudden change the rules halfway through the game,” Said Senator Harckham.

To cheapen energy bills, a climate policy advocate also weighed in on the matter suggesting lawmakers regulate big corporate use of energy sources to leave more for every day New Yorkers.

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The Great Ownership Transfer: A new era of business stewardship

February 26, 2026 | Report

By Ken Yearwood and Shelley Stewart III
with Nathan Marks and Nick Noel

As millions of baby boomers retire, the United States is on the brink of an unprecedented wave of small-business ownership transitions—posing challenges for communities but also opening the door to economic renewal.

At a glance

- *A once-in-a-generation wave of ownership transitions is imminent.* By 2035, about six million small and medium-size businesses (SMBs) will face ownership transitions as baby boomers retire. More than one million firms are viable candidates for sale, representing up to \$5 trillion in enterprise value.
- *SMBs are a cornerstone of the US economy.* Ninety-nine percent of all companies in the United States are small businesses. They employ more than 60 million workers—nearly half of the US workforce—and generate 35 percent of business revenue. Failed transitions could erase jobs and locally rooted pathways to economic mobility.
- *Ownership transition risk is distributed unevenly across geographies.* Rural areas are particularly exposed. In some sparsely populated states, small businesses account for more than half of total employment, so failed transitions can stall economic mobility across entire communities.
- *Participation gaps represent both a risk and a major wealth-building opportunity.* Under current patterns, only 28 percent of transferring value would accrue to women and Black and Latino individuals combined. Closing participation gaps could unlock up to \$3 trillion in new household wealth, making ownership transfers one of the most powerful near-term levers to narrow geographic, gender, and race-based disparities in wealth accumulation.
- *A better-functioning ownership transition market could preserve jobs and local prosperity at scale.* Effective transitions could keep up to 12 million jobs in place and protect about \$250 billion in annual local spending power.

As millions of baby boomer business owners approach retirement over the next decade, the country faces the largest wave of small-business ownership transitions in modern history. Millions of firms employing tens of millions of workers will either shut down or change hands, with direct consequences for

jobs, wealth creation, and economic mobility in communities across the United States. The outcomes of this "Great Ownership Transfer" are not inevitable. Whether businesses survive or disappear depends on the existence of a functioning market to transfer ownership at scale.

This moment is not merely a generational milestone—it is a structural test of the nation's capacity to preserve local employment, sustain productive businesses, and support economic mobility. How this transition is managed will determine both the business landscape and the future of economic mobility for workers, aspiring business owners, and entire communities.

Economic mobility in the United States depends on more than education, skills, or individual efforts. It also depends on whether people can access stable jobs and participate in wealth creation over time. For more than 60 million Americans, small and medium-size businesses (SMBs) provide that foundation. Ninety-nine percent of all companies in the United States are small businesses. When those businesses disappear, so do the pathways they support. Failed ownership transitions don't simply result in closures; they erode jobs, dismantle wage ladders for frontline and skilled workers, and eliminate locally rooted wealth-building opportunities. In many communities—especially outside major metropolitan areas—ownership continuity can be a lifeline for economic mobility.

Yet the systems for transferring business ownership in the United States are fragmented and underdeveloped. Today, most exits end in closure rather than transfer, not because the businesses lack value, but because pathways to succession are limited, opaque, or costly. Moreover, starting a business can be more straightforward than acquiring one. The result is a consequential lost opportunity: Firms shut down, jobs disappear, and hard-won mobility gains dissipate—not through disruption, but through inaction.

To better understand what's at stake, the [McKinsey Institute for Economic Mobility](#) (IEM) has conducted new research on the future of small-business succession in the United States. By 2035, we estimate that about six million SMBs will be on the market as their owners retire. More than one million of these firms are viable candidates for sale or [employee ownership](#), representing \$5 trillion in enterprise value that could remain productive if ownership transfer becomes routine rather than exceptional (see sidebar, "About the research").

Whoever captures this value will shape economic mobility for decades. Today, business ownership remains highly concentrated. In rural communities—where small businesses anchor employment, services, and tax bases—failed ownership transitions risk hollowing out local economies altogether. Under current participation patterns, only about 28 percent of this transferring value would accrue to women and Black and Latino individuals combined. Expanding access to capital, buyer preparation, and inclusive ownership models could turn the Great Ownership Transfer into one of the most powerful near-term levers for preserving jobs, expanding ownership, and narrowing geographic, gender, and race-based disparities in wealth accumulation.

“By 2035, 6 million small businesses will be on the market as their owners retire. More than one million of them are viable candidates for transfer, representing \$5 trillion in enterprise value that could remain productive.”

Whether this transition reinforces existing disparities or becomes a catalyst for a broader ownership economy hinges on a fundamental question: Can buyers and sellers operate in a system that enables ownership transfer at scale? Rather than creating new businesses, new owners can step into existing, productive firms.

When ownership transfer succeeds, businesses continue to generate jobs, wages, and local wealth. When it fails, economic mobility stalls—even where demand and talent remain.

In this report, we examine the barriers that prevent viable firms from changing hands, the economic opportunity embedded in overcoming them, and the market infrastructure required to turn a looming demographic shift into a durable source of growth, resilience, and shared prosperity. At stake is not only whether firms survive, but who gets to participate in the economy as owners, workers, and wealth builders in the decade ahead and beyond.

The coming wave of ownership transitions

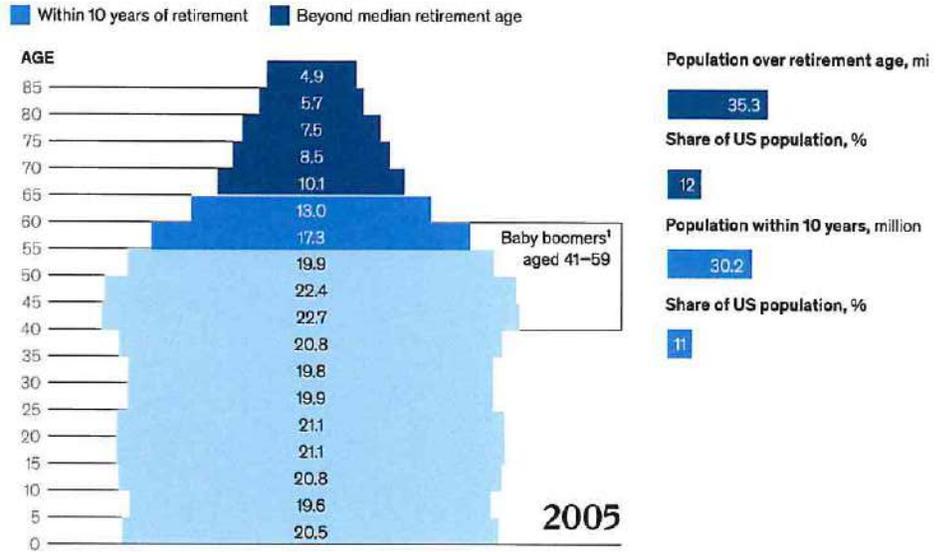
To understand the challenges and opportunities presented by the coming wave of business transitions, we explore the demographic shifts that are ahead and their potential impact on small businesses and future economic capacity.

An unprecedented shift

The United States is entering a period of pronounced demographic transition. Even while Americans are living and working longer as they age, the baby boomer cohort is moving decisively into retirement. The share of Americans aged 65 and older is rising rapidly, while the growth rate of the working-age population continues to slow. After decades of driving labor force growth and economic expansion, boomers are now exiting the workforce in significant numbers, with many already retired and millions more expected to follow (Exhibit 1).

A wave of baby boomer retirements is underway.

Age structure of US population, millions



¹Baby boomers were born between 1946 and 1964.
Source: US Census Bureau

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In 2005, only 12 percent of the US population was of retirement age.

In 2025, 19 percent of Americans were of retirement age.

By 2040, 22 percent of the US population will be of retirement age.

This shift has far-reaching implications for business ownership. Today, more than half of all small-business owners in the United States are over the age of 55—up from roughly 30 percent in 2002. One in four small-business owners is 65 or older. This aging cohort represents approximately 1.5 million firms across the country, with baby boomers alone owning nearly a quarter of all small businesses, about double the share held by their predecessors two decades ago.^[1]

As these owners retire, an unprecedented number of firms will either need to change hands or shut down. Over the next decade, we estimate approximately six million small businesses—which we define as firms with fewer than 500 employees—will exit ownership, up from about 4.5 million in the prior decade. Annual exits could rise to 42 percent above 2011 levels, reaching as many as 665,000 per year.^[2]

These small businesses span every sector of the economy, from neighborhood service providers to family-owned regional manufacturers. They collectively anchor jobs, supply chains, and local tax bases nationwide. The scale, speed, and breadth of this transition make it unlike any other previous period of business succession in US history.

Exits dominated by closure, not transfer

Despite the economic value embedded in many small businesses, closure—not continuity—is the dominant exit path today. In 2022 alone, we estimate that 510,000 SMBs exited the market. Ninety-two percent of those exits occurred through closure, 5 percent were completed as sales, and 3 percent transferred to new owners (often intergenerationally to family members).^[3]

This pattern suggests a structural weakness rather than widespread business failure. Since 2010, 7 to 8 percent of all firms have closed each year. Our analysis suggests that 6 to 13 percent of these closures could have been avoided.^[4] Many stem from predictable life events such as retirement, combined with a lack of succession planning or access to buyers and financing.

Preparation among aging small-business owners remains uneven. According to a 2025 Gallup Pathways to Wealth Survey, 27 percent of employer firms with owners aged 55 and older are either unsure of their long-

term plan or intend to close the business permanently. "Most owners don't really understand their exit options," said one leader of an organization focused on helping business owners prepare their companies for a successful transition. "Their wealth is tied up in the business, but they haven't thought about what comes next or how it's supposed to support the rest of their lives." As more owners approach retirement, this lack of preparedness risks accelerating the loss of otherwise viable businesses.

Where the Great Ownership Transfer wave hits the hardest

According to the US Census Bureau, roughly 6.4 million employer firms together employ 62 million workers, accounting for nearly half of the US workforce. Collectively, they generate about \$17.8 trillion in annual revenue, representing approximately 35 percent of all business receipts nationwide. They are embedded across supply chains, export markets, and local tax bases, influencing the stability and competitiveness of nearly every sector.

The wave of ownership transitions ahead will sweep across every corner of the US economy, but not evenly. Risk is concentrated where the market for small-business acquisition is weakest. The impacts often fall disproportionately on rural areas and owners from historically underrepresented racial and ethnic groups, where access to capital, advisory support, and successor networks is often more limited. Firms with smaller enterprise value and in labor-intensive sectors (such as construction, food services, and home care and healthcare) are also more at risk. Many already face structural barriers to sustaining viable businesses.

This uneven risk profile matters because small businesses employ nearly half of the US workforce and generate more than one-third of all business revenue. When ownership transitions fail, the consequences extend beyond individual owners. Jobs disappear, supply chains weaken, main streets hollow out, and communities lose essential services.

"The impact of the Great Ownership Transfer falls disproportionately in rural areas and among underrepresented communities, where access to capital, advisory support, and success networks is more limited."

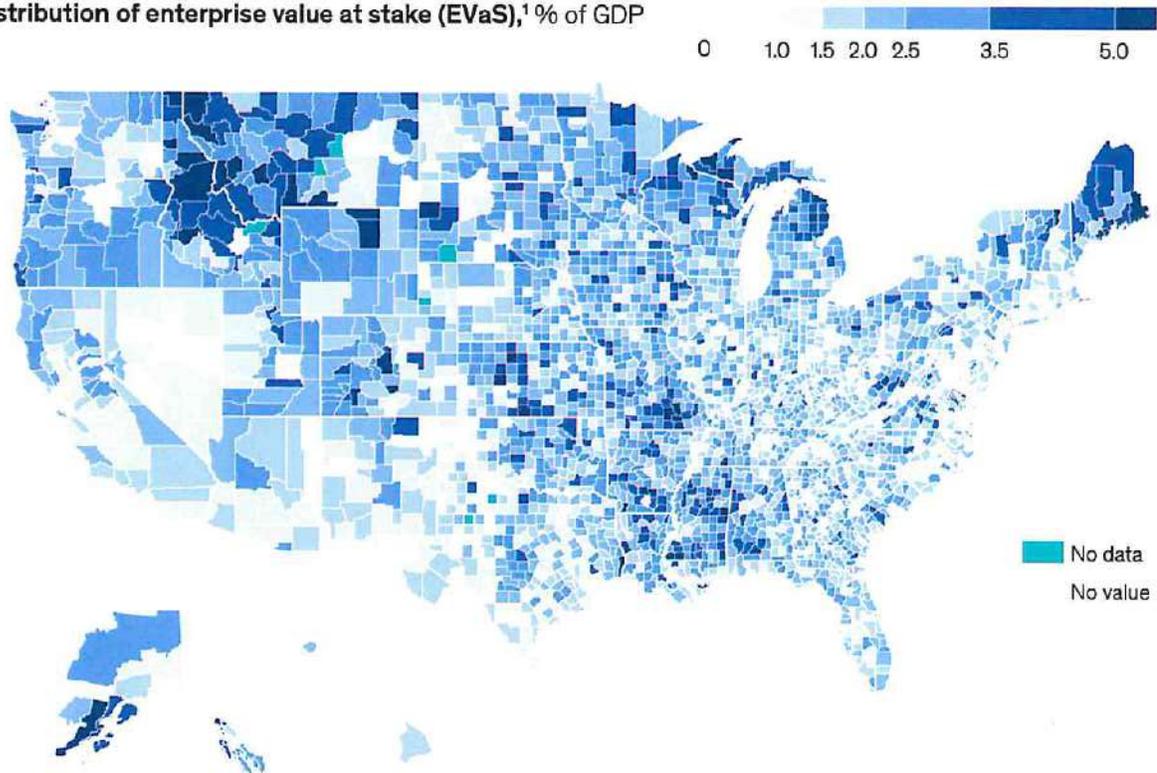
Understanding where and for whom these risks are greatest is essential to determining whether this transition becomes a story of widespread business loss or an opportunity to preserve jobs, sustain local economies, and expand pathways to new ownership.

Greater risk for rural areas

The geography of the Great Ownership Transfer reveals stark variation in where its effects will be felt most acutely. While ownership transitions create challenges and opportunities nationwide, rural America faces disproportionately more risk—not just because more firms are vulnerable, but because failure in these regions could accelerate broader economic decline. Geography determines whether ownership transitions are absorbed by new formation or compound existing fragility, shaping which communities face the greatest disruption and which benefit from renewed ownership (Exhibit 2).

The value at stake for exiting small businesses varies widely across states and counties in the United States.

Distribution of enterprise value at stake (EVaS),¹ % of GDP



| Top 5 states | Total EVaS, \$ billions | EVaS share of GDP, % | Bottom 5 states | Total EVaS, \$ billions | EVaS share of GDP, % |
|--------------|-------------------------|----------------------|-----------------|-------------------------|----------------------|
| Montana | 21 | 3.2 | Maryland | 57 | 1.2 |
| Vermont | 11 | 2.8 | Washington | 98 | 1.2 |
| Maine | 24 | 2.8 | Massachusetts | 83 | 1.1 |
| Wyoming | 11 | 2.5 | Texas | 303 | 1.1 |
| Idaho | 30 | 2.4 | DC | 6 | 0.4 |

¹EVaS = cumulative enterprise value (EV) of small businesses projected to sell, transfer, or be preserved in 2026–35. National industry totals are estimated from our industry exit model and average EV by industry (revenue-multiple-based). Those dollar totals are allocated to states/counties in proportion to each geography's share of firms in that industry (US Census Bureau Statistics of US Businesses, 2022). County GDP denominators are cumulative 2026–35 GDP, projected by interpolating Moody's Analytics 2024 and 2035 county GDP forecasts using county-specific CAGRs. Source: Moody's Analytics; US Census Bureau Annual Business Survey; US Census Bureau Business Dynamic Statistics; US Census Bureau Statistics of US Businesses

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We estimate that urban counties account for roughly 86 percent of total enterprise value at risk, largely concentrated in economic powerhouses such as California, Florida, New York, and Texas. These markets benefit from deeper buyer pools, stronger advisory infrastructure, and more robust financing ecosystems, which help absorb ownership transitions even at scale. High rates of business formation, greater in-migration of entrepreneurs, and a dense set of alternative employers help offset ownership exits.

By contrast, smaller and more rural areas face higher exposure relative to their economies. In states such as Maine, Montana, Vermont, and Wyoming, SMB enterprise value at risk can be as high as 3.2 percent of state GDP. These regions depend disproportionately on small businesses for employment, with SMBs accounting

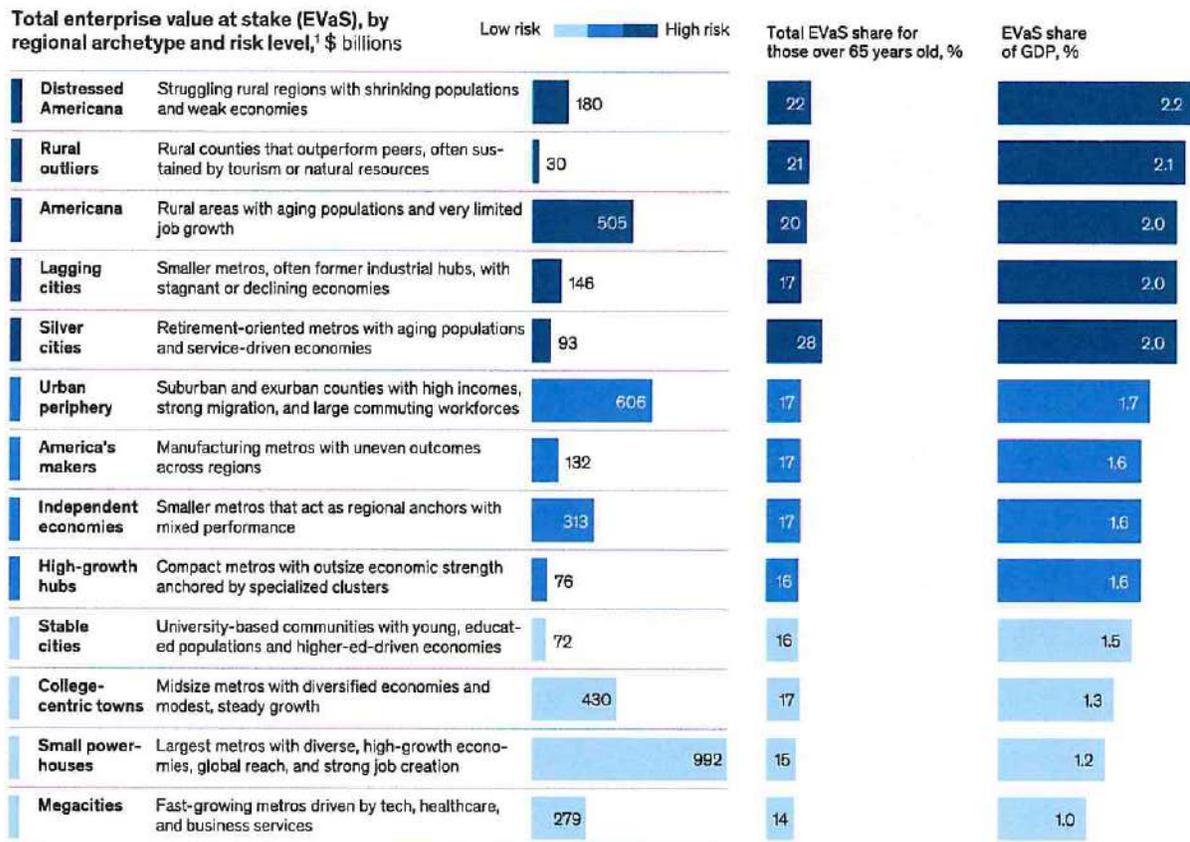
for more than 50 percent of total employment.^[5] At the same time, they exhibit declining business dynamism, limited formation of replacement firms, and weak in-migration of new owners. As a result, even a modest increase in business closures can ripple through local economies, affecting jobs, tax revenues, and access to essential goods and services. High economic dependence combined with limited replacement capacity can create mobility traps, particularly where alternative employment is scarce.

State-level patterns also highlight how unevenly the Great Ownership Transfer will unfold. In smaller, aging states such as Maine, Montana, Vermont, and Wyoming, ownership skews older, and economies rely heavily on locally owned firms in construction, retail, and services. Many of these states have populations in which more than 20 percent of residents are aged 65 or older, compounding ownership transition pressures with workforce aging. In these contexts, firm closures often permanently break local economic ladders. By contrast, larger and more economically diversified states account for more than a quarter of total enterprise value at stake but experience lower per capita exit rates due to broader markets, higher rates of firm entry, and stronger institutional capacity to sustain churn.

At the county level, the divide between rural and urban America becomes even more pronounced. Using the geographic framework described in McKinsey Global Institute's [2019 research on the future of work in America](#), major metropolitan areas hold more than three-quarters of total enterprise value at stake while exhibiting lower exit rates and greater institutional capacity to manage ownership change (Exhibit 3). Rural regions—which span six distinct and diverse archetypes identified in [prior IEM research on rural America](#)—face the steepest transition pressure. These areas combine older ownership profiles (with roughly 20 to 23 percent of owners aged 65 or above), the highest exit rates (ranging from 33 to 59 per 10,000 residents), and the thinnest replacement ecosystems. Industrial heartland regions sit between these extremes: Manufacturing metropolitan areas and rural manufacturing workshops show moderate exit intensity but high concentrations of enterprise value, where the primary challenge is ensuring sufficient capital and capability to sustain productive capacity through transition.

Exhibit 3

The value at stake for small-business exits in the United States is concentrated in rural areas.



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Taken together, geography amplifies both exposure and consequence. The Great Ownership Transfer will unfold as both a high-volume rural challenge and a high-value urban opportunity. Bridging these two markets—connecting the capital, advisory infrastructure, and buyer networks concentrated in cities with the smaller, locally rooted firms that sustain rural and small-town economies—will be critical to mitigating risk, capturing opportunity, and supporting economic mobility across the American landscape.

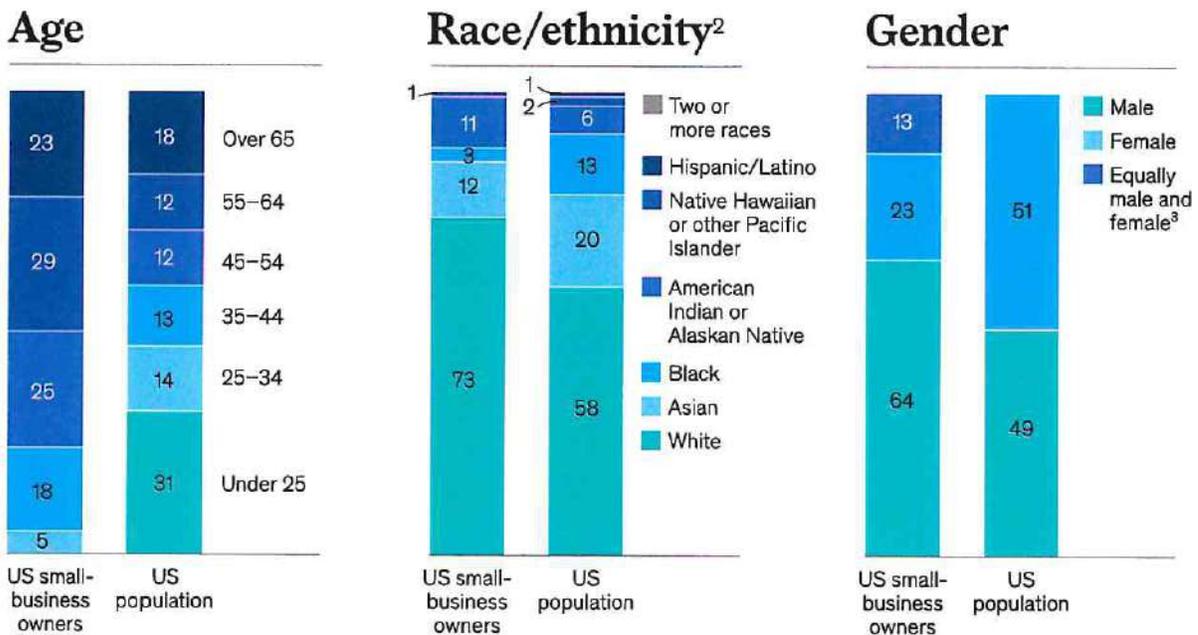
Greater risk for underrepresented owners

An aging, unevenly distributed small-business ownership base in the United States has led to notable gaps in succession capacity across demographic groups. Today's small-business owners are substantially older, less diverse, and more male than the overall population: More than 70 percent are White, over 60 percent are male, and more than half are over the age of 55 (Exhibit 4).^[6] This demographic profile heightens near-term transition pressure because many businesses will require ownership transfers in a short time frame. Ownership transfer exposure, therefore, closely reflects who owns SMBs today, and the concentration of ownership among an aging and relatively homogeneous cohort increases disruption risk if succession pathways are not in place.

Exhibit 4

Small-business owners in the United States are older, less diverse, and more male than the overall population.

Demographic comparison of US small-business owners vs US population,¹%



¹According to the US Small Business Administration, small businesses are defined as those with fewer than 500 employees. The US Census Bureau's Annual Business Survey (ABS) is for all businesses, both small and large. The SBA notes that 99.9% of all businesses are small businesses, therefore we assume that all results from the ABS are applicable to small businesses.

²All race categories; "excluding Hispanic/Latino" refers to non-Hispanic populations.

³The business is owned equally by male and female owners.

Source: US Census Bureau Annual Business Survey; US Census Bureau Business Dynamic Statistics; US Census Bureau Statistics of US Businesses

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These ownership patterns are not evenly distributed across industries, concentrating transition pressure in sectors with higher underrepresented ownership. In accommodation and food services, for example, our analysis finds that an estimated 130,000 ownership exits are expected. Latino owners account for roughly 23 percent of business owners in this sector, meaning that absent effective pathways to transfer businesses to other Latino buyers, the transition wave could disproportionately erode Latino ownership in a key entry industry.

A similar dynamic is present in healthcare and social assistance, where more than 90,000 exits are expected. This sector represents a stronghold for women owners—who make up about 39 percent of owners, second only to education—as well as for Latino owners (17 percent) and Black owners (7 percent, the highest Black ownership share across industries). Concentrated exits, therefore, threaten the continuity of diverse ownership.

The risk is compounded by workforce demographics in these industries. In healthcare and social assistance, roughly 78 percent of workers are women and about 18 percent are Black—both significantly higher than their respective shares of the overall workforce. Failed ownership transitions in this sector would thus have downstream employment consequences beyond owners themselves, potentially disrupting jobs and economic stability for groups already overrepresented in frontline roles. In construction, where nearly 124,000 exits are expected, approximately 35 percent of workers are Latino, raising the stakes of ownership transitions not only for Latino owners but also for Latino workers and the communities they support. In these cases, ownership continuity is closely linked to employment continuity.

Racial and ethnic disparities further shape both the risk and opportunity of ownership transitions. According to US Census data, small-business ownership remains far less diverse than the US population overall, with White owners representing roughly 73 percent of business owners, compared with approximately 12 percent Latino and 3 percent Black ownership, even though these groups represent about 20 percent and 13 percent of the population, respectively. As a result, ownership gaps translate directly into large disparities in wealth creation during periods of transition. Of the up to \$5 trillion in enterprise value at stake in the Great Ownership Transfer, we estimate that only about 28 percent would accrue to women and Black and Latino individuals combined under current participation patterns.

“Effective ownership transitions can preserve viable firms, sustain local employment, strengthen supplier pipelines, and expand access to wealth creation across race, gender, and geography.”

The missed opportunity is particularly stark for Black buyers. Under current dynamics, Black individuals are estimated to capture roughly \$87 billion of this transferring enterprise value. Achieving parity in ownership participation, however, could increase that figure more than fourfold, to approximately \$369 billion, highlighting the scale of unrealized wealth. A similar large opportunity exists for women. Although women account for only about 23 percent of business owners today, reaching parity in ownership participation could unlock approximately \$700 billion in wealth capture. Together, these figures highlight that the Great Ownership Transfer is not only a risk event but also one of the largest near-term levers for shifting wealth outcomes across demographic groups.

Taken together, these demographic patterns underscore a central tension of the Great Ownership Transfer: The same concentration of ownership that heightens near-term transition risk also defines a once-in-a-generation opportunity to broaden participation in business ownership. If managed effectively, ownership transitions can preserve viable firms, sustain local employment, strengthen supplier pipelines, and expand access to wealth creation across race, gender, and geography. If left unsupported, they risk accelerating business loss and deepening the disparities that already characterize the small-business landscape.

Greater risk for lower-valued firms

Among the wide range of small businesses, we evaluated “middle market” companies and below, defined as firms with revenue below \$1 billion. Lower-valued firms face greater risk of closure in the Great Ownership Transfer, even when they are economically viable, because the markets for acquisition are the weakest. Our analysis finds that nearly 80 percent of projected exits will likely occur among micro and emerging middle-market businesses—small, locally owned, community-based companies valued at less than \$2 million. These firms form the backbone of local economies but often fall below traditional-deal thresholds.

Higher-value SMBs face different dynamics. They generally benefit from robust buyer interest and can tap professional intermediaries, but they account for a smaller share of total transitions. In short, most ownership changes will occur among small, local firms, even as most enterprise value sits higher upmarket.

- *Micro businesses* (valued under \$500,000) include the restaurants, small retailers, auto-repair shops, salons, and neighborhood service providers that form the backbone of community life. They are deeply local, labor intensive, and often family run. While individually small, they collectively account for the largest

share of projected ownership changes and face the highest likelihood of closure because they lack access to buyers, advisers, and financing.

- *Emerging middle-market firms* (valued between \$500,000 and \$2 million) can include small medical and dental practices, construction trades, HVAC companies, and franchises employing a few dozen workers. These firms often have stable cash flows and strong community ties, but limited access to professional intermediaries or institutional capital. They sit in the “missing middle” of the acquisition market—too large to be informal, yet too small to attract private equity or corporate buyers. As a result, many viable companies remain invisible to the market and are more likely to close than transfer.
- *Lower middle-market firms* (valued at \$2 million to \$25 million) encompass regional manufacturers, logistics providers, B2B services, and healthcare practices. These firms anchor regional supply chains and are increasingly likely to attract independent sponsors, search funds, and mission-driven investors. However, many still face limited buyer reach in rural areas and capital gaps for acquisition financing.
- *Middle-market companies* (valued between \$25 million and \$100 million) are often specialized manufacturers, software companies, and niche distributors. While fewer in number, they hold substantial enterprise value and often drive productivity and exports. They are attractive to institutional investors and strategic acquirers, and their transitions are typically managed through professional intermediaries and institutional capital.
- *Upper middle-market firms* (valued between \$100 million and \$1 billion) are diversified enterprises in sectors such as advanced manufacturing, technology, and healthcare services. These companies attract robust buyer interest from private equity and corporate strategics, but concentrated ownership among aging founders and family groups can create succession risk if leadership pipelines are weak.

Taken together, these segments illustrate the broad economic footprint of the Great Ownership Transfer. Most transitions will occur among smaller, locally rooted firms that sustain everyday commerce and employment, but more enterprise value at stake sits upmarket. Ensuring continuity across this full spectrum is critical to protecting community livelihoods and regional competitiveness.

Yet most micro and emerging middle-market businesses operate at deal sizes too modest to attract institutional capital or traditional private equity buyers, leaving them largely invisible to the market. Many lack the advisory support, financial readiness, or buyer access required to complete a sale, making closure more likely than transfer—even when the business itself is viable.

This gap reflects a structural weakness in the business ownership system, not just a market inefficiency. Whether the Great Ownership Transfer becomes a story of loss or renewal will hinge on the availability of the capital and ability of infrastructure to adapt to the high-volume, small-deal segment that anchors local economies.

Greater risk for capital- and labor-intensive industries

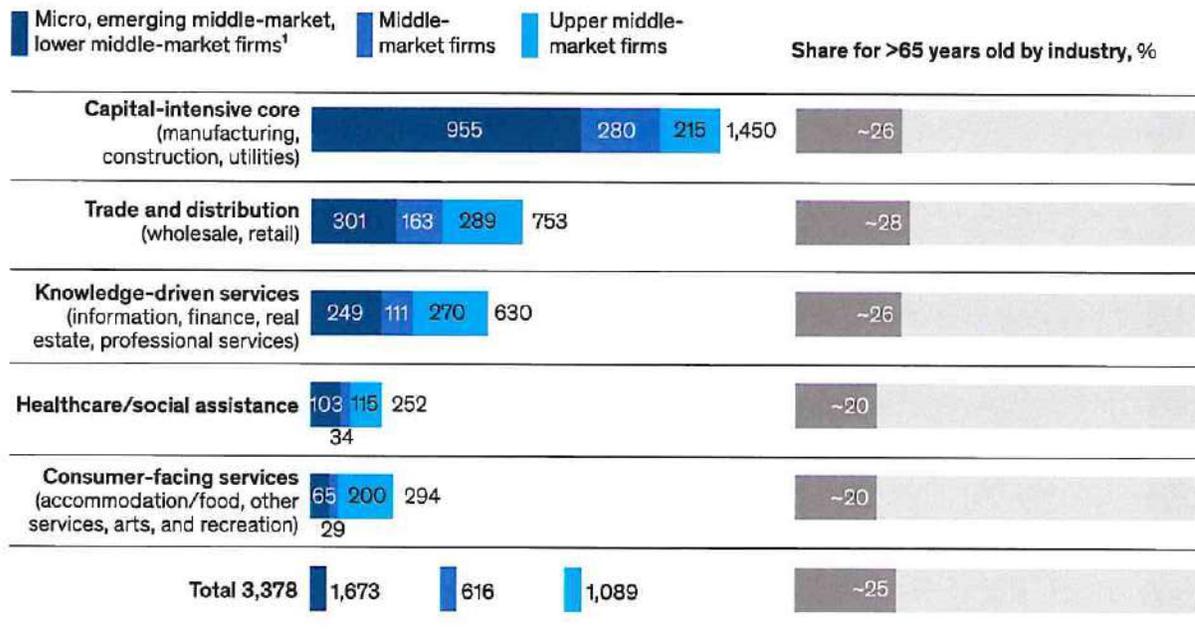
Risk exposure to the Great Ownership Transfer is also unevenly distributed across industries. We estimate that the value at stake in ownership transitions could be over \$3 trillion, with nearly half that amount concentrated in a set of capital- and labor-intensive industries that are both foundational to local economies and structurally hard to transfer. In capital-intensive sectors such as manufacturing, mining, and utilities, about 26 percent of owners are over age 65, and more than 60 percent of owners are already over age 55

(Exhibit 5).^[7] These firms often rely on specialized equipment, technical know-how, and substantial working capital, making succession complex and limiting the pool of qualified buyers.

Exhibit 5

The ownership transition opportunity is unevenly distributed across industries and business value size.

Estimated value at stake, by industry group, 2026–35, \$ billion



We define micro businesses as valued under \$500,000, emerging middle-market firms as valued between \$500,000 and \$2 million, lower middle-market firms as valued at \$2 million to \$25 million, middle-market firms as valued between \$25 million and \$100 million, and upper middle-market firms as valued between \$100 million and \$1 billion.

Source: US Census Bureau Annual Business Survey; US Census Bureau Business Dynamic Statistics; US Census Bureau Statistics of US Businesses

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At the same time, the largest *volume* of ownership transitions will occur in labor-intensive, locally embedded industries that underpin daily life. Roughly one-third of all projected exits are expected in retail, construction, and professional services—industries that drive local commerce, housing, and employment. Disruptions in ownership continuity could reverberate through jobs, supply chains, and neighborhood stability.

Retail trade, accommodation and food services, professional services, and construction together account for nearly half of all anticipated transitions. At the top of the volume curve are retail trade (with approximately 145,000 projected exits); accommodation and food services (another 129,000 exits); professional, scientific, and technical services (127,000 exits); and construction (124,000 exits).

Another tier—including healthcare and social assistance (93,000 exits), manufacturing (71,000 exits), and administrative and support services (63,000 exits)—adds another large block of firms that sustain regional employment, from clinics and machine shops to logistics and back-office providers.^[8]

These industries differ in capital intensity and skill requirements but share a common vulnerability: Most small businesses are privately held and below institutional deal thresholds.^[9] As a result, their transition infrastructure is thin. Owners face limited buyer visibility, scarce advisory capacity, and few standardized

financing tools, even when the underlying businesses are viable. By contrast, service sectors with younger, more diverse ownership—such as arts, education, and food services—face lower near-term transition pressure, though high fragmentation still complicates orderly succession.

This matters because collectively, the industries most exposed to ownership transition risk employ tens of millions of workers and form the connective tissue of local economies. Failed transitions do not simply affect individual owners; they ripple through jobs, supply chains, housing markets, and community stability. Without stronger advisory, financing, and succession systems targeted to these high-impact industries, many otherwise healthy employers will close, eroding local income and community wealth. Conversely, focused intervention in industries where exits are most concentrated could unlock the greatest share of transferable enterprise value and deliver outside economic and employment benefits.

Who will buy?

The Great Ownership Transfer represents not only a supply shock from firms coming to market but also a rare demand-side opening. Across the small-business landscape, a diverse set of buyers—institutional, independent, and community-based—is emerging to acquire, scale, and revitalize firms whose founders are preparing to retire. In principle, this creates space for new owners to enter, build wealth, and anchor jobs locally. In practice, demand is segmented by deal size, geography, and buyer readiness. Information gaps, financing frictions, and limited coordination still prevent even motivated buyers from capturing the full opportunity ahead.

Three broad buyer segments—institutional, independent, and community-based—are positioned to acquire retiring-owner firms. Each plays a distinct role in the transition economy. Each also faces clear limits on how much of the coming supply it can realistically absorb.

Institutional buyers: Deep demand, narrow coverage

At one end of the spectrum are institutional buyers such as private equity firms, family offices, and strategic corporate acquirers. These players typically target firms with enterprise values between roughly \$25 million and \$1 billion, where scale, operational systems, and professional management structures support institutional investment models.

In these tiers, demand is relatively strong and efficient. Institutional buyers bring efficiency, speed, and sophistication to transactions, but their reach extends only to a narrow slice of the overall transition market. The vast majority of firms coming to market—smaller, locally rooted, and often asset heavy—fall below institutional thresholds. As a result, institutional capital absorbs only a narrow slice of total supply, leaving the bulk of transitions to other buyer types.

Independent buyers: Essential demand with capacity constraints

In the middle are independent buyers: entrepreneurs, self-funded searchers, and career professionals seeking to acquire and operate small firms directly. With a concentrated interest in companies with \$500,000 to \$25 million in enterprise value, these acquirers are essential to absorbing the largest volume of upcoming transitions that will define the coming decade. Many are highly skilled operators with the capacity to sustain and grow businesses, but they face persistent obstacles in securing financing, accessing deal flow, and navigating the complex advisory landscape surrounding the acquisition.

This segment represents one of the most important pathways for economic mobility. It offers a route to ownership for individuals who may not have inherited wealth but possess industry experience, managerial skill, or entrepreneurial ambition—including rural residents, women, Black and Latino professionals, and others seeking durable income and asset-building opportunities.

Yet demand in this segment remains structurally constrained. While interest in acquisition has grown rapidly, many potential buyers remain on the sidelines due to fragmented deal sourcing, opaque processes, and uneven access to acquisition-ready support ecosystems. As a result, demand thins dramatically below the \$5 million enterprise value range, even as supply accelerates. The constraint is system capacity, not buyer capability.

Community and employee buyers: High alignment, limited reach

At the community level—micro and emerging middle-market firms under \$2 million in value—employee and mission-driven buyers play a distinct and vital role. This group includes worker cooperatives, [Employee Stock Ownership Plan \(ESOP\) conversions](#), community development entities, and place-based ownership vehicles. Their priorities center on continuity of jobs, local ownership, and legacy preservation rather than maximizing sale price. These models can be powerful tools for wealth building and community stability but remain underutilized because of limited technical assistance, financing norms, and policy alignment.

These models offer pathways for frontline workers, longtime employees, and community members—many from lower- and moderate-income backgrounds—to build equity and stabilize local economies. In rural areas

and disinvested urban neighborhoods, they may represent the best viability for businesses whose owners want continuity.

Despite strong alignment with the needs of smaller sellers, limited technical capacity, inconsistent policy frameworks, and a lack of standardized transition infrastructure constrain the number of deals these buyers can absorb. As a result, thousands of otherwise viable businesses face closure not because buyers do not exist, but because demand cannot scale fast enough to meet supply.

A fragmented demand system

Taken together, these buyer segments form a patchwork demand system, one that is unevenly distributed across deal sizes, regions, and industries. Institutional capital is concentrated in large metros and higher-value sectors such as software, manufacturing, and healthcare, while independent and community buyers are scarce in rural markets and asset-heavy industries. Community and employee buyers remain scarce in many regions despite strong local need.

This fragmentation leaves vast portions of the small-business landscape underserved. The result is a gap between the number of owners preparing to exit and the number of buyers positioned to step in.

Pathways to ownership

Even as interest in small-business acquisition grows, the pathways to ownership remain uneven, shaping who can participate and how easily they can complete a transaction. These disparities determine which buyers succeed and whether viable businesses continue.

Traditional transfers—including direct sales between private parties, private-equity buyouts, and family successions—are the most established routes. They function well for larger or professionally managed firms but require capital, networks, and expertise largely inaccessible to most first-time, independent, or community buyers. As a result, they capture only a fraction of total transitions.

Gradual or hybrid ownership models—such as seller-financed buyouts, ESOP conversions, and cooperative acquisitions—offer lower-barrier entry points and are particularly well suited to workers, local operators, and community-based buyers. These models can preserve jobs while keeping ownership local. They also support inclusion and community stability. But they remain difficult to scale due to limited technical assistance, inconsistent financing structures, and a lack of standardized guidance.

In recent years, a set of newer approaches has begun to emerge, widening access for a more diverse pool of potential buyers. Entrepreneurship through acquisition (ETA) programs, blended-capital search funds, and impact-oriented buyer accelerators train and finance entrepreneurs to acquire and operate smaller firms. These models demonstrate real potential, particularly for underrepresented demographics, but remain concentrated in elite networks and serve only a narrow slice of the overall market.

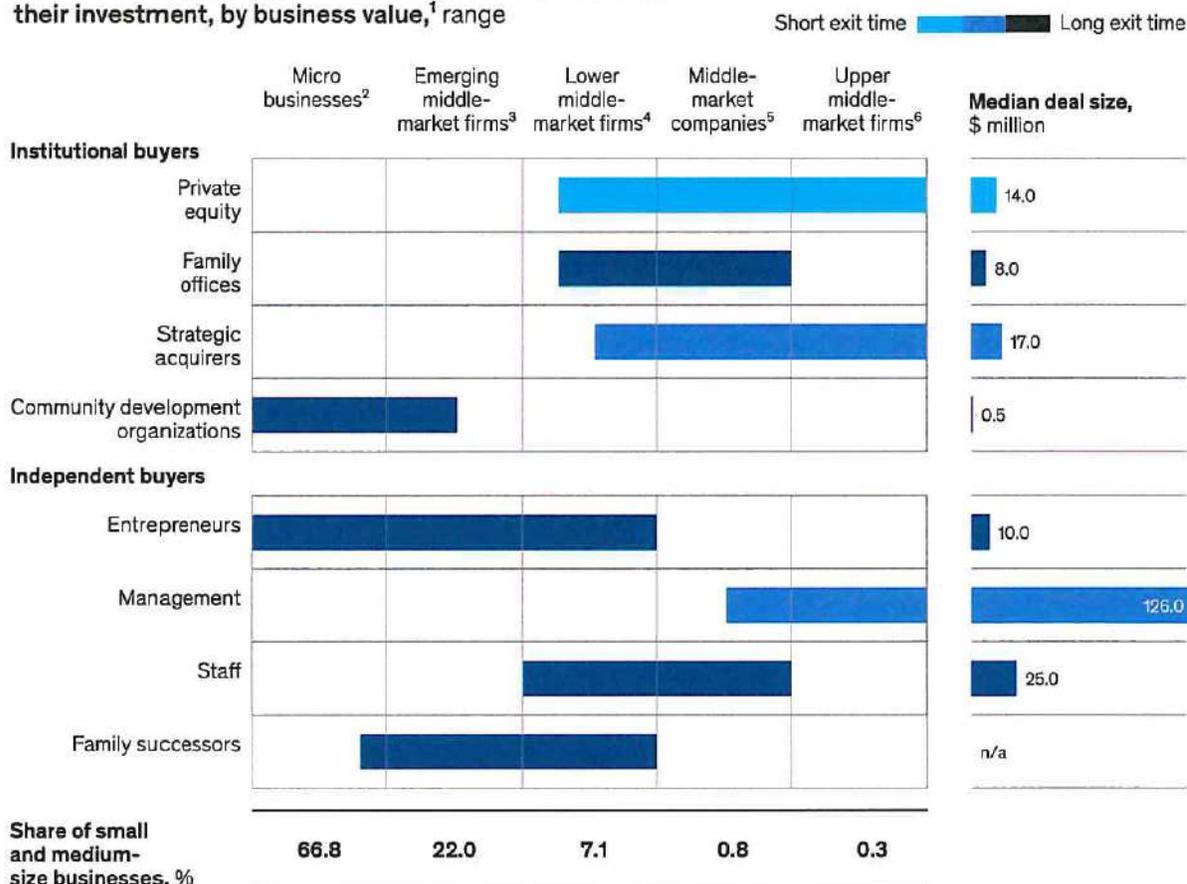
Across all these pathways, the central challenge is not willingness to buy but practical barriers in the buying process, such as sourcing viable opportunities, securing affordable financing, and accessing postclose support. The result is a two-tiered system: one where established investors navigate mature pathways with institutional support, while smaller and first-time buyers face an unpredictable, resource-intensive process that too often prevents ownership transitions (Exhibit 6). Unless these routes become more transparent,

standardized, and supported, millions of otherwise viable firms will continue to face preventable closures rather than successful transitions.

Exhibit 6

Institutional investors account for most of the largest deals, while independent buyers underpin the market for smaller businesses.

US median deal size, and where dealmakers concentrate their investment, by business value,¹ range



¹According to the US Small Business Administration, small businesses are defined as those with fewer than 500 employees. The US Census Bureau's Annual Business Survey (ABS) is for all businesses, both small and large. The SBA notes that 99.9% of all businesses are small businesses, therefore we assume that all results from the ABS are applicable to small businesses. ²Micro businesses (valued under \$500,000). ³Emerging middle-market firms (valued between \$500,000 and \$2 million). ⁴Lower middle-market firms (valued at \$2 million to \$25 million). ⁵Middle-market companies (valued between \$25 million and \$100 million). ⁶Upper middle-market firms (valued between \$100 million and \$1 billion).
 Source: PitchBook; US Census Bureau Annual Business Survey; US Census Bureau Business Dynamic Statistics; US Census Bureau Statistics of US Businesses; McKinsey analysis

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A latent economic mobility opportunity

The Great Ownership Transfer represents a rare opening for the US economy: a moment when an abundance of viable firms could drive renewal. For the first time, the country faces an oversupply of businesses for sale rather than a shortage, creating space for millions of new owners to step in and drive growth. Unlike housing, labor, or capital markets constrained by scarcity, this market is defined by an underutilized pipeline of productive assets ready to change hands.

“The next decade will determine whether the Great Ownership Transfer becomes a \$5 trillion opportunity for inclusive growth or instead results in an erosion of the small-business backbone that supports local economies. ”

If demand can be expanded—by increasing pathways to ownership, developing buyers at scale, and aligning transitions with workforce and community needs—the ownership transition wave could become one of the most powerful engines of economic mobility in the coming decade. Rural, Black, Latino, and female entrepreneurs especially stand to benefit, provided the systems that connect them to ownership are made visible and accessible.

Absent that expansion, current imbalances will remain. Millions of viable firms will face preventable closures because pathways to transitions remain fragmented and underdeveloped. The next decade will determine whether the Great Ownership Transfer becomes a \$5 trillion opportunity for inclusive growth or instead results in an erosion of the small-business backbone that supports local economies throughout the United States.

The risk of turning opportunity into loss

Buying and selling a small business is often harder than starting one because the systems that support entrepreneurship in the United States are currently built for founding companies, not transferring them. While the entrepreneurial ecosystem is optimized for start-ups—with incubators, accelerators, and technical assistance geared toward new firm creation—acquisition remains largely invisible, unstandardized, and unsupported. As a result, buyers, sellers, and intermediaries operate in a fragmented and opaque system that turns viable firms into missed opportunities rather than successful transitions.

Across the ownership transfer journey, frictions are pervasive. Buyers and sellers struggle to find each other, assess deal quality, secure financing, and navigate complex processes without consistent standards or reliable guidance. Aspiring entrepreneurs are rarely taught how to acquire firms, owners underestimate the preparation required to sell, and intermediary quality varies widely. Financing is slow, bespoke, and often inaccessible to first-time or lower-wealth buyers, while postclose support for new owners is limited or nonexistent.

These challenges stem from several structural failures: broken markets for acquisition capital, fragmented business services, ecosystem institutions not designed for transitions, a missing bridge between small businesses and institutional capital, and a lack of early planning support for owners without strong networks. As a result, buyers and sellers struggle to connect, financing remains difficult to access, and advisory capacity serves only the upper end of the market. Institutional focus and funding have built a start-up funnel but not a succession funnel. Entry pathways, financing tools, and postclose support for acquirers remain patchy and underdeveloped. As a result, up to \$5 trillion in enterprise value is at risk, millions of potential ownership transitions are stalled before they can begin, and a key pathway to wealth creation and economic mobility is cut off.

The following section examines these challenges across the five stages of the ownership journey, from aspiration to exit.

The five phases of the business acquisition journey

Ownership transfer is not a single transaction but a five-phase journey that unfolds over years and depends on the coordinated participation of a broad ecosystem of stakeholders. Across the process, banks and capital providers, corporate and anchor institutions, intermediaries and advisers, public agencies and philanthropy, and education and workforce institutions each play distinct roles. Yet the US market lacks the infrastructure to coordinate these roles across stages. The result is friction at every step: too few prepared buyers, too many unready sellers, and transaction and enabler challenges that provide too little connective tissue between the two.

Successful ownership transfer follows a predictable journey. Five stages—*aspiration and preparation, search and sourcing, deal structuring and financing, ownership and value creation, and succession and exit*—frame how ownership transitions are supposed to work and where the system currently breaks down. Each stage requires distinct decisions, capital, and ecosystem support. In practice, however, these actors often operate in isolation or enter too late. Fragmented systems and gaps in awareness, financing, data, and advisory support prevent otherwise viable businesses from changing hands.

Phase 1: Aspiration and preparation: Entrepreneurs don't know acquisition is an option. Long before a deal is on the table, the pipeline of potential buyers and prepared sellers begins to narrow. The aspiration and preparation phase, where entrepreneurs first consider acquisition and owners first plan for succession, sets the conditions for every transition that follows. This is when buyers and sellers clarify their goals, assess readiness, and build leadership, financial, and operational capacity for a transition (Table 1).

Table 1

Key challenges at the aspiration and preparation phase

Buyer challenges

- Most entrepreneurs learn how to start a business, not how to acquire one.
 - Entrepreneurship through acquisition (ETA) remains a niche model concentrated in a few MBA programs.
 - Diverse and first-generation entrepreneurs often lack mentors or networks to help them pursue acquisition as a viable path.
 - Search and acquisition training is costly and limited to elite institutions, leaving few accessible on-ramps.
-

Seller challenges

- Many owners underestimate how long it takes to prepare for a sale.
 - Few understand succession options such as Employee Stock Ownership Plans or family transfers.
 - Emotional attachment and fear of legacy loss delay decision-making and limit openness to new ownership models.
-

Transaction and enabler challenges

- Business support organizations—such as small-business development centers, Service Corps of Retired Executives mentors, and community development financial institutions—focus heavily on start-ups rather than on acquisitions.
 - No consistent curriculum or ecosystem exists to build acquisition literacy and readiness among entrepreneurs or retiring owners.
-

Yet today, this stage remains largely invisible and unsupported. “Most people don’t even realize that buying a business is an option until someone shows you that entrepreneurship through acquisition is possible,” said one founder of an investment firm that helps underrepresented entrepreneurs buy and scale existing small businesses. “Most entrepreneurs are taught how to start a business, not how to buy one, so they show up late and underprepared.” The result is a thin pipeline of ready buyers before the market even opens.

Phase 2: Search and sourcing: Buyers and sellers struggle to find each other. Once potential buyers and sellers are ready to engage, they encounter a market that rarely functions as one. The search and sourcing phase—when sellers bring opportunities to market and buyers identify potential matches through brokers, networks, or digital platforms—is marked by opacity and inefficiency. Most SMB sales happen quietly, through informal networks and inconsistent data, rather than through transparent, trusted marketplaces. “A lot of exits never show up in a formal process,” says one ownership transition investor. “Owners talk to their accountant, a trusted adviser, or someone they already know. If that doesn’t work, the business may never really go to market.”

On the buyer side, high-quality deal flow is scarce and due diligence costly; on the seller side, few owners have professional representation or accurate financials to attract credible buyers. The result is a fragmented discovery process in which viable businesses stay hidden and prepared buyers struggle to find them (Table 2).

Table 2

Key challenges at the search and sourcing phase

Buyer challenges

- Very few small businesses use a formal broker or listing platform; the rest rely on informal networks and inconsistent data.
 - Rural and microbusinesses often never reach visible markets, leaving buyers unaware of good opportunities.
 - High-quality deal flow is limited, and due-diligence resources are costly and fragmented.
-

Seller challenges

- Small and family-owned firms rarely engage professional intermediaries or advisers.
 - Many lack accurate, up-to-date financials, making it hard to attract credible buyers.
 - Sellers in smaller or rural markets face thin local buyer pools and little institutional support.
-

Transaction and enabler challenges

- Broker networks vary widely in quality, with no credentialing or professional standards.
 - No central registry exists to connect ready buyers and sellers.
 - Intermediary incentives favor larger, higher-margin deals, leaving smaller firms invisible.
-

Phase 3: Deal structuring and financing: Financial barriers can kill deals. Even when a buyer and seller manage to find each other, the deal itself often stalls at the financing table. As a community development banking official told us, “We see viable businesses with real cash flow fail to transfer—not because there isn’t a buyer or a business worth saving, but because the financing gap can’t be bridged.” The deal structuring and financing phase—when parties secure capital, negotiate terms, and complete diligence—is where opportunity most visibly collides with system constraints around financing and transaction costs.

For most small-business acquisitions, capital access remains slow, bespoke, and inequitable. One key product, the SBA 7(a) loan—a government-backed small-business loan program offering flexible financing through approved lenders—requires high equity, personal guarantees, and lengthy approvals that few first-time buyers can meet. Seller financing, meanwhile, is inconsistent and difficult to negotiate, while diligence and legal costs consume a disproportionate share of small deals. Banks and lenders treat these transactions as one-offs rather than a scalable market, and community lenders lack the products or funding to fill the gap. The result is a system built for exceptions, not scale, causing viable acquisitions to collapse for lack of capital rather than lack of potential (Table 3).

Table 3

Key challenges at the deal structuring and financing phase

Buyer challenges

- SBA 7(a) loans remain the main product but require high equity and full personal guarantees.
 - Financing options for sellers are inconsistent and hard to negotiate.
 - Due diligence and legal costs are disproportionately high relative to deal size.
 - Black and Latino buyers face higher loan denial rates and smaller approved amounts.
-

Seller challenges

- Many owners have unrealistic valuation expectations or lack understanding of market pricing.
 - Limited awareness of deal structures causes stalled negotiations or failed closings.
-

Transaction and enabler challenges

- Banks and lenders treat small-business acquisitions as bespoke, one-off transactions.
 - No standardized templates or risk-sharing mechanisms exist to speed underwriting.
 - Community development financial institutions and community lenders could help, but they lack scale, standardized products, and sustainable funding.
-

Phase 4: Ownership and value creation: New owners don’t have the scaffolding to succeed after acquisition. Even after a deal closes, the work of ownership is just beginning. New owners must stabilize operations, retain workers, and realize the business’s growth potential. Yet postclose infrastructure is often absent, leaving many buyers without support as they step into operating roles (Table 4).

Table 4

Key challenges at the ownership and value creation phase

Buyer challenges

- New owners inherit operational complexity without access to structured support systems.
 - Many face “key-person risk,” relying heavily on the departing owner or one senior employee.
 - Workforce retention and culture continuity often falter after transitions.
-

Seller challenges

- Sellers disengage quickly post-sale, leaving limited time for knowledge transfer.
 - Few have systems or documentation to guide new owners after closing.
-

Transaction and enabler challenges

- Few postacquisition advisory programs or peer networks exist for small-firm operators.
 - The support ecosystem (for example, small-business development centers, chambers, technical centers) lacks a mandate or funding for postclose continuity.
 - Acquisition ecosystems have no equivalent to the accelerator aftercare that supports start-ups.
-

Buyers often inherit operational complexity without structured support or knowledge transfer, especially in firms long dependent on a single founder. As one Midwestern entrepreneur who bought a small business told us, “You can’t do due diligence on everything. After the deal closes, you inevitably discover things you didn’t even know to ask about: processes, relationships, or risks that were never documented because the owner handled them personally.” Sellers typically disengage quickly, taking critical know-how with them.

Unlike the start-up ecosystem, where accelerators, mentors, and technical partners surround new ventures, the acquisition ecosystem offers almost no “aftercare.” Most small-firm operators face this stage alone, without advisory networks, shared back-office solutions, or workforce programs to sustain continuity. As a result, many promising transitions lose momentum just as success should compound, putting jobs, productivity, and community value at risk.

Phase 5: Succession and exit: Many sellers approach succession with too little, too late. By the time most owners reach the end of their tenure, the window for an orderly transition has already narrowed. The succession and exit phase exposes another gap in the system: Too many owners wait too long to plan. “Despite being closest to exit, many owners—especially baby boomers—are the least prepared,” says the Exit Planning Institute’s Snider. “Planning gets delayed because they’re so focused on running the business that exit strategy becomes an afterthought.”

Fewer than one in three small-business owners have a documented exit plan, according to the Exit Planning Institute’s *2023 National State of Owner Readiness Report*. Many delay out of cost, uncertainty, or emotional reluctance to let go. Without trusted advisers or local navigator programs, even well-run firms struggle to map a future beyond the current owner.

Family and partner dynamics often complicate decision-making, while in smaller markets, legal and accounting advisers often lack the experience to guide complex transfers. When owners signal too late, buyers cannot prepare, financing falls through, and viable firms close abruptly, erasing jobs, supplier relationships, and community wealth (Table 5).

Table 5

Key challenges at the success and exit phase

Buyer challenges

- Sellers rarely signal intent to sell early, leaving buyers and advisers little time to prepare.
 - Regions lack "succession navigator" hubs or clearinghouses to support proactive planning.
-

Seller challenges

- Many delay planning due to cost, lack of awareness, or emotional reluctance.
 - Family and partner dynamics often complicate exit decisions and timelines.
-

Transaction and enabler challenges

- Without early preparation, viable businesses close abruptly, erasing jobs, supplier relationships, and community wealth.
 - Legal and accounting advisers in smaller markets have limited experience managing ownership transfers.
-

Across all five phases of the ownership journey, the system fails to reduce friction, coordinate roles, or scale what works. Buyers face limited pathways, sellers lack readiness, intermediaries operate without standards, and capital markets underserve the middle of the economy. The result, as noted earlier, is a fragmented, opaque ecosystem that converts opportunity into preventable loss—where millions of viable businesses risk disappearing not for lack of value but for lack of systems that make ownership transfer routine and accessible.

Converting the Great Ownership Transfer into fuel

The Great Ownership Transfer can be viewed as a looming risk: Millions of small-business owners aging out, insufficient successors, and an ecosystem unable to manage the scale of change ahead. But this demographic wave does not have to result in erosion. With the right system in place, it can become a powerful engine of renewal—preserving productive capacity, stabilizing supply chains, broadening ownership, and strengthening economic mobility across communities.

What stands in the way is not a lack of viable businesses or willing buyers but the absence of a coordinated market for ownership transfer. Today's environment is fragmented across capital providers, advisers, corporate buyers, and civic institutions, each operating largely in isolation. The impact is most acute in the "missing middle": firms that are too large for start-up programs yet too small for institutional investors. These businesses face limited access to acquisition finance, uneven readiness for transition, inconsistent access to opportunity, and a patchwork of services that are difficult to navigate. Without intervention, many viable firms will simply close—even when successors exist.

A coordinated market for ownership transfer

Building a coordinated market for ownership transfer is therefore the central requirement for success. Such a market would clarify roles, align incentives, and provide shared infrastructure so that buying a business becomes as visible, supported, and scalable as starting one. If built effectively—both nationally and locally—it would allow ownership transitions to happen routinely rather than episodically, preserving firms that anchor local economies and supply chains while expanding pathways to ownership for a broader range of entrepreneurs.

Importantly, this is not a theoretical agenda. Proven playbooks already exist, but they have not yet been translated to the scale demanded by the coming wave of transitions. ETA portfolios have demonstrated how derisked acquisition models can scale when capital and support are aligned. Corporations have shown how supplier preservation programs, which combine long-term demand, transition support, and strategic engagement, can stabilize critical vendors. Business-service providers have successfully bundled legal, tax, valuation, and advisory services to reduce friction. Civic institutions have piloted navigator hubs that help owners and buyers move through complex transitions. Together, these models offer the building blocks of a functioning market; what is missing is coordination.

Addressing the 'missing middle'

The greatest leverage lies in addressing the challenges of the missing middle. The firms in this cohort represent a large share of employment, supply chain resilience, and local economic stability, yet they fall between existing systems of support. They are too complex for start-up-oriented programs and too small to attract institutional capital, leaving them exposed at precisely the moment when ownership transition becomes unavoidable.

If this middle tier is supported—through accessible capital, readiness assistance, bundled services, and clearer pathways to opportunity—viable firms will remain productive, workers will keep their jobs, supply chains will stabilize, and underserved entrepreneurs will gain access to ownership opportunities that have historically been out of reach. Addressing the challenges for this segment enables a coordinated market to deliver outside economic and inclusionary impact.

Who needs to do what—and why it matters now

Whether the Great Ownership Transfer becomes a story of closure or renewal depends less on abstract market forces than on the concrete actions taken by specific actors. Each holds distinct levers that shape

whether ownership transitions will result in widespread firm closures or durable economic renewal. Below are the roles these actors can play, the steps they can take, and the implications of inaction:

Banking and capital providers. Banks, community development financial institutions (CDFIs), US Small Business Administration (SBA) lenders, and private credit and equity investors play a central role in determining whether ownership transfers can occur at scale. While demand for acquisitions is significant, existing financing models remain a primary constraint.

Key actions can include modernizing underwriting standards for small-business acquisitions; standardizing products for sub-\$10 million transactions; and reducing equity barriers through guarantees, blended-capital structures, and risk-sharing mechanisms. Pairing capital with postclose support can further improve repayment and survival outcomes for first-time owners.

If capital providers adapt their products and risk frameworks, they can unlock a scalable asset class anchored in stable cash flows and real-economy outcomes. Without change, many otherwise viable transactions will remain unfinanceable, suppressing demand and accelerating unnecessary firm closures.

Corporate buyers and anchor institutions. Corporate buyers and large anchor institutions are exposed to ownership transitions through their supplier and contractor networks, where retirements represent an underrecognized supply chain risk.

Key actions can include identifying at-risk suppliers earlier; using procurement levers such as multiyear contracts, volume commitments, or co-investment to improve financing viability for successor owners; and, where appropriate, pursuing strategic acquisitions to preserve critical capabilities. Aligning ownership transition strategies with supplier diversity, resilience, and local economic development goals can further amplify impact.

Proactive engagement allows corporates to stabilize supply continuity, quality, and local economic ecosystems. Absent engagement, preventable supplier failures, emergency replacements, and erosion of supply chain resilience become more likely.

Business ecosystem intermediaries and advisers. Intermediaries and advisers in the business ecosystem—such as CPAs, platforms, brokers, and lawyers—play a critical role in reducing friction and enabling scale in the ownership transition market. Today, high transaction costs, fragmentation, and inconsistent quality limit participation, particularly in smaller deals.

Key actions include professionalizing small-deal infrastructure through bundled service offerings, adopting shared standards and data practices, improving visibility via registries and platforms, and providing structured postclose support to stabilize newly transferred firms.

As the ecosystem reduces friction and improves reliability, ownership transfer can shift from a bespoke process to routine infrastructure. Without such changes, fragmentation will continue to bias outcomes toward larger transactions and leave many small businesses unable to transition.

Public sector and philanthropy. Civic institutions—including public agencies, philanthropies, and community organizations—influence ownership transitions through their ability to help those in the ecosystem plan ahead, align incentives, and coordinate across economic and workforce development and policy initiatives.

Key actions include embedding succession and exit readiness into mainstream small-business and economic-development programs years before owner retirement; incorporating acquisition readiness into workforce and sector-based initiatives that prepare managers, employees, and operators for ownership; and

using administrative and regional data to anticipate retirement-driven exit risk by sector and geography. Public agencies and civic convenors can further reinforce these efforts through navigator hubs and coordinated technical-assistance networks, while aligning grants, tax incentives, procurement preferences, and technical assistance to reward early preparation, continuity of operations, and gradual ownership transfer.

When these actions are coordinated early, communities are better positioned to retain employers, preserve local tax bases, and sustain essential services. Without coordination, many otherwise viable firms are likely to close due to timing and system failures rather than business fundamentals—leading to avoidable job losses and more reactive, higher-cost public interventions downstream.

Educational and workforce institutions. Educational and workforce institutions influence who enters the ownership pipeline long before transactions occur, shaping the depth and diversity of future buyers.

Key actions include integrating acquisition, succession, and employee ownership into entrepreneurship curricula; highlighting ownership transfer as a viable pathway for operators, workers, and veterans; and aligning training programs with postacquisition capability needs.

Expanding awareness of ownership pathways broadens economic mobility and strengthens the future buyer pool. Without normalization, acquisition will remain underrepresented relative to start-ups, perpetuating buyer shortages and limiting transition capacity.

Converting transition risk into a renewal agenda

When these groups act together, the Great Ownership Transfer becomes more than a risk mitigation exercise. Coordinated action could preserve up to \$5 trillion in enterprise value, protect jobs, stabilize supply chains, and unlock new pathways to ownership for historically underserved entrepreneurs. Over time, a functioning market for ownership transfer becomes self-renewing: Each successful transition strengthens the infrastructure, expands the pool of experienced owners and advisers, and makes the next transition easier.

Seen through this lens, the Great Ownership Transfer is not merely a transition agenda: It is a renewal agenda. It offers the opportunity to replace a fragile, exclusionary system with one that regenerates local businesses under new leadership, investment, and ideas. If the country succeeds, this demographic wave will be remembered not as a period of widespread closures but as the inflection point when business ownership became a broader pathway to mobility—and when the small-business economy learned to renew itself at scale.

A once-in-a-generation opportunity to renew American enterprise

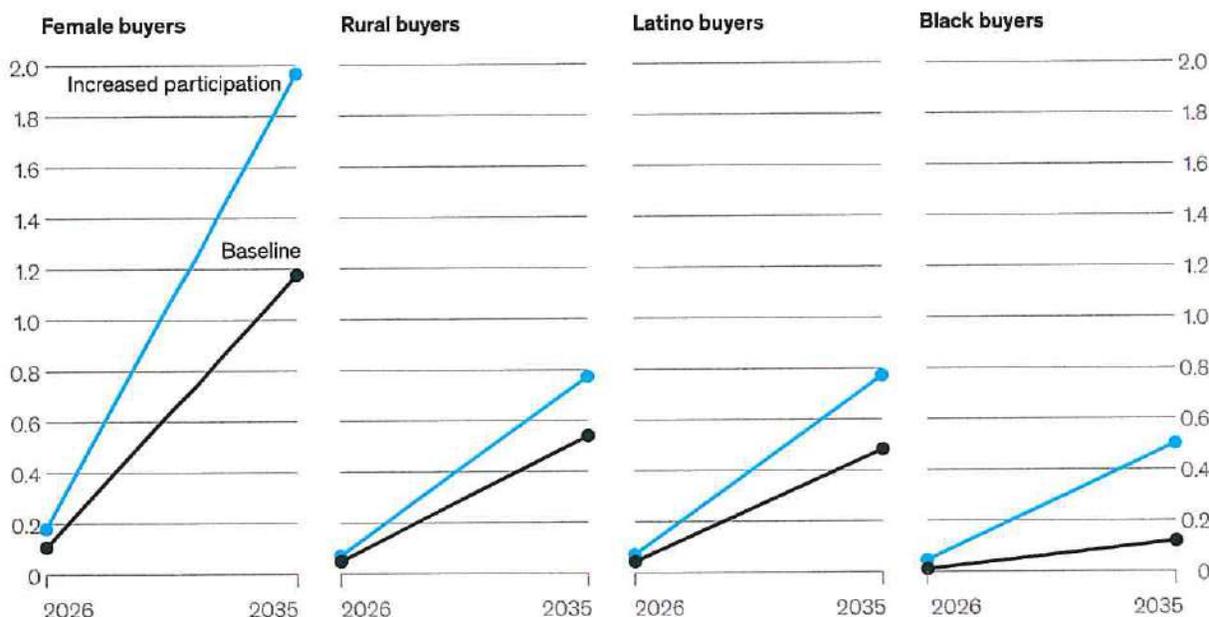
If managed well, the Great Ownership Transfer could prove transformative, unlocking a new era of economic renewal, inclusive ownership, and institutional strength across the US economy. Rather than allowing millions of viable firms to shutter as owners retire, a functioning ownership transition market could preserve up to \$5 trillion in enterprise value, keep up to 12 million jobs in place, and protect about \$250 billion in annual local spending power. For rural and midsize communities in particular, continuity of small manufacturers, trades firms, and service providers would help anchor tax bases, stabilize supply chains, and reinforce regional economic resilience. Nationally, sustaining these transitions could support GDP growth and innovation capacity during a decade of profound demographic change.

Beyond continuity, this moment creates a rare opening to broaden who participates in ownership and wealth creation. With the right acquisition ecosystem in place, business ownership could become attainable for thousands of rural, Black, Latino, and female entrepreneurs—closing long-standing participation gaps and potentially generating \$2 trillion to \$3 trillion in new household wealth (Exhibit 7). Employee and community ownership models could further ensure that profits circulate locally, preserving jobs and strengthening civic stability. Over time, business ownership could shift from a privilege largely reserved for those with inherited capital to a mainstream pathway to economic mobility, making the economy more innovative, more representative, and more resilient.

Exhibit 7

Closing participation gaps can shape who benefits from the Great Ownership Transfer.

Cumulative wealth captured, by key demographic, by scenario, 2026–35,¹ \$ trillion



¹Baseline average is the total wealth captured (of the \$3.1–\$4.6 trillion) multiplied by the percentage of small and medium-size businesses owned by demographic. Increased participation represents this same total wealth captured if the group were to achieve US demographic parity (eg, Black parity is 13%). Source: Small Business Administration; US Census Bureau Annual Business Survey; US Census Bureau Business Dynamic Statistics; US Census Bureau Statistics of US Businesses; McKinsey analysis

McKinsey & Company

“A functioning ownership transition market could preserve up to \$5 trillion in enterprise value, keep up to 12 million jobs in place, and protect about \$250 billion in annual local spending power.”

Realizing this potential will require more than isolated transactions; it demands durable institutional capability. Coordinated data systems, credentialed intermediaries, and standardized financing products could form the backbone of a mature ownership transfer market. Public and private lenders—from the SBA to CDFIs to commercial banks—would be able to rely on consistent underwriting frameworks and transparent performance data. Professional and advisory networks could be trained to manage ownership transitions as routinely as start-ups or real estate transactions. Over time, policy, education, and capital systems could become permanently aligned around business continuity and inclusive growth—creating an ecosystem that endures well beyond the current demographic wave.

The long-term prize is a self-renewing economy. Within a decade, buying a business could be as common, visible, and supported as starting one. New and diverse owners would build on the legacies of retiring entrepreneurs, sustaining jobs while innovating for the future. Each successful transition would seed the next, forming a continuous cycle of local investment, leadership development, and opportunity. In this future, the Great Ownership Transfer becomes not just a handoff of assets but a blueprint for how the US economy renews itself generation after generation.

“Within a decade, buying a business could be as common, visible, and supported as starting one.”

Ultimately, this is more than a demographic event; it is a test of institutional readiness and imagination. The choices made now will shape who owns—and who benefits from—American enterprise for decades to come. If mishandled, the transition risks eroding productive capacity, community wealth, and the diversity of ownership that underpins innovation and resilience. If managed well, it can catalyze a generation of new owners, strengthen local economies, and embed inclusion into the nation’s economic fabric. Investing now—in data, advisory capacity, capital access, and buyer development—can ensure that retiring owners pass on not just their businesses but the foundation of the next era of American prosperity.

How relevant and useful is this article for you?

☆☆☆☆☆

ABOUT THE AUTHOR(S)

Ken Yearwood is a partner in McKinsey’s Chicago office, where **Nathan Marks** is a consultant; **Shelley Stewart III** is a senior partner in the New York office and is chair of the McKinsey Institute for Economic Mobility; and **Nick Noel** is an associate partner in the Washington, DC, office.

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This article was edited by Christine Y. Chen, a senior editor in the Denver office.

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CATTARAUGUS COUNTY IDA

TRAILBLAZER VOLUNTEER DAY

Help Connect the Trail to Cattaraugus

Join volunteers as we begin clearing the path to connect the **Pat McGee Trail to the Village of Cattaraugus**

This community workday will help rough-cut and clear the future trail corridor, **building momentum** for a connection that will bring **trail users, visitors, and opportunities** into our Village.

Where Trails Meet Community & Commerce

EVENT DETAILS



Saturday, April 11th

9:30 - 3:00 PM



Village Municipal Parking Lot

Corner of West St & Main St

Volunteers of all skill levels are welcome to attend



What to Bring

Work Gloves - Boots/Outdoor Gear

Loppers (Optional)

WHAT WE'LL BE DOING

- Rough cutting and clearing brush
- Establishing the future trail route
- Supporting the trail-to-Village connection
- Building momentum for the project

VOLUNTEER THANK YOU

Following the workday, volunteers are invited to a thank-you pizza gathering at:



BE A TRAILBLAZER FOR CATTARAUGUS