



February 6, 2012

Mr. Robert M. Graber
Clerk of the Erie County Legislature
92 Franklin Street, 4th Floor
Buffalo, NY 14202

Dear Mr. Graber,

Enclosed, please find the information for the **Buffalo Niagara Convention Center Management Corporation** as required by the 2012 Budget Accountability Act and requested in your December 12, 2011 letter as follows:

- 2012 – BNCVB Operating Budget
- 2012 – BNCVB Marketing & Strategic Plan
- 2012 – BNCVB Employee Salary List & Job Descriptions

If you should have any questions or would like additional information, please do not hesitate to call me directly.

Sincerely,

A handwritten signature in blue ink, appearing to read "DMarzo", written over a large, light blue circular scribble.

David Marzo
Chief Financial Officer

cc: Dottie Gallagher-Cohen, BNCVB President
cc: Paul Murphy, Facility Director

ERIE COUNTY LEGISLATURE

BARBARA MILLER-WILLIAMS

Chair of the Legislature
3rd District Legislator



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Buffalo, New York 14204
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Buffalo, New York 14202
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December 12, 2011

Dottie Cohen-Gallagher
Executive Director
Buffalo Niagara Convention and Visitors Bureau/Buffalo Convention Center
617 Main Street, Suite 200
Buffalo, New York 14203-1496

RE: 2012 Budget Accountability Act

Dear Ms. Gallagher:

The Erie County Legislature on December 6, 2011 allocated funds to the Buffalo Niagara Convention and Visitors Bureau and the Buffalo Convention Center in the 2012 Erie County Budget as Amended. Along with this allocation of funds, the Legislature also passed a Budget Resolution entitled "2012 Budget Accountability Act" that requires both organizations to provide the following information to the Clerk of the Erie County Legislature no later than February 16, 2012.

- ✓ • prepare a budget showing how the funds allocated in the 2012 Budget will be spent
- ✓ • create a strategic plan with measurable goals and outcomes for 2012
- ✓ • submit quarterly reports and updates on the outcomes or results of each of the measurable goals identified in the strategic plan *TO BE SUBMITTED QUARTERLY.*
- ✓ • submit a list of all personnel, including titles, job descriptions and salary for each employee of their respective organizations

A copy of the Budget Accountability Act is included in Book B of the Amended 2012 Erie County Budget and is attached to this letter for your reference.

Please file your submissions under the Act with the Clerk of the Legislature by February 16, 2012 to:

Clerk of the Erie County Legislature
92 Franklin Street
4th Floor
Buffalo, NY 14202

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Buffalo Niagara Convention & Visitors Bureau, Inc.

2012 Proposed Operating Budget

Approved by the Board of Director's September 15th, 2011.

***BUFFALO NIAGARA CONVENTION &
VISITORS BUREAU, INC.***

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BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.

SUMMARY OF REVENUES and EXPENSES

OPERATING BUDGET

2012

	Budget 2012	Projected 2011	Budget 2011	Actual 2010	2012-2011 Budget Variance	2012-2011 Budget Vs Projected
Revenues	<u>\$ 3,862,600</u>	<u>\$ 3,759,512</u>	<u>\$ 3,729,050</u>	<u>\$ 3,530,572</u>	<u>3.58%</u>	<u>2.74%</u>
Expenses:						
Marketing Department Expenses	\$ 1,289,709	\$ 1,279,538	\$ 1,204,130	\$ 1,160,231	7.11%	0.79%
Sales & Services Department Expenses	1,574,665	1,447,218	1,512,335	1,399,467	4.12%	8.81%
Administrative & Finance Department Expenses	729,400	789,379	772,585	749,808	-5.59%	-7.60%
Buffalo Niagara Film Commission	268,826	243,860	240,000	216,167	12.01%	10.24%
Subtotal expenses	<u>\$ 3,862,600</u>	<u>\$ 3,759,995</u>	<u>\$ 3,729,050</u>	<u>\$ 3,525,673</u>	<u>3.58%</u>	<u>2.73%</u>
NET EXCESS OF REVENUES	<u>\$ -</u>	<u>\$ (483)</u>	<u>\$ -</u>	<u>\$ 4,899</u>	<u>0.00%</u>	<u>-100.00%</u>
OVER EXPENSES						

**Buffalo Niagara Convention & Visitors Bureau, Inc.
Operating Budget
Revenues
2012**

	Budget 2012	Projected 2011	Budget 2011	Actual 2010	2012-2011 Budget Variance	2012-2011 Budget Vs Projected
Erie County Grant	\$ 3,300,000	\$ 3,250,000	\$ 3,250,000	\$ 3,000,000	1.54%	1.54%
Visitor Guide Advertising	140,000	134,798	146,000	136,032	-4.11%	3.86%
BNFC Operations Grants	135,000	100,000	110,000	86,500	22.73%	35.00%
Assessments - Convention	40,000	3,490	3,500	14,703	1042.86%	1046.13%
NYS Matching Funds Program	50,000	55,871	50,000	-	0.00%	-10.51%
Joint/Co-Op - Marketing	17,000	20,350	15,000	29,683	13.33%	-16.46%
Joint/Co-Op - Sales	70,050	55,464	61,300	71,965	14.27%	26.30%
Shared Services - BNCC	95,000	123,726	78,000	175,000	21.79%	-23.22%
Merchandising Revenues - Visitors Center	10,000	11,181	9,000	12,718	11.11%	-10.56%
Interest Income	2,500	1,731	2,700	2,183	-7.41%	44.43%
Miscellaneous Income	2,550	2,801	2,800	1,427	-8.93%	-8.96%
Merchandising Revenues - Conventions	500	100	750	361	-33.33%	400.00%
Total Revenues	\$3,862,600	\$3,759,512	\$3,729,050	\$3,530,572	3.58%	2.74%

Buffalo Niagara Convention & Visitors Bureau, Inc.
Operating Budget
Total Expenses
2012

	<u>Budget 2012</u>	<u>Projected 2011</u>	<u>Budget 2011</u>	<u>Actual 2010</u>	<u>2012-2011 Budget Variance</u>	<u>2012-2011 Budget Vs Projected</u>
<u>Personnel Costs:</u>						
Salaries	\$ 1,592,140	\$ 1,559,610	\$ 1,548,630	\$ 1,477,256	2.81%	2.09%
Payroll Taxes & Fringe Benefits	294,373	274,638	288,286	234,008	2.11%	7.19%
Training	31,250	18,345	13,000	13,791	140.38%	70.35%
Total Personnel Costs	<u>\$ 1,917,763</u>	<u>\$ 1,852,593</u>	<u>\$ 1,849,916</u>	<u>\$ 1,725,055</u>	<u>3.67%</u>	<u>3.52%</u>
<u>Sales & Marketing Expenditures:</u>						
Advertising	\$ 388,268	\$ 431,911	\$ 311,905	\$ 270,015	24.48%	-10.10%
Convention Commitments	225,500	164,298	136,600	150,357	65.08%	37.25%
Visitor Guide	130,000	123,410	125,000	126,483	4.00%	5.34%
Tradeshows	166,745	162,980	145,050	133,044	14.96%	2.31%
Branding Initiative	-	5,445	-	33,230	0.00%	-100.00%
Printing	26,000	41,264	61,000	42,761	-57.38%	-36.99%
Postage	36,500	30,371	56,500	31,722	-35.40%	20.18%

Buffalo Niagara Convention & Visitors Bureau, Inc.
Operating Budget
Total Expenses
2012

	Budget 2012	Projected 2011	Budget 2011	Actual 2010	2012-2011 Budget Variance	2012-2011 Budget Vs Projected
Sales Bids & Promotions	36,000	33,766	33,150	27,320	8.60%	6.62%
Convention Sales & Services	24,700	27,716	34,000	29,087	-27.35%	-10.88%
Travel & Meetings	42,780	54,937	55,400	55,240	-22.78%	-22.13%
National Association Sales Agency	15,000	32,600	34,000	27,736	-55.88%	-53.99%
Albany Sales Office	15,600	16,074	15,400	21,454	1.30%	-2.95%
Receptions	66,200	35,176	42,000	24,318	57.62%	88.20%
Research	65,600	49,432	34,100	24,968	92.38%	32.71%
Distribution	21,000	20,975	24,000	20,550	-12.50%	0.12%
Digital Development/CRM Hosting	67,800	69,813	90,500	147,787	-25.08%	-2.88%
Familiarization Tours	42,500	5,846	9,000	12,779	372.22%	626.99%
Public/Media Relations	76,000	60,858	102,000	47,667	-25.49%	24.88%
Special Projects	3,500	80,110	84,000	4,901	-95.83%	-95.63%
Freelance Writer/Graphic Artist	37,000	6,000	7,500	2,250	393.33%	516.67%

Buffalo Niagara Convention & Visitors Bureau, Inc.
Operating Budget
Total Expenses
2012

	<u>Budget 2012</u>	<u>Projected 2011</u>	<u>Budget 2011</u>	<u>Actual 2010</u>	<u>2012-2011 Budget Variance</u>	<u>2012-2011 Budget Vs Projected</u>
Regional Marketing	12,000	11,864	12,000	-	0.00%	1.15%
Visitor Center Operations	13,500	12,784	13,000	14,005	3.85%	5.60%
Promotional Items	21,100	34,160	36,700	34,873	-42.51%	-38.23%
Buffalo Ambassador Program	36,000	22,317	28,000	7,259	28.57%	61.31%
Film/Video/Photo Productions	41,500	14,246	20,000	34,674	107.50%	191.31%
Photography	20,000	14,459	17,500	14,155	14.29%	38.32%
Online Media Resource	5,000	2,642	300	4,155	1566.67%	89.25%
Social Networking	-	4,491	2,500	4,648	-100.00%	-100.00%
Newsletter	4,100	4,200	4,200	10,103	-2.38%	-2.38%
Annual Report	1,000	832	1,500	1,127	-33.33%	20.19%
Total Sales & Marketing Expenditures	<u>1,640,893</u>	<u>1,574,977</u>	<u>1,536,805</u>	<u>1,358,668</u>	<u>6.77%</u>	<u>4.19%</u>
Technology & Equipment	22,500	58,371	48,900	141,908	-53.99%	-61.45%
Department Administrative Expenses	281,444	274,054	293,429	300,042	-4.08%	2.70%
Total Expenses	<u>\$3,862,600</u>	<u>\$3,759,995</u>	<u>\$3,729,050</u>	<u>\$3,525,673</u>	<u>3.58%</u>	<u>2.73%</u>

**Buffalo Niagara Convention & Visitors Bureau, Inc.
Operating Budget
Marketing Department Expenditures
2012**

	<u>Budget 2012</u>	<u>Projected 2011</u>	<u>Budget 2011</u>	<u>Actual 2010</u>	<u>2012-2011 Budget Variance</u>	<u>2012-2011 Budget Vs Projected</u>
<u>Personnel Costs:</u>						
Salaries	\$ 357,590	\$ 322,549	\$ 312,400	\$ 314,389	14.47%	10.86%
Payroll Taxes & Fringe						
Benefits	72,925	63,670	65,430	60,899	11.45%	14.54%
Training	3,000	2,892	1,500	5,364	100.00%	3.73%
Total Personnel Costs	\$ 433,515	\$ 389,111	\$ 379,330	\$ 380,652	14.28%	11.41%
<u>Administrative Costs:</u>						
Technology & Equipment	\$ 3,500	\$ 25,339	\$ -	\$ 14,722	0.00%	-86.19%
Office Supplies	14,400	12,164	12,000	13,990	20.00%	18.38%
Organizational Dues	3,000	3,082	4,500	3,475	-33.33%	-2.66%
Telephone	4,800	3,980	4,200	3,549	14.29%	20.60%
Subscriptions & Publications	840	966	1,000	1,039	-16.00%	-13.04%
Total Administrative Costs	\$ 26,540	\$ 45,531	\$ 21,700	\$ 36,775	22.30%	-41.71%

**Buffalo Niagara Convention & Visitors Bureau, Inc.
Operating Budget
Marketing Department Expenditures
2012**

	<u>Budget 2012</u>	<u>Projected 2011</u>	<u>Budget 2011</u>	<u>Actual 2010</u>	<u>2012-2011 Budget Variance</u>	<u>2012-2011 Budget Vs Projected</u>
<u>Marketing Expenses:</u>						
Visitor Guide	130,000	123,410	125,000	126,483	4.00%	5.34%
Advertising	262,374	317,058	200,000	194,073	31.19%	-17.25%
Postage	25,000	18,575	45,000	21,369	-44.44%	34.59%
Printing	15,000	28,195	25,000	39,540	-40.00%	-46.80%
Branding Initiative	-	5,445	-	33,230	0.00%	-100.00%
Distribution	21,000	20,975	24,000	20,550	-12.50%	0.12%
Research	50,000	29,564	25,000	15,818	100.00%	69.12%
Digital Development/CRM Hosting	52,000	46,593	75,000	127,977	-30.67%	11.60%
Public/Media Relations	76,000	60,858	102,000	47,667	-25.49%	24.88%
Special Projects	-	71,580	75,000	-	-100.00%	-100.00%
Freelance Writer/Graphic Artist	37,000	6,000	7,500	2,250	393.33%	516.67%
Regional Marketing	12,000	11,864	12,000	-	0.00%	1.15%
Visitor Center Operations	13,500	12,784	13,000	14,005	3.85%	5.60%

**Buffalo Niagara Convention & Visitors Bureau, Inc.
Operating Budget
Marketing Department Expenditures
2012**

	Budget 2012	Projected 2011	Budget 2011	Actual 2010	2012-2011 Budget Variance	2012-2011 Budget Vs Projected
Film/Video/Photo Productions	41,500	14,246	20,000	34,674	107.50%	191.31%
Photography	20,000	14,459	17,500	14,155	14.29%	38.32%
Receptions	30,000	93	-	2,000	0.00%	32158.06%
Tradeshows	14,000	33,378	8,000	11,967	75.00%	-58.06%
Travel & Meetings	7,680	6,121	9,600	3,909	-20.00%	25.47%
Familiarization Tours	7,500	5,582	6,000	6,586	25.00%	34.36%
Online Media Resource	5,000	2,642	300	4,155	1566.67%	89.25%
Social Networking	-	4,491	2,500	4,648	-100.00%	-100.00%
Promotional Items	5,000	5,951	5,000	6,518	0.00%	-15.98%
Newsletter	4,100	4,200	4,200	10,103	-2.38%	-2.38%
Annual Report	1,000	832	1,500	1,127	-33.33%	20.19%
Total Marketing Expenses	\$ 829,654	\$ 844,896	\$ 803,100	\$ 742,804	3.31%	-1.80%
Total Marketing Department Expenses	\$ 1,289,709	\$ 1,279,538	\$ 1,204,130	\$ 1,160,231	7.11%	0.79%

Buffalo Niagara Convention & Visitors Bureau, Inc.
 Operating Budget
 Sales & Services Department Expenditures
 2012

	Budget 2012	Projected 2011	Budget 2011	Actual 2010	2012-2011 Budget Variance	2012-2011 Budget Vs Projected
<u>Personnel Costs:</u>						
Salaries	\$ 664,350	\$ 633,084	\$ 678,810	\$ 675,507	-2.13%	4.94%
Payroll Taxes & Fringe Benefits	130,581	123,321	140,675	111,984	-7.18%	5.89%
Training	19,750	6,673	6,500	3,543	203.85%	195.97%
Total Personnel Costs	\$ 814,681	\$ 763,078	\$ 825,985	\$ 791,034	-1.37%	6.76%
<u>Administrative Costs:</u>						
Office Supplies	\$ 7,000	\$ 6,539	\$ 6,500	\$ 7,092	7.69%	7.05%
Organizational Dues	15,500	19,059	17,500	18,054	-11.43%	-18.67%
Telephone	7,500	6,858	10,000	6,426	-25.00%	9.36%
Technology & Equipment	7,500	13,197	19,000	58,255	-60.53%	-43.17%
Subscriptions & Publications	800	1,230	500	725	60.00%	-34.96%
Total Administrative Costs	\$ 38,300	\$ 46,883	\$ 53,500	\$ 90,552	-28.41%	-18.31%

**Buffalo Niagara Convention & Visitors Bureau, Inc.
 Operating Budget
 Sales & Services Department Expenditures
 2012**

	Budget 2012	Projected 2011	Budget 2011	Actual 2010	2012-2011 Budget Variance	2012-2011 Budget Vs Projected
<u>Sales & Services Expenses:</u>						
Convention Commitments	\$ 225,500	\$ 164,298	\$ 136,600	\$ 150,357	65.08%	37.25%
Tradeshows	120,245	114,524	108,550	108,657	10.77%	5.00%
Sales Bids & Promotions	36,000	33,766	33,150	27,320	8.60%	6.62%
Convention Sales & Services	24,700	27,716	34,000	29,087	-27.35%	-10.88%
Printing	10,000	13,069	31,000	2,623	-67.74%	-23.48%
Travel/Meetings/Sales Calls	15,300	24,717	26,000	24,082	-41.15%	-38.10%
National Association Sales Agency	15,000	32,600	34,000	27,736	-55.88%	-53.99%
Albany Sales Office	15,600	16,074	15,400	21,454	1.30%	-2.95%
Advertising	106,639	93,738	92,650	57,902	15.10%	13.76%

**Buffalo Niagara Convention & Visitors Bureau, Inc.
 Operating Budget
 Sales & Services Department Expenditures
 2012**

	<u>Budget 2012</u>	<u>Projected 2011</u>	<u>Budget 2011</u>	<u>Actual 2010</u>	<u>2012-2011 Budget Variance</u>	<u>2012-2011 Budget Vs Projected</u>
Receptions	36,200	35,083	42,000	22,318	-13.81%	3.18%
Familiarization Tours	35,000	264	3,000	6,193	1066.67%	13157.58%
Buffalo Ambassador Program	36,000	22,317	28,000	7,259	28.57%	61.31%
Postage	10,000	10,774	10,000	9,490	0.00%	-7.18%
Promotional Items	15,000	10,190	15,000	4,358	0.00%	47.20%
Research	15,000	17,627	8,500	9,150	76.47%	-14.90%
Digital Development/CRM Hosting	5,500	20,500	15,000	9,895	-63.33%	0.00%
Total Sales & Services Expenses	<u>\$ 721,684</u>	<u>\$ 637,257</u>	<u>\$ 632,850</u>	<u>\$ 517,881</u>	<u>14.04%</u>	<u>13.25%</u>
Total Sales & Services Department Expenses	<u>\$ 1,574,665</u>	<u>\$ 1,447,218</u>	<u>\$ 1,512,335</u>	<u>\$ 1,399,467</u>	<u>4.12%</u>	<u>8.81%</u>

**Buffalo Niagara Convention & Visitors Bureau, Inc.
 Operating Budget
 Administration & Finance Department Expenditures
 2012**

	<u>Budget 2012</u>	<u>Projected 2011</u>	<u>Budget 2011</u>	<u>Actual 2010</u>	<u>2012-2011 Budget Variance</u>	<u>2012-2011 Budget Vs Projected</u>
<u>Personnel Costs:</u>						
Salaries	\$ 430,200	\$ 488,887	\$ 456,950	\$ 402,360	-5.85%	-12.00%
Payroll Taxes & Fringe Benefits	66,400	69,344	64,985	47,196	2.18%	-4.25%
Training	8,500	8,780	5,000	4,884	70.00%	-3.19%
Total Personnel Costs	\$ 505,100	\$ 567,011	\$ 526,935	\$ 454,440	-4.14%	-10.92%
<u>Administrative Costs:</u>						
Office Rent	\$ 108,000	\$ 108,000	\$ 113,350	\$ 108,000	-4.72%	0.00%
Legal & Professional Fees	21,000	19,108	25,000	42,237	-16.00%	9.90%
Travel & Meetings	15,500	13,170	16,000	14,290	-3.13%	17.69%
Insurance	15,500	15,218	15,500	14,242	0.00%	1.85%
Equipment Rental	11,000	10,355	11,000	9,707	0.00%	6.23%
Benefit Plan Fees	10,000	9,205	9,000	8,773	11.11%	8.64%

**Buffalo Niagara Convention & Visitors Bureau, Inc.
 Operating Budget
 Administration & Finance Department Expenditures
 2012**

	<u>Budget 2012</u>	<u>Projected 2011</u>	<u>Budget 2011</u>	<u>Actual 2010</u>	<u>2012-2011 Budget Variance</u>	<u>2012-2011 Budget Vs Projected</u>
Repairs & Maintenance						
Office Supplies	6,000	3,192	6,000	8,508	0.00%	87.97%
Telephone	8,000	7,889	7,000	9,194	14.29%	1.41%
Organizational Dues	5,500	6,152	5,800	4,778	-5.17%	-10.60%
Postage	4,800	2,758	4,000	3,819	20.00%	74.04%
Bank Service Charges	3,000	2,804	3,000	1,711	0.00%	6.99%
Interest Expense	1,750	1,407	2,250	1,542	-22.22%	24.38%
Subscriptions & Publications	1,500	1,107	3,000	388	-50.00%	35.50%
Technology & Equipment	1,500	1,335	1,500	1,751	0.00%	12.36%
Printing	10,000	18,280	22,000	65,335	-54.55%	-45.30%
Promotional Items	750	1,552	750	398	0.00%	-51.68%
Total Administrative Costs	<u>\$ 224,300</u>	<u>\$ 222,368</u>	<u>\$ 245,650</u>	<u>\$ 295,368</u>	<u>0.00%</u>	<u>-40.19%</u>
Total Administration Expenses	<u>\$ 729,400</u>	<u>\$ 789,379</u>	<u>\$ 772,585</u>	<u>\$ 749,808</u>	<u>-8.69%</u>	<u>-7.60%</u>

Buffalo Niagara Convention & Visitors Bureau, Inc.
 Operating Budget
 Buffalo Niagara Film Commission
 2012

	Budget 2012	Projected 2011	Budget 2011	Actual 2010	2012-2011 Budget Variance	2012-2011 Budget Vs Projected
Personnel Costs:						
Salaries	\$ 140,000	\$ 115,090	\$ 100,470	\$ 85,000	39.35%	21.64%
Payroll Taxes & Fringe Benefits	24,467	18,303	17,196	13,929	42.28%	33.68%
Total Personnel Costs	\$ 164,467	\$ 133,393	\$ 117,666	\$ 98,929	39.77%	23.30%
Administrative Costs:						
Office Supplies	\$ 7,800	\$ 10,204	\$ 7,800	\$ 9,712	0.00%	-23.56%
Organizational Dues	850	1,110	925	1,500	-8.11%	-23.42%
Telephone	3,564	3,584	3,564	3,189	0.00%	-0.56%
Subscriptions & Publications	1,090	1,190	1,290	1,258	-15.50%	-8.40%
Technology & Equipment	1,500	1,555	7,900	3,596	-81.01%	-3.54%
Total Administrative Costs	\$ 14,804	\$ 17,643	\$ 21,479	\$ 19,255	-31.08%	-16.09%
Marketing Expenses:						
Advertising	\$ 19,255	\$ 21,115	\$ 19,255	\$ 18,040	0.00%	-8.81%

**Buffalo Niagara Convention & Visitors Bureau, Inc.
 Operating Budget
 Buffalo Niagara Film Commission
 2012**

	Budget 2012	Projected 2011	Budget 2011	Actual 2010	2012-2011 Budget Variance	2012-2011 Budget Vs Projected
Postage	1,500	1,022	1,500	863	0.00%	46.77%
Printing	1,000	-	5,000	598	-80.00%	#DIV/0!
Research	600	2,241	600	-	0.00%	-73.23%
Website Development/Hosting	10,300	2,720	500	9,915	1960.00%	278.68%
Tradeshows	32,500	15,078	28,500	12,420	14.04%	115.55%
Travel & Meetings	19,800	24,099	19,800	27,249	0.00%	-17.84%
Promotional Items	1,100	18,019	16,700	23,997	-93.41%	-93.90%
Special Projects	3,500	8,530	9,000	4,901	-61.11%	-58.97%
Total Marketing Expenses	\$ 89,555	\$ 92,824	\$ 100,855	\$ 97,983	-11.20%	-3.52%
Total Buffalo Niagara Film Commission	\$ 268,826	\$ 243,860	\$ 240,000	\$ 216,167	12.01%	10.24%

2012 MARKETING AND SALES PLAN



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Letter from the President and CEO

Dear Tourism Advocate:

Attached please find a copy of our sales and marketing plan for 2012. The plan was devised with input and review of the staff, managers and volunteer committee members.

In addition to our regular plan of work to market the region for recreational tourism, to bring conventions and meetings here, to manage the convention center, film commission and sports commission, we will be focused on some strategic initiatives for the region.

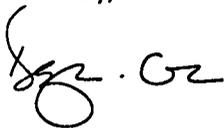
We will:

- Continue to promote and implement our new regional brand "Buffalo. For Real"
- Expand to complete the next phase of the Buffalo Ambassador program with a goal of engaging citizens in tourism, and generating local sales leads.
- Lead an industry based effort to create a multi-year plan for visitor research which will benchmark brand perceptions, visitor experience, and provide demographic and psychographic profiles to improve marketing efforts and will work to improve the state of visitor readiness in WNY through collaboration with industry partners.
- Fully capitalize on major events that drive visitation and improve Buffalo Niagara's brand in 2011, including the bicentennial of the War of 1812, the opportunities presented by the Marriage Equality Act, the National Buffalo Garden Festival and other key consumer opportunities.
- Maximize the use of the recent technology investments to test innovative marketing concepts for targeted groups.
- Continue the next phase of convention center capital improvements including an upgrade of technology and to explore other improvements to expand the uses of the convention center.

There are many other exciting projects we will be working on, we are looking forward to another great year!

Thank you for your continued support.

Sincerely,



Dottie Gallagher-Cohen
President and CEO

Success metrics and targets

METRIC	2012 GOAL	2011 ACTUALS*	% VARIANCE
Leads	650	625	4%
Definite Bookings	420	410	2%
Definite Hotel Room Nights	168,300	165,000	2%
Direct Spending from CVB Bookings	\$107,100,000	\$105,000,000	2%
CVB Bookings at Convention Center	30	28	7%
Hotel Bed Tax Revenue	\$8,550,000	\$8,300,000	3%
Group Tour Leads	163	160	2%
Media Value	\$650,000	\$720,000	(10%)
Publicity Value	\$1,950,000	\$2,100,000	(7%)
Website – Unique Visitors	750,000	680,000	10%
Visitor Center Traffic	12,000	12,000	--
Consumer Newsletter Signups	34,750	26,615	30%
Ambassador Newsletter Signups	3,100	1,500	107%
BNCC Total Earned Revenues	\$2,601,000	\$2,598,555**	<1%
BNCC F&B Net Profit Margin	21.2%	20.8%	2%
BNCC Total Number of Meetings	190	186	2%
BNCC Total Estimated Attendance	300,000	291,494	3%
BNCC Guest Satisfaction Survey Index	4.65	4.56	2%

*Actuals through August 9 and projected through December 31.

**For comparison purposes, 2011 Total Earned Revenues does not include revenues generated from a one-time offsite food service contract.

Visit Buffalo Niagara

Objective 1 – Increase the number of sales leads by 4% and definite bookings and hotel room nights by 2% year over year.

A – Brand Buffalo as a “progressive” meeting and sales destination to meeting planners.

Implement next level training for sales staff and our hospitality partners in the Customer Response Management System (CRM); this will Streamline work flow; increase efficiency, allow for accurate reporting and lead distribution.

Update meeting planners guide (PDF) to incorporate new updated photos of renovated convention center and hotel inventory.

Implement e-bid book software to create all bid books. This improvement will result in higher customer satisfaction, administrative time savings and result in lower mailing costs and printing costs for collateral material.

B - Implement aggressive sales initiatives and programs through targeted sales channels.

National Association Market Actions - In 2011, National sales represented 15% of all definite room nights.

Host a FAM with a creative theme for 20 targeted National/State meeting planners.

Host targeted Chicago-based meeting planners and expats in a suite at a Chicago Blackhawks vs. Buffalo Sabres Game.

Identify three feeder cities to host meeting planner receptions, outside of the usual cities.

Capitalize on the relationships with Council of New Urbanism and National Trust to target other like groups.

Conduct monthly personal sales calls to coincide with Potomac Chapter of MPI and AMPS meetings to interact with national meeting planners.

Actively participate and network with the Potomac Chapters of Meeting Professionals International and AMPS.

Create e-mail and direct mail sales campaign promoting affordability and bi-national location to targeted planners.

Attend and exhibit at ASAE, MPI, Helms Briscoe Marketplace, Connect Marketplace, AIBTM and Conference Direct Partner Meeting to generate leads and network with targeted meeting planners.

Conduct sales presentations to the following meeting planning companies:
Helms Briscoe
Experient (Washington and Twinsburg offices)
Conference Direct

New York State Market Actions - In 2011, NYS sales represented 21% of all definite room nights.

VBN will organize and host New York State and National market FAM tour in Buffalo to promote convention center renovations.

Create e-mail campaign promoting convention center renovations, affordability, accessibility and flexibility to targeted planners.

Exhibit at the ESSAE Trade Show, to promote convention center renovations to the 200 meeting planners in attendance.

Coordinate a sales blitz with hotel partners to call on NYS association meeting planners over a 3-day period.

Conduct personal sales calls in NYC to secure Regional Association business.

Participate in the Meeting Planners International (MPI) North East NY Chapters.

Ethnic, Minority and Religious Market Actions – In 2011, this segment represented 13% of all definite room nights booked by VBN.

Identify targeted associations in the LGBT, Native American, Spanish American and African American Markets, solicit for meetings opportunities.

Continue e-mail and direct mail campaigns promoting our African American Heritage Tourism DVD promoting Buffalo Niagara to ethnic, minority groups.

Participate in Juneteenth Festival to interact with local contacts to promote CVB services, coordinate with the Buffalo Ambassadors to sign up recruits.

Participate in Buffalo Pride Festival to interact with local contacts to promote CVB meeting planning assistance and services, coordinate with the Buffalo Ambassadors to sign up recruits.

Continue telemarketing efforts to ethnic, minority and religious meeting professionals to identify new business opportunities.

Increase weekly personal sales calls on local religious leaders to develop business opportunities and promote our meeting and convention facilities.

Military Reunion/ Fraternal Market Actions - In 2011, this segment represented 7% of all definite room nights booked by VBN.

Conduct aggressive telemarketing activities to cultivate lead opportunities.

Work with the Office of Veterans Affairs to identify military reunions that could be hosted in Buffalo Niagara.

Continue collaboration with the Buffalo and Erie County Naval & Military Park, and Aerospace Museum to cultivate sales opportunities.

Group Tour and International Market Actions — In 2011, this segment represented 4% of all definite room nights booked by VBN.

Conduct sales missions with local tourism suppliers to targeted tour operators in Pennsylvania and Ontario to promote Buffalo Niagara amenities and attractions.

Coordinate and host a Marketplace of local attraction purveyors and a reception in NYC and Toronto targeting international wholesalers, receptive operators and media.

Enhance quarterly e-mail and create direct mail sales campaigns targeted to tour operators promoting local attractions and events for the 2011 season i.e. architecture, theatre, arts and culinary tourism with a goal of a 35% open rate for the email newsletter and a 3% response rate on direct mail efforts.

Develop direct mail campaigns to targeted reunion planners, using registration lists from previous Reunion Friendly Network attendees.

Objective 2 - Increase the number of Amateur Sports and Special Events bookings with hotel room nights booked by the Buffalo Niagara Sports Commission.

A - Implement aggressive sales initiatives and programs for Amateur Athletic Events in Buffalo Niagara, to maximize economic impact in the short term.

In 2011, this segment represented 40% of all definite room nights booked by VBN.

Continue solicitation efforts to National Governing Bodies through aggressive telephone solicitation, attendance at tradeshow, e-marketing and personal sales calls.

Promote the Buffalo Niagara Sports Commission in trade advertising and e-newsletters (see media plan).

Invite and host targeted key event planners to site visits four times in 2012.

Engage the Sports Commission Advisory Council in assisting staff in identifying new events or competitions to bid and host, the creation of new Buffalo Invitational events and fundraising.

B - Create a sports development plan to increase capacity, in the long term, to bring new and additional events to BNSC and to assure facilities remain competitive for current sporting events hosted by BNSC now and in the future.

Engage a consultant to conduct a facility review for the purposes of creating a master facility guide with up to date information available to event planners; assess priority capital improvements, grade facility readiness to host events.

Conduct public review of findings to engage the community in sports development issues.

Develop a business and capital plan with the data learned through the review.

Recruit and train volunteers for various services such as time keeping, registration and a variety of all-weather duties. Providing volunteers is often a critical component to bidding on and hosting events such as Bass Masters Fishing Tournaments and United States Track and Field events.

Objective 3 – Market Buffalo Niagara for recreational tourism to grow visitation and visitor spending.

In this part of our business, we track activity measures which lead to visitation. These include the value of our “media hits,” positive stories about Buffalo Niagara in which we coordinate or assist, as well as our efforts to grow the audience on our web site, and our signups in both email newsletters and on Facebook and Twitter.

A – Employ media relations and social networking to benefit all consumer targets of VBN.

Continue to engage Resnicow Schroeder Associates (RSA) media relations firm to pitch national media, disseminate press releases and assist with long-term media strategy to opportunistically promote what’s new and improved in Buffalo Niagara

Continue to work with Paget Films/First+Main Media to produce four to eight new Buffalo For Real TV video series.

Produce and distribute an updated and expanded “Buffalo Stories” DVD to be used for media outreach and consumer advertising incentives.

Launch a Beat the Heat campaign in targeted destinations, including New York City, Philadelphia, Baltimore, Washington, D.C. and Atlanta. The success of this campaign will be measured in the number of packages sold via www.visitbuffaloniagara.com.

B – Develop targeted promotions to key consumer segments.

Through an analysis of our visitor inquiries, we have found that recreational visitors to Buffalo Niagara index much higher than the national average in categories such as age, education and home ownership. This

research validates that the primary target for recreational tourism for Buffalo Niagara is the domestic cultural tourist.

Specific Market Actions

Primary Target Market - Cultural and Heritage Tourists - with an emphasis on art, architecture, history, and gardening

History emphasis promotions for 2012:

Promote a "Win a Weekend at the War of 1812 Niagara Frontier Battlefield" contest in collaboration with Old Fort Niagara, Fort Erie, Fort George and the Buffalo and Erie County Historical Society.

Place advertising promoting the War of 1812 Bicentennial in targeted media outlets, including Smithsonian.com, History Channel Magazine, American Heritage Magazine, Heritage Canada.

Develop a War of 1812 Bicentennial e-newsletter and Facebook page.

Promote the 150th anniversary of the Albright-Knox Art Gallery, Buffalo & Erie County Historical Society and the Buffalo Museum of Science in targeted publications and websites.

Architecture emphasis promotions for 2012:

Promote the construction and completion of the Frank Lloyd Wright Filling Station at the Pierce Arrow Museum to architecture, history and automobile enthusiasts.

Promote a "Win a Weekend in Frank Lloyd Wright's Buffalo" contest

Advertise in Preservation Magazine and other targeted publications

Work with cultural partners to produce and promote the inaugural Buffalo Architecture, Design and Music Festival in fall 2012

Art Emphasis promotions for 2012:

Promote the 150th anniversary of the Albright-Knox Art Gallery in targeted publications and websites

Gardening emphasis for 2012:

Promote the 3rd annual National Garden Festival in collaboration with partners

Redevelop the National Garden Festival website

Maintain and enhance the National Garden Festival Facebook page and Twitter presence.

Advertise in national and regional publications such as Canadian Gardening, Fine Gardening, Upstate Gardening Journal and Horticulture Magazine (see calendar).

Advertise in the Philadelphia Flower Show program.

Purchase National Garden Festival radio spots on NPR in Buffalo, Rochester, Syracuse, Ithaca and Erie.

Become a sponsor of Canada Blooms, the Toronto-based spring gardening show, and establish a presence at the show as an exhibitor.

Host media FAM tours/press trips for qualified media/bloggers.

Objective 4 – Grow visitation and spending from the GTA and Southern Ontario

Our proximity to Canada, and the cross border travel opportunities presented by the Greater Toronto Area and Southern Ontario are vast with more than 9 million potential visitors. Currently, shopping (25% of the Walden Galleria's receipts are Canadian), attending sporting events (Bills and Sabres), and flying from the Buffalo Niagara Airport (nearly 40% of flights from BNIA are comprised of Canadians) represent a significant impact on the local economy, and dramatically demonstrate the buying power of our neighbors to the north. We also know through research conducted for the branding initiative that Canadians have a narrow view of the offerings of Buffalo Niagara outside the well worth pathways they currently use.

A - Engage regular cross-border travelers and entice them to explore more of what Buffalo Niagara has to offer.

Participate in Discover America Day in Toronto

Re-engage Connect-Worldwide Canada to plan and host a Toronto media reception and group tour marketplace

Employ Facebook, Paid Search and traditional advertising channels to target Canadian consumers to visit our web site, increase e-newsletter subscriptions, and grow our fan base.

Continue media relations efforts in Toronto to promote Buffalo's cultural assets and food scene.

B - Encourage Canadian shoppers to increase frequency of their US visits, entice them to explore other shopping districts and to stay overnight.

Work with a fashion/style consultant to create compelling fashion and style content that will engage Canadian shoppers in an ongoing conversation, and raise awareness of Buffalo's diverse shopping options.

Expand our presence at the National Women's Show in Toronto in order to provide our partners and Canadian shoppers with the opportunity to interact and therefore increase visitation and shopping.

Encourage out-of-town shoppers to share their tips/bargains to begin the creation of an online network via the VBN shopping newsletter where they will be rewarded for contributing content.

Advertise through multi-platform media to reach this demographic (e.g. sweetspot.ca, style bloggers, Toronto Life Shopping Annual, etc.)

Continue to maintain and enhance the "Shopping in Buffalo" Facebook page and to have 4,000 fans by year end.

Employ Facebook and Paid Search advertising to target women shoppers.

Aggressively seek to grow our shopping e-newsletter subscriber database from 5,900 to 9,500 by year end.

Objective 5 – Grow visitation and spending from LGBT Market utilizing the opportunity presented by the New York State Marriage Equality Act

With the passage of the Marriage Equality Act, Visit Buffalo Niagara intends to capitalize on the potential additional visitation, and spending, associated with an uptick in weddings in our region. Statewide, the current estimate of annual economic impact is between \$185 and \$200 million statewide.

A – Promote Buffalo Niagara as a destination for same sex weddings to out-of-state couples.

Place advertising in the IGLTA annual directory and other targeted publications and websites (see media plan).

Continue Search Marketing program on Google to promote the LGBT mini site on Visit Buffalo Niagara.com.

Produce a video targeted to the LGBT market.

Host media FAM tours/press trips for qualified members of LGBT media.

B – Partner with the local LGBT community to raise awareness of Buffalo Niagara as a gay-friendly community.

Work with the community to identify and flag gay-friendly businesses on the web site

Work with NTCC to develop a plan for sensitivity training for tourism-based businesses to improve the visitor experience in the LGBT market

Objective 6 – Increase support for the mission of VBN through greater citizen engagement.

More than 60% of all conventions, meetings and sporting events come to Buffalo due to a local connection. Sometimes, these connections come about due to volunteers contacting VBN, and sometimes VBN recruits and secures a local contact to assist in securing the business opportunity. As a key driver of business development, The Buffalo Ambassador program's importance cannot be understated. An important shift in emphasis occurred in 2011. Instead of looking for volunteers to raise their hands to "bring a convention" to WNY, we are looking to engage a much broader group to cultivate relationships that may lead to new business. Also of importance, is to inform local leaders of the opportunities presented to the region via result from visitor spending of all types.

A - Expand the Buffalo Ambassador program

Expand Tourism Insider mailing list by utilizing networking and presentation opportunities to grow the list by 56% to 3,100 readers in 2012.

Create opt-in promotion for Tourism Insider newsletter using our current Facebook and 716 fan pages to get locals that are interested in learning more about tourism efforts.

Generate an increasing number of prospects for the sales department 100% to 20 per year. Prospects will be prequalified and progress will be tracked weekly.

B - Increase the number of active volunteers available to assist with concierge services at major conventions and events.

Wean inactive volunteers from database.

Explore technology solutions to reduce time and energy required to manage volunteers.

Collaborate with other volunteer-based organizations (i.e. VAWNY, InfoTech Niagara, United Way, Niagara Frontier Industry in Education Council/Erie I BOCES) to increase the pool of available volunteers to provide volunteer opportunities for 'special projects,' such as Preservation Trust, War of 1812, in addition to convention support volunteers.

C - Expand National Tourism Week activities in order to highlight the successes of Visit Buffalo Niagara, our industry partners and the impact of the hospitality industry to local economy.

Implement second annual Beacon Awards and double nomination participation from industry partners from 23 to 50.

Release publication of official visitor guide during that week.

Create media relations opportunity based upon best practices from US Travel association to increase the public's knowledge about the value of the industry and visitor spending to the local economy.

D - Increase transparency of the work of Visit Buffalo Niagara.

Create corporate website to educate community on the importance of tourism which will include information about economic impact, annual reports and links to other helpful information.

Prepare partnership benefits custom reports for all hotels and leading attraction partners and present to ownership and management.

Secure active participation in VBN's partner extranet of at least 20% of visitor attractions in 2012.

Objective 7 – VBN will work to enhance the community’s state of visitor readiness

A – Engage tourism partners through continuous training and collaboration

Create and implement a frontline training seminar for hotels, taxis and attractions.

Host quarterly volunteer meetings for local volunteers to update them on destination news and improvements.

Survey industry partners to determine best topics for training.

Conduct spring and fall industry FAM tours of area attractions for local tourism professionals and lead volunteers, approximately 50 people will be targeted for participation.

Increase attendance and participation in quarterly industry meetings through innovative training and programming to achieve an average attendance of 60 people per session.

Encourage industry partners to communicate to VBN, on a regular basis, what’s new at their places of business; brainstorm ideas to get member-participation (private tours, special offers, etc.) ongoing throughout the year.

B - Improve visitor services in the region and position Buffalo Niagara for future growth opportunities.

Lead an industry- based effort to create a multi-year plan for visitor research which will benchmark brand perceptions, visitor experience, and provide demographic and psychographic profiles to improve marketing efforts.

Explore the development of a new visitor center, to achieve a goal of 50,000 visits in 2012. (This project is subject to the new center being cost neutral to VBN.)

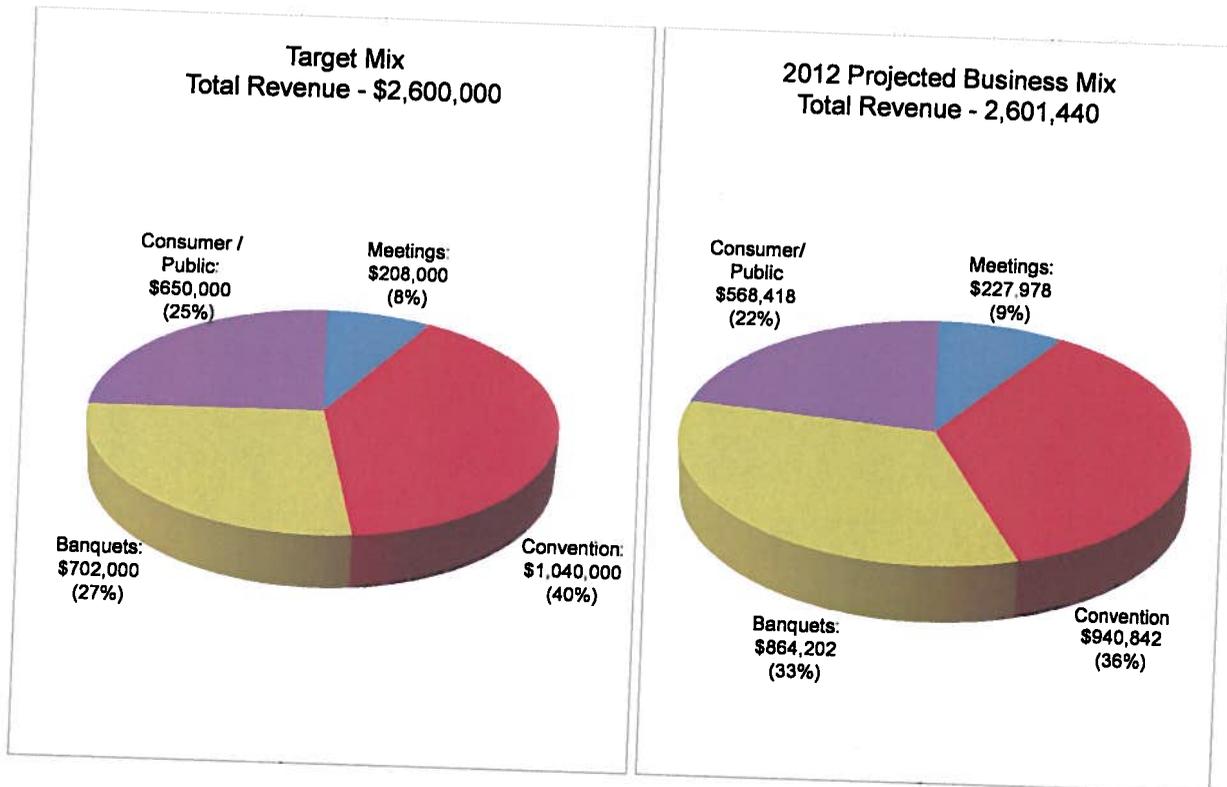
Buffalo Niagara Convention Center

Objective 8: Continue to Shift the Business Mix/Increase Convention Market at the BNCC.

At the completion of the \$7 million renovation in 2011, management committed to shift the business mix of BNCC to obtain the greatest economic impact to the community. The three to five year share shift will be

achieved if by 2015 the BNCC's business mix is Conventions 40%, Meetings 8%, Consumer/Public Shows 25% and Banquets 27% and if we maintain average earned revenues of \$2.6 million per year.¹

In 2011 we have had a record setting year -- estimated \$2.8 million in total revenue which reflects an increase of 21% over budget and 33% over historical averages.



A - Increase earned revenues to \$2.6 million annually.

This represents a 22% increase compared to average historical earned revenues of \$2.1 million generated from 2008-2010. In 2012 we are projecting an increase in the convention market segment to 36% of projected earned revenues, as compared to 28% average historical portion of the mix from 2008-2010.

The target mix is indexed for our 8% price increase instituted in 2011.

Add a full time convention salesperson to improve outbound sales efforts to increase sales solicitation efforts for conventions and meetings market. This addition, with the division of work within the sales department, has a 2012 goal of \$800,000 in future bookings and \$400,000 in definite business to be held in 2012 for the two sales managers.

¹ Management increased the target from the initial benchmark of \$2.5 million (2011 marketing plan) to \$2.6 million to reflect the additional revenue realized when we raised prices in 2011 to account for increased wholesale food costs.

Develop ancillary revenues through up selling F&B and other services.

B - Increase the competitiveness and increase capacity by continuing improvements to the physical plant.

Upgrade ballroom with significant improvements including new carpet, lighting, built-in AV equipment and sound system.

Upgrade wireless service throughout the building for convention and meeting attendees.

Install professional electronic curtain plan on exhibit floor for black out function on windows and lower level alcoves.

Install digital way finding displays, function agendas and other improvements to meeting rooms.

Work closely with the Sports Commission to explore other improvements and equipment needs at the BNCC to expand our capacity to host amateur athletic events and competitions at the facility.

C - Maximize profitability through the 100% adoption of EBMS technology implementation. The implementation of this program, completed in 2011, will be fully realized in 2012.

Invest in EMBS Food and Beverage software module in order to manage food and menu costs in real time and adjust prices accordingly.

Improve customer service and staff efficiencies via electronic scripting and work orders.

Examine P/L on an event by event basis to assure proper margins and costs associated with events.

Buffalo Niagara Film Commission

Objective 9: Maximize the economic impact of the BNFC to the region.

A - Continue to market Buffalo Niagara as an excellent location for commercial film production.

In collaboration with the New York State Governor's Office for Motion Picture and Television Development, we will continue our high-profile presence at tradeshows, symposiums and film festivals, including Sundance Film Festival in Park City, Utah, Locations Expo in Santa Monica, CA, Producer's Guild of America "Produced By" Conference in Hollywood, CA and SxSW Film Festival in Austin, TX, and day trips to the Toronto Film Festival. (See schedule)

Place print and web advertisement in targeted trade magazines, production guides, and other industry publications. (See schedule)

Initiate communication with industry professionals with Western New York ties to pitch them on our location for an upcoming production.

Publish an informational booklet on the "large" buildings and attractions throughout Western New York.

B - Work to reduce costs of film and commercial production in Buffalo Niagara

Negotiate potential change in union contracts to use "area standard" as the working contract for future movie productions. (Currently Buffalo Niagara falls under the "East Coast" contract which is more costly and a determinant to film production in Buffalo Niagara.)

Continue communication with the State legislative delegation and other elected officials to lobby for continued support of the New York State Film Tax Credit Initiative.

Lead a collaborative effort between local educational institutions to develop and implement a training program to develop additional movie and production crew in Buffalo/Niagara.

C - Increase the quality and access about Buffalo Niagara Film locations for scouts using state of the art technology solutions.

Migrate the crew portion of our new website to the Reel Scout/Reel Crew platform.

Work with adjacent counties and their DMO's to add assets to our photo locations library.

Increase real time communication within the Buffalo filmmaker's network through the latest technologies in social media for casting calls, crew needs, etc.

Media, Trade Show, and E-marketing Schedule

Advertising	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Sales - National Market												
USAE Destinations Showcase												
USAE Springtime												
USAE Affordable Meetings												
USAE Online												
CVENT												
Associations NOW / ASAE*												
PCMA*												
Convene												
Meetings and Conventions.com*												
Sales - State Market												
ESSAE - Web Sponsorship*												
MPI Northeast*												
Key Supporter Listing on Home Page												
Sales - Ethnic, Minority, Religious												
RCMA Handbook												
CVB's Convention Center												
RCMA Show Issue												
RCMA Website												
BM&T - Black History Edition												
BM&T - New York Area Guide												
BM&T - AF AM Northeast Meetings												
BM&T Online												
Rejuvenate Magazine, E-newsletter and Online*												
Sales - Group Tour												
Allied T-Pro												
Pay to Play Advertising International												
Sales - Reunion												
Travel Reunion Network												
Sales - Regional												
Meetings East												
Meetings East Online*												

Tradeshows	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Religious Conference Manager												
American Bus Association												
Helms Briscoe*												
Sundance Film Festival												
Heartland Travel Showcase												
OMCA ABA Summit												
Conference Direct												
Reunion Friendly Network												
South by Southwest (SxSW)												
National Association of Sports Commissions*												
Tribeca Film Festival												
Pow Wow												
Int'l Gay Lesbian Travel Show												
Coalition of Black Meeting Planners												
Juneteenth Festival												
ESSAE*												
AIBTM												
Locations												
MPI WEC												
DONYS International Marketplace												
FEA												
ASAE*												
PFA												
Student Youth Travel Association												
Connect Marketplace*												
NYC Sales Exchange Marketplace												
US Aquatic Sports												
US Olympic Committee - Sports Link												
S.P.O.R.T.S. Institute												
Toronto Film Festival												
TEAMS												
Rejuvenate Marketplace												
OMCA/Auction												
Coalition of Black Meeting Planners												
National Women's Show (Toronto)												
Cineposium												
Int'l Assoc. of Hispanic Meeting Professionals												
United States Track & Field Assoc.												

*Co-op with Convention Center

Board of Directors

Donald K. Boswell
President and CEO
WNY Public Broadcasting Association

Jonathan A. Dandes
President
Rich Baseball Operations

Dottie Gallagher-Cohen
President & CEO
Visit Buffalo Niagara

Kathy Konst
Commissioner, County of Erie
Department of Environment & Planning

Florine Luhr
Executive Director
Advancing Arts and Culture

The Honorable John J. Mills
Erie County Legislature

Dennis P. Murphy
President
InnVest Lodging Services, Inc.

Gary D. Praetzel, Dean
College of Hospitality and Tourism Management
Niagara University

Andrew J. Rudnick
President & CEO
Buffalo Niagara Partnership

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Planning Works International, LLC

Louis P. Ciminelli
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LPCiminelli, Inc.

Donna L. DeCarolis
Vice President
National Fuel Gas Company

C. Douglas Hartmayer
Director of Public Affairs
Niagara Frontier Transportation Authority

Anne Leary
Consultant

The Honorable Lynn Marinelli
Erie County Legislature

Mark Mortenson
President & CEO
Buffalo Museum of Science

Minesh Patel
General Manager
Adams Mark Buffalo

Mary F. Roberts
Executive Director
Martin House Restoration Corporation

James T. Sandoro
Executive Director
Buffalo Transportation Pierce Arrow Museum

Committees*

Executive Committee

Dottie Gallagher-Cohen, President
Andrew J. Rudnick, Treasurer
Jonathan A. Dandes, Past Chair
Gary D. Praetzel, Chair

Holly A. Sinnott, Vice Chair
Mary F. Roberts, Secretary
Kathy Konst, County Representative

Budget/Finance/Audit Committee

Chair – Andrew Rudnick, Buffalo Niagara Partnership

Committee Members:

Dottie Gallagher-Cohen, VBN
Mark Mortenson, Buffalo Museum of Science
Mary Roberts, Martin House Restoration Corp.

Staff – David Marzo

Lynn Marinelli, Erie County Legislature
Paul Murphy, BNCC

Sales Committee

Chair – Dennis Murphy, InnVest Lodging Services

Committee Members:

Dottie Gallagher-Cohen, VBN
Melissa Burke, BNCC
Jay Dellavecchia, Hyatt Regency
Ann Dugan, Buffalo Lodging
Thomas Keane, Hart Hotels
Karen Miranda, Embassy Suites
Bonnie Phillips, Martin’s Fantasy Island
Julie Williams, Hyatt Regency

Staff – Mike Even

Phil Alterio, Buffalo Niagara Marriott
Dave Carroll, Hart Hotels
John Dubreville, Hale Northeastern
Barb Hughes, AAA
Bruce Kolesnick, University at Buffalo
Minesh Patel, Adam’s Mark
Matt Spencer, Comfort Suites

Marketing Committee

Chair – Drew Cerza, Just Wing it Productions

Committee Members:

Tony Conte, Shea’s Performing Arts Center
Doug Hartmayer, NFTA
Andy Major, Buffalo Bills
Rudi Rainer, Super 8 Hotel

Staff – Ed Healy

Dottie Gallagher-Cohen, VBN
Nick Magnini, WUTV
Art Page, University at Buffalo
Jim Sandoro, Pierce Arrow Trans. Museum

Convention Center Operations Committee

Chair – Jim Sandoro, Pierce Arrow Museum

Committee Members:

Dottie Gallagher-Cohen, VBN
Rudi Rainer, Super 8 Hotel

Staff – Paul Murphy

John Mills, Erie County Legislature
Jeff Zack, Erie County

Visitor Center Committee

Co-Chairs – Florine Luhr, Advancing Arts & Culture
and Mark Mortenson, Buffalo Museum of Science

Committee Members:

Louis Ciminelli, LP Ciminelli
Kathy Konst, County of Erie
Rudi Rainer, Super 8 Hotel

Staff – Judy Smith/Denise Drews

Dottie Gallagher-Cohen, VBN
Doug Hartmayer, NFTA

Film Commission Committee

Chair – Cindy Abbott-Letro, Offices of Francis M. Letro

Committee Members

Mike Cerone, Niagara County
Sue Gonzalez, City of Buffalo
John Percy, NTCC

Staff – Tim Clark

Dottie Gallagher-Cohen, VBN
Kathy Konst, County of Erie

Sports Advisory Council

Chair – Jonathan A. Dandes, Rich Baseball Operations

Council Members

Gordon Anthony, Canisius College
Adam Benigni, Channel 2 News
Russ Brandon, Buffalo Bills
Vic Carucci, Cleveland Browns
Sherry Frost, Clarence Soccer
Dottie Gallagher-Cohen, VBN
Kathleen Gregoire, Skating Club of WNY
Eric Guzdek, Northtown Center at Amherst
Doug Hartmayer, NFTA
Perry Jenkins, University at Buffalo
Ed Kilgore, Channel 2 News
Tom Koller, Buffalo State College
Ed Lindsey, Amateur Softball Association
Bill Maher, Canisius College
Tom Marks, Gr8 Lakes Fishing Adventures
John Murphy, Channel 4 News
Ron Raccuia, AdPro Team Sports
Donald Reed, University at Buffalo
Bob Schell, Amherst Youth Hockey

Staff – Mike Even

Chris Aronica, Aronica & Associates
Brad Boyle, Erie Community College
Mike Buczkowski, Buffalo Bisons
Brian Cavanaugh, D'Youville College
Ralph Galanti, 2010 Empire State Games LOC Chair
Mike Gentile, Niagara University
Sue Gonzalez, City of Buffalo
Jim Hanley, Hanley Fishing Charters
Jim Hornung, County of Erie
Peter Jerebko, Erie Community College
Brian Kiszewski, Msgr. Martin Athletic Assoc.
John Lambert, University at Buffalo
John Maddock, Canisius College
Lynn Marinelli, Erie County Legislature
Ed McLaughlin, Niagara University
Sister Maria Pares, Sacred Heart Academy
Edward Rath, Erie County Legislature
Jeff Russo, Channel 7 News
Timm Slade, Section VI

*as of September 8, 2011

Management and Staff

Administration and Finance

Dottie Gallagher-Cohen, President and CEO
David Marzo, Chief Financial Officer
Michelle Butlak, Accounting and Benefits Manager
Cindy Kincaide, Director of Buffalo Ambassador Program
Judy Smith, Director of Administration

Sales

Michael Even, Vice President of Sales and Services
Matt Carlucci, Sales Manager
Karen Cox, Convention Services Manager
Linda D'Agostino, Director of Sales & Government Relations
Charles Giglia, Director of Sports Sales
Peter Harvey, Director of Sports Development
Jay Josker, Sports Services Manager
Heather Keller, Administrative Assistant
Tracy Martell, Convention Services Manager
Leah Mueller, Tourism Sales Director
Lori White, National Association Sales Director
Dionne Williamson, Multicultural Sales Manager

Marketing

Ed Healy, Vice President of Marketing
Melissa Barrie, Information Specialist
Kathy Benzel, Information Technology/Online Content Manager
Peter Burakowski, Communications Manager
Giovanni Centurione, Information Specialist
Denise Drews, Visitor Center Manager
Karen Fashana, Marketing Manager
Matthew Steinberg, Director of Creative Services
Allison Wilton, Graphic Designer

Buffalo Niagara Film Commission

Tim Clark, Film Commissioner

Buffalo Niagara Convention Center

Paul Murphy, Facility Director
Tom Beiter, Controller
Melissa Burke, Senior Director of Sales & Marketing
Angelo Canna, Jr., Food and Beverage Manager
Lorna Cullen, Executive Assistant
Susan Kimmins, Sales & Catering Manager
Marissa Kozerski, Convention & Event Service Manager
Maryann Martin, Accounting & Benefits Manager
Sam Mendez, Assistant Operations Manager
Leslie Millender, Lobby Receptionist
Terry O'Brien, Operations Manager
Keith Pitman, Electrician
Bonnie Pritchard, Receptionist/Administrative Assistant
Ken Sandford, Chief Engineer
Raymond Thom, Executive Chef
Raymond Williams, Security/Timekeeper

Buffalo Niagara Convention & Visitors Bureau, Inc.
Employee Listing
2012

<u>Name</u>		<u>Department</u>	<u>Job Title</u>	<u>Hire Date</u>	<u>Annual Salary</u>	<u>Job Description Attached</u>
Beiter	Thomas	Convention Center	Controller - Convention Center	12/10/11	\$ 62,000	✓
Benzel	Kathleen	Marketing	Information Technology/Online Manager	03/18/87	\$ 40,200	✓
Burakowski	Peter	Marketing	Communications Manager	03/08/10	\$ 42,000	✓
Butlak	Michele	Administration & Finance	Accounting/Benefits Mgr.	07/18/05	\$ 39,200	✓
Carlucci	Matthew	Convention Sales & Services	Religious/Fraternal/Military Reunions Sales Manager	01/11/10	\$ 44,000	✓
Clark	Timothy	Film Commission	Film Commissioner	03/27/06	\$ 85,000	✓
Cox	Karen	Convention Sales & Services	Convention Services Manager	03/25/03	\$ 30,160	✓
D'Agostino	Linda	Convention Sales & Services	Director of Sales, NYS Associations & Government Relations-Albany Office	10/01/05	\$ 70,050	✓
Drews	Denise	Visitor Center	Visitor Center Manager	10/21/91	\$ 35,500	✓
Even	Michael	Convention Sales & Services	VP of Sales & Services/Sports Commission	04/01/94	\$ 85,000	✓
Fashana	Karen	Marketing	Marketing Manager	08/17/00	\$ 44,000	✓
Gallagher-Cohen	Dottie	Administration & Finance	President/CEO - Salary	01/25/10	\$190,000	✓
Giglia	Charles	Convention Sales & Services	Director of Sports Sales	05/17/99	\$ 57,200	✓
Harvey	Peter	Convention Sales & Services	Director of Sports Development	05/29/07	\$ 57,200	✓
Healy	Edward	Marketing	Vice President of Marketing	04/23/01	\$ 85,000	✓
Josker	Jason	Convention Sales & Services	Sports Services Manager	02/23/07	\$ 35,200	✓
Keller	Heather	Convention Sales & Services	Administrative Assistant - Sales & Services	03/15/10	\$ 27,500	✓
Kincaide	Cindy	Convention Sales & Services	Director - Ambassador Program	02/28/11	\$ 70,000	✓
Martell	Tracey	Convention Sales & Services	Administrative Assistant - Sales & Services	12/10/07	\$ 28,500	✓
Marzo	David	Administration & Finance	Chief Financial Officer	03/16/98	\$ 84,000	✓
Mueller	Leah	Convention Sales & Services	Director of Tourism Sales	03/19/01	\$ 50,000	✓
Romus-White	Lori	Convention Sales & Services	National Sales Manager	01/04/10	\$ 52,000	✓
Smith	Judy	Administration & Finance	Director of Administration	03/14/88	\$ 55,000	✓
Steinberg	Matthew	Marketing	Director of Creative Services	07/12/99	\$ 50,000	✓
Wall	Richard	Film Commission	Operations Manager/Production Services	10/01/11	\$ 55,000	✓
Williamson	Dionne	Convention Sales & Services	Multicultural Sales Manager	03/22/04	\$ 35,000	✓
Barrie	Melissa	Visitor Center	Information Aide - Part-time	05/01/07	\$8.50/hr.	✓
Centurione	Giovanni	Visitor Center	Information Aide - Part-time	06/04/10	\$8.00/hr.	✓
Della Vella	Dan	Marketing	Graphic Designer - Part-time	10/25/11	\$20.00/hr.	✓

**BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC/
BUFFALO NIAGARA CONVENTION CENTER**

JOB DESCRIPTION

Position/Title: Controller

Reports To: Facility Director/CFO VBN

General Purpose:

The Controller's position is to maintain accurate and complete accounting records which reflect the financial and related activities of the Buffalo Niagara Convention Center Management Corporation.

Basic Functions:

- Calculate, prepare and input entries for Payroll, General Ledger, Standard Monthly Entries, Accruals and Miscellaneous Adjustments.
- Prepare monthly revenue reports of both Rent Income and Food & Beverage with relationship to event type.
- Prepare worksheets and supporting documentation for monthly review by an independent accounting firm. Prepare and analyze, with comments as necessary, internal management reports, to be reviewed by the CFO of the BNCVB and the convention center's Director prior to the monthly financial reports being generated.
- Prepare final, approved, financial statements, which are provided to the Board members.
- Research and prepare an annual budget to be presented to the County, on a timely basis, for review and acceptance, according to the outlines given at that time. A preliminary budget is usually prepared for the BCCMC's Board of Directors for their approval prior to being submitted to the county.
- Compile and prepare all necessary work papers for our annual review and audit to be completed by an independent accounting firm.
- Research and prepare all 1099-MISC and any other I.R.S. required forms for calendar year revenue reporting.
- Prepare and submit pension information and documents for the non-union qualified employee's pension plan.
- Prepare the Annual US Department of Labor Occupational Injury and Illness Report.
- Prepare sales forecast bi-weekly, which indicates the sales, by type (convention, trade show, etc.) that the fiscal year encompassed. A report is prepared for rental income as well as for food & beverage.
- Liquor License, organize information to submit to the State Liquor Authority for Liquor License.
- Make sure all licenses for the needs of the convention center are paid.
- Compile and supply information in response to government census requests.
- Employee Benefits: Keep informed and updated on all aspects of employee health and welfare plans, making sure that employees are also kept informed with annual informational meetings.

- Payroll Regulations: Have a solid, basic working knowledge of payroll laws such as unemployment, payroll taxation and disability.
- Pension and Tax Sheltered Annuities: Keep informed and establish informational meetings for employees to better understand their investment options.
- Keep informed on changing payroll tax laws, payroll laws, benefits laws and other labor related issues.
- Update as necessary, information, policies and procedures in the non-union employee's Employment Handbook.
- Computer: Maintain, with assistance from an outside vendor and the BNCVB IT Manager, the operations of individual computers, the computer network and computer software.
- Maintain software program ACC PAC, as well as on supporting documentation on LOTUS.
- Insurance: Position maintains and works with insurance representatives regarding liability issues and providers.
- Unions: Maintain good relationships with union representatives regarding union benefits, grievance and contract understanding. This position also assists in the union negotiation process at contract renewal time.
- Banking: Maintain good relationship with banking officials, with regard to the convention center's banking needs as well as our credit line.
- Cash Flow and Investing: Manage the cash flow of the convention center's money in a responsible way. Invest any excess funds when possible. Work with banking officials to establish the best pricing rates regarding our banking.

Requirements:

- Graduation from a four-year accredited college or university with accounting credentials.
- Five-years experience in a supervisory accounting position.
- Ability to establish and maintain effective working relationships.
- Ability to anticipate problems and implement immediate corrective action.
- Ability to work under high pressure in meeting urgent deadlines in spite of adverse consequences.
- Ability to establish and maintain effective working relationships with employees, vendors and outside sources.

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT COPORATION
JOB DESCRIPTION

POSITION: Information Technology/Online Content Manager

STATUS: Full-time (*Exempt position*)

REPORTS TO: Vice President, Marketing

SUMMARY:

Directs all aspects of information systems and services for BNCVB and Convention Center. Identifies, manages and solves technology related issues. Develops and implements web content. Performs routine maintenance of web sites. Works collaboratively with the Creative Services Manager, e-Marketing Manager and Communications Manager to develop web-based, e-marketing and social media business solutions.

DUTIES AND RESPONSIBILITIES:

- Performs system management duties including solving and repairing problems, data management, user operations, training on hardware/software, and communicate with outside vendors/consultants. Acts as a resource to the BNCVB and BNCC staff with regards to special computer-related projects and issues.
- Operation and maintenance of all computer equipment (work stations, file server, printers, modems, etc.). Serve as network administrator, which includes new user setup, e-mail accounts, running daily backup, troubleshooting network to BNCVB and BNCC.
- Analyzes computer information systems (hardware and software), research and makes recommendations regarding upgrades and/or replacement to best serve needs of BNCVB and BNCC. Make recommendations regarding training.
- Maintain and update BNCVB and BNCC websites; add promotions and new information as necessary. Serve as liaison with website provider.
- Review websites of other organizations on a regular basis and make recommendations to enhance BNCVB and BNCC website.
- Makes recommendations in strategy/development discussions regarding BNCVB and BNCC web sites.
- Works with the Creative Services Manager, e-Marketing Manager and Communications Manager to develop compelling web content and maintain web sites.
- Understands and manages search engine optimization of CVB and BNCC web sites.

- Produces web-based calendar of events.
- Works with CVB colleagues on a regular basis to assess Web needs.
- Works with Visitor Center Manager to monitor travel web sites and respond to user generated content as necessary.
- Assists in the development of Power Point and Keynote presentations for BNCVB staff as required.
- Serve as liaison and troubleshooter for departmental sales software packages for BNCVB and BNCC.
- Determine long-term computer service needs, research and make recommendations as necessary for BNCVB and BNCCMC.
- Maintain log of computer service calls to include reason for call, date of call, vendor contacted, response time, action taken, time spent, and results.
- Maintain inventory of computer equipment and software to include serial number, model number and location of equipment.
- On a regular basis, review with individual employees their computer-related issues.
- Proofread/edit promotional/organizational printed materials prior to publication.
- Perform other duties as requested and required.

Employee Signature

Department Head Signature

Rev 01/10

K. Benzel

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU

JOB DESCRIPTION

POSITION: Communications Manager

STATUS: Full-time (**Exempt Position**)

REPORTS TO: Vice President of Marketing

SUMMARY:

Responsible for public relations support focusing on media relationships, newsletters and news releases. Also assists V.P. of Marketing and Graphic Artist/Creative Services Director with Bureau projects, promotions and communications efforts as assigned.

DUTIES AND RESPONSIBILITIES:

- Responsible for the research, writing and editing of CVB visitors guide, newsletters and annual report. Also responsible for coordinating production schedules, design and printing with Creative Services Director.
- Develops news releases and public relations materials which promote the CVB's activities, upcoming conventions, tourism programs/campaigns, cultural tourism initiatives and other newsworthy activities.
- Assists with prospecting opportunities for local and regional travel features, and positive media coverage.
- Oversees writing, editing and proofing of all CVB print materials and marketing collateral and coordinates approval and sign-off of all materials prior to publication.
- Oversees writing, editing and proofing of all CVB websites and blogs.
- Plans and coordinates media familiarization tours.
- Plans and implements media events and press conferences.
- Coordinates and oversees research, data collection, editing and other duties related to various collateral materials (e.g. Visitors Guide) and projects as assigned.
- Assists with planning and coordinating CVB special events.
- Tracks, measures and values earned media; maintains copies of articles; archives articles.
- Other duties as assigned.

Personal and Organizational Development:

- Sets priorities and manages workflow to ensure efficient, timely and accurate processing of assigned work.
- Keeps abreast of current travel and tourism industry trends.
- Keeps abreast of current marketing communications, advertising and social media trends.
- Maintains a cordial and effective relationship with co-workers, clients, community officials and other business contacts.
- Interacts with people at all levels effectively by utilizing good communications skills, cooperating purposefully and providing information and guidance, as needed, to achieve the mission of the organization.

Knowledge, Education, Skills, and Abilities:

- Degree in communications, public relations or related field of study.
- Experience in news and feature writing and management of people desirable.
- Ability to communicate orally and in writing with others, to explain complex issues, to receive and interpret complex information and to respond appropriately.
- Ability to understand written and oral communications and interpret abstract information.
- Ability to carry out complex tasks with many concrete and abstract variables.
- Ability to utilize computer programs and understand functionality.
- Ability to drive own vehicle, attend external meetings and functions.

Employee Signature

Department Head Signature

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
JOB DESCRIPTION

POSITION: Accounting and Benefits Manager

STATUS: Full-Time; (*Exempt Position*)

REPORTS TO: Chief Financial Officer

SUMMARY:

Directs and coordinates human resources activities, such as employment, compensation, benefits, training and employee services. Maintains accounts receivable and payable functions and provides monthly analysis. Assist with data entry, review of reports and other support duties. Assist CFO in administration/management of all financial, accounting and benefit/human resource operations and policies of the CVB.

DUTIES AND RESPONSIBILITIES:

- Maintains all files, controls copies and reports related to accounts payable.
- Processes accounts payable invoices and expense reports ensuring Bureau policies, government and IRS regulations are followed.
- Reconciles monthly accounts payable to general ledger and vendors.
- Processes and audits 1099's at year end.
- Opens and distributes all company mail.
- Prepares Customer Invoices and follow up on open receivables.
- Processes monthly accounts receivable billing statements.
- Posts all journal entries and maintains journals and subsidiary ledgers of accounts receivable and accounts payable and balances and reconciles accounts monthly.
- Assists with year end audit process.
- Plans and conducts new employee orientation to foster positive attitude toward Bureau's goals.
- Process employee separation notices and related documentation, and conducts exit interviews to determine reasons behind separations.
- Maintains and monitors an effective employee relations program.

- Maintains records of insurance coverage, pension plan and personnel transactions such as hires, promotions, performance reviews and terminations.
- Investigates accidents and prepares reports for insurance.
- Oversees the analysis, maintenance and communication of records required by law or local governing bodies or other departments in the organization.
- Monitors and administers performance evaluations for all wage and salaried personnel.
- Administers payroll procedures, time off accruals, and timely distribution of paychecks.
- Any other duties as assigned.

Employee Signature

Department Head Signature

Rev 1/08
M. Butlak

**BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
JOB DESCRIPTION**

POSITION: Account Manager – Religious/Fraternal/Military Reunions Sales

STATUS: Full-Time (Exempt Position)

REPORTS TO: V.P. of Convention Sales, Amateur Sports, Special Events and Services

SUMMARY:

Responsible for sales and marketing activities that promote the area to meeting planners for their conventions, trade shows, conferences. Usually handles smaller meetings.

DUTIES AND RESPONSIBILITIES:

- Generates hotel bookings from the Religious, Military Reunions, and Fraternal market segments.
- Solicits and coordinates hotel and convention center cost projections and organizes facilities packages for meeting planner's consideration.
- Makes personal and telephone sales contacts to meeting planners in the Religious, Military Reunions and Fraternal market segments.
- Assists in planning and coordination of sales programs that will showcase the area as a convenient and economical meeting location.
- Plans and coordinates direct sales calls, sales blitzes, familiarization tours, site inspections and trade marketplaces as assigned.
- Keeps accurate and up to date files on all groups that have or may utilize area's meeting facilities.
- Provides monthly sales information to V.P. of Convention Sales for inclusion in departments various sales activity reports.
- Prepares written reports that coincide with annual market actions such as: sales trips, tradeshow results, expense reports, etc.
- Assist in the preparation of the annual budget and marketing plan.
- Perform all other duties as required or requested.

Employee Signature

Department Head Signature

M. Carlucci
01/10

BUFFALO NIAGARA FILM COMMISSION JOB DESCRIPTION

POSITION: Executive Director – Film Commission

STATUS: Full-time (*Exempt Position*)

REPORTS TO: BNCVB President

SUMMARY:

Oversees day to day operations of the Buffalo Niagara Film Commission. Communicates with film producers, executives and film crews regarding the filming of movies, shows, commercials, etc. in the Buffalo Niagara Region. Secures filming locations and necessary permits relating to on location projects.

DUTIES AND RESPONSIBILITIES:

- Communicate with film producers, production companies and media worldwide.
- Promote/market the Buffalo Niagara region: locations, attractions, production facilities, crew, services, and authorities.
- Respond to all requests for information
- Scan and email location images to producers and production companies
- Research locations, sources, authorities, weather, personalities, architecture, real estate, historical and landmark information, events, etc.
- Liaison – merge producers with local resources/assist local producers
- Correspondence/materials preparation and dissemination
- Facilitate production shoots and location scouts [liaison, when a project becomes a shoot: crew, equipment, locations, local authorities, and facilities].
- Originate and publish reports, correspondence and promotional materials.
- On line and hard copy *Production Guide* – [comprehensive resource directory of local production industry services].

- Quarterly Reports – generate information, determine economic impact, summarize.
- Resource library – develop/maintain/assist [location photo files, film production industry books, directories and trade magazines, tapes, brochures, information].
- Outreach [media interviews, PR, press releases, attend local political, business, community and arts events and screenings].
- Perform all other duties as required.

Employee Signature

Department Head Signature

Rev 01/08 Clark

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
JOB DESCRIPTION

POSITION: Convention Services Manager

STATUS: Full- time (*Non-Exempt Position*)

REPORTS TO: Director of Convention Services

SUMMARY:

Responsible for organizing and directing all services programs needed in servicing a convention or tradeshow. Works with CVB Sales personnel and meeting planners to determine servicing requirements and other support needed by the organization or attendees to ensure a successful event/convention.

DUTIES AND RESPONSIBILITIES

- Management of Concierge Program.
- Manage CVB Housing Bureau to include: obtaining block and rates from hotels, setting up computer and maintaining inventory, meet with meeting planners as needed to identify specific needs and tailor reservation forms, give final approval to housing forms, assist with set up of on-line housing, manage room blocks, set up specialized blocks, process all housing requests, send individual acknowledgments of reservations, deliver reservations to hotels, manage inquiries, changes and cancellations, speak with meeting planners on regular basis.
- Service Conventions with 500 or less peak rooms.
- Communicate with hotel reservations management, front office management and all sales staff regarding room block adjustments to ensure a successful housing process.
- Produce weekly housing reports and distribute as appropriate.
- Update Convention Calendar.
- Maintain an inventory of literature and services collateral, such as convention service request forms, facility guides, restaurant guides, meeting planner check list, name tags and conventions bags.
- Coordinate client orders for services provided such as, visitor guides, area maps, restaurant guides, area attractions and transportation providers, meet with client as needed.
- Attend trade shows for group attendance building.

- Coordinate and process bulk internet requests for Convention and Visitors Bureau Sales Managers as well as requests by hotels.
- Maintain database for statistical evaluation to include: number of conventions by date, market segment, attendance, room night and economic impact.
- Follow up on hotel room pick up information after a Buffalo Niagara Convention & Visitors Bureau's group checks out to keep accurate accounting of group performance.
- Request history from past meeting sites around the country to be included in Convention and Visitors Bureau leads.
- Coordinate all aspects of all tradeshows, registration, hotel, airline and car rental, booth shipping and set-up, utilities, signage, decorating, pre and post mailing labels, give-aways, material packing and shipping, invoicing and check-requests.
- Assist Sales Managers in the absence of their Administrative Assistant. Take weekly shift on switchboard.
- Build databases of restaurants, attractions and venues for coupon program and request for special discount consideration for Buffalo Ambassador and Concierge Program.
- Perform all other duties as required or requested.

Employee Signature

Department Head Signature

K. Cox
01/10

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
JOB DESCRIPTION

POSITION: Director of Sales New York State Associations & Government Relations
Albany Office

STATUS: Full-time (*Exempt Position*)

REPORTS TO: V.P. President of Convention Sales, Amateur Sports, Special Events and
Services

SUMMARY:

Promotes and sells Buffalo as a convention and meeting destination for New York State Associations, NYS Government, Labor Unions, & Multi-Level Marketing group; achieves specific room night sales goals as assigned.

DUTIES AND RESPONSIBILITIES

- Manage regional office activities, coordinated with the Buffalo office operations.
- Generate convention center and hotel bookings from the New York State Association and Multi-Level Marketing groups.
- Network with our New York State Delegation to promote tourism issues that are important to the local hospitality community.
- Creates and maintains client base in the assigned region of market; assigned an annual room night goal, to be achieved from definite bookings within this market.
- Develops and maintains professional relationships with clients; consults daily newspapers, business journals and other sources to uncover local members of New York State Associations.
- Telephones for prospects, writes or makes presentations to local members of New York State and regional associations to enlist their aid in booking future conventions.
- Makes written or personal presentations to boards of directors, convention delegates or site selection committees across the United States as needed in order to book an organization at the destination's various convention sites.
- Attends tradeshow, sales missions, networking meetings and local meetings to solicit convention business; responsible for pre-planning, target marketing, pre and post mailers and all booth arrangements for assigned tradeshow.

- Coordinates and conducts site tours for meeting planners, showcasing facilities and attractions in the city. Participates in familiarization (fams) programs for groups of meeting planners from across the country; responsible for inviting qualified New York State Association clients to each fam.
- Analyzes tradeshow values to determine best return on the company's money.
- Assist meeting planners with referrals to services manager or other service providers to capitalize on sales opportunities that benefit the community.
- During convention/meeting, maintain contact with executive meeting planner, upon completion of the convention have immediate contact with the individual(s) responsible for decision of returning in future year(s).
- May be responsible for developing and implementing a sales training program.
- Maintain research on competition regarding their marketing and sales strategies.
- Work closely with the Communications Department to assist in garnering proper public relations, press and media opportunities for secured conventions.
- Files written reports that coincide with the annual market actions such as: sales trips, tradeshow results, etc.
- Assist in the preparation of the annual budget and marketing plan.
- Perform all other duties as required or requested.

Employee Signature

Department Head Signature

L. D'Agostino
01/10

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
JOB DESCRIPTION

POSITION: Visitor Center - Manager
STATUS: Full-time; (*Exempt Position*)
REPORTS TO: Vice President, Marketing

SUMMARY:

Responsible for managing all operations and personnel associated with visitors services/information outlets.

DUTIES AND RESPONSIBILITIES:

- Supervises the dissemination of information designed to influence the buying decision of potential visitors; ensures that all inquiries from mail, walk-in and telephone receive prompt and courteous responses.
- Maintains a well-informed, working knowledge of the attractions and services available in the area to visitors; acts as a liaison between these entities and the visitor.
- Periodic visits to hotels, restaurants to update them on CVB programs and up coming convention and events.
- Co-ordinates off-site visitor information booths for special events.
- Tracks fulfillment of all mail and phone inquiries and produces a monthly report from the daily visitor logs showing the total number of visitors to the outlet, state of origin, length of stay, reason for travel and final destination.
- Schedule staff and volunteers; assign tasks
- Oversees recruiting, training supervising and evaluation of all visitor center staff and volunteers.
- Reports all visitor center deposits of cash and credit cards from merchandise sales to the accounting department.
- Purchase and oversee all merchandise for the Visitor Center.
- Oversee inventory of Visitor Center and CVB in-house requests.

- Liaison to Building Management for all Visitor Center locations.
- Order and stock travel literature and all necessary supplies for all Visitor Center locations and community-based brochure racks.
- Responsible for reporting to the VP, Marketing the overall operation of all Visitor Center locations to include facility conditions, visitor requests, staffing reports, merchandise/inventory activity, etc.
- Other duties as required by the Buffalo Niagara Convention & Visitors Bureau Marketing Department.
- Work closely with Convention Services Manager in preparing collateral for incoming groups and conventions.
- Works with Online Content Manager to monitor travel web sites and respond to user generated content as necessary.

Employee Signature

Department Head Signature

Rev 01/10
D. Drews

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
JOB DESCRIPTION

POSITION: Vice President of Sales and Services/Commissioner Sports Commissions

STATUS: Full-time (*Exempt Position*)

REPORTS TO: President/CEO

SUMMARY:

The Vice President of Convention Sales and Services/Commissioner of the Buffalo Niagara Sports Commission shall be responsible for the day to day activities of the Convention Sales, Amateur Sports Sales, Special Events and Sports logistics, as well as the Convention Services Department and their programs.

DUTIES AND RESPONSIBILITIES

- Supervise the Staff of the Convention Sales, Sports Commission, Special Events and Services Departments.
- Prepare the annual budget and marketing plan and strategies for the Convention Sales, Sports Commissions, Special Events and Services Departments.
- Analyze market segments and determine direction for sales efforts.
- Assigns all new accounts, manage all client site inspections, evaluate convention and event, bids, sales presentations, sales blitzes and familiarization tours, oversee local organized committees (LOC) as necessary, oversee event marketing and sports related grant applications.
- Attend meetings and committees relative to the Convention Sales, Amateur Sports, Special Events and Services Departments.
- Coordinate and monitor workflow including assigning, transferring and deleting accounts.
- Maintains statistical data pertaining to conventions held, conventions booked and their economic impact on our community.
- Develop a program for the timely contact of Convention Sales, Amateur Sports, Special Events and Services Department accounts through personal, electronic and written communication by sales managers.
- Review all leads, definites and cancellations for Convention Sales, Amateur Sports, Special Events and Services Departments to ensure accuracy.

- Assemble convention information from hotels and compile accurate projections of Bureau/hotel bookings.
- Maintain a high profile in the convention association community as well as the local hospitality community.
- Coordinate efforts of the Convention Marketing Committee and subsequent subcommittees by acting as liaison to Directors of Sales and/or General Managers of the hotels and the Buffalo Niagara Convention and Visitors Bureau.
- Maintain close working relationships with the area hotels, municipal facilities and serve as liaison between the client and these facilities.
- Coordinate sales effort of the Buffalo Niagara Convention Center with the Buffalo Niagara Convention & Visitors Bureau sales staff.
- Oversee all travel schedules of all sales managers and prospective clients, client entertainment; negotiate event sponsorships to be within budget projection.
- Prepare and disseminate all sales and service reports.
- Work with computer services and database software provider to maintain fully functional system for sales and services department. Review software on a regular basis to ensure effectiveness and make recommendations accordingly.
- Direct and train sales managers and services staff in all matters pertaining to convention and amateur sport event sales, maintain periodicals and sales tools for this purpose.
- Oversee sales incentive program for Convention Sales, Amateur Sports, Special Events and Services staff.
- Oversee memberships in pertinent convention/meeting/exhibit/amateur sports trade organizations.
- Develops promotional sales material for Convention Sales, Amateur Sports, Special Events and Services marketing.
- Works closely with communications department in all Convention Sales, Amateur Sports, Special Events and Services public relations opportunities and advertising projects.
- Conduct weekly sales meetings with departmental staff to discuss up coming conventions, outstanding leads and special projects.
- Perform all other duties as may be required.

Employee Signature

Department Head Signature

REV 01/10
M. Even

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
JOB DESCRIPTION

POSITION: Marketing Manager

STATUS: Full-time; (*Exempt Position*)

REPORTS TO: Vice President of Marketing

SUMMARY:

Assists Vice President of Marketing in developing and implementing consumer marketing initiatives. Promotes leisure travel by developing travel packages, special promotions and contests. Manages email marketing campaigns, social networking and viral marketing strategies designed to engage customers in ongoing conversations. Conducts routine customer surveys and zip code analysis. Serves as liaison for both traditional and non-traditional partners in order to expand and enhance promotional efforts.

DUTIES AND RESPONSIBILITIES:

- Assist with overall marketing for the Buffalo Niagara area as a travel destination with an emphasis on overnight visitation.
- Maintain a close working relationship with Buffalo & Erie County hotel, attractions, cultural community and other hospitality-related businesses. Provide them with regular updates on marketing initiatives.
- Provides current tourism partners and community partners with up-to-date and accurate information about CVB projects. Arrange and host quarterly industry meeting.
- Researches, writes and distributes e-newsletters. Maintains production schedule, develops editorial topics, coordinates contests and special promotions, analyzes click through and open rates, tests subject lines. Responsible for subscription growth.
- Responsible for implementation of social media, including Facebook, Twitter, Flickr and other emerging viral technologies.
- Manages, creates and monitors content for CVB blog.
- Oversees development of content for mobile devices and smart phones.
- Conducts ongoing consumer marketing research via web-based and email surveys. Analyzes zip code data in conjunction with the Visitor Center Manager.
- Assists with coordination of familiarization tours, site visits, press trips and other related marketing initiatives and programs.

- Annual update, solicitation of ads and completion of the Destination Planning Guide and Map Pad.
- Creates new seasonal promotional packages, and other contests and promotions as needed.
- Work with local colleges/universities on recruiting interns and subsequently managing the intern.
- Develops business relationships with travel, hotel, restaurant, and retail partners to facilitate effective consumer promotions and contests.

Employee Signature

Department Head Signature

01/10
K. Fashana

Buffalo Niagara Convention & Visitors Bureau, Inc.
Buffalo Niagara Convention Center Management Corporation, Inc.
Position Description
President/Chief Executive Officer

President/Chief Executive Officer

The President is the chief executive officer of the Buffalo Niagara Convention & Visitors Bureau, Inc. (the "Bureau") and the Buffalo Niagara Convention Center Management Corporation, Inc. ("BNCCMC").

The President and CEO has the primary responsibility of accomplishing the mission of the Bureau and BNCCMC through achievement of the objectives set forth in the Strategic Plan and the annual Marketing Plan. The President and CEO leads these community-based organizations while successfully maintaining the day-to-day managerial duties. The President/CEO is responsible for aligning all functions, systems and processes within the organization and building organizational commitment to common goals. The President and CEO must also lead and manage the organizations' human assets, ensuring that the necessary performance processes are in place.

Reporting Relationship

The President shall report to the Chairman of the Board of the Bureau/BNCCMC and/or Officers Committee.

Duties and Responsibilities

The President is responsible for the operation of the Bureau and BNCCMC and for the accomplishment of their missions:

1. Drives all administrative, operating, marketing and sales functions of the Bureau and BNCCMC.
2. Drives the preparation and implementation of the Bureau's and BNCCMC's annual Marketing Plans, designed to effectuate the goals and objectives of the organizations; and allocates and manages the resources of the organizations as necessary to accomplish such objectives.
3. Prepares the Bureau's and BNCCMC's annual budgets, providing for the appropriate allocation of the projected resources to implement the Marketing Plan and goals of the organization; and oversees the financial affairs of the Bureau.
4. Implements the execution of the strategies, objectives and goals as set forth in the long range Strategic Plan.

5. Directs the staff of the Bureau and BNCCMC to maximize productivity and, in particular, is responsible to the Board for the performance by Bureau and department heads of their respective duties and responsibilities.
6. Establishes strong collaborative relationships with all stakeholder groups and evaluates their input and concerns; this includes government (County, City, State), hospitality industry partners, community and business organizations (BNP, BNE).
7. Effectively communicate a vision for the organization to diverse audiences and engages the community in the mission of the Bureau and BNCCMC.
8. Identifies and drives alternative revenue sources to the organization, such as state, city, federal, foundation, sponsorships, etc.
9. Directs and oversees public relations activities of the Bureau and serves as the face and voice of the organization and the industry throughout the community.
10. Attends all meetings of the Board and other designated committees and provides reports to each.
11. Serves as a member of the Nominating and Board Development Committee, assists the Committee in identifying potential Board members, assists the Committee in recruiting new Board members; orients new Board members concerning the mission, goals, policies and activities of the Bureau and BNCCMC; and assists the Board and its individual members in carrying out their duties as Directors.
12. Develops and maintains effective organizational policies and ensures all Bureau activities are implemented within these established policies, guidelines, laws and ethical standards.
13. Responsible for achieving performance measurements established by the Board of Directors for the organization and individuals.
14. Performs such other duties as may be assigned by the Chairman and/or Board from time to time.

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
JOB DESCRIPTION

POSITION: Director of Sports Sales

STATUS: Full-time (*Exempt Position*)

REPORTS TO: V.P. of Convention Sales, Amateur Sports, Special Events and Services

SUMMARY:

Responsible for sales and marketing activities that promote the area to event planners for their competition, special events, trade shows, and conferences.

DUTIES AND RESPONSIBILITIES

- Solicit by phone, letter, direct mail and personal sales calls within assigned markets: National Governing Bodies, Amateur Sports disciplines and rights holders who have the potential to bring events to Buffalo.
- Prepare comprehensive bid proposals as required. This will include but is not limited to collecting hotel room block information from hotel and motels outlining availability and rates for hotel rooms and competition sites, in addition to any other pertinent material required in RFP.
- Assist in the development of marketing brochures and other collateral material to be used in the overall sales effort.
- Maintain an effective filing system to allow for orderly contact and follow up to potential event planners that would consider the Buffalo/Niagara area as a host to their event. Maintain assigned computer files, as well as the creation of new files through new business development.
- Make personal bid presentations to sporting/special event organizations as required.
- Help supervise the coordination of housing of attendees and registration services if needed.
- Work closely with the communications department to ensure proper press coverage and visibility for secured events.
- Work with communications department and convention services department in assisting organizations in suggesting area tours, entertainment, attractions and PR opportunities.

- Create and manage Local Organizing Committees when appropriate for large sporting events. Prepare agenda's to keep projects on a time line and on budget.
- Coordinate travel schedules and participate in appropriate trade shows as described in marketing plan.
- Preparation and dissemination of external reports to area hotels.
- Assist in organization, coordination and participation of sales blitzes, familiarization tours and work closely with committees.
- Assist in providing information for the preparation of the annual budget and marketing plan preparation, etc.
- File written reports of trips. Prepare other reports as required, including expense accounts, monthly reports, annual market actions plans, etc.
- Maintain good working relationships with the Area University and College athletic department staff and operations managers of area athletic venues.
- Achieve and/or exceed sales goals for leads, definites and room nights as outlined by the Director of Sales and Services.
- Oversee activities of Operations Assistant as necessary.
- Perform all other duties as required or requested.

Employee Signature

Department Head Signature

C. Giglia
01/10

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
JOB DESCRIPTION

POSITION: Director of Sports Development

STATUS: Full-time (*Exempt Position*)

REPORTS TO: V.P. of Convention Sales, Amateur Sports, Special Events and Services

SUMMARY:

Responsible for sales and marketing activities that promote the area to meeting planners for their amateur sporting events, conventions, trade shows, and conferences.

DUTIES AND RESPONSIBILITIES

- Solicit by phone, letter, direct mail and personal sales calls within assigned markets: National Governing Bodies, Amateur Sports disciplines and rights holders who have the potential to bring events to Buffalo.
- Prepare comprehensive bid proposals as required by National Governing Body. This will include but is not limited to collecting hotel room block information from hotel and motels outlining availability and rates for hotel rooms and competition sites, in addition to any other pertinent material required in RFP.
- Assist in the development of marketing brochures and other collateral material to be used in the overall sales effort.
- Maintain an effective filing system to allow for orderly contact and follow up to potential event planners that would consider the Buffalo/Niagara area as a host to their event. Maintain assigned computer files, as well as the creation of new files through new business development.
- Make personal bid presentations to sporting/special event organizations as required.
- Help supervise the coordination of housing of attendees and registration services if needed.
- Work closely with the communications department to ensure proper press coverage and visibility for secured events.
- Work with communications department and convention services department in assisting organizations in suggesting area tours, entertainment, attractions and PR opportunities.

- Create and manage Local Organizing Committees when appropriate for large sporting events. Prepare agenda's to keep projects on a time line and on budget.
- Coordinate travel schedules and participate in appropriate trade shows as described in marketing plan.
- Preparation and dissemination of external reports to area hotels.
- Assist in organization, coordination and participation of sales blitzes, familiarization tours and work closely with committees.
- Assist in providing information for the preparation of the annual budget and marketing plan preparation, etc.
- File written reports of trips. Prepare other reports as required, including expense accounts, monthly reports, annual market actions plans, etc.
- Maintain good working relationships with the Area University, College Athletic department staff, operations managers of area athletic venues, local sports and community organizations and Facility Managers.
- Achieve and/or exceed sales goals for leads, definites and hotel room nights as outlined by the Vice President of Sales and Services.
- Oversee activities of the Sports Services Manager as necessary.
- Public Relations to brand Sports Commission Locally & Nationally.
- Perform all other duties as required or requested.

Employee Signature

Department Head Signature

P. Harvey
01/10

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC
JOB DESCRIPTION

POSITION: Vice President of Marketing

STATUS: Full-time (*Exempt Position*)

REPORTS TO: President/CEO

SUMMARY:

The Vice President of Marketing is responsible for the formulation and implementation of programs and practices designed to foster an efficient and effective public relations and communications operation to promote the CVB's mission. The position shall function as an advisor to the CVB president, management team and staff on issues involving public relations, media relations, marketing, advertising, crisis communications, print and electronic media issues and promotions. The Vice President of Marketing will be responsible for supervising the Bureau's branding message, image and public relations campaigns, graphic standards, related communications functions and managing the staff assigned to the marketing department, as well as agencies on retainer.

DUTIES AND RESPONSIBILITIES:

- Development of annual CVB marketing plan for public relations, graphics and communications activities which position the Bureau as Buffalo Niagara's tourism and convention marketing agency.
- Development of marketing department's budget to support the marketing plan.
- Development and coordination of media relations program for CVB. Personal contact and relationship development with local media representatives to enhance CVB's position within local media community.
- Responsible for hiring, directing and supervising graphic artist/creative services manager, marketing manager, online content manager, communications manager and administrative positions.
- Assist president in the dissemination of information and publicity for public affairs issues impacting the hospitality industry, speech/letter writing.
- Coordinate and supervise production of CVB multi-media projects, including CVB promotional videos, power point presentations, commercials and PSA's.
- Supervise maintenance of an active and updated media list on local, regional and national publications and outlets.

- Responsible for overseeing coordination of CVB press conferences.
- Responsible for development and maintenance of CVB web sites.
- Responsible for production of new electronic media, including Blogs, Flash Videos, and Podcasts.
- Oversee creation of sales and marketing materials, including consumer and trade advertisements.
- Responsible for implementation of cultural tourism marketing initiatives. Serve as staff liaison to Board level Cultural Tourism Committee.
- Coordinate development and release of information specifically targeted to various media outlets; develops materials and writes articles in a continuing effort to obtain maximum media coverage, such as press kits, guidebooks, newspapers and magazines.
- Responsible for coordinating efforts between creative vendors (e.g. ad agency, public relations firm, web developers) and Bureau.
- Oversee development of advertising schedule and placements for Bureau.
- Supervision of tracking system for CVB publicity, promotions and media campaigns.
- Supervise production of CVB support materials, which may include ads, graphics, multi-media presentations, marketing campaigns and promotional/sales efforts; researches and writes promotional literature provided to convention attendees, tourists and media.
- Responsible for BNCVB Foundation development initiatives, including grant writing. Serve as staff liaison to local foundations.
- Serve as a staff liaison to assigned CVB committees. Serve as a public relations advisor to CVB's Board of Directors.
- Oversee production of annual report and electronic and print newsletters.
- Provides information assistance and services to travel writers, convention writers, food writers and other media; coordinates press trips and familiarization (FAM) tours.
- Other duties and responsibilities as assigned by the CVB president.

Employee Signature

Department Head Signature

Rev 01/10
E. Healy

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
JOB DESCRIPTION

POSITION: Sports Services Manager

STATUS: Full-time (*Exempt Position*)

REPORTS TO: Director of Sports Development

SUMMARY:

Create Manage, Research, Implement and Evaluate all sports special programs and events for the Buffalo Niagara Sports Commission.

DUTIES AND RESPONSIBILITIES:

- Manage and oversee the relationship between of the Buffalo Niagara Sports Commission staff and Advisory Council.
- Manage the Sports Services Program which includes overseeing the volunteer efforts of sports management interns and part time temporary event staff when necessary.
- Recruit and coordinate the Sports Internship Program.
- Manage the continued growth of the Buffalo Niagara Sports Commission brand.
- Manage and implement the Empire State Games Legacy Scholarship Program.
- Recruit, develop and train volunteers as needed for special events.
- Maintain updates and accuracy of the sports website.
- Work as liaison between client, Sports Commission advisory council members and with local venues.
- Assess the facility needs of clients and coordinate appropriate venues.
- Act as liaison with local organizing committees for athletic events booked in Buffalo.
- Collect appropriate material and insure accuracy of amateur athletic event bid documents, which could include proposals, contracts for transportation, attractions, venue requirements and political support letters, etc.

- Update and maintain database of event planners.
- Coordinate press opportunities with the Visit Buffalo Niagara's communications department.
- Manage the creation of sponsor opportunities and the fulfillment of sponsor packages.
- Write, design and coordinate quarterly sports e-newsletter.
- Provide backup support to convention and sales/service when necessary.
- Provide services as required by agreements with clients. I.e. welcome desks, signage, and banners.
- Assist in organization, coordination and participation of sales blitzes, familiarization tours and work closely with committees.
- Assist in the preparation of hotel/venue related correspondence of leads, definite bookings and lost business reports.
- Complete all other duties and responsibilities as required or requested.
- Assist in the supervision of full time administrative assistant (s)
- In consultation with other managers determine fiscal requirements and recommend budgetary procedures.
- Serve as liaison between Rights Holders and local sports entities.
- Supervise all staff and volunteers during actual event dates.
- Work in conjunction with Sales, Marketing, Financing and Communications staff to meet and exceed goals and objectives set forth through the annual marketing plan.

Employee Signature

Department Head Signature

J. Josker
Rev. 7/11

Buffalo Niagara Convention & Visitors Bureau

JOB DESCRIPTION

POSITION: Administrative Assistant – Sales & Services

STATUS: Full-time (Non-Exempt Position)

REPORTS TO: Sales Managers as Assigned

SUMMARY:

Responsible for administrative and clerical support for sales managers in the convention sales department and ensure the efficiency of operations through the application of the Bureau's policies and procedures.

DUTIES AND RESPONSIBILITIES:

- Standard office procedures for the following: typing, computer operations, filing, organizing materials, reports, correspondence, photocopying, faxing, invoicing, telephone calls, special projects, shipping, etc.
- Serve as primary administrative assistant to assigned sales managers.
- Maintain effective communication and rapport with staff on all levels of management.
- Responsible for recording and typing minutes for various meetings and mailing of meeting notices as requested.
- Update and maintain computerized mailing lists.
- Telephone responsibilities including answering incoming telephone calls in an efficient, professional, pleasant manor to obtain proper messages and distribution of messages.
- Scheduled weekly during one hour lunch period, to function as a relief receptionist/switchboard operator. Also scheduled at other times when necessary.
- Preparation of hotel related mailings and daily faxes of leads, definite bookings and lost business notices.
- Assist Sales Managers in providing information packets and bid/proposal books to prospective clients.
- Make travel arrangements for Sales Managers and/or Client Site Visits
- Complete all other duties and responsibilities as required or requested.

Employee Signature

Department Head Signature

H. Keller
3/10

**BUFFALO NIAGARA CONVENTION & VISITORS BUREAU
JOB DESCRIPTION**

POSITION: Director of Buffalo Ambassador Program

STATUS: Full-time (Exempt Position)

REPORTS TO: President and CEO

SUMMARY: The Buffalo Ambassador program engages citizens and hospitality professionals in an active effort to grow the impact of tourism to the WNY region. The directors' primary responsibility is to find those who desire to advance the future of tourism in WNY and place them in the appropriate role to do so.

Duties:

- Develop and maintain the database of all ambassadors, their roles, and manage the communication pathways for all segments, including email newsletters, and training events etc.
- Recruit members, triage interest for appropriate roles, and provide customer relationship management of those ambassadors documenting their activities in the CVB's CRM system.
- Serve as the coordinator and primary writer of the CVB President, Buffalo Ambassador, and Tourism Professionals e-newsletters.
- Analyze metrics associated with the ambassador database to identify trends, and marketing opportunities presented by the Ambassador force.
- Coordinate the development and future implementation of a Certified Tourism Ambassador program.
- Develop and manage a series of events to celebrate National Tourism Week to include both advocacy and recognition events throughout the week in coordination with the marketing department of the CVB.
- Stay abreast of tourism issues and opportunities and to share that information where appropriate with local ambassadors.
- Speak at local events about the hospitality industry and tourism trends where appropriate with the end goal of recruiting additional Ambassadors.

- Forward Ambassador sales leads to the VP of Sales and to report on conversion of those leads to business.
- Coordinate Quarterly Industry Meetings of the hospitality community.
- Oversee Visitor Center staff and operations and Visitor Readiness Programs.
- Other duties as instructed by the President.

Employee Signature

Department Head Signature

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
JOB DESCRIPTION

POSITION: Administrative Assistant – Sales & Services

STATUS: Full-time (*Non-Exempt Position*)

REPORTS TO: Sales Managers as Assigned

SUMMARY:

Responsible for administrative and clerical support for sales managers in the convention sales department and ensure the efficiency of operations through the application of the Bureau's policies and procedures.

DUTIES AND RESPONSIBILITIES:

- Standard office procedures for the following: typing, computer operations, filing organizing materials, reports, correspondence, photocopying, faxing, invoicing, telephone calls, special projects, shipping, etc.
- Serve as primary administrative assistant to assigned sales managers.
- Maintain effective communication and rapport with staff.
- Responsible for recording and typing minutes for various meetings and mailing of meeting notices as requested.
- Update and maintain computerized mailing lists.
- Telephone responsibilities including answering incoming telephone calls in an efficient, professional, pleasant manner to obtain proper messages and distribution of messages.
- Scheduled weekly during one hour lunch period, to function as a relief receptionist/switchboard operator. Also scheduled at other times when necessary.
- Preparation of hotel related mailings and daily faxes of leads, definite bookings and lost business notices.
- Assist Sales Managers in providing information packets and bid/proposal books to prospective clients.
- Make travel arrangements for Sales Managers and/or Client Site Visits
- Complete all other duties and responsibilities as required or requested.

Employee Signature

Department Head Signature

T.Martell
01/10

**BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
BUFFALO NIAGARA CONVENTION & VISITORS BUREAU FOUNDATION, INC.
BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT CORPORATION, INC.**

JOB DESCRIPTION

POSITION: Chief Financial Officer

STATUS: Full-time (*Exempt Position*)

REPORTS TO: President/CEO

SUMMARY – CHIEF FINANCIAL OFFICER

Serves as chief financial officer and directs financial affairs of the Buffalo Niagara Convention & Visitors Bureau, Inc. (the “BNCVB”), The Buffalo Niagara Convention & Visitors Bureau Foundation, Inc. (the “Foundation”) and the Buffalo Niagara Convention Center Management Corporation, Inc. (“BNCCMC”). As such, the CFO has the primary responsibility for monitoring and reporting on the financial position of the organization and the achievement of the objectives from a financial perspective as set forth in the Marketing Plan. Develops and directs organization’s financial and human resource policies and procedures, financial management procedures, prepares financial statements and reports and manages accounting personnel.

DUTIES AND RESPONSIBILITIES:

- Coordinates budget planning and approval process; produces and publishes annual budgets for BNCVB, The Foundation and BNCCMC.
- Monitors budget and prepares reports which summarize and forecast activity and financial position in areas of income, expense, earnings and net assets, assets and liabilities, based on past, present and projected operations.
- Establishes and monitors a system of internal controls to safeguard assets and maintain the integrity of BNCVB, Foundation and BNCCMC operations and transactions.
- Review vendor/service contracts for compliance and informs appropriate personnel of results, termination/renewal dates, insurance and other contractual requirements.
- Reviews and approves disbursements; supervises accounts payable; signs checks.
- Reviews and approves financial transactions subject to approval of the President.
- Directs the Treasurer in activities as custodian of funds, securities and assets.
- Review and approves single and multi year contracts; advises management of problems and opportunities with contracts.

- Reviews and monitors purchasing activities of department heads.
- Analyze, review and monitor hotel tax collections; assist county government with annual budgeting of projected hotel tax revenues and reports to the President and Board regarding the same.
- Maintains banking relationships and investment policies; monitors bank transactions and bank account reconciliations.
- Advises management about insurance coverage for protection against losses and potential liabilities.
- Advises management on desirable operational adjustments so as to comply with tax code provisions; monitors tax code revisions to ensure compliance.
- Arranges for audits of BNCVB, Foundation and BNCCMC books and accounts.
- Supervises the maintenance of all financial records. Directs the periodic review of these records to assure completeness.
- Prepares reports for regulatory agencies and various taxing authorities.
- Supervises payroll and human resources functions.
- Responds to request for financial information from department heads. Assists them with interpretation and budget management issues
- Provides support assistance and training to accounting personnel in the use of various computer applications in an effort to increase efficiency and productivity.
- Conducts special projects as assigned by the President/CEO and Board.
- Active involvement in development of revenue generating initiatives.
- Perform other related duties.

REQUIREMENTS:

- Four year degree from an academic institution accredited in accounting; MBA/CPA.
- Five to seven years related experience and training.
- Good judgment, integrity and extensive management experience.
- Good verbal and communication skills.
- Strong accounting and computer skills; ability to manage staff.

Employee Signature

President/CEO

Rev 01/08
D. Marzo

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
JOB DESCRIPTION

POSITION: Director of Tourism Sales

STATUS: Full-time; (*Exempt Position*)

REPORTS TO: V.P. of Convention Sales, Amateur Sports, Special Events and Services

SUMMARY:

Responsible for generating business from the group market including tour operators, travel agents, AAA offices, and any other markets that may be related. Assists with development and implementation of overall sales and marketing programs and promoting the Tourism industry in Buffalo, Erie County and Greater Niagara as a travel destination.

DUTIES AND RESPONSIBILITIES:

- Market the destination with an emphasis on overnight visitation to Buffalo and Erie County, as well as the sites and attractions throughout the Greater Niagara Region.
- Solicit Motorcoach Operators, Tour Operators, and Group Travel Planners to include Buffalo, Erie County & Greater Niagara in travel itineraries and packages. Meet and achieve annual sales goals.
- Assist in development of travel brochures, e-newsletters, sample itineraries, packages and other promotional materials to be used in overall tourism sales and marketing.
- Generate group tour sales leads and definite bookings. Maintain effective tracking system designed to allow effective contact follow-up. Maintain weekly performance reports.
- Maintain close working relationships with the Buffalo & Erie County hotels, attractions and cultural community. Assist in the development of travel packages and collateral for this market segment.
- Assist in the development of the group tour sales advertising program.
- Work with and maintain relationship with public officials and private sector organizations to keep aware of legislative matters and to assist in increasing funding for tourism-related programs.

- Make sales calls on Tour Operators, AAA's & CAA's to promote Buffalo and Erie County as a destination. Create leads and 12 RD's for follow up for future sales.
- Work closely with V.P. of Marketing to ensure proper press coverage and visibility of tourism news and programs.
- Assist with onsite marketing such as familiarization tours, site inspections and group tour leader programs.
- Attend regularly scheduled Tourism Marketing Meetings, coordinate subcommittees and direct as needed.
- Assist in development of V.P. of Sales Department annual Marketing Plan and Budget.
- Attend travel trade shows, sales blitzes and other sales and marketing programs as needed. Perform timely trip reports and direct follow-up as required.
- Act as project director the New York State Matching Funds program, coordinate Matching Funds program for Erie County and also the Greater Niagara Region.
- Work closely with WNY Tourism Promotion Agencies and Southern Ontario Agencies to promote tourism on a regional basis.
- Perform other related duties as required or requested by the V.P. of Sales.

Employee Signature

Department Head Signature

Rev 01/10
L. Mueller

**BUFFALO NIAGARA CONVENTION & VISITORS BUREAU
JOB DESCRIPTION**

POSITION: National Sales Manager

STATUS: Full-time (**Non-Exempt Position**)

REPORTS TO: V.P. of Convention Sales, Amateur Sports, Special Events and Services

SUMMARY:

Promotes and sells Buffalo as a convention and meeting destination for associations; achieves specific room night sales goals as assigned and reviewed annually.

DUTIES AND RESPONSIBILITIES:

- Solicit by phone, letter, direct mail, and personal sales calls within assigned markets: National Associations, Biomedical Sciences, Local University Market, Medical groups with a particular focus on the local medical community: hospitals, medical products, manufacturers, and HMO's.
- Assist in the development of invitational brochures, and other collateral material to be used in the overall sales effort.
- Maintain an effective computer system designed to allow for orderly, automatic contact and follow-up of potential groups that might meet in the Greater Buffalo area. Review of assigned computer files, as well as the creation of new business. This includes contact with local members of associations through the Buffalo Ambassador program, Universities and Hospitals.
- Make personal bid presentations to associations/conventions meeting in other cities as required.
- Help supervise the coordination of housing of delegates and convention registrations services between Convention Center and participating hotels and convening groups to ensure potential repeat business.
- Collect group information from hotels and motels on the availability and rates for guest rooms, meeting rooms, and restaurant facilities in addition to any other pertinent material in preparing proposals for future conventions.

- Work with communications department and convention services department in assisting organizations in suggesting area tours, entertainment, newspaper, radio and television publicity prior to and while they are in Buffalo.
- Coordinate travel schedules and participate in appropriate trade shows as assigned.
- Assist in organization, coordination and participation of sales blitzes, familiarization tours and work closely with committees.
- Assist in providing information for the preparation of the annual budget and marketing plan.
- File written reports of trips. Prepare other reports as required, including expense accounts, monthly reports, annual market action plans, etc.
- Make sales trips to the DC Capital area to personally call on association headquarters, as defined in the marketing plan.
- Make personal presentations to local University contact on how the CVB can work with them or bring conference business to Buffalo.
- Make weekly outside sales calls as necessary.
- Perform other related duties as required or requested.

Employee Signature

Department Head Signature

Rev 01/10
L. White

**BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
JOB DESCRIPTION**

POSITION: Director of Administration

STATUS: Full-time (*Exempt Position*)

REPORTS TO: President/CEO

SUMMARY:

Manage the day-to-day general business operations of the Buffalo Niagara Convention & Visitors Bureau under the direction of the President and serves as executive assistant to the President.

DUTIES AND RESPONSIBILITIES:

- Work with senior staff in developing a coordinated and integrated marketing and operations effort, consistent with the marketing plan and budget.
- Recruit new and replacement of administrative personnel. Review resumes, conduct initial interviews and make recommendations for subsequent interviews of qualified candidates with department heads.
- Oversee and coordinate purchasing and maintaining all office equipment (with assistance from Information Technology Manager). Coordinate computer software and other equipment training for staff.
- Perform the duties of the office of Corporate Secretary as required by the by-laws of the corporation for the CVB and Convention Center Boards. Maintain corporate minute books and by-laws. Coordinate monthly meetings, including location, catering, audio/visual requirements.
- Serve as staff liaison to the Officers Committee, Board of Directors, Search Committee, Strategic Planning Committee and other Board committees.
- Coordinate and participate in By-Laws/Governance Committee meetings. Work with Committee on developing Conflict of Interest Policy, By-Law Revisions, and other governance related matters.
- Work with Film Commissioner on various administrative projects such as development of new website, City funding contract, budgeting, economic impact report, location scouts, follow up on emails and telephone calls.
- Work with attorneys on various corporate matters such as incorporation documentation and 501(c)(3) application for Sports Commission.
- Assist Vice President of Sales with research and other projects.
- Assist Vice Presidents with job postings, interviews and follow up to potential candidates.

- Responsible for coordinating administrative coverage during vacations, personal appointments, illness, etc.
- Oversee the activities of non-exempt staff (administrative) and provide input to senior staff.
- Responsible for scheduling and coordinating executive management meetings and full staff meetings.
- Serve as executive assistant to the President, which includes management and coordination of calendar, travel arrangements, preparation of correspondence, reports, and annual marketing plan.
- Oversee and coordinate Visitor Guide advertising sales with outside sales representative.
- Provide office orientation and equipment training/programming for new staff.
- Carry out operational and managerial level tasks on behalf of the President.
- Counsel department managers and support staff on personnel issues.
- Oversee/coordinate CVB Board events and projects as determined by President, such as Strategic Plan and Legislative functions.
- Recommend and coordinate any changes to office layout. Coordinate all logistics related to office moves.
- Coordinate with building management for maintenance/cleaning required in leased office space.
- Maintain inventory of all office stationery and coordinate printing when necessary.
- Responsible for ordering all office supplies, furniture and equipment.
- Responsible for coordination of staff functions and events.
- Provide copy proofing/editing services for CVB newsletter, annual report, visitor guide, etc.
- Perform all other related duties as required or requested.

Employee Signature

Department Head Signature

Rev 12/09
J. Smith

**BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
JOB DESCRIPTION**

POSITION: Director of Creative Services Manager

STATUS: Full-time (*Exempt Position*)

REPORTS TO: Vice President of Marketing.

SUMMARY:

The Director of Creative Services Manager is responsible for the overall design, or development, management and production of all CVB publications and marketing collateral. Working within the framework of the Marketing Department, the Director of Creative Services shall function as an adviser to the staff on Bureau publications, print materials, web sites and other media involving graphic design.

DUTIES AND RESPONSIBILITIES:

- Manages the development and production of all CVB publications and printed material, including the Visitor's Guide, Group Tour Planner, Destination Planning Guide, Restaurant guide/maps, sales publications and special event materials, marketing brochures and special interest print publications developed and issued by the CVB.
- Responsible for the design, layout, creative, copy, pre-press and print supervision of all Bureau publications.
- Development of related publications budget items for department's, Bureau's marketing plan and Annual Business Review.
- Coordinates the development and continual maintenance (with the Information Technology Manager) of all CVB's Websites, e-mail campaigns and newsletters and other online media.
- Coordinates the creation and deployment of audio and video assets.

- Working within the Marketing Department, creates, develops and designs advertising campaigns and public relations print campaigns.
- Collects catalogs and negotiates terms for use of photography to be used for media relations purposes, advertising and websites; hires photographers, illustrators and other creative service vendors; produces photo shoots; takes photographs.
- Development and production of support materials necessary for CVB presentations, promotions, proposals, board meetings, sales and marketing efforts, industry events, etc.
- Obtain price quotes for printing and creative services projects.
- Supervision of tracking systems as it relates to research necessary for completion of publication projects.
- Oversees the work of the Graphic Designer.
- Other duties and responsibilities assigned.

Employee Signature

Department Head Signature

Rev 01/10
M. Steinberg

Buffalo Niagara Convention & Visitors Bureau

JOB DESCRIPTION

POSITION: Operations Manager/Production Services

STATUS: Full-time (Exempt Position)

REPORTS TO: Film Commissioner

DUTIES AND RESPONSIBILITIES:

- Coordinate launch of new website and maintain database including location library, local crew and vendors, etc.
- Serve as administrator of the Buffalo Niagara Film Commission website to approve new accounts and make edits and additions to web content as needed.
- Work with film commissioner to prepare quarterly production reports, CVB quarterly board reports and other activity reports.
- Assist film commissioner with travel and trade show arrangements.
- Assist with development and ordering of collateral materials, promotional items, etc.
- Assist film commissioner with ad development and placement in trade publications.
- Coordinate, attend and take notes for Film Commission Advisory Board meetings.
- Answer incoming calls and assist callers with requests, follow up to voicemail messages and triage email requests.
- Assist with logistics, planning and execution for location scouts and productions coming to the Region.
- Complete all other duties and responsibilities as required or requested.
- It should be noted that any of the above duties can occur outside of normal business hours including evenings, overnights, weekends and holidays.

Employee Signature

Department Head Signature

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
JOB DESCRIPTION

POSITION: Multicultural Sales Manager

STATUS: Permanent Part-time (*Non-Exempt Position*)

REPORTS TO: V.P. of Convention Sales, Amateur Sports, Special Events and Services

SUMMARY:

Responsible for sales and marketing activities that promote the area to meeting planners for their conventions, trade shows, conferences. Usually handles smaller meetings.

DUTIES AND RESPONSIBILITIES

- Generates hotel bookings from the Religious, Ethnic/Minority and African American market segments.
- Solicits and coordinates hotel and convention center cost projections and organizes facilities packages for meeting planner's consideration.
- Makes personal and telephone sales contacts to meeting planners in the Religious, Ethnic/Minority and African American market segments.
- Assists in planning and coordination of sales programs that will showcase the area as a convenient and economical meeting location.
- Plans and coordinates direct sales calls, sales blitzes, familiarization tours, site inspections and trade marketplaces as assigned.
- Keeps accurate and up to date files on all groups that have or may utilize area's meeting facilities.
- Provides monthly sales information to V.P. of Convention Sales for inclusion in departments various sales activity reports.
- Prepares written reports that coincide with annual market actions such as: sales trips, tradeshow results, expense reports, etc.

- Assist in the preparation of the annual budget and marketing plan.
- Perform all other duties as required or requested.

Employee Signature

Department Head Signature

D. Williamson
01/10

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.

JOB DESCRIPTION

POSITION: Information Specialist

STATUS: Part-time; (*Non-Exempt*)

REPORTS TO: Visitor Center Manager

SUMMARY:

Provide information/assistance to visitors at the Buffalo Visitor Center.

DUTIES & RESPONSIBILITIES:

- Welcome and provide quality and accurate information to visitors.
- Be knowledgeable of current events and driving directions.
- Assess visitors' needs, provide answers to questions, give directions and other assistance.
- Handle telephone inquiry calls.
- Computer operation knowledge to handle e-mail inquiries, as well as on-line CVB store orders.
- Record data on visitor traffic.
- Assemble information packets as needed and handle shipping/receiving arrangements.
- Stock brochure racks, counters and maintain inventory of brochures as needed.
- Provide assistance for merchandise sales.
- Handle daily cash, credit card, and banking transactions.
- Other duties as required by the BNCVB Marketing Department.

Employee Signature

Department Head

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.

JOB DESCRIPTION

POSITION: Information Specialist
STATUS: Part-time; *(Non-Exempt)*
REPORTS TO: Visitor Center Manager

SUMMARY:

Provide information/assistance to visitors at the Buffalo Visitor Center.

DUTIES & RESPONSIBILITIES:

- Welcome and provide quality and accurate information to visitors.
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- Assemble information packets as needed and handle shipping/receiving arrangements.
- Stock brochure racks, counters and maintain inventory of brochures as needed.
- Provide assistance for merchandise sales.
- Handle daily cash, credit card, and banking transactions.
- Other duties as required by the BNCVB Marketing Department.

Employee Signature

Department Head

**BUFFALO NIAGARA CONVENTION & VISITORS BUREAU
JOB DESCRIPTION**

POSITION: Graphic Designer – Marketing

STATUS: Part-time (Non Exempt)

REPORTS TO: Director of Creative Services

SUMMARY:

Assists with the graphic design and production of all the CVB's marketing materials and in the maintenance of all CVB websites.

DUTIES AND RESPONSIBILITIES:

- Graphic design and production of the CVB's marketing collateral, trade show and other signage, promotional items, maps, newsletters and other projects as assigned, and maintenance of all CVB websites.
- Maintain Creative Services digital and paper archives and files.
- Coordinate completion of assigned jobs by outside creative vendors, such as web developers, videographers and editors, photographers and illustrators.
- Assist on out of office photo shoots.
- Take photos and record video both in office and at out of office events where required
- Obtain price quotes for printing, online and other creative services projects.
- Fulfill creative asset (still images, video, etc.) requests from third parties.
- Complete all other duties and responsibilities as assigned.

Employee Signature

Department Head Signature

D. DellaVella
10/11