



Delivering Impact. Building Momentum.
Creating Opportunity.

ANNUAL REPORT 2025–2026

INVEST **BUFFALO
NIAGARA**

InBN Team

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.

OFFICERS

Chair Ken Kujawa, National Grid

Vice Chair Michael O'Brien, KeyBank, NA

Treasurer Dave Bauer, National Fuel

Secretary Sujata Yalamanchili, Hodgson Russ LLP

COMMITTEE CHAIRS

Be in Buffalo Susan Was, AAA Western & Central NY

Finance Dave Bauer, National Fuel

Foundation Amy Hemenway, Harter Secrest & Emery LLP

Marketing Matt Davison, The Martin Group
Jennifer Green, Lippes Matthias

Nominating Carl Montante Jr., Uniland Development Company

Performance Christian Campos, President, TM Montante Development

STAFF

President & CEO Thomas A. Kucharski

Operations & Administration Manager Erin Sinclair

Senior Vice President Matthew Hubacher

Business Development Manager Kathy Stout

Business Development Manager Cassidy Malough

Vice President, Talent & Sector Strategy Director Rob Leteste

Vice President, Brand & Creative Sarah Larson

Graphic Designer Carlton Sanders

Public & Investor Relations Manager Jelicia Jimenez

Letter to Our Investors

Economic development has never been easy work. It requires patience, persistence, and a willingness to keep solving the next problem in front of us. For more than two decades, Invest Buffalo Niagara has done exactly that, bringing together businesses, public partners, investors, and community leaders around a shared belief in what this region can become.

This year gives us plenty of reasons to believe that work is paying off.

During the 2025–2026 fiscal year, our team managed **78 business opportunities** and helped recruit or retain **11 companies**, representing **333 jobs** and more than **\$385 million** in capital investment. Behind every one of those numbers is a company choosing Buffalo Niagara, a business choosing to grow here, or a worker gaining a new opportunity.

At the same time, we continued building for the future. Through the NY SMART I-Corridor Tech Hub, we are helping Western New York manufacturers compete for a greater role in the semiconductor supply chain. Our industrial real estate initiative reached an important milestone completing 47 recommendations over the past five years, and are now turning our attention toward the next challenge: making more sites ready for investment. Be in Buffalo continues to introduce people across the country to a region where they can build careers, communities, and lives.

(letter continues on next page)

Letter to Our Investors

(letter continues from previous page)

We are also telling Buffalo Niagara's story farther and more effectively than ever. National media coverage, stronger digital engagement, and targeted outreach across the United States and Canada are putting this region in front of the businesses, talent, and decision-makers we need to reach. The story we are telling is increasingly backed by proof.

The thread connecting each page of this report is momentum. It is the result of a team willing to roll up its sleeves, investors willing to stand behind the work, and partners across eight counties willing to work together when opportunity presents itself.

This year also marks a transition for Invest Buffalo Niagara as Tom concludes his tenure as President and CEO. Leadership changes, but the purpose of this organization does not. The work continues with a strong team, an engaged Board, committed investors, and a regional network that has been built over many years.

There will always be another challenge to solve and another opportunity worth pursuing. That is the nature of this work. What gives us confidence is knowing how Buffalo Niagara responds. We work. We collaborate. We find a way forward.

Thank you for continuing to believe in this organization and in this region. The momentum is real, and together, we have every reason to be optimistic about what comes next.

Best, Thomas A. Kucharski & Kenneth Kujawa

Delivering Economic Impact

11

BUSINESSES
RECRUITED &
RETAINED

78

NEW OPPORTUNITIES

333

JOBS CREATED
OR RETAINED

\$385.18
MILLION

CAPITAL INVESTMENT



49

NEW JOBS

\$7.5

MILLION
CAPITAL
INVESTMENT

PROFESSIONAL PLASTICS

Expanded facility to grow into the semiconductor supply chain

"We've built a very capable team in Western New York, and the company's been able to grow based on the expertise in the area. We're expanding into new products and new markets, and semiconductor is one of our highest growth markets."

– Mark Casey, President, Professional Plastics

2025–2026 Wins

WIN COMPANY NAME	CAPITAL INVESTMENT	NEW JOBS PLEDGED	AVERAGE SALARY
Big Heart Pet Brands	\$53,000,000	17	\$62,400
Agri-Plastics	\$4,500,000	39	\$43,400
MAHLE	\$6,800,000	11	\$87,588
Professional Plastics	\$7,510,000	49	\$54,489
Carbonix	\$850,000	6	\$64,000
Metal Craft Spinning	\$1,378,000	17	\$36,000
Upstate Niagara Cooperative, Inc.	\$255,000,000	130	\$70,000
Balthasar Industries	\$1,280,000	3	\$38,928
Erie Ultrasonic Technologies	\$1,000,000	20	\$64,040
Kreher Family Farms	\$25,575,000	5	\$50,000
Bericap North America	\$28,292,000	36	\$54,276

Building Momentum

Public Relations efforts played a critical role in elevating the region’s strengths in respected outlets included Site Selection, Area Development, Canadian Manufacturing, Industry Today, REBusinessOnline, DC Velocity, Forbes, TechRound UK, and others. We created opportunities for not only InBN leaders, but also regional partners including Northland Workforce Training Center, Buffalo Urban Development Corporation, NYPA, National Grid, and local IDAs to strengthen our competitive story, nationally and internationally.



CANADIAN MANUFACTURING
Your Daily Manufacturing Brief

Buffalo makes its sales pitch to Canada’s manufacturing businesses

The city, located just south of the Ont. border with access to both lakes Ontario and Erie, is making a push for Canadian companies.



Forbes

What Metallica, Buffalo And North Carolina Have In Common: Workforce Development

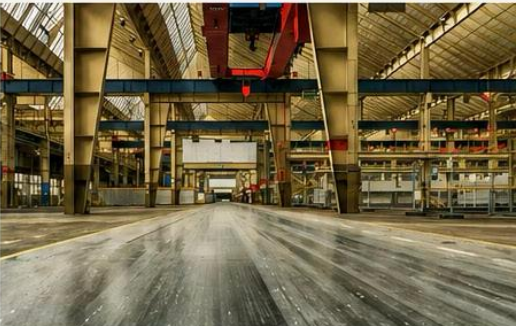


Metallica joins the All Within My Hands Foundation in support of skilled trades training and workforce development.

THE MANUFACTURER

OP-ED

An increase in U.S. manufacturing is coming – what do training programs need to do to meet demand?



THE edge

INDUSTRY HEALTH + BENEFITS LIFESTYLE MAGAZINE

INDUSTRY • THE JULY/AUGUST 2025 ISSUE

The Rise of Techufacturing

A technology-driven manufacturing revival is coming to welcoming states as Biden-era legislation and Trump’s tariff threats encourage domestic and foreign companies to build factories across the United States.



FOODDIVE

Lactalis USA to spend \$75M to expand New York dairy plants

The investment will increase production and efficiency at facilities that manufacture Galbani cheese and Breakstone’s sour cream.



The projects at the Walton and Buffalo plants will create more than 50 new jobs.

informa • TechTarget and Informa Tech’s Digital Businesses Combined

FOODDIVE Deep Dive Opinion Library Events Press Releases



\$75 MILLION INVESTMENT
Expanding production. Creating jobs.
Strengthening New York’s dairy industry.

EXPOSURE TO
ESTIMATED
AUDIENCE OF

349M

42

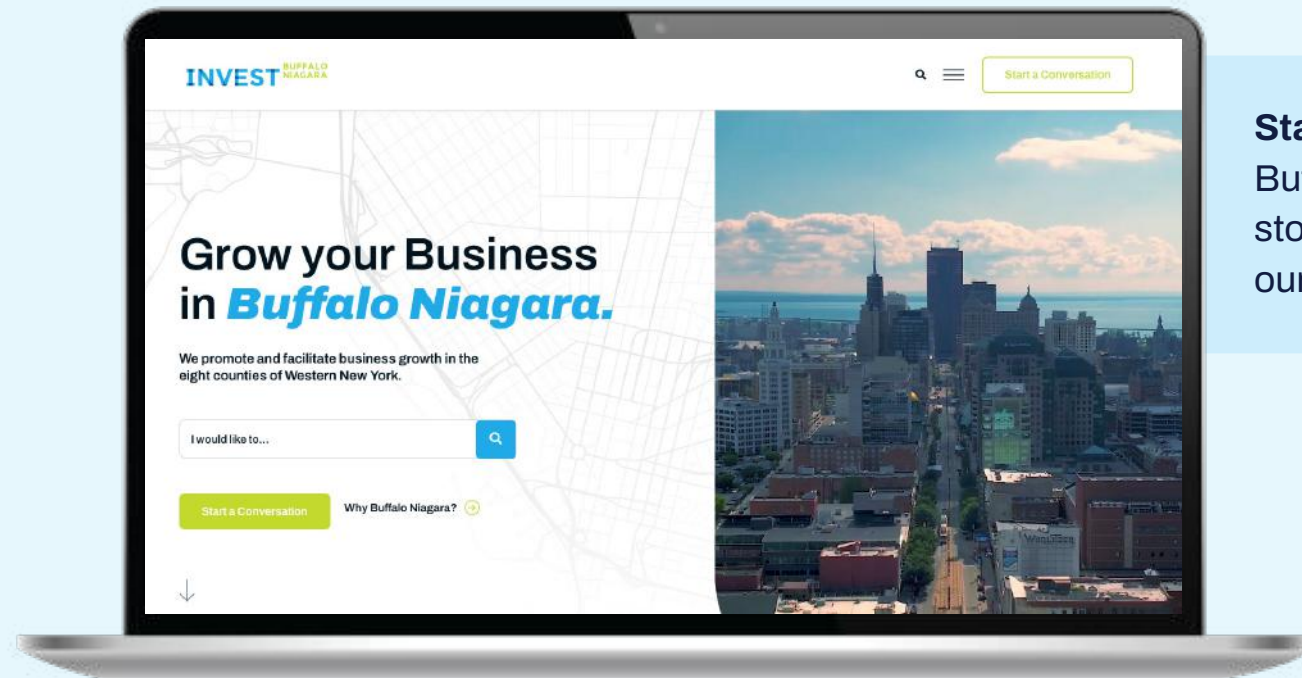
PIECES OF
NATIONAL
COVERAGE

Annual Report 2025-2026 | **INVEST** **BUFFALO NIAGARA**

Building Momentum

Expanded Storytelling Focused on:
Proximity. Power. People.

BuffaloNiagara.org | 203K page views from US & Canada



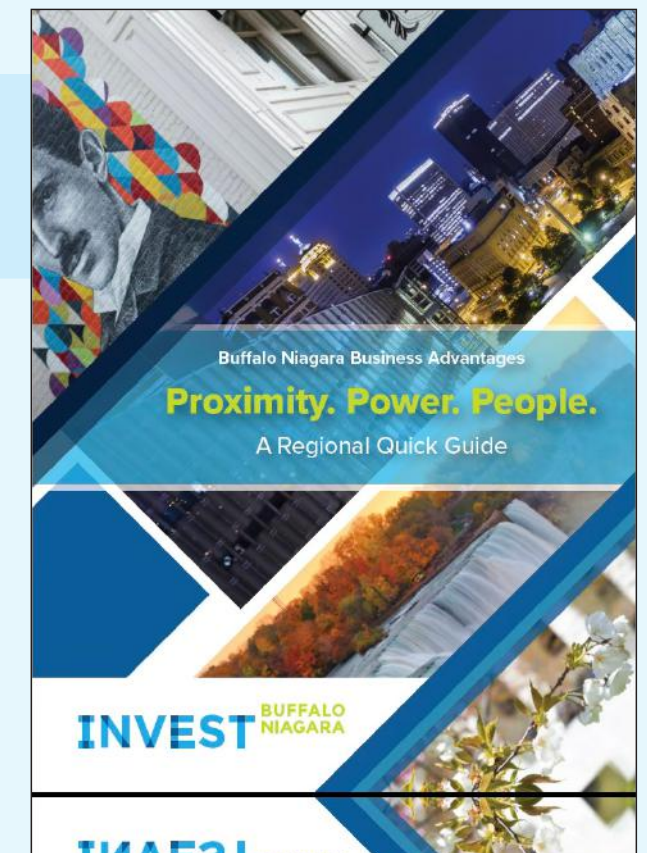
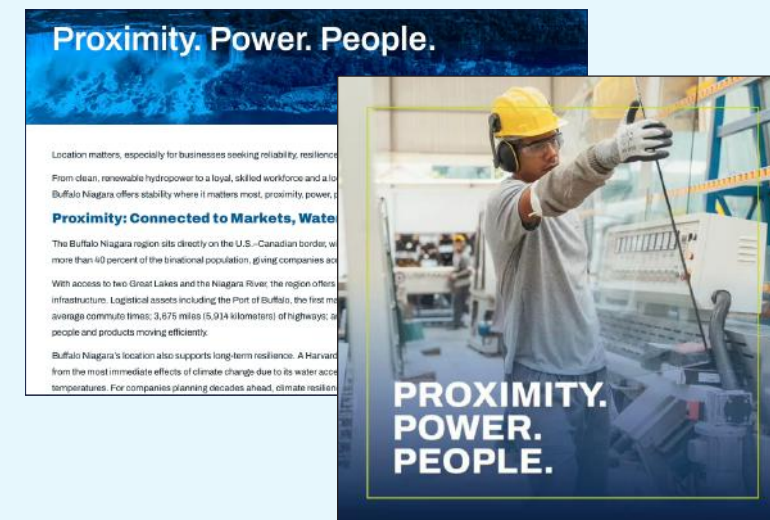
Start a Conversation: Our team continues to strengthen Buffalo Niagara's competitive business advantages story. Companies start a conversation with us and tap our well established expansion process services.

Collaborating with Confer Plastics inspired a point-of-view video, insert in Business First, blog, and paid advertising. Target ads generated **2.8 million impressions** & delivered **68K clicks**.



Connecting with the Right Audience & Increasing Visibility

- 125,000 website video views (22.4% completion rate); 1,341 website resource downloads
- Social media impressions increased 120% YOY; interactions increased 88% YOY
- Our core platform: LinkedIn visibility increased 207% YOY
- Advertising addressed pain points in Boston, Milwaukee, & Minneapolis/St. Paul regions where Buffalo Niagara serves as a business growth advantage. Results: 495,139 impressions; 951 clicks

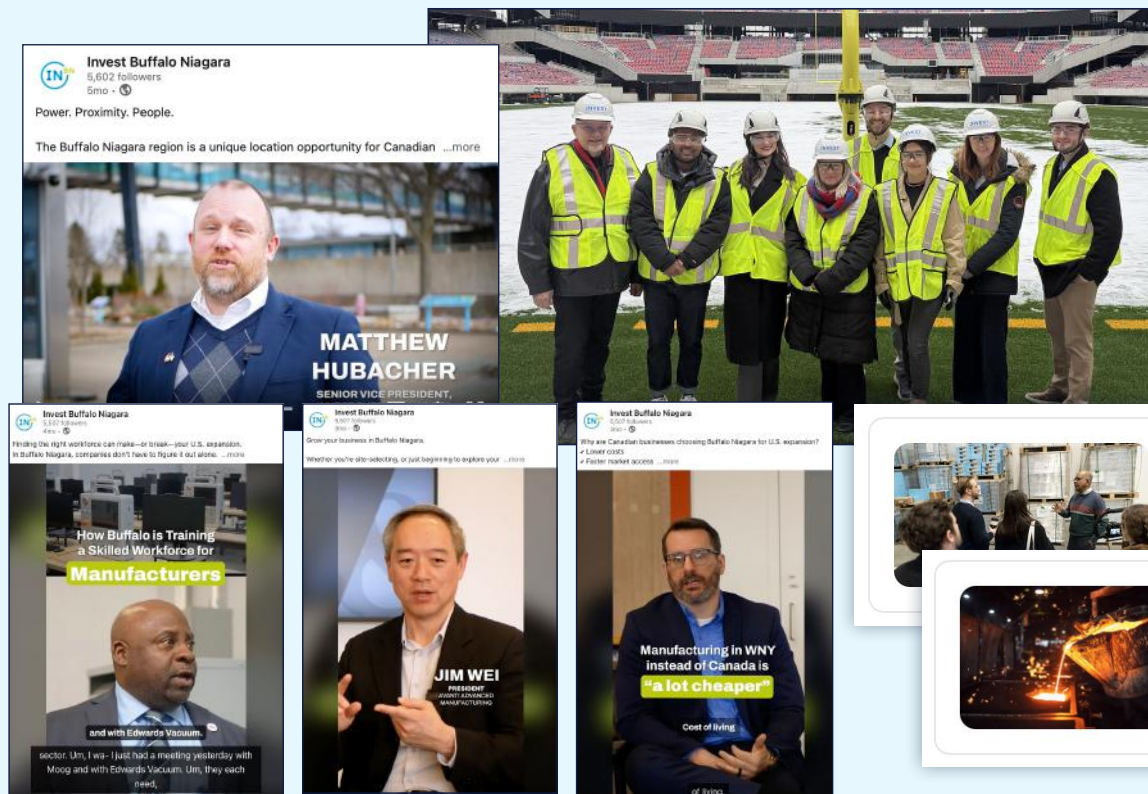


Building Momentum

Canadian Lead Generation

A major highlight of this year's efforts was the **Canadian Media Familiarization Tour**, which strengthened relationships with national, international, and local journalists and generated storytelling around key regional assets that are driving Canadian firms to explore growth in the region.

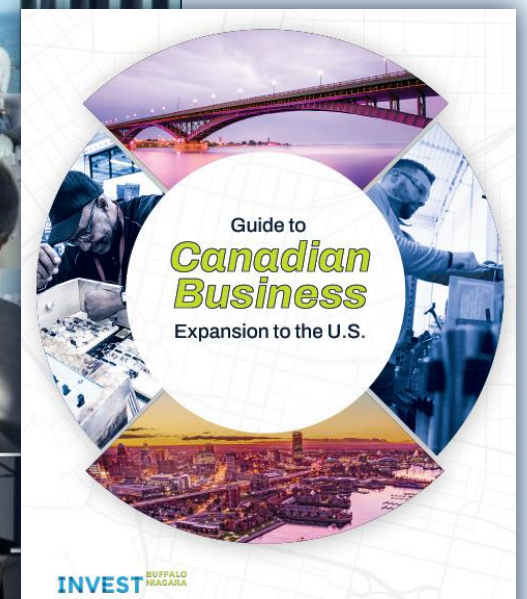
Additionally, the team collaborated internally and with investors/partners to produce: a revised Guide to Canadian Business Expansion, a videos series, paid advertising, a blog, direct mail, newsletter communications, a live webinar, and an in-person event.



Warm reception: Buffalo embraces Canadian investment



The Infrastructure Bet: Three Stories About Where American Industry Is Being Rebuilt
areadevelopment.com



Creating Opportunity

Tech Hub → InBN → Expansion → Jobs + Investment

Invest Buffalo Niagara continues to be a core team member of the NY SMART I-Corridor TechHub.

- Mapped semiconductor buying needs to strengthen manufacturer outreach, with support from previous win **Edwards**
- Prioritized WNY manufacturers already serving the semiconductor industry, working with Industrial Development Agencies and manufacturing partners to identify companies positioned for Tech Hub support
- Converted outreach into wins, including **Professional Plastics**, **Balthasar Industries** and **Carbonix** in 2025–2026
- Strengthened statewide semiconductor relationships with GO SEMI, NYSED, NY CREATES and the NY SMART I-Corridor Tech Hub
- Elevated Buffalo Niagara's semiconductor investment pitch, helping develop unified messaging for site selectors and the Canadian semiconductor ecosystem
- Secured \$1 million in federal funding over three years to help WNY manufacturers expand their role in the semiconductor supply chain

Buffalo Niagara SEMICONDUCTOR

NY SMART I-Corridor (Buffalo-Rochester-Syracuse) is the sole designated Federal Tech Hub in the semiconductor industry. Come grow your business with us.



Strategic Market Access

Western New York invites your company to be a part of our rapidly growing semiconductor supply chain. Move between the NY SMART I-Corridor and greater New York State ecosystem with ease thanks to short commute times and high connectivity. It's estimated that 25% of U.S. made semiconductor chips will be made in the Buffalo-Rochester-Syracuse mega region by 2030. Plus, 40% of the binational population lives within a day's drive of Buffalo Niagara. www.nylovesnano.com

0%
STATE CORPORATE INCOME
TAX FOR MANUFACTURERS

Low-cost
RELIABLE HYDROPOWER

3,800+
ENGINEERING AND ENGINEERING
TECHNOLOGY GRADUATES ANNUALLY

Leading Semiconductor Supply Chain Employers in WNY *midway between Intel & GlobalFoundries*





5 hr. drive West 2.5 hr. drive East 3 hr. drive East 4.5 hr. drive East

Prime Available Real Estate:

2 Steelworkers 65,238 sq. ft. industrial space available. 36'-40' clear, 16 deep docs, and 4 grade doors. Three-phase, 2500 amp electric service. Access to rail & port.	WNY STAMP: Manufacturing mega-site with 10-310 acre parcels available. 5 minutes north of NYS (I-90). Infrastructure includes electric (600-MW substation; 115kv and 345kv on site) gas, water (7 MGD), and sewer (6 MGD).	612 Northland Ave: 15,700 sq. ft. flex space for lease adjacent to NWTC. 21' clear, an exterior grade door, and eight office spaces. Three-phase, 400amp; electric substation on site.
--	--	--

Creating Opportunity

Industrial Real Estate Development



Strategy Recommendations completed



Completed Former Sumitomo Redevelopment Study;
property purchase by Hwa Fong Rubber creating the
HF Tonawanda Industrial Park



NEXT PHASE: Site Readiness Focused!



“When something goes away, an opportunity comes. Hwa Fong Industrial Park will provide a manufacturing ecosystem for international companies to expand to the U.S.

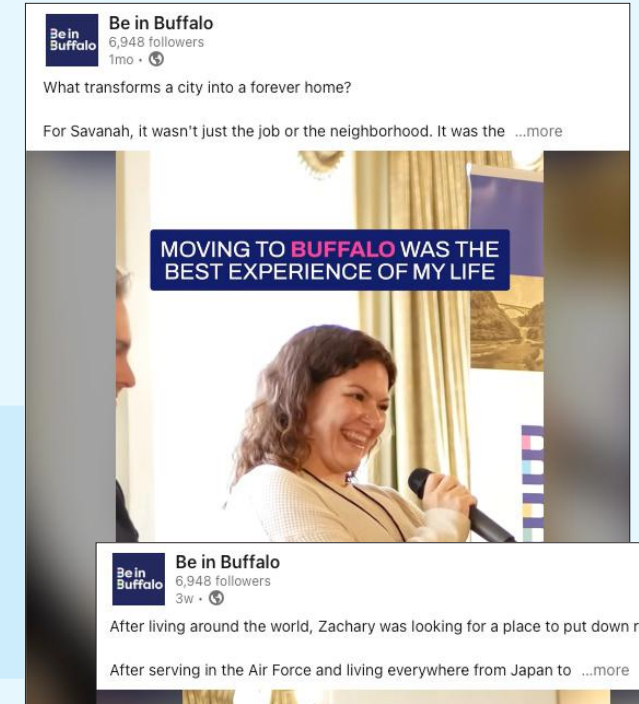
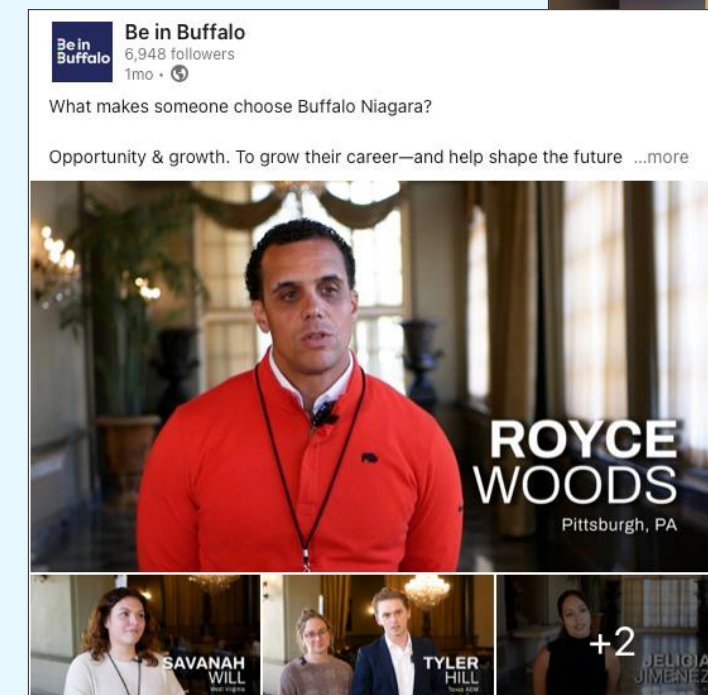
- Ziad Assad, Executive VP of Operations
Hwa Fong Industrial Park

Creating Opportunity

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.

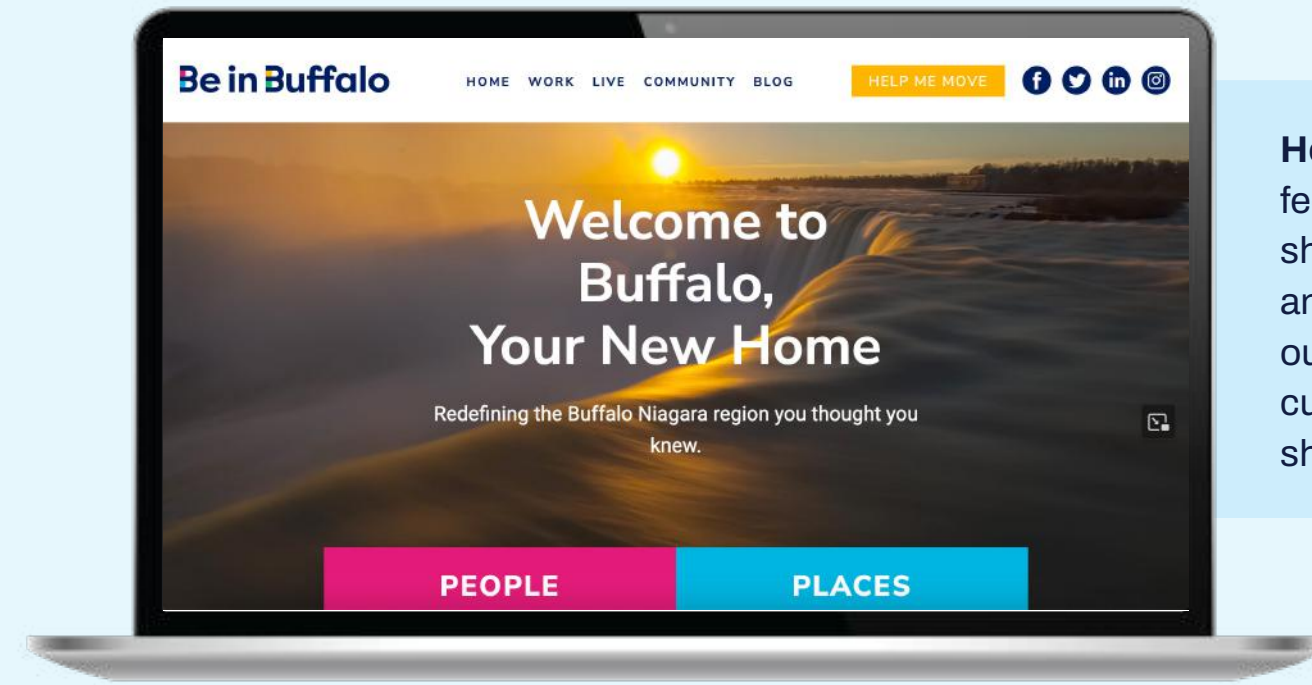
Be in Buffalo reached new national prominence as the host city for the **RoleCall Talent Attraction Summit**. Dozens of talent attraction professionals representing more than twenty communities came to downtown Buffalo to see firsthand the talent-friendly ecosystem we have cultivated, and share best practices.

Newcomer Videos: Series of six short videos, along with a roundup video, sharing the experiences and perspectives of people who have made Buffalo home.



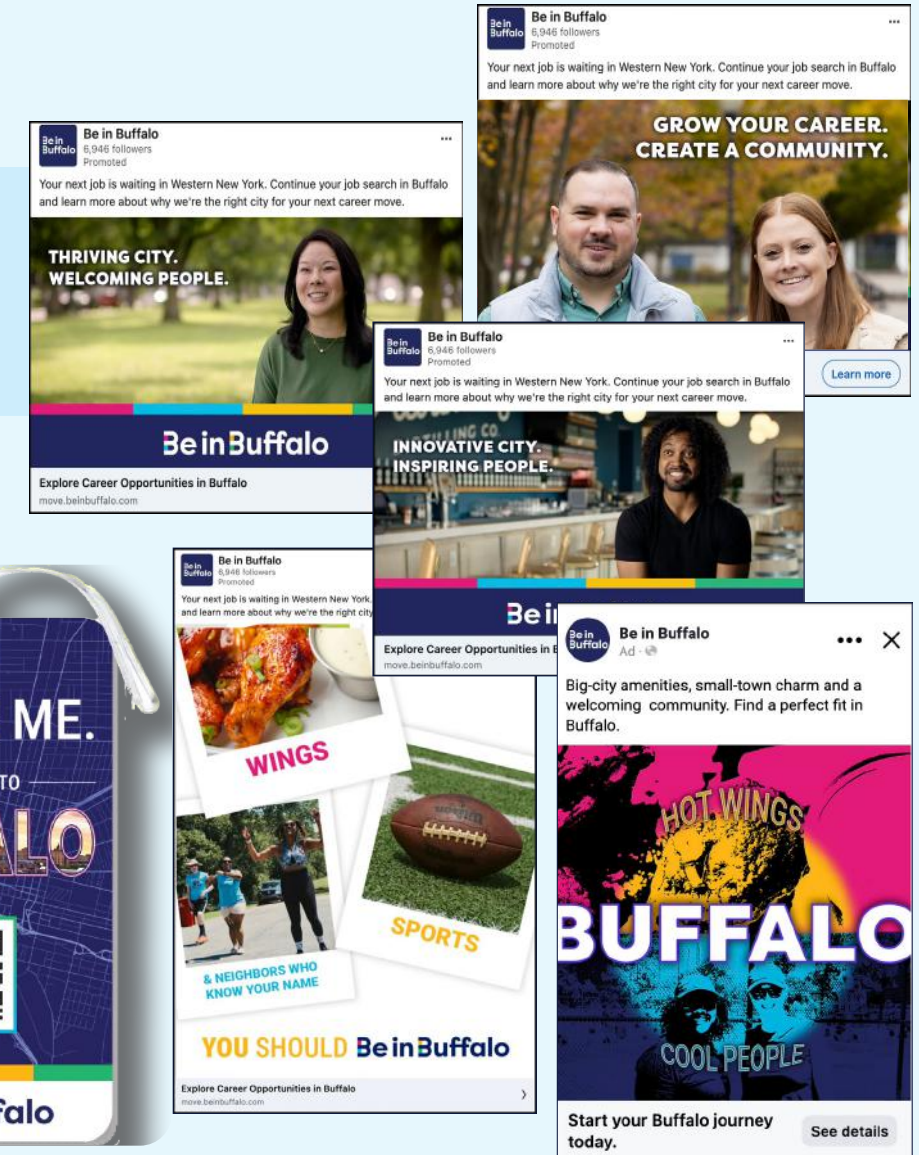
Creating Opportunity

BeinBuffalo.com | 70K website page views



Help Me Move Portal: Primary feeder for strong candidates to share their resumes, timelines, and key additional details with our team. Opportunities are curated into top candidate lists shared with regional HR leaders.

Paid Ads: generated 3.3 million impressions; delivered 43K clicks



Since February 4, 2025: attracted 1,863 total candidates

- 60% want to move within 1 year
- 47% are new to Buffalo
- 18% relocating with a trailing partner
- Top industries: Healthcare, technology, engineering, and sales & marketing



NORTHSTAR CAFE
SAN FRANCISCO, CA



Social Media: impressions increased 32%; new contacts increased by 62%; HTTD Instagram campaign resulted in 400 new followers.

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



Year 1 Results

BUSINESSES
RECRUITED
& RETAINED

30%

36

JOBS
PLEGGED

13%

2,500

CAPITAL
INVESTMENT

51%

750M

NEW
OPPORTUNITIES

26%

300

Thank You Investors

AAA of Western & Central New York*

Acara Solutions, Inc.

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

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*

HUNT Real Estate Corporation

Hurwitz & Fine, P.C.

KeyBank, NA*

LeChase Construction

Lippes Mathias Wexler Friedman LLP

Lumsden & McCormick, LLP

The Martin Group

Merchants Insurance Group*

M&T Bank Corporation*

National Fuel Gas Company*

National Grid*

New York Power Authority

New York State Electric & Gas*

Niagara County Department of Economic Development

Northwest Bank

Phillips Lytle LLP*

Schutte Buffalo

Sonwil Distribution

The Buffalo News

TM Montante Development

Tops Markets, LLC*

Tronconi Segerra & Associates LLP

Uniland Development Company*

Univera Healthcare

University at Buffalo**

Wegmans Food Markets

West Herr Automotive Group

WNY Commercial Association of Realtors

Wyoming County Business Center

**Founding Investors **EX-OFFICIO*