

**TOWN OF AMHERST INDUSTRIAL DEVELOPMENT AGENCY**  
**Agenda – 547<sup>th</sup> Meeting**  
**Friday, May 17, 2024-8:30 am**

**James J. Allen Boardroom**  
**Agency Offices – 4287 Main Street, Amherst, NY 14226**

1. Roll Call of Members
2. Reading and Approval of Minutes
3. Bills & Communications
  - I. Town of Amherst – AIDA 2024 PILOT Report
4. Treasurer’s Report
5. Public Comment
  - I. Speakers Limited to Three (3) Minutes
6. Executive Director’s Report
7. Committee Reports
  - Governance Committee-Workforce Housing Policy
8. Unfinished Business
9. New Business
  - I. Amherst IDA Fee Policy
  - II. Contract for AIDA Website Services
10. Adjournment

**TOWN OF AMHERST INDUSTRIAL DEVELOPMENT AGENCY**  
**Minutes of the 546th Meeting**  
**Friday, March 22, 2024 – 8:30 am**  
**James J. Allen Boardroom**  
**Agency Offices, 4287 Main Street**

PRESENT: Carlton N. Brock, Jr.  
William Tuyn  
Anthony Agostino  
Hadar Borden  
Hon. Timothy Drury  
Frank LoTempio, III  
Nicole Gavigan  
David S. Mingoia, Executive Director  
Kevin J. Zanner, Hurwitz & Fine PC

GUESTS : AIDA Staff  
Jacqui Berger  
Randall Shepard, Bonadio Group, LLC

Chairman Carlton Brock called the meeting to order and reminded everyone the meeting was being video recorded and live-streamed.

**MINUTES**

Upon a motion by Hadar Borden, seconded by William Tuyn and unanimously carried, the minutes of the January 2024 meeting were approved as presented.

**BILLS & COMMUNICATIONS**

There were no Bills & Communications presented at this meeting.

**TREASURER'S REPORT**

Treasurer Agostino reviewed the highlights of the Treasurer's Reports for January and February 2024.

Upon a motion by Hadar Borden, seconded by Frank LoTempio and unanimously carried, the Treasurer's Reports were approved as presented.

**PUBLIC COMMENT**

There was no Public Comment at this meeting.

**EXECUTIVE DIRECTOR'S REPORT**

David Mingoia presented the Executive Director's Report.

## **COMMITTEE REPORTS**

### **I. Finance & Audit Committee -2023 AIDA Financial Statements**

Anthony Agostino informed the board that the Audit & Finance Committee had met with the Agency's auditor, Randall Shepard from The Bonadio Group earlier in the month. Mr. Shepard was invited to speak to the board. Mr. Shepard gave the board a presentation of the 2023 Audited Financial Statements.

Frank LoTempio made a motion to accept the 2023 Audited Financial Statements as presented. Hadar Borden seconded the motion. Votes of aye were cast by Brock, Tuyn, Agostino, Drury, Borden, LoTempio and Gavigan. Motion to approve passed by a vote of 7-0.

### **II. Governance Committee – 2023 Authority Mission and Performance Measurement Report**

The Governance Committee met earlier in the month to review the 2023 Report. The Committee recommended the approval of the 2023 Mission Statement and Measurement Report as presented. Hadar Borden made a motion to approve the 2023 Mission Statement and Measurement Report. Anthony Agostino seconded the motion. Votes of aye were cast by Brock, Tuyn, Agostino, Drury, Borden, LoTempio and Gavigan. Motion to approve passed 7-0.

## **UNFINISHED BUSINESS**

There was no Unfinished Business presented at this meeting.

## **NEW BUSINESS**

There was no New Business presented at this meeting.

9:10 am – Frank LoTempio made a motion to adjourn the meeting, The motion was seconded by Hadar Borden. Motion to adjourn was unanimously approved.



**TOWN OF AMHERST**  
**OFFICE OF TOWN COMPTROLLER**

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***EXAMINATION REPORT***  
***Town of Amherst Industrial Development Agency***  
***Payment In Lieu of Taxes***

***05/07/2024***

**Background:**

On February 4<sup>th</sup>, 2008, the Town Board adopted Resolution 2008-193, “Full Accounting of Amherst IDA PILOT Program Payments”.

The Town of Amherst Industrial Development Agency (AIDA) is a public benefit corporation created in 1973 in accordance with Article 18-A of New York State General Municipal Law. The Town of Amherst is the sole member of the corporation and the AIDA is a discretely presented component unit of the Town of Amherst.

The AIDA enters into contractual arrangements with client companies that have outstanding industrial development revenue bonds. The client companies make payments to the AIDA in lieu of taxes. Special District taxes are on the property tax bill sent out by the Town Clerk. The AIDA then collects and remits these payments to the various taxing jurisdictions.

PILOT payments for properties located in the Town of Amherst include the tax rates from the General Fund, Central Alarm, and Highway Fund. For properties located within the Village of Williamsville, the tax rates include the General Fund (Village’s Share) and Central Alarm.

**Scope:**

The scope of our exam was to review that the Town of Amherst is receiving in full the PILOTS that are due, the accuracy of such payment calculations, including contractual agreements, and that such PILOT’s assessed value agrees with the Town Assessor’s records. We reviewed the 2024 AIDA PILOT payments.

The Office of the Town Comptroller in the scope of the work performed did not audit and does not express an opinion on the assessed values of properties in the Town of Amherst.

The Office of the Town Comptroller in the scope of the work performed does not express an opinion on the contractual agreements entered into with client companies and the AIDA.

**Steps and Procedures Performed:**

1. We read the 2023 Audited Financial Statements of the AIDA.
2. Obtain the PILOT listing for the current year from the AIDA.
3. Obtain the RPS Assessor Data Base listing of exemption code 18020 from the Assessor's Department.
4. We selected a sample of PILOT properties for 2024 and performed the following:
  - a. Re-calculated the PILOT and compared the results with the AIDA calculations.
  - b. Compared the assessed value used by the AIDA to the Assessors RPS listing.
  - c. Traced the PILOTS payments to the cash receipts received by the Town of Amherst.
  - d. Reviewed the contracts/property file of AIDA properties in our sample and compared the tax abatement percentage used in the calculation of taxes to the contract/property file.
5. Compared the PILOT listing from the AIDA with the Assessor's RPS listing for completeness.
6. Reviewed and reconciled all cash receipts with the AIDA listing.

**Findings:**

There were no reportable findings for 2024.

94.974% or \$771,059.67 of the \$811,863.51 total PILOTS due were collected by the February 15<sup>th</sup> due date. The balance consisting of \$40,803.84 was collected past the due date with interest. (96.51% or \$671,266.23 of the \$695,523.60 for 2023, the balance of \$24,257.37 was collected past the due date with interest).

**Conclusion:**

It appears that Amherst Industrial Development Agency is calculating the PILOTS correctly based on the contractual requirements and assessed values of record with the Town of Amherst, and are remitting the proper amounts to the Office of the Town Comptroller, except as noted above.

**Recommendation:**

The Office of the Town Comptroller, on an annual basis, will perform the steps and procedures (as per above) of all new PILOTS added in the current year and a random sample of ten (10) existing PILOTS.

**Other:**

The workpapers of this examination are open for review in the Office of the Town Comptroller.

## **TOWN OF AMHERST INDUSTRIAL DEVELOPMENT AGENCY WORKFORCE HOUSING POLICY ADDENDUM**

### **Policy Adoption**

The Town of Amherst Industrial Development Agency (the “Agency”) hereby adopts the following workforce housing policy addendum (the “Policy”) effective as of [June \_\_\_\_\_,] 2024, pursuant to Section X of the Countywide IDA Uniform Tax Exemption Policy, amended and restated as of April 1, 2022 (the “UTEP”).

### **Policy Justification**

The Town of Amherst has identified a need for workforce housing within the Town. The Town of Amherst Strategic Economic Development Strategy, adopted by the Town Board in October 2023, recognizes the need for more housing in the Town, including units to fill affordable housing needs (defined as 30%-65% of the area median income (“AMI”)) and workforce housing needs (defined as 80%-120% of AMI). Industrial development agencies, including this Agency, have assisted residential and mixed-use projects that include housing components that generate new property taxes and public infrastructure. More recently, the State of New York through the Governor’s office has included initiatives to address housing in the State budget and has directed state agencies to enact policies to help alleviate the housing crisis. This policy seeks to prevent economic deterioration and promote employment opportunities by addressing the need for housing units in the Town of Amherst at an unmet price point.

In furtherance of these State of New York and Town of Amherst housing goals, the Agency desires to enact this Policy in order to encourage the development of new housing in the Town of Amherst that specifically includes workforce housing rental options priced at 80% of AMI, based on income thresholds developed regionally by the United States Department of Housing and Urban Development (“HUD”). Housing projects that do not include a workforce housing component, affordable housing component or housing in accordance with the Agency’s Market Rate Senior Housing Policy, will generally be ineligible for Agency incentives.

### **Eligible Workforce Housing Projects**

The Agency will evaluate the eligibility of housing projects for Agency assistance first with reference to the applicable provisions of the New York State General Municipal Law (“GML”), followed by the provisions of the UTEP and this Policy. The Agency will be guided in its review of proposed housing projects by New York State Comptroller Opinion No. 85-51, in which the New York State Comptroller opined that the determination as to whether a housing project constitutes a commercial activity within the meaning of the Industrial Development Agency Act (the “Act”) is to be made based upon all of the facts relevant to the proposed project, and that any such determination should take into account the stated purpose of the Act to promote employment opportunities and prevent economic deterioration. Generally, applicants for incentives must demonstrate that a proposed housing project will promote employment opportunities and prevent economic deterioration in the Town of Amherst. The Agency Board of Directors will review and make appropriate findings with respect to a project’s eligibility for incentives in accordance with GML, the UTEP, this Policy, and other applicable law and regulations.

The following types of multi-family housing projects may be eligible for Agency incentives: (i) adaptive reuse housing projects; (ii) housing projects located in a Neighborhood Enhancement Area within the Town of Amherst; (iii) mixed-use projects containing a housing component; and (iv) housing projects involving new construction. In addition to the findings discussed above, the eligibility criteria pursuant to the UTEP and this Policy for housing projects are outlined below.

**Adaptive Reuse Projects:** Housing projects that adapt an existing structure or site for new purposes must comply with Section I(C)(1) of the UTEP, and the Additional Criteria outlined below.

**Neighborhood Enhancement Area Projects :** Housing projects that are located within a designated Neighborhood Enhancement Area within the Town of Amherst must comply with Section I(C)(1) of the UTEP, and the Additional Criteria outlined below.

**Mixed-Use Housing Projects:** Housing projects that contain both housing and retail and/or other commercial components must comply with Section I(C) of the UTEP and the Additional Criteria outlined below. Projects in this category must provide a minimum of 20% of the units as Workforce Housing.

**Housing Projects Involving New Construction Located Outside a Neighborhood Enhancement Area:** Housing projects in this category shall comply with the requirements of the GML and the Additional Criteria below. Projects in this category must provide a minimum of 20% of the units as Workforce Housing. Consideration is given for substantial financial commitments from the applicant to complete significant off-site infrastructure improvements or other public improvements.

**Additional Criteria:** A housing project must meet the following criteria and requirements in order to be considered eligible for Agency incentives:

(i) The project must have a minimum of ten to twenty percent (10-20%) of units priced at 80% AMI based on figures developed in collaboration with the Town of Amherst Community Development Director and U.S. Housing and Urban Development guidelines. Attached to this Policy as Exhibit A is the Workforce Housing Exhibit for the 2023-2024 period. Exhibit A is revised annually in June and a new Workforce Housing Exhibit will be made available to prospective applicants on the Agency website;

(ii) The project must achieve the requisite number of points within the Agency's PILOT Determination Scoring Worksheet to qualify for Agency incentives in accordance with the UTEP;

(iii) If the project is seeking an abatement from real property taxes, the applicant must agree to maintain the project's designated workforce housing commitment beyond the PILOT schedule in which the project is qualified, as detailed below:

- a. For a 5-year PILOT, designated workforce housing must be maintained for 7 years in total.
- b. For a 7-year PILOT, designated workforce housing must be maintained for 10 years in total.
- c. For a 10-year PILOT, designated workforce housing must be maintained for 15 years in total.

(iv) If the project is not seeking an abatement from real property taxes, the applicant must agree to maintain the project's designated workforce housing commitment for a period of five (5) years following the date on which the project is completed and residential tenants occupy the project.

(v) **Reasonableness Assessment.** The Agency will engage a third-party firm to prepare a written reasonableness assessment for financial assistance. The third-party assessment, which shall be paid for by the project applicant at the time of application, will: (i) evaluate whether the operating assumptions for the project such rent, expenses and vacancies are within the norms for the region; (ii) consider whether the assistance is necessary for the project to be financially feasible; (iii) consider whether the project applicant's rate of return on investment is similar to market expectations for similar projects in the region and is therefore reasonable.

Eligible housing projects that meet the criteria outlined above may receive Agency incentives in the form of: (i) an exemption from mortgage recording tax; (ii) an exemption from sales and use tax for qualified purchases; and (iii) an abatement from real property taxes.

### **Other Policies Not Affected**

This Policy does not apply to projects that are otherwise eligible for Agency incentives under the Agency's Market Rate Senior Housing Policy or as low-income/affordable housing projects eligible for assistance from the Agency or its affiliated corporation, the Town of Amherst Development Corporation.

### **Annual Review**

This Policy may be amended, supplemented or withdrawn, in whole or in part, by vote of the Agency Board of Directors.

*[Exhibit A follows on next page]*



## Exhibit A

### Workforce Housing Income Requirements For Period 2023-2024

<b>WORKFORCE HOUSING AREA MEDIAN INCOME (AMI) CHART</b>			
<b>Rent Limits</b>	<b>1 BEDROOM</b>	<b>2 BEDROOM</b>	<b>3 BEDROOM</b>
80% of AMI	\$1,300	\$1,500	\$1,700
<b>Income Limits</b>	<b>1 Person</b>	<b>2 Person</b>	<b>3 Person</b>
100%	\$65,000	\$74,300	\$83,600

#### DEFINITIONS:

“Workforce Housing” – project consisting of for rent multi-family units whereby a specific percentage of the units are designated to an 80% household area median income (AMI) as identified in this exhibit and maintained on the Agency’s website. Household income levels for persons living in specified Workforce Housing units shall not exceed 100% of AMI.

This Exhibit A shall be annually reviewed and updated by the Agency’s Board of Directors based on updates to income requirements made by the Town of Amherst Community Development Director and U.S. Housing and Urban Development.

If you have questions regarding this information, please contact the Town of Amherst Industrial Development Agency at 716-688-9000.

**Town of Amherst**  
**Supervisor**  
Brian J. Kulpa



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May 14, 2024

David Mingoia  
Executive Director  
Amherst Industrial Development Agency  
4287 Main Street  
Amherst, NY 14226

Dear Director Mingoia,

I am writing to express my support for the Amherst Industrial Development Agency's (AIDA) Workforce Housing Policy. As Western New York and the rest of New York State grapple with a significant housing crisis, it is crucial that we take decisive action to address the shortage of housing and provide stability for our community.

The challenges faced by New Yorkers are echoed here in Amherst, with a post-Covid development market severely impacted by high interest rates, soaring construction costs, and lending challenges. New housing starts have essentially ground to a halt, except for luxury developments. Moreover, the aftermath of the 2008 housing crash left a decade-long gap in all sectors of housing starts, compounding the supply issues and raising it to crisis levels.

Amherst has made commendable efforts to tackle the local housing crisis through various programs and initiatives. These include affordable housing advocacy; HUD-funded incentive programs; zoning reforms allowing accessory dwelling units and multi-family housing; and Payment-In-Lieu-Of-Taxes approvals to support critical housing assets. However, these efforts yield only a fraction of the necessary new housing starts to adequately address the lack of supply.

To truly reverse the housing crisis, we must prioritize the construction of additional housing units. It is crucial to acknowledge that the success of housing growth relies on the development market's willingness to invest in housing. Not unlike affordable housing projects supported by state and federal incentive tools, project structuring should aim to create an appealing development package for banks and investors. Without such an approach, housing projects—whether targeted at any income range—will not materialize. Ensuring a financially attractive project is essential to garner the necessary support.

Therefore, I wholeheartedly endorse AIDA's Workforce Housing Policy. By encouraging the development of new housing in Amherst, specifically projects that include workforce housing rental options priced at 80% of the area median income (AMI), we can make meaningful progress and create units at a price point that can capture new graduates from area universities that impacts workforce availability for Amherst and regional employers. This aligns with the Town of Amherst's goals and directives to address the housing crisis as noted in the recently adopted Strategic Economic Development Plan.

**Town of Amherst**  
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Amherst also supports the incorporation of a financial feasibility analysis into the policy, possibly provided by a third-party, which will further ensure applicants truly need the incentives and that they are provided in the public interest.

Thank you for your continued partnership in advancing economic priorities for the Town of Amherst. I look forward to witnessing the positive impact of the Workforce Housing Policy in Amherst.

Sincerely,

A handwritten signature in blue ink, appearing to read "B. Kulpa", is written over a light blue horizontal line.

Brian J. Kulpa  
Supervisor  
Town of Amherst

**TOWN OF AMHERST INDUSTRIAL DEVELOPMENT AGENCY/  
TOWN OF AMHERST DEVELOPMENT CORPORATION  
FEE AND EXPENSE SCHEDULE**

The following sets forth the Administrative Fee and Expense Policy of the Town of Amherst Industrial Development Agency (“Agency”) and the Town of Amherst Development Corporation (“ADC”), effective as of ~~December 13, 2019~~ May 17, 2024.

**Application Fee:** At the time of application for approval by the Agency or the ADC of any transaction there shall be a non-refundable application fee of Five Hundred Dollars (~~\$500~~1,000.00).

For an extension of an inducement, each extension of six months shall require payment of one quarter of the Agency Administrative Fee.

**Agency Administrative Fees:**

**1. New Projects**

The Agency Administrative Fee for For-Profit Projects shall be the greater of: (a) one percent (1%) of the bond amount, if bonds are to be issued, (b) one percent (1%) of the mortgage amount, if a mortgage with note is utilized or (c) one percent (1%) of the benefited project value. One ~~quarter~~ third of the Agency Administrative Fee, or .2533%, must be received by the Agency prior to the issuance of a Sales Tax Letter by the Agency except for installment sale transactions when the entire Agency Administrative Fee of 1% is due at time of the issuance of the Sales Tax Letter. The balance of the Agency Administrative Fee or .7567% shall be due on the closing of the transaction.

If applicant seeks benefit for a housing project, an additional fee is due at application for an independent financial reasonability analysis. Consult the AIDA for the current cost of the analysis.

**2. Re-financings**

The Agency Administrative Fee for For-Profit Re-financings shall be \$1,000 plus one half of one percent (.5%) of any new money being financed for projects that provide additional economic benefit to the community.

**3. Second Mortgage**

The Agency fee for a second mortgage is one half of one percent (.5%) for all projects requiring a second mortgage that provide additional economic benefit to the community. Second Mortgages that occur for strictly financial purposes are not eligible for a Mortgage Recording Tax Exemption. If the project involves additional PILOT or sales tax benefits, then the fee is one percent (1%) and calculated as explained previously under “New Projects”.

**4. Approval of Lease Assignment and Assumptions**

The Agency Administrative Fee for approval of Lease Assignments and Assumptions shall be one

percent (1%) of the Project Cost except as otherwise agreed to by the Agency.

**5. Tax-Exempt Financing**

The Agency Administrative Fee for approval of all Tax-Exempt projects shall be ~~one-half~~three quarter of one percent (.75%) based on the issuance amount of the bond as agreed to by the Agency. This is the fee regardless of whether it is a refinancing of a previous AIDA or ADC bond or a new issuance for a new project. For those bond issuances where a PILOT is necessary, the project fee is one percent (1%) and calculated as previously detailed under "**New Projects**". The fee is due in full at closing.

Tax-exempt Bond Counsel fees for tax-exempt financing projects will be charged separately, based upon time expended with respect to such project. Agency Counsel fees will be charged in accordance with the Bond/Mortgage/Lease schedule below.

**6. Additional Fees**

Additional costs associated with meeting the Agency's current environmental policy are the responsibility of the Applicant.

If the Project Application is withdrawn at any time following submission, or the inducement or authorizing resolution of the Agency relating to the Project expires without extension, or the Project does not close for any reason, the Applicant is responsible for and shall pay costs, including without limitation Agency Counsel Fees, incurred by the Agency in connection with the Project.

**Agency Counsel Fees**

Agency Counsel fees will be paid by the Applicant in accordance with the following schedules:

**Bond/Mortgage/Lease Transactions:**

<u>Project Costs:</u>	<u>Legal Fee*:</u>
to \$750,000	\$5,000**
\$750,001 to \$1,500,000	\$9,000
\$1,500,001 to \$3,000,000	<del>\$12,500</del> <u>13,000</u>
\$3,000,001 to \$5,000,000	<del>\$15</del> <u>16,000</u>
\$5,000,001 to \$10,000,000	<del>\$17,500</del> <u>20,000</u>
above \$10,000,000	<del>\$22,500</del> <u>26,000</u> minimum with additional

legal fees payable based upon the circumstances and work involved

\*The Legal Fee will be paid as follows: One-quarter of the Legal Fee will be due and payable prior to issuance of a Sales Tax Exemption Letter (if applicable). The balance of the Legal Fee will be due at closing or at such time it is determined by the Agency that the Project will not proceed to closing.

\*\* With respect to legal fees for Bond/Mortgage/Lease Transactions up to \$750,000, this Legal Fee would include only two drafts of documents. In addition, if due to delays caused by the Applicant or the Lender, the closing is delayed beyond a sixty-day period from the date of the first draft, additional time may also be billed by Agency Counsel in his or her discretion. If further drafts are required or the closing is unreasonably delayed, additional time shall be billed at the Agency Counsel's standard hourly rate then in effect.

### *Re-financing Transactions*

Legal Fees for re-financings shall be based upon the dollar amount refinanced in accordance with the above schedule. In the case of minor amendments of the prior loan documents, Agency Counsel Fees shall be charged on a time basis at the Agency Counsel's standard hourly rate then in effect. Agency Counsel shall determine whether the amendment to the prior loan documents is a minor amendment in his or her sole but reasonable discretion.

### Normal Installment Sale (Sales-Tax Only) Transactions

<u>Project Cost:</u>	<u>Legal Fee:*</u>
to \$750,000	\$ <del>34</del> ,000**
\$750,001 to \$1,500,000	\$ <del>56</del> ,500
\$1,500,001 to \$3,000,000	\$ <del>7,500</del> 9,000
over \$3,000,000	\$1 <del>05</del> ,000 minimum with additional legal fees payable based upon the circumstances and work involved

\*The Legal Fee will be paid as follows: One-quarter of the Legal Fee will be due and payable prior to issuance of a Sales Tax Exemption Letter (if applicable). The balance of the Legal Fee will be due at closing or at such time it is determined by the Agency that the Project will not proceed to closing.

\*\* With respect to legal fees for Normal Installment Sale Transactions up to \$750,000, this Legal Fee would include only two drafts of documents. In addition, if due to delays caused by the Lessee or the Lender, the closing is delayed beyond a sixty-day period from the date of the first draft, additional time may also be billed by Agency Counsel in his or her discretion. If further drafts are required or the closing is unreasonably delayed, additional time shall be billed at the standard hourly rate of Agency Counsel then in effect.

**Other Transactions:**

Legal Fees for the following transactions will be billed on a time basis at Agency Counsel's current standard hourly rate:

- Lease Assignments and Assumptions
- Lease and PILOT Agreement amendments
- Sublease approvals and modifications
- Lease terminations
- Project reconveyances
- Other miscellaneous transactions

In addition to Agency Counsel fees, disbursements of up to \$1,000 will be added to each closing. If additional transcripts above the normal amount are required (5 for lease only and 7 for bond or mortgage transactions), they will be billed to reflect the additional copy cost and the additional binding costs and may exceed the \$1,000 total.

The above Administrative Fee and Expense Policy have been reviewed and agreed to by the Applicant.

Initial

## **Contract For Website Services**

<b>Action:</b>	Approve Contract with Black Dog/Camoin Associates
<b>Development Cost:</b>	\$35,000
<b>Annual Hosting/Maintenance:</b>	\$5,000
<b>AIDA Share:</b>	\$20,000 plus 50% of Annual Costs

### **Background**

One of the initial Strategic Initiatives of the Town of Amherst Economic Development Plan is the upgrading and marketing of the online presence of the Town of Amherst and Amherst IDA (AIDA). For some time, both the Town and AIDA discussed a joint effort under AmherstLeads.com, which will provide a front door to both the AIDA and Town websites with an enhanced marketing presence jointly administered and funded by both entities.

In February 2024, a Request for Proposals was issued through social media channels and the New York State Contract Reporter. Sixty-two (62) responses were received by the March deadline date and the task began to review and pare down the effort to a reasonable number. This was mainly accomplished by eliminating proposals that were outside of the expected budget range and incomplete responses.

Twelve (12) proposals were analyzed in depth and a final five (5) were scheduled for interviews in April. It was a difficult decision as all of the final firms have excellent experience and develop innovative and engaging websites. The Black Dog/Camoin Associates team was ultimately selected based on the additional marketing work and IDA specific tasks proposed.

The website will cost \$35,000 to develop, which includes brand messaging and identity, marketing development, web design and interactive dashboards. The ongoing annual fee includes hosting, SSL certification, ADA compliance and general maintenance and marketing assistance.