

**County of Cattaraugus
Industrial Development Agency**

BOARD OF DIRECTORS MEETING - AGENDA

**Tuesday, July 21, 2026
North Park Innovations Group-Conference Room
6442 NY-242- East
Ellicottville, NY 14731
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:

-Approval of June 23, 2026 CCIDA Board of Directors Meeting Minutes:

New Applications

- 1. Steelbound 716 Refillable Spirits (Program):

- Steelbound 716 Refillable Spirits (Program) is a proposing a refillable spirits program built around a simple but powerful idea: the customer should not have to buy a new glass bottle every time a retailer buys vodka, gin, whiskey, rum or other spirits. Instead, Steelbound would sell the liquid, collect the empty bottle, sanitize it, refill it, reseal it and place it back into circulation. The program would use durable ceramic-coated 1 liter bottles, stackable return crates, electric delivery vehicles and a local route system.

The first market would be Western New York, branded as Steelbound 716. Future markets could use regional prefixes such as 585, 315, 518 and a Five Boroughs / New York City identity.

- Launch market: Western New York 716.
- Manufacturing and operating base: Ellicottville, New York.
- Primary customer: retailers, restaurants, bars, banquet centers and hospitality accounts.
- Primary advantage: reusable bottle economics plus New York Farm Distillery regulatory privileges.
- Environmental advantage: major landfill diversion, reduced glass/cardboard waste and electric route delivery with zero tailpipe emissions. The project will be located at 6600 Route 219, Ellicottville, NY. *We have included an attachment that describes and gives the complete project overview in its entirety.*

-The Total Project Investment: \$1,200,000 (-,+)

- 2. North Park Innovations Group, Inc.:

- North Park Innovations Group, Inc. has submitted an Application to the Agency seeking NYS Sales Tax Abatement, Mortgage Tax Abatement and Real Property Tax Abatement relating to their manufacturing Operations. The project will consist of the acquisition of a commercial building located at 4580 Route 219 in the Town of Great Valley, NY as well as upgrades to the building and equipment purchases. The project will create 10 new jobs within the County as well! *We have included an attachment that describes the Company and investment in its entirety.*

-The Total Project Investment: \$500,000 (-,+)

Application/Project in Process

- 1. I & S Inc. of NY:

- I & S Inc. of NY was founded in 1988 and is headquartered in Allegany, NY where the serve the oil, gas and solution mining industry. I & S Inc. of NY has submitted an Application to the Agency seeking NYS Sales Tax Abatement, Mortgage Tax Abatement and Real Property Tax Abatement relating to their proposed expansion project. The project will consist of the acquisition and construction of a new office, new lay down yard and cold storage buildings at property located at 4174 Route 417 & 4296 Route 417, Allegany, NY. **The Public Hearing was held on July 14, 2026 at 9:00 a.m. in the Town of Allegany.** *No one was in attendance.* Included in your board packet is a letter from the Town of Allegany attorney (Peter Sorgi) conveying the Town's support of the IDA and the project.

-The Total Project Investment: \$9,000,000 (-,+)

√ **Inducement Resolution –I & S Inc. of NY**

√ **Resolution Supporting I & S, Inc. of New York 2026 CFA Application for Empire State Development Regional Council Capital Funds.**

***CCIDA Financial Report:**

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

***Income for June 2026 \$127,461.75:**

-\$49,752.00- (Full Administration Fee-Win-Sum Ski Corp.)

-\$ 7,491.00- (Full Administration Fee - HoliMont, Inc.)

-\$70,218.75- (2nd half Administration Fee – Hidden Gems/Creeley Construction)

- General update on projects in process: including the Agency has 5 projects in the closing stage which should close in the 3rd-4th quarter of this year.

***Invest Buffalo Niagara-Board Level Membership:**

- At our June IDA Board meeting, Matt Hubacher from Invest Buffalo Niagara presented an overview of IBN and discussed strategies and opportunities for closer collaboration, including how Invest Buffalo Niagara can assist with site development initiatives in Cattaraugus County. The objective is to significantly expand collaboration in order to strengthen the County's economic development base and business attraction efforts. Matt presented an informative slide deck presentation to outline the discussion and overview.

We have included in the Board packet a breakdown for the Investor Level that IBN currently has. I am seeking support from the Board to increase our yearly contribution of \$5,000 to a \$10,000 to become a Board Member (level).

***2024 ALICE NYS ALICE and 2024 Cattaraugus County ALICE Report(s):**

-In 2024, based on the Federal Poverty Level (FPL), 14% of New York households were defined as being in poverty. Yet this measure did not account for an additional 34% of the state's households — more than twice as many — that were also in financial hardship. These households are ALICE: Asset Limited, Income Constrained, Employed — earning above the FPL, but not enough to afford basic expenses in the county where they live. Forty-Eight Percent of New York Households Faced Financial Hardship in 2024:

Total State Households: 7,809,082

Above ALICE Threshold hold 52%

Poverty 14 %

Below ALICE Threshold 48%

Sources: ALICE Threshold, 2024; U.S. Census Bureau, American Community Survey, 2024 Combining ALICE households plus those living in poverty, an estimated 48% of households in New York were below the ALICE Threshold in 2024 (Figure 1-see handout). This rate was higher than the national average (41%) and placed New York 49th among all states and the District of Columbia (with 1st representing the lowest rate of hardship).

The Cattaraugus County United Way recently gave our office a call wondering if we have any economic data to share **as there was a significant drop in poverty level in Cattaraugus County from 2023 to 2024.**

Census-based ALICE data shows households below the financial-hardship threshold in Cattaraugus County fell from 50% in 2023 to about 40% in 2024 — roughly 2,900 fewer struggling households in a single year, the largest one-year improvement in the 2010–2024 series. The timing lines up with major job-creating investments in the county, including Great Lakes Cheese and Cimolai-HY reaching hiring milestones in 2023–2024. This is a genuinely encouraging, third-party-verified data point. ***It is not proof that any one project — or any one organization — caused the change, and it should never be presented that way, we underline this point.***

*We have included the entire 2024 ALICE Report, the specific Report for Cattaraugus County, as well as a write up that Corey provided (he worked on with a friend of his who is an accountant who helped formulate a general synopsis), with **caveats** relating to the findings of the 2024 ALICE Report.*

-Congressman Langworthy Announces More Than \$3.1 Million in FAA Grants for Southern Tier Airports; \$2.21 Million for Olean Airport:

-This is great news for the Olean and the Southern Tier as whole! We thank all worked work so hard to secure this key grant money relating tp further vestment and infrastructure buildout at the Airport.

Corey has also provided a general economic development impact report on the Olean Airport and its key infrastructure/figures that it provides to the City, County and Region as a whole.

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

-Please see included detailed ***Executive Directors Reports for June 2026 and July 2026*** for key business Development meetings and general updates.

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

- ✓ **The Villager**: Article: *"Ski Areas Build More than Mountains/Holiday Valley and HoliMont Drive Economy in Catt. Co."*. Article written by Corey Wiktor that explains in detail the economic engines and economic tax drivers that Holiday Valley and HoliMont are.
- ✓ **Handout**: New York Comptroller's Office: *"Taxpayer Migration in New York State"*.
- ✓ **Handout**: Camoin Associates: *"Making Housing Work in Small Markets"*.
- ✓ **Camoin Associates**: Article: *"Siting and Building Data Centers: What Economic Developers Should Know"*.
- ✓ **Handout**: *"Recap and Economic Impact of the Olean Airport"*. Corey compiled
- ✓ **Olean Times Herald**: Article: *"Olean to receive \$2.21M in FAA aid for airport work"*.
- ✓ **Handout**: *"Congressman Langworthy Announces More Than \$3.1 Million in FAA Grants for Southern Tier Airports"*.
- ✓ **Reason**: Article: *"New York Becomes the First State to Ban New Data Centers"*.
- ✓ **WREN**: Article: *"Reaction to Hochul's data center executive order"*.

Executive Session: (For a matter of attorney/client privileges)

Motion- :
:

Time:

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

Time:

Adjournment:

Motion-

:

Time:

-North Park Innovations Tour:

-Lori and Bill Northrup of North Park Innovations have graciously offered to provide a tour of their facility, and their recent expansion project following today's Board Meeting. We sincerely thank Lori and Bill for all their hospitality and gracious hosting and support and continued investments! The expansion that they constructed in 24-25', is already at capacity!

*** The next CCIDA Board of Directors Meeting:
Tuesday, August 18, 2026 at 11:15 a.m.
In Ellicottville, NY and also, via Zoom***

Zoom Meeting access Information:

Topic: CCIDA's Zoom Board Meeting

Time: Jul 21, 2026 11:15 AM Eastern Time (US and Canada) Join Zoom Meeting:

<https://us02web.zoom.us/j/88353361155?pwd=ZWbHa-jNqbLOIR1iZAq8cjtC0aajWAD.1>

Meeting chat link:

<https://us02web.zoom.us/jc/88353361155>

Meeting ID: 883 5336 1155

Passcode: 318648

One tap mobile:

+19292056099,,88353361155#,,,,*318648# US (New York)

+16469313860,,88353361155#,,,,*318648# US

COUNTY OF CATTARAUGUS INDUSTRIAL DEVELOPMENT AGENCY

BOARD MEETING MINUTES

June 23, 2026

OBDC Offices

301 N. Union Street - Laine Conference Room

Olean, NY 14760

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

Roll Call: -Taken-

Members

Present:

Mr. Joseph Higgins
Mr. Brent Driscoll
Mr. James (Joe) Snyder
Mr. Michael Wimer
Mr. Thomas Cullen

Excused:

Ms. Ginger Schroder

Late Arrival:

Mr. Thomas Buffamante-Chairman

CCIDA Staff/Counsel:

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

Presenters/Guests:

Dan Sessler, President/Owner of I&S Inc. of NY
Emily Palumbos, ESP Consulting on behalf of I&S Inc. of NY (via zoom)
Richard Smith, Cattaraugus County Legislature
Matt Hubacher, Invest Buffalo Niagara
Rachel Selski, Camoin Associates
Bob Clark, Olean Times Herald
Mark Storch, Storch Development (via zoom)
Rick Miller, Olean Star
Jonathan Epstein, Buffalo News (via zoom)

Mr. Higgins called the meeting to order at 11:15 a.m.

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

Mr. Wimer pointed out an error on the bottom of page 1, which will be amended with the change. **A Motion was made by Brent Driscoll seconded by James Snyder** to accept the Board Meeting Minutes from May 19, 2026 with the requested change. All in favor. **Motion Carried.** Ms. Schroder was excused.

-Mr. Higgins: We have a new application of I&S.

-Mr. Wiktor: Yes, thank you. Welcome everyone to OBDC for our IDA Board Meeting on Tuesday, June 23, 2026. We are here at 301 N. Union Street, the Laine Conference Room in the beautiful City of Olean. We appreciate the Board and everyone's time for the maneuver of the board location for today's purposes to amend to some scheduling for Mr. Buffamante. As Mr. Vice Chairman indicated, the first item on the agenda is the application from I&S Inc. of NY. With that, I would like to welcome everyone on zoom as well. I will introduce Mr. Dan Sessler and Emily Palumbos who is working with I&S and Dan's team. Dan is the President and Owner of I&S Inc. of NY. This is a dynamic industry that founded back in Fredonia in 1814 and this area that they serve in New York State and Pennsylvania and Ohio. I will let Dan give that overview. This is not a drilling company and clarify the range of services that I&S performs. With that, Dan, I appreciate you taking time out of your busy schedule to spend a few minutes with the IDA. Again, if you could brief the board on the application, an overview, the property location the consensus of the project. Also, we did receive a letter of support from the Town of Allegany which has been very involved with several of the key meetings, their support of the IDA and this project. Dan, I will turn it over to you for the presentation.

-Mr. Sessler: Thank you Corey and thank you for having us here. If anyone has any questions, please feel free to openly ask or interrupt me. Like Corey said, the company has been based right here in Olean/Allegany since 1988. The past five years we have expanded from not just New York State but into Pennsylvania, Ohio and West Virginia and are performing work in those states as we speak right now. We are in the middle of some acquisitions with some other companies right now, we are hiring a lot more people, and are in desperate need for more space for our shops and offices. In the last couple of weeks, we purchased another piece of property in Allegany right down the road and we are starting to get that property ready. We are going to use that property for some storage room. We are running a small space which holds about 2 people but we are running 8 people out of it and it's very tight. Our shop is small and our equipment does not even fit in the shop right now. We would like to stay in Cattaraugus County and in Allegany where the business is right now as there is plenty of room to expand. We are working with a local company right here in town, Kinley Construction, with the plans to put the whole package together for new shops, offices and buildings. With the business being headquartered right here in Allegany, a lot of the stuff that we purchase is right here from Allegany, our diesel fuel, our pickup trucks, the Napa's, the hardware stores, a lot of local businesses as that is what I am all about is buying here. I would like to keep that going.

-Mr. Wiktor: Yes, I think it is important as we look at a legacy industry that was built in New York State and having a company that is looking to not only to retain a lot of workers, but to grow the force and their services are going to be forever needed. To have them consider the expansion here in Allegany helps to grow expansion within services into the economic development with a network of multipliers of economic development. This hits many buckets of support and I think it would be imperative of us to dedicate a lot of time and energy with the support. We are working with Emily who is assisting, Empire State Development is involved and Cattaraugus County. A few weeks ago, back in May, we had a good roundtable session and there is a lot of momentum of support to keep this company local and growing. Anything the board could do to help support that would be greatly appreciated. I forgot to send this to the board, but I spent some time writing up some ideas

about the cross boarder economic development centered on natural gas. I will share that as the industry is here and it's not going away, and companies like I & S in my mind should be advocacies needed by the DEC or companies that safeguard, plug or rebuild the virtues of wells. Kudos to you guys for being known in that industry. I think this is an A#1 project not only for the County but for the Town and New York State as a whole. We look forward to working with ESD as they will be a big partner in this project.

-Mr. Sessler: One of the big problems going on right now is the menthane gas leaking into the atmosphere as a lot of these orphan wells where a lot of people do not even know they are on their property and are leaking gas out. This is a lot of what we are doing in Ohio as people are finding these wells. I know our Governor just released information that it is a serious problem here in New York. It is becoming a much more visible problem and that is why we are trying to get ahead of the curb. Other services we do is solutionite which is with salt companies where we work for US Salt, Morton Salts and other salt companies that use wells to extract salt out of the ground.

-Mr. Driscoll: It sounds like you have about 60 people working for you now?

-Mr. Sessler: Yes, we are approaching 60 right now.

-Mr. Driscoll: What were you five years ago would you say?

-Mr. Sessler: We were at about 8.

-Mr. Driscoll: That is really positive.

-Mr. Sessler: Thank you.

-Mr. Wiktor: Wonderful, thank you. Emily, do you have anything you would like to add?

-Ms. Palumbos: Thank you, I appreciate your time. What I think is great is that I & S is locally engaged and they want to keep it local and when they expand, they want to expand locally using local partners. We have been working to make sure this expansion project goes through and they are looking to do is looking for your support with their application but also is in partnership to make sure everyone know what is going on, the City of Olean, the County and Southern Tier West. They are looking to do this as a community, with the community and within the community support as we do not want to catch people off guard. We want to keep them aware and be extremely realistic, which is everything I & S is doing.

-Mr. Wiktor: Thank you Emily, well said. We will schedule a public hearing in the Town of Allegany, and then coordinate SEQR and assuming everything goes well, we will bring this back to the Board at our July Board Meeting for your approval.

-Mr. Higgins: Do you have final drawings ready to go?

-Mr. Sessler: Not final yet, but they are drawn up.

-Mr. Murray: Have you started your site plan approval process with the Town yet?

-Mr. Sessler: I think Kinley mentioned it to them. The Town is very familiar with the project, but we have not formally filed for anything on the project.

-Mr. Driscoll: Are there any issues with infrastructure (power)?

-Ms. Sessler: Sewer and water. We are running off a well up there but that is another big part of what we are

working with the Town on as about a quarter mile away they have water and would love to run it down as the trailer park there really wants it and continue through to all those businesses.

-Mr. Wiktor: We have been working with the County Administrator's office and the Town has been engaged. The Town Supervisor has been very helpful to see how they could engineer and draw that extension out.

-Ms. Palumbos: If I may, utilities and power is certainly is a major concern in any development. Just to clarify, I & S does not need any new utilities necessarily to move forward; but what we are looking for is the ability for a partnership with the Town when and if the Town is applying for funding towards infrastructure for water the fact that they have the expansion here is a huge plus. Expansion of the utilities would be a good additive for the Town. We are looking to address any potential problems or road bumps.

-Mr. Murray: Have you started any SEQR process with any involved agency.

-Mr. Wiktor: No, they have not yet, they are waiting for funding. It is a very common process in projects. Thank you, Emily, and thank you Dan.

-Mr. Driscoll: Yes, thank you, it's great. These are services that we need.

-Mr. Wiktor: I want to thank the Board. The reality of economic development when companies have choices especially with natural gas, it is imperative we try and do everything we can and not get melted in with drilling.

New Application

1. I&S Inc. of NY:

- I & S Inc. of NY was founded in 1988 and is headquartered in Allegany, NY where they serve the oil, gas and solution mining industry. I & S Inc. of NY has submitted an Application to the Agency seeking NYS Sales Tax Abatement, Mortgage Tax Abatement and Real Property Tax Abatement relating to their proposed expansion project. The project will consist of the acquisition and construction of a new office, new lay down yard and cold storage buildings at property located at 4174 Route 417 & 4296 Route 417, Allegany, NY. *The completed and executed applications along with two (2) attachments that give a detailed overview of the Company and project are included within the Board Packet for further information.*

-The Total Project Investment: \$9,000,000 (-,+)

-Presentation by Camoin Associates:

- The County of Cattaraugus IDA wishes to demonstrate the economic value of its work by focusing on approximately five signature projects that best represent the breadth and impact of the IDA's business assistance efforts. Rather than a broad portfolio-wide analysis, this study will go deep on a curated set of high-impact projects, telling both the quantitative story of jobs, wages, and economic output generated, and the qualitative story of how IDA involvement was instrumental in making each project happen.

The findings will serve as a powerful advocacy and communications tool, demonstrating to elected officials, business partners, and the public the critical role the IDA plays in Cattaraugus County's economic development landscape. Bridget Byrnes and Rachel Selsky will be presenting via Zoom to the IDA on the transformational manufacturing project, *Great Lakes Cheese* and a key redevelopment project on a Brownfield site that was recently remediated in the City of Olean, *MJ Painting Contractor, LLC*.

-Mr. Wiktor: Next is Camoin Associates. Rachel is on from Camoin and the IDA has contracted with them. The IDA retained their services to analysis 5 recent economic development projects. We want to demonstrate the economic value not only of the IDA's work, but how those benefits allowed the development of a project and what was the return of that project back to the communities, the State and the region. The first 2 projects we worked on and analyzed is Great Lakes Cheese for manufacturing and MJ Painting for brownfield redevelopment which has been a hot topic. These are projects that have shown new growth into the county. Rachel if you could give an introduction and overview, that would be great.

-Ms. Selsky: Thank you. I have been working with Corey and Crystal on these projects that the IDA has been involved with. What I think is interesting is they wanted to tell the whole story of how the project impacted the county. We have worked on MJ Painting and Great Lakes Cheese and it looks like you have documents in front of you. The economic impact for each project is different for each of them. We started with Great Lakes Cheese which was a huge investment in the county with over \$718 million in total impact, direct spending around construction for the new cheese manufacturing and packaging facility. This project involved a bit of an attraction, competitive site selection process whereas the county was identified as a good location. The IDA played a key role in advancing the project by helping to identify and secure development sites with local and state partners, environmental review and providing tax assistance through abatements and exemptions. One of the nice things we have been able to do with this project is have interviews with the key representatives of the companies to tell their perspective as how the project came to be and the role the IDA played in securing the project. We try and use those nuggets of information to build into our report. The results of the impact analysis for Great Lakes Cheese, the construction related impact in terms of the in-county spending resulted in over 544 jobs and about \$46 million of earnings in the county and ongoing the committed to a certain amount of jobs and they have been able to exceed that number of jobs, they are up to about 529 jobs with about \$34 million in earnings on site on an annual basis. All that creates ripple effects in other industries that creates nearly 1,500 jobs within the county that are tied to the activity at Great Lakes Cheese. This is a fantastic example of the support of the IDA had a ripple effect. On the report it highlights the PILOT they received and other exemptions and the additional sales tax revenue that is generated both temporarily during construction as well as annual as new earnings are generated and a portion of that is spent locally. So that is Great Lakes Cheese. Anything to add to that one?

-Mr. Wiktor: Certainly, thank you. To the board, we try and drill in what is arguably one of the counties one-time largest investments and to look at the project after it was completed. It is hard to believe that in June of 2021 it was our first meeting on this project and to think about how far they have come today and how much they have pledged and seeded is monumental. If you look some of the numbers that show the economic return, and obviously agriculture is a huge component of this project. The hard part was trying to quantify that because of co-ops and dairies as there is not always driven data specific. A lot of the data we put in here is real time, if you will. We talked about how they exceeded their job numbers; we look at some of the spending, even on top of the IDA's traditional benefits, you had a neighborhood investment of about \$718 million. In total, it is probably near a billion dollars, certainly with all the equipment. When you get to some of the pages in the back, with the construction phase impact, the impact of the annual operations with the earnings, the sales, it demonstrates a large chain of economic development that looks not only to be sustainable, but has grown beyond their initial pledges. We try and take a hard look at the IDA that did a PILOT and sales tax, there was no mortgage, so what is the value of that and what does it give back to a private and public partnership. A lot of what the IDA does is we are abating taxes for a long-term investment. If you remember, it was just a cornfield before and now has a world class operation and exceeded its job numbers by about 100, produced downstream spending and good agriculture impact. These are numbers we want to get out there after the project was completed and how the incentives were utilized in an efficient way. In my mind of what we could do not only to assist the company but help them grow in Western New York. Any questions on the numbers on that project?

-Mr. Driscoll: Certainly, a tremendous success.

-Various Board Members: Yes, a great and tremendous success.

-Mr. Wiktor: Again, I thank the Cattaraugus County Legislature and the Board that pulled that project out of some challenges. I appreciate Joe at our first meeting in June of 2021 who put his hand out and said how can we help. That resonates hard and the County should be proud of that because government played a massive role and worked to land that project. Kudos!

-Mr. Wiktor: What we want to do is take a look at sectors. As far as tourism, we will be doing in the future the review of Holiday Valley. I cannot wait to talk about that one is what we learned on that downstream spending and the tax numbers the tourism throws off into the County specific. These are numbers right from New York State and are striking. Again, Ellicottville alone, out of the Chautauqua, Cattaraugus, Allegany tourism region, takes in about a \$486 million outside spending in visitors in that region and 52% alone is out of Ellicottville.

-Mr. Snyder: That's why I have always pushed it, and if I can, push more. If we are going to invest money, we need to do something to help the issues of Ellicottville that limits its growth. There are issues and how can we help break that loose because they pay 25% of the County taxes.

-Mr. Wiktor: Joe, I agree. The new study that came out shows amount the net new revenue to the Towns, Villages, County which equates to about \$1,600 per tax payer. So, to your point, investing in that engine I think is a great idea.

-Mr. Snyder: How do we identify a project that would help add 2-3 more blocks of space in downtown Ellicottville for the development of restaurants and shops? If you grow that whole entity, it helps everyone.

-Mr. Driscoll: It helps the region.

-Mr. Wiktor: I agree. I think sometimes people are not trying to learn as they think of the IDA as just a giveaway and that story of the project is not told as it is an abatement on the investment made. We can argue that all day, but until we get that known, it's an issue that people think we write checks.

-Mr. Higgins: I'm not sure people know, but historically, Holiday Valley since the day they started, the owners and people on the board have never taken out a nickel (that may not be the case in the last few years, I don't know) but historically everything we have given them as an incentive gets put back into the investment there for the snowmaking and everything else.

-Mr. Wiktor: Good point.

-Mr. Driscoll: I think it is fairly simple. Without economic development, we would be in just terrible shape. When a business does not grow, it dies and when it dies, people disburse, population shrinks and schools close. We need to support economic growth because without it you are just giving yourself a slow death.

-Mr. Buffamante: I think Corey was the one that made a point that you cannot look at Holiday Valley and HoliMont as one project makes or breaks what they do. They reinvest every year and refresh and rebuild.

-Mr. Wiktor: To your point Tom, this past year in Ski Magazine, which is an industry standard magazine based on surveys, rated them #1 in the East for lodging. It speaks to them ensuring every room is to the quality of the standard. It is a direct testimate to spending.

-Mr. Cullen: I think it would be interesting to see a study as Holiday Valley is one of the few resorts that did not sell to Vail Resorts, what is the economic impact of them staying?

-Mr. Wiktor: Good point Tom.

-Mr. Driscoll: We have a lot of experience when we have seen companies go from locally owned versus to not locally owned. What happens is from an industry stand point, they disappear, they move.

-Mr. Buffamante: Yes, they would be pulling money out of the area. They might still reinvest, but not in the same way as Holiday Valley does.

-Mr. Wiktor: I agree, not to pick one, but I think tourism will be a very insightful and impactful study. We look forward to that.

-Mr. Wimer: I am going to echo Tom's point, which I think is a great one, you don't have to look long or hard for other resorts that were bought by Vail and the effect it has had on those towns.

-Mr. Buffamante: It would be nice to give some of these companies kudos for their own reinvestments and they should get credit for that.

-Mr. Wiktor: Yes. I would like to introduce and welcome Rick Smith, a Legislature, City of Olean. Thank you for joining us.

-Mr. Smith: Thank you, everything I am hearing is very interesting. When you are talking about the Ellicottville project, the biggest number I caught was 52%, that is huge. You did a great job on Great Lakes, Mike John and I&S at the old drive in which they are going to redevelopment into something great. What you guys do is very interesting.

-Mr. Wiktor: Thank you Rick, we appreciate that. You were part of some of the biggest projects in the county. I thank you for taking the time and coming to the meeting.

-Mr. Buffamante: Let's get back to MJ Painting.

-Ms. Selsky: The other project we worked on was MJ Painting which was on a much smaller scale. The interesting story here is the length of the relationship MJ Painting has had with the IDA and their ability to continue to reinvest into their business and stay in Olean. They are a company that works all around the country, but they staff all of their projects from the county and are home based here. Over 10 years now MJ Painting has been working with the IDA and continue to invest in their business and their site to be able to expand and they currently have 40 jobs on site. Those people go and travel off site and then return on site creating a ripple effect for other industries in the county for a total of 44 jobs and \$1.5 million in earnings throughout the county.

-Mr. Wiktor: Where Mike John has sustained and grown has been is in the natural gas industry with certifications of applications of paint. His allegiance to Olean bleeds out of him. He hires his employees here, buys his vehicles, gas and paint here and it is striking how much is local. These sites, Homer Street and the further corner which the IDA assisted with in 2014 and his new shop, then if you flip over I86 on Franklin/Johnson Street, he purchased 9 acres, did the cleanup, built another shop there for his growth and he has a lot of available for sale. All of those projects were through the BCP, the Brownfields Clean-Up Program, that took extensive amounts of cleanup. The Johnson Street property was about a \$12 million cleanup. Mike not only helped the environment in that sector of Olean, but cleaning these legacy sites up gives an opportunity for people to buy the sites. What I liked about this study is a brownfield, contaminated site with basically no value, was cleaned up and built up to all new in the City of Olean which is underlying the genesis of what the IDA performs. What we perform has to be identified as an investment. Rachel, I appreciate your time. Any questions by the board?

-Mr. Buffamante: I think I am pretty safe to say that neither one of these two projects would have happened without the IDA's help. I think we all deserve a little pat on the back because it's the importance of being involved in economic development as it does not happen by itself.

-Mr. Wiktor: I think that is a good point. When you talk to business owners and what their challenges are, it is their sales numbers, costs, their utility rates and taxes.

-Mr. Cullen: Yes, that is why Dan from I & S is waiting to move forward.

-Mr. Wiktor: Thank you Rachel, we look forward to the other projects as we move forward.

-Ms. Selsky: Thank you everyone.

-Presentation by Matt Hubacher from Invest Buffalo Niagara (IBN):

-Matt Hubacher of Invest Buffalo Niagara is here to discuss strategies and opportunities for closer collaboration, including how Invest Buffalo Niagara can assist with site development initiatives in Cattaraugus County. The objective is to significantly expand collaboration in order to strengthen the County's economic development base and business attraction efforts. Matt will be playing an informative slide deck presentation to assist this discussion and overview.

-Mr. Wiktor: Matt Hubacher from Invest Buffalo Niagara is here. The IDA has been a board member for the last decade. Matt has a connection to our region. We did include in your packet the slide show presentation. Matt, the floor is yours.

-Mr. Hubacher: Thank you Corey and thank the Board for your time. It is a pleasure to be here and thank you all for what you do for this amazing county. We are a private, non-profit, non-government economic organization for business attraction and expansion in the 8 counties in Western New York. We really play 3 main roles, we are regional marketers, we are regenerators/project managers/professional economic developers and we are economic researchers. We have a marketing component, a business development component and research component. The reason for our existence is to make it as easy as possible for companies to locate, invest capital and create jobs in our service territory. That is our guiding principles and do pretty much whatever it takes to make sure that happens. We have been in Western New York since the year 2000 and in the last 26 years we have successfully helped 464 businesses expand or relocate to the region.

-Mr. Wiktor: Thank you Matt. I have worked with Matt for a long time and he has always been an advocate for Cattaraugus County. I will be bringing something to the board that will solidify a working agreement that will bring back some real details and data that will tell us what is our inventory, what are our challenges and what are our opportunities.

-Mr. Buffamante: I think this is an opportunity for us to step up our game in this area. We should be on the board and we can tap into a resource we currently do not have. We have some funds that we can reinvest into our selves.

-Mr. Wiktor: Yes, I agree. Thank you, Matt., We will continue this with the board in July.

-Mr. Buffamante: We still have several things on our agenda. Let's break for lunch.

-Mr. Wiktor: Thank you for everyone's time. I know this is a longer Agenda today. The next item is High Meadow Resorts. The project started as short term rentals and morphed into a boutique landscape hotel adding services for a full restaurant and event space that further establishes the concept of a boutique hotel. Today for the IDA to consider are those changes as well as the costs increased and the employment numbers increased. Accordingly, the language on the application changed due to these changes so we needed to update the resolution. We held another public hearing on June 17, 2026 to advise of the changes and no one was in

attendance. The town has amended and accepted the changes. We ask the board to review the refined changes.

Application/Project in Process

- 1. High Meadows Resorts LLC / Hidden Gem Family Resorts, L.L.C:

- The IDA initially induced this project **February 18, 2025** (High Meadows Resorts LLC). The project consists of the construction of 25 short term rentals collectively known as a “Landscape Hotel”, an amenity building and associated parking a on property located at 7060 Route 242 in the Town of Mansfield. The Company subsequently submitted a revised Application on **May 28, 2026** amending the project description to a boutique landscape hotel featuring 25 private villas, a multi-use restaurant/bar and lounge/small event space, guest parking and self-service wellness spa. *A second public hearing was conducted in the Town of Mansfield on June 17, 2026. A copy of the public hearing minutes are provided in your packet for review.* The project within this secondary/revised project overview adds additional employment as well as the opportunity for increased tourism relating to items such as a restaurant and event space.

-The Total Project Investment: \$ +/-12,000,000

✓ **Inducement Resolution** –High Meadows Resorts, LLC

Resolution:

A Motion was made by Brent Driscoll seconded by James Snyder. RESOLUTION OF THE COUNTY OF CATTARAUGUS INDUSTRIAL DEVELOPMENT AGENCY: (i) ACCEPTING THE AMENDED APPLICATION OF HIDDEN GEMS FAMILY RESORTS, LLC / CREELEY CONSTRUCTION, 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 MODIFIED PROJECT DESCRIBED BELOW; (ii) RATIFYING THE SCHEDULING, NOTICING, AND CONDUCTING OF A PUBLIC HEARING IN CONNECTION WITH THE MODIFIED PROJECT; (iii) MAKING A DETERMINATION PURSUANT TO THE STATE ENVIRONMENTAL QUALITY REVIEW ACT; (iv) APPOINTING THE COMPANY, OR ITS DESIGNEE, AS ITS AGENT TO UNDERTAKE THE MODIFIED PROJECT; (v) AUTHORIZING THE UNDERTAKING OF THE MODIFIED PROJECT TO PROVIDE FINANCIAL ASSISTANCE TO THE COMPANY IN THE FORM OF (A) A SALES TAX EXEMPTION BENEFIT FOR PURCHASES AND RENTALS RELATED TO THE ACQUISITION, CONSTRUCTION AND EQUIPPING OF THE MODIFIED PROJECT, (B) A MORTGAGE RECORDING TAX EXEMPTION BENEFIT FOR FINANCING RELATED TO THE MODIFIED PROJECT, AND (C) A PARTIAL ABATEMENT FROM REAL PROPERTY TAXES BENEFIT THROUGH THE PILOT AGREEMENT; AND (vi) AUTHORIZING THE NEGOTIATION AND EXECUTION OF A LEASE AGREEMENT, LEASEBACK AGREEMENT, A PAYMENT-IN-LIEU-OF-TAX AGREEMENT, AN AGENT AND FINANCIAL ASSISTANCE PROJECT AGREEMENT, AND RELATED DOCUMENTS. A roll call of the Board of Directors of the CCIDA was taken, Mr. Buffamante, Mr. Higgins, Mr. Driscoll, Mr. Snyder, Mr. Cullen and Mr. Wimer voted yes. **Motion Carried.** Ms. Schroder was excused.

***CCIDA Financial Reports:**

A Motion was made by Brent Driscoll seconded by Michael Wimer to accept the May 2026 Operating Statement as presented to the Board. All in Favor - **Motion Carried**. Ms. Schroder was excused.

***Income for May 2026:**

-\$25,500,000 (Full Admin. Fee-1378 Group LLC-Huntley House Hotel)

***Income for June 2026:**

-\$49,752 (Full Administration Fee-Win-Sum Ski Corp.

-\$7,491 (Full Administration Fee - HoliMont, Inc.)

*-\$70,218 (Closing on the High Meadows Resorts Project-Closing June 25)**

-Updated Certificates of Deposits-Statement for review and information.

-Mr. Driscoll: Looking at the financial statements, we need to take some money and reinvest it into companies that we talked about earlier in the county and the communities. This will take some planning and possible additional staff. I think it is a blessing for our county and it's excellent.

-Mr. Buffamante: The financials are strong and we have the ability to do things and have a few things going on.

-Mr. Driscoll: We need to organize ourselves for the future. I think we may need additional staff to move things along faster in the future.

-Mr. Wiktor: We will get an email out to the board, the staff and the counsel on these matters.

-Mr. Snyder: We should have a sit-down meeting and discuss what would have an impact.

-Mr. Wiktor: Yes, we plan on doing that and will get that set up.

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

-Mr. Wiktor: Next is the 1904 Armes Building project. The project was induced by the IDA pegged at about \$1.3 million redevelopment, mixed/used of the Armers Block Building in Gowanda.

-Construction Management Service Proposal for the IDA (1904 Armes Block):

-Adaptive reuse projects of this type face well-documented headwinds in today's development environment. Rising construction costs, a persistent high-interest-rate environment, and the structural complexity of historic buildings create significant barriers to project feasibility and financing. Institutional lenders and state funding agencies increasingly require detailed, professionally prepared pre-construction cost documentation before committing capital a standard that has become more prevalent and commonplace across the development industry. Compounding this, the dynamic between developers and contractors has shifted meaningfully in recent years. Where contractors once provided preliminary estimates and feasibility input at no cost in pursuit of future work, it is now standard practice for qualified construction managers to charge for pre-construction services. This is the market reality developers across the region are navigating.

A key obstacle facing this project specifically is the absence of a reliable, defensible cost-of-construction estimate. Mr. White has received multiple bids for the reconstruction work, and those estimates vary

substantially a situation that makes it effectively impossible for him to finalize a pro forma, secure institutional financing, or fully activate the New York Forward award and other available incentive programs. Without a credible pre-construction analysis from an accredited construction manager, the project risks stalling at a critical juncture.

-Mr. Buffamante: The owner is sharing in ½ the cost and I think without our help, the project may not go forward. Hopefully this will help jump start it. It's a complicated project with the DRI and funding involved.

-Mr. Cullen: I agree, the project needs some help.

-Mr. Driscoll: It's a vacant building and the project needs help.

A Motion was made by Michael Wimer seconded by Thomas Cullen to authorized the Executive Director conduct the RFP to send out and solicit a pre-construction management services agreement on behalf of the Armes Block project with a shared cost of the total engagement fee. – **Motion Carried.** Ms. Schroder was excused.

-Review and Discussion of proposed Lease at Olean Business Development:

-Memorandum is included to the Board of Directors relating to a Proposed Satellite Office in Olean at OBDC, 301 N. Union Street, 3rd Floor. **A complete breakdown and detailed overview are included within the Board packet for further reference.** A Motion was made by Brent Driscoll seconded by Thomas Cullen to authorized the Executive Director to lease office space at OBDC, 301 N. Union Street, 3rd floor, Olean, NY. – **Motion Carried.** Ms. Schroder was excused.

***Executive Director's Monthly Report:**

- NYS FY 2026-27 Enacted Budget-Executive Summary & Budget Review. Included in the Board packet is **a breakdown and recap** of the many adopted Budget items that were passed that centered around economic development and how it could relate to the IDA on various topics and projects.
- *Division of Local Government and School Accountability Performance of Industrial Development Agencies in New York State – 2026 Annual Report, based on 2024 IDA Performance.* Corey **created and included** within the Board Packet a complete breakdown of the Cattaraugus County Industrial Development Agency Performance.

The Board will receive and note the CCIDA Performance Brief, which summarizes how the Agency compares to peer IDAs using the New York State Comptroller's 2024 performance data. The report highlights that CCIDA manages a 58-project, \$804 million portfolio with two employees and a roughly \$0.6 million annual budget, while operating at about half the statewide average cost per project; it also points to 1,275 net jobs gained, 1,365 jobs obligated to be retained, and an estimated \$87 in private investment for every \$1 of public tax exemption support. Overall, the brief presents CCIDA as a lean, high-output rural IDA that is performing strongly relative to its size and staffing.

- Corey **recently created and included** a monthly Newsletter that will be sent out to all IDA contacts, businesses and stakeholders. This will also be placed on our website for on-going updates. *Invest Cattaraugus*-Official Newsletter of the County of Cattaraugus Industrial Development Agency.
- **Update on the IDA Office.** Crystal and Corey recently met with CEO of Ellicott Development, William Paladino and his associate Jeremy Wassel regarding some requests and upgrades to the current IDA

Office. The meeting was very productive and positive. Ellicott Development will be putting in a gate within the fence for easier access to the Office. Also, a newly lit walkway, leveled porch, new parking and entrance signage along with updates and renovations to the kitchen. They will also be installing air conditioning and upgrading our technology for the Board room with a larger monitor, full room camera for Zoom Meetings and sound. We look to have this work started in the near future.

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

- ✓ **Penn Live:** Article: *"Pennsylvania's natural gas impact fee proves energy development and community investment can coexist/opinion"*.
- ✓ **Olean Times Herald:** Article: *"Common Council Oks plan to incentivize remote workers to locate to Olean"*.

Executive Session:

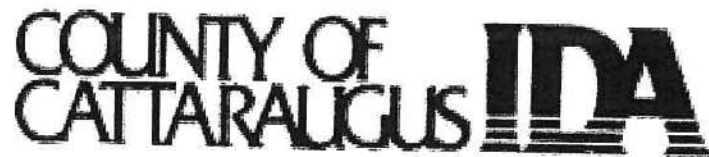
A Motion was made by Brent Driscoll seconded by Michael Wimer to go into Executive Session for a matter of attorney/client privileges at 1:48 p.m. All in Favor - **Motion Carried.** Ms. Schroder was excused.

A Motion was made by Michael Wimer seconded by Brent Driscoll to exit Executive Session and return to the regular meeting at 2:09 p.m. All in Favor - **Motion Carried.** For the official record, no action was taken in the Executive Session. Ms. Schroder was excused.

A Motion was made by Brent Driscoll seconded by Michael Wimer to adjourn the meeting at 2:10 p.m. All in Favor – **Motion Carried.** Ms. Schroder was excused.

*** Next CCIDA Board of Directors Meeting: July 21, 2026 at 11:15 a.m.**
at the North Park Innovations Group, Inc.
6442 NY-242 East
Ellicottville, NY
and also, via Zoom

APPLICATION FOR FINANCIAL ASSISTANCE



Name of Applicant: Steel bound 716 Refillable Sporks Program

Date Submitted: July 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: Steelband 716
Applicant Address: 6600 US 219
City/Town: Ellicottville State: New York Zip: 14731
Phone: 716-699-2042
E-mail: wburssee@gmail.com

B) Business Organization (check appropriate category):

Corporation ☐

Public Corporation ☐

Sole Proprietorship ☐

Other (specify) _____

Year Established: _____

Partnership ☐

Joint Venture ☐

Limited Liability Company ☒

State in which Organization is established: _____

C) Individual Completing Application:

Name: W.A. William Burssee
Title: CEO/member
Address: 6600 US Rte 219
City/Town: Ellicottville State: New York Zip: 14731
Phone: 716-997-1444 E-Mail: wburssee@gmail.com

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

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

E) Company Counsel:

Name of Attorney: Brian Attala
Firm Name: Attala & Attala, P.C.
Title: Partner
Address: 11 Main Street
City/Town: Hartford State: NY Zip: 14075
Phone: 716-648-7000 E-Mail: battala@attalaw.com

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 "Attachment A" for Details on Company.

The Company (new) will be a "sister" company to Steelhead Brewing & Distilling, which is based in Elizabethtown, NY. This new operation will create new jobs, use NY grains + products (75%) and will help create a new line of manufacturing, and a eco-friendly product line.

Estimated % of sales within Cattaraugus County: 60%
Estimated % of sales outside Cattaraugus County but within New York State: 40%
Estimated % of sales outside New York State but within the U.S.: 0%
Estimated % of sales outside the U.S.: 0%
(*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 20%

Identify vendors within Cattaraugus County for major purchases: Swatts Bakery, local hardware, electricians, plant grass service, Sports Locker, Elizabethtown Kitchen Equipment, Elizabethtown Exterminating, Local contractor have already been contacted for the new facility. Local suppliers and vendors have always been vital and used where can.

II. Eligibility Questionnaire - Project Description & Details

A) Project Location

Address of Proposed Project Facility: 6600 USRte 219 (Parcel Number to be created)
City/Town: Elizabethtown School District: Elizabethtown CSD
SBL Number(s) for proposed Project: New SBL - split to be formed.

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

What are the current real estate taxes on the proposed Project site? - New Parcel split to be created.
If amount of current taxes is not available, provide assessed value for each
Land: \$ _____ Buildings(s): \$ _____ 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.):

- Currently serves as first class restaurant, brewery + distilling.

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 A", for a full breakdown and overview of the proposed project. Included with the Application.

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: - Location could be further. I'd like the EDA to

support this new venture, to further Anchor the original location base

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: - Potential NYSED & other local local funds.

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):

A new venture, fills a local need, uses a NYS certified 75% local produced farm distilled spirits plant, originating from Elliptonville. (new jobs produced). We've worked with this for many years, they have always brought sustainable, but challenging investment forward.

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?

Would a question the project with costs rising in price competitive market conditions. It's a new line of business that has inherent risks and significant 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: - N/A

C) Site Characteristics

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

Describe the present zoning/land use: _____

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	☐	Life Care Facility (CCRC)	☐
Affordable/Workforce Housing	☐	Market Rate Housing	☐
Assisted Living	☐	Mixed Use	☐
Back Office	☐	Multi-Tenant	☐
Civic Facility (not for profit)	☐	Renewable Energy	☐
Commercial	☐	Research/Design	☐
Senior Housing	☐	Retail	☐
Facility for Aging	☐	Warehousing	☐
Industrial/Manufacturing	☒	Other _____	☐
Tourism Facility/Project	☐		

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

L7 Production + Review

*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	6,000	\$100,000	33%
Warehouse			
Research & Development			
Commercial	within 6,000 sq ft	800,000 [±]	67%
Retail (see retail questionnaire)			
Office			
Renewable Energy			
Specify Other			

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 | \$ <u>(owned)</u> |
| _____ acres _____ square feet | |
| 2. New Building Construction <u>6,000</u> square feet | \$ <u>400,000[±]</u> |
| 3. New Building Addition(s) _____ square feet | \$ _____ |
| 4. Infrastructure Work | \$ _____ |
| 5. Reconstruction/Renovation _____ square feet | \$ _____ |
| 6. Manufacturing Equipment | \$ <u>400,000[±]</u> |
| 7. Non-Manufacturing Equipment (furniture, fixtures, etc.) | \$ <u>400,000[±]</u> |
| 8. Soft Costs: (Legal, architect, engineering, etc.) | \$ _____ |
| 9. Other, Specify: _____ | \$ _____ |
| TOTAL Costs: \$ <u>1,200,000</u> | |

Construction Cost Breakdown:

Total Cost of Construction	\$ <u>400,000</u>	(sum of 2,3,4 and 5 above)
Cost of materials:	\$ <u>400,000</u>	
% sourced in Cattaraugus County	<u>100%</u>	%

Have any of the above costs been paid or incurred as of the date of this application? ☐ Yes or ☒ No
If yes, describe: _____

Sources of Funds for Project:

Bank Financing \$ Working with various Banks - 07/26
Equity (excluding equity that is attributed to grants/tax credits) \$ Land
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)
POA \$ _____
passive NYSED. \$ _____
\$ _____
\$ _____
Total Sources of Funds for Project Costs: \$ 1,200,000

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): \$ N/A

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: \$ 1,000,000

Estimated State and Local Sales and Use Tax Benefit (multiply 8.0% by the figure, above): \$ 80,000

*** 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): \$ 750,000 ^{Will firm in 3 max.}

Estimated Mortgage Recording Tax Exemption Benefit (multiply the mortgage amount as indicated above by 1.25 %): \$ 9,375

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): 15 year Manufacturing PILOT - \$ 142,150 WRC 15 years.

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.

- 15 year standard POA Manufacturing PILOT

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

*If include the current
Distilling operations which will
Benefit as well.*

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)	0	0	6	6
Part Time (PT)	0	0	-	-
Total ***	0	0	6	6

** 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	1	1	75,000	-	-
Professional	1	1	95,000	-	-
Administrative					
Production	4	4	\$205,000	-	-
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>375,000</u>
Estimated average annual salary of jobs to be retained (full time)	\$	<u>-</u>
Estimated average annual salary of jobs to be retained (part time)	\$	<u>-</u>
Estimated average annual salary of jobs to be created (full time)	\$	<u>62,500</u>
Estimated average annual salary of jobs to be created (part time)	\$	<u>-</u>
Estimated salary range of jobs to be created		
From (full time)	\$	<u>62,500</u>
From (part time)	\$	<u>-</u>
To (full time)	\$	<u>62,500 ↑</u>
To (part time)	\$	<u>-</u>

N/A

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: _____
 Address: _____
 City/Town: _____ State: _____ Zip: _____
 Contact Person: _____
 Phone: _____ Fax: _____
 E-Mail: _____
 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.

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

N/A

NIA

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? _____

MA

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? less than 5%. 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 _____

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

↑ NA ↑ - Not Retail

MA

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? _____

MA

MA

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.

- See Included Cost-Benefit Analysis *

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.)
\$1,200,000 \$1,300,000	\$147,000	\$800,000	\$9,375	TBD (NYSED, local?)

Calculate % (Est. PILOT + Est. Sales Tax + Est. Mortgage Tax + Other) / Total Project Costs: 26 %

* Using Max. numbers that are estimated high-dur 15 years

Attachment A: Representations, Certifications and Indemnification

William Burgee (name of CEO or other authorized representative of Applicant) confirms and says that he/she is the CEO / member (title) of Steelbound The Refillable Spinks Dish (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.

- Q. The Applicant confirms and acknowledges that the submission of any knowingly false or knowingly misleading information may lead to the immediate termination of any Financial Assistance and the reimbursement of an amount equal to all or part of any tax exemption claimed by reason of the Agency's involvement the Project.
- R. The Applicant confirms and hereby acknowledges that as of the date of this Application, the Applicant is in substantial compliance with all provisions of Article 18-A of the New York General Municipal Law, including, but not limited to, the provision of Section 859-a and Section 862(1) of the New York General Municipal Law.
- S. The Applicant and the individual executing this Application on behalf of Applicant acknowledge that the Agency and its counsel will rely on the representations and covenants made in this Application when acting hereon and hereby represents that the statements made herein do not contain any untrue statement of a material fact and do not omit to state a material fact necessary to make the statements contained herein not misleading.

STATE OF NEW YORK)
COUNTY OF CATTARAUGUS) ss.:

William Bursell, being first duly sworn, deposes and says:

1. That I am the CEO (Corporate Office) of Steelbound 716 Rehabilitative Sports Program (Applicant) and that I am duly authorized on behalf of the Applicant to bind the Applicant.
2. That I have read the attached Application, I know the contents thereof, and that to the best of my knowledge and belief, this Application and the contents of this Application are true, accurate and complete.

[Signature]
(Signature of Officer)

Subscribed and affirmed to me under penalties of perjury
this 16th day of July, 2026

Crystal G. Almeter
(Notary Public)

CRYSTAL L. ALMETER
NOTARY PUBLIC, STATE OF NEW YORK
Registration No. 01AL5088075
Qualified in Cattaraugus County
My Commission Expires 11/10/2029

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.

STEELBOUND 716

Refillable Spirits Program

A Western New York launch plan for a reusable bottle, electric-vehicle, farm-distilled spirits platform originating in Ellicottville, New York.



Concept visual: Steelbound 716 electric route vehicle and refillable spirits platform.

Prepared for discussion with Corey Wiktor and the Cattaraugus County Industrial Development Agency. The purpose of this document is to explain the opportunity, the regulatory advantage, the economic development potential, the environmental impact and the ways the IDA may be able to assist Steelbound in moving from concept to launch.

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1. Purpose of the Meeting with the IDA

This plan is intended to give Corey Wiktor and the Cattaraugus County IDA a clear understanding of Steelbound's intended direction before a working meeting. The goal is not merely to ask for one incentive; the goal is to invite the IDA into the early planning of a project that may combine manufacturing, agriculture, sustainability, electric transportation, workforce development and statewide distribution.

Steelbound would like to launch the program from its hometown base in Ellicottville, then expand outward under regional New York identities. The first launch would be Western New York under the Steelbound 716 brand. As the program moves to other counties and regions, the prefix and regional identity can change while the operating platform remains consistent.

Core request: help Steelbound identify grants, incentives, technical assistance, financing pathways and agency partnerships that can turn this into a Cattaraugus County-based growth platform.

2. Executive Summary

Steelbound 716 is a proposed refillable spirits program built around a simple but powerful idea: the customer should not have to buy a new glass bottle every time a retailer buys vodka, gin, whiskey, rum or other spirits. Instead, Steelbound would sell the liquid, collect the empty bottle, sanitize it, refill it, reseal it and place it back into circulation.

The program would use durable ceramic-coated 1 liter bottles, stackable return crates, electric delivery vehicles and a local route system. The first market would be Western New York, branded as Steelbound 716. Future markets could use regional prefixes such as 585, 315, 518 and a Five Boroughs / New York City identity.

- Launch market: Western New York 716.
- Manufacturing and operating base: Ellicottville, New York.
- Primary customer: retailers, restaurants, bars, banquet centers and hospitality accounts.
- Primary advantage: reusable bottle economics plus New York Farm Distillery regulatory privileges.
- Environmental advantage: major landfill diversion, reduced glass/cardboard waste and electric route delivery with zero tailpipe emissions.



Launch: Western New York 716 | Prefix changes by county/region

Concept visual: route vehicle branded for Steelbound 716 and the refillable spirits program.

3. The Core Problem in the Spirits Industry

The traditional spirits model is extremely packaging intensive. A bottle is manufactured, shipped, labeled, boxed, sold, opened, emptied and discarded or recycled. Even when glass is recycled, the process still requires collection, transport, sorting, melting and remanufacturing. In many real-world situations, glass and secondary packaging still end up in the landfill or in low-value waste streams.

This creates a major opportunity for a locally controlled closed-loop model. Bars and restaurants already buy the same well products repeatedly. They do not need a new decorative glass package every time they buy liquid for high-volume vodka, gin, whiskey, rum or agave-based cocktails. They need dependable quality, competitive pricing, easy ordering, reliable delivery and a simple return process.

- Single-use glass creates unnecessary waste for high-volume well spirits.
- Cardboard cases, dividers, labels and wrap create additional waste.
- Traditional distribution pushes cost into packaging, freight and tiers.
- Retail accounts need convenience, price and quality more than disposable packaging.

4. Steelbound 716 Solution

The Steelbound 716 solution is a closed-loop refill system. Steelbound owns or controls the bottle pool. Retailers receive full bottles in crates. Empty bottles are returned in the same crates. Steelbound sanitizes, inspects, refills, caps, tamper seals and redeploys the bottles on the next delivery cycle.

The visible brand can be local and powerful: Steelbound 716 with a Buffalo icon for Western New York. When the program moves to another county or region, the same operating system can carry a new regional code and local imagery. The system becomes scalable while still feeling local.

- Reusable ceramic-coated 1 liter bottles.
- Stackable delivery and return crates.
- Electric delivery vans for local routes.
- Regional branding: 716 first, then 585, 315, 518 and New York City.
- Program language: Drink Local. Return Local. Refill Local.



Concept visual: Steelbound 716 bottle family. The prefix and regional identity can change by market.

5. Why Launch from Ellicottville

Ellicottville gives the project a compelling origin story. It is Steelbound's home base, a hospitality destination and a manufacturing location already associated with local beer, spirits, tourism and New York ingredients. Launching here shows that rural communities can create modern, scalable, environmentally responsible manufacturing platforms.

For Cattaraugus County, the program can become an economic development story: a local manufacturer creating jobs, buying New York agricultural inputs, using electric delivery assets, reducing waste and building a platform that can scale to larger markets while retaining its headquarters and operating intelligence in the county.

- Local identity strengthens the story.
- Ellicottville is a tourism and hospitality anchor.

- Cattaraugus County can be positioned as the launch point for a statewide model.
- IDA involvement can help align capital, workforce, energy and grant resources early.

6. Regulatory Advantage: New York Farm Distillery Law and Tied-House Rules

New York's alcohol marketplace is generally shaped by tied-house restrictions and the three-tier system. The New York State Liquor Authority describes illegal trade practices as including tied-house relationships between wholesalers/manufacturers and retailers, exclusive arrangements with preferred retailers, illegal gifts or services and unauthorized credit practices. These rules are intended to protect market independence and prevent improper control of retailers.

At the same time, New York law provides special privileges for farm distilleries and New York State labeled products. The New York State Liquor Authority's distillery guidance recognizes that manufacturers must be licensed by the SLA and also hold federal distilled spirits plant authority through TTB. New York Alcoholic Beverage Control Law also provides farm distillery privileges for New York State labeled liquor, subject to legal compliance and production limits.

The practical opportunity is that Steelbound can explore a compliant direct-to-retailer and self-distribution refill model under New York farm/craft beverage privileges in a way that large multinational suppliers and conventional distributor-driven brands are not structured to duplicate. This should be reviewed with counsel and the SLA before launch, but the advantage is central to the project.

Important compliance note: this plan should be treated as a concept and business strategy document. Before launch, Steelbound should confirm the direct sale, return, sanitation, labeling, deposit, route and account practices with beverage alcohol counsel, SLA and TTB as needed.

- Large suppliers are generally built around national packaging, national distributors and conventional three-tier logistics.
- A closed-loop refill platform requires control of bottle return, sanitization, route density and local account relationships.
- Steelbound can build from a local farm/craft platform rather than from a national one-way packaging model.
- The IDA can help Steelbound coordinate responsible review, agency outreach and grant positioning.

7. Competitive Pricing Logic

The economic engine of the program is simple: Steelbound is not trying to sell a new bottle every time. Steelbound is selling liquid into a reusable container pool. The bottle becomes an asset used repeatedly rather than a one-time cost. That changes the cost structure.

For example, Steelbound may be able to sell a 1 liter vodka refill to a qualified retail account at approximately \$5.50 while still targeting a gross margin above 40%, because the recurring cost is focused on liquid, cap, tamper seal, labor, sanitation, route cost and taxes rather than a full single-use package every cycle.

Illustrative 1 Liter Vodka Refill Economics	Estimated Amount / Comment
Target account selling price	\$5.50 per 1 liter refill
Target gross margin	40%+
Implied maximum cost at 40% margin	Approximately \$3.30
Primary recurring cost components	Liquid, cap, tamper seal, sanitation labor, delivery route allocation, excise/taxes and quality control
Avoided or reduced cost components	New glass bottle, full label set, printed case, dividers, excess freight and packaging waste

8. Why the Large Companies Are Poorly Positioned to Copy It

A national spirits company may have immense scale, but that scale is built around a different machine: new glass, national brands, wholesale distribution, chain programming and one-way packaging. A reusable spirits bottle program requires local route discipline, reverse logistics, bottle accountability, sanitation infrastructure, regional identity and the legal ability to work within New York's specific framework.

Companies such as Brown-Forman, Constellation, Diageo, Bacardi, Sazerac and Beam Suntory can produce and market globally, but a local refillable bottle loop is operationally opposite from the standard national model. Steelbound can move faster because the program is local, controlled and purpose-built.

- The refill model is not just a label; it is a logistics system.
- National brands depend on distributors and standard cases, not empty bottle retrieval.
- Reverse logistics are difficult without route-level control.
- Regional prefix branding creates local pride that global brands cannot easily match.
- New York Farm Distillery positioning creates a state-specific opportunity.

9. Product Architecture

The initial product family should focus on high-volume products used by bars, restaurants, banquet centers and hospitality accounts. These are the products where refill economics matter most because the account turns inventory quickly.

The package should remain consistent so operations stay efficient. Neck caps can distinguish categories: white for vodka, green for gin, copper or brown for whiskey/bourbon, gold for rum and another regional color for agave spirit. The label system should be simple, legally compliant and built for repeated reuse.

- Vodka - primary price weapon and highest-volume well opportunity.
- Gin - botanical spirit with strong cocktail use.
- Whiskey/Bourbon - local New York whiskey identity where compliant and available.
- Rum or rum-style spirit - cocktail and well program use.
- Agave spirit / tequila-style blend - only if labeling and sourcing are fully compliant.

STEELBOUND 716 BUFFALO REFILLABLE SPIRITS PROGRAM



Launch: Western New York 716 | Prefix changes by county/region



Concept visual: stackable crate system for full and empty bottle movement.

10. Operating Flow

The operating flow must be easy for the retailer. The goal is to remove friction, not add work. Retailers receive product in crates, use the bottles as normal, return empty bottles in the same crates and receive replacement product on the next route. Steelbound controls the inspection and sanitation process.

The bottle is only reused if it passes inspection. Damaged bottles are removed from circulation. Each batch should be tracked for quality, lot control and compliance. Over time, barcodes, QR codes or embedded bottle tracking can be added.

Step	Action
1. Account order	Retailer places order through sales rep, online portal, text/order system or scheduled route.
2. Delivery	Electric route vehicle delivers full bottles in reusable crates.
3. Consumption	Retailer uses product as normal.
4. Return	Empty bottles are placed back into the crate.
5. Pickup	Steelbound collects empties during the next route.
6. Sanitation	Bottles are washed, sanitized, inspected and dried.
7. Refill	Approved bottles are refilled, capped, tamper sealed and coded.
8. Redeploy	Product returns to route inventory.

11. Environmental Impact

The environmental story is one of the strongest parts of the program. Every reused bottle keeps another bottle from entering the waste stream. Even recyclable glass carries energy, transportation and sorting burdens. Reuse is more powerful than recycling because it preserves the package rather than breaking it down and remanufacturing it.

The electric vehicle route strategy further strengthens the sustainability claim. Battery-electric vehicles have zero tailpipe emissions. If charging is paired with renewable electricity over time, Steelbound can move toward a zero-carbon delivery goal for the local refill system.

Best language for public use: zero-waste bottle system, zero tailpipe delivery, and a zero-carbon delivery objective as renewable charging is added.

- Landfill reduction: fewer bottles and less packaging thrown away.
- Recycling reduction: reuse avoids the energy burden of melting and remanufacturing glass.
- Cardboard reduction: reusable crates replace many single-use cases and dividers.
- Route emissions reduction: electric vehicles create zero tailpipe emissions.
- Local supply chain: shorter delivery loops reduce long-haul dependency.
- Circular economy: bottle assets stay in circulation instead of becoming waste.

12. Electric Vehicle Fleet Strategy

The delivery vehicle is not just transportation; it is a moving billboard. The Steelbound 716 van should clearly communicate the refill concept: refillable spirits, return the bottle, electric delivery, powered by Steelbound Distillery and launched in Western New York.

As route density grows, the vehicle program can expand from one pilot van to multiple route vehicles. Charging infrastructure, route optimization and driver training may be areas where NYSDA, Empire State Development, utility programs or IDA-supported financing can help.

- Pilot route vehicle for Western New York.
- Dedicated crate handling and return storage.
- On-site or nearby charging plan.
- Vehicle wrap that explains the program at a glance.
- Future route expansion by prefix region.



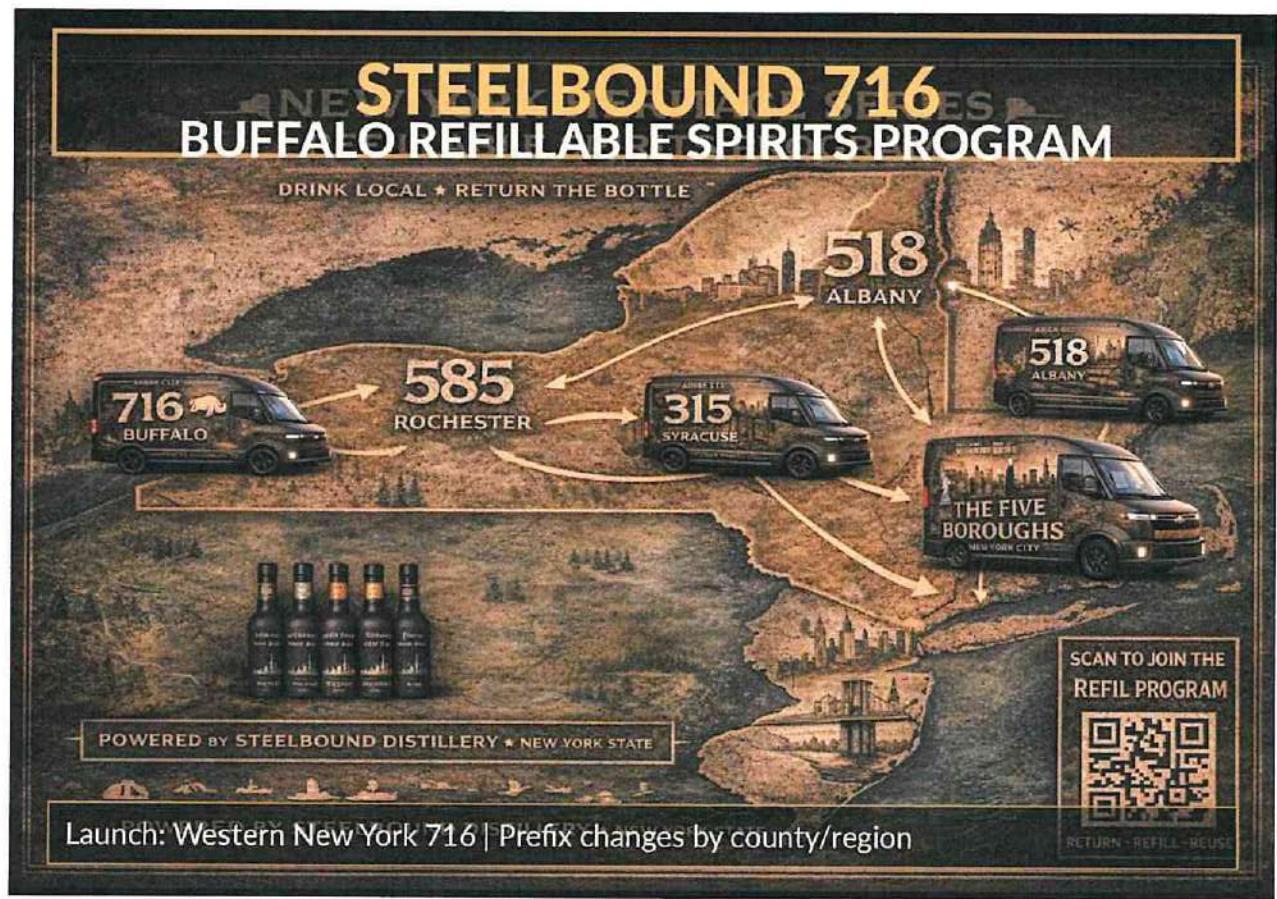
Concept visual: event/route vehicle with QR code and Buffalo 716 refillable spirits messaging.

13. Regional Expansion Model

The program should launch with Steelbound 716 in Western New York. Once the process, compliance model, sanitation flow, bottle pool and route economics are proven, the same model can move into additional regions under their own local prefix identity.

This is important because it allows the program to stay local in each market while still being operated through one larger Steelbound platform. Consumers and accounts see a local identity; Steelbound benefits from standardized operations.

- 716 - Buffalo and Western New York launch market.
- 585 - Rochester market.
- 315 - Syracuse / Central New York market.
- 518 - Albany / Capital Region market.
- Five Boroughs - New York City identity.



Concept visual: New York regional rollout. The area code / prefix changes by market while the refillable platform stays the same.

14. Economic Development Potential for Cattaraugus County

The headquarters and first operating system can be located in Cattaraugus County. That matters because the most valuable parts of the platform are not only the bottles: they are the production process, the route system, the sanitation operation, the training, the technology, the sales playbook and the brand control. Those assets can remain anchored in Ellicottville even as the market expands statewide.

The IDA can help document and communicate this impact in a way that supports grant writing, incentive applications, workforce development and state-level conversations.

- New jobs tied to production, sanitation, logistics, sales and administration.
- Capital investment in equipment, vehicles, charging and facility improvements.
- New demand for New York agricultural inputs.
- Technology and route management functions located locally.
- Tourism and brand exposure from a high-profile sustainability initiative.
- Opportunity to position Cattaraugus County as an innovation hub for circular beverage manufacturing.

15. Job Creation Categories

At maturity, the refill program can support multiple categories of employment. Early-stage jobs may be cross-trained, but as the program grows, dedicated roles will be required.

Category	Potential Roles
Production and blending	Distiller, production technician, blending assistant, quality control.
Bottle sanitation	Wash line operator, inspection technician, sanitation lead.
Packaging and warehouse	Crate handling, inventory, finished goods, loading/unloading.
Fleet and logistics	EV route drivers, route manager, dispatch, fleet maintenance coordination.
Sales	Account representatives for bars, restaurants, retailers and hotels.
Administration	Compliance, invoicing, customer service, reporting.
Technology	Ordering portal, route tracking, bottle tracking, CRM and data analytics.
Marketing	Regional brand development, education materials, launch campaigns.

16. Facility and Equipment Needs

To operate at scale, the program will need a disciplined facility layout. The clean side and dirty side should be separated. Empty bottle intake should not interfere with finished goods. Bottle washing and sanitation must be designed for quality, safety and regulatory confidence.

The IDA may be able to help Steelbound identify funding sources for equipment, building improvements, electric infrastructure, workforce training and possibly revolving loan or tax incentive support.

- Bottle receiving and dirty crate staging.
- Commercial bottle washing / sanitizing line.
- Inspection table or automated inspection station.
- Drying and clean bottle staging.
- Filling, capping and tamper seal equipment.
- Label/marking control if needed for compliance.
- Finished goods cooler/warehouse area.
- EV charging infrastructure and route loading bay.
- Software system for inventory, accounts and returns.

17. Grant and Incentive Areas for IDA Review

This project touches several public-policy priorities at once. That is why the IDA could be so helpful. Rather than treating it as only a beverage project, the plan should be reviewed as a manufacturing, agriculture, clean transportation, waste reduction and rural economic development project.

- Empire State Development manufacturing and job creation programs.
- NYSEDA clean transportation, EV infrastructure and energy efficiency opportunities.
- USDA rural development and value-added agriculture pathways.
- Workforce development training support.
- Cattaraugus County IDA financing, PILOT or sales tax exemption possibilities where eligible.
- Utility incentives for charging, energy efficiency and facility upgrades.
- Recycling, waste reduction or circular economy grants.
- Regional Economic Development Council alignment.

18. Compliance Workstream

The refillable bottle program should be built with compliance as a foundation. Steelbound should not simply launch first and ask questions later. Before rollout, the company should assemble a compliance review that covers SLA, TTB, labeling, returns, deposits, sanitation, excise tax, retailer communications and recordkeeping.

The strength of the concept is significant, but it should be validated carefully so the IDA, investors, retailers and state agencies understand the model is being developed responsibly.

- Confirm farm distillery privileges and direct-to-retailer/self-distribution rules.
- Confirm tied-house boundaries and account practices.
- Confirm whether bottle deposits, credits or replacement policies create any alcohol-law concerns.
- Confirm federal TTB labeling and refill/container requirements.
- Confirm sanitation standards and written SOPs.
- Confirm batch/lot coding and recall procedures.
- Confirm excise tax treatment and reporting.
- Confirm retailer education materials.

19. Launch Plan: 716 Pilot

The first phase should be intentionally focused. Steelbound does not need to launch the entire state at once. The smarter path is to prove the system in Western New York with a defined set of products, a manageable number of accounts, one route vehicle and tight operational controls.

The launch should create a case study that can be shown to the IDA, Empire State Development, NYSEDA, USDA, retailers and future regional partners.

Phase	Action
Phase 1 - Validation	Legal review, cost model, bottle/crate vendor finalization, pilot account interviews.
Phase 2 - Infrastructure	Sanitation line, filling process, warehouse flow, EV charging and route vehicle setup.
Phase 3 - Pilot Accounts	Launch with selected restaurants, bars and hospitality accounts in Western New York.
Phase 4 - Measurement	Track bottle turns, account reorder rates, route cost, waste reduction and margin.
Phase 5 - Expansion	Add accounts, add route days, add product SKUs, consider 585 expansion.

20. Metrics to Track

To make the program grant-ready and investment-ready, Steelbound should track measurable results from day one. These metrics will help demonstrate environmental impact, job impact and financial viability.

- Number of bottles in circulation.
- Number of bottle turns per month.
- Estimated single-use bottles avoided.
- Estimated cardboard cases/dividers avoided.
- Gallons/liters sold by product.
- Gross margin by SKU.
- Route cost per stop and per liter.
- Accounts served and reorder frequency.

- Jobs created and hours worked.
- Electric miles driven and estimated tailpipe emissions avoided.
- New York agricultural inputs purchased.

21. Meeting Agenda with Corey Wiktor

The meeting with Corey should be a working session. The goal is to leave with a practical roadmap: who to speak with, what programs to explore, what documents are needed, what numbers the IDA needs and what timeline makes sense.

- Review Steelbound 716 concept and why Ellicottville should be the launch point.
- Discuss IDA view of eligible project costs.
- Identify grants and incentives worth pursuing.
- Discuss NYSERDA and EV infrastructure possibilities.
- Discuss workforce development programs.
- Discuss facility/equipment financing options.
- Review what economic-impact numbers Corey would need.
- Agree on next steps and document requests.

22. Immediate Asks of the IDA

Steelbound should be direct and professional about what is needed. The IDA may not provide every answer, but it can help coordinate the pathway.

- Help identify grants and incentive programs.
- Help frame the project as manufacturing, sustainability, agriculture and clean transportation.
- Help connect Steelbound with state agencies and appropriate contacts.
- Help evaluate IDA project eligibility for equipment, facility improvements and job creation.
- Help prepare an economic impact narrative for Cattaraugus County.
- Help structure a follow-up plan for NYSERDA, Empire State Development and USDA where appropriate.

23. Risk Factors and Mitigation

A serious plan should acknowledge risk. The opportunity is large, but the project must be phased and controlled.

Risk	Mitigation
Alcohol compliance uncertainty	Review with beverage alcohol counsel, SLA and TTB before launch.
Bottle loss or breakage	Bottle deposit/account policy, crate accountability and tracking.
Retailer adoption	Start with selected accounts that understand high-volume well economics.
Sanitation requirements	Invest in SOPs, equipment, inspection and quality control records.
Route economics	Pilot route density before expanding too far geographically.
Capital cost	Use grants, IDA support, financing and phased rollout.
Consumer/account confusion	Use simple educational materials: Drink Local. Return Local. Refill Local.

24. Five-Year Vision

By year five, Steelbound could operate a multi-region refillable spirits platform across New York State, with Ellicottville as the origin and operating headquarters. The 716 launch becomes proof of concept. Additional prefixes become replicable market units. The bottle and crate system becomes a protected operating asset, and the Steelbound story becomes a statewide sustainability and manufacturing story.

- Year 1: Western New York pilot and operational proof.
- Year 2: Expanded 716 route density and add second vehicle or second route.
- Year 3: Enter 585 or 315 with refined playbook.
- Year 4: Add Capital Region or strategic metro partner route.
- Year 5: Position for New York City / Five Boroughs, broader grant support and major statewide recognition.

25. Closing Position

Steelbound is not asking the IDA to simply look at another beverage product. Steelbound is asking the IDA to look at a new platform: a refillable, local, electric-route, New York farm-distilled spirits system that can begin in Ellicottville and grow statewide.

The 716 Heritage / Steelbound 716 concept can reduce landfill waste, reduce packaging, support New York agriculture, create manufacturing jobs, use electric vehicles, compete aggressively on price and take advantage of a New York-specific regulatory opportunity. With the right guidance, this could become one of the most innovative circular economy beverage programs in the state.

Proposed next step: schedule a working meeting with Corey Wiktor to review this plan, identify grant/incentive pathways and build a practical launch checklist for Steelbound 716.

Appendix A: Source Notes and Legal References

These notes are included to support the legal and compliance discussion. They are not a substitute for legal advice. Steelbound should confirm all practices with beverage alcohol counsel, SLA and TTB before launch.

- New York State Liquor Authority, Distillery Quick Reference: NY manufacturers must be licensed by SLA and also hold federal TTB distilled spirits plant authority for distilled spirits operations. Source: <https://sla.ny.gov/distillery-quick-reference-0>
- New York State Liquor Authority, Trade Practice Issues: SLA describes illegal trade practices including tied-house relationships between wholesalers/manufacturers and retailers, exclusive arrangements, illegal gifts/services and unauthorized credit practices. Source: <https://sla.ny.gov/trade-practice-issues>
- New York Alcoholic Beverage Control Law Section 61: statutory framework for distiller and farm distiller privileges, including production limits and sales privileges for New York State labeled liquor. Source: <https://www.nysenate.gov/legislation/laws/ABC/61>
- Federal tied-house policy background: federal law is designed to protect retailer independence and prevent manufacturer/wholesaler control over retailers. Source: Brewers Association summary of Tied-House Laws, 2019.

Appendix B: Concept Image Notes

The images in this document are conceptual renderings. The final vehicle wrap, labels, bottle text, QR codes, legal labels, warnings, deposits, tax marks and account materials should be redesigned by a professional designer and reviewed for compliance before use.

- Employment Information

Steelbound_716_WNY_Yea...



Bottle custody workflow

- Account receives an opening par quantity and pays/refunds deposits under the written agreement.
- Every delivery records full bottles delivered and empty bottles collected.
- Unreturned bottles remain on the account ledger until returned or charged according to contract.
- Damaged bottles are photographed, scanned out and recycled; safe cosmetic rejects may be repurposed only if legally and operationally appropriate.
- Quarterly physical inventory compares bonded/finished inventory, clean empties, dirty empties, route inventory and customer custody.

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STEELBOUND 716 HERITAGE REFILLABLE SPIRITS PROGRAM

6. Labor Plan and Operating Responsibilities

Position	FTE	Primary responsibility	Year 1 cost
Program / operations manager	1.0	Production plan, compliance, purchasing, KPIs, route and account coordination	\$75,000 allocation
Sales representative	1.0	Prospecting, conversion, training, account retention and merchandising	\$95,000 incl. travel/commission
Route drivers	2.0	Delivery, pickup, scanning, customer service and vehicle checks	\$90,000 total
Wash/fill/warehouse technicians	2.0	Dirty-side receiving, washing, inspection, filling, staging and inventory	\$115,000 total
Existing distillery / QA support	Shared	Blending, proofing, lab release and records	Included in product/overhead cost

The base case supports approximately six direct or allocated full-time-equivalent positions. Additional seasonal or part-time labor may be needed for launches, festivals and unusually heavy return volumes. Route productivity should be managed by stops per day, cases per stop and miles per liter delivered.

Energy, water and sanitation assumptions

Utility	Use	Planning quantity	Rate	Annual cost
Electricity	Wash pumps/heaters, drying, fillers, compressors, lighting, refrigeration and EV charging	100,000 kWh/year planning case	\$0.22/kWh	\$22,000
Natural gas / process heat	Hot-water backup or steam where electric heat is not economical	Allowance	-	\$4,000
Water and sewer	Bottle washing, rinsing, cleaning and facility use	1.5-2.5 L water per returned bottle planning range	Local rates	\$4,000
Sanitation chemicals	Alkaline wash, sanitizer, test strips and specialty cleaners	Per wash cycle	Vendor quotes	\$8,000

The electricity assumption uses approximately \$0.22/kWh as a conservative planning rate, consistent with recent New York commercial electricity data. Actual Ellicottville tariff, demand charges and charger load should be modeled from utility bills and equipment nameplates.

June 2026

Mr. Corey R. Wiktor
Executive Director
County of Cattaraugus Industrial Development Agency
9 East Washington Street
P.O. Box 1749
Ellicottville, New York 14731

Dear Corey,

I wanted to personally share with you what I believe may become one of the most important projects we have ever launched in Cattaraugus County.

Many years ago, when I first spoke about creating Steelbound, I said that I hoped to build something meaningful and create a handful of jobs. Today, Steelbound employs hundreds of people throughout multiple operations, and that growth started right here in Ellicottville. You have seen firsthand that when I commit to a vision, I pursue it with everything I have.

I believe the enclosed 716 Heritage Refillable Spirits Program represents another opportunity to build something truly special, and once again, I want that story to begin in Cattaraugus County.

This project goes far beyond distilled spirits. It is a manufacturing project, a sustainability project, an agricultural project, a logistics project, and a technology project. More importantly, it is a project that could place Cattaraugus County at the forefront of an entirely new category of circular economy manufacturing.

Our vision is simple.

Instead of manufacturing billions of single-use bottles that eventually end up in landfills, we will create a reusable bottle platform utilizing ceramic-coated bottles, electric delivery vehicles, bottle retrieval, sanitization, and refilling. The system dramatically reduces waste by eliminating cardboard cases, plastic labels, excess packaging, and disposable glass.

This is not simply recycling. It is reuse.

The environmental impact is substantial:

- Reduced landfill waste.
- Reduced glass manufacturing.
- Elimination of disposable packaging.
- Reduced cardboard consumption.
- Near zero-carbon delivery through electric vehicles.
- Lower transportation emissions.
- Support for New York agriculture and manufacturing.

Large multinational companies are not positioned to do this. New York Farm Distillery law provides advantages that allow entrepreneurial manufacturers like Steelbound to create a model that simply does not exist today.

Our research has been encouraging. We have spoken directly with over one hundred bars and restaurants. The feedback has been remarkably consistent. Operators have little loyalty to their well products because those products are primarily purchased based upon value. If we can save them even fifty cents per bottle, virtually every account indicated they would switch. In other words, the market opportunity already exists.

We intend to launch with Western New York and the 716 Heritage Series. From there, we envision expanding county by county across New York State with 585, 315, 518 and eventually New York City and Long Island programs. What begins in Ellicottville can ultimately reach millions of consumers while continuing to create jobs and investment here at home.

The expansion of our manufacturing facility will require additional infrastructure, equipment, sanitization systems, storage, warehouse space, electric delivery vehicles and personnel. This means jobs. It means investment. It means additional tax base and continued growth for Cattaraugus County.

Most importantly, I believe this project represents something that people downstate, New York State agencies, and sustainability organizations are increasingly searching for: practical solutions that reduce waste and carbon footprint while supporting local manufacturing.

I am extremely passionate about this initiative and confident in its success.

I would greatly appreciate the opportunity to sit down with you personally, review the enclosed materials, and discuss ways the Cattaraugus County IDA may be able to assist through grants, financing programs, NYSERDA opportunities, workforce development initiatives, and other economic development resources.

I believe this project can become a model for the country, and I would be proud to say that it all began in Cattaraugus County.

Thank you for your friendship, support, and everything you do to promote economic development throughout our county. I look forward to meeting with you and sharing this vision together.

Respectfully,

William Bursee

Steelbound Brewery & Distillery

Ellicottville, New York

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: Steelband 716 Refillable Spirits Program			
Project Location (describe, and attach a location map): 6600 US Rte 219 Ellizottville, NY 14731			
Brief Description of Proposed Action: - Proposing a refillable spirits program built around the established Steelband brand. Steelband 716 would sell the spirit, collect the empty bottle, sanitize it, refill it and place it back into circulation. The program would use ceramic-coated liter bottles, return crates and delivery. - 6,000 sq. ft building			
Name of Applicant or Sponsor: Steelband 716		Telephone: 716-997-1744	
Address: 6600 US Rte. 219		E-Mail: wbursee@gmail.com	
City/PO: Ellizottville		State: NY	Zip Code: 14731
1. Does the proposed action only involve the legislative adoption of a plan, local law, ordinance, administrative rule, or regulation?			NO ☐
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.			YES ☒
2. Does the proposed action require a permit, approval or funding from any other government Agency?			NO ☐
If Yes, list agency(s) name and permit or approval:			YES ☒
3. a. Total acreage of the site of the proposed action?		15 acres	
b. Total acreage to be physically disturbed?		12 acres	
c. Total acreage (project site and any contiguous properties) owned or controlled by the applicant or project sponsor?		5 acres	
4. Check all land uses that occur on, are adjoining or near the proposed action:			
☐ Urban ☒ Rural (non-agriculture) ☐ Industrial ☒ Commercial ☐ Residential (suburban) ☒ Forest ☒ Agriculture ☐ Aquatic ☐ Other(Specify): ☐ Parkland			

5. Is the proposed action,	NO	YES	N/A
a. A permitted use under the zoning regulations?	☐	☒	☐
b. Consistent with the adopted comprehensive plan?	☐	☒	☐
6. Is the proposed action consistent with the predominant character of the existing built or natural landscape?	NO	YES	
	☐	☒	
7. Is the site of the proposed action located in, or does it adjoin, a state listed Critical Environmental Area?	NO	YES	
If Yes, identify: _____	☒	☐	
8. a. Will the proposed action result in a substantial increase in traffic above present levels?	NO	YES	
b. Are public transportation services available at or near the site of the proposed action?	☒	☐	
c. Are any pedestrian accommodations or bicycle routes available on or near the site of the proposed action?	☒	☐	
9. Does the proposed action meet or exceed the state energy code requirements?	NO	YES	
If the proposed action will exceed requirements, describe design features and technologies: - EV Vehicles will be used.	☒	☐	
10. Will the proposed action connect to an existing public/private water supply?	NO	YES	
If No, describe method for providing potable water: _____	☐	☒	
11. Will the proposed action connect to existing wastewater utilities?	NO	YES	
If No, describe method for providing wastewater treatment: _____	☐	☒	
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	
	☒	☐	
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?	☐	☐	
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	
	☒	☐	
b. Would the proposed action physically alter, or encroach into, any existing wetland or waterbody?	☒	☐	
If Yes, identify the wetland or waterbody and extent of alterations in square feet or acres: _____			

14. Identify the typical habitat types that occur on, or are likely to be found on the project site. Check all that apply:		
☐ Shoreline	☐ Forest	☐ Agricultural/grasslands
☐ Wetland	☐ Urban	☒ Suburban
15. Does the site of the proposed action contain any species of animal, or associated habitats, listed by the State or Federal government as threatened or endangered?	NO ☒	YES ☐
16. Is the project site located in the 100-year flood plan?	NO ☒	YES ☐
17. Will the proposed action create storm water discharge, either from point or non-point sources?	NO ☒	YES ☐
If Yes,	☒	☐
a. Will storm water discharges flow to adjacent properties?	☒	☐
b. Will storm water discharges be directed to established conveyance systems (runoff and storm drains)?	☒	☐
If Yes, briefly describe:		
18. Does the proposed action include construction or other activities that would result in the impoundment of water or other liquids (e.g., retention pond, waste lagoon, dam)?	NO ☒	YES ☐
If Yes, explain the purpose and size of the impoundment:		
19. Has the site of the proposed action or an adjoining property been the location of an active or closed solid waste management facility?	NO ☒	YES ☐
If Yes, describe:		
20. Has the site of the proposed action or an adjoining property been the subject of remediation (ongoing or completed) for hazardous waste?	NO ☒	YES ☐
If Yes, describe:		
I CERTIFY THAT THE INFORMATION PROVIDED ABOVE IS TRUE AND ACCURATE TO THE BEST OF MY KNOWLEDGE		
Applicant/sponsor/name: <u>B.M. Bursell</u> Date: <u>07/16/26</u>		
Signature: <u>B.M. Bursell</u> Title: <u>CEO/Member</u>		

Property Tax Exemption

	1	2026	\$16,116	\$16,116	\$25,783	\$0	-\$9,667
	2	2027	\$16,438	\$16,438	\$26,298	\$0	-\$9,860
	3	2028	\$16,767	\$16,767	\$26,824	\$0	-\$10,057
	4	2029	\$17,103	\$17,103	\$27,361	\$0	-\$10,258
	5	2030	\$17,445	\$17,445	\$27,908	\$0	-\$10,463
	6	2031	\$17,793	\$17,793	\$28,466	\$0	-\$10,673
	7	2032	\$18,149	\$18,149	\$29,035	\$0	-\$10,886
	8	2033	\$18,512	\$18,512	\$29,616	\$0	-\$11,104
	9	2034	\$18,883	\$18,883	\$30,209	\$0	-\$11,326
	10	2035	\$19,260	\$19,260	\$30,813	\$0	-\$11,552
	11	2036	\$19,645	\$19,645	\$31,429	\$0	-\$11,784
	12	2037	\$20,038	\$20,038	\$32,058	\$0	-\$12,019
	13	2038	\$20,439	\$20,439	\$32,699	\$0	-\$12,260
	14	2039	\$20,848	\$20,848	\$33,353	\$0	-\$12,505
	15	2040	\$21,265	\$21,265	\$34,020	\$0	-\$12,755
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Other Benefits to Public and Private Individuals - If Applicable

[illegible]

Notes

15 year manufacturing PILOT
new building construction calculations based on \$900,000 assessed value
local municipal revenue - fire and water district charges not abated

other

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

Yes

Cattaraugus County Industrial Development Agency

MRB Cost Benefit Calculator



Date July 16, 2026
Project Title North Delaware
Project Location Ellicottville NY

Economic Impacts

Summary of Economic Impacts over the Life of the PILOT

Project Total Investment
\$1,200,000

Temporary (Construction)			
	Direct	Indirect	Total
Jobs	4	2	6
Earnings	\$351,679	\$72,934	\$424,613
Local Spend	\$960,000	\$265,328	\$1,225,328

Ongoing (Operations)			
Aggregate over life of the PILOT			
	Direct	Indirect	Total
Jobs	6	3	9
Earnings	\$6,205,083	\$1,281,522	\$7,486,605

Figure 1

Net Benefits

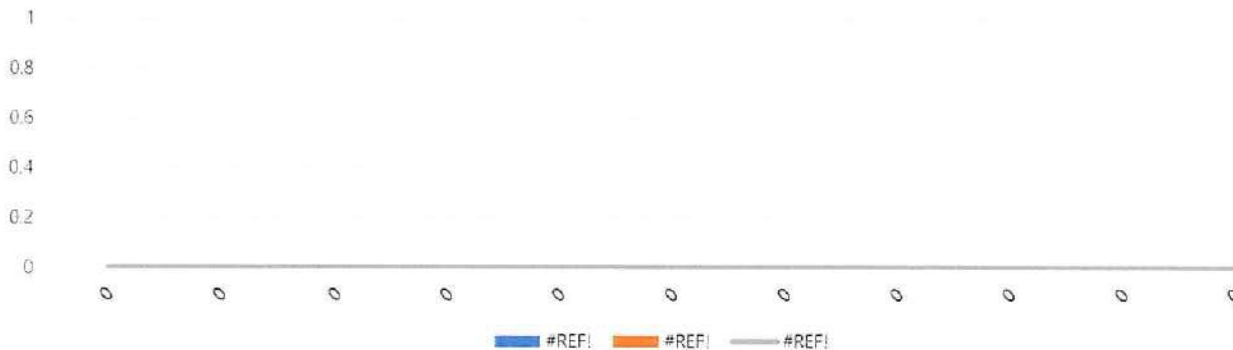


Figure 2

Total Jobs

Figure 3

Total Earnings



Fiscal Impacts

Estimated Costs of Exemptions

	Nominal Value	Discounted Value*
Property Tax Exemption	\$167,168	\$142,156
Sales Tax Exemption	\$80,000	\$80,000
Local Sales Tax Exemption	\$40,000	\$40,000
State Sales Tax Exemption	\$40,000	\$40,000
Mortgage Recording Tax Exemption	\$7,375	\$7,375
Local Mortgage Recording Tax Exemption	\$4,425	\$4,425
State Mortgage Recording Tax Exemption	\$2,950	\$2,950
Total Costs	\$254,543	\$229,531

State and Local Benefits

	Nominal Value	Discounted Value*
Local Benefits	\$7,979,759	\$6,853,026
To Private Individuals	\$7,911,218	\$6,794,273
Temporary Payroll	\$424,613	\$424,613
Ongoing Payroll	\$7,486,605	\$6,369,660
Other Payments to Private Individuals	\$0	\$0
To the Public	\$68,541	\$58,753
Increase in Property Tax Revenue	\$0	\$0
Temporary Jobs - Sales Tax Revenue	\$2,972	\$2,972
Ongoing Jobs - Sales Tax Revenue	\$52,406	\$44,588
Other Local Municipal Revenue	\$13,162	\$11,193
State Benefits	\$411,383	\$353,302
To the Public	\$411,383	\$353,302
Temporary Income Tax Revenue	\$19,108	\$19,108
Ongoing Income Tax Revenue	\$336,897	\$286,635
Temporary Jobs - Sales Tax Revenue	\$2,972	\$2,972
Ongoing Jobs - Sales Tax Revenue	\$52,406	\$44,588
Total Benefits to State & Region	\$8,391,142	\$7,206,328

Benefit to Cost Ratio

	Benefit*	Cost*	Ratio
Local	\$6,853,026	\$186,581	37:1
State	\$353,302	\$42,950	8:1
Grand Total	\$7,206,328	\$229,531	31:1

*Discounted at 2%

Additional Comments from IDA

15 year manufacturing PILOT
new building construction calculations based on \$900,000 assessed value
other local municipal revenue - fire and water district charges not abated

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

APPLICATION FOR FINANCIAL ASSISTANCE



Name of Applicant: North Park Innovations Group, Inc.

Date Submitted: July 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: NorthPark Innovations Group, Inc.
Applicant Address: 6442 Nys 242-B
City/Town: Ellicottville State: NY Zip: 14731
Phone: 716-699-2031
E-mail: lori@northpark.net

B) Business Organization (check appropriate category):

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

C) Individual Completing Application:

Name: Lori Northrup
Title: CEO/owner
Address: 6442 Nys Rte. 242-B
City/Town: Ellicottville State: NY Zip: 14731
Phone: 716-699-2031 E-Mail: lori@northrup.net

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: Allen & Allen
Firm Name: Brian Allen
Title: partner
Address: 11 Main Street
City/Town: Hamburg State: NM Zip: 14075
Phone: 716-648-7600 E-Mail: batten@allenlaw.com

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 Attachment A that is included with the Application for a full breakdown. Founded in 1980 in Elliptonville, Northport provides high-tech products and curriculum for Vocational training around the world.

Estimated % of sales within Cattaraugus County: 69%
Estimated % of sales outside Cattaraugus County but within New York State: 0%
Estimated % of sales outside New York State but within the U.S.: 94%
Estimated % of sales outside the U.S.: 6%
(*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 60+ %

Identify vendors within Cattaraugus County for major purchases: Sixt lumber (Little Valley)
Perkins Gravel Hill Electric, G & H Drive Way, Aaron Tillery, S&S
Hill Mill, Local contractors always used when able as well.

II. Eligibility Questionnaire - Project Description & Details

A) Project Location

Address of Proposed Project Facility: 4580 US Route 219
City/Town: Great Valley School District: Elliptonville CSD
SBL Number(s) for proposed Project 65.003-1-30

Current Address (if different): 6442 NYS Rte - 242 E.
City/Town: Elliptonville NY

What are the current real estate taxes on the proposed Project site? \$6,100
If amount of current taxes is not available, provide assessed value for each
Land: \$ 38,100 Buildings(s): \$ 304,000 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 building.

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.):

- Purchase and renovation of 14,000 sq. ft. building to further grow and expand. North Park in 2015 finished a 10,000 sq. ft. addition and they are already out of space! This will allow them to have a full show room, make production space and add 10 new employees.

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:

- Companies almost always have options, but they grow intent here in Cattaraugus County! A significant expense of a local manufacturing Co.

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:

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 Company just invested \$800,000 into their home base expansion, hired 12 new people as well. Purchasing, training and growing all have risk & cost. This will allow some truly needed savings on the investment that is made upfront.

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?

Adds more cost uncertainty, risk and will slow growth and new hiring.

C) Site Characteristics

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

Describe the present zoning/land use: 456 - Medium Density

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

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	☒	Life Care Facility (CCRC)	☐
Affordable/Workforce Housing	☐	Market Rate Housing	☐
Assisted Living	☐	Mixed Use	☐
Back Office	☐	Multi-Tenant	☐
Civic Facility (not for profit)	☐	Renewable Energy	☐
Commercial	☒	Research/Design	☐
Senior Housing	☐	Retail	☐
Facility for Aging	☐	Warehousing	☒
Industrial/Manufacturing	☒	Other _____	☐
Tourism Facility/Project	☐		

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	14,000	\$ 400,000	80%
Warehouse			
Research & Development			
Commercial	14,000 - same *	\$ 100,000	20%
Retail (see retail questionnaire)			
Office			
Renewable Energy			
Specify Other			

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 \$ 400,000
_____ acres 14,000 square feet
2. New Building Construction _____ square feet \$ _____
3. New Building Addition(s) _____ square feet \$ _____
4. Infrastructure Work _____ \$ _____
5. Reconstruction/Renovation _____ square feet \$ _____
6. Manufacturing Equipment \$ 100,000
7. Non-Manufacturing Equipment (furniture, fixtures, etc.) \$ 9,000
8. Soft Costs: (Legal, architect, engineering, etc.) \$ _____
9. Other, Specify: _____ \$ _____

TOTAL Costs: \$ 500,000

Construction Cost Breakdown:

Total Cost of Construction \$ 100,000 (sum of 2,3,4 and 5 above)
 Cost of materials: \$ 100,000
 % sourced in Cattaraugus County 60 %

Have any of the above costs been paid or incurred as of the date of this application? ☐ Yes or ☒ No
 If yes, describe: _____

Sources of Funds for Project:

Bank Financing	\$ 480,000
Equity (excluding equity that is attributed to grants/tax credits)	\$ _____
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>IDA</u>	\$ <u>Abatement</u>
_____	\$ _____
_____	\$ _____
_____	\$ _____
Total Sources of Funds for Project Costs:	\$ 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): \$ NA

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: \$ 100,000

Estimated State and Local Sales and Use Tax Benefit (multiply 8.0% by the figure, above): \$ 8,000

*** 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): \$ 400,000 - max

Estimated Mortgage Recording Tax Exemption Benefit (multiply the mortgage amount as indicated above by 1.25 %): \$ 5,000 - max

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): \$ 10,000 - 15 year manufacturing PILOT

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.

-15 year Standard IDA PILOT.

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

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)	51	10	10	10
Part Time (PT)	-	-	-	-
Total ***	51	10	10	10

** 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:

51 currently retained / 10 - 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	7	\$16,120	\$16,780		
Professional	4	\$15,600	\$18,900		
Administrative	8	\$7,200	\$14,300	\$13,260	
Production	30	\$45,000	\$11,682		
Independent Contractor	1	\$45,760	\$1,936		
Other	1			\$20,000	

** 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.

- June 2024 Application had 36 employees and the Company pledged to Create 2. As of July 2026 they are at 51.

Payroll Information:

Annual Payroll at proposed project site upon project completion

\$ 2,300,000! annual

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) \$ _____

To (full time) \$ _____

From (part time) \$ _____

To (part time) \$ _____

N/A

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: _____
 Address: _____
 City/Town: _____ State: _____ Zip: _____
 Contact Person: _____
 Phone: _____ Fax: _____
 E-Mail: _____
 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.

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

N/A

NA

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? Very minimal (2) %. **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 _____

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

- Not a Retail project X

N/A

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

MA

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.

- 15 year manufacturing PILOT

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.)
\$500,000	\$10,000 ⁺	\$8,000	\$5,000 ^{Max}	-

Calculate % (Est. PILOT + Est. Sales Tax+ Est. Mortgage Tax+ Other)/Total Project Costs: 5 %

Attachment A: Representations, Certifications and Indemnification

Lee Northrup (name of CEO or other authorized representative of Applicant) confirms and says that he/she is the Chairman (title) of North Park Innovations Group, 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.
- Q. The Applicant confirms and acknowledges that the submission of any knowingly false or knowingly misleading information may lead to the immediate termination of any Financial Assistance and the reimbursement of an amount equal to all or part of any tax exemption claimed by reason of the Agency's involvement the Project.

- R. The Applicant confirms and hereby acknowledges that as of the date of this Application, the Applicant is in substantial compliance with all provisions of Article 18-A of the New York General Municipal Law, including, but not limited to, the provision of Section 859-a and Section 862(1) of the New York General Municipal Law.
- S. The Applicant and the individual executing this Application on behalf of Applicant acknowledge that the Agency and its counsel will rely on the representations and covenants made in this Application when acting hereon and hereby represents that the statements made herein do not contain any untrue statement of a material fact and do not omit to state a material fact necessary to make the statements contained herein not misleading.

STATE OF NEW YORK)
COUNTY OF CATTARAUGUS) ss.:

Lori Northrup, being first duly sworn, deposes and says:

1. That I am the Chairman (Corporate Office) of NorthPark Innovations Group, Inc. (Applicant) and that I am duly authorized on behalf of the Applicant to bind the Applicant.
2. That I have read the attached Application, I know the contents thereof, and that to the best of my knowledge and belief, this Application and the contents of this Application are true, accurate and complete.

x Lori Northrup
(Signature of Officer)

Subscribed and affirmed to me under penalties of perjury
this 17th day of July, 2022

Crystal L. Almeter
(Notary Public)

CRYSTAL L. ALMETER
NOTARY PUBLIC, STATE OF NEW YORK
Registration No. 01AL5088075
Qualified in Cattaraugus County
My Commission Expires 11/10/2029

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.



About North Park Innovations Group, Inc

North Park Innovations Group provides high-tech products and curriculum for vocational training around the world.

Our focus highlights two brands:

iConnect Training: Vocational products and curriculum for the HVAC/R (Heating, Ventilation, Air Conditioning, Refrigeration) and Electrical trades.

Marcraft: Vocational products and curriculum for the Cybersecurity, IT, Green Energy and Smart Home trades.

We are headquartered in Ellicottville, a rural ski town in western New York State (45 miles south of Buffalo, New York.) This location includes all design, manufacturing & shipping, customer service, financial, technical & administrative services.

The company was founded in 1980 in western NY, originally named Stride Tool.



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Our Products

iConnect Training

With [iConnect Training](#), we strongly believe in providing the HVAC/R student with the knowledge & training for the safe and efficient operation of all types of systems found in our industry.

Marcraft

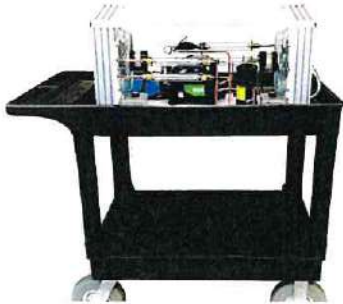
For over 30 years, [Marcraft](#) has been producing electronics, computer, IT and mobile electronics training programs that excel in the classroom environment. We engineer and design the lab hardware, software and courseware materials for use in career and technical education schools around the globe. Marcraft has customers in all 50 states, the Canadian provinces and in more than 30 countries around the world.

Our company's goal is to provide top quality trainers at reasonable prices that fit our customers' precise needs.
We look forward to working with you.

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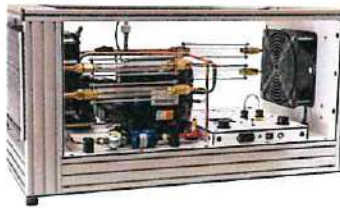


HVAC/R Educational Training Units



TU-805 Mobile
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Explore our array of top-tier training units tailored to enhance the skills of both instructors and HVAC companies seeking to elevate their technicians' proficiency. Whether you're an experienced educator aiming to enrich your curriculum or an HVAC firm striving to cultivate a workforce of adept professionals, our trainers offer a comprehensive blend of theoretical insights and hands-on expertise. From delving into the complexities of refrigeration systems to mastering cutting-edge HVAC technologies, each unit is designed to empower learners with practical knowledge that seamlessly translates to real-world scenarios. Discover our featured trainers and embark on a transformative journey to elevate your team's capabilities with iConnect Training today.

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In partnership with HVACRedu.net, iConnect Training offers online classes covering heating, ventilation, air conditioning, and refrigeration. Seamlessly integrate these comprehensive courses with our training units, complemented by custom lab exercises and materials meticulously designed for each HVAC/R trainer. Elevate your training experience and empower your technicians with iConnect Training's comprehensive curriculum solutions.



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Northwest Technical
College Testimonial



TU-9240 & TU-9250
HVAC Controls Training



HVAC Course at the
PICKAWAY ROSS



Lesson Ideas with the
TU-406C

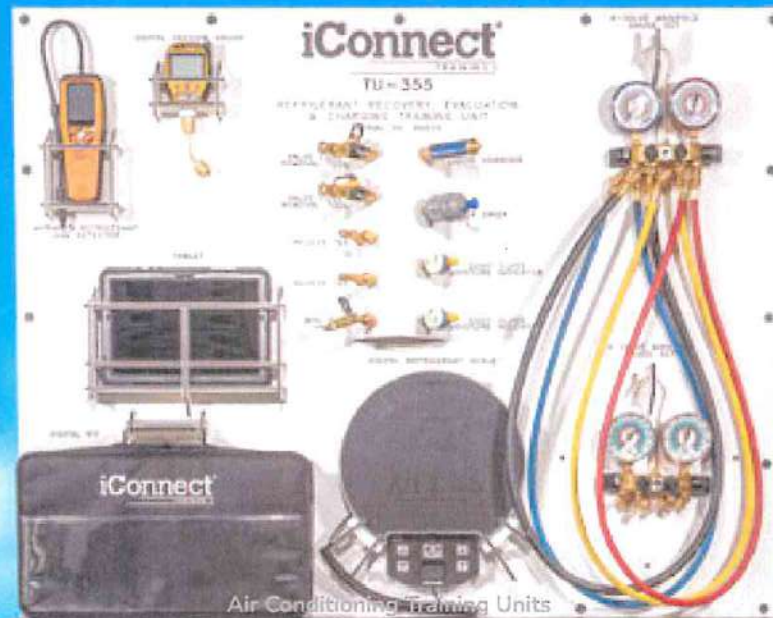


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HVAC/R Training Product Categories



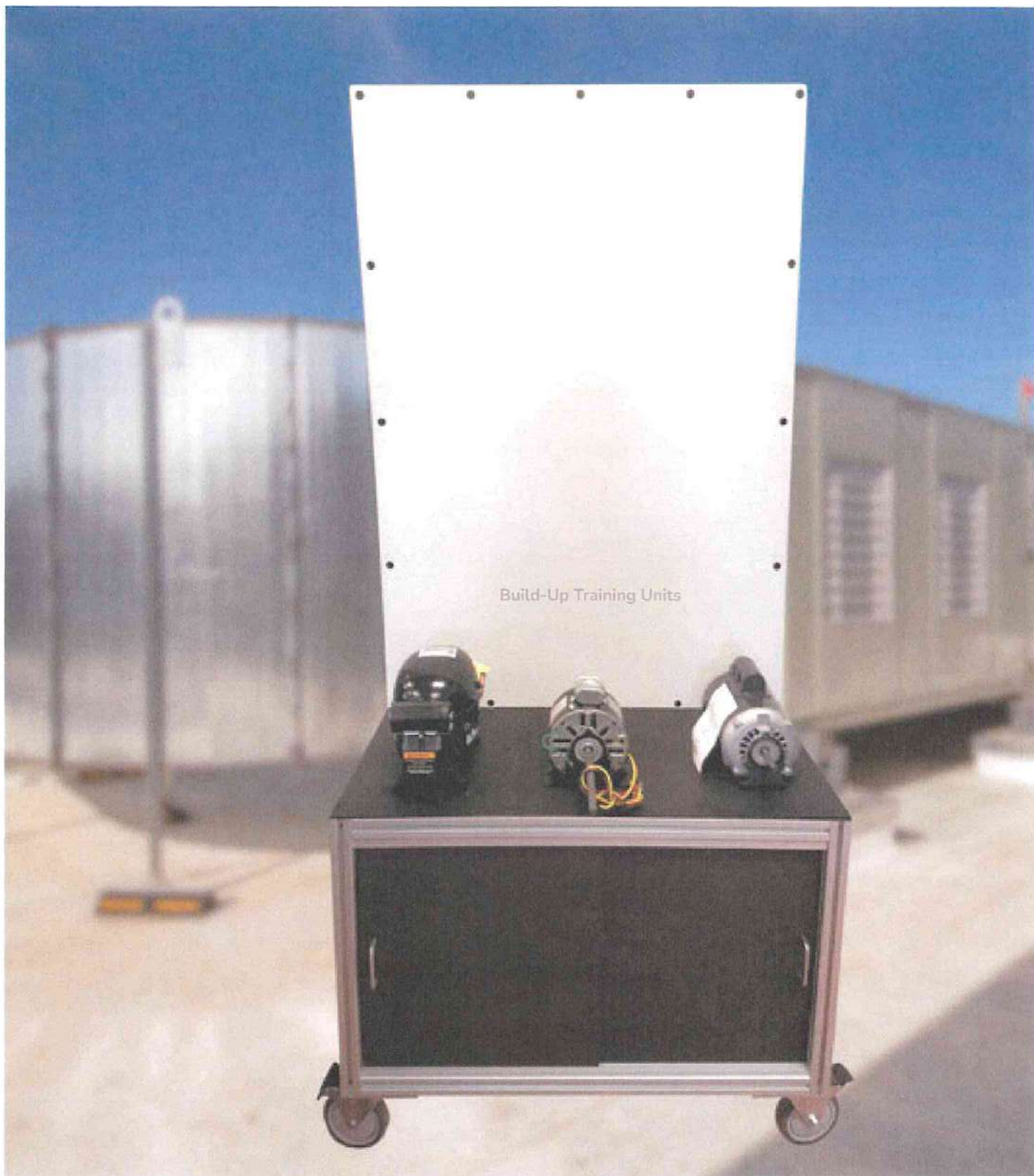
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Industry Expertise

Receive top-notch education and training equipment designed by seasoned professionals

Innovative Technology

Unlock the future of HVAC/R training with cutting-edge technology that prepares for tomorrow's challenges

Quality Assurance

Feel assured with iConnect Training products renowned for their high quality and unwavering reliability

Testimonials

Dusty Rose

*Senior Manager of Refrigeration
Walmart (32 stores in New Orleans)*

< iConnect Training took our training not to the next level, to about three levels above the next level. It has been game-changing to be able to have the students not only repair equipment that they can troubleshoot and have to diagnose to fix it but to also see how the system works, especially in air conditioning. When the students can see the actual [refrigerant cycles working](#), it helps them put the pieces together in their head. So, when they go out in the field, they already have an understanding on how the system is going to work. Our students put the mind with the muscle memory, and they develop those skills very quickly at an accelerated speed. We wouldn't be able to do that without this equipment. >

iConnect Training Learning Center

Explore the iConnect Training Learning Center for access to industry events, helpful FAQs, informative newsletters, and engaging videos, designed to enhance your HVAC/R learning experience.

✈ EVENTS

📖 FAQs

📧 NEWSLETTERS

🎥 VIDEOS

Latest News

**How to Spot Gaps in Your
HVAC/R Lab Before the
School Year Starts**

**Electrical Foundations vs.
System Sequence: Choosing
the Right HVAC Training
Unit**

**The HVAC Instructor's
Guide to Teaching
Thermostat Control Wiring**

About North Park Innovations Group, Inc.

iConnect Training has been providing the finest training units to the educational market for over thirty years. They can be found in high schools, colleges, all over the world.

[\[Read more...\]](#)

6442 Route 242 East
Ellicottville, NY 14731
(716) 699-2031
Sales Info: (716) 468-4047

Social Media

[Newsletter Sign-up](#)

Connect with us on these platforms

[f](#) [v](#) [in](#)



About iConnect Training, HVAC Training Unit Provider

Who Is iConnect Training?

iConnect[®] Training is the leading provider of the finest HVAC and electrical training units to the educational markets worldwide. It's a brand of [North Park Innovations Group, Inc.](#), that specializes in designing and manufacturing high-tech products for the HVAC/R industry. Over the past 40+ years, North Park Innovations includes the Marcraft and iConnect Training product lines, cloud services and industrial training units. The company is privately owned by husband and wife duo, Bill and Lori Northrup. Over the past 40+ years, the company has grown from Stride Tool's line of specialty hand tools, to inventing the iManifold[®] and iManifold Pulse[®] (industry-leading technology to gather HVAC data for technicians and contractors) to a broad line of vocational training units including state-of-the-art [Building Automation System \(BAS\) simulators](#) with full curriculum. The company is headquartered in Ellicottville, a ski town in the hills of western New York State about 45 miles south of Buffalo, NY.

At iConnect Training, we're always on the lookout for new and innovative training concepts. By actively engaging with industry experts, we're able to stay up-to-date on the latest and greatest in the HVAC/R industry. Ultimately, it allows us to develop training units and curriculum that prepare future technicians for the technology they'll see when out in the field.



Our Commitment to Providing HVAC Trainers for Quality Education

At iConnect Training, we believe in providing HVAC/R students with the latest technology and resources. This advances their ability to fully understand the theory and operational techniques behind each specific system. Our training units can be found all over the world in high schools, technical colleges, military bases, government facilities and other educational settings. These HVAC training solutions can do everything from demonstrating simple concepts to illustrating advanced troubleshooting techniques, in the heating, refrigeration, and air conditioning industries. For more information on our HVAC training solutions, [check out our complete list of products here.](#)

Our expertise certainly does not end here. We can custom design and build trainers to your exact specifications and needs. For custom requirements or applications, please give us a call at [\(716\) 699-2031](tel:7166992031). iConnect Training's goal is to provide top quality HVAC/R training units and curriculum at reasonable prices that fit our customers' precise needs. We look forward to working with you!

Customer Testimonials

Kyle Braun

HVAC-R Coordinator, Iowa Central Community College

“The [TU-805 trainers](#) we purchased have been the best money I have spent. They really help explain the refrigeration cycle to my students. It makes it easier when they can see what is going on and follow the flow. I also like the adjustable fan speeds so you can demonstrate plugged filters and coils, they are great.”

One of my first year students even made the comment that they are the slickest since sliced bread!!! I have to agree with him, as they really help get that

when the students get what is going on. Thank you again and I look forward to products from NPI.”



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News

How to Spot Gaps in Your HVAC/R Lab Before the School Year Starts

July 13, 2026

Electrical Foundations vs. System Sequence: Choosing the Right HVAC Training Unit

June 8, 2026

The HVAC Instructor's Guide to Teaching Thermostat Control Wiring

May 11, 2026





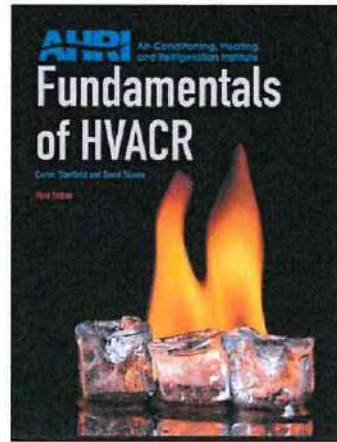
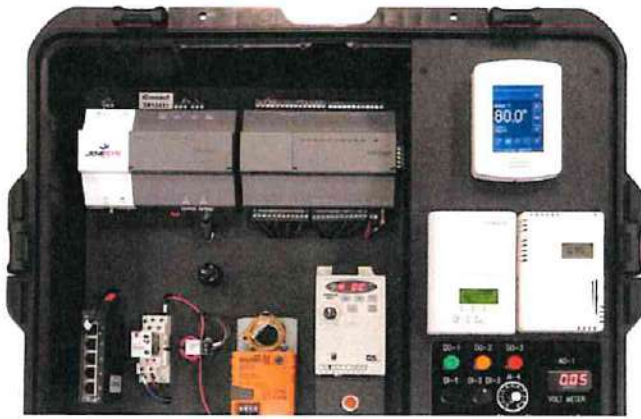
HVACR Product Gallery

Specializing In HVAC & Electrical Training Units and Curriculum

[iConnect Training](#) provides the finest HVAC lab trainers and curriculum in the industry to vocational programs all over the world. They can be found in high schools, technical colleges, government facilities and other educational settings. These training units and simulators below represent a wide variety of subjects in the heating, refrigeration, air conditioning and electrical industries. Instructors can demonstrate simple concepts as well as illustrate advanced troubleshooting and servicing techniques. Our expertise certainly does not end here as we can custom design and build HVAC lab trainers to your exact specifications and needs.

[View all](#) [Air Conditioning](#) [BAS](#) [Build-Up & Cutaways](#) [Commercial](#)
[Curriculum](#) [Electrical](#) [Equipment Packages](#) [Gas Heating](#) [Heat Pump](#) [Heating](#)
[HVAC Controls](#) [Hydronics](#) [Industrial](#) [Refrigeration](#) [Table Top Trainers](#)





Cattaraugus County, NY

Property



Property Address: 4580 US Route 219

Municipality: Town of Great Valley

Tax ID: 65.003-1-30

Summary

SWIS	044400
Status	Active
Roll Section	Taxable
Property Class	456 - Medium Retail
Ownership Code	
Neighborhood	44400 C
School District	Ellicottville Cent
Property Description	27 03 06 FF 597.00 US RTE 219 FF 296.00 PETH RD
Total Acreage/Size	4.49
Deed Book	20210
Deed Page	5161



07/30/2024

Photos



07/30/2024



07/30/2024

Owners

Timberhut, LLC
20 High Park Blvd
Amherst, NY 14226

Commercial Buildings

Site	Com 1
Air Cond. %	0
Sprinkler %	0
Alarm %	0
Elevators	0
Basement Type	Unfinished
Year Built	1960

Eff Year Built	
Condition	Normal
Quality	Average
Gross Floor Area	14,000
Stories	1
Nbr Identical Bldgs	0

Inventory

Site	Com 1
Overall EFF Year Built	1960
Overall Condition	Normal

Overall Grade	Average
Overall Desirability	Superior

Utilities

Site	Com 1
Sewer Type	Private

Water Supply	Private
Utilities	Electric

Site Uses

Site	Use	Rentable Area	Total Units
Com 1	Light mfg	14,000	0

Land

Site	Land Type	Size
Com 1	Primary	4.49 acres

Special Districts

Year	Description	Type	Units
2027	FD444 - Great valley fire		0
2026	FD444 - Great valley fire		0
2025	FD444 - Great valley fire		0

Sales

Sale Date	Sale Price	Property Class	Sale Type	Prior Owner	Value Usable	Arms Length	Addl. Parcels	Deed Book/Page
5/7/2021	\$360,000	431 - Auto dealer	Land & Building	JLD Properties, LLC,	Yes	Yes	No	20210 / 5161
4/2/2013	\$700,000	431 - Auto dealer	Land & Building	Olaughlin Lawrence J III	No	No	No	19416 / 2001

Historic Deed

Book/Page	Prior Printkey
20210 / 5161	
19416 / 2001	

Valuation

Assessed Year	2027	2026	2025
Equalization Rate	100.00%	100.00%	100.00%
Land Assessment	\$38,100	\$38,100	\$38,100
Total Assessment	\$364,000	\$364,000	\$364,000
Full Market Value	\$364,000	\$364,000	\$364,000

Taxable Values

Tax Year	2027	2026	2025
County Taxable	\$364,000	\$364,000	\$364,000
County Taxable Exemptions	\$0	\$0	\$0
Municipality Taxable	\$364,000	\$364,000	\$364,000
Municipality Taxable Exemptions	\$0	\$0	\$0
Village Taxable			
Village Taxable Exemptions			
School Taxable	\$364,000	\$364,000	\$364,000
School Taxable Exemptions	\$0	\$0	\$0

Historical Tax Summary

Tax Year	Tax Type	Original Bill	Total Assessed Value	Full Market Value	Uniform %	Roll Section
2025	County	\$9,152.45	\$350,000.00	\$555,556.00	63.00%	1
2024	School	\$3,148.74	\$350,000.00	\$555,556.00	63.00%	1
2024	County	\$9,460.24	\$350,000.00	\$486,111.00	72.00%	1
2023	School	\$3,695.41	\$350,000.00	\$486,111.00	72.00%	1
2023	County	\$9,255.77	\$350,000.00	\$426,829.00	82.00%	1

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

Payment Status

Tax Year (click for detail)	Assessment	Calculation Base	Bill Date	Payment Due Date	Payment Status
2026 C/T Tax Great Valley	\$364,000.00	\$6,148.85	01/01/2026	01/31/2026	Unpaid
2025-26 School Ellicottville	\$364,000.00	\$2,302.23	09/01/2025	09/30/2025	Relevied
2025 C/T Tax Great Valley	\$350,000.00	\$9,152.45	01/01/2025	01/31/2025	Paid
2024-25 School Ellicottville	\$350,000.00	\$3,148.74	09/01/2024	09/30/2024	Relevied
2024 C/T Tax Great Valley	\$350,000.00	\$9,460.24	01/01/2024	01/31/2024	Paid
2023-24 School Ellicottville	\$350,000.00	\$3,695.41	09/01/2023	09/30/2023	Relevied
2023 C/T Tax Great Valley	\$350,000.00	\$9,255.77	01/01/2023	01/31/2023	Paid

No data available for the following modules: Residential Buildings, Improvements, Additional Parcels Involved in Sale, Exemptions, Comparable Search (Res).

No warranties, expressed or implied, are provided for the data herein, its use or interpretation. The assessment information is from the last certified tax roll. All data is subject to change before the next certified tax roll. This data was prepared for tax assessment purposes only. Its intent is not for proof of ownership or exact location of property lines. Property lines and aerial imagery may not be accurately aligned. All information on this map is subject to variation and corrections.

[User Privacy Policy](#) | [GDPR Privacy Notice](#)
Last Data Upload: 7/13/2025, 9:00:37 PM

[Contact Us](#)

GREAT VALLEY
2026 TOWN & COUNTY TAXES

* For Fiscal Year 01/01/2026 to 12/31/2026

* Warrant Date 01/01/2026

Bill No. 001533
Sequence No. 1424
Page No. 1 of 1

MAKE CHECKS PAYABLE TO:

Toni Evans Collector
PO Box 427
Great Valley, NY 14741

716-945-4200 ext 100

Timberhut, LLC
20 High Park Blvd
Amherst, NY 14226

TO PAY IN PERSON

Jan: Mon-Fri 9AM - 2PM
Feb: Mon, Tues, Thur 9AM-1PM
Mar: Mon, Tues, Thur 9AM-1PM

SWIS S/B/L ADDRESS & LEGAL DESCRIPTION & CK DIGIT

044400 65.003-1-30

Address: 4580 US Route 219

Town of: Great Valley

School: Ellicottville Cent

NYS Tax & Finance School District Code:

456 - Medium Retai

Roll Sect. 1

Parcel Acreage: 4.49

Account No. 0320

Bank Code

Estimated State Aid: CNTY 42,647,106
TOWN 1,888,105

364,000

100.00

364,000

PROPERTY TAXPAYER'S BILL OF RIGHTS

The Total Assessed Value of this property is:

The Uniform Percentage of Value used to establish assessments in your municipality was:

The assessor estimates the Full Market Value of this property as of July 1, 2024 was:

If you feel your assessment is too high, you have the right to seek a reduction in the future. For further information, please talk to your assessor or go to www.cattco.org/real_property. Please note that the period for filing complaints on the above assessment has passed.

Jeff Bob

Exemption	Value	Tax Purpose	Full Value Estimate	Exemption	Value	Tax Purpose	Full Value Estimate
-----------	-------	-------------	---------------------	-----------	-------	-------------	---------------------

PROPERTY TAXES

Taxing Purpose	Total Tax Levy	% Change From Prior Year	Taxable Assessed Value or Units	Rates per \$1000 or per Unit	Tax Amount
County Tax - 2026	60,478,867	2.6	364,000.00	8.145152	2,964.84
Town Tax - 2026	463,612	4.9	364,000.00	1.298002	472.47
School Relevy					2,512.65
Great Valley Fire TOTAL	145,573	10.0	364,000.00	.546399	198.89

Taxes from one or more prior levies remain due and owing.

CONTINUED DELINQUENCY CAN RESULT IN FORECLOSURE

- 400,000
- 100,000

3635

School relevy

Property description(s): 27 03 06 FF 597.00 US RTE 219 FF 296.00 PETH RD

PENALTY SCHEDULE	Penalty/Interest	Amount	Total Due
Due By: 01/31/2026	0.00	6,148.85	6,148.85
02/28/2026	61.49	6,148.85	6,210.34
03/31/2026	122.98	6,148.85	6,271.83

TOTAL TAXES DUE

\$6,148.85

Apply For Third Party Notification By: 11/30/2026



Taxes paid by _____ CA CH

CHECK BOX [] AND RETURN ENTIRE BILL FOR RECEIPT

2026 TOWN & COUNTY TAXES
RECEIVER'S STUB

Bill No. 001533
044400 65.003-1-30

Town of: Great Valley
School: Ellicottville Cent
Property Address: 4580 US Route 219

Pay By: 01/31/2026	0.00	6,148.85	6,148.85
02/28/2026	61.49	6,148.85	6,210.34
03/31/2026	122.98	6,148.85	6,271.83

Bank Code
TOTAL TAXES DUE
\$6,148.85

**** Prior Taxes Due ****

Timberhut, LLC
20 High Park Blvd
Amherst, NY 14226



\$2,302.23(39%)

\$472.47(8%)

\$2,964.84(50%)

\$198.89(3%)



Tax Calculator

Estimated Total Taxes = \$5,938.43 for the year 2026

SCHOOL ([Ellicottville](#))

Previous 2025 Assessed Value: \$364,000.00

2025 SCHOOL ([Ellicottville](#)) Rate: 6.324802

Town([Great Valley](#))

Previous 2025 Assessed Value: \$364,000.00

2026 Town([Great Valley](#)) Rate: 1.298002

COUNTY([Great Valley](#))

Previous 2025 Assessed Value: \$364,000.00

2026 COUNTY([Great Valley](#)) Rate: 8.145152

[Great Valley Fire\(FD444\)](#)

Previous 2025 Assessed Value: \$364,000.00

2026 [Great Valley Fire\(FD444\)](#) Rate: 0.546399

TAX REPORT GENERATED ON JULY 14, 2026 FOR PRINT KEY = 06500300010300000000

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:

Northpark Innovations Group, Inc.

Project Location (describe, and attach a location map):

4580 US Rte. 219 Great Valley, NY 14741

Brief Description of Proposed Action:

- Purchase of the former "Timberhut" location in Great Valley, NY. The building (14,000 sq ft.) will allow the company to expand, grow, retain, hire new employees. The company will utilize the existing show room for Men products & use the additional space for manufacturing.

Name of Applicant or Sponsor:

Northpark Innovations Group Inc.

Telephone: 716-699-2031

E-Mail: Lori@northrup.net

Address:

6442 NYS Route 242-E

City/PO:

Elizaville

State:

NY

Zip Code:

14731

1. Does the proposed action only involve the legislative adoption of a plan, local law, ordinance, administrative rule, or regulation?

NO

YES

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.

☒

☐

2. Does the proposed action require a permit, approval or funding from any other government Agency?

NO

YES

If Yes, list agency(s) name and permit or approval:

☒

☐

3. a. Total acreage of the site of the proposed action?

4.49 acres

b. Total acreage to be physically disturbed?

- acres

c. Total acreage (project site and any contiguous properties) owned or controlled by the applicant or project sponsor?

4.49 acres

4. Check all land uses that occur on, are adjoining or near the proposed action:

☐ Urban

☒ Rural (non-agriculture)

☐ Industrial

☒ Commercial

☒ Residential (suburban)

☒ Forest

☒ Agriculture

☐ Aquatic

☐ Other (Specify):

☐ Parkland

5. Is the proposed action,	NO	YES	N/A
a. A permitted use under the zoning regulations?	☐	☒	☐
b. Consistent with the adopted comprehensive plan?	☐	☒	☐
6. Is the proposed action consistent with the predominant character of the existing built or natural landscape?	NO	YES	
	☐	☒	
7. Is the site of the proposed action located in, or does it adjoin, a state listed Critical Environmental Area?	NO	YES	
If Yes, identify: _____	☒	☐	
8. a. Will the proposed action result in a substantial increase in traffic above present levels?	NO	YES	
b. Are public transportation services available at or near the site of the proposed action?	☒	☐	
c. Are any pedestrian accommodations or bicycle routes available on or near the site of the proposed action?	☒	☐	
9. Does the proposed action meet or exceed the state energy code requirements?	NO	YES	
If the proposed action will exceed requirements, describe design features and technologies: _____ _____	☒	☐	
10. Will the proposed action connect to an existing public/private water supply?	NO	YES	
If No, describe method for providing potable water: _____ _____	☒	☐	
11. Will the proposed action connect to existing wastewater utilities?	NO	YES	
If No, describe method for providing wastewater treatment: _____ _____	☒	☐	
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	
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?	☒	☐	
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	
b. Would the proposed action physically alter, or encroach into, any existing wetland or waterbody?	☒	☐	
If Yes, identify the wetland or waterbody and extent of alterations in square feet or acres: _____ _____ _____			

14. Identify the typical habitat types that occur on, or are likely to be found on the project site. Check all that apply: ☐ Shoreline ☐ Forest ☐ Agricultural/grasslands ☐ Early mid-successional ☐ Wetland ☐ Urban ☒ Suburban <i>- Existing Building</i>		
15. Does the site of the proposed action contain any species of animal, or associated habitats, listed by the State or Federal government as threatened or endangered?	NO	YES
	☒	☐
16. Is the project site located in the 100-year flood plan?	NO	YES
	☒	☐
17. Will the proposed action create storm water discharge, either from point or non-point sources? If Yes,	NO	YES
	☒	☐
a. Will storm water discharges flow to adjacent properties?	☒	☐
b. Will storm water discharges be directed to established conveyance systems (runoff and storm drains)? If Yes, briefly describe:	☒	☐
18. Does the proposed action include construction or other activities that would result in the impoundment of water or other liquids (e.g., retention pond, waste lagoon, dam)? If Yes, explain the purpose and size of the impoundment:	NO	YES
	☒	☐
19. Has the site of the proposed action or an adjoining property been the location of an active or closed solid waste management facility? If Yes, describe:	NO	YES
	☒	☐
20. Has the site of the proposed action or an adjoining property been the subject of remediation (ongoing or completed) for hazardous waste? If Yes, describe:	NO	YES
	☒	☐
I CERTIFY THAT THE INFORMATION PROVIDED ABOVE IS TRUE AND ACCURATE TO THE BEST OF MY KNOWLEDGE		
Applicant/sponsor/name: <u>Lori Northrup</u> Date: <u>7-17-26</u>		
Signature: <u>X Lori Northrup</u> Title: <u>Chairman</u>		

MRB Cost Benefit Calculator

Cattaraugus County Industrial Development Agency

Date July 14, 2026

Project Title Proposed Manufacturing Project

Project Location Great Valley NY

North Park Innovations

Construction Phase - Project Assumptions

Project Costs

Enter total project costs:

Value

\$500,000

Local Construction Spending*

% of locally sourced materials and labor

In-region construction spending

Project Costs

Value

\$500,000

80%

\$400,000

Construction Economic Impacts

Industry	NAICS	% of Total Investment	Investment by Type
Industrial Building Construction	236210	100%	\$400,000
(Not Applicable)	0		\$0
(Not Applicable)	0		\$0
Most projects will only have one line related to construction type.		100%	\$400,000

Operation Phase - Project Assumptions

Jobs and Earnings from Operations

NAICS Lookup

Year 1 - Enter NAICS

	NAICS	Count	Per Job Annual Earnings	Total Earnings
Apprenticeship Training	611513	0	\$0	\$0
	0	0	\$0	\$0
	0	0	\$0	\$0
	0	0	\$0	\$0
	0	0	\$0	\$0
	0	0	\$0	\$0
Total		0		\$0

Year 2

	NAICS	Count	Per Job Annual Earnings	Total Earnings
Apprenticeship Training	611513	10	\$45,000	\$450,000
	0	0	\$0	\$0
	0	0	\$0	\$0
	0	0	\$0	\$0
	0	0	\$0	\$0
	0	0	\$0	\$0
Total		10		\$450,000

Year 3+ (Full Employment)

	NAICS	Count	Per Job Annual Earnings	Total Earnings
Apprenticeship Training	611513	10	\$45,000	\$450,000
	0	0	\$0	\$0
	0	0	\$0	\$0
	0	0	\$0	\$0
	0	0	\$0	\$0
	0	0	\$0	\$0
Total		10		\$450,000

Fiscal Impact Assumptions

Estimated Costs of Incentives

	%	Value
Sales Tax Exemption		\$80,000
Local Sales Tax Rate	4.00%	\$40,000
State Sales Tax Rate	4.00%	\$40,000
Mortgage Recording Tax Exemption		\$5,000
Local	0.75%	\$3,000
State	0.50%	\$2,000
Total Costs		\$85,000

PILOT Term (Years)	15
Escalation Factor	2%
Discount Factor	2%

Property Tax Exemption

Year #	Year	Property Tax WITHOUT Project	Estimated PILOT	Property Tax on Full Assessment	Difference in Current vs. PILOT	Difference PILOT vs Full Taxes
1	2027	\$6,050	\$6,307	\$6,307	\$257	\$0
2	2028	\$6,171	\$6,433	\$6,433	\$262	\$0
3	2029	\$6,295	\$6,562	\$6,562	\$267	\$0
4	2030	\$6,420	\$6,693	\$6,693	\$273	\$0
5	2031	\$6,549	\$6,827	\$6,827	\$278	\$0
6	2032	\$6,680	\$6,964	\$6,964	\$284	\$0
7	2033	\$6,813	\$7,103	\$7,103	\$289	\$0
8	2034	\$6,950	\$7,245	\$7,245	\$295	\$0
9	2035	\$7,089	\$7,390	\$7,390	\$301	\$0
10	2036	\$7,231	\$7,538	\$7,538	\$307	\$0
11	2037	\$7,375	\$7,688	\$7,688	\$313	\$0
12	2038	\$7,523	\$7,842	\$7,842	\$320	\$0
13	2039	\$7,673	\$7,999	\$7,999	\$326	\$0
14	2040	\$7,827	\$8,159	\$8,159	\$332	\$0
15	2041	\$7,983	\$8,322	\$8,322	\$339	\$0
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Total		\$104,628	\$109,073	\$109,073 Discounted->	\$4,445 \$3,780	\$0 \$0

Other Benefits to Public and Private Individuals - If Applicable

[illegible]

Notes

Other municipal revenue - Fire District tax
manufacturing PILOT based on \$400,000 assessment

15 year

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

Yes

Cattaraugus County Industrial Development Agency

MRB Cost Benefit Calculator



Date July 14, 2026
 Project Title Proposed Manufacturing Project
 Project Location Great Valley NY

Economic Impacts

Summary of Economic Impacts over the Life of the PILOT

Project Total Investment
 \$500,000

Temporary (Construction)			
	Direct	Indirect	Total
Jobs	2	1	3
Earnings	\$146,533	\$30,389	\$176,922
Local Spend	\$400,000	\$110,553	\$510,553

Ongoing (Operations)			
Aggregate over life of the PILOT			
	Direct	Indirect	Total
Jobs	10	0	10
Earnings	\$7,056,149	\$1,097,602	\$8,153,751

Figure 1

Net Benefits

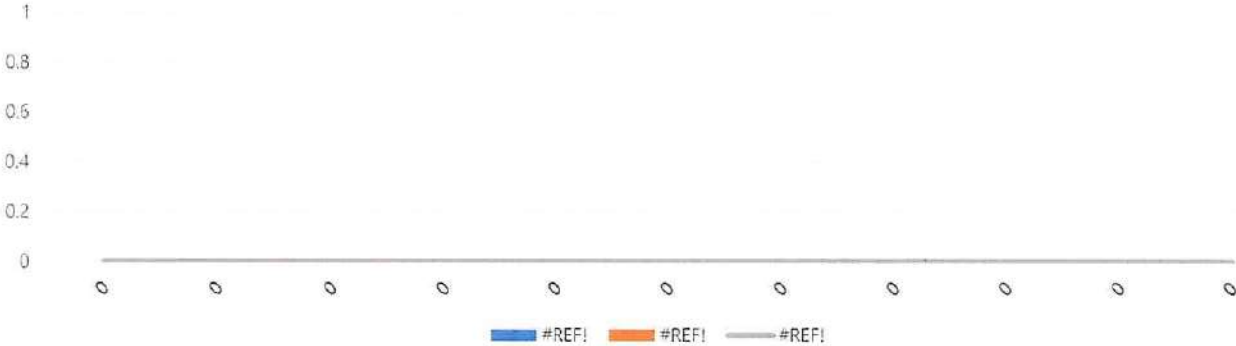


Figure 2

Total Jobs

Figure 3

Total Earnings



Fiscal Impacts

Estimated Costs of Exemptions

	Nominal Value	Discounted Value*
Property Tax Exemption	\$0	\$0
Sales Tax Exemption	\$80,000	\$80,000
Local Sales Tax Exemption	\$40,000	\$40,000
State Sales Tax Exemption	\$40,000	\$40,000
Mortgage Recording Tax Exemption	\$5,000	\$5,000
Local Mortgage Recording Tax Exemption	\$3,000	\$3,000
State Mortgage Recording Tax Exemption	\$2,000	\$2,000
Total Costs	\$85,000	\$85,000

State and Local Benefits

	Nominal Value	Discounted Value*
Local Benefits	\$8,397,212	\$7,103,132
To Private Individuals	\$8,330,673	\$7,046,811
Temporary Payroll	\$176,922	\$176,922
Ongoing Payroll	\$8,153,751	\$6,869,889
Other Payments to Private Individuals	\$0	\$0
To the Public	\$66,539	\$56,321
Increase in Property Tax Revenue	\$4,445	\$3,780
Temporary Jobs - Sales Tax Revenue	\$1,238	\$1,238
Ongoing Jobs - Sales Tax Revenue	\$57,076	\$48,089
Other Local Municipal Revenue	\$3,780	\$3,214
State Benefits	\$433,195	\$366,434
To the Public	\$433,195	\$366,434
Temporary Income Tax Revenue	\$7,962	\$7,962
Ongoing Income Tax Revenue	\$366,919	\$309,145
Temporary Jobs - Sales Tax Revenue	\$1,238	\$1,238
Ongoing Jobs - Sales Tax Revenue	\$57,076	\$48,089
Total Benefits to State & Region	\$8,830,407	\$7,469,566

Benefit to Cost Ratio

	Benefit*	Cost*	Ratio
Local	\$7,103,132	\$43,000	165:1
State	\$366,434	\$42,000	9:1
Grand Total	\$7,469,566	\$85,000	88:1

*Discounted at 2%

Additional Comments from IDA

Other municipal revenue - Fire District tax
year manufacturing PILOT based on \$400,000 assessment

15

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

PUBLIC HEARING SCRIPT

I & S, Inc. of N.Y. 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 July 14, 2026 at 9:30 a.m.
at the Town of Allegany, Town Hall Board Room, 52 West Main Street, Allegany, New York

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 9:00 a.m. My name is Corey R. Wiktor. I am the Executive Director for the County Cattaraugus Industrial Development Agency, and I have been designated by the Agency to be the hearing officer to conduct this public hearing.

☒ 2. PURPOSE: Purpose of the Hearing.

Hearing Officer: We are here to hold the public hearing on the I & S, Inc. of N.Y. 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, July 2, 2026.

☒ 3. PROJECT SUMMARY: Description of Project and Contemplated Agency Benefit

Hearing Officer: The proposed project (the "Project") consists of: (i) the acquisition by the Agency of a leasehold interest in certain property located at 4174 Route 417 and 4296 NYS Route 417 in the Town of Allegany, Cattaraugus County, New York and all other lands in the County of Cattaraugus where, by license or easement or other agreement, the Company or its designees are making improvements to the Project (the "Land"), (ii) the construction of a 14,400 +/- SF shop building, a 2,400 +/- back office with mezzanine, a 9,600 +/- SF cold storage warehouse and a 5,000 +/- SF office (the "Improvements"); and

acquisition by the Company in and around the Improvements of certain items of machinery, equipment and other tangible personal property (the "Equipment"; and, together with the Land and the Improvements, 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 corey@cattcoida.com or crystal@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:**

9:46 As there are no further statements and/or comments, I will close the public hearing at a.m.

-Please see letter from Town Attorney conveying support from the Town of Allegany.

SIGN IN SHEET FOR PUBLIC HEARING

Public Hearing to be held on July 14, 2026 at 9:30 a.m.
in Town of Allegany Town Hall, 52 West Main Street, Allegany, New York

**I & S, Inc. of N.Y. project and/or Individual(s), Affiliate(s),
Subsidiary(ies), or Entity(ies) formed or to be formed on its behalf**

Project Location: 4174 NYS Route 417 and 4296 NYS Route 417, Allegany, NY 14706

[illegible]



June 20, 2026

Corey R. Wiktor
Executive Director
County of Cattaraugus Industrial Development Agency
PO Box 1749
Ellicottville, NY 14731

Re: Application for Financial Assistance – I&S Inc. of NY

Dear Mr. Wiktor:

I am the Allegany Town Attorney. The Allegany Town Board has discussed I&S Inc. of NY's Application for Financial Assistance to the County of Cattaraugus Industrial Development Agency dated June 1, 2026 and fully supports the Application and the underlying project.

Please include this letter in the Record of Proceedings for the Application and please provide a copy of this letter to the County of Cattaraugus Industrial Development Agency Board Members.

Thank you for your consideration of this matter. If you need any further information or have any questions, please contact me.

Sincerely,

HOPKINS SORGI & MCCARTHY PLLC

Peter J. Sorgi, Esq.

cc: Chris McPherson, Allegany Town Supervisor
Allegany Town Board
Grace Straub, Allegany Town Clerk
I&S Inc. of NY

HOPKINS SORGI & MCCARTHY PLLC

Attorneys at Law

574 Main Street, Suite 204 • East Aurora, New York 14052

Office: 716-805-7191 Ext 2 • Mobile: 716-908-3289 • E-Mail: psorgi@hsmlegal.com
hsmlegal.com

**COUNTY OF CATTARAUGUS INDUSTRIAL
DEVELOPMENT AGENCY
INDUCEMENT RESOLUTION**

**I & S, INC. OF N.Y., 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, July 21, 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 I & S, INC. OF N.Y., 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) RATIFYING THE SCHEDULING, NOTICING, AND CONDUCTING OF A PUBLIC HEARING IN CONNECTION WITH THE PROJECT; (iii) MAKING A DETERMINATION PURSUANT TO THE STATE ENVIRONMENTAL QUALITY REVIEW ACT; (iv) APPOINTING THE COMPANY, OR ITS DESIGNEE, AS ITS AGENT TO UNDERTAKE THE PROJECT; (v) AUTHORIZING THE UNDERTAKING OF THE PROJECT TO PROVIDE FINANCIAL ASSISTANCE TO THE COMPANY IN THE FORM OF (A) A SALES TAX EXEMPTION BENEFIT FOR PURCHASES AND RENTALS RELATED TO THE ACQUISITION, CONSTRUCTION AND EQUIPPING OF THE PROJECT, (B) A MORTGAGE RECORDING TAX EXEMPTION BENEFIT FOR FINANCING RELATED TO THE PROJECT, AND (C) A PARTIAL ABATEMENT FROM REAL PROPERTY TAXES BENEFIT THROUGH THE PILOT AGREEMENT; AND (vi) AUTHORIZING THE NEGOTIATION AND EXECUTION OF A LEASE AGREEMENT, LEASEBACK AGREEMENT, A PAYMENT-IN-LIEU-OF-TAX AGREEMENT, 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, I & S, INC. OF N.Y. or on behalf of an affiliated entity formed or to be formed (the “Company”) has submitted an application to the Agency (the “Application”) requesting the Agency’s assistance with a certain project (the “Project”) consisting of: (i) the acquisition by the Agency of a leasehold interest in certain property located at 4174 NYS Route 417 and 4296 NYS Route 417 in the Town of Allegany, Cattaraugus County, New York and all other lands in the county of Cattaraugus where, by license or easement or other agreement, the Company or its designees are making improvements that benefit the Project (the “Land”), (ii) the construction of a 14,400+/- SF shop with a 2,400+/- back office with mezzanine, a 9,600+/- SF cold storage warehouse and a 5,000+/- SF office (the “Improvements”); and (iii) the acquisition by the Company in and around the Improvements of certain items of machinery, equipment and other tangible personal property (the “Equipment”; and, together with the Land and the Improvements, the “Facility”); and

WHEREAS, pursuant to General Municipal Law Section 859-a, on July 14, 2026, at 9:30 a.m., at the Town of Allegany, Town Hall Board Room, 52 West Main Street, Allegany, New York, 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) negotiate and enter into a lease agreement (the “Lease Agreement”) and related leaseback agreement (the “Leaseback Agreement”) with the Company, pursuant to which the Agency will retain a leasehold interest in the Land, the Existing Improvements, the Improvements, the Equipment and personal property constituting the Facility; and (iii) provide Financial Assistance to the Company in the form of (a) 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, (b) a mortgage recording tax exemption benefit for the financing related to the Project, and (c) a partial abatement from real property taxes benefit through a ten (10) year term PILOT Agreement for the benefit of each municipality and school district having taxing jurisdiction over the Project, (collectively, the sales and use tax exemption benefit, the mortgage recording tax exemption benefit, and the partial abatement from real property taxes benefit, are hereinafter collectively referred to as the “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, if any, and Agency board member review of and recommendations related to the Project and its resolution to approve the Project subject to the terms and conditions as described herein, the Agency board member review of the Project's cost benefit ratio, the costs of incentives so applied for, the anticipated new tax revenues to be generated by the Project, as well as the Project's contemplated community benefits, 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 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(al) of the SEQRR 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 SEQRR regulations, and the additional representations made by the Company to the Agency in connection with the Project, the Agency hereby finds that the Project will not have a potential significant adverse environmental impact warranting the preparation of an environmental impact statement. The Agency thus issues a “negative declaration” as that term is defined pursuant 6 N.Y.C.R.R. Section 617.2(z); 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 retain 70 FTE employee positions and create 50 new FTE employee positions.
- (ii) The estimated total value of Financial Assistance is approximately \$939,531 over the ten-year real property tax abatement benefit period.
- (iii) The estimated amount of private sector investment to be made by the Company is \$9,000,000.
- (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, by 2027.
- (v) Extent of new revenue provided to local taxing jurisdictions: By expanding its facility and capacity and retaining 60 and creating 80 new

jobs, it is expected that the Project and its employees will continue to generate new sales tax and real property tax revenues.

- (vi) The extent to which the Project will create local construction jobs. The Company will utilize local construction contractors.

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, and with respect to any agents or subagents appointed by the Company, to execute, certify, and file, in the name of and on behalf of the Agency, any tax forms evidencing such appointments, 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 \$7,500,000, 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 \$600,000, 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; and

- (ii) authorizes and approves that the value of the mortgage recording tax exemption benefit ("mortgage recording tax exemption benefits") shall not exceed \$100,000; and

- (iii) authorizes and approves that the real property tax abatement benefits ("PILOT benefits") to be provided over the term of the PILOT Agreement are estimated

to be approximately \$239,531, resulting in estimated total PILOT payments of \$296,450 over the term of the PILOT Agreement.

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, and/or mortgage recording tax exemption benefits, and/or partial abatements from real property taxes 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 and/or mortgage recording tax exemption benefits, and/or the partial abatement from real property taxes 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, 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 termination of the PILOT 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 \$9,000,000 being the total project cost as stated in the Company's application for Financial Assistance.
- (ii) Employment Commitment – that there are at least 60 existing full time equivalent (“FTE”) employees located at, or to be located at, the Facility as stated in the Company's application for Financial Assistance (the “Baseline FTE”); and

- the number of current FTE employees in the then current year at the Facility; and
- that within three (3) years of Project completion, the Company has maintained and created FTE employment at the Facility equal to 120 FTE employees [representing the sum of (x) 70 Baseline FTE and (y) 50 FTE employees, (being the 50 new FTE employee positions proposed to be created by the Company as stated in its Application)].

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 (A) an Agent Agreement, (B) the Lease Agreement whereby the Company leases the Project to the Agency, (C) the related Leaseback Agreement whereby the Agency leases the Project back to the Company, and (D) the PILOT Agreement and (E) related documents; provided, however, that (i) the rental payments under the Leaseback Agreement to the Company include payments of all costs incurred by the Agency arising out of or related to the Project and indemnification of the Agency by the Company for actions taken by the Company and/or claims arising out of or related to the Project; and (ii) the terms of the PILOT Agreement are consistent with the Agency's Uniform Tax Exemption Policy, or procedures for deviation have been complied with accordingly.

Section 5. 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 any mortgage, assignment of leases and rents, security agreement, UCC-1 Financing Statements and all documents reasonably contemplated by these resolutions or required by any lender identified by the Company (the "Lender") up to a maximum principal amount necessary to undertake the Project, acquire the Facility and/or finance or refinance acquisition and Project costs or equipment and other personal property and related transactional costs (hereinafter, with the Lease Agreement, Leaseback Agreement, and related documents, collectively called the "Agency Documents"); and, where appropriate, the Secretary or the Assistant Secretary of the Agency is hereby authorized to affix the seal of the Agency to the Agency Documents and to attest the same, all with such changes, variations, omissions and insertions as the Chair, the Vice Chair, and/or the Executive Director of the Agency shall approve, the execution thereof by the Chair, the Vice Chair, and/or the Executive Director of the Agency to constitute conclusive evidence of such approval; provided in all events recourse against the Agency is limited to the Agency's interest in the Project.

Section 6. 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 7. The provision by the Agency of Financial Assistance with respect to the Project as described herein is subject to the Agency's policies.

Section 8. 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: July 21, 2026

County of Cattaraugus Industry Development Agency Board Meeting

**Resolution Supporting I&S Inc. of New York's
2026 CFA Application for Empire State Development Regional Council Capital Funds**

WHEREAS, The **County of Cattaraugus Industry Development Agency** Supports *I&S Inc. of New York's* application submission through the 2026 NYS CFA Empire State Development *Regional Council Capital Funds* program for eligible project costs towards a \$9,000,000 capital investment to expand and renovate their existing facilities headquarters in the Town of Allegheny; and

WHEREAS, I&S Inc. of New York is a privately held company headquartered at 4174 NYS Route 417, Allegany, New York operating in Western New York for more than forty years with specialized oil and gas field services, solution mining support, abandoned well plugging, as well as other related environmental rehabilitation services; and

WHEREAS, I&S Inc. of New York has proposed to purchase the existing business property for renovation as well as expansion to its headquartered operations facility to include construction and renovation of the shop, expanded office facilities, energy-efficient building improvements, equipment purchases with extended storage area, as well as site infrastructure improvements designed to increase operational capacity to support future business growth; and

WHEREAS, the project is expected to create many new full-time jobs over each of the next four to five years while retaining an important regional employer, strengthening the local tax base and long-term competitiveness of a New York-based employer that heavily contributes to economic vitality of the Town of Allegany, Cattaraugus County, and Western New York; and

WHEREAS, the **County of Cattaraugus Industry Development Agency** finds that the proposed project is consistent with the prioritized goals within the Town's Comprehensive Plan as well as the Western New York Regional Economic Development Council by encouraging private capital investment, creating quality jobs, strengthening advanced industrial services, and promoting energy-efficient redevelopment of an existing industrial property; and

NOW, THEREFORE, BE IT FURTHER RESOLVED, that the **County of Cattaraugus Industry Development Agency** supports and encourages Empire State Development and the Western New York Regional Economic Development Council to provide favorable consideration to I&S Inc. of New York's application for capital funding backing this time-sensitive business investment and high-impact economic development project; and

BE IT FURTHER RESOLVED, that the Board Chair is hereby authorized to execute any documents necessary as evidence of Board support of this project submission on for I&S Inc of New York.

CERTIFICATION

I, Thomas Buffamante, Chairman, **County of Cattaraugus Industry Development Agency**, do hereby certify that the foregoing is a true and correct copy of a resolution duly adopted by the CCIDA Board at a meeting held on the 21st day of July, 2026, at which a quorum was present and acting throughout.

CCIDA Board Chairman Signature:

Date: _____

	A	B	C	D	E	F
2	County of Cattaraugus	OPERATING STATEMENT				
3	Industrial Development Agency					
4	Jun-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	\$33,655	\$63,553	-\$23,553	\$60
10	Apps & Fees	\$450,000	\$127,462	\$1,656,712	-\$1,206,712	\$175,140
11	CCCRC/Other Misc. Income	\$10,000	\$61	\$291	\$1,778	\$105
12	Total	\$500,000	\$161,178	\$1,720,556	-\$1,228,487	\$175,305
13						
14						
15	EXPENSES:					
16	Wages	\$220,000	\$16,530	\$99,892	\$120,108	\$100,500
17	Fringe Benefits	\$85,000	\$6,079	\$39,934	\$45,066	\$32,202
18	A- Performance Bonus	\$24,000	\$0	\$31,290	-\$7,290	\$0
19	Board Meeting/Operations	\$2,000	\$87	\$497	\$1,503	\$895
20	Business Development	\$18,000	\$4,309	\$19,239	-\$1,239	\$11,561
21	Office Supplies/Service Contracts	\$2,000	\$106	\$607	\$1,393	\$1,020
22	D- Office Maint./Repairs/Equip	\$9,000	\$725	\$5,686	\$3,314	\$4,712
23	E- Office Phones/Cell/fax/internet serv	\$9,000	\$935	\$4,321	\$4,679	\$5,165
24	Postage	\$1,000	\$0	\$471	\$529	\$264
25	Public Hearings	\$900	\$97	\$292	\$608	\$787
26	Travel/Mileage	\$3,000	\$280	\$1,351	\$1,649	\$917
27	Service Charges	\$500	\$35	\$190	\$310	\$200
28	G- Rent	\$17,100	\$5,975	\$13,100	\$4,000	\$8,550
29	Real Estate Taxes	\$1,200	\$0	\$1,107	\$93	\$90
30	Utilities	\$4,500	\$101	\$2,643	\$1,857	\$2,633
31	Property/Fire/Liability Insurance	\$5,000	\$0	\$4,031	\$969	\$4,896
32	Education/Training/Prof. Development	\$4,000	\$0	\$0	\$4,000	\$0
33	Professional Associations	\$7,500	\$2,181	\$4,455	\$3,045	\$923
34	B- Professional Services	\$30,000	\$0	\$25,877	\$4,123	\$21,435
35	Publications	\$200	\$0	\$0	\$200	\$0
36	C- Marketing/Promotion/Networking	\$2,000	\$0	\$2,825	-\$825	\$1,666
37	Railroad Services	\$0	\$50,300	\$50,300	-\$50,300	\$0
38	Miscellaneous	\$100	\$0	\$0	\$100	\$0
39	Project Expenses	\$10,000	\$0	\$0	\$10,000	\$20,316
40	F- Consulting Expense	\$6,000	\$2,800	\$17,800	-\$11,800	\$22,000
41						
42	Total Expenses	\$462,000	\$90,540	\$325,908	\$136,092	\$240,732
43						
44	Net Difference	\$38,000	\$70,638	\$1,394,648	-\$1,364,579	-\$65,427
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 maintenance				
50	E- Includes monthly cell phones, internet, apple storage, storage back up and office phone lines					
51	F- Consulting to assist current projects					
52	G- Includes Olean Office Rent & Security Deposit					
53						

COUNTY OF CATTARAUGUS IDA
Balance Sheet
June 30, 2026

ASSETS

Current Assets		
CATT CO. BANK	\$	281,382.44
CATT. CO. CAPITAL RES. CORP.		48,834.78
New CCB ISC Account ##27476		4,549,065.68
Savings 476		2,625.73
MMM 476		9,530.88
PETTY CASH		23.21
SECURITY DEPOSIT - RENT		1,350.00
Prepaid rent		1,425.00
Accounts Receivable		10,000.00
lease asset		73,708.92
Deferred Outflows		57,424.00
lease liability		(27,057.06)
ACCTS RECEIVABLE		428.31
PREPAID EXPENSES		150.06
Total Current Assets		5,008,891.95
Property and Equipment		
EQUIPMENT		38,423.95
LEASEHOLD IMPROVEMENTS		22,173.08
LAND		149,298.92
RAILROAD/IMPROVEMENTS		1,385,652.37
ACCUM DEPRECIATION		(873,677.28)
Total Property and Equipment		721,871.04
Other Assets		
Total Other Assets		0.00
Total Assets	\$	<u><u>5,730,762.99</u></u>

LIABILITIES AND CAPITAL

Current Liabilities		
Employee Health Ins Payable	\$	3.00
Federal Payroll Taxes		(9,906.70)
NYS WITHHOLDING		5,128.29
Social Security Tax Payable		2,581.08
Medicare Withholding Tax Pay		603.64
NYS PENSION-EMPLOYEE PORTION		58.85
NYS Retirement Employer Portio		19,194.00
Deferred Inflows		7,868.00
accumulated amort lease asset		46,651.86
ACCOUNTS PAYABLE		4,679.60
ACCRUED PAYROLL		8,076.64
ACCRUED PAYROLL TAXES		560.21
Total Current Liabilities		85,498.47
Long-Term Liabilities		
Pension Liability		131,902.00
Total Long-Term Liabilities		131,902.00
Total Liabilities		217,400.47

Unaudited - For Management Purposes Only

COUNTY OF CATTARAUGUS IDA
Balance Sheet
June 30, 2026

Capital		
Retained Earnings	3,808,642.51	
CONTRIBUTED CAPITAL	310,072.06	
Net Income	<u>1,394,647.95</u>	
Total Capital		<u>5,513,362.52</u>
Total Liabilities & Capital	\$	<u><u>5,730,762.99</u></u>

COUNTY OF CATTARAUGUS IDA

Balance Sheet

June 30, 2025

ASSETS

Current Assets

CATT CO. BANK	\$	216,917.36	
CATT. CO. CAPITAL RES. CORP.		53,603.71	
New CCB ISC Account 476		1,481,005.63	
Savings 476		2,367.04	
MMM 476		9,227.05	
CD's		342,981.14	
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		866.69	
PREPAID EXPENSES		150.06	
Total Current Assets			2,241,953.65

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)	
Total Property and Equipment			246,549.74

Other Assets

Total Other Assets			0.00
Total Assets	\$		2,488,503.39

LIABILITIES AND CAPITAL

Current Liabilities

NYS RETIREMENT LOAN ACCT.	\$	246.00	
Employee Health Ins Payable		3.00	
Federal Payroll Taxes		(9,163.08)	
NYS WITHHOLDING		4,937.02	
Social Security Tax Payable		3,067.05	
Medicare Withholding Tax Pay		1,605.66	
NYS PENSION-EMPLOYEE PORTION		287.31	
NYS Retirement Employer Portio		15,342.00	
Deferred Inflows		61,811.00	
accumulated amort lease asset		31,666.76	
ACCOUNTS PAYABLE		1,960.15	
ACCRUED PAYROLL		5,654.02	
ACCRUED PAYROLL TAXES		560.21	
Total Current Liabilities			117,977.10

Long-Term Liabilities

Pension Liability		112,808.00	
Total Long-Term Liabilities			112,808.00

Unaudited - For Management Purposes Only

COUNTY OF CATTARAUGUS IDA
Balance Sheet
June 30, 2025

Total Liabilities		<u>230,785.10</u>
Capital		
Retained Earnings	2,013,073.52	
CONTRIBUTED CAPITAL	310,072.06	
Net Income	<u>(65,427.29)</u>	
Total Capital		<u>2,257,718.29</u>
Total Liabilities & Capital	\$	<u><u>2,488,503.39</u></u>

INVEST

BUFFALO NIAGARA

Investment Level Advantages & Opportunities

An investment in the economic vitality of the region is an investment in your business and community. Invest Buffalo Niagara (InBN) is the first point of contact for businesses interested in starting, relocating, or expanding the Buffalo Niagara region, comprised of 8 counties.

Invest Buffalo Niagara Matters To Our Community

BECAUSE IT:

- Attracts new jobs and capital investment in the Buffalo Niagara region
- Assists companies from research to ribbon-cutting
- Provides a unified regional voice for economic development in the community
- Creates an environment where business can succeed
- Leads a coalition of private-sector leaders, public officials, and economic development partners toward a shared vision and regional growth strategy
- Improves Buffalo Niagara's image
- Builds on the momentum of Buffalo Niagara's growth – with proven effectiveness
- Evolves and strengthens Buffalo Niagara's Industry clusters
- Attracts talent to WNY

Be in Buffalo

A program of Invest Buffalo Niagara

Investment also supports, Be in Buffalo, the region's talent attraction initiative

Your Support

Your investment supports an aggressive effort to recruit businesses, both nationally and globally. A minimum three-year commitment is encouraged to ensure consistency and sustainability in InBN's efforts to connect sites, resources and people for business growth and opportunity.

STRATEGIC PRIORITIES

- Business attraction focused on target industries
- Local business expansion
- Branding and promotion of Buffalo Niagara
- Building Be in Buffalo, the region's talent attraction campaign
- Building a sustainable future

KEY OBJECTIVES

- Promote Buffalo Niagara regional assets and industry-specific opportunities
- Work with our regional partners to connect and capture expansion opportunities
- Implement industrial site availability strategy
- Launch Economic Gardening program
- Grow and enhance talent attraction program
- Position Buffalo Niagara as the region of choice for business and personal relocation in a Covid-impacted world

Executive Level Investors \$50,000+ / year

PARTICIPATION INCLUDES all Board Level and Partner Level benefits listed below, plus:

- Company representation on the Executive Committee – biannual meetings
- Company logo on InBN's homepage
- Company logo on select InBN materials
- Engage visiting prospects, media, fam tours, etc.
- Opportunity to Chair InBN committees of the corporation

Board Level Investors \$10,000+ / year

PARTICIPATION INCLUDES all Partner Level benefits listed below, plus:

- Company representation on Board of Directors – quarterly meetings
- Opportunity to participate with InBN staff at various trade shows, industry conferences, and business development missions
- Opportunity to Chair InBN Task Forces
- Eligible to be nominated to participate on Executive Committee (2-year commitments)
- Invitation to all business development and networking events
- Access to regional marketing materials such as the Buffalo Niagara Relocation Guide
- Eligible to submit content for InBN industry newsletters and blogs, and be featured on podcasts
- Exclusive showings of regional studies, ie: Labor Market Assessment, Target Industry Studies
- Option to receive target industry/market newsletters

Partner Level Investors \$5,000+ / year

PARTICIPATION INCLUDES:

- Participation in select business development and networking events
- Company listing and hyperlink on InBN's website
- Company listing in InBN's Investor Directory
- Company listing on select, key InBN marketing materials
- Receive Quarterly confidential e-mails/updates from InBN President & CEO
- Option to link to Buffalo Niagara data, relocation information and more from your website
- Eligible to be nominated to participate on Board of Directors (2-year commitments)
- Opportunity to participate on InBN Task Forces
- Access to business intelligence:
 - Customized community & client reports for competitive assessments and internal business development
 - Access to research database information



INVEST **BUFFALO
NIAGARA**

403 MAIN STREET, SUITE 624
BUFFALO, NEW YORK 14203

1.800.916.9073
BUFFALONIAGARA.ORG

Committee	Role	Chair/Co-Chair	Schedule
Performance Committee	Establish, monitor and review metrics for organizational success	Chris Campos, TM Montante	4-6 mtgs per year
Finance Committee	Advise on financial strategies, review and monitor financials, participate in Audit	Dave Bauer, National Fuel	4-6 mtgs per year
Nominating Committee	Recommend Officers, committee chairs, etc. per bylaws	Carl Montante Jr., Uniland Development	1-2 mtgs per year
Industrial Real Estate Development Strategy Committee	Implement best practices and recommendations outlined in Newmark report		4-6 mtgs per year
Be in Buffalo Committee	Advise and consult on talent attraction programs, tools, messaging	Susan Was, AAA of WNY	4-6 mtgs per year
*Foundation/501c3 Board	Ensure good governance	Amy Hernenway, Harter Secrest	1-2 mtgs per year
Marketing Committee	Consult with InBN on business recruitment marketing programs	Matt Davison, Martin Group	4-5 mtgs per year

Key Findings

Financial Hardship: Of New York's 7,809,082 households, 14% (1,106,981) were below the FPL, and another 34% (2,634,467) were ALICE — households with income above the FPL, but not enough to afford the ALICE Household Survival Budget for their household composition and location. Combining these two groups, 48% (3,741,448) of households were below the ALICE Threshold. Despite some ups and downs, the number of ALICE households in New York trended upward overall between 2010 and 2024 while the number of households in poverty remained relatively flat.

The cost of basics: In New York, the ALICE Household Survival Budget was \$37,956 for a single adult and \$102,540 for a family of four with two adults, an infant, and a preschooler — much higher than the FPL (\$15,060 for an individual and \$31,200 for a family of four). Basic costs varied substantially by county. The annual Household Survival Budget costs for a single adult were highest in New York County and lowest in Franklin County. For a family of four, costs were highest in New York County and lowest in Chenango County.

ALICE demographics: There were households below the ALICE Threshold across all Census-reported demographic groups in New York. And as in every state, some populations experienced higher levels of financial hardship. This reflects both longstanding and ongoing policies and discriminatory practices in areas of work, housing, education, and access to community resources that limit financial stability for many families. In 2024, the groups with the highest percentage of households below the Threshold included Black households (66%) and Hispanic households (65%); households headed by people under age 25 (68%) and age 65 and over (57%); single-parent-headed households (77% single-female-headed, 61% single-male-headed); and households in the five boroughs including Bronx, Brooklyn, Manhattan, Queens, and Staten Island (58%). In New York, there was also a notable increase over time (2010–2024) in the total number of households headed by someone age 65+, as well as the number of age 65+ households living below the ALICE Threshold.



ALICE in the labor force: Of the 10 largest industry sectors (by total workers), financial hardship was highest in Accommodation and Food Services, with 52% of workers living in households below the ALICE Threshold. By occupation, rates of financial hardship were as high as 71% for Home Health Aides and 60% for Cashiers, two of the most common occupations in the state.

Data Notes: The data included in this Report spans 2010 to 2024 (latest available). This data does not reflect the impact of policy or funding changes that have occurred since 2024, yet it provides an important baseline and context to inform current conversations and decision making. The [income data](#) used in this Report relies on ACS estimates. The ACS is based on a representative sample of housing units and people; therefore, these estimates have a [degree of uncertainty](#). Some data points are geographic averages; others are one- or five-year averages depending on population size (these are reported in the [Data Sheet](#)). Percentages are rounded to whole numbers, sometimes resulting in percentages totaling 99% or 101%.

ALICE Threshold analysis includes all households regardless of work status, as employment is fluid and most households have members who are working, have worked, are out on disability, or are looking for work. This analysis includes families and roommates but does not include people who are unhoused or living in group quarters (such as college residence halls, skilled nursing facilities, and military barracks). State-level population totals are a summation of county-level estimates.

To provide additional details on household assets, this Report also includes analysis of the [Federal Reserve Board's Survey of Household Economics and Decisionmaking \(SHED\)](#) (2024).

**THE STATE OF
ALICE IN »**

NEW YORK



**2026 UPDATE ON
FINANCIAL HARDSHIP**





INTRODUCING ALICE®

WHO ARE ALICE HOUSEHOLDS?

In 2024, based on the Federal Poverty Level (FPL), 14% of New York households were defined as being in poverty. Yet this measure did not account for an additional 34% of the state's households — more than twice as many — that were also in financial hardship. These households are **ALICE**: **A**sset Limited, **I**ncome Constrained, **E**mployed — earning above the FPL, but not enough to afford basic expenses in the county where they live.

Combining ALICE households plus those living in poverty, an **estimated 48% of households in New York were below the ALICE Threshold in 2024** (Figure 1). This rate was higher than the [national average](#) (41%) and placed New York 49th among all states and the District of Columbia (with 1st representing the lowest rate of hardship).

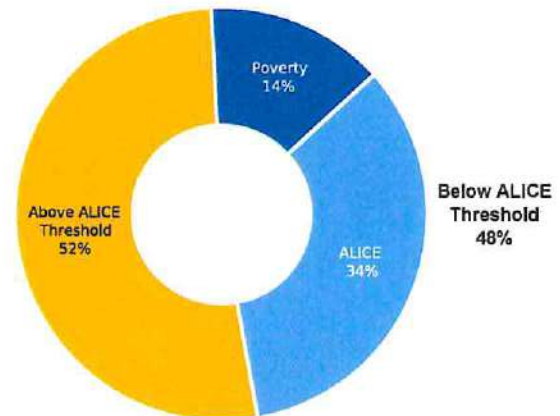
Households below the ALICE Threshold don't have enough income to afford their basic needs. They are

forced to make impossible choices, like deciding whether to pay for utilities or a tank of gas; whether to buy food or fill a prescription; whether to live close to work and pay more for housing or opt for a longer, more costly commute. And they are less likely to have the resources to cover unexpected household expenses (like an unforeseen car repair or a costly medical bill), or to recover from crises, both widespread (like a natural disaster or public health emergency) and personal (like the loss of a job or family member).

There are households below the ALICE Threshold across demographic groups, living in every state and county in the U.S. These households play a vital role in their communities as neighbors, family members, and civic participants, and they contribute to their local economies as workers, consumers, and taxpayers. Workers in households below the ALICE Threshold perform the jobs that keep our economy functioning smoothly — they are child care providers, food service workers, cashiers, personal care aides, delivery drivers, and more. Yet their own households struggle to afford basics.

There is no single cause — or solution — because all households are unique and the reasons that households face financial hardship are complex and interrelated. Targeted interventions can temporarily help ease challenges like food insecurity or housing cost burden, but improving overall financial stability for the long term requires more comprehensive strategies. Coordinated action is needed across multiple levels — including household supports, community infrastructure, employer practices, and public policy — to address the upstream conditions that contribute to persistent hardship for ALICE households in the state and across the nation.

Figure 1. Forty-Eight Percent of New York Households Faced Financial Hardship in 2024
Total State Households: 7,809,082



Sources: ALICE Threshold, 2010–2024; U.S. Census Bureau, American Community Survey, 2024

GETTING AN ACCURATE COUNT: THE ALICE MEASURES

The Federal Poverty Level (FPL) is obsolete. It does not consider the wide variation in cost of living by location (except for a slightly higher state-level FPL for Alaska and Hawai'i), nor has its methodology been updated since it was [formulated in the 1960s](#), despite changing economic conditions. As a result, the official poverty rate sharply underestimates the true extent of financial hardship in the U.S. And because the FPL, or multiples of the FPL, define eligibility for many types of public assistance, ALICE households often do not qualify. In 2024, the FPL was \$15,060 for a single adult and \$31,200 for a family of four.

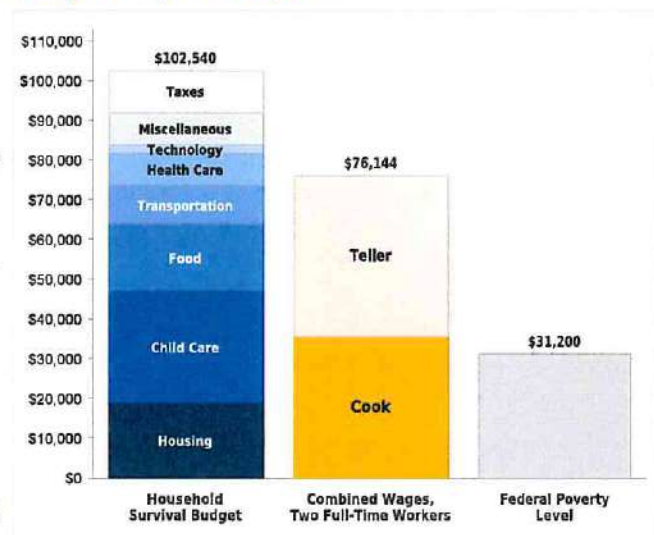
The ALICE measures, developed by [United For ALICE](#), present a more comprehensive picture of financial hardship by including ALICE households — those with income above the FPL, but below the cost of basics.

The two pillars of the ALICE measures are household costs and income. [The ALICE Household Survival Budget](#) estimates the cost of household basics — housing, child care, food, transportation, health care, and technology, plus taxes — for each county in New York, derived from a range of [publicly available data sources](#). This is a minimal budget, with no room for emergency expenses, debt payments, or saving for the future. Change over time in the cost of household basics is tracked in the [ALICE Essentials Index](#).

For household income, ALICE measures rely on the U.S. Census Bureau's [American Community Survey](#) (ACS) — both household tabulated data and individual data from the [Public Use Microdata Sample](#) (PUMS) records. Households with income below the Household Survival Budget for their household type and county are **below the ALICE Threshold** — including both households in poverty and ALICE households. **The ALICE Threshold is a more comprehensive measure of financial hardship than the FPL.** It relies on income, household type, and local cost of living to estimate how many households are not earning enough to cover the basics.

The core issue is the gap between household income and what families need to make ends meet. This makes it impossible for many households to attain financial stability, no matter how hard they work. Figure 2 shows the mismatch between costs, wages, and the FPL in 2024. First, it includes ALICE Household Survival Budget costs for a New York family with two adults, an infant, and a preschooler (totaling \$102,540 annually). Second, it shows the household's combined full-time earnings with one adult in the household working as a cook and the other working as a teller — two common occupations in the state — totaling \$76,144 annually. Finally, the FPL for a family of four is shown (\$31,200, the same amount for all contiguous U.S. states).

Figure 2. Household Survival Budget Costs Exceeded Wages of Common Jobs and the FPL
Family of Four, New York, 2024



Note: Cooks season and prepare foods in restaurants and other establishments. Tellers process routine transactions, such as cashing checks and depositing money, at a bank or credit union.

Sources: ALICE Household Survival Budget, 2024; Bureau of Labor Statistics—Occupational Employment Statistics, 2024; U.S. Census Bureau, Federal Poverty Measure, 2024

Data Notes: The data included in this Report spans 2010 to 2024 (latest available). This data does not reflect the impact of policy or funding changes that have occurred since 2024, yet it provides an important baseline and context to inform current conversations and decision making. The [income data](#) used in this Report relies on ACS estimates. The ACS is based on a representative sample of housing units and people; therefore, these estimates have a [degree of uncertainty](#). Some data points are geographic averages; others are one- or five-year averages depending on population size (these are reported in the [Data Sheet](#)). Percentages are rounded to whole numbers, sometimes resulting in percentages totaling 99% or 101%.

ALICE Threshold analysis includes all households regardless of work status, as employment is fluid and most households have members who are working, have worked, are out on disability, or are looking for work. This analysis includes families and roommates but does not include people who are unhoused or living in group quarters (such as college residence halls, skilled nursing facilities, and military barracks). State-level population totals are a summation of county-level estimates.

To provide additional details on household assets, this Report also includes analysis of the [Federal Reserve Board's Survey of Household Economics and Decisionmaking](#) (SHED) (2024).

KEY FINDINGS: NEW YORK, 2024

Financial hardship: Of New York's 7,809,082 households, 14% (1,106,981) were below the FPL, and another 34% (2,634,467) were ALICE — households with income above the FPL, but not enough to afford the ALICE Household Survival Budget for their household composition and location. Combining these two groups, 48% (3,741,448) of households were below the ALICE Threshold. Despite some ups and downs, the number of ALICE households in New York trended upward overall between 2010 and 2024 while the number of households in poverty remained relatively flat.

The cost of basics: In New York, the ALICE Household Survival Budget was \$37,956 for a single adult and \$102,540 for a family of four with two adults, an infant, and a preschooler — much higher than the FPL (\$15,060 for a single adult and \$31,200 for a family of four). Basic costs varied substantially by county. The annual Household Survival Budget costs for a single adult were highest in New York County (Manhattan) and lowest in Franklin County. For a family of four, costs were also highest in New York County and lowest in Chenango County.

ALICE demographics: There were households below the ALICE Threshold across all Census-reported demographic groups in New York. And as in every state, some populations experienced higher levels of financial hardship. This reflects both longstanding and ongoing policies and discriminatory practices in areas of work, housing, education, and access to community resources that limit financial stability for many families. In 2024, the groups with the highest percentage of households below the Threshold included Black households (66%) and Hispanic households (65%); households headed by people under age 25 (68%) and age 65 and over (57%); single-parent-headed households (77% single-female-headed, 61% single-male-headed); and households in the five boroughs including Bronx, Brooklyn, Manhattan, Queens, and Staten Island (58%). In New York, there was also a notable increase over time (2010–2024) in the total number of households headed by someone age 65+, as well as the number of age 65+ households living below the ALICE Threshold.

ALICE in the labor force: Of the 10 largest industry sectors (by total workers), financial hardship was highest in Accommodation and Food Services, with 52% of workers living in households below the ALICE Threshold. By occupation, rates of financial hardship were as high as 71% for Home Health Aides and 60% for Cashiers, two of the most common occupations in the state.

DEFINITIONS

ALICE: Asset Limited, Income Constrained, Employed — households with income above the Federal Poverty Level (FPL) but less than the basic cost of living in their county

ALICE Household Survival Budget: Reflects the minimum costs of household necessities (housing, child care, food, transportation, health care, and technology) plus taxes, adjusted for all U.S. counties and various household compositions

ALICE Threshold: Derived from the Household Survival Budget, the minimum average income that a household needs to afford basic costs, calculated for all U.S. counties

Below ALICE Threshold: Includes households in poverty and ALICE households combined



MEET ALICE: LOIS' STORY

Lois is a loving mother for whom financial trade-offs are a constant reality. As a member of the ALICE Community Advisory Committee, she helps shine a light on the experiences of ALICE households nationwide.



BASIC COSTS: THE ALICE HOUSEHOLD SURVIVAL BUDGET

To capture the reality of household costs across New York, the **ALICE Household Survival Budget is calculated for all counties and various household compositions**. This budget reflects the minimum cost to live and work in today's economy (Figure 3). It includes just the basics needed to get by. Not included are things that many families take for granted — eating out, children's birthday presents, new clothes, or updated appliances. And notably, this budget doesn't include savings needed to cover unexpected costs, invest, or put toward goals like education, homeownership, or retirement. According to the [Federal Reserve Board's Survey of Household Economics and Decisionmaking \(SHED\)](#), in the Middle Atlantic Census Division (which [includes](#) New York) only 39% of respondents below the ALICE Threshold reported having emergency savings that could cover three months of expenses, and only 48% had retirement assets in 2024. In comparison, 72% of respondents above the Threshold had emergency savings and 92% had retirement assets.

Because the Household Survival Budget reflects the bare-minimum cost of household basics, many families actually pay more for some expenses, forcing them to cut back or sacrifice somewhere else. This leaves families with impossible choices and tradeoffs and the stress of constantly navigating insufficient funds, on top of working and other household responsibilities.

Housing costs are especially challenging. As rental and homeowner costs increase faster than wages, **households below the ALICE Threshold face substantial housing cost burden**. In New York in 2024:

- 68% of all renter households below the Threshold were rent burdened (paying 30% or more of their income on rent and utilities). This included 25% of renter households who paid 30%–49% of their income on rent and utilities, and 43% whose rent costs totaled half of their income or more.
- 61% of homeowner households below the Threshold were housing cost burdened (paying 30% or more of their income on homeowner costs, including mortgage payments, utilities, property taxes, and homeowner's insurance).

CUSTOM BUDGETS AT YOUR FINGERTIPS

See the [ALICE Budget and Income Status Tool](#) for custom budgets by household composition and location.

Figure 3. The ALICE Household Survival Budget Calculates Basic Costs for Various Household Types
Descriptions, Sources, and Select State-Average Monthly Costs, New York, 2024

	Budget Item Description and Sources (See Methodology for more details)	Single Adult, Age 18–64	Single Adult, Age 65+	2 Adults, 1 Infant, 1 Preschooler
Housing	110% of Fair Market Rent (FMR) for an efficiency, one-bedroom, or two-bedroom apartment (based on family size), including utilities, adjusted in metro areas using Small Area FMR <i>Source: U.S. Department of Housing and Urban Development (HUD)</i>	\$1,210	\$1,210	\$1,569
Child Care	Cost for registered Family Child Care Homes for infants (0–2 years), preschool-age children (3–4 years), and school-age children (5–17 years) <i>Source: New York State Office of Children and Family Services</i>	—	—	\$2,345
Food	USDA Thrifty Food Plan by age, with county variation from Feeding America <i>Sources: Feeding America; U.S. Department of Agriculture (USDA)</i>	\$518	\$477	\$1,404

Transportation	Operating costs for a car (average daily miles by age, cost per mile, license, fees, and insurance), or public transportation where viable <i>Sources: AAA, Federal Highway Administration, National Association of Insurance Commissioners (NAIC) (car); Consumer Expenditure Survey (CEX) (public transportation)</i>	\$385	\$332	\$801
Health Care	Health insurance premiums based on employer-sponsored plans plus out-of-pocket costs for households with \$40,000–\$69,999 annual income by age, weighted with the poor health multiplier. For the ALICE 65+ Survival Budget, cost of Medicare Parts A and B, out-of-pocket costs, plus average out-of-pocket spending for the top five chronic diseases as reported by CMS. <i>Sources: Centers for Medicare & Medicaid Services (CMS); CEX (health); Medical Expenditure Panel Survey (MEPS)</i>	\$204	\$518	\$688
Technology	Basic broadband internet at home and a smartphone plan with unlimited data for each adult in a household using average cost of three top major providers (AT&T, Verizon, and T-Mobile) and three top basic (lower-cost) wireless providers (Visible, U.S. Mobile, and Consumer Cellular) <i>Sources: Consumer Reports; Federal Communications Commission (FCC)</i>	\$129	\$129	\$163
Miscellaneous	Cost overruns estimated at 10% of the budget, excluding taxes, to cover one-time unanticipated costs within the other categories	\$245	\$267	\$697
Taxes	Federal payroll taxes (Social Security and Medicare) and federal, state, and local income taxes owed on household income to cover the Survival Budget, as well as the federal and state Child Tax Credit and Child and Dependent Care Tax Credit <i>Sources: Internal Revenue Service; Tax Foundation; calculated for United For ALICE by the Federal Reserve Bank of Atlanta (FRBA)</i>	\$472	\$534	\$878
Monthly Total		\$3,163	\$3,467	\$8,545
Annual Total		\$37,956	\$41,604	\$102,540
*Hourly Full-Time Earnings Needed to Support the Household Survival Budget		\$18.98	\$20.80	\$51.27

*Represents the earnings needed at 40 hours per week, 50 weeks per year to support the annual total, including taxes.

THE EARNED INCOME TAX CREDIT (EITC)

The EITC is a refundable federal tax credit that supports low- to moderate-income workers. Eligibility varies based on income and family composition. Families with children are eligible for the largest credit: In 2024, the [maximum credit for eligible families](#) with three or more qualifying children was \$7,830, compared to \$632 for workers age 25 to 64 without children.

For tax year 2024, [income eligibility](#) for federal EITC ranged from \$18,591 for an individual with no qualifying children to \$66,819 for a married couple with three or more children. The EITC is an effective anti-poverty program for many working families, lifting nearly [4.4 million people](#) above the poverty line in 2024 (based on the [Supplemental Poverty Measure](#)). However, not all ALICE households can benefit. For example, in 2024, a family of two adults and two young children in New York needed an income of \$102,540 to meet their basic needs, but only qualified for the federal EITC if their income was below \$62,688.

In addition to federal EITC, 30 states and the District of Columbia — including New York — have implemented a [supplemental state EITC](#). Eligibility for state credits typically mirrors the federal EITC qualifications, although not all state credits are refundable. New York state EITC is refundable, at 30% of the federal credit.

Benefits of receiving the EITC are far-reaching, with strong links to [improved educational outcomes and future employment](#) and [better self-reported health status](#) among children raised in recipient households. Despite these benefits, approximately [20% of eligible taxpayers in the U.S.](#) do not claim the EITC. [Barriers to participation](#) include not earning enough to file a tax return, lack of awareness, complex rules, administrative burden, language barriers, and distrust of government. States can help [promote the EITC](#) by educating the public about the availability of the credits and targeting outreach to families already enrolled in programs such as SNAP and Medicaid; through Volunteer Income Tax Assistance (VITA) programs; by prefilling and sending tax forms to eligible families; and by requiring employers to share information about the EITC with their employees.

COSTS OVER TIME: THE ALICE ESSENTIALS INDEX

Inflation is a key indicator of the health of the economy. When prices increase faster than wages and other sources of income, purchasing power decreases and households struggle to make ends meet.

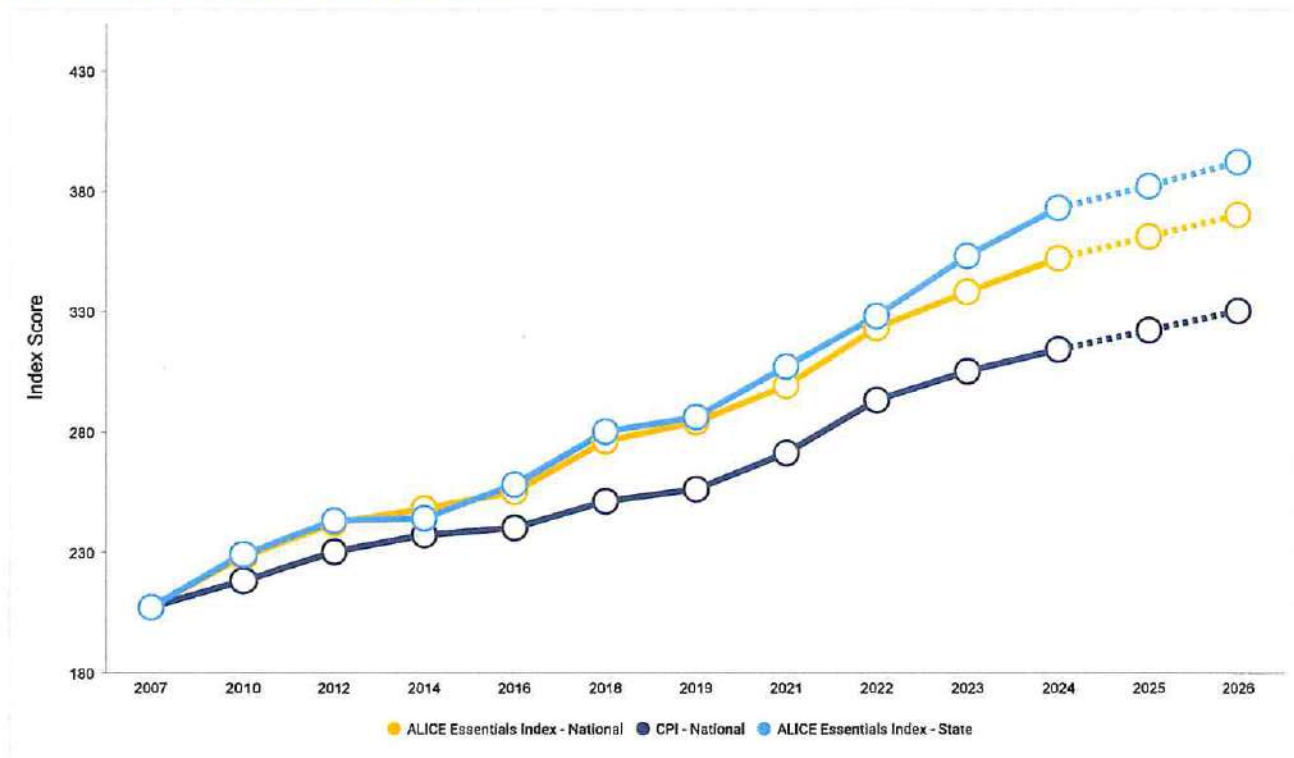
The [ALICE Essentials Index](#) measures change over time in the cost of the household essentials that matter most to ALICE and poverty-level households: housing, child care, food, transportation, health care, and basic technology. The standard measure of inflation in the U.S., the Bureau of Labor Statistics' Consumer Price Index (CPI), tracks a much larger basket of [over 200 categories of goods and services](#) — including items that financially insecure households can't afford on a regular basis, like full-service meals at restaurants, wine, major appliances, travel, and jewelry. Tracking costs over time using the CPI alone can conceal important changes in the costs of household essentials.

Nationally, the ALICE Essentials Index has outpaced the broader CPI since 2007. Costs for both measures increased at a faster pace following the pandemic. Between 2021 and 2024, the ALICE Essentials Index increased at an annual rate of 5.6% compared to 5.0% for CPI — both much faster than the annual rates from 2007 to 2019 (2.7% annual increase for the ALICE Essentials Index and 1.8% for CPI).

In New York, the ALICE Essentials Index also increased faster than the national CPI, as shown in Figure 4. And like the national trend, essential costs in New York increased at a faster rate following the pandemic (6.7% annual increase in the ALICE Essentials Index from 2021 to 2024, compared to 2.7% between 2007 and 2019).

Figure 4. The Cost of Basics is Increasing Faster Than Overall Inflation

Inflation Indices, New York and U.S., 2007–2026



Note: Inflation index scores provide a way to summarize complex data and track changes in costs over time using a numeric scale. The baseline for CPI was set at 100 in 1982. Compared to that baseline, CPI reached 207 in 2007, meaning that prices were 107% higher than in 1982. To compare the ALICE Essentials Index to CPI, the ALICE Essentials Index is set to the 2007 CPI value of 207. With this standardization, Figure 4 shows how the change in these two measures compares over time. In the text, keeping with convention, we report the percent change in each index from one year to another. The ALICE Essentials Index rates for 2025 and 2026 are projections. CPI 2026 is preliminary (based on data through February 2026).

Sources: ALICE Essentials Index, 2007–2026; Bureau of Labor Statistics, 2007–2026—CPI

ALICE DEMOGRAPHIC TRENDS

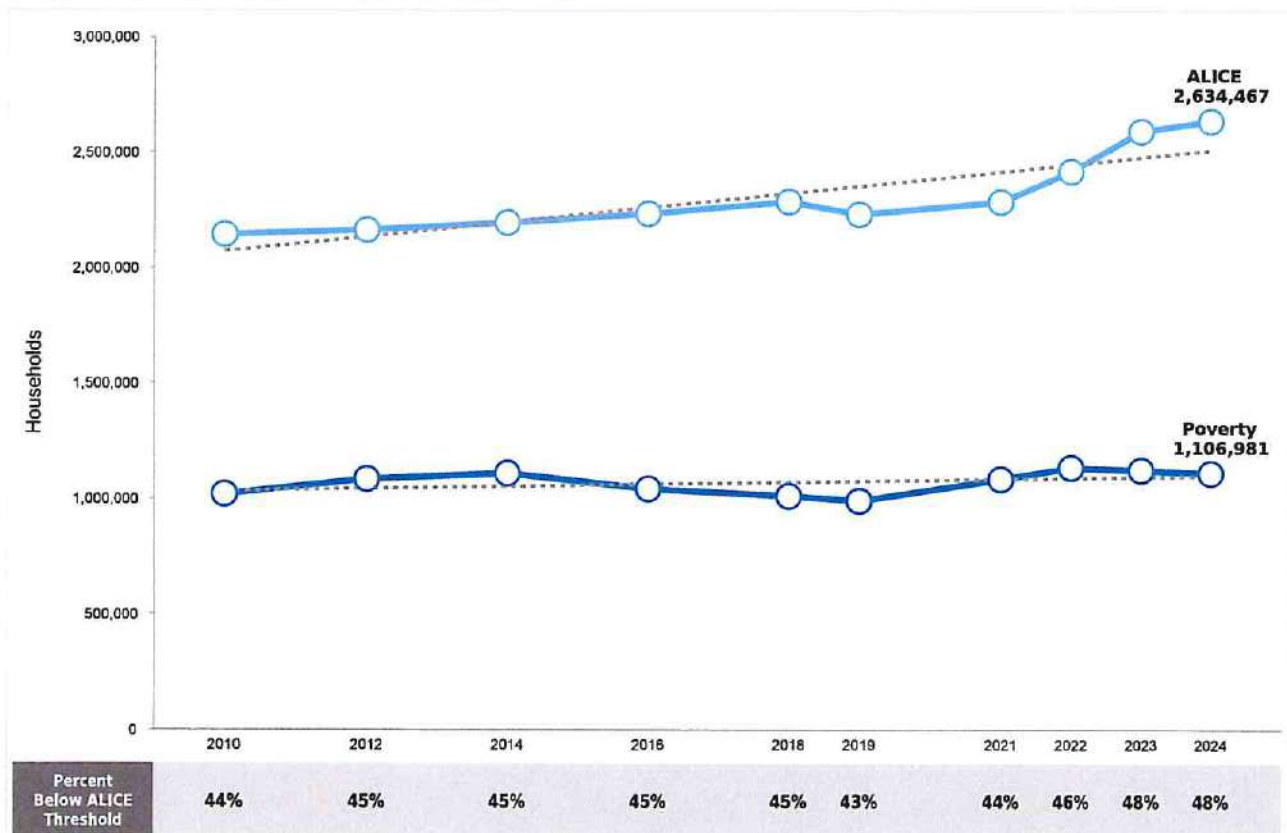
There are households below the ALICE Threshold across New York, and they reflect a wide range of demographics and household types. In New York, rates of financial hardship differed substantially across demographic groups.

Trends for ALICE and poverty-level households: Between 2010 and 2024, the total number of households in New York increased from 7,199,297 to 7,809,082. During this period, despite some ups and downs, the number of ALICE households in New York trended upward while the number of households in poverty remained relatively flat. These trends continued in 2024 (Figure 5).

Trends for households below the ALICE Threshold (ALICE + Poverty): The number of households below the ALICE Threshold has remained high over time (2010–2024), persisting through shifting economic conditions and the COVID–19 pandemic, and across political administrations. Between 2010 and 2024, the number of households below the Threshold in New York increased from 3,157,383 to 3,741,448. During this period, the percentage of households below the Threshold in New York ranged from a high of 48% to a low of 43% (Figure 5). Most recently, the share of financially insecure households remained the same at 48% of all households below the ALICE Threshold in 2023 and 2024.

Figure 5. The Number of ALICE Households Trended Upward Over Time While Households in Poverty Held Flat

Number of Households by Income, New York, 2010–2024



Note: Data years are comparable over time (methodology changes are backdated as necessary for continuity). However, year-to-year changes should be interpreted with caution; multi-year trends are more reliable. The gray dashed trend lines in this figure highlight the general direction of the point-in-time data for the years shown. These lines indicate whether the numbers of ALICE and poverty-level households have been generally increasing, decreasing, or remaining flat/no significant trend. The ALICE trend line is statistically significant at $p < 0.001$; however, the Poverty trend line is not statistically significant.

Sources: ALICE Threshold, 2010–2024; U.S. Census Bureau, American Community Survey, 2010–2024

Households by age: In 2024, the youngest and oldest households had the highest rates of financial hardship: 68% of households headed by someone below age 25 and 57% of households headed by someone age 65 and over lived below the ALICE Threshold in New York. By comparison, rates were lower for those in their prime working years, with 42% of households headed by people age 25–44 and 44% of households headed by those age 45–64 living below the Threshold (Figure 6).

With the [aging of the Baby Boomer generation](#), households headed by people age 65 and over were the fastest-growing age group in New York (up 44% between 2010 and 2024). They were also the age group with the most substantial increase in the number of ALICE households.

Households by race/ethnicity: Rates of financial hardship differed substantially by race/ethnicity in New York, often reflecting longstanding and ongoing policies and discriminatory practices that restrict access to quality [education](#), [work](#), [housing](#), and other [community resources](#). In 2024:

- The largest number of households below the ALICE Threshold were White (1.8 million), making up 39% of all White households.
- Hispanic households were the next largest group below the Threshold (849,701), making up 65% of all Hispanic households.
- There were also 692,904 Black households below the Threshold, making up 66% of all Black households; 348,173 households headed by someone of Two or More Races below the Threshold, making up 54% of all households of Two or More Races; and 315,414 Asian households below the Threshold, making up 49% of all Asian households.
- Other, smaller groups also had high rates of hardship: 64% of American Indian/Alaska Native households and 62% of Native Hawaiian/Pacific Islander households were below the Threshold.

Trends in the number of households below the ALICE Threshold by race/ethnicity varied from 2021 to 2024 (longest comparable time series). Among the three largest groups, the number of households below the ALICE Threshold increased overall for Black households, Hispanic households, and White Households. More recently, White households below the Threshold dropped slightly from 2023 to 2024.



Households by member composition: In 2024, 45% of single or cohabiting households without children headed by someone under age 65 — the most common household type — were below the ALICE Threshold in New York. The total number of these households increased between 2010 and 2024 (up 6%), as did their number below the Threshold, and to a greater extent (up 20%).

Among families with children under age 18, there were disparities in financial hardship by household type: In 2024, 77% of single-female-headed families and 61% of single-male-headed families were below the ALICE Threshold, compared to 27% of married-parent families. In New York from 2010 to 2024:

- The total number of married-parent households decreased (down 12%) while their number below the Threshold held steady.
- Both the total number of single-female-headed households and their number below the Threshold decreased (down 22% and 21%, respectively).
- Both the total number of single-male-headed households and their number below the Threshold decreased slightly (each down 2%).

Households by location: In 2024, the rate of financial hardship was lower as in the predominantly rural counties of New York, where 41% of all households were below the ALICE Threshold, compared to 49% in predominantly urban counties.

By county, the percentage of households below the Threshold was highest in Bronx County at 76% and lowest in Saratoga County at 29%. Hardship varied even within counties: For example, in Brooklyn (Kings County), the percentage of households below the Threshold ranged from 83% in ZIP code 11212 (Brownsville neighborhood) to 26% in ZIP code 11215 (South Slope neighborhood).

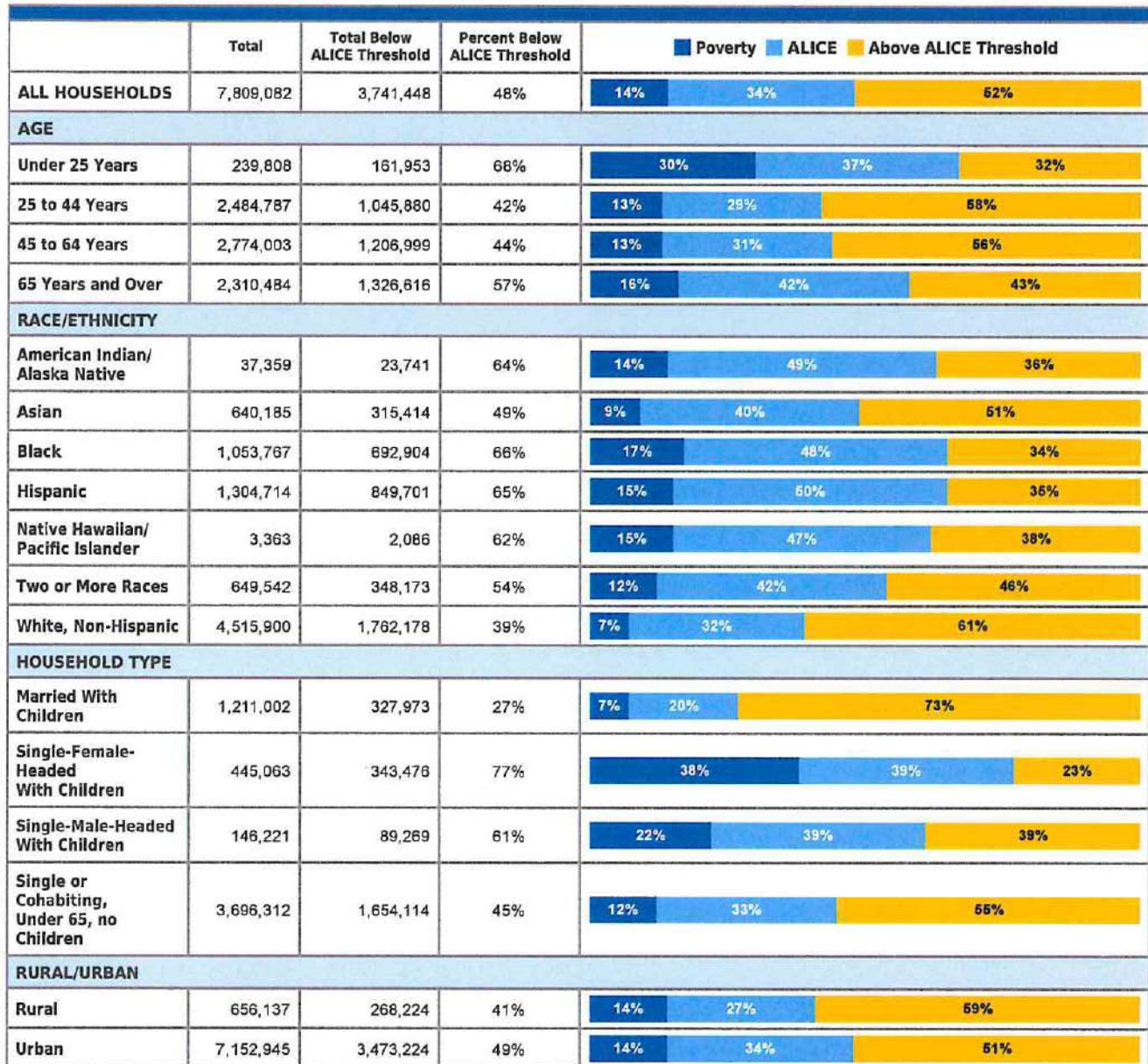
INTERACTIVE DEMOGRAPHIC AND GEOGRAPHIC DATA

ALICE data is available online by [race/ethnicity](#), [age of householder](#), [household type](#), [county](#), [county subdivision](#), [census designated place](#), [ZIP code](#), and [legislative district](#). See all available geographies and more on the [ALICE Mapping Tool](#).



Figure 6. Financial Hardship Varies Substantially by Demographic Group

Key Demographic Groups, New York, 2024



Note: This figure shows demographic groups included in the ACS tabulated dataset and reporting is limited to these categories. The groups shown in this figure are based on head of household and overlap across categories. Within the race/ethnicity category, all racial categories except Two or More Races are for one race alone. Race and ethnicity are overlapping categories; in this Report, the American Indian/Alaska Native, Asian, Black, Native Hawaiian (includes other Pacific Islanders), and Two or More Races groups may include Hispanic households. The White group includes only White, non-Hispanic households. The Hispanic group may include households of any race. Because household poverty data is not available for the American Community Survey's race/ethnicity categories, annual income below \$15,000 is used as a proxy. Counties are defined as rural or urban based on the USDA's designation of metropolitan or non-metropolitan at the census tract level. Counties with 50% or more of the population in metropolitan tracts are designated as urban; those with 50% or more of the population in non-metropolitan tracts are designated as rural.

Sources: ALICE Threshold, 2024; U.S. Census Bureau, American Community Survey, 2024

ALICE IN THE LABOR FORCE

According to the Bureau of Labor Statistics, from 2010 to 2024, the number of workers in New York grew from 8,344,020 to 9,541,880. Most recently, from January to December 2024, the state gained 149,050 workers. During the same period, the [unemployment rate](#) remained relatively unchanged — at 4.1%, the same as the pre-pandemic rate (4.1% in January 2020).

New York workers face a range of ongoing challenges. The workplace continues to evolve with the incorporation of new technologies, including AI, and the shift to more precarious [work arrangements](#), such as many part-time jobs and hourly employment. These arrangements make it easier for employers to [reduce work hours or cut employment](#) altogether when new technology is adopted, the economy ebbs, or financial priorities change. In addition, with the costs of basics increasing, many jobs in New York do not pay enough to provide financial stability. In New York in 2024:

- 52% of full-time workers did not earn enough to afford the ALICE Household Survival Budget for one adult and one school-age child.
- Minimum-wage workers in New York saw an increase in wages to \$15.00 per hour in 2024, up from \$14.20 in 2023.
- A wage of \$20 per hour was not enough to support the ALICE Household Survival Budget for one adult and one school-age child in 100% of New York counties. (See the [ALICE Wage Tool](#).)

Data on financial hardship among New York workers shows variations in three cross-cutting areas: industry sector, occupation, and work arrangements.

Industry sector: There are workers below the ALICE Threshold across all [industry sectors](#) in New York. Among the 10 largest industry sectors, the percentage of workers living in households below the ALICE Threshold varied from 12% in Finance and Insurance to 52% in Accommodation and Food Services (Figure 7).

Figure 7. Rates of Financial Hardship Vary by Industry Sector

Industry Sector Employment by ALICE Status, New York, 2024

Industry Sector	Total Workers	Poverty ALICE Above ALICE Threshold		
Health Care and Social Assistance	1,701,167	6%	28%	66%
Educational Services	1,146,523	7%	19%	74%
Professional Scientific and Technical Services	963,040	12%		85%
Retail Trade	896,404	9%	31%	59%
Accommodation and Food Services	562,175	13%	39%	48%
Finance and Insurance	554,454	11%		88%
Manufacturing	548,847	4%	18%	78%
Construction	542,236	6%	30%	64%
Transportation and Warehousing	492,305	8%	35%	57%
Other Services Except Public Administration	466,105	9%	35%	57%

Note: This table includes wages of full-time workers residing in New York with income from occupations in the listed sectors. Wages include tips. [ALICE Threshold status](#) is determined by comparing workers' total household income to the ALICE Household Survival Budget for their household composition and location.

Sources: ALICE Threshold, 2024; U.S. Census Bureau, American Community Survey, 2024

Common Occupations (Jobs): Many common jobs exist across industry sectors — for example, Customer Service Representatives work in Health Care, Retail Trade, and other fields — so it is also important to look at financial hardship by occupation. In 2024, 35% of workers in the 20 most common occupations in New York were in households below the ALICE Threshold. Occupations with a substantial share of workers in households below the Threshold included Home Health Aides (71%), Personal Care Aides (60%), and Cashiers (60%).

Figure 8. A Large Share of Workers in the 20 Most Common Occupations are Below the ALICE Threshold

Labor Characteristics, Most Common Occupations, New York, 2024

Most Common Occupations	Total Workers in Occupation Residing in New York	Percent of Workers Below ALICE Threshold	Median Hourly Wage
Elementary and Middle School Teachers	224,433	15%	\$39.05
Registered Nurses	219,564	14%	\$48.81
Home Health Aides	194,382	71%	\$17.57
Retail Salespersons	181,182	46%	\$22.89
Cashiers	173,188	60%	\$14.64
Janitors and Building Cleaners	168,079	53%	\$20.99
Teaching Assistants	164,044	49%	\$17.08
Driver/Sales Workers and Truck Drivers	160,385	43%	\$25.38
First-Line Supervisors of Retail Sales Workers	143,258	30%	\$26.80
Lawyers, and Judges, Magistrates, and Other Judicial Workers	136,197	5%	\$94.20
Customer Service Representatives	135,894	37%	\$23.92
Construction Laborers	129,108	50%	\$23.43
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	125,246	32%	\$24.89
Software Developers	122,845	8%	\$73.22
Personal Care Aides	120,166	60%	\$19.52
Accountants and Auditors	113,608	12%	\$47.83
Financial Managers	107,893	11%	\$62.96
Cooks	100,847	57%	\$17.08
Chief Executives and Legislators	98,669	7%	\$97.62
Postsecondary Teachers	96,785	19%	\$48.32

Note: This table includes wages of full-time workers residing in New York with income from these occupations. Wages include tips. ALICE Threshold status is determined by comparing workers' total household income to the ALICE Household Survival Budget for their household composition and location. Prior iterations of this table used data from the Bureau of Labor Statistics and are not directly comparable.

Sources: ALICE Threshold, 2024; U.S. Census Bureau, American Community Survey, PUMS, 2024

MORE LABOR FORCE DATA ONLINE

For more data on the labor landscape, industry sectors, and occupations in your state, visit UnitedForALICE.org/Labor-Force/New-York and UnitedForALICE.org/ALICE-EVD.

Work arrangements: In 2024 in New York, 67% of people in the labor force worked full-time (35+ hours per week, for 50+ weeks). Yet only about 40% of employed people (age 16+) had the security of a [salaried, full-time job](#). The rest relied on [non-standard work arrangements](#) — typically [hourly paid work](#) from one or multiple jobs (including [part-time](#) and [gig work](#)). Hourly and part-time workers are more likely to have fluctuations in income due to [schedule changes and variable hours](#) and they are [less likely to receive benefits](#), such as health insurance, paid time off, family leave, or retirement plans.

Both systemic and personal factors can contribute to this. Many workers want to work full time but struggle to find and secure full-time employment. Others work part time because their hours have been reduced. Still others are unable to work full time due to family responsibilities, being in school or training, or dealing with illness or disability. In New York in 2024, of people in the labor force, 27% worked part time (compared to 26% nationally). Part-time workers were much more likely to be below the ALICE Threshold than full-time workers (48% vs. 24%).



In addition, 37% of people in New York (age 16+) were out of the labor force (compared to 36% nationally). This included those who were retired (18%) and those who were out of the labor force for other reasons, such as disability, health issues, caregiving responsibilities, or student status (19%).

EDUCATIONAL ATTAINMENT AND STUDENT LOAN DEBT

In line with [broader research](#), United For ALICE data shows that financial hardship decreases as educational attainment increases. In New York in 2024, the share of workers below the ALICE Threshold was 59% for those with less than a high school diploma; 44% for those with a high school diploma or GED; 36% for those with some college or an associate degree; and 17% for those with a bachelor's degree or higher.

The cost of higher education puts it out of reach for many ALICE households or requires student loans that have proven to be challenging to repay. The [average federal student loan](#) in New York in 2024 was \$38,751. According to the 2024 [Federal Reserve Bank's Survey of Household Economics and Decisionmaking](#), the amount of student debt was similar for respondents below and above the ALICE Threshold across the U.S. (due to sample size, state-level data is not available). But that debt was more of a burden for those below the Threshold to repay. In 2024, for 61% of borrowers below the Threshold, debt totaled more than half of their household income (compared to 30% of borrowers above the Threshold). Borrowers below the Threshold were also twice as likely as those above the Threshold to be behind on payments or in collections (26% vs. 13%).

FROM DATA TO ACTION: WE ALL HAVE A ROLE TO PLAY

If all households in New York had enough income to meet their basic needs, not only would individual families be able to pay their bills and experience greater well-being, but their communities, and the wider economy, would benefit as well. Communities are stronger when families are thriving, allowing resources to shift from crisis spending toward improving quality of life (Figure 9).

Figure 9. Meeting Basic Needs Creates Cascading Benefits for Communities

If households have sufficient income for...	Benefits for ALICE Households	Benefits for the Wider Community
 Safe, Affordable Housing	Improved physical and mental health ; safer housing conditions and reduced stress ; improved educational performance and outcomes for children; greater stability for household members; a means to build wealth and racial equity for homeowners	Expanded and updated housing stock , reduced systemic housing inequities , lower health care costs ; reduced homelessness ; opportunities for jobs and more money spent in local communities
 Quality Child Care and Education	Increased labor force participation , lifetime earnings and retirement security for women ; health benefits for children , school readiness , improved educational attainment and graduation rates ; improved performance in higher education ; higher lifetime earnings	Reduced racial/ethnic inequalities in learning and development ; positive health, education, and economic outcomes for children and families ; stronger community economies ; more homebuyers and higher property values through availability of quality child care
 Adequate Food	Decreased food insecurity leading to improved health (especially for children and adults age 65 and over); decreased likelihood of developmental delays and behavioral problems in school	Lower health care costs ; improved school and workplace productivity ; healthier food environment ; less reliance on emergency food services ; greater equity by age, gender, race/ethnicity and immigration status
 Reliable Transportation	Decreased transportation insecurity ; improved access to work/job opportunities , school and child care , health care and social services, food/retail markets , and support systems (friends, family, faith communities)	Improved air quality and reduced gasoline consumption/carbon emissions; increased economic opportunity through returns on investment ; a more diverse labor market ; decreased income disparities ; more integrated neighborhoods
 Quality Health Care	Better mental and physical health (including increased life expectancy); improved access to preventive care ; decreased use of emergency room for non-urgent care ; fewer missed days of work and school ; lower share of income spent on health care	Decreased health care spending and strain on emergency services; reduced racial/ethnic disparities in insurance coverage and access to care ; fewer communicable diseases ; improved workplace productivity ; decreased wealth-health gap ; better outcomes during health crises
 Reliable Technology	Improved access to job opportunities ; expanded access to health information and telemedicine services ; increased job and academic performance	Closing the digital divide in access to technology by income; increased economic development ; greater connectivity that helps reduce disparities and increase opportunities for civic participation
 Savings	Ability to withstand emergencies without impacting long-term financial stability; greater asset accumulation over time (e.g., interest on savings); ability to invest in education, property, or finance a secure retirement)	Less spending on public services to cover basic needs like health care, food, and housing; foundation for community investment and development, and collective progress

WHAT ACTIONS CAN YOU TAKE?

Our vision is a country where ALICE families not only have sufficient income to afford the basics but can also save and invest in their future. It is a country where all households have access to safe, affordable housing; well-paying jobs with benefits; education and training opportunities; safe, high-quality child care programs; comprehensive health services; reliable transportation; equitable financial services and asset building opportunities; and a comprehensive, holistic safety net to support households during times of need. Bringing this vision to fruition will require effort and investment across multiple sectors. While specific policy recommendations are beyond the scope of this Report, the information presented here can help stakeholders contemplate and prioritize which solutions will help ensure economic prosperity for all.

Community members:

- Raise awareness of ALICE through ALICE [news](#) and [videos](#) or [share your experiences](#)
- Follow us at United4ALICE on [Facebook](#), [Instagram](#), and [X](#), and share posts about the true state of financial hardship in your state or community
- [Connect with your local United Way](#) for advocacy, support, and volunteer opportunities

Nonprofits and community organizations:

- Advocate for the continuation of current government datasets (e.g., American Community Survey, Fair Market Rents). Consistent data over time is crucial for informed decision making, effective policy implementation, and accountability.
- Use [UnitedForALICE.org](#) tools, maps, and indicators of well-being for community needs assessments and to prioritize and target funding, programs, and services
- Convene and share the ALICE data with existing and new partners — to advocate and innovate cross-sector strategies and solutions

Employers:

- [Implement strategies](#) that support the well-being and retention of ALICE workers while also boosting engagement, productivity, and the bottom line
- Explore the Federal Reserve Bank of Atlanta [Career Ladder Identifier and Financial Forecaster](#)
- Advocate for community resources that support your employees — from affordable housing to quality child care

Policymakers:

- Explore ALICE by district using the [Legislative District Tool](#)
- Use interactive tools from the Federal Reserve Bank of Atlanta (which use ALICE budgets), including the [Policy Rules Database](#), to better understand the impact of benefits cliffs on ALICE families.
- [Map ALICE by location](#) to pinpoint need and identify gaps in community resources

APPLICATIONS OF THE ALICE DATA

Are you wondering how to get started? Here are some of the many applications of the United For ALICE data, tools, and resources. ALICE data is being used to:

- Guide strategic planning, help prioritize needs, and target community programs and services
- Advocate and inform policy and legislation
- Paint a more accurate picture of financial hardship in your community when applying for funding; use ALICE data to better identify strengths and needs when allocating resources
- Determine eligibility for assistance programs and services
- Build and strengthen partnerships and cross-sector collaboration for collective impact
- Create innovative strategies and shared learning to promote financial stability for ALICE

Learn more: See examples of policies, practices, and programs United For ALICE partners have implemented using ALICE data in the [ALICE in Action](#) database.



NATIONAL COMPARISON: INCOME STATUS, 2024

STATE	RANK (1 = lowest % Below ALICE Threshold)	TOTAL Number of Households	Household Income Status		
			Households In Poverty	ALICE Households	% Households Below ALICE Threshold
U.S.		131,939,401	18,495,052	38,027,832	41%
Alabama	45	2,039,058	324,519	587,238	45%
Alaska	17	270,986	23,913	77,466	37%
Arizona	33	2,978,528	345,084	873,504	41%
Arkansas	42	1,232,610	196,766	335,094	43%
California	48	13,791,591	1,846,419	4,822,094	47%
Colorado	10	2,452,702	236,293	640,791	36%
Connecticut	24	1,454,541	159,441	410,493	39%
Delaware	25	412,304	41,375	120,719	39%
District of Columbia	13	329,687	49,443	71,152	37%
Florida	47	9,115,371	1,126,478	3,143,688	47%
Georgia	43	4,141,265	543,142	1,262,000	44%
Hawai'i	44	493,475	51,810	164,744	44%
Idaho	16	737,568	80,370	194,968	37%
Illinois	20	5,095,290	627,541	1,315,178	38%
Indiana	21	2,755,436	340,168	712,607	38%
Iowa	4	1,329,232	147,602	301,391	34%
Kansas	11	1,189,214	136,310	290,281	36%
Kentucky	40	1,835,838	301,973	481,948	43%
Louisiana	51	1,836,752	344,381	548,775	49%
Maine	28	607,168	72,490	168,350	40%
Maryland	23	2,395,600	239,306	694,650	39%
Massachusetts	37	2,826,403	304,302	883,882	42%
Michigan	29	4,109,904	551,257	1,079,772	40%
Minnesota	6	2,340,041	231,727	579,571	35%
Mississippi	50	1,162,158	220,707	336,806	48%
Missouri	19	2,533,895	327,532	636,928	38%
Montana	15	466,267	51,964	121,077	37%
Nebraska	8	811,502	91,573	192,470	35%
Nevada	31	1,239,322	145,389	357,634	41%
New Hampshire	9	566,004	47,504	151,982	35%
New Jersey	26	3,543,850	345,620	1,050,032	39%
New Mexico	38	844,438	140,602	215,792	42%
New York	49	7,808,082	1,106,981	2,834,467	48%
North Carolina	32	4,452,582	570,996	1,245,057	41%
North Dakota	1	340,817	39,336	67,247	31%
Ohio	12	4,910,723	643,139	1,149,335	37%
Oklahoma	41	1,592,174	243,117	440,254	43%
Oregon	34	1,742,091	212,032	502,271	41%
Pennsylvania	22	5,353,274	854,981	1,431,066	39%
Rhode Island	39	446,751	58,903	131,627	43%
South Carolina	35	2,210,021	302,424	608,075	41%
South Dakota	3	372,581	39,585	85,112	33%
Tennessee	36	2,882,467	395,081	796,596	41%
Texas	30	11,368,247	1,523,679	3,085,614	40%
Utah	2	1,170,555	100,603	289,345	33%
Vermont	27	276,206	29,959	78,863	39%
Virginia	18	3,405,893	345,879	935,739	38%
Washington	14	3,154,247	313,142	856,500	37%
West Virginia	46	730,791	125,665	204,987	45%
Wisconsin	7	2,513,972	269,622	603,981	35%
Wyoming	5	247,147	26,527	58,839	35%

ALICE ONLINE

Visit UnitedForALICE.org to explore interactive data and resources. Click on the icons below to get started.

 National Overview National data and state comparison	 ALICE Demographics State, county, and regional demographic data	 ALICE Household Budgets State, county, and regional budgets
 Mapping Tool Explore data for all available geographies (state, county, municipality, ZIP code)	 Income Status Tool Input income, household type, and location to see household ALICE status	 County Reports All available county data in a shareable format
 Legislative District Tool See data by state upper and lower chambers and congressional district	 Economic Viability Dashboard Key data on work, housing, and community resources	 ALICE Essentials Index Data on change over time in the cost of household basics
 Data Sheet State ALICE data over time and by location	 Wage Tool Identify counties where select hourly wages can support basic costs	 ALICE in Focus A closer look at hardship for children, people with disabilities, and veterans
 Methodology Sources and calculations used in the ALICE research	 Research Advisory Committees Learn about the members and roles of these critical groups	 United For ALICE Team Meet our data analysts, researchers, writers, editors, and designers
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ABOUT UNITED FOR ALICE AND OUR PARTNERS

Launched in 2009 with a study of financial hardship in one New Jersey county, the nonpartisan [United For ALICE movement](#) has grown to include 41 states and the District of Columbia. The ALICE research shines a spotlight on households facing financial hardship — their strengths as well as the challenges they face. With data, tools, and resources, United For ALICE equips community partners — including United Ways, foundations, government, corporations, and other nonprofits — to build equitable policies and programs that promote financial stability for [ALICE and for all](#).

To create the ALICE Reports, our team of researchers works with [Research Advisory Committees](#) composed of experts from our partner states. This work is guided by our rigorous [methodology](#), which is updated biennially with experts from across our Research Advisory Committees.

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The State of ALICE in New York: 2026 Update on Financial Hardship is brought to you by United Way of New York State. State sponsors include:



To learn more about how you can get involved in advocating and creating change for ALICE in New York, contact: Therese Daly, President & CEO, United Way of New York State, at dalyt@uwnys.org.

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Suggested Citation:

United For ALICE. (2026). "The State of ALICE in New York: 2026 Update on Financial Hardship."
<https://www.UnitedForALICE.org/NewYork>

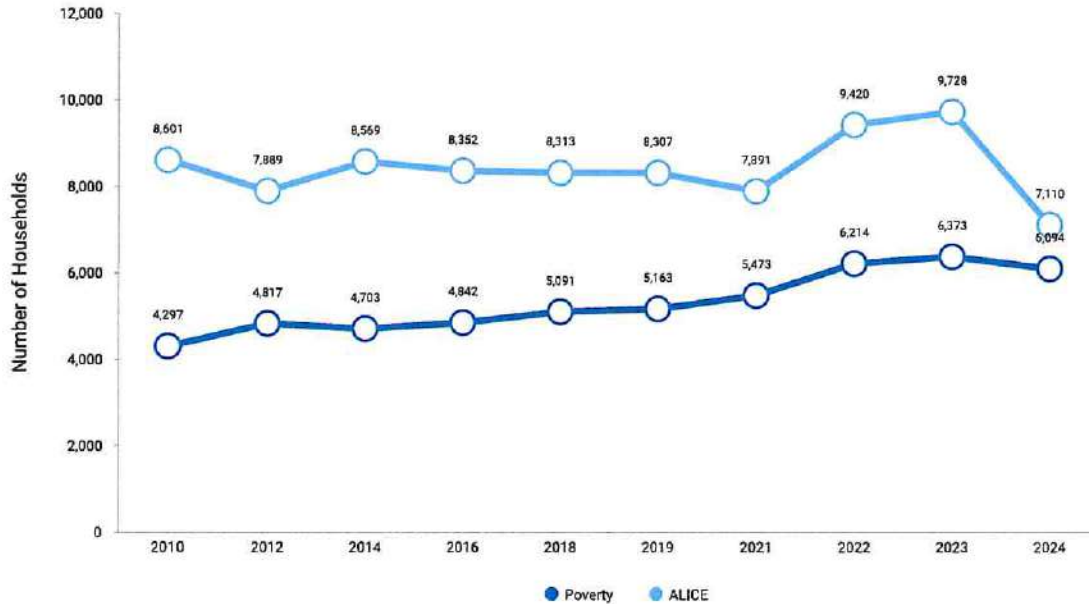
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Financial Hardship by Demographic Group

ALICE households include people of all genders, ages, and races/ethnicities, across all household types. Yet, in New York in 2023 and over time, rates of financial hardship have differed substantially between groups, a result of multiple factors including systemic racism, ageism, gender discrimination, and geographic barriers that limit many families' access to resources and opportunities for financial stability.

Note: Groups with fewer than 100 households are suppressed (not shown) to maintain accuracy and confidentiality.

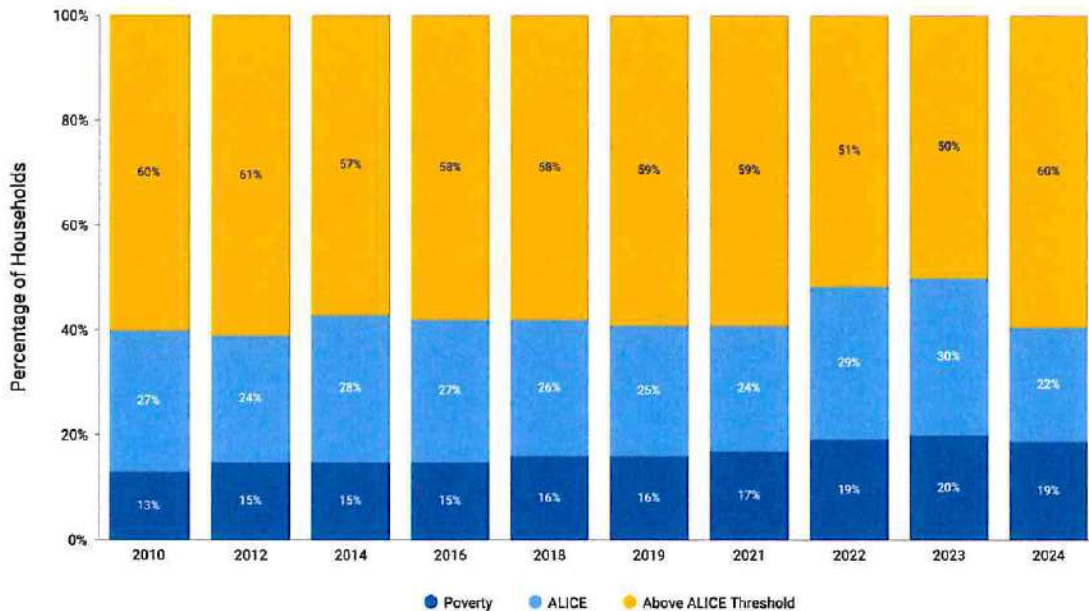
Number of Households, Cattaraugus County, New York, 2024



Note: Data years are comparable over time (methodology changes are backdated as necessary for continuity). However, year-to-year changes should be interpreted with caution; multiyear trends are more reliable.

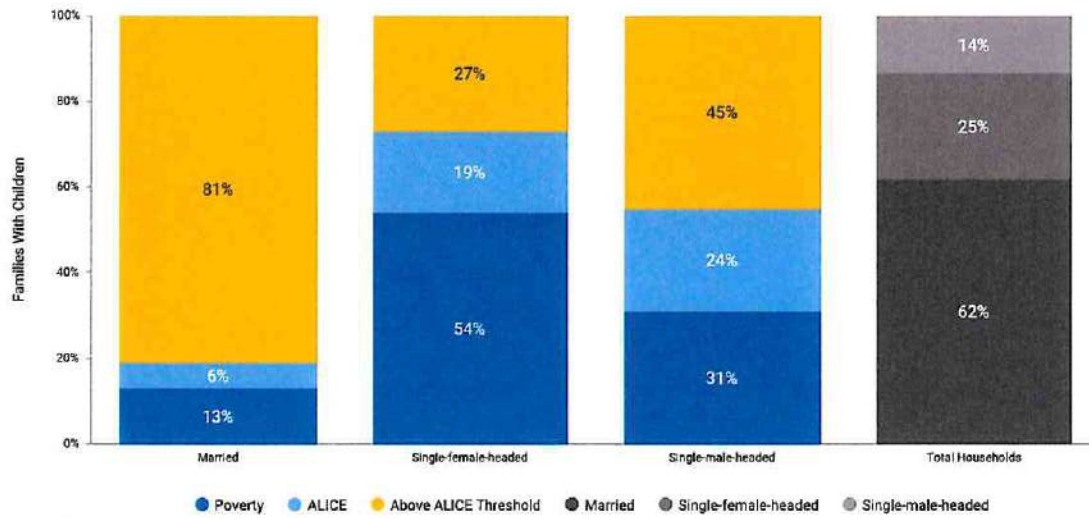
Sources: ALICE Threshold, 2010-2024; American Community Survey, 2010-2024

Percentage of Households, Cattaraugus County, New York, 2024



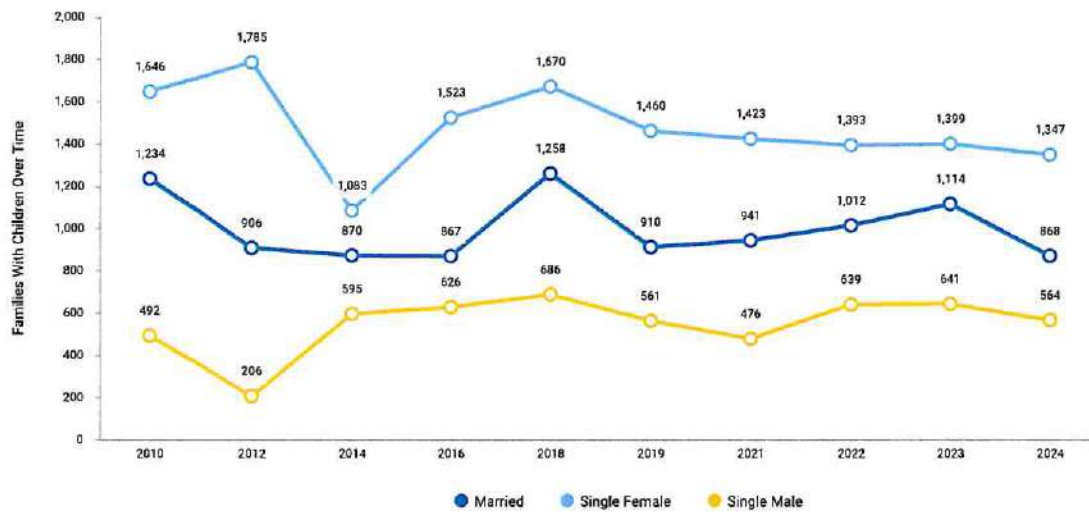
Sources: ALICE Threshold, 2010-2024; American Community Survey, 2010-2024

Families With Children, Cattaraugus County, New York, 2024



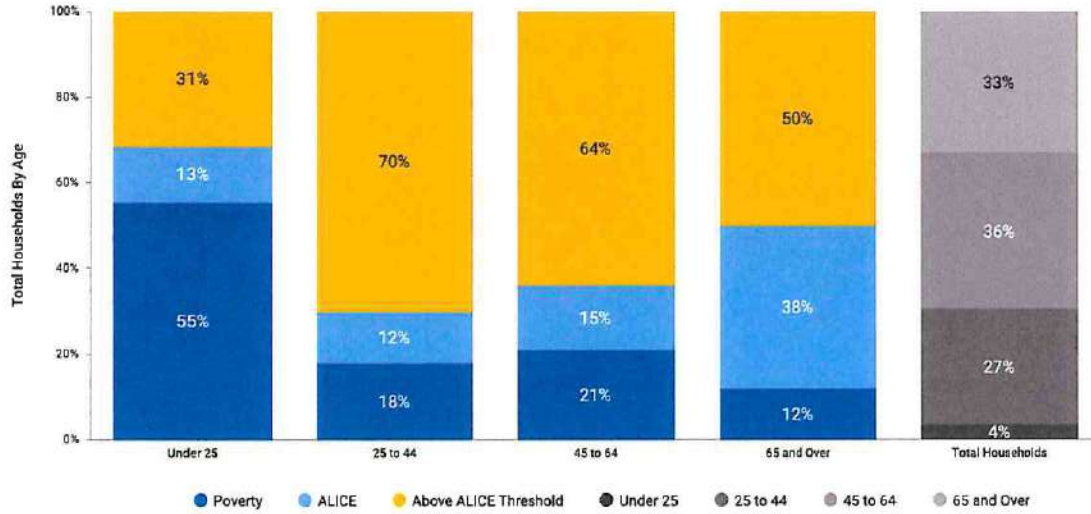
Sources: ALICE Threshold, 2024; American Community Survey, 2024

Families With Children Over Time, Below ALICE Threshold, Cattaraugus County, New York, 2010-2024



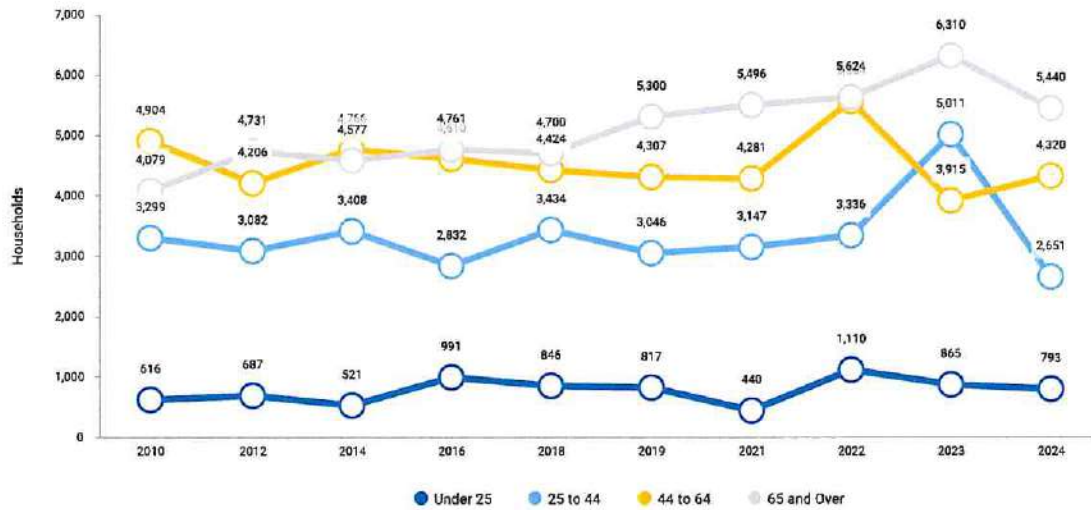
Sources: ALICE Threshold, 2010-2024; American Community Survey, 2010-2024

Households by Age of Householder, Cattaraugus County, New York, 2024



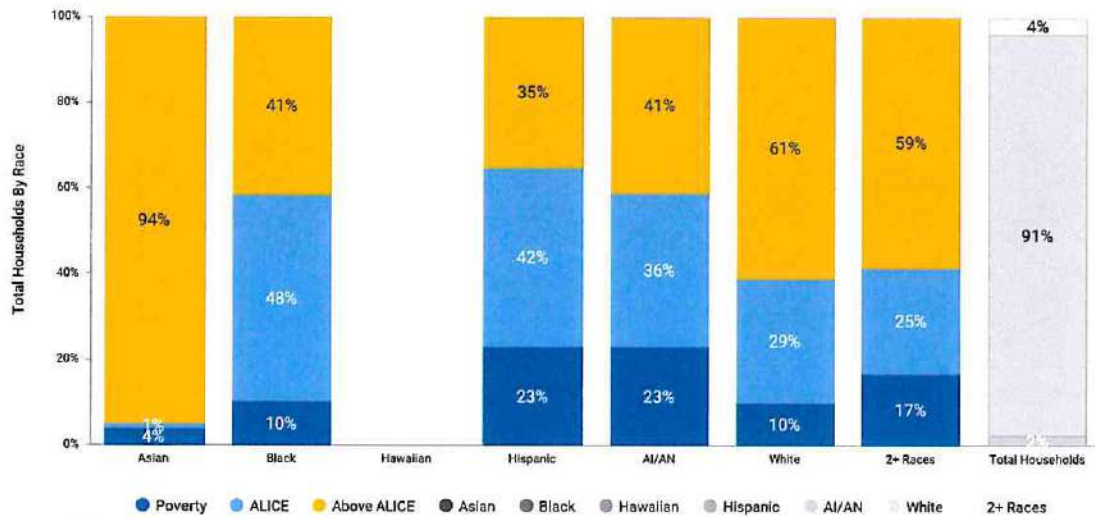
Sources: ALICE Threshold, 2024; American Community Survey, 2024

Households by Age of Householder Over Time, Cattaraugus County, New York, 2010-2024



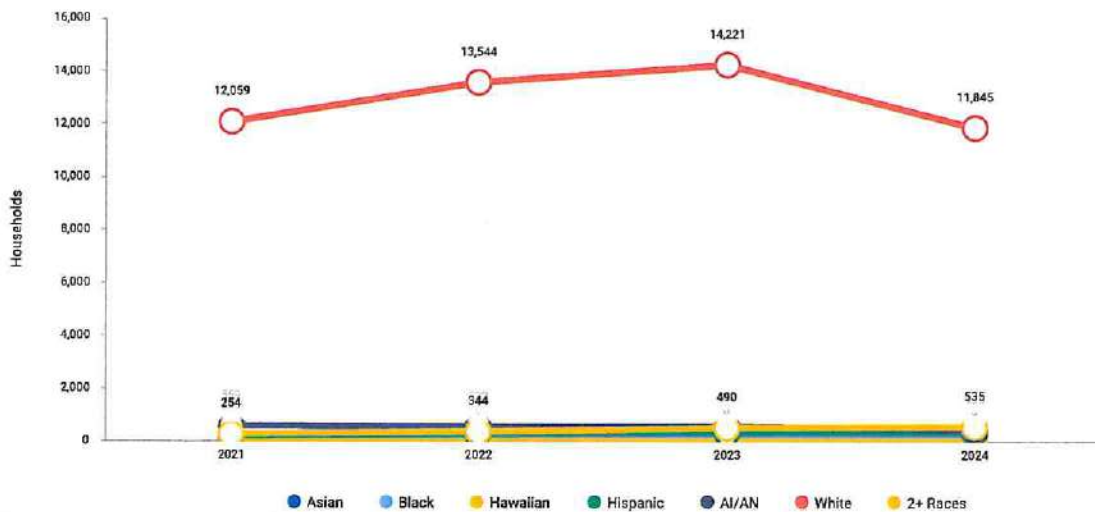
Sources: ALICE Threshold, 2010-2024; American Community Survey, 2010-2024

Households by Race/Ethnicity, Cattaraugus County, New York, 2024



Sources: ALICE Threshold, 2024; U.S. Census Bureau, American Community Survey, 2024

Households by Race/Ethnicity Over Time, Cattaraugus County, New York, 2021-2024



Note: This figure shows demographic groups included in the ACS tabulated dataset and reporting is limited to these categories. The groups shown in this figure are based on head of household and overlap across categories. Within the race/ethnicity category, all racial categories except Two or More Races are for one race alone. Race and ethnicity are overlapping categories; in this Report, the American Indian/Alaska Native, Asian, Black, Native Hawaiian (includes other Pacific Islanders), and Two or More Races groups may include Hispanic households. The White group includes only White, non-Hispanic households. The Hispanic group may include households of any race. Because household poverty data is not available for the American Community Survey's race/ethnicity categories, annual income below \$15,000 is used as a proxy. Counties are defined as rural or urban based on the USDA's designation of metropolitan or non-metropolitan at the census tract level. Counties with 50% or more of the population in metropolitan tracts are designated as urban; those with 50% or more of the population in non-metropolitan tracts are designated as rural.

Sources: ALICE Threshold, 2021-2024; U.S. Census Bureau, American Community Survey, 2021-2024

ALICE County Reports with ZIP and Place Data

Counties are the core geography for ALICE data: They reveal variations often masked by statewide averages, and the data is reported regularly and reliably.

ALICE IN CATTARAUGUS COUNTY

ALICE is an acronym for **A**sset **L**imited, **I**ncome **C**onstrained, **E**mloyed — households that earn more than the Federal Poverty Level, but less than the basic cost of living for the county. While conditions have improved for some households, many continue to struggle, especially as wages fail to keep pace with the rising cost of household essentials (housing, child care, food, transportation, health care, and a basic smartphone plan). Households below the ALICE Threshold — ALICE households plus those in poverty — can't afford the essentials.

2024 Point-in-Time-Data

Population: 75,475 **Number of Households:** 32,721

Median Household Income: \$61,327 (state average: \$85,820)

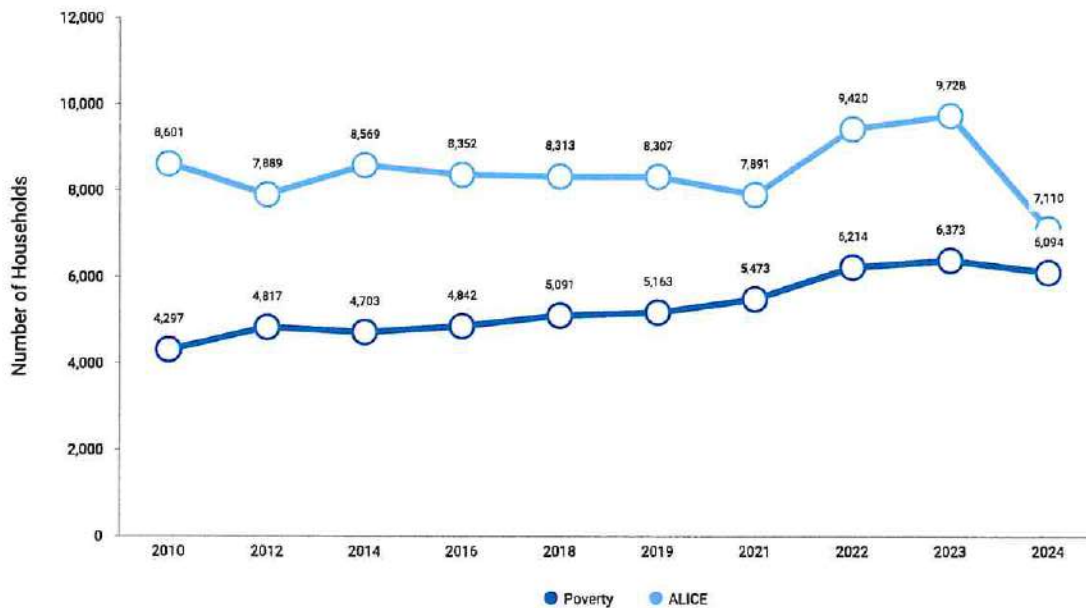
Labor Force Participation Rate:

ALICE Households: 22% (state average 34%) **Households in Poverty:** 19% (state average 14%)

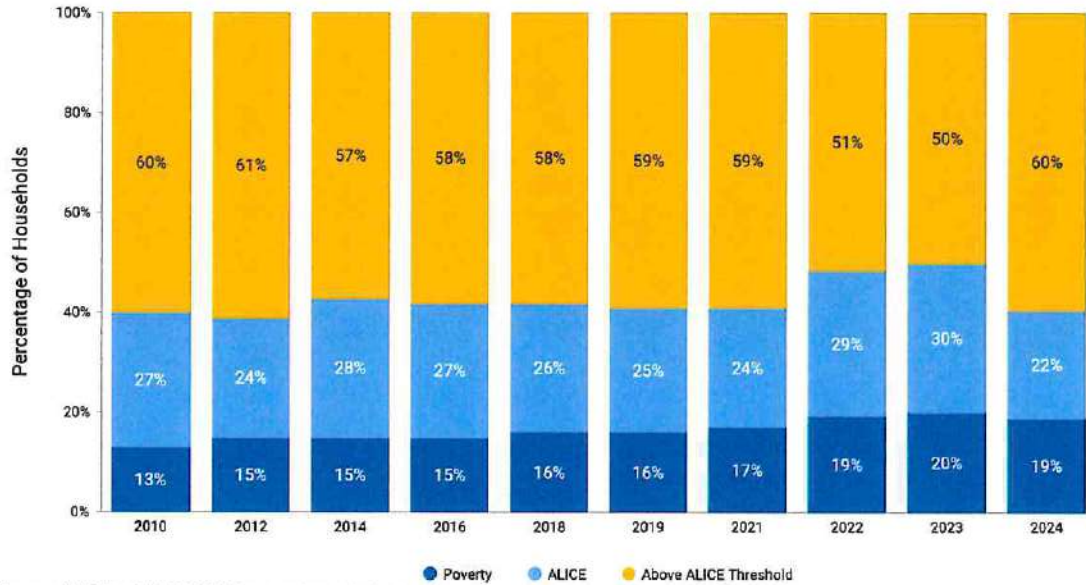
Financial Hardship Has Changed Over Time in Cattaraugus County

As circumstances change, households may find themselves below or above the ALICE Threshold at different times.

Number of ALICE and Poverty-Level Households, Cattaraugus County, New York, 2024



Percentage of Households, Cattaraugus County, New York, 2024

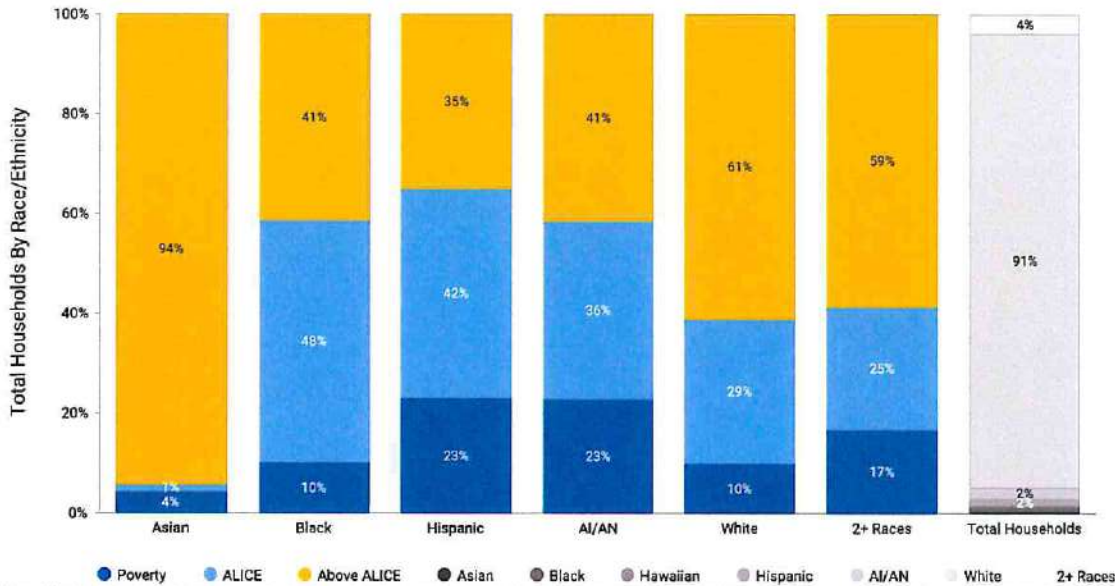


Sources: ALICE Threshold, 2010-2024; American Community Survey, 2010-2024

Financial Hardship is Not Equally Distributed

By total number, groups with the largest population of households below the ALICE Threshold tend to also be in the largest demographic groups. However, when looking at the proportion of each group that is below the ALICE Threshold, it is clear that some groups are more likely to be ALICE than others.

Households by Race/Ethnicity, Cattaraugus County, New York, 2024



Notes: All racial categories except Two or More Races are for one race alone. Race and ethnicity are overlapping categories; the AI/AN (American Indian/Alaska Native), Asian, Black, Hawaiian (includes other Pacific Islanders), and Two or More Races groups may include Hispanic households. The White group includes only White, non-Hispanic households. The Hispanic group may include households of any race. Because household poverty data is not available for the American Community Survey's race/ethnicity categories, annual income below \$15,000 is used as a proxy. In 2020, the U.S. Census Bureau changed how it asked about race/ethnicity and how responses are coded. Due to this change, the Census Bureau recommends caution in comparing race/ethnic data from before and after 2020.

Sources: ALICE Threshold, 2024; American Community Survey, 2024

There were also differences in financial hardship by household type and age of householder.

HOUSEHOLD TYPE

Group	% Below ALICE Threshold
Single or Cohabiting (no children)	35%
Married (with children)	19%
Single-Female-Headed (with children)	73%
Single-Male-Headed (with children)	55%

AGE OF HOUSEHOLDER

Group	% Below ALICE Threshold
Under 25 Years	69%
25 to 44 Years	30%
45 to 64 Years	36%
65 Years and Over	50%

Sources: ALICE Threshold, 2019-2024; American Community Survey, 2010-2024

The Cost of Basics Outpaces Wages

The Household Survival Budget reflects the minimum cost to live and work in the current economy and includes housing, child care, food, transportation, health care, technology, and taxes. It does not include savings for emergencies or future goals like college or retirement. In 2024, household costs in every county in New York were well above the Federal Poverty Level of \$15,060 for a single adult and \$31,200 for a family of four.

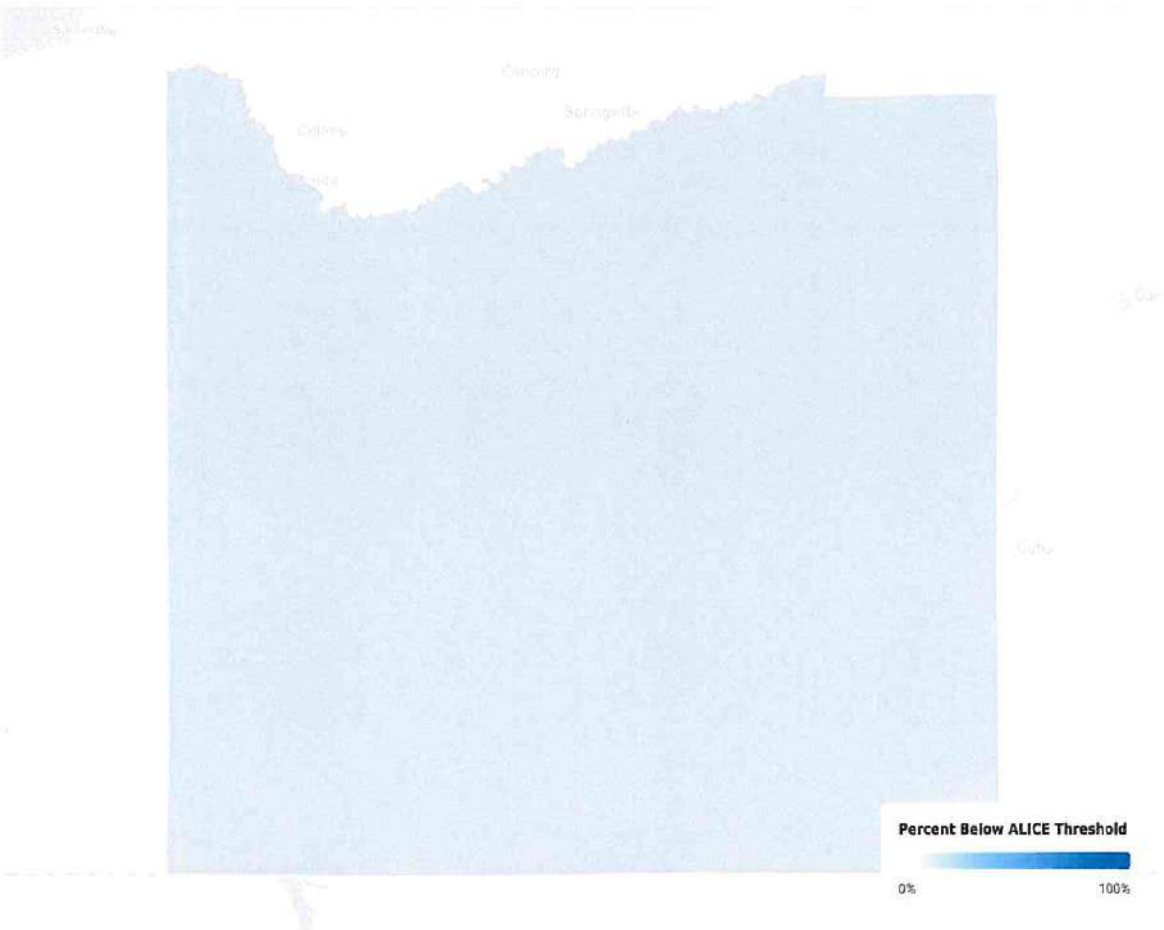
Household Survival Budget, Cattaraugus County, New York, 2024								
Monthly Costs	Single Adult	One Adult, One Child	One Adult, One In Child Care	Two Adults	Two Adults Two Children	Two Adults, Two In Child Care	Single Adult 65+	Two Adults 65+
Housing	\$776	\$780	\$780	\$780	\$996	\$996	\$776	\$780
Child Care	\$0	\$391	\$1,042	\$0	\$781	\$2,146	\$0	\$0
Food	\$454	\$768	\$689	\$833	\$1,397	\$1,232	\$418	\$767
Transportation	\$409	\$501	\$501	\$584	\$854	\$854	\$347	\$460
Health Care	\$204	\$500	\$500	\$500	\$688	\$688	\$483	\$967
Technology	\$129	\$129	\$129	\$163	\$163	\$163	\$129	\$163
Miscellaneous	\$197	\$307	\$364	\$286	\$488	\$608	\$215	\$314
Taxes	\$330	\$221	\$379	\$386	\$255	\$587	\$380	\$652
Monthly Total	\$2,499	\$3,597	\$4,384	\$3,532	\$5,622	\$7,274	\$2,748	\$4,103
ANNUAL TOTAL	\$29,988	\$43,164	\$52,608	\$42,384	\$67,464	\$87,288	\$32,976	\$49,236
Hourly Wage	\$14.99	\$21.58	\$26.30	\$21.19	\$33.73	\$43.64	\$16.49	\$24.62

Notes: The budget for One Adult, One Child includes costs for one adult and a school-age child. The budget for One Adult, One in Child Care includes costs for an adult and an infant. The budget for Two Adults, Two in Child Care includes costs for two adults, one infant, and one preschooler. "Hourly Wage" shows the full-time wage needed to support each budget.

Sources: For ALICE Survival Budget sources, see the Methodology Overview on the Methodology page.

Financial Hardship Varies by Location in New York

There is substantial variation in the number of households who live below the ALICE Threshold within the county. Explore the map and table below to learn more. The map is shaded to show the percentage of households that are below the ALICE Threshold (poverty-level and ALICE households combined). The darker the blue, the higher the percentage.



Cattaraugus County, New York, 2024		
Counties	Total Households	% Below ALICE Threshold
Cattaraugus	32,721	40%

Sources: ALICE Threshold, 2010-2024; American Community Survey, 2010-2024

Cattaraugus County ALICE Data

A Measurable Decline in Financial Hardship, 2023–2024

Prepared for the CCIDA Board of Directors and Cattaraugus County Legislature — July 21, 2026

Bottom line

Census-based ALICE data shows households below the financial-hardship threshold in Cattaraugus County fell from 50% in 2023 to about 40% in 2024 — roughly 2,900 fewer struggling households in a single year, the largest one-year improvement in the 2010–2024 series. The timing lines up with major job-creating investments in the county, including Great Lakes Cheese and Cimolai-HY reaching hiring milestones in 2023–2024. This is a genuinely encouraging, third-party-verified data point.

It is not proof that any one project — or any one organization — caused the change, and it should never be presented that way.

This is not just about CCIDA

CCIDA is one small cog in a much larger machine. The Cattaraugus County Legislature, our State and Federal elected officials, private employers, and broader economic conditions all contributed to this trend — likely far more than any single agency. This memo is not an attempt to take credit. It is meant to add CCIDA-supported project activity to the mix of factors the board and community should be aware of when discussing why local conditions may be improving.

1. What the ALICE Data Actually Shows

ALICE (Asset Limited, Income Constrained, Employed) measures households earning above the Federal Poverty Level but still not enough to cover a basic survival budget in their county. "Below the ALICE Threshold" combines poverty and ALICE households — it is the broadest, most realistic measure of financial hardship, built from U.S. Census American Community Survey (ACS) data.

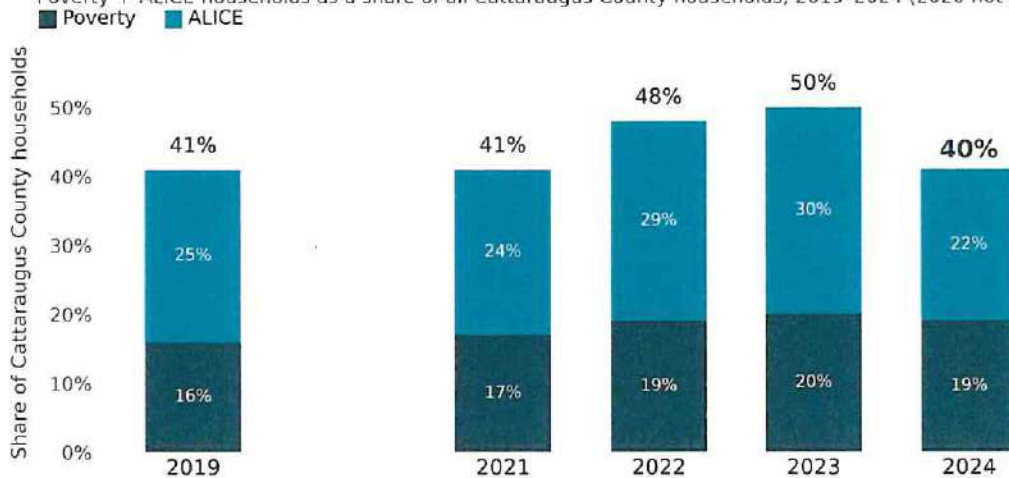
Cattaraugus County, households below the ALICE Threshold, selected years

Year	Poverty HH	Poverty %	ALICE HH	ALICE %	Below Threshold
2019	5,163	16%	8,307	25%	41%
2021	5,473	17%	7,891	24%	41%
2022	6,214	19%	9,420	29%	48%
2023	6,373	20%	9,728	30%	50%
2024	6,094	19%	7,110	22%	40%

Source: United For ALICE county-level data, 2010–2024.

Households Below the ALICE Threshold Fell Sharply in 2024

Poverty + ALICE households as a share of all Cattaraugus County households, 2019–2024 (2020 not published)



Source: United For ALICE county-level data, 2010–2024.

Read across the full table, the trend has two distinct parts: financial hardship rose fairly steadily from 2019 through 2023, peaking at 50% of households below the ALICE Threshold, then reversed sharply in 2024 — the only year-over-year decline in the series.

The 2023→2024 change is the central data point in this report: total households below the ALICE Threshold dropped from 16,101 (50%) to about 13,200 (40%) — a decline of roughly 2,900 households, or about 18%, in one year.¹ This is confirmed independently in an earlier United Way county snapshot, which also reports the 2023 figure of 16,101 households (50%).²

- Poverty itself moved only modestly: 6,373 households (20%) in 2023 to 6,094 (19%) in 2024, a decline of about 4%.
- Nearly all of the improvement came from the ALICE segment — working households earning above poverty but below a survival budget — which fell from 9,728 (30%) to 7,110 (22%), a drop of about 27%.

That pattern matters: ALICE households are, by definition, already working. A large, fast drop in the ALICE count is exactly what you would expect to see if a meaningful number of local workers moved into new, higher-paying full-time jobs — rather than, say, a change in the poverty-assistance safety net.

2. Timing Lines Up With Two of CCIDA’s Largest Active Projects

Neither the ALICE report nor the Census data name any specific employer or project as a cause — the data is a household income snapshot, not an attribution study. That said, the timing of two major CCIDA-supported projects reaching hiring milestones is a striking coincidence with the 2023→2024 improvement:

Great Lakes Cheese — Franklinville / Farmersville

- Groundbreaking April 28, 2022; original plan called for ~228 jobs retained and ~215–300 new jobs, with the project growing to roughly \$700 million invested as costs rose.³

¹United For ALICE, [ALICE County Reports with ZIP and Place Data — Cattaraugus County, New York, 2024](#)

United For ALICE, [The State of ALICE in New York, 2026 Update on Financial Hardship](#)

²United Way of Rochester & the Finger Lakes, [2025 ALICE Report County Snapshots — New York \(Cattaraugus County, 2023 data\)](#)

³Governor Kathy Hochul, [Governor Hochul Announces Great Lakes Cheese Breaks Ground on \\$518 Million Manufacturing and Packaging Plant in Cattaraugus County](#)

- First cheese produced November 29, 2024, with about 260 employees on-site at that point; the Cuba, NY plant closed at the end of November 2024 with about 200 more employees transitioning to Franklinville, and the company expects to reach roughly 500 total employees by the end of 2025.⁴

Together, these figures put the project at over 520 total jobs with more than 300 net-new positions — consistent with the ramp described in local coverage, and squarely inside the window the ALICE data covers.

Cimolai-HY — former Siemens/Dresser-Rand site, Olean

- Siemens' closure eliminated over 500 jobs at the site in 2021. Cimolai-HY invested roughly \$70 million to convert the plant to structural steel fabrication starting in 2022, with the company moving into Olean beginning in early 2023.⁵
- By 2026, CCIDA reporting put the plant at more than 200 employees and hiring roughly 10 more workers per month.⁶

Altogether, Cimolai-HY is now above 220 net-new jobs — again, a hiring ramp that fell mostly across 2023 and 2024.

These sit on top of a broader project pipeline

- 2022: CCIDA supported 17 new projects with over \$117 million in investment, including the Great Lakes Cheese and Cimolai-HY applications, Ellicottville Greens (\$800K), and a \$6.4 million brownfield redevelopment at 351 Franklin Street in Olean — among the largest of that year's named projects outside of Great Lakes Cheese and Cimolai-HY.⁷
- 2023 (per CCIDA project records): two Great Lakes Cheese modification actions (\$121M and \$97M), Holiday Valley (\$8.05M) — the largest non-Great Lakes Cheese project that year — Pierce Steel (\$3.4M), Kinley Contractors (\$2.356M), Indus Hotels (\$1,748,989), Olean Manor a/k/a Field of Dreams (\$1.7M, amended January 2023), and HoliMont, Inc. (\$736,515).⁸
- 2024 (per CCIDA project records): Field of Dreams (\$9.81M), Jamestown Macadam, Inc. (\$2.5M), two Holiday Valley actions (\$2.459M and \$304K), North Park LLC/North Park Innovation Group, Inc. (\$770K), MJ Painting Contractor Corp. (\$1.7335M), and Turbo Machining LLC (\$1.019M) — a combined \$18.6 million in new project activity, separate from the \$97M Great Lakes Cheese modification already counted above under 2023.

The point is not that any single project "caused" the drop — it's that 2022–2024 was an unusually active period for CCIDA-supported investment across the county, with new projects continuing to be inducted even as earlier ones like Great Lakes Cheese and Cimolai-HY converted from construction to payroll.

None of these projects moved forward on CCIDA involvement alone. Each reflects a partnership with the Cattaraugus County Legislature, State agencies and elected officials, Federal representatives, local municipalities, and the companies themselves — CCIDA's role is one piece of a much larger, shared effort.

3. Corroborating Labor-Market Context

- Cattaraugus County's annual unemployment rate fell from about 5.0% in 2023 to about 4.1% in 2024, according to New York State Department of Labor data — consistent with more residents moving into employment during the same window the ALICE improvement covers.¹⁰

This is county-wide labor market data, not CCIDA-specific, but it supports the idea that 2024 was a genuinely stronger year for local employment, not just a statistical blip in the ALICE survey.

⁴Olean Star, [Great Lakes Cheese Co. makes first cheese at Franklinville plant](#)

⁵Buffalo Business First, [\\$56 million plant conversion saves Olean manufacturing jobs \(Cimolai-HY\)](#)

⁶Olean Star, [IDA grants \\$480,000 sales tax abatement for Olean brownfield cleanup \(Cimolai-HY headcount update\)](#)

⁷The Villager, [Catt. Co. IDA: Successful '22 — Great Year for Economic Growth, 17 New Projects](#)

⁸Ellicottville Now, [CCIDA Meeting Notes \(351 Franklin Street brownfield redevelopment, Olean\)](#)

⁹The Villager, [Business Spotlight: Cattaraugus County IDA Economic Development Continues to Rise in the Area](#)

¹⁰New York State Department of Labor, [County of Residence Unemployment Rates, December 2024 release](#)

4. How Cattaraugus County Compares Statewide and Nationally

The two source reports also provide useful context beyond the county's own year-over-year trend.

- Statewide, an estimated 48% of New York households were below the ALICE Threshold in 2024 — higher than the national average of 41%, placing New York 49th among all states and the District of Columbia (1st representing the lowest rate of hardship).¹¹
- Cattaraugus County's 2024 rate of 40% below the ALICE Threshold is now below both the state and national averages — a genuine improvement in the county's relative standing, not just its own year-over-year trend.
- Cattaraugus County's median household income was \$61,327 in 2024, compared with a statewide median of \$85,820 — useful context for why the county's cost-of-living threshold looks different than it does in New York City or its suburbs.¹²
- The county's 2024 Household Survival Budget — the minimum needed to cover housing, food, transportation, health care, and other basics, with no savings — was about \$29,988 a year (\$14.99/hour) for a single adult and \$67,464 a year for two adults with two children.¹³
- Financial hardship in the county is not evenly distributed: single-female-headed households with children (73%), residents under 25 (69%), and residents 65 and older (50%) are all far more likely to fall below the ALICE Threshold than the county average.¹⁴

5. What This Data Does and Doesn't Show

The improvement is real and independently measured, but it has real limits worth stating plainly:

- ALICE figures come from the Census Bureau's American Community Survey, which is a sample-based estimate with a real margin of error — especially for a county this size. A single-year swing this large is a strong signal, but the report itself cautions that year-to-year comparisons carry statistical uncertainty.
- The ALICE report does not attribute the change to any employer, project, or agency. There is no dataset that directly links the drop in ALICE households to Great Lakes Cheese, Cimolai-HY, or any other specific project.
- Other factors that cannot be separated out from this data likely also contributed: cooling inflation easing the household survival budget, statewide wage growth, and hiring by employers with no CCIDA involvement at all.
- Timing correlation is compelling, not proof. The honest framing is "the data lines up with" — not "this proves" or "this was caused by."

6. Conclusion — A Shared Win, Not a Singular One

Independent, Census-based data shows a real, measurable improvement in financial hardship in Cattaraugus County between 2023 and 2024 — about 2,900 fewer households below the ALICE Threshold, and the county now tracks below both the state and national averages on this measure.

That same window is when two of the county's largest job-creating projects — Great Lakes Cheese and Cimolai-HY — began converting years of construction into hundreds of new paychecks, on top of a broader wave of 32+ CCIDA-supported projects since 2022. The honest, defensible reading is that this data is consistent with, coincides with, or lines up with the region's recent investment and hiring activity — not that it proves a direct causal link.

The Cattaraugus County Legislature, our State elected officials (including the Governor's Office, Empire State Development, and NYPA), and our Federal elected officials (including our Congressman's Office) all played a role in bringing these projects to the county — this is their win to share as much as anyone's. CCIDA's role is one part of a

¹¹United For ALICE, [The State of ALICE in New York, 2026 Update on Financial Hardship](#)

¹²United For ALICE, [ALICE County Reports with ZIP and Place Data — Cattaraugus County, New York, 2024](#)

¹³United For ALICE, [ALICE County Reports with ZIP and Place Data — Cattaraugus County, New York, 2024](#)

¹⁴United For ALICE, [ALICE County Reports with ZIP and Place Data — Cattaraugus County, New York, 2024](#)

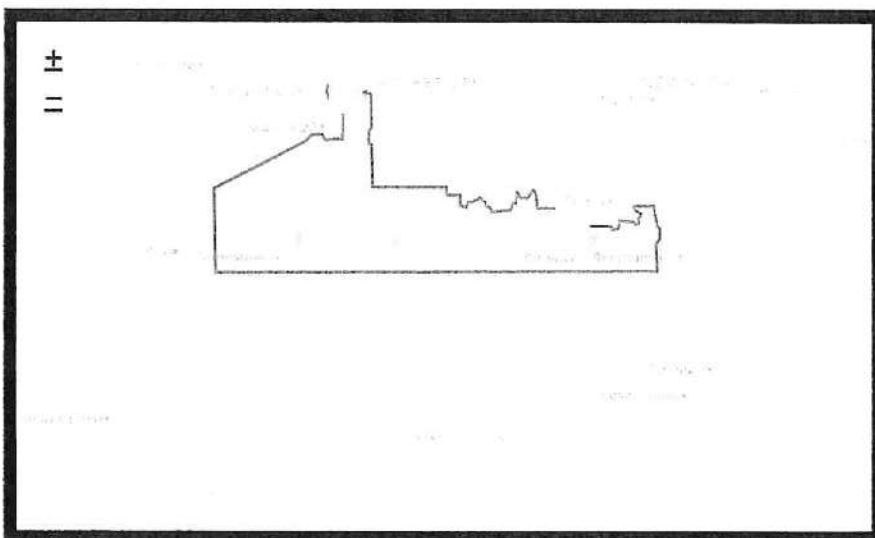
much larger effort: a cog in the machine, supportive of these outcomes but far from the whole story, alongside the companies themselves and the broader community.

In short: between 2023 and 2024, Cattaraugus County recorded its largest single-year drop in financial hardship in over a decade — an independently measured, Census-based result. That same period is when a broader wave of investment and hiring activity across the county — including several CCIDA-supported projects among many others — converted from construction into hundreds of new paychecks. The two trends are not proven to be causally linked, but together they are a genuinely encouraging sign that the county's economy, and the many public and private partners investing in it, are moving in the right direction.

Latest investments build on recent airport funding to strengthen infrastructure, support economic growth, and improve public safety

"Our regional airports are lifelines for the communities they serve," said Congressman Langworthy who also serves as the Chair of the House Aviation Safety Caucus. "They connect local businesses to other markets, support manufacturers and agriculture, bring visitors to and from our region, provide critical access for emergency medical flights and disaster response, and keep rural America connected. These investments reflect a renewed commitment to rebuilding America's infrastructure from the ground up. Every federal dollar we secure for our district helps make our communities safer, more competitive, and better positioned for long-term economic growth."

The grants were awarded through the FAA's Airport Improvement Program, which provides funding for projects that improve the safety, efficiency, and long-term reliability of America's public-use airports.



Olean to receive \$2.21M in FAA aid for airport work



By BOB CLARK bclark@oleantimesherald.com July 3, 2026



Cattaraugus County-Olean Airport as seen from the air. The taxiway to the right of the runway is being replaced this summer, thanks to aid from the Federal Aviation Administration.

File photo



ISCHUA -- Federal officials announced more than \$2 million in entitlement grants to help the Cattara...

ISCHUA — Federal officials announced more than \$2 million in entitlement grants to help the Cattaraugus County-Olean Airport.

The city-owned facility in the town of Ischua received a combined \$2.21 million, reported the area's congressional delegation.

"Keeping our airports in top-notch shape is crucial to attracting business and tourism to Upstate New York. I'm proud to deliver \$63-plus million in federal funding to help our airports, from big cities like Buffalo to rural communities like Malone, invest in key safety upgrades and modernization efforts," said Senate Minority Leader Charles Schumer, noting some funding for other projects comes from a previous law passed under the Biden administration. "The Bipartisan Infrastructure and Jobs Law is continuing to help improvements at New York's airports take off. I'll always continue to fight to deliver federal resources to help our local economies reach new heights."

Statewide, \$63 million was awarded from the Federal Aviation Administration's Airport Improvement Program and Airport Infrastructure Grant Program. The funding for the Olean work came from the AIP.

"I am thrilled to announce millions more in federal funding to improve airports across New York State," said Sen. Kirsten Gillibrand. "This new round of FY26 AIP and AIG funding will contribute to airport and runway updates statewide, enhancing safety and travel efficiency for all New Yorkers. I will always fight to ensure our airports get the funding they need to operate at the highest standard."

"Our regional airports are lifelines for the communities they serve," said U.S. Rep. Nick Langworthy, R-Pendleton, who also serves as the Chair of the House Aviation Safety Caucus. "They connect local businesses to other markets, support manufacturers and agriculture, bring visitors to and from our region, provide critical access for emergency medical flights and disaster response, and keep rural America connected. These investments reflect a renewed commitment to rebuilding America's infrastructure from the ground up. Every federal dollar we secure for our district helps make our communities safer, more competitive, and better positioned for long-term economic growth."

According to the FAA, the funding includes around \$255,000 for the beacon, \$518,000 for the runway lighting, \$572,000 for the runway signage, \$272,000 for the runway visual guidance system, \$444,000 for taxiway lighting, and \$144,000 for taxiway signs. Nationwide, the 2026 Department of Transportation and FAA spending bill allocated \$4 billion in AIP funding, which is allocated to airports based on formulas. All of the funding for Olean comes from the law passed to fund the federal Department of Transportation and the FAA for the fiscal year ending Sept. 30.

The grants are the latest awarded to the city. FAA officials announced \$955,000 in 2022 for repaving the taxiway; \$137,000 in 2023 to repave the apron; \$225,000 for beacon work, and runway and taxiway lighting and signs in 2024; and \$33,250 in 2025 to replace two gates at the airport. The Common Council approved five contracts in October to work on several projects, including replacing the Automated Weather Observing System, septic improvements, parking lot and lighting systems, and apron repairs.

City officials have been working on the projects for several years with the expectation of FAA funding. The state offered support for the beacon and lighting projects, with the city signing on in May 2025. In March, the city bid out the construction contract for the airfield lighting and sign work. The bid documents indicated work should begin in the spring if the grant offer was received from the FAA.

The airport owner must administer the projects, and airport owners must provide grant assurances that generally guarantee the airport will remain open and provide the benefits associated with the grant for at least the anticipated service life of the grant project — which is required to be at least 10 years — according to the FAA and state Department of Transportation.

Olean Mayor Amy Sherburne did not respond to a request for comment by press time.

To the IDA Board of Directors,

I have been working on recap and economic development “impact review” for the IDA regarding the economic impact of the Olean airport and the key infrastructure that it provides.

We’ve all probably heard the pointed question: “The Olean Airport is just a playground for a few rich people.” But when you look at the actual numbers supplied from the FAA, the City of Olean, and the New York State DOT’s 2024 Economic Impact Study, a very different picture starts to emerge.

Let’s start with who pays for it?

Always the “million-dollar question (no pun intended). The Cattaraugus County–Olean Airport (KOLE) is owned and operated by the City of Olean. The City runs its day to day operations with airport revenue budgeted at about \$170,000 a year. Cattaraugus County chips in \$95,000 a year to help offset some of the operating costs (the same level for the last several years).

What the airport earns itself:

- Hangar rents run \$150–\$375/month, depending on size.
- Fuel — 100LL at \$7.20/gal and Jet A at \$7.30/gal — is sold 24/7, self-serve. Hangar renters get a small discount.
- There’s no separate landing fee. Fuel and hangar rentals are the main self-generated revenue.

Nearly all major construction is funded through FAA Airport Improvement Program (AIP) grants, paid for by federal aviation fuel taxes covering about 90% of the cost, with a 10% state/local match.

Recent federal grants brought over \$1.5 million to the airport since 2022: \$955,000 for the taxiway, \$137,000 for the apron, \$255,000 for the beacon and lighting, and over \$400,000 in 2025 for parking lot/lighting rehab and terminal improvements.

NY State grants over the years include \$630,000 for the 10-bay T-hangar and \$405,000 for fuel facility replacement. That’s federal fuel-tax money coming back to our community, not local property taxes.

The airport handles roughly 25,550 aircraft operations per year, about 70 flights a day, 98% of its general aviation. 17 aircraft are based there, up from 12 just a few years ago.

Per the 2024 NYSDOT study, the airport serves St. Bonaventure University, NetJets Aviation, Bombardier Aerospace, plus itinerant corporate aviation, flight training, personal flying, and specialty operators. So, it’s not hobbyists, its businesses, university travel, corporate flights, and flight training.

The economic value in hard numbers; the NYSDOT study put the specific dollar figures on the Olean airport:

- \$2.27 million in total annual economic impact • 15 jobs supported • \$816,400 in total income impacts
- \$84,300 in state and local taxes generated

Here's a compelling note, relating to the County's investment of \$95,000 per year; that the airport generates \$2.27 million in economic activity.....That's better than a 20-to-1 return on the County's investment.

Olean is the financial, business, and transportation center of Cattaraugus County, and this is the main aviation facility in the entire county. The region's economy runs on manufacturing, Siemens, Cutco, NES, Cimolai, and many others; a sector that generates \$399 million in economic output here. Tourism brings in another \$240 million.

Companies like that don't relocate or expand somewhere they can't fly executives, clients, and parts in and out of.

Statewide, New York's general aviation airports generate \$917 million in economic activity and support over 5,600 jobs. Olean is part of that system.

With the general "Day-to-day" costs being split between the City of Olean and a \$95,000 county contribution, with the airport generating some of its own revenue the remaining "major investments", that include the runway, taxiways, lighting, terminal are overwhelmingly funded by federal and state grants, not local property taxes.

In return, again, the airport supports local jobs, serves our biggest employers and institutions, and generates \$2.27 million in economic activity every year.

It's hardly just a "playground for a few rich people". It's critical infrastructure worth investing in.

Losing the airport would cost us far more than keeping it.



County of Cattaraugus Industrial Development Agency

Executive Director's Monthly Report

June 2026

To: Board of Directors, Cattaraugus County IDA

From: Corey R. Wiktor, Executive Director

Re: Monthly Activity Report

The following report summarizes key meetings, project activity, and initiatives undertaken by the Executive Director during the reporting period in support of the IDA's mission to advance economic development throughout Cattaraugus County.

Project & Development Activity

Confidential Manufacturing Expansion Inquiry

Met in Grand Island with a regional manufacturing company that is considering an expansion into the Southern Tier. Discussions are ongoing regarding the possibility of locating that expansion in the northern part of Cattaraugus County. This matter remains highly confidential at this stage, and several follow-up meetings have continued through the month.

West Valley Hotel Redevelopment

Met with the local owners of the West Valley Hotel to continue discussions on deal structuring for the redevelopment project. The meeting covered pre-development strategies, how the IDA can assist with the redevelopment, and applicable State incentive programs.

I&S Development Team — Town of Allegany

Held several meetings with I&S and their development team to discuss their proposed expansion project and investment in the Town of Allegany.

Gowanda Brownfields

Met with Dan Riker of C&S Engineers to discuss the Gowanda Brownfields and explore ways the IDA and C&S might work together on several key parcels in Gowanda and across the County as a whole.

Town of Otto Solar Projects

Held a call with Town of Otto Supervisor Paul Stang regarding the proposed Otto solar projects.

RevRail — Washout Issues

Met in Cattaraugus with RevRail and Chupa to discuss washout issues affecting the rail bike project. Separately, held a call with Rob Naperieski of C&S Engineers to discuss engineering approaches to address the same washout concerns.

Cattaraugus County Redevelopment Sites

Met with Brian Kulpa of MMHK to discuss ways his team can assist the IDA on several key redevelopment sites throughout Cattaraugus County.

Buffalo Niagara Film Commission — Proposed Movie Studio, Olean

Met with Tim Clark, Director of the Buffalo Niagara Film Commission, at Great Point Movie Studio in Buffalo to discuss a possible project centered on a local movie producer's vision of creating a new movie production media and film studio in Olean. Additional details will follow as the concept develops, with a follow-up meeting already planned for August.

Central County Tourism Destination Project

Held several calls and Zoom meetings with a local developer regarding a potential tourism destination project in the central part of the County.

Ellicottville Commercial Project

Met with a Western New York developer in Elma to discuss a possible commercial project in the Town of Ellicottville. This project would bring a non-competitive use to the area that would certainly be beneficial — adding employment and an entirely new tax base.

Business Retention & Expansion

Greg Fitzpatrick — Smoke Stack Scrubber Project

Met with Greg Fitzpatrick for a general business update, including an update on the company's project to install scrubbers on its smoke stacks. The discussion also covered the associated IDA sales tax deal.

NorthPark Innovations

Met with Lori Northrup and toured NorthPark Innovations' new facility at their home office. The facility is impressive, and the company is already operating at capacity just two years in — a strong sign of continued growth ahead.

Strategic Partnerships & Governance

OBDC Board Meeting

Attended the monthly Olean Business Development Corporation (OBDC) Board Meeting.

Cattaraugus County Economic Development Team

Attended the monthly Cattaraugus County Economic Development Team Meeting.

Cornerstone Federal Credit Union

Met with Greg Lindberg of Cornerstone Federal Credit Union (CCFU) to discuss ways the credit union may be able to help finance projects throughout Cattaraugus County.

Empire State Development Roadshow

Attended the Empire State Development (ESD) Roadshow event at Holiday Valley, which the CCIDA co-sponsored.

Cattaraugus Community Action Board Meeting

Attended the Cattaraugus Community Action Board Meeting.

CCIDA Board Planning

Held a multi-hour meeting with Tom and Bob covering a range of CCIDA matters, projects, and updates. Additional discussion will follow with the Board as plans take shape for key Board retreat meetings in August.

County Attorney — Economic Development Update

Had a lunch meeting with Cattaraugus County Attorney Erin Whitcomb to discuss economic development matters.

NYSEG Community Leaders Meeting

Attended the NYSEG Community Leaders meeting at the Erie County Fire Training Academy to learn about the various economic development tools NYSEG has available.

Community Initiatives

Cattaraugus Leadership Event

Spoke at the June 2026 Cattaraugus Leadership event regarding economic development and key projects that have recently taken place in the County.

Closing

June was an active month across a wide range of active and prospective projects, from the confidential manufacturing expansion inquiry and the West Valley Hotel redevelopment to the I&S expansion in Allegany and continued engineering work on the RevRail washout issue.

Looking ahead, the Board can expect further detail on the proposed Olean movie studio project following our August follow-up meeting, and staff will begin planning key Board retreat meetings for August to review CCIDA priorities in depth. A follow-up meeting is also planned with Invest Buffalo Niagara to discuss the IDA officially joining as a board member and serving on two of its committees. In addition, we have the prospect of two new manufacturing projects that are expected to become applicants during the month of July. As always, if any Board member would like to discuss any item in more detail, I am happy to do so.

Respectfully submitted,

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



County of Cattaraugus Industrial Development Agency

Executive Director's Monthly Report

July 2026

To: Board of Directors, Cattaraugus County IDA

From: Corey R. Wiktor, Executive Director

Re: Monthly Activity Report

The following report summarizes key meetings, project activity, and initiatives undertaken by the Executive Director during the reporting period in support of the IDA's mission to advance economic development throughout Cattaraugus County.

Project & Development Activity

West Valley Hotel — Ashford Grant Application

Met with Andy from the West Valley Hotel ownership group, IDA Grant Writer Diana Chiak, Town of Ashford Supervisor John Pfeffer, and the Town's grant writer to discuss the Town of Ashford submitting a grant application for the redevelopment of the project, along with the local and IDA incentives available to support this key redevelopment.

Olean Gateway Site

Met with Scott Fairbrother of The Krog Group regarding their property at the Olean Gateway site in Olean.

Ellicott Development

Met with Bill Paladino of Ellicott Development to discuss several items and to hear positive news on a number of proposed projects that should begin taking shape within the County over the next few months. The IDA has a strong working relationship with Ellicott Development, and we value their continued investment and trust in the Agency on their projects.

High Meadows Resort — Mansfield

Held an update meeting with Jake Creeley at High Meadows Resort in Mansfield, New York, a recently closed, IDA-induced project. Jake has invited the Board and staff for a tour and progress meeting at the site within the next month.

Local Manufacturing Investment — State and Federal Coordination

Held several discussions with Senator Borrello, Assemblyman Sempolinski, Congressman Langworthy's staff, County officials, and IDA Counsel Bob Murray, among others, on key topics related to a local

manufacturing company that is considering a significant investment in its current facility. There is much work still to do, and more detail will follow as the project develops.

Tourism Destination Expansion

Met with Chairman Buffamante and a local tourism destination group that is considering an expansion and investment project at their facility. This would be tremendous news for the County, and the IDA will continue to search out incentives that can help support the proposed project.

Business Retention & Expansion

Steelbound

Met with Bill Bursee of Steelbound regarding a potential new project.

Kinley Construction

Met with Ben Heckathorn of Kinley Construction for a general update on the company's projects.

Cimolai-HY

Joined a lunch engagement with business leaders and Congressman Langworthy, followed by a meeting and tour at Cimolai-HY. John Kelly of Cimolai-HY gave the group a warm welcome and a detailed update. The company has some exciting developments on the horizon and is currently in the middle of a hiring spree.

Daich Coatings

Met with Peter Daich of Daich Coatings for an update on the company's project and new investment in the County.

Strategic Partnerships & Governance

OBDC Board Meeting

Attended the monthly OBDC Board Meeting and gave the Board a recap of the past few months of IDA activity and projects.

Business First

Met with Tracy Drury of Business First to discuss ways the IDA can share recent project news and key updates.

Olean Business Development Center Lease

The IDA officially signed a two-year lease at the Olean Business Development Center.

County Legislature Chairman

Had dinner with Cattaraugus County Legislature Chairman Andy Burr to discuss several key ongoing projects. There are some strong initiatives on the horizon, and both the IDA and I value our working and supportive relationship with the County Legislature.

Cattaraugus County Brownfield Opportunity Area

Attended the Cattaraugus County Brownfield Opportunity Area meeting. The County received a grant and assembled a work group to inventory sites and develop subsequent redevelopment plans for key sites identified by the committee.

CATTalyst Collective Update

Quarterly Retreat

Attended the CATTalyst Collective quarterly retreat at The Hub to discuss key project updates across the region.

Jefferson Inn — Power Upgrade Grant

Corey secured an \$8,500 grant through the CATTalyst Collective for upgrades at the Jefferson Inn in Ellicottville, supporting various power upgrades at the Inn.

Communications & Public Outreach

The Villager Newspaper — Monthly IDA Column

The IDA will begin writing a monthly news article for The Villager Newspaper, in print and online, for the next year. This will give the Agency a consistent way to share key topics, projects, and updates with readers throughout the Southern Tier and into Canada. Media coverage has become harder to come by, and this partnership with a local outlet with strong reach gives the IDA a direct channel to state its positions. IDAs are often misunderstood, and this monthly column will help the Agency be clearer about who we are — and who we are not.

Closing

These are just some of the key meetings and developments from the past 60 days. If any Board member would like to discuss any of these items in more detail, I am more than happy to do so.

We have been quite busy — it feels like our last Board meeting was only a week ago, though it was nearly a month ago, given how much ground the Agency has covered since. Several key redevelopment projects, business investments, and strategic initiatives are now starting to take real shape, and we are excited for the next 60 days.

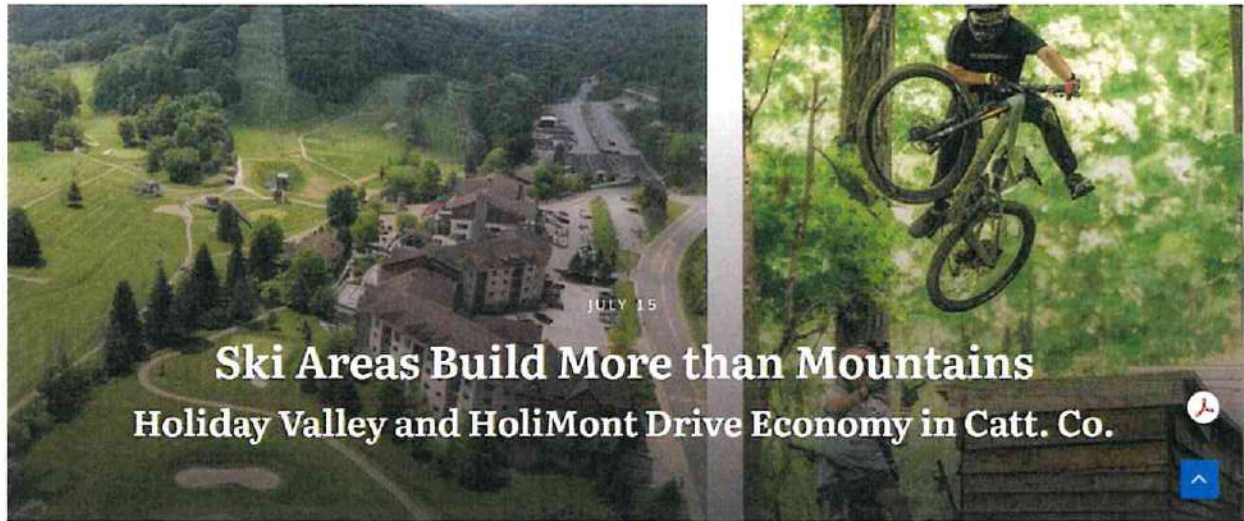
The business climate remains challenging; however, we remain committed to improving with each day and chipping away toward making Cattaraugus County the strongest economic landscape in New York State and beyond.

Respectfully submitted,

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

The Villager

EL LICOTTVILLE • CHAUTAUQUA



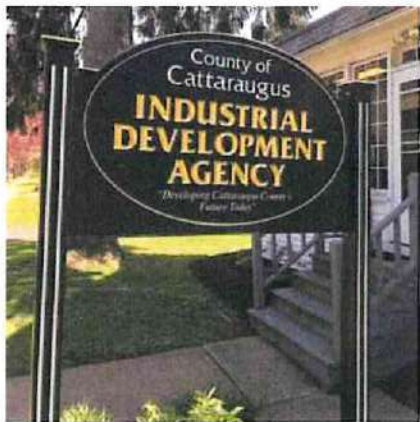
By Corey Wiktor
Executive Director
Catt. Co. IDA

Holiday Valley and HoliMont are two of Cattaraugus County's most important private-sector tourism anchors. Together, they help position Ellicottville and the broader County and Region as a year-round destination for world class skiing, hospitality, lodging, dining, retail, real estate, outdoor adventure, and private investment.

The latest available tourism-impact figures show that visitors spent \$431.3 million in Cattaraugus County in 2024, representing 52% of all visitor spending in the Chautauqua-Allegheny tourism region. That visitor economy supported 5,003 tourism-related jobs in Cattaraugus County and generated \$169.4 million in personal income.

Tourism also generated approximately \$52 million in state and local taxes in Cattaraugus County, including \$26.7 million in local taxes and \$25.3 million in state taxes. Without this tourism-generated revenue, the average Cattaraugus County household would need to pay an estimated \$1,633 more per year to maintain the same level of government revenue.

Both Holiday Valley and HoliMont provide clear examples of how resort activity translates into local economic impact. Recent public reporting stated that Holiday Valley attracts roughly 500,000 visitors annually, and a recent 2026 report stated that Holiday Valley has approximately 800 full- and part-time employees and pays roughly \$700,000 annually in property taxes.



Holiday Valley

Holiday Valley has continued to reinvest in its facilities and guest experience. In May 2026, the resort announced nearly \$5 million in capital improvements for snowmaking modernization, RFID gate technology, lodging upgrades at The Inn at Holiday Valley, improvements at Sky High Adventure Park, enhancements to the Holiday Valley Training Center, and new turf-maintenance equipment for the Double Black Diamond Golf Course.

The CCIDA has also assisted with significant project reinvestment by Holiday Valley, with nearly \$90 million alone, over the past ten years. Past reinvestment projects have included snowmaking equipment, pipeline upgrades, Inn improvements, software, golf course upgrades, lawnmowers, and Sky High Adventure Park to name a few.

Ellicottville's Downtown Revitalization Initiative (DRI) application also cited the \$89.9 million in Holiday Valley expenditures over a ten-year period, including the Tamarack Club, Holiday Valley Lodge, snowmaking automation, chairlifts,

slope development, Sky High Adventure Park, Sky Flyer Mountain Coaster, grooming equipment, golf improvements, and other resort enhancements.

Holiday Valley's reputation has also been recognized beyond Western New York. In SKI Magazine's 2026 Readers Resort Rankings, Holiday Valley was ranked No. 4 in the East, rising from No. 11 the prior year, and earned No. 1 rankings in lodging, dining, and nightlife. The resort also earned Top 5 rankings in snow quality, lifts, guest service, parking, and family-friendliness.

HoliMont

HoliMont also adds substantial and transformative value to the Ellicottville economy and has its own long record of reinvestment and employment. HoliMont describes itself as the largest private ski resort in the United States, with 8 chairlifts, 56 trails, 180 inches of annual snowfall, and extensive snowmaking capacity. The resort is also open to the public on weekdays, extending its impact beyond its membership base and bringing additional visitors into Ellicottville during the week.

HoliMont has participated in the IDA's tourism-related incentive programs over many years, with CCIDA-supported projects totaling more than \$12 million over approximately the past 13 years. These investments have helped support snowmaking, equipment purchases, infrastructure improvements, facility repairs, bike park expansion, and other upgrades that strengthen HoliMont's role as a year-round economic driver. More recently, HoliMont submitted an IDA application seeking sales-tax abatement for resort improvements, with a total project investment listed at \$1,025,500.

The project included replacement piping, facility repairs, a snowcat purchase, electrical system upgrades, outdated computer equipment replacement, additional bike carriers, bike trail additions, and rental ski replacement. HoliMont's latest investment, which was heavily focused on snowmaking, with reinvestment into critical snowmaking infrastructure.

HoliMont has 262 full- and part-time employees. The resort has also seen significant growth in mountain biking (*pictured on cover*), with chairlifts fitted with special bike carriers and a growing trail system. There are currently 26 bike trails totaling 16 miles at the top of the mountain. Its bike park now provides lift-served summer recreation, rentals, repair services, events, and outdoor programming outside of the traditional ski season.

Together, Holiday Valley and HoliMont create a tourism economy that reaches far beyond lift tickets. Visitors support lodging, restaurants, retail shops, fuel stations, equipment purchases, rentals, maintenance, contractors, construction trades, professional services, and real estate activity. Resort investment also helps create business for local employment, contractors, vendors, and suppliers whenever possible.

That is where the IDA's sales-tax abatement program becomes an important economic development tool. The benefit is not simply the initial tax savings to a business. The greater value comes when those savings are reinvested into projects that improve the visitor experience, extend the tourism season, support jobs, attract additional spending, and generate ongoing sales tax, occupancy tax, property tax, and payroll activity for the county and its municipalities.

Occupancy and bed-tax revenue are another important part of the tourism picture. Cattaraugus County expected to receive approximately \$1.65 million in bed-tax revenue in 2025, with receipts coming mostly from hotels and lodging in Ellicottville, Olean, and Allegany. A portion of the bed-tax revenue supports chambers of commerce in Olean, Ellicottville, and Salamanca, while additional funds are administered for county economic development and tourism promotion programs.

The local impact also fits within New York State's broader tourism economy. In 2024, New York welcomed 315.4 million visitors, generating \$94 billion in direct visitor spending, \$145.2 billion in total economic impact, 741,852 jobs, \$46.4 billion in personal income, and \$11.4 billion in state and local tax revenue.

For Ellicottville, Cattaraugus County, and New York State, Holiday Valley and HoliMont should be viewed as more than recreational amenities. They are economic engines that convert the region's natural assets into visitor spending, jobs, payroll, private investment, tax revenue, community identity, and year-round economic activity.

The role of the CCIDA to support tourism investment projects proves to be a critical one and should be one that can be understood as an effective tool to allow these two "branded" economic development engines/resorts to flourish in a very changing and challenging marketplace. By supporting eligible resort reinvestment projects through tools such as sales-tax abatement, the IDA helps encourage private-sector investment that strengthens the local tourism

economy, supports employment, expands the county tax base, and again keeps Ellicottville competitive as a premier four-season destination.

These incentives are not simply benefits to individual businesses; they are strategic economic development tools that help generate broader returns for local businesses, taxing jurisdictions, residents, and the regional economy.

Author's Note: Corey Wiktor serves as Executive Director of the County of Cattaraugus Industrial Development Agency, where he works with public and private partners to advance business investment, job creation, tourism development, and long-term economic growth throughout Cattaraugus County.



Taxpayer Migration in New York State

Personal income taxes are New York State's largest revenue source, accounting for over 1 out of 2 tax dollars collected by the State in SFY 2026. These revenues are important to the State's financial health and sustaining the vital services that New Yorkers rely on.

Based on the most recent data available from the New York State Department of Tax and Finance, 10.9 million taxpayers filed New York State personal income tax returns in tax year 2024. Most filers (87%) are full-year residents. A smaller share (11%) are full-year nonresidents, who pay taxes on income earned in New York, not on all their earnings.

The remaining 2 percent are part-year residents—those whose tax returns indicate they moved in or out of the state during the tax year. Though a small share of all taxpayers, the movement of these part-year residents can affect collections over time—particularly since New York has experienced a net out-migration of these residents since 2015.

The interactive chart provides data for tax filers moving into New York, moving out of New York, and the net loss or gain of taxpayers by filing status or income.

In 2024 there were 256,164 part-year filers; of these filers, 121,251 moved into New York, while 134,913 left the state, a net out-migration of 13,662 taxpayers—a loss of approximately 1 in 1,000 resident taxpayers.

Net outmigration was highest for married households with incomes between \$100,000 and \$500,000 – on a net basis, almost 8,200 such filers moved out of New York in 2024, 0.7% of resident taxpayers in that category. The highest out-migration rates are for households making \$500,000 or more – 1% of these taxpayers left the state in 2024.

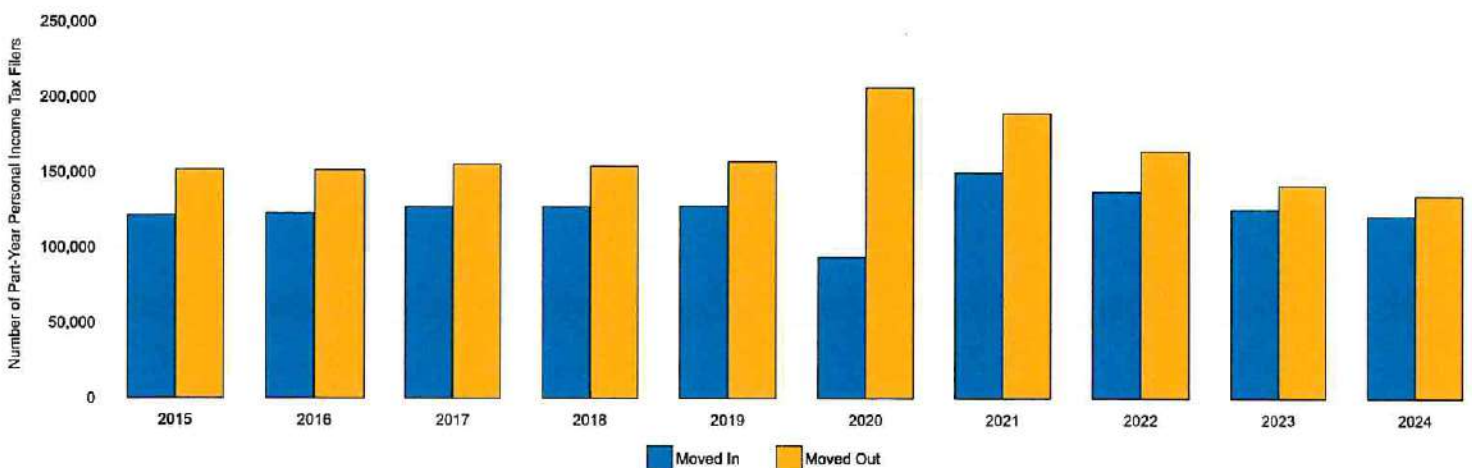
One positive post-pandemic trend has been the net in-migration of single filers in 2022, 2023 and 2024.

Income Level

All Income Levels

Filing Status

All Filing Statuses



New York Taxpayer Migration Data

Year	Moved In	Moved Out	Net Change	Migration Rate
2015	122,023	152,224	-30,201	-0.33%
2016	123,204	152,079	-28,875	-0.31%
2017	127,588	155,560	-27,972	-0.30%

Year	Moved In	Moved Out	Net Change	Migration Rate
2018	127,381	154,457	-27,076	-0.29%
2019	128,276	157,662	-29,386	-0.31%
2020	94,295	206,753	-112,458	-1.18%
2021	150,609	189,856	-39,247	-0.41%
2022	137,643	164,732	-27,089	-0.29%
2023	125,869	141,550	-15,681	-0.17%
2024	121,251	134,913	-13,662	-0.14%

[Download New York Taxpayer Migration Data](#)

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MAKING HOUSING WORK IN SMALL MARKETS



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Camoin Associates is the nation's only full-service economic development and lead generation consulting firm. We have been at the forefront of the current housing crisis, working with local and regional clients across the nation to find solutions. Our team includes experts who research the unique housing needs of the communities we work with and craft actionable and effective strategies to help restore healthy, balanced, and equitable local housing markets.

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EXECUTIVE SUMMARY

Small and emerging housing markets—including rural communities, micropolitan areas, and small towns and cities—face housing challenges that differ fundamentally from those of larger metropolitan areas.

While growth may be slower and rents lower, these communities often experience persistent housing shortages, aging and misaligned housing stock, and limited options for today's

households. These conditions reflect structural barriers embedded in how housing is financed, regulated, and delivered in low-scale markets.

At the core of the challenge is a mismatch between local housing economics and conventional housing tools.

Achievable rents and sale prices frequently fall below the cost of new construction, even as fixed costs remain high.

Limited public-sector capacity constrains small jurisdictions' ability to secure financing, manage approvals, or sustain ongoing housing

production, while thin developer ecosystems reduce competition and innovation.

As a result, traditional interventions—such as standard subsidy programs or zoning reforms—often yield slower and more modest results than in larger, high-demand markets.

This white paper argues that progress is possible when housing tools are deliberately tailored to the realities of small markets.

Effective strategies focus on three aligned actions:

- 1 Building or sharing capacity through regional partnerships and intermediaries
- 2 Right-sizing funding, infrastructure, and regulatory tools to make modest projects feasible

3 Expanding the pool of capable local and regional developers through training, early capital, and repeatable project models

Case studies from across the country demonstrate how these approaches can lower risk, reduce transaction costs, and translate policy into delivered units.

Housing in small markets should be treated as essential infrastructure—central to workforce stability, economic resilience, and the long-term viability of communities.

By grounding action in a clear local diagnosis, developing place-based messaging, and prioritizing tools that match capacity and market depth, local policymakers can move toward sustained housing delivery.

With the right alignment of partners, resources, and political will, small communities can make housing work for their residents and for their future.

INTRODUCTION

Small and emerging housing markets (e.g., rural communities, micropolitan areas, and small towns and cities with limited development activity) face housing challenges that differ fundamentally from those of larger cities.

While these places may experience slower population growth, lower rents, and weaker market fundamentals, they are nonetheless contending with persistent housing shortages, aging stock, and limited options aligned with today's household needs.

These conditions are not the result of temporary market cycles, but of structural barriers that shape how housing is financed, regulated, and delivered in low scale environments.

At the core of the challenge is a mismatch between local housing economics and the tools most commonly used to address housing affordability.

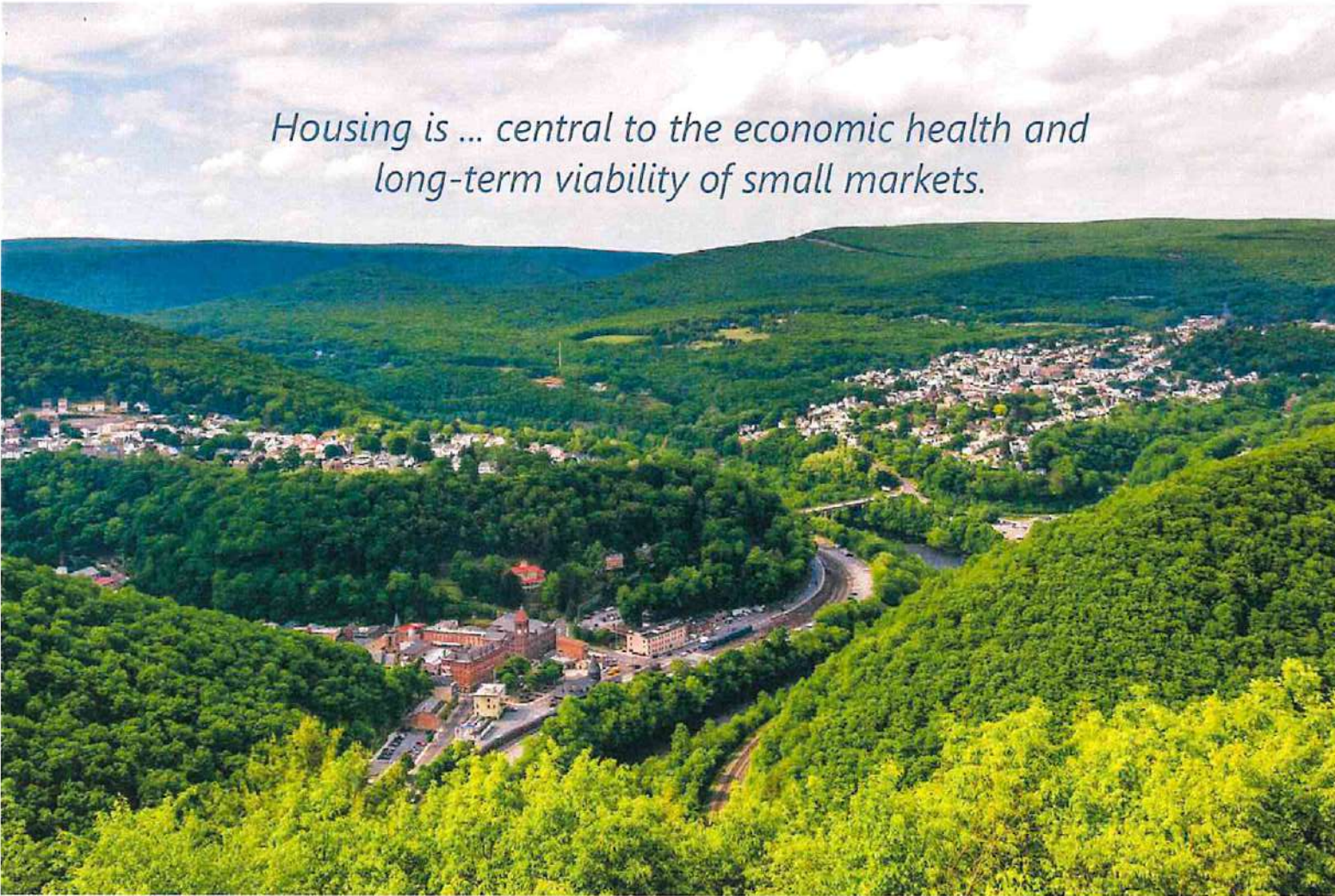
In small markets, achievable rents and sale prices frequently fall below the cost of new construction, while fixed costs—land development, infrastructure, soft costs, and regulatory compliance—remain high.

Limited public-sector capacity constrains local governments' ability to assemble complex financing, manage discretionary approvals, or support repeated housing production.

Small communities can use regulatory reforms, such as streamlined approvals and zoning that encourages higher densities, to attract more developers, but these reforms are generally insufficient to overcome regional housing market constraints.

As a result, traditional housing interventions that rely on scale, competition, or strong market demand often produce limited results, even where need is clear.





Housing is ... central to the economic health and long-term viability of small markets.

Housing is critical infrastructure, central to the economic health and long-term viability of small markets. Housing availability increasingly determines whether employers can retain workers, whether schools and healthcare systems can function, and whether communities can sustain population and services over time.

When housing options are limited or increasingly unaffordable, even modest job growth becomes difficult to sustain, and communities risk entering a cycle of workforce shortages, population decline, or resident displacement.

This paper is grounded in a central paradox: The need for housing in small markets is often acute, even where market fundamentals are weak. Rents and sale prices may be too low to support new construction, yet housing shortages persist because existing stock is aging or is poorly aligned with the needs of a changing population.

These small-market housing challenges are not a failure of demand but a failure of alignment of development economics, regulatory frameworks, public capacity, and economic strategy.

Traditional housing tools designed for high-growth, high-cost markets underperform in these contexts, leaving a gap between need and delivery.

The sections that follow explore these structural barriers and highlight how housing tools can be tailored to work more effectively in small and emerging markets.

STRUCTURAL BARRIERS TO HOUSING IN SMALL MARKETS

Small markets are constrained by a reinforcing cycle of limited staff capacity, unfavorable project economics, and a limited developer ecosystem, which depresses housing delivery. As a result, interventions that work in large metropolitan areas, such as public subsidies and regulatory reforms, tend to yield modest, slower gains in small markets.

LIMITED PUBLIC-SECTOR CAPACITY

Many small-market jurisdictions operate with limited staff and financial resources dedicated to housing. Planning, housing, and economic development functions are frequently combined, and staff often do not specialize in housing policy, development finance, or long-term strategy.

As a result, local governments may struggle to develop and implement housing programs or comprehensive plans or manage complex, multi-year development projects.

Limited capacity also constrains the early work needed to build a pipeline (e.g., site identification, predevelopment support, and feasibility analysis), so fewer viable projects reach funding and entitlement stages.

These capacity limitations often lead to a reactive approach to housing, focused on individual projects rather than addressing broader community needs and guiding long-term development patterns.

A defining constraint in small markets is the mismatch between achievable rents and development costs.

CHALLENGING DEVELOPMENT ECONOMICS

A defining constraint in small markets is the mismatch between achievable rents and development costs. Smaller and rural communities typically have lower rents and sales prices than larger markets, yet construction costs reflect regional and national labor, materials, and financing conditions.

Smaller project sizes also limit economies of scale and make it harder to spread fixed costs, increasing per-unit costs and developer risk.

This dynamic results in persistent financing gaps, even for modest projects, and limits the feasibility of new construction or substantial rehabilitation without significant public subsidy.

As a result of these challenges, small markets often struggle to attract experienced housing developers. Projects are typically smaller, offer lower returns on investment, and lack economies of scale. National and regional

developers may prioritize larger markets, while local developers may lack the financial capacity or technical expertise to undertake complex projects independently.

This thin developer ecosystem is both a consequence of weak feasibility and limited capacity, and a reinforcing constraint that slows future production.

LIMITED IMPACT OF TRADITIONAL TOOLS

Because of these interrelated challenges, traditional housing interventions have less impact in smaller markets, even when they are effective in larger, high-demand markets.

Public subsidies may need to be larger per unit to close financial gaps, yet local fiscal capacity is limited, and staff may lack the capacity or technical knowledge to manage subsidy programs.

The result is higher administrative effort per unit and slower throughput, even when funds are available.

Zoning and regulatory reforms can help increase development feasibility and attract developers. However, in small communities, thin demand, small project scale, and persistent cost pressures mean these changes rarely overcome regional market challenges on their own.

Without targeted intervention, these conditions persist and reinforce one another, constraining housing production even as local needs grow.



TAILORING HOUSING TOOLS TO WORK IN SMALL MARKETS

Small markets can make housing tools work if those tools are adapted to local capacity, project scale, and market depth. This section outlines practical, sequenced, and right-sized strategies that directly address the constraints identified in the previous section and translate policy into viable projects.



BUILD CAPACITY FIRST

Regional Partnerships and Shared Services

WHY IT MATTERS

Many small jurisdictions lack the staff time and specialized expertise to originate deals, assemble funding, or manage complex closings. Regionalizing core functions creates scale without requiring every town or county to build a full in house team.

TOOLS THAT WORK

Create or join a regional housing partnership (e.g., Council of Governments (COG), Metropolitan Planning Organizations (MPO), multi county consortium, or joint powers authority) to provide peer learning and shared services, including pre-development support, grant writing, environmental review, underwriting, compliance, and construction monitoring.

Stand up a pooled technical assistance bench (e.g., on call consultants, pre qualified nonprofits, and university clinics) that jurisdictions can tap quickly. Supplement this with technical assistance materials such as housing “playbooks” to guide local actions.

Stand up or extend regional programs that blend funding. Allow cities to buy into county-level programs to serve their residents without duplicating overhead, and scale successful models to adjacent counties.

Adopt a common project intake and pipeline process—a single template for site readiness, pro forma assumptions, and funding eligibility—so projects move predictably from concept to closing.

Coordinate project readiness and funding timelines across multiple programs. Designate a regional coordinator (e.g. COG, county government, and Community Development Financial Institution (CDFI)) to maintain a 12–18-month calendar, run quarterly pipeline reviews, and divide technical tasks (e.g., readiness, environmental, underwriting, and grant assembly).

For entitlement communities, time and document Community Development Block Grants (CDBG) and HOME commitments early to leverage competitive funding rounds (e.g. Low-Income Housing Tax Credits, any state funding). For non-entitlement communities, track state CDBG cycles and manage application, public participation, and environmental steps so awards can be sequenced to strengthen layered financing.

GETTING IT DONE

Start with 1–2 functions that remove the biggest bottlenecks (e.g., funding calendar, environmental review).

Use interlocal agreements or memorandums of understanding to formalize roles, cost sharing, and decision rights.

Track pipeline throughput, including concepts screened, applications submitted/ won, and average time from intake to closing.



STATEWIDE FUNDING COORDINATION

VERMONT HOUSING AND CONSERVATION BOARD (VHCB)

VHCB serves as a statewide intermediary, blending federal, state, and local funds and providing centralized underwriting, compliance, and technical assistance—functions that many small towns cannot staff in-house.

By administering multiple programs under one roof and partnering with local sponsors, VHCB reduces duplication, standardizes project readiness processes, and moves small-scale projects through complex closings that could otherwise stall.

VHCB receives funding from transfer tax revenue, and the organization reported \$106.5 million in investments statewide in housing and conservation in fiscal year 2025.

This model augments public sector capacity, closes feasibility gaps with tailored capital stacks, and supports a bench of capable project sponsors for repeat development efforts.

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MAKE FEASIBILITY WORK

Right-Size Funding and Regulatory Changes to Unlock Development

WHY IT MATTERS

In small markets, achievable rents and sale prices often won't cover total development costs. Tools must lower all-in costs, reduce risk, and fill gaps without disproportionately burdening local budgets. In addition, infrastructure investment and regulatory reform can reduce regulatory uncertainty, thereby lowering both development risk and costs and helping attract developers.

TOOLS THAT WORK

Predevelopment and site-readiness funds: Offer small, quick-turn grants/loans for due diligence, concept plans, appraisals, and legal work to de-risk early stages and keep sponsors moving.

Targeted gap financing: Create a local or regional revolving loan fund for acquisition and construction with below-market terms. Blend with state housing trust funds, available local funds, or federal entitlement funds, philanthropic funding, or capital from banks working to meet Community Reinvestment Act (CRA) requirements.

Alternate forms of subsidy: Use publicly controlled land, fee waivers/deferrals, tax abatements (where authorized), and standardized specs to lower per-unit cost.

By right, small-scale entitlements: Expand by-right approval for duplexes, fourplexes, cottage courts, Accessory Dwelling Units (ADUs), and small multifamily (≤ 20 –40 units) with clear, predictable standards. Some markets offer pre-approved designs for ADUs and other new development styles. In thin markets, certainty is as valuable as additional density.

Infrastructure alignment: Prioritize water/sewer and street improvements for identified housing sites; consider district-scale solutions (i.e., bundle several small infill sites into a single utility contract).

Repairs for older homes: Provide funding for homeowners and landlords to make needed repairs to older housing. This is a cost-effective way to maintain housing quality and preserve older homes as part of the housing supply.

GETTING IT DONE

Identify interventions that effectively use limited public capacity and resources to address the most pressing issues or to leverage additional private investment.

Publish a model capital stack for typical project types (e.g., 12–24-unit workforce rental, main street mixed-use, and scattered site rehabilitation) to guide sponsors.

Pre-negotiate term sheets for local incentives (e.g., land value, fee policies, and abatements) and post them publicly to reduce negotiation friction.

Pair entitlement reforms with expedited, checklist-based reviews and a single point of contact.



REDUCING COST AND RISK TO ENCOURAGE HOME REPAIRS

GRAND TRAVERSE COUNTY LAND BANK AUTHORITY, MICHIGAN

Since 2020, the Grand Traverse County Land Bank Authority has made changes to dedicate funding to home rehabilitation and streamline funding processes, ensuring the program can deliver impacts efficiently.

Over several years, the Land Bank Authority formalized and scaled this countywide strategy, which is designed for small budgets and thin construction markets.

The County dedicated funding to a standing grant program that provides funds (up to \$50,000) for nonprofit organizations to rehabilitate existing homes for low-income households, using simple applications and quick reimbursements for materials, keeping scattered-site projects moving.

In addition, the Land Bank Authority has adopted a new, centralized CDBG application and governance framework to lower transaction costs and enable braiding of funds from local and federal sources. The Land Bank Authority, rather than nonprofit entities, acts as the “lead applicant” and is responsible for all compliance. It uses local funding to provide the small, \$50,000 grants for materials and small projects, while using

CDBG funds for larger-scale infrastructure and “health and safety” repairs. Together, these changes reduce transaction costs and compliance requirements for small nonprofits that invest in home repairs.

The Land Bank Authority introduced a standard, rolling application for rehabilitation projects in 2025, making it easier for small and scattered-site projects to receive funding. The program provides reimbursement for materials promptly rather than waiting for larger project completion milestones. This reduces developer and contractor risk.

Together, these actions right-size subsidies to support preservation, which is much more cost-effective than new construction, and reduce risk and costs for small, non-profit housing investors. They keep naturally affordable homes habitable that might otherwise be lost to deferred maintenance.

 [Learn More](#)



ALIGNING CODE, FEES, AND INFRASTRUCTURE

CITY OF MADRAS, OR

Madras is a small city in central Oregon with a population below 8,000. In recent years, the City of Madras executed a coordinated sequence of policy and infrastructure changes designed to make small-scale housing development more financially feasible.

Guided by its 2018 Housing Action Plan, the City:

- Passed an ordinance reducing system development charges to lower upfront development costs

- Established a Housing Urban Renewal District to redirect property taxes from new housing construction to help buy down the cost of additional housing, with an emphasis on workforce housing

- Adopted code amendments that permitted higher-intensity middle housing types such as townhomes and quadplexes in commercial zones

- Eliminated or reduced parking requirements citywide

Prioritized infrastructure investments to unlock housing development and received \$2.3 million from the EPA to expand wastewater collection

These efforts produced measurable results: between 2019 and 2023, Madras added 419 housing units—an average of 82 units per year.

In 2025, the City adopted an updated Housing Action Plan, which sets a goal of adding 280 new homes between 2025 and 2030 and continues refining its tools by adjusting incentives and system development charges to better align with affordable housing types.

This approach demonstrates how infrastructure planning, code amendments, and fee structures can enable modest-scale builders to proceed without large-scale subsidies.

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GROW THE BENCH

Build Local Developer Capacity and Attract Co-Developers

WHY IT MATTERS

Even with funding and entitlements, **projects don't happen without capable sponsors.** Small markets need more entities that can reliably originate, finance, and deliver modest projects.

TOOLS THAT WORK

- ▶ **Developer incubator/accelerator:** Offer a 6–9-month cohort with classroom and project-based coaching (e.g., site control, pro formas, lender relations, and compliance). Provide micro-grants for pre-development.
- ▶ **Co-development pathways:** Pair local nonprofits or small developers with experienced regional partners for the first deal; require capacity transfer (e.g., shared staffing, shadow underwriting, and template sharing).
- ▶ **Engagement with mission-aligned property owners:** Connect with religious communities, non-profits, public sector partners, and other property owners who may be interested in developing or donating land to support community housing.
- ▶ **Standardized toolkits:** Publish pro forma templates, scope/contract templates, and step-by-step closing checklists. Host "office hours" with regional technical assistance providers and lenders.
- ▶ **Bundle small sites:** Package multiple small infill lots into a single request for proposals (RFP) to create economies of scale and attract competent builders.
- ▶ **Predictable dispositions:** Use transparent, criteria-based processes for public land sales/leases and facade/rehab programs to reward performance and speed learning. Consider pre-approving known developers (i.e., developers who have completed a sponsored training or technical assistance program) to expedite bid and disposition processes.

GETTING IT DONE

- ▶ Start with one prototype (e.g., quadruplex or 12–24-unit walk-ups with workforce rents) and repeat it to shorten learning curves and lower soft costs.
- ▶ Require post-project reviews to capture lessons and update templates.



NONPROFIT-LED LOCAL CAPACITY BUILDING

NEIGHBORWORKS NETWORK

The national NeighborWorks Network strengthens housing delivery in small and mid-sized communities by pairing local implementation with national infrastructure. With more than 240 nonprofit affiliates operating across urban, suburban, rural, and tribal geographies, NeighborWorks reaches many places where public-sector capacity is limited and conventional development tools underperform. Local affiliates—often community development corporations or housing nonprofits—are deeply embedded in their markets and positioned to respond to place-specific housing needs.

The program's core strength lies in its integrated capacity-building approach. Affiliates receive structured training in real estate development, asset management, financial stewardship, and organizational governance, supported by peer learning and ongoing technical assistance.

This training is paired with access to flexible capital, including predevelopment loans, operating support, and revolving funds, enabling organizations to translate knowledge into projects.

These resources are designed for modest-scale development, making them especially well-suited to small markets where projects are smaller, timelines are longer, and traditional financing can be difficult to secure.

Importantly, the model emphasizes repeat development and institutional learning rather than one-off projects, allowing organizations to build track records, reduce risk, and take on more complex work over time.

 [Learn More](#)



TRAINING AND EARLY CAPITAL FOR LOCAL DEVELOPERS

WASHINGTON STATE DEPARTMENT OF COMMERCE

The Washington State Department of Commerce's Capacity Building, Outreach and Support Program is designed to expand who can develop housing, not just to support individual projects.

The program combines predevelopment technical assistance and early-stage financial support to help small-scale developers, particularly rural developers and others with barriers to access, build the skills needed to originate, finance, and deliver housing. This hands-on approach demystifies the development process and lowers the learning curve that often keeps new sponsors from entering the field.

Critically for small markets, the program links education to early capital. Access

to predevelopment grant funding allows participants to apply training to real sites and real deals—conducting due diligence, securing entitlements, and assembling financing. This early support reduces risk for both sponsors and lenders and helps projects progress far enough to attract additional public and private resources.

The program's impact extends beyond any single project. By emphasizing repeat development and long-term capacity, the program helps create durable local housing ecosystems. In 2024, the program awarded over \$2 million to 12 organizations.

 [Learn More](#)

IMPLEMENTATION CONSIDERATIONS

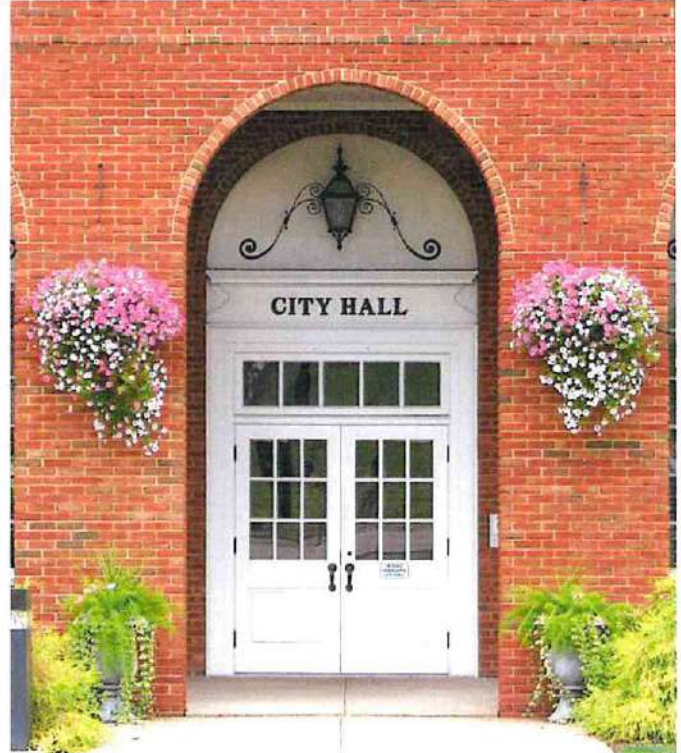
Gain Community Buy-In Through Political Leadership

Political leadership is a prerequisite for action. Housing decisions are highly visible, impacts are concentrated, and local elected officials often play a direct role in project outcomes.

Leaders must clearly articulate the importance of attracting and allowing housing development to support long-term community prosperity.

Successful implementation often relies on straightforward, place based messaging that connects housing investments to local priorities such as retaining young families, supporting employers, and allowing seniors to age in place.

Demonstration projects and pilot programs can help build confidence and shift conversations from abstract policy debates to tangible outcomes.



Align Housing with Economic and Workforce Goals

Housing availability is closely intertwined with economic development in small markets, where employers may struggle to recruit and retain workers due to limited housing options.

Investing in housing to increase population density within a neighborhood can also increase the viability of adjacent commercial centers, such as aging downtowns.

Housing policies are strongest when they are explicitly linked to workforce needs, business retention, and the viability of neighborhoods and essential services.

Aligning housing, economic development, and workforce strategies can unlock new partners, including employers, hospitals, and educational institutions, and justify public investment as part of a broader economic resilience strategy.

Advocate and Partner Beyond the Local Level

Many of the most effective interventions ultimately require regional, state, or philanthropic resources. Local governments, therefore, need to act as advocates as well as implementers.

This includes documenting feasibility gaps, aligning zoning and fee policies to reduce risk, and presenting clear project frameworks to State-level policymakers and external partners.

Regional partnerships and shared services can amplify this advocacy by aggregating demand across jurisdictions and reducing administrative burden.



Phase Strategies to Match Capacity and Market Conditions

Implementation should be phased to align with local capacity and market realities.

Small jurisdictions benefit from starting with low-cost, high-impact actions, such as by-right approvals, clear fee policies, or pre-development funds, before taking on more complex financing or infrastructure initiatives.

Building partnerships and capacity at the regional level first can help secure the resources and support to advance more complex projects.

Phased approaches also allow communities to build capacity and experience, test assumptions, and adjust tools as market conditions change.

CONCLUSION

1 | Housing challenges in small and emerging markets are structural, but not intractable.

As this paper has shown, persistent undersupply in rural and micropolitan communities stems less from a lack of need than from a fundamental mismatch between local market conditions and the tools typically used to produce housing.

Lower achievable rents, high fixed development costs, limited public-sector capacity, and a thin developer ecosystem combine to constrain housing delivery, even in areas with acute shortages.

2 | Addressing this mismatch requires adopting approaches tailored to the realities of small markets.

The most effective solutions are those that align housing tools with local capacity, project scale, and market depth.

Building or sharing capacity through regional partnerships, intermediaries, and pooled technical assistance allows small jurisdictions to originate and manage projects that would otherwise stall.

Right-sizing funding and regulatory tools through predevelopment capital, predictable by-right approvals, infrastructure alignment, and cost-reducing incentives can make modest projects feasible without overburdening limited local budgets.

At the same time, investing in the growth of local and regional developers expands the pool of capable sponsors and enables repeat, incremental housing production over time.

Many of the most impactful interventions will require coordination beyond the local level, underscoring the importance of regional collaboration and state-level alignment.

3 | Housing in small markets should be treated as essential infrastructure rather than a discretionary or episodic investment.

Housing availability underpins workforce stability, economic resilience, and the long-term viability of schools, healthcare systems, and local businesses. When aligned with economic development and workforce goals, housing strategies can unlock new partners and justify sustained public and philanthropic support.

4 | Small markets will not solve their housing challenges by replicating big-city models at a smaller scale.

Progress depends on coordinated, capacity-aware, and collaborative approaches that acknowledge structural constraints while building practical pathways to delivery.

With the right alignment of tools, partners, and political will, small communities can make housing work for their residents and for their future.



Progress depends on coordinated, capacity-aware, and collaborative approaches that acknowledge structural constraints while building practical pathways to delivery.

A CALL TO ACTION FOR LOCAL POLICYMAKERS

Local leaders who want to make progress on housing in small and emerging markets should start by grounding action in a clear understanding of their own market realities—and then move deliberately from analysis to implementation.

1 | Diagnose local housing challenges with precision.

Go beyond regional averages and statewide narratives. Assess achievable rents and prices, construction costs, infrastructure constraints, developer capacity, and public sector staffing limitations. Identify where feasibility breaks down for typical small scale projects and where existing tools fall short.

A shared, data informed diagnosis creates a common starting point for decision makers, staff, and partners.

2 | Develop place-based messaging that builds durable support.

Housing conversations in small communities are most effective when they connect directly to local priorities—workforce retention, school enrollment, healthcare access, downtown vitality, and residents' ability to age in place.

Frame housing as essential infrastructure and an economic necessity, not a speculative or abstract policy goal. Use concrete examples, pilot projects, and local data to shift discussions from fear of change to shared outcomes.

3 | Focus on tools that match local capacity and market depth.

Rather than replicating large city models, prioritize a short list of right sized interventions:

- Leverage shared or regional capacity.
- Ensure predictable approvals for modest projects.
- Provide targeted predevelopment and gap financing.
- Implement programs that reduce cost and risk for small builders and nonprofit sponsors.

- Identify sites, resources, and partners that can advance housing development.
- Sequence actions so early wins build confidence and institutional capacity for more complex efforts over time.

4 | Seek partners and resources beyond the local level.

Many of the most effective solutions require coordination with counties, regions, states, lenders, and philanthropic organizations. Local governments play a critical role by aligning zoning, fees, and infrastructure decisions and by presenting clear, investable projects that external partners can support.

Small markets cannot afford to wait for market forces alone to solve their housing challenges. With a clear diagnosis, disciplined messaging, and tailored tools, local policymakers can move from understanding the problem to delivering housing that supports their community's long term resilience and prosperity.

Camoin Associates Can Provide Data and Thought Partnership for Your Community

Contact [Sarah Kirk, Senior Economic Data and Research Analyst](#), to learn how we can help you understand your local housing challenges and identify market-aligned opportunities to build your housing capacity.





- **NAVIGATOR**
- **INDUSTRY ANALYTICS AND STRATEGY**
- **INFORMATION TECHNOLOGY, SEMICONDUCTORS, AND AI**

Siting and Building Data Centers: What Economic Developers Should Know

May 26, 2026 [Jim Damicis](#) | [Alexandra Tranmer, CEcD](#)



This article is the second of a three-part series on data centers and economic development. In our first article, “[Data Center Demand and What it Means for Your Community](#),” we covered what data centers are, the different types of facilities, and trends in supply and demand.

In this article, we explore the critical factors that determine data center site location and what some industry players are doing to mitigate public concerns as sites are chosen.

In the third and final article of the series, we will offer practical tips and tools to help your area plan for opportunities that align with your local economic development objectives.

Since the publication of our first article, additional evidence has emerged highlighting the scale and evolving nature of data center development.

In March, Bloomberg reported that, “U.S. spending on data center construction surpassed office construction spending for the first time in late 2025,” and “... approximately \$3.57 billion was spent on data centers in December 2025 alone, compared to \$3.49 billion for office projects.”

This realignment of real estate investment is being driven not only by rising demand for digital infrastructure but also by ongoing shifts in the traditional office market. Together, these trends signal a fundamental change in how economic developers and planners must think about land use and the messaging used to attract investment to communities.

While data centers can bring significant capital investment, tax base expansion, infrastructure improvements, and construction employment, they also create substantial demands on energy systems, water resources, land-use planning, and public infrastructure. The projects also tend to generate relatively few long-term jobs compared to other industrial uses.

Communities across the country must grapple with these realities, and economic developers increasingly find themselves at the center of discussions about how to manage data center growth.

Core Site Selection Factors

Data center development has become one of the most infrastructure-intensive and technically demanding forms of economic development recruitment. Developers evaluate potential locations through a slightly different lens than traditional industrial or office projects. So, what factors are shaping where data centers are located, and how are those priorities changing?

Energy

Energy has become the defining factor in many data center location decisions because the scale of projected electricity demand is unprecedented.

A 2025 analysis by McKinsey & Company estimated that data centers could add approximately 460 terawatt-hours of electricity demand in the United States between 2023 and 2030—roughly triple current consumption levels.

As a result, developers are prioritizing locations with:

- Reliable electric grids
- Redundant transmission infrastructure
- Competitive power pricing
- Opportunities for co-location with generation assets
- Faster interconnection timelines
- Access to renewable or alternative energy sources

The demand from data centers is reshaping state energy policy and how regions are planning to generate additional capacity. In some cases, developers are pursuing behind-the-meter natural gas generation or other dedicated power solutions to augment public energy sources and better meet their activity needs.

Water

Water availability has also become a major consideration, particularly as drought conditions and long-term water management concerns intensify across many regions of the country.

According to research cited by McKinsey & Company, data center-related water consumption in the United States could increase by 170% by 2030. Cooling systems for large facilities can require substantial daily water use, depending on the campus's size and design.

Beyond consumption itself, communities are also drawing attention to issues such as discharge and competition with other local water needs.

Land

Data centers typically require large, developable sites. Developers are seeking sites that not only offer the needed infrastructure but are also development-ready in terms of the physical site (access, utilities, etc.) and the speed of reviews and approvals.

Digital Infrastructure

Fiber redundancy and digital infrastructure are foundational to the success of data center operations. In many cases, developers prioritize locations already connected to major fiber corridors or internet exchange infrastructure.

The number of areas with this infrastructure has increased significantly over the past 5-10 years, expanding the range of sites developers consider.

Labor and Workforce Capacity

Although data centers employ relatively small permanent operating staff, they generate substantial short-term construction labor demand. Development projects require electricians, plumbers, mechanical contractors, HVAC specialists, and other skilled trades workers.

The labor shortage associated with this boom is becoming severe. Earlier this year, WIRED reported that the US could face an annual shortage of roughly 81,000 electricians over the next decade, citing data from the US Bureau of Labor Statistics.

A separate analysis by McKinsey & Company estimated that between 2023 and 2030, the US may need an additional:

- 130,000 electricians
- 240,000 construction laborers
- 150,000 construction supervisors

For economic developers, workforce readiness may become one of the most important differentiators in attracting projects while also creating economic benefits for local residents.

Community Buy-In and Regulatory Conditions

Like most major developments, speed matters. The time between initial site selection, approvals, construction, and operations is a critical concern for developers.

While project costs and financial considerations remain central to decision-making, community support (or opposition) can carry nearly as much weight in determining whether a project ultimately moves forward.



The Data Center Debate: How States and Communities Are Responding to the AI Infrastructure Boom

As pressures on energy, water, land, and infrastructure mount, many communities are reassessing how data centers fit into their long-term economic development strategies. Some states are aggressively pursuing projects tied to AI and digital infrastructure investment, while others are swinging to the other side of the spectrum and considering moratoriums or cost-sharing requirements. The result is an emerging, and sometimes heated, national debate over how to manage one of the fastest-growing sectors of the digital economy.

It is worth noting that concerns surrounding data center development are not entirely new. Economic developers and planners have long faced questions about balancing the benefits of large-scale investment projects with broader community priorities. However, rising demand has significantly intensified those conversations.

Energy-related concerns have become especially prominent. Questions from elected officials or community advocates focus on impacts to grid reliability and the potential effects on utility ratepayers.

At the same time, policymakers and residents are also scrutinizing the type of energy powering these facilities and the implications for carbon emissions and long-term sustainability goals. These pressures are driving calls from some state and local leaders for data centers to “bring their own power” rather than relying entirely on the existing electric grid.

In practice, this often means developers are exploring dedicated onsite or nearby generation assets, including natural gas facilities, battery storage, and renewable energy integration. Some jurisdictions are also seeking commitments related to renewable energy procurement or infrastructure investments that offset community impacts.

At the center of many of these discussions is the issue of economic tradeoffs and opportunity costs. Data centers generate significant property tax revenue and large-scale capital investment, but they generally employ relatively small permanent workforces once operational. As a result, some communities are questioning whether dedicating large amounts of land, infrastructure capacity, and incentive support to data centers may limit opportunities for other forms of development that generate more jobs or broader economic spillover effects.

This debate is especially relevant because the same industrial land suitable for data centers is often also in demand for logistics, warehousing, advanced manufacturing, and other industrial uses.

Communities must evaluate not simply whether they can attract data centers, but what type of economic activity they want to prioritize over the long term. Interestingly, these concerns do not necessarily extend to the broader AI and digital infrastructure supply chain.

A January 2026 article in WIRED observed that communities often oppose data centers while simultaneously welcoming facilities that build servers, electrical equipment, and other AI-related components.

Much of this difference appears tied to employment perceptions. Manufacturing facilities typically support larger workforces and more visible supply-chain activity, while data centers are often viewed as highly capital-intensive projects with comparatively limited long-term job creation.

How States Are Confronting Data Center Pressures

In Virginia, local governments are increasingly creating their own data center zoning standards, siting regulations, and review processes.

In Maryland, lawmakers are considering additional regulations governing data center development.

Local residents in parts of Georgia and South Carolina have organized opposition campaigns around concerns related to noise and neighborhood compatibility.

In New Jersey, lawmakers approved legislation designed to charge data centers for electric system costs tied to rising energy demand.

In Maine, public concern over water and energy impacts is also spreading into rural communities. In 2026, the Maine legislature passed a one-year moratorium on new data centers in response to these concerns. However, the Governor vetoed it, and the Legislature failed to override the veto, so some towns are now considering passing their own moratoriums.

Industry Response and the Search for a New Social Contract

As public scrutiny of data center development intensifies, many companies are adopting new strategies to address community concerns and demonstrate broader economic and infrastructure benefits.

In January 2026, Microsoft announced support for efforts in some markets to establish higher electricity rates specifically for data centers, with the goal of reducing the likelihood that residential consumers

would bear the costs of major infrastructure upgrades tied to AI-driven demand growth. Other companies are also experimenting with new approaches to energy management and grid stabilization.

In Virginia, a partnership involving NVIDIA, Digital Realty, and Emerald AI is piloting software that temporarily reduces AI workloads during peak grid stress. The effort reflects a broader industry push to make large-scale computing operations more responsive to grid conditions rather than functioning as inflexible sources of demand.

Developers are also investing in alternative energy sources and cleaner power. Google, for example, is supporting geothermal energy development in Nevada through partnerships with Ormat, Fervo, and NV Energy. The projects contribute electricity to the local grid that serves Google data centers, and use an innovative financing structure known as a Clean Transition Tariff.

Water consumption has become another major area of innovation. In response to concerns about water use and cooling demand, some developers are investing in alternative cooling technologies to reduce water intensity.

In Maine, LiquidCool Solutions is planning an AI-focused data center at the former Loring Air Force Base within the Loring Commerce Centre. Rather than relying on traditional air-conditioning systems, the facility plans to use immersion-cooling technology, which submerges servers in specialized cooling fluids and can significantly reduce water and energy requirements.

Beyond technology solutions, one of the clearest responses from the industry has been a growing emphasis on public discussions. As states and localities consider stricter regulations, industry organizations have acknowledged the need for more proactive communication with residents, utilities, and policymakers.

Dan Diorio, vice president of state policy at the Data Center Coalition, told WIRED that the organization recognizes the importance of "... being responsible and responsive neighbors in the communities where they operate."

Conclusion

Data centers are rapidly becoming one of the defining economic development issues of the next decade. The status quo surrounding data center recruitment no longer reflects the scale of factors communities must face.

There is a growing awareness within the industry that future growth will depend not only on securing power and land, but also on building long-term public trust and demonstrating clear community value.

The communities that succeed will likely be those that move beyond viewing data centers solely as real estate projects and instead treat them as part of a larger strategy tied to regional competitiveness, infrastructure modernization, energy planning, workforce development, and long-term economic resilience.

The third article in our series will focus on what this means in practice for economic developers navigating these issues.

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New York Becomes the First State To Ban New Data Centers

Gov. Kathy Hochul's one-year moratorium buys time for the state to create a convoluted regulatory regime.

TOSIN AKINTOLA | 7.14.2026 6:13 PM



(Snehlitdesign/Adani Samat/Anthony Behar/Sipa USA/Newscom)



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On Tuesday, New York Democratic Gov. Kathy Hochul signed an executive order instituting a one-year moratorium on new environmental permits for hyperscale data centers that "consume or can consume" 50 or more megawatts of energy.

The order is intended to give lawmakers in the state time to "build a nation-leading regulatory framework" to rein in data center development, which Hochul says "threatens to hike up utility bills, deplete our natural resources, and create uncertainty for New

Yorkers."

It tasks the Department of Public Service with examining the impact of data centers connecting to New York's electric grid, including "energy demand, water use and quality, air quality, disproportionate impacts on disadvantaged communities, and noise levels." Until its environmental impact statement is completed, the department is "directed to hold" all applications for the "construction or expansion" of any pending data centers.

Hochul's order also directs Empire State Development—the state's economic development agency—to assist local governments with "analyzing and attaining" economic benefits from prospective developers by drafting a Community Investment Framework.

As part of its framework, the agency "shall include" guidance for the "creation and maintenance of a community investment fund" paid for by data center developers or operators, to finance lawmakers' pet projects related to energy affordability, childcare, school programming, or public infrastructure. The framework will also carve out a "seat at the table" for unions to influence the hiring and wage negotiations of any data center development.

Communities are encouraged to use the framework to "negotiate terms and conditions" for direct benefits with data center developers.

However, those benefits would be separate from the benefits gained through the New York Grid Acceleration Fund, a slush fund that may be created under the Tuesday order and managed by the Department of Public Service. The fund would require developers to make "upfront capital contributions" for "grid improvements," "participate in demand response programs," and "support the procurement of new clean energy supply." It would also force them to contribute to an "insurance pool."

As part of the acceleration fund, data centers may be required to bankroll new energy generation, but it must be "consistent with the State's clean energy goals." That means data center operators or developers would be required to meet New York's Clean Energy Standard, which requires 70 percent of the state's electricity to come from renewable energy by 2030. The state has also set an ambitious target of 100 percent zero-emission electricity by 2040, though state officials have admitted it's unlikely the Empire State will hit those projections. In an acknowledgment of this reality, Hochul signed legislation in May to delay the implementation of the state's aggressive greenhouse gas reduction goals.

New York is home to 148 data centers, with six more in the planning stages as of February, according to the Pew Research Center. Hochul's order is the first state-level ban on data centers in the country, though several localities, including Oneonta, New York, have instituted municipal bans on data center construction.

In April, Maine became the first state to pass a data center moratorium, but Democratic Gov. Janet Mills later vetoed the legislation. Nationwide, 15 states are currently considering bans on new data centers, as polls continue to show that data centers are unpopular with the public. In March, a Gallup poll found that 71 percent of Americans opposed constructing data centers in their communities.

Public opinion aside, many of the arguments against data centers build on the same disproven fears about water and energy usage. Hochul may score political points for her ban, but it's unlikely to do anything more than drive prospective business out of New York and into more welcoming states.

TOSIN AKINTOLA is an assistant editor at *Reason*.

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Reaction to Hochul's data center executive order signing

Borrello thinks there's a back door deal, Conrad thinks order mirrors what was in bill governor did not sign



FILE
AP Photo/Seth Wenig / Seth Wenig



By Tom Puckett / Jul 15, 2026

Buffalo, NY (WBEN) There is mixed reaction among state lawmakers to Governor Hochul's signing of an executive order putting a one year moratorium on new data centers in New York.

"I think it's curious that instead of signing the law that was passed in Albany, that she's done this as an executive order," says State Senator George Borrello.

"I think that's to give herself flexibility, quite frankly, because she could change this executive order at will if she would like to exempt certain projects, for example, for political donors or special interest groups. This is a campaign year, so to me, this is a political move on her part."

Borrello detects this is a backroom deal. "We all know that the trade unions are opposed to this moratorium. And if she knows if she signed the bill that was passed in Albany on the last day of session, that she would be handcuffed by that...This is just a red herring to appease those folks that are opposed to data centers, but giving her the flexibility to change this at a moment's notice when it serves her politically. I suspect that that's what she will do."

However, Borrello is not in favor of the bipartisan bill the Assembly and Senate passed because the law takes away local control. "I'm opposed to the the moratorium because this is just another example of of how Albany is taking away local control from local elected officials and local communities. They've done the same thing with the disastrous energy policies where we have our beautiful rural areas and farmland being covered with wind and solar because of Albany's ability to override local opposition, local zoning, and even statewide environmental regulations," contends Borrello.

Assemblymember Bill Conrad says the executive order mirrors most of the passed bill with some exceptions. "(One of them is) the size of the hyperscale data centers. Our bill had 20 megawatts or more being in the moratorium. Hers is 50 megawatts or more. There, the executive order puts a little bit more peace on the trigger for lifting the ban. Ours was a flat year moratorium. Hers ties into the state regulators finalized what they call a generic environmental impact statement or a GEIS. And then there's some long term things about what we called hard statutory energy targets. The governor's does not have those. We had some renewable components and some other things tied into it, and tax and financial subsidies. She's saying that you know she's going to work with us to repeal the sales tax exemptions for these projects. Ours essentially forces the utilities to create separate independent service classifications for them. So there's some stark differences," says Conrad. He says it's a step in the right direction, but the bill was stricter.

Conrad doesn't think Hochul is averse to signing the bill. "I think she wanted to get something in the works now because, as you well know, we are in a bit of an energy crunch here, and some of those concerns. But you know, this is all happening very quickly. I was just literally on a briefing to get the minor details, so I can kind of come back and speak to the public about what is the actual thing. But you know, for me, I haven't really kind of formulated an opinion yet, other than obviously I supported the bill and was encouraged to see movement and momentum in both houses on it. Very much a concern about energy consumption, demand, and local prices for our consumers. That's that's my bottom line concern."