

INVEST
BUFFALO NIAGARA

Come grow your
business with us.

**2017-2018
ANNUAL
REPORT
TO INVESTORS**





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MESSAGE FROM THE BOARD

Over the past fiscal year, I had the honor of chairing Invest Buffalo Niagara and working with the team at a critical juncture in our region's development. I am proud of the work we accomplished this year and the approach the organization is taking to further the economic health of our region.

Over this fiscal year, we looked hard at the future of our region and how we can best be prepared to succeed. We dug deeper into our targeted industries, evaluating subsectors for even more granular business recruitment and message refinement. We also looked at issues affecting business recruitment, such as alignment of infrastructure, available sites, and accessible talent.

Studying and knowing the future arena in which we'll be competing allows us to adapt our resources and increase our opportunities. This forward-thinking approach manifests itself in our organization's strategic evolution and strategic plan. I'm excited for what's to come.

Though economic development is ever-changing, our mission and purpose remains. Invest Buffalo Niagara is the region's nonprofit, privately funded economic development organization focused on business attraction. We're bringing job openings for our neighbors and wealth for our neighborhoods. We are here to better Buffalo Niagara.

As I finish my chairmanship, I leave the organization in the capable hands of Bob Zak. He did great work establishing our finance committee as our treasurer, and I am sure he will do a phenomenal job in his new role as chair.

I also commend President & CEO Tom Kucharski and the entire Invest Buffalo Niagara staff. They head home from the office every night proud of the work they've done and energized by the opportunity they have the next day to further improve Buffalo Niagara.

Finally, thank you to our investors and partners throughout the community. Without your support, progress would not be possible. Our greatest strength is our common goal. Thank you for believing in Buffalo Niagara.



Best,
Art Wingerter



2017-18 OFFICERS

Chair

Art Wingerter
Univera Healthcare

Vice Chair

Douglas W. Dimitroff
Phillips Lytle LLP

Secretary

Dottie Gallagher
Buffalo Niagara Partnership

Treasurer

Bob Zak
Merchants Insurance

COMMITTEE CHAIRS

Finance Committee Chair

Bob Zak
Merchants Insurance

Performance Committee Chair

Nora McGuire
Independent Health



MESSAGE FROM THE PRESIDENT & CEO

The 2017-18 fiscal year was a successful one and laid the building blocks for the near future of our organization. I am happy to report to our investors, the board of directors, and partners throughout the community that, like the Buffalo Niagara region, our organization is strong and ascending.

I would also like to thank that same group of individuals throughout the community helping our cause, including our outgoing Chair Art Wingerter, who's enthusiasm and leadership helped guide our organization as we continue to evolve and grow.

Throughout the 2017-18 fiscal year, our organization embarked on ambitious initiatives helping to build our pipeline of interest and secure Buffalo Niagara's reputation as a desirable location to relocate or expand your business.

Our Advanced Business Services and Advanced Manufacturing studies leveraged dozens of local partners and stakeholders in industry to define narrow subsectors our organization can target for attraction based on regional strengths and opportunities.

Buffalo hosted the International Economic Development Council's Future Forum, displaying our city's progress to colleagues of mine that haven't visited in over 20 years. We also sent our own team members to strategic trade shows and conferences across the country, including site selection events in Seattle and Dallas, improving our appeal for impactful projects.

The Amazon HQ2 process also gave us the impetus to study and evaluate our community's assets deeper than ever before. Our partnership with the Greater Rochester region showed a new Western New York to site selectors and economic developers across the nation—one that's skating to where the puck is going, not to where it sits now. The innovation and collaboration from the process has Buffalo Niagara better positioned for future mega projects and spurred direct interest from other companies as our proposal gained national attention.

Initiatives like these have filled our project pipeline and I am confident for the year to come. The Buffalo Niagara region has an organization in its corner fighting every day to ensure it's considered favorably in the global marketplace for meaningful job creation opportunities.

This past fiscal year, Invest Buffalo Niagara attracted 14 companies to the region, creating 353 new and retained jobs and attracting \$37,963,704 of investment in our community. We had wins in each of our targeted industries, showing that we're targeting our efforts appropriately and that the business case for Buffalo Niagara is resonating.

Since 1999, Invest Buffalo Niagara has attracted companies investing over \$5.5 billion and creating or retaining 43,703 jobs. That type of meaningful change is why our organization was started, why it has succeeded, and why it continues forward today.



Tom Kucharski

President & CEO

Invest Buffalo Niagara

A stylized, handwritten signature in black ink, appearing to read "Thomas A. Kucharski".

“ ...our organization also embarked on ambitious initiatives helping to build our pipeline and secure Buffalo Niagara's reputation as a desirable location to relocate or expand your business.



Our Vision

**BUFFALO NIAGARA IS RECOGNIZED AS A
LEADING AMERICAN BUSINESS DESTINATION.**

Our Mission

“To attract capital investment and jobs to Buffalo Niagara within target industries by marketing our region’s assets to business decision makers and influencers. To facilitate site selection for businesses establishing or expanding operations in Buffalo Niagara. To be known as a trusted resource to help navigate the economic development landscape of Western New York.”

Invest Buffalo Niagara’s Role

- Attract new jobs and additional capital investment to the Buffalo Niagara region
- Understand Buffalo Niagara’s strengths and leverage them to attract investment
- Make companies’ location decision-making easier
- Provide a unified regional voice for potential investment in the community
- Bring together private-sector leadership and economic development partners to create and support a cooperative vision and growth strategy for the region
- Spur growth in dynamic industry sectors
- Improve Buffalo Niagara’s image
- Build on the momentum of Buffalo Niagara’s growth – with proven effectiveness



14

BUSINESSES
RECRUITED

353

NEW AND
RETAINED
JOBS

2017-18 WINS!

From prosthetic knees to jewelry charms to a clean fiber-glass insulation substitute, this year we attracted companies making smart products and leveraging our smart people.

\$37,963,704

Capital Investment

- 6 Advanced Manufacturing
- 3 Advanced Business Services
- 2 Life Sciences
- 2 Logistics & Distribution
- 1 Agribusiness

In the 2017-18 fiscal year, Invest Buffalo Niagara generated 108 new opportunities. The help of our targeted digital marketing, public relations, and referring community partners efforts helped this lead generation.

- | | |
|-------------------------------|----------------------------|
| 49 Advanced Manufacturing | 11 Life Sciences |
| 20 Advanced Business Services | 8 Logistics & Distribution |
| 17 Agribusiness | 3 Non-Targeted |



108

NEW
OPPORTUNITIES
GENERATED

2017-2018 Wins

Advanced Business Services

LARKIN EXPRESS LOGISTICS

\$680,000 INVESTMENT | 53 NEW JOBS

Larkin Express Logistics, a new freight brokerage company, was looking for a location to start its business. With founding partners experienced in freight brokerage and with publicly traded companies, they knew they had the leadership for success, they just needed the right location, and especially the right workforce.

Larkin began looking across the U.S. Company President Don De Laria got in contact with Director, Business Development, Domestic Alan Rosenhoch via mutual contacts. With a family connection in Grand Island, De Laria was fond of the Buffalo Niagara region, but knew the numbers must make sense to actually start Larkin Express Logistics in Western New York. InBN and De Laria worked to build the business case for Buffalo, centered primarily around the region's workforce and affordability.

InBN compiled workforce data, made connections to staffing, legal, accounting, and human resources companies, and conducted a site search throughout the City of Buffalo. InBN also facilitated De Laria's incentive application, which was awarded by Empire State Development.

Eventually, Larkin Express Logistics chose Buffalo for its business, against stiff competition from other regions including Knoxville, Tennessee.

Now, Larkin Express Logistics occupies 2,500 sq. ft. of leased space in the City of Buffalo. The company will hire over 50 people. Since moving to Buffalo, President Don De Laria has been featured by WGRZ's City Shapers series and The Buffalo News.



BLUEWOLF

\$100,000 INVESTMENT | 20 NEW JOBS

Bluewolf is a leading Salesforce consulting firm. Buffalo Niagara's affordability and talent were key factors for expansion. InBN provided extensive workforce and other comparative regional data to build the business case.

COREIO INC. 🇨🇦

\$168,500 INVESTMENT | 11 NEW JOBS

Coreio is a Canadian-based provider of outsourced IT asset management and resale of computers and data processing equipment. InBN provided wage data, human resources information and contacts, contractors for building renovations, and reviewed incentive program eligibility.

Advanced Manufacturing

SWS 🇨🇦

\$2,335,784 INVESTMENT | 6 NEW JOBS

SWS is a Canadian company that assembles safety warning lights for the construction industry. To drive U.S. sales, the company wanted to add a 'Made in the U.S.' label and sought out Buffalo Niagara for its American expansion. InBN assisted with cross border due diligence, site selection, and workforce data.

REMBRANDT CHARMS 🇨🇦

\$424,420 INVESTMENT | 5 NEW JOBS

Rembrandt Charms manufactures jewelry charms in Canada and had an existing sales office in Williamsville. As U.S. sales grew, the company utilized InBN to add manufacturing to their existing Buffalo Niagara office. InBN assisted with the incentives process, permits, workforce data, and connections to local business experts.

MICROART SERVICES INC. 🇨🇦

\$448,000 INVESTMENT | 25 NEW JOBS 2 RETAINED JOBS

MicroArt Services is a Canadian-based electronics manufacturer of circuit boards for the aerospace and medical device industries. The company expanded to Buffalo Niagara via acquisition and was enticed by InBN's Guide to Canadian Business Expansion. InBN facilitated cross border due diligence meetings and coordinated incentive applications.

[...CONTINUED ON NEXT PAGE](#)

2017-2018 Wins

...ADVANCED MANUFACTURING CONTINUED

PRANASLEEP NORTH AMERICA INC.

\$6,780,000 INVESTMENT | 60 NEW JOBS

PranaSleep LLC is the mattress brand of City Mattress. The company needed a manufacturing facility closer to its Northeast customers and chose Buffalo Niagara for the expansion. InBN had been involved in the project for four years and assisted in incentive applications and local connections.

CLEANFIBER

\$6,000,000 INVESTMENT | 35 NEW JOBS

CleanFiber is a startup commercializing a cleaner fiberglass insulation substitute, using cellulose. The company was interested in Buffalo Niagara for supply chain convenience and eventually pursued 43North as a funding source. InBN provided connections to financing options and coordinated incentive applications.

GVA LIGHTNING

\$525,000 INVESTMENT | 13 NEW JOBS

GVA Lighting is a Canadian-based company designing and manufacturing architectural and commercial LED lighting to illuminate the outside of buildings, bridges, and architectural structures. The company reached out to InBN following a recommendation from a past win, Magic White, about a Buffalo Niagara expansion, citing 'Made in U.S.' label requirements as a motivation. InBN managed the cross border process and completed a full site search.

Agribusiness

IRISH COMPANIES

\$2,065,000 INVESTMENT | 9 NEW JOBS

Irish Companies is a certified Women Business Enterprise producing carbonated beverages under a private label. InBN provided connections to local economic development officials and coordinated the incentive application process.

Life Sciences

LEGWORKS

\$192,000 INVESTMENT | 5 NEW JOBS

LegWorks is a social enterprise producing affordable and durable prosthetic knees, often for underserved and out-priced populations in the developing world. The company had its headquarters in San Francisco, California and an engineering team in Toronto, Canada. Rather than relocate the engineering team and face immigration obstacles, LegWorks decided to move its San Francisco headquarters to be closer in proximity to the engineering team while remaining in the U.S.

LegWorks leveraged InBN to make the business case for Buffalo and manage the project. InBN Business Development Specialist Olivia Hill FaceTime chatted with LegWorks co-founder Brandon Burke on walking tours of office spaces in Buffalo to find a fit. LegWorks was eventually able to find space in Buffalo, and a building happy to accommodate their office dogs Moe & Alice.

Since moving to Buffalo, InBN has continued to support LegWorks. InBN connected LegWorks to the University at Buffalo's Bright Buffalo Niagara competition, in which the company would go on to win the grand prize. In addition, connections to 43North, Launch NY, and multiple venture capital organizations has introduced LegWorks to the entrepreneurial ecosystem.

InBN also assisted with a public relations push, introducing LegWorks to the community. LegWorks was featured in Buffalo Business First, The Buffalo News, Upstart NY, and WIVB, among others. The Buffalo Niagara region has embraced LegWorks and is lucky to have such an impactful company.



2017-2018 Wins

INANO VISION

\$45,000 INVESTMENT | 5 NEW JOBS

iNano Vision is in research and development for a non-contact device that monitors inner-ocular pressure. The University at Buffalo and START-UP NY program attracted the Canadian-based company, and they have since taken office space in the Innovation Center. Following R&D, the company hopes to manufacture devices for use in medical diagnostics.

Logistics & Distribution

AMAZON

\$18,000,000 INVESTMENT | 100 NEW JOBS

Amazon was seeking a location for a new sortation center to service the parts of its Northeast territory. InBN worked with a site selection team to provide detailed information on the region and build the Buffalo Niagara business case.

URATECH TOOLING TECHNOLOGIES

\$200,000 INVESTMENT | 4 NEW JOBS

Uratech is a Canadian-based manufacturer and distributor of both plastic and stainless-steel carts. Border fees and delays encouraged a U.S. expansion in Buffalo Niagara. InBN coordinated cross border meetings with local experts in immigration, tax, banking, and workforce.

ECONOMIC IMPACT OF
INBN WINS SINCE 2010 IS

\$5.1 BILLION

INVESTMENT IN MARKETING & AWARENESS

Our organization is staying on the cutting edge of economic development marketing. Our multi-faceted approach spreads the Buffalo Niagara story on different channels, increasing awareness and filling our pipeline.

STUDYING OUR FUTURE

This year we completed two labor-led industry studies to identify targeted subsectors to market.

Advanced Business Services Study

- Insurance
- Technology design & development
- Back office
- Data centers

Advanced Manufacturing Study

- Additive manufacturing
- Medical device
- Sensor technology



ON THE WEB

110,000+
website page views



16
new opportunities



CROSSING THE BRIDGE

Our marketing efforts in Canada kept our business development staff busy. We had great success from our partner-generated expert content. Our Erie County-funded partnership with a Canadian lead generation firm allowed us an on-the-ground presence, too.



MAKING CONNECTIONS

By attending site selection conferences in Seattle and Dallas, we've spread awareness of Buffalo Niagara assets and added 56 site selector contacts to our list.



TELLING OUR STORY

120
media mentions



10
national stories

WHY BUFFALO (YES, THAT BUFFALO) IS AMERICA'S MOST UNDERRATED CITY TO SPEND A WEEKEND

Buffalo seeing positive results while retaining millennials

Snow way! Buffalo and Rochester, N.Y., will make bid for Amazon HQ2 as one metro corridor

How Buffalo Niagara became a hub for back office jobs

AP Associated Press

NBC NEWS

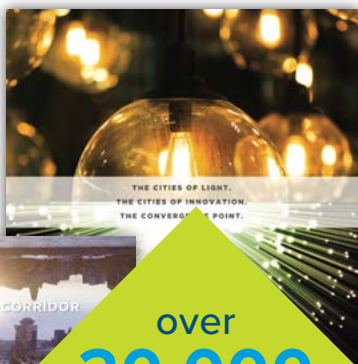
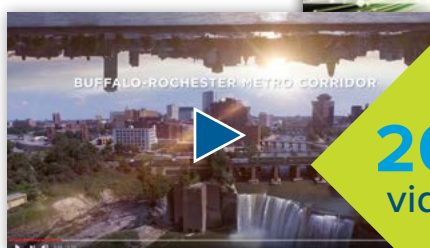
USA TODAY

THE WALL STREET JOURNAL

AMAZON HQ2

The highly publicized Amazon HQ2 proposal, in conjunction with Greater Rochester Enterprise, helped fill our opportunity pipeline from derivative interest.

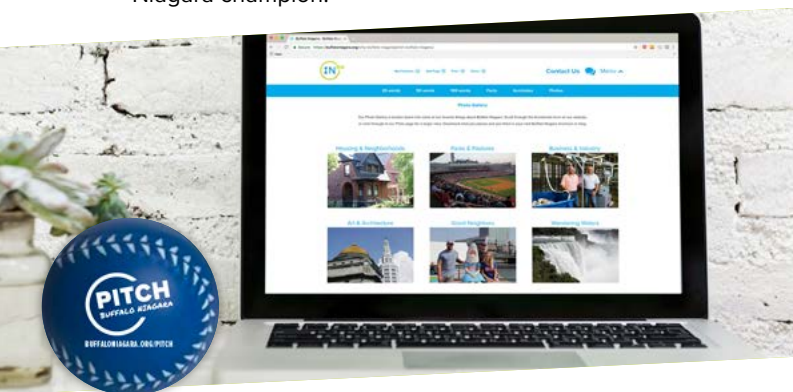
60⁺
media stories
7 nationally



over
20,000
video views

MAKING OUR PITCH

Pitch Buffalo Niagara, a new section on our website, features free photography and a list of facts, regional descriptions, accolades, and an interactive newsletter so anyone can be a Buffalo Niagara champion!



SHOWING OFF BUFFALO

Over 200 economic developers from across the country visited Buffalo this June for International Economic Development Council's Future Forum. They saw what's working, learned how they can replicate it, and ate plenty of chicken wings while in town.



DING! DING!

This year we launched a podcast, Bell Ringer. Mayor Brown prefers drumsticks, for the record.



23
episodes

#ECONDEVWEEK

We toured our region for national Economic Development Week, telling the stories of the people working hard to better Buffalo Niagara. We also involved the community, hosting awareness tents at Canalside and Food Truck Tuesday in Larkin Square.

8 counties.
21 businesses.
1 awesome campaign.



WHERE ARE THEY NOW?

Since 1999, Invest Buffalo Niagara has attracted companies investing over \$5.5 billion and creating or retaining 43,703 jobs. Our impact is tangible. It's the spring mix in your grocery cart processed by Pride Pak. It's the expansion of Avanti Advanced Manufacturing into a second building. And it's the high-paying software engineer job at Sentient Science.



AVANTI ADVANCED MANUFACTURING

ADVANCED MANUFACTURING

The Canadian advanced manufacturing company originally invested \$400,000 in a Buffalo Niagara site, but with rapidly growing business they outgrew operations, acquiring a new 68,000 sq. ft. building.



BRIDGESTONE APM

ADVANCED MANUFACTURING

Bridgestone APM produces a foam product that is used in car seats and automotive energy absorbent pads. The company originally pledged to create 60 jobs, but as of Q1 2018, the company is already at 87 employees.



NEW FLYER

ADVANCED MANUFACTURING

New Flyer, the largest manufacturer of heavy-duty transit buses in North America, was awarded a contract through the Metropolitan Transportation Authority (MTA) to refresh the entire system's bus fleet. The company originally pledged to create 32 new jobs at the new facility. Since then, corporate has been so pleased with the workforce, it has transferred additional production from its headquarters and currently employs 42 people, with the potential to hire 10 more workers.

Catch up with these companies

years after their Invest Buffalo Niagara project.



NUTRABLEND FOODS 🇨🇦

AGRIBUSINESS

Nutrablend Foods, the leading Canadian manufacturer in the sports nutrition and nutraceutical industries, originally pledged 40 jobs at its Buffalo Niagara expansion. Today, they're working on three shifts with 300 employees, and have expanded their building by 43,000 sq. ft.



PRIDE PAK 🇨🇦

AGRIBUSINESS

Pride Pak is a Canadian-based vegetable processor. Their contract with Wegmans created a need to be in the U.S. and within close proximity to many of their store locations. Since moving to Orleans County, Pride Pak has twice expanded onto their new-build. They've opened two new lines and are operating with three shifts.



SENTIENT SCIENCE

ADVANCED MANUFACTURING

In 2017, Sentient Science, a material informatics software development company, successfully raised \$22.5 million in Series B venture capital. The infusion of capital has the company in major growth mode, with plans to add more than 70 new employees to its existing workforce of about 35 in Buffalo.



2018-19 STRATEGIC PLAN

The core of our strategy is to enable the Buffalo Niagara region to continue its economic momentum through business expansion and attraction that provides a bright future for companies doing business here and the residents of Western New York. Our plan refocuses on the fundamentals and builds on our past experiences, lessons learned and many successes. Driving initiatives for the year will be to increase proactive lead generation by implementing Advanced Business Services and Advanced Manufacturing strategies, enhance our already aggressive Canadian attraction campaign and reach international markets. We will broadcast to site selectors and global business decision makers why Buffalo Niagara is an ideal business location.

Core Strategies

- Support and grow key industry sectors
- Attract businesses in target industries and markets
- Promote Buffalo Niagara as a business destination
- Investigate developing a business retention program
- Engage and align with partners
- Develop our organization
- Secure a sustainable future for Invest Buffalo Niagara

2018-19 Performance Goals

Our strategic plan is focused on innovative marketing strategies and economic development initiatives and tools that will encourage job creation the Buffalo Niagara region. Our goals are to:

- Generate 120 new opportunities – companies considering locations or expansions in the region
- Encourage the creation of at least 1,000 jobs in the region through collaboration with our partners
- Secure \$100,000,000 in new capital investment



OPPORTUNITY PIPELINE AT START OF 2018-19 FISCAL YEAR

47 INQUIRIES

At the inquiry stage, a company is “considering” Buffalo Niagara for its business expansion or relocation by gathering data for its due diligence process.

19 LEADS

At the lead stage, a company is “interested” in Buffalo Niagara for its business expansion or relocation.

20 PROJECTS

At the project stage, a company has “short listed” Buffalo Niagara for its business expansion or relocation.

86

TOTAL
OPPORTUNITIES

\$329,000,000
997 JOBS*

\$384,000,000
1,880 JOBS*

*Estimated Investment and job numbers if landed

InBN STAFF

Thomas Kucharski
President & Chief Executive Officer

Jennifer Kavanaugh
Chief Operating Officer

Alexandra Williams
Senior Administrator &
Investor Relations Coordinator

Alan Rosenhoch
Director, Business Development,
National

Carolyn Powell
Director, Business Development,
International

Lorrie Abounader
Business Development Manager

Olivia Hill
Business Development Specialist

Matthew Hubacher
Director of Research

Sarah Larson
Marketing Manager

Greg Pokriki
Content and Digital Marketing
Associate

Casi Hall
Graphic Designer

INVESTING IN THE FUTURE OF BUFFALO NIAGARA

Invest Buffalo Niagara is a unique private-public partnership that allows business leaders in the region to guide Buffalo Niagara in marketing and regional initiatives that will positively impact economic growth.

Our investors and partners are dedicated to helping Invest Buffalo Niagara bring companies to the region. Their commitment fuels and enables our collaboration and coordination, which will make all the difference in the future development of our region. Thanks to the support of our investors, we provide our services at no cost.

AAA of Western & Central New York	Employer Services Corporation	National Fuel Gas Company
Alcott HR Group	Erie County Industrial Development Agency	National Grid
Acara Solutions	Ernst & Young, LLP	Nestle Purina PetCare
Allegany County Industrial Development Agency	Frey Electric Construction Company	Northwest Bank
Amherst Industrial Development Agency	Genesee County Economic Development Center	NYSEG
Architectural Resources	Gross, Shuman, Brizdle & Gilfillan, P.C.	Orleans Economic Development Agency
Astronics Corporation	Hamister Group of Companies	Otis Eastern Service, LLC
BAK USA	Hanna Commercial Real Estate	Performance Management Partners
Bank of America	Harter Secrest & Emery LLP	Phillips Lytle LLP
Berardi Immigration	Hodgson Russ LLP	Remedy Intelligent Staffing
BlueCross BlueShield of Western New York (HealthNow New York, Inc.)	HSBC Bank USA	Schutte Buffalo
Buffalo Bills	HUNT Real Estate Corporation	Sonwil Distribution
Buffalo Niagara Partnership	Imagine Staffing Technology	Speed Global Services
Buffalo Urban Development Corporation	Independent Health	TM Montante Development LLC
Catholic Health System	Kaleida Health	Tops Markets, LLC
Cattaraugus County Industrial Development Agency	KeyBank, NA	Tronconi Segarra & Associates LLP
Chautauqua County Industrial Development Agency	Largo Capital	Uniland Development Company
City of Buffalo	Lippes Mathias Wexler Friedman LLP	Univera Healthcare
Clearview Social	Lockport Industrial Development Agency	University at Buffalo
Delaware North Companies, Inc.	Lumsden & McCormick, LLP	Walsh Duffield Companies, Inc.
Deloitte	Martin Group	Wegmans Food Markets
Dunn Tire Corporation	Merchants Insurance Group	West Herr Automotive Group
Empire State Development Corporation	Moog Inc.	WNY NYSCAR
	M&T Bank Corporation	Wyoming County Business Center