

²⁰²⁴⁻²⁰²⁵ANNUAL REPORT



Inbn Team

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Vice Chair Michael O'Brien, KeyBank, NA

Treasurer Dave Bauer, National Fuel

Secretary Becky Gandour,

Buffalo Urban Development Corporation

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Finance Dave Bauer, National Fuel

Marketing Matt Davison, The Martin Group

& Kay Bostaph, Moog

Nominating Carl Montante Jr., Uniland Development Company

Performance Christian Campos, President, TM Montante Development

Site Availability Mike Casale, Niagara County Center for Economic Development

STAFF

President & CEO Thomas A. Kucharski

Senior Administrator Erin Sinclair

Senior Vice President Matthew Hubacher

Business Development Manager Kathy Stout

Sector Strategy Director Rob Leteste

Brand & Creative Director Sarah Larson

Communications Manager Greg Pokriki

Graphic Designer Carlton Sanders

Invest Buffalo Niagara is the region's nonprofit, privately funded economic development organization focused on growing jobs and investment for the eight county region of Buffalo Niagara.



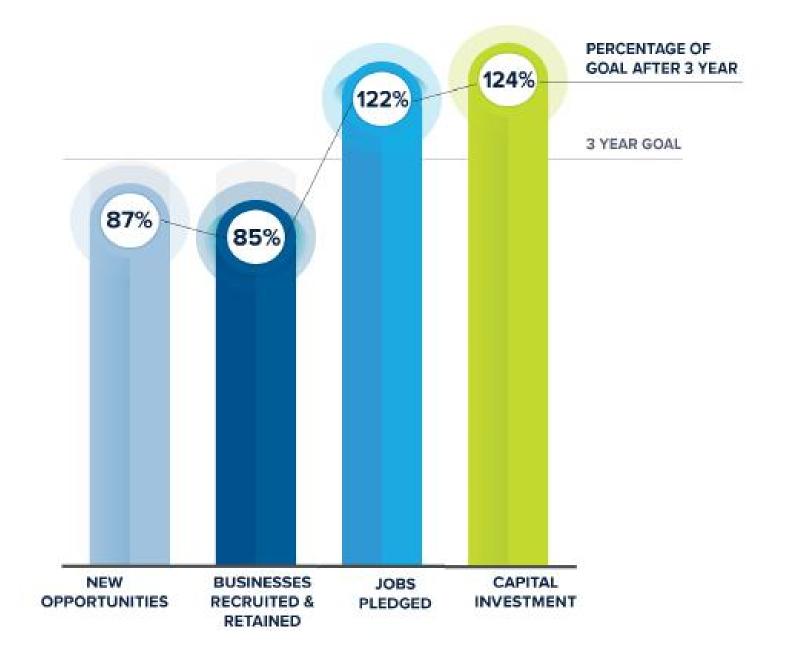
LETTER TO OUR INVESTORS

Thanks to the dedication of our staff, steadfast support of our investors, and collaboration of our partners, we are proud to share Invest Buffalo Niagara's Fiscal Year 2024-2025 Annual Report.

This year on its own brought 4 new companies to our region, creating 1,057 jobs and \$574 million capital investment, but it also marks the end of our previously set three-year goals, spanning July 1, 2022 through June 30, 2025. Over that period, Invest Buffalo Niagara closed 34 company expansions, creating or retaining 3,652 jobs and \$1.24 billion in capital investment.

Economic development is a long game. Projects rarely fit neatly into a 12-month cycle, but instead move with the pace of global markets, sometimes taking years to cross the finish line.

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LETTER TO OUR INVESTORS

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A prime example is the Amazon deal our team was able to locate in Niagara County, announced September 2024. Begun in 2018, (Josh Allen had only accounted for 18 NFL touchdowns at that point) this deal required years of collaboration on site readiness, incentives, zoning variances, traffic mitigation, workforce recruitment, and community engagement. The result: a \$550 million investment and 1,000 new jobs — our fifth consecutive fiscal year securing a nine-figure capital expenditure project.

When faced with challenges, our organization responds with solutions. A shortage of industrial sites led the creation and implementation of a regional industrial real estate development strategy. And that, when faced with a tightening workforce and nominal population growth, stood up a Be in Buffalo talent attraction initiative. And recognizing the importance of technology-driven growth, we played an active role in the federal Tech Hub designation. Together with our partners, we continue to create the conditions for businesses—and people—to thrive here.

As we close a successful fiscal year – and a successful three-year plan – we are grateful to have your continued support. Your confidence and mandate to tackle these challenges head on energizes our work every day to build a Buffalo Niagara economy that is more inclusive, innovative, and resilient. Economic development is a team sport, and we are lucky to have you on ours.

Best, Thomas A. Kucharski & Kenneth Kujawa



2024-2025 WINS

30% NEW OPPORTUNITIES ARE CANADIAN

Activity from our Canadian audience was especially strong in the latter half of the year, with high levels of engagement both online and direct interactions.

Our pipeline remained robust, with the majority in the manufacturing sector.



BUSINESSES RECRUITED & RETAINED

1,057

JOBS
CREATED

OR RETAINED

\$573.9
MILLION
CAPITAL INVESTMENT

84 NEW OPPORTUNITIES





2024-2025 WINS

COMPANYNAME	INDUSTRY	CAPITAL INVESTMENT	JOBS PLEDGED
PFANNENBURG	Advanced Manufacturing	\$16,625,000	23
POLYMER MEDICAL	Advanced Manufacturing	\$1,500,000	15
AMAZON	Logistics	\$550,000,000	1,000
NATRION	Advanced Manufacturing	\$5,800,000	19



2024-2025 WINS

AMAZON

3.1M SqFt Robotics Fulfillment Center

\$550,000,000 Project Win

Largest private sector investment in Niagara County's history.

"We are very happy to grow our business and continue to expand operations in New York, especially in Western New York and Niagara County."

-Glendowlyn Thames, Amazon, Manager of Economc Development



PROMOTING BUFFALO NIAGARA

Canadian biotech co. spending \$5M to expand in Buffalo, Niagara Falls

III Duitato, Magata Faits

Western New York emerges as dairy powerhouse, attracting \$1.5B in private investments Business Brief: Let's all go to Buffalo

Why Canada's future might be in Buffalo

the other just over an hour's drive southeast to Lack: business expansion.

Molasses created as a byproduct at the Canadian plan by Thomas A. Kucharski along the 109 kilometres through the border at Buffa at the upstate New York facility. There, it will be furt made into more products like feedstock for animals.

Sucro built a factory in the U.S. largely out of necessi-

Sucro Sourcing has two sugar refineries: one in Hami pro-business environment to attract Canadian

With two of the planet's ten largest economies sharing the longest international land border, it only makes sense Canada and the United States are close trading partners. Buffalo area or expanding their footprints there—lur Both are resource rich and have held a peaceful relationship (Insert Leafs and/or Jays joke here.) But for Canadiar for each other's benefits. Buffalo Niagara, in Western New coming to terms with the possibility of new trade res upstate area offers something even more vital: afford become a powerhouse in attracting foreign direct investment, especially from Canadian organizations looking

Study will size up Sumitomo site's reuse potential

The Empire State Looks to Become an Empire for Tech

New York State is stepping up efforts to be a go-to state for tech manufacturing and research and development.

New Amazon fulfillment cent going up in Niagara County f

Polymer Medical invests \$1.5M for New York site, technology expansion

talentwars>





Made in WNY: Worksport turns truck beds into a power source

Our national public relations efforts yielded coverage across several key interest verticals, including dairy and food processing, Canadian business expansion, climate change refuge, technological innovation, and more. Publications covering Buffalo from this campaign include NASDAQ Trade Talks, The Globe & Mail, The Free Press, and Marketplace, to name a few.

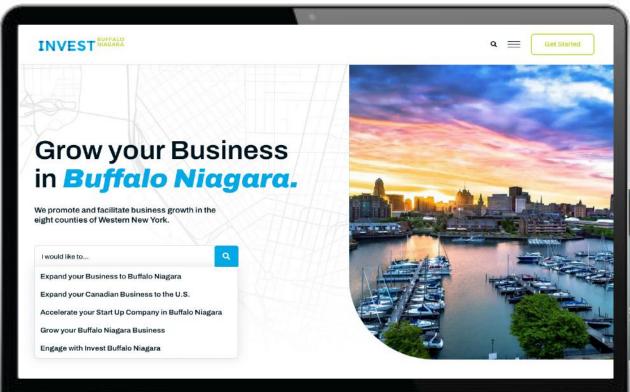
PIECES OF COVERAGE

EXPOSURE TO AUDIENCE OF OVER



PROMOTING BUFFALO NIAGARA

200K+ page views



This year continued to see high engagement not only on our website and in social media but also on our YouTube channel. Released over a year ago, the Innovation Corridor is at nearly 300,000 views with ACV, M&T, and Odoo success story videos approaching a combined 100,000 views. Released just 8 months ago, the Worksport video has seen over 130,000 views with Moog and Viridi adding a combined 700 additional views.









PROMOTING BUFFALO NIAGARA



location in Buffalo.

Buffalo Niagara has enjoyed a long history of manufacturing success. Legacy manufacturers like Moog have grown into global leaders while staying deeply rooted in Western New York. This strong foundation is supporting the next generation of manufacturers building their future

Today, Moog and other manufacturing companies benefit from affordable space to grow, access to skilled talent such as CNC machinists, and a turnover rate 15% below the national average. Combined with robust infrastructure and global connectivity, it's easy to see why Moog continues to expand in a region celebrated for its high quality of life and low cost of living.

Hear more from Moog's CEO

Mixed digital outreach in Chicago, Boston, and San Francisco

> 600K+ IMPRESSIONS ~300 CLICKS

Canadian Campaigns:

- Fall 2024 digital attracted 214 website views
- Newsletter attracted (33-45% open rate) 155 website clicks
- Direct eblast featuring Worksport attracted 15k opens with 165 clicks/new contacts
- Early 2025 digital generated an additional 257 new contacts

800 direct mail invitations to expand

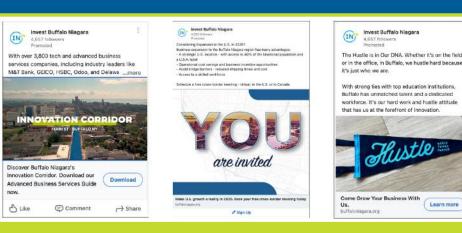












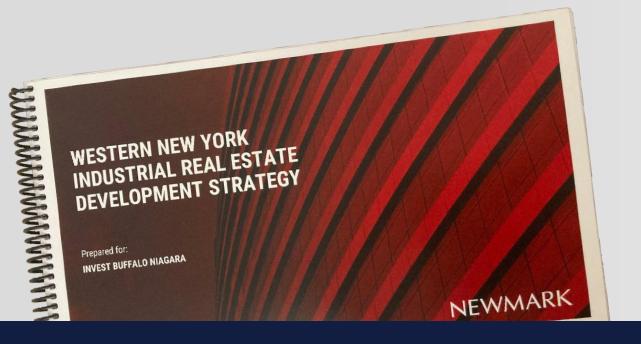
- 39-61% SEM & display advertising engagement rate
- Increased LinkedIn conversation with use of multi questionaire form, especially in Canada
- Topy City Views: Toronto, LA, Dallas, Chicago, Houston, and Atlanta



INITIATIVE: Industrial Real Estate Development Strategy

45

OF 58 RECOMMENDATIONS
COMPLETED SINCE
MARCH 2021



Redevelopment & Reuse Project:

Sumitomo Rubber announced closure on November 7th, 2024

Project kick-off on May 28th, 2025

- Current facility assessment
- Site survey of land use, zoning, utilities, etc.
- Best practice cases from peer communities
- Advisment on creative reuse

Project scheduled for completion in October 2025



INITIATIVE: Talent Attraction

Be in Buffalo is the region's talent attraction initiative working to introduce – or reintroduce – a new Buffalo to an entire generation of people with the skills needed to build an economy of the future.

This year, we launched the Talent Roster built with expert partner RoleCall. The new Move to Buffalo portal connects individuals exploring relocation with resources tailored to their needs, while also capturing resumes and LinkedIn profiles. Employers gain access to this growing roster of talent through a dedicated log-in, allowing our investor companies to match directly with candidates and fill critical positions.

Since our public launch of this work on February 4, results include:

346
New to Buffalo

452

Want to Move within 1 Year! (99 ready to move immediately)

Relocating with a Partner

Website, video, PR, advertising, Amplified Buffalo

LinkedIn Targeting

Hometown Touchdown

Rolecall - Email Workflows

Talent Concierge

Talent Concierge

Newcomer Meetups

Planned Hire! Rolecall - Email Workflows

2025-2026 FY

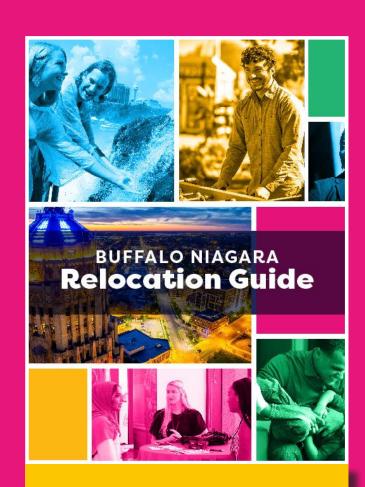
Coalitions (Committee, Talent Council, Brain Gain, Tech Hub, etc.)

Events (WIT, Pathways, 43N, TB, Colleges, etc.)



INITIATIVE: Talent Attraction

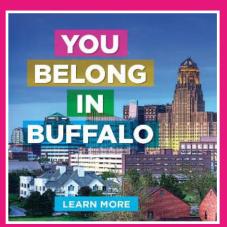
3.13M online impressions • 60K clicks to BeinBuffalo.com



Kicked off summer with an updated Relocation Guide

▼ High campaign engagement on Instagram & Facebook with nearly 900 shares.









◀ 4th Annual

Women in Tech

event partnering

with TechBuffalo

and 43North saw

over 500 attendees.



Hometown Touchdown: 3rd year in a row brining a lucky fan from a Backer Bar to a game in Buffalo



▲ Newcomer Meetups: ▼
partnered with 43North and LiveCHQ





2025-2028 STRATEGY & GOALS

STRATEGIC PRIORITIES

- Attract new businesses to the region, increasing jobs and investment
- Actively support expansion of existing companies in the region
- Promote Buffalo Niagara and enhance the regional image
- Conduct regional assessment and develop toolkit
- Attract and retain talent
- Build and sustain a regional development organization

KEY OBJECTIVES

- Promote Buffalo Niagara regional assets and industry-specific opportunities
- Position Buffalo Niagara as the region of choice for business and personal relocation
- Work with our regional partners to connect and capture expansion opportunities
- Foster efforts toward implementing industrial site availability study recommendations
- Deploy regional labor market assessment and strategy
- Expand economic gardening program
- Grow and enhance Be in Buffalo talent attraction program

36 wins
2,500 Jobs
CREATED/RETAINED
\$750M
CAPITAL INVESTMENT
300 NEW

OPPORTUNITIES



THANK YOU INVESTORS

AAA of Western & Central New York*

Acara Solutions, Inc.

Allegany County Industrial Development Agency

Amazon

Amherst Industrial Development Agency

Buffalo Business First

Buffalo Niagara Partnership*

Buffalo Urban Development Corporation

Cattaraugus County Industrial Development Agency

Chautauqua County Industrial Development Agency

Ciminelli Real Estate Corporation

City of Buffalo

Clarence Industrial Development Agency

Delaware North*

Douglas Development

Empire State Development Corporation**

Erie County

Erie County Industrial Development Agency*

Ernst & Young, LLP*

Exxpress Tire

Frey Electric Construction Company

Genesee County Economic Development Center

Hamburg Industrial Development Agency

Hanna Commercial Real Estate

Harter Secrest & Emery LLP

Highmark Blue Cross Blue Shield of WNY

Hodgson Russ LLP

HSBC Bank USA, NA*

HUNT Real Estate Corporation

Hurwitz & Fine, P.C.

Independent Health

KeyBank, NA*

LeChase Construction

Lippes Mathias Wexler Friedman LLP

Lockport Industrial Development Agency

Lumsden & McCormick, LLP

The Martin Group

Merchants Insurance Group*

M&T Bank Corporation*

National Fuel Gas Company*

National Grid*

Niagara County Department of Economic Development

New York Power Authority

New York State Electric & Gas*

Orleans County Economic Development Agency

Phillips Lytle LLP*

Schutte Buffalo

Sonwil Distribution

The Buffalo News

TM Montante Development

Tops Markets, LLC*

Tronconi Segerra & Associates LLP

Turner Construction Company

Uniland Development Company*

Univera Healthcare

University at Buffalo**

Wegmans Food Markets

West Herr Automotive Group

WNY New York State Commercial Association of Realtors

Wyoming County Business Center

*FOUNDING INVESTORS

**EX-OFFICIO

