GROWTH OF THE MEDICAL CAMPUS

The Buffalo Niagara Medical Campus, a 120-acre campus bordering the diverse, historic neighborhoods of Allentown, the Fruit Belt, and downtown Buffalo, is home to ten major institutions and an ever-expanding list of public and private institutions. How did we get here?

- Led by then-Mayor Anthony Masiello, University at Buffalo, Kaleida Health, Roswell Park Cancer Institute, Buffalo Medical Group & Hauptman-Woodward Medical Research Institute, along with the city and Allentown and Fruit Belt neighborhoods, officially form the BNMC Inc. to support collaboration.

2002

- Launched Beakers & Beer Program of the Year Award Northeastern Economic Developers Association

2003

- Immco Diagnostics is the first new company to lease space in the Thomas R. Beecher, Jr. Innovation Center.

2006

- UB Regional Institute and UBMD are first to take up residence in the Gateway Building.

First major collaboration leads to significant investment: Buffalo Life Sciences Complex opens, housing Hauptman-Woodward Medical Research Institute, UB’s NYS Center of Excellence in Bioinformatics and Life Sciences, and Roswell Park’s Center for Genetics and Pharmacology.
New buildings open:
- Thomas R. Beecher, Jr. Innovation Center, an incubator to support growing companies and UB Gateway open.

**BUILDING BOOM:**

- Gates Vascular Institute and UB’s Clinical and Translational Research Center, including UB Biosciences Incubator and the Jacobs Institute, open as a joint development effort of Kaleida Health and UB.
- Kaleida’s HighPointe opens.
- UB’s Arthur O. Eve Educational Opportunity Center opens.
- Garage with 2,200 parking spaces added.

Implementation of Start-Up NY program increases number of private sector companies on the Medical Campus.

- Americas Award, Alliance to Save Energy and the Southeast Energy Efficiency Alliance
- Outstanding Research/Science Park Award, Association of University Research Parks
- Bike Share Pilot Program implemented

**2010**

- Bagel Fridays begin at Innovation Center

**2011**

- Installed 21 electric vehicle charging stations across the Campus

**2012**

- Ellicott Park is completed, a $6.5M streetscape project designed to cultivate a sense of place and purposeful collision across the Medical Campus.

**2014**

- dig opens, offering start up resources, co-working, and event space.

The BNMC and the neighborhoods release “Four Neighborhoods, One Community,” an integrated planning effort based on the premise that as the Campus grows, so should the adjoining neighborhoods, designed to coordinate previous planning efforts and empower community members to speak with one voice.

Tunes in the Tent begins
LEVERAGING BUFFALO’S MEDICAL ASSETS

The Buffalo Niagara Medical Campus is a dynamic consortium of world-class hospitals and health care settings, exceptional education institutions, and innovative research facilities. Made up of ten members and surrounding neighborhoods, the Medical Campus is home to hundreds of physicians, clinicians, scientists, and researchers, many of whom are world renowned in the practice of oncology, neurosurgery, immunology, vascular surgery, personalized medicine, cardiology, and beyond. Our hospitals and clinics offer comprehensive care, research affiliations, and clinical trials. Collaboration among our member institutions combined with significant research and clinical capabilities sparked entrepreneurship and has led to the creation or co-location of more than 100 public and private companies. These include a growing cluster of life sciences, bioinformatics, health care technology, manufacturing, energy, social innovation companies, and not-for-profit organizations. Working together has accelerated the ability to attract and recruit top medical, scientific, and academic talent; improved the health and well-being of those in our community and beyond; and enhanced Buffalo’s reputation as a destination for outstanding health care.

BNMC at a Glance

• 6.5 million square feet of existing clinical, research, and support space today.
• More than two million square feet under construction, equaling an investment of $750 million in private and public funding.
• 12,000 people working on the Medical Campus today, rising to nearly 17,000 by 2017.
• More than 1.5 million patients and visitors annually.
Dear Friends,

When the Buffalo Niagara Medical Campus, Inc. was formed in 2002, it made intuitive sense that working together would help to propel us to become a world-class Medical Campus faster than working independently. We thought this approach would also have a positive impact beyond our Campus borders.

Little did we realize how impactful that concept would become and how powerfully it would help lead the way in revitalizing Buffalo and Western New York.

Today, visible signs of growth are everywhere. Campus employee population growth is rising to levels that rival the Bethlehem Steel complex in its heyday. Recruitment of world-class medical, scientific, academic, and administrative talent to the Campus has been greatly enhanced. The Medical Campus is attracting new companies and the attention of developers who want to invest for both residential and commercial projects. We are inspiring social innovation and have become a model in energy, alternative transportation, and entrepreneurship. By engaging with our local neighborhoods, we have also become a bridge to our surrounding communities to ensure that Buffalo’s renaissance is shared by all.

We did this by thinking differently. Using our MutualCity methodology, a unique approach that leverages the assets of multiple institutions and community partners, we are collaborating with a vast network of diverse partners, sharing our resources, and working on innovative ways to improve our city.

Our approach is now attracting the attention and investment of national corporations, foundations, and individuals that are helping us to expand our impact. While the Board and the BNMC Inc. staff are proud and pleased by our progress, there is more work to be done. We are confident our shared momentum will take us far.

Sincerely,

William L. Joyce
Chair, Board of Directors, BNMC Inc.

Matthew K. Enstice
President & CEO, BNMC Inc.
In the heart of Buffalo, a new approach to economic and social development is taking hold. The Buffalo Niagara Medical Campus, Inc. (BNMC Inc.) is building on the assets of its world-class Medical Campus — known for its clinical care, research, and education — to support its mission of furthering economic growth, igniting urban revitalization, and building a strong, thriving community.

The BNMC Inc. was created to address issues common to Medical Campus institutions and our neighbors. We address planning, parking, and safety to ensure a positive impact on our community. Over the years, it became clear that if we could leverage the collective economic development on the Campus, it could benefit our community beyond what we originally thought possible. Today, using our MutualCity methodology of collaboration, problem-solving, and resource sharing, we have one goal: to be a part of changing our city’s future.

From our earliest days, our work with surrounding communities — now called “Four Neighborhoods, One Community” — has allowed us to address shared concerns with our bordering neighborhoods of Allentown, the Fruit Belt, and Downtown Buffalo. By combining a sense of community through neighborhood outreach, enhanced streetscapes, healthy living, and convenient transportation with a culture of innovation, entrepreneurship, and economic development, our team actively works to make the Medical Campus and our surrounding neighborhoods a sought-after place to live, work, and play.

We have not done this alone. Early on, we realized that many organizations within Buffalo are embracing this type of inclusive, transformative progress. Our partnerships now expand across the entire Buffalo Niagara region and beyond. Working together, we are attracting new businesses and driving redevelopment, fueling exciting growth in and around the Campus, and making positive change throughout Buffalo.

CURRENTLY UNDER CONSTRUCTION:

- UB’s School of Medicine and Biomedical Sciences (open 2017)
- John R. Oishei Children’s Hospital (open 2017)
- Roswell Park’s Clinical Sciences Center (open 2016)
- Conventus, including NYS Medical Innovation and Commercialization Hub (open 2015)
- Innovation Center Annex, including NYS Buffalo Manufacturing Works (open 2015)
- Green Commons (open 2015)
GROWTH
- 2002: 4.5 MILLION SQ. FT.
- 2010: 5 MILLION SQ. FT.
- 2013: 6.5 MILLION SQ. FT.
- 2017: 9 MILLION SQ. FT.

CAMPUS EMPLOYEES
- 2002: 7,000
- 2006: 8,500
- 2013: 12,000
- 2017: 17,000

PUBLIC & PRIVATE COMPANIES ON THE MEDICAL CAMPUS
- 2002: 3
- 2006: 10
- 2010: 30
- 2014: 85

BNMC INC. ASSETS
- 2002: $2 THOUSAND
- 2006: $815 THOUSAND
- 2010: $34 MILLION
- 2014: $77 MILLION
- 2017: $125 MILLION

TOTAL NEW INVESTMENT ON CAMPUS
- 2006: $220 MILLION
- 2010: $300 MILLION
- 2013: $750 MILLION
- 2017: $1.4 BILLION

REDUCTION OF EMPLOYEES DRIVING ALONE TO THE MEDICAL CAMPUS SINCE 2012
- 2012: 103
- 2014: 85
- Reduction: 4%
OUR FOCUS

We bring together member institutions and partners to collaborate, share resources, and solve problems creatively. Our focus includes:

• Actively participating in the **dynamic entrepreneurial culture** by encouraging, developing, and supporting new and growing business and the creation of jobs.
• Increasing **local hiring** and supporting local, minority, women, and veteran-owned businesses by engaging and connecting anchor institutions with local small businesses, non-profits, and residents.
• Providing **high-quality, continuous energy** that defines a global standard for innovation, efficiency, and modern energy management.

• Ensuring a **safe, accessible destination** for visitors and patients, while creating a **sustainable and efficient transportation and access system** for employees, neighbors, and community.
• Improving health in surrounding neighborhoods through **increased access** to **healthy foods** and **active living opportunities**.
• Increasing **housing density** and **stimulating community redevelopment** in surrounding neighborhoods.
• Investing in **Campus infrastructure** to create revenue and increase value.

MUTUALCITY METHODOLOGY

BNMC Inc. is who we are. MutualCity is what we do. MutualCity is our unique approach to community revitalization that extends the traditional anchor concept by leveraging the assets of multiple Medical Campus institutions and community partners. Our approach encourages **collaboration, creative problem solving,** and **resource sharing** to bring about positive change for our community.

Realizing our core strengths, including financial expertise, innovation, and a focus on collaboration, we invest our resources to deliver a network of powerful partners, create new opportunities through innovation, improve infrastructure, mentor and incubate new businesses, and engage and support our surrounding neighborhoods.

Through MutualCity, we are working to provide the fundamentals that every city needs: opportunities for growth and employment, the resources required to take advantage of them, and a healthy environment so that all can thrive.
Goal: Increase local hiring and procurement by engaging and connecting member institutions with local businesses, non-profits, and residents to ensure a skilled workforce for Medical Campus institutions and economic opportunity for residents.

Impacts to date:

• Implemented the GO Buffalo Campaign, a community outreach program reaching 1,500 residents within a one-mile radius that served to open a dialogue about transportation and access barriers to career opportunities for local residents.

• Identified and engaged GO Buffalo Champions, community leaders who represent neighborhood interests and facilitate communication regarding key initiatives of benefit for their neighbors.

• Convened member institutions to create BNMC Workforce and Procurement Councils, designed to connect local residents with employment and business opportunities on the Medical Campus. Programs include career forums, vendor fairs, internships, resume writing classes, and more.

• Hosted more than 400 residents at two career forums and connected 80 purchasing managers with 48 local businesses at our campus-wide Vendor Fair in 2014.

• Trained and employed 12 nearby residents in landscaping and facilities management through a partnership with Goodwill Industries; developed Ambassador program to enhance customer service on Campus and provide enhanced career pathways for employees.

• Developed partnership to ensure that parts of the solar bed of our off-grid lighting are manufactured on the East Side of Buffalo.
Goal: Create a dynamic entrepreneurial eco-system to identify, develop, support, and expand new businesses, create new jobs, and attract investment in Buffalo.

Impacts to date:

- Grew from two to nearly 100 companies currently engaged at the Thomas R. Beecher, Jr. Innovation Center, a collaborative environment to house and support developing companies.
- Launched Ignite, a full complement of entrepreneurial services and workspace.
- Opened dig, an innovative space that provides resources and mentoring to start-ups, as well as co-working and events. More than 6,100 people have attended 124 events here in the first year.
- Distributed initial $39,000 out of $100,000 available First Niagara grant dollars to four local start-up businesses.
- Supported continued growth among Innovation Center companies; graduated three start-ups from our incubator, creating new jobs for our community.
- Leveraged Medical Campus assets and worked collaboratively to attract companies to relocate to Buffalo, including Immco Diagnostics, Cleveland BioLabs, ZeptoMetrix, and Onco360.
Goal: Create a healthy, safe, and livable community by making it easier to access nutritious food and active living opportunities for all residents, especially youth.

Impacts to date:
• Led a partnership to implement The Robert Wood Johnson Foundation’s (RWJF) Active Living by Design, Healthy Eating by Design and Healthy Kids, Healthy Communities Buffalo, raising more than $1 million to identify and implement healthy eating and active living policy and environmental-change initiatives.
• As a result of the RWJF grants, ten policy changes were realized including establishing policy goals, creation of a Food Policy Council, and changes to city land use laws; more than 50 environmental changes were made including the addition of bike lanes and community gardens.
• Enhanced streetscapes across the Medical Campus and in the Fruit Belt through lighting, landscaping, bike storage, and redesigned physical enhancements as a result of $8.4 million in Federal, state, and local grants, to increase safety and encourage healthy lifestyles.
• Instrumental in forming the Youth Advisors Council, made up of middle and high school students in Buffalo dedicated to creating a healthier city.
• Secured $1 million toward infrastructure improvements in the Fruit Belt from a property sale to the City of Buffalo.
NEIGHBORHOODS & HOUSING

Goal: Partner with residents to identify, address, and resolve issues that may impact the adjacent Allentown, Fruit Belt, and Downtown neighborhoods including housing density, neighborhood sustainability, transportation and parking, and economic opportunity for residents.

Impacts to date:

• Developed the Four Neighborhoods, One Community Master Plans with neighborhood stakeholders to guide planning on and around the Medical Campus. Quarterly stakeholder meetings provide opportunities to empower residents, forge relationships, discuss critical issues, and collaborate on solutions.

• Surveyed residents on job and training opportunities and alternative transportation options through Federal Transit Authority’s Job Access Reverse Commute Program (JARC) grant. The program resulted in 700+ information requests on programs, an increase in Buffalo CarShare and GoBike memberships, 170 free bike helmets distributed, and identification and training of Neighborhood Champions.

• Hosted leadership training in conjunction with UB, Roswell Park Cancer Institute, and Leadership Buffalo for 24 Fruit Belt stakeholders.

• Conducted a study to determine housing needs and opportunities for employees and current residents within a one-mile radius of the Medical Campus and ¼ mile of all NFTA stations.

• Raised $6.8 million in Federal, state, and city funding to improve pedestrian access and streetscape design to create a welcoming Campus entryway along Allen Street connecting Allentown with the Medical Campus.
Goal: Providing high-quality, continuous energy that defines a global standard for innovation, energy, efficiency, and modern energy management and meets the needs of the energy-intense Medical Campus.

Impacts to date:

• Developed “energizeBNMC,” a Campus-wide Master Plan, in partnership with National Grid to address energy needs and to improve energy efficiency.
• Installed energy alternative solutions, including solar panels on the Thomas R. Beecher, Jr. Innovation Center; off-grid lighting using wind turbine and solar energy on a major employee parking site; and 21 electric vehicle-charging stations for employees, patients, and residents.
• Awarded $1 million by NYSERDA to develop the BNMC Green Commons, an adaptive reuse of three historic campus buildings, showcasing sustainable best practices in land use, energy, and transportation.
• Hosted a forum for state energy leaders and regional practitioners including the NYS Public Service Commission, New York Power Authority, NYSERDA, and NY Green Bank that showcased energy initiatives on Campus, and included a roundtable discussion among a diverse group of stakeholders on clean energy initiatives.
• An active participant in Public Service Commission proceedings and working groups including NY State’s Reforming the Energy Vision (REV) initiative, helping to shape our future clean energy economy.
• As part of our sustainability efforts, BNMC Inc. built one of the largest bio-retention facilities in Western New York on the Medical Campus to filter contaminants that would otherwise enter the Great Lakes system.
• Partnered with Buffalo Niagara Riverkeeper, Heron Foundation, and EKO Asset Partners on a pilot project to design green infrastructure for an updated sewer system from the Medical Campus to the Niagara River.
TRANSPORTATION, ACCESS & SAFETY

Goal: Ensuring a safe, accessible destination for visitors and patients, while creating a sustainable and efficient transportation and access system for employees, neighbors, and the community.

Impacts to date:

• Undertook management of Medical Campus parking to create an efficient, integrated approach and to generate revenue that is reinvested in the Campus. Also instituted a Transportation Management Association (TMA) with key stakeholders to continually monitor, plan, and manage parking and transportation issues and options as the Campus grows.

• Conducted a Comprehensive Transportation Study to look at long-term parking demands and needed transportation improvements; outlined strategies related to parking supply, demand, and pricing, and to encourage transportation alternatives.

• Developed GO BNMC to support smart commuting and to provide better access to healthier, greener, and affordable transportation options such as carpooling, transit, bicycling, and walking. Programs include Try Transit and Guaranteed Ride Home.

• Partnered with GOBike Buffalo, Buffalo CarShare, and Buffalo BikeShare to support and promote alternative transportation on Campus.

• Created the Campus Ambassador program to encourage a safe, friendly Campus environment as well as provide training and career opportunities for parking employees.

• Implementing a policy analysis and traffic study to identify specific strains in neighborhood parking and gaps in current policy with the intent to develop sustainable parking solutions for employees and residents.

• Developed the BNMC Public Safety Master Plan to create an integrated approach to public safety operation and infrastructure across multiple agencies in and around the Medical Campus.
Collaboration is at the heart of our Mutual City methodology. We partner with a tremendous network to envision new ways of doing things, address challenges, and build a new future for Buffalo.

Our growing partner list includes:

- FB Heron Foundation
- The Robert Wood Johnson Foundation
- The John R. Oishei Foundation
- Community Foundation for Greater Buffalo
- Buffalo Renaissance Foundation
- National Grid
- Terrapin Bright Green
- BRicK LLC
- Design for Social Innovation at the School of Visual Arts
- Ontario Specialty Contractors
- LumiSolar
- Key Bank
- M&T Bank
- First Niagara
- AllPro Parking
- EKO Asset Management Partners
- National Fuel
- Buffalo Niagara Riverkeeper
- Greater Buffalo Niagara Regional Transportation Council
- GOBike Buffalo
- Buffalo CarShare
- Buffalo BikeShare
- NYSERDA
- NFTA
- Massachusetts Avenue Project
- Cornell Cooperative Extension
- Grassroots Gardens
- Buffalo Public Schools
- Say Yes to Buffalo
- Goodwill Industries
- Buffalo Niagara Partnership
- Buffalo Niagara Enterprise
- Open Buffalo
- PUSH Buffalo
- WNY Environmental Alliance
- Orchard Community Initiative
- Utica Heights Collaborative
- Mulberry Street Block Club
- Fruit Belt Coalition
- Locust Street Art
- Teen Challenge
- Buffalo Federation of Neighborhood Centers
- Westside Neighborhood Housing
- D’Youville College
Many thanks to our elected officials

Gov. Andrew Cuomo
Lt. Gov. Kathy Hochul
Sen. Charles Schumer
Sen. Kirsten Gillibrand
Former Sen. Hillary Clinton
Rep. Chris Collins
Rep. Brian Higgins
Rep. Louise Slaughter
Former Rep. Jack Quinn
Former Rep. Thomas Reynolds
State Senator Tim Kennedy
State Assemblymember Crystal Peoples-Stokes
Erie County Executive Mark Poloncarz
Former Mayor Anthony Masiello
Mayor Byron Brown
Common Council
President Darius Pridgen
Since its inception, the Buffalo Niagara Medical Campus has been a catalyst for continued growth and investment on and around the Campus. While member institutions and BNMC Inc. have invested primarily in campus facilities, infrastructure and upgrades, local developers have taken note and are now investing in residential and commercial projects adjacent to campus. The private sector is recognizing the areas surrounding the Medical Campus as ideal locations for office space, housing, and retail to serve the growing Campus employee base, and the increasing number of residents living downtown.

Over the past decade, the growth of the Medical Campus has spurred private investment including the creation of Artspace Buffalo Lofts, providing 60 units of affordable housing for artists and their families; the addition of nearly 50 townhomes developed by St. John Baptist Church in the Fruit Belt adjacent to the Medical Campus; development of Granite Works, a rehabbed building that includes retail, apartments, and restaurants and boosting the redevelopment of Main Street; further development of Allen Street, a vibrant neighborhood boasting restaurants, retail, and housing; and the addition of more than 100 public and private companies located on and near the Medical Campus.

Continued economic development surrounding the Campus will provide increased job opportunities, more options for downtown housing, and more robust offerings for retail, dining, and other amenities sought after by campus employees, residents, and visitors. The vision of the Buffalo Niagara Medical Campus as an economic engine for the City of Buffalo is beginning to take hold as the investment in time, resources, and money begins to spill over to our entire community beyond the Medical Campus borders.