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November 15, 2018

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

Dear Mr. Graber:

Enclosed please find the 3rd quarter reports for 2018 outlining efforts made toward achieving funding purposes as stated in our Business Plan and Budget for Visit Buffalo Niagara and Buffalo Niagara Convention Center and financial statements for the period ending September 30, 2018.

Also enclosed are the 2019 Business Plans and Budgets for Visit Buffalo Niagara and the Buffalo Niagara Convention Center.

Sincerely,

A handwritten signature in black ink, appearing to read "Patrick J. Kaler", written over a white background.

Patrick J. Kaler
President and CEO

/Enclosures





November 15, 2018

I, the undersigned, do hereby certify based on my knowledge, the information provided herein:

- Is accurate, correct and does not contain any untrue statement of material fact;
- Does not omit any material fact which, if omitted, would cause the financial statements to be misleading in light of the circumstances under which such statements are made;
- Fairly presents, in all material respects, the financial condition and results of operations of the authority as of and for the periods presented in the financial statements.

Visit Buffalo Niagara

A handwritten signature in black ink, appearing to read "Patrick J. Kaler", written over a horizontal line.

Patrick J. Kaler
President and CEO





2018 Third Quarter Report

FINANCE & ADMINISTRATION				
Q3 Financials	Projected	Budgeted	Variance	% Variance
Revenues	\$ 3,374,819	\$ 3,314,188	\$ 60,631	1.83%
Expenses				
Marketing Department	\$ 1,040,651	\$ 979,771	\$ 60,880	6.21%
Convention Sales & Services	1,319,724	1,339,455	-19,731	-1.47%
Destination Development	164,463	160,903	3,560	2.21%
Airport Visitor Center	148,839	144,049	4,790	3.33%
Downtown Visitor Center	83,536	85,415	-1,879	-2.20%
Administrative & Finance	636,533	611,599	24,934	4.08%
TOTAL EXPENSES	\$ 3,393,746	\$ 3,321,192	\$ 72,554	2.18%
Increase (Decrease) In Net Assets	\$ (18,927)	\$ (7,004)	\$(11,923)	

SALES				
Q3 Sales Results	Goal	Actual	+/-	% Variance
Convention Leads	72	86	14	19.44%
Sports Leads	66	67	1	1.52%
Group Tour Leads	41	41	0	0.00%
Definite Business	108	116	8	7.41%
Hotel Room Nights	35,150	27,399	-7,751	-22.05%
YTD Sales Results	Goal	Actual	+/-	% Variance
Convention Leads	216	261	45	20.83%
Sports Leads	197	203	6	3.05%
Group Tour Leads	142	143	1	.70%
Definite Business	319	404	85	26.65%
Hotel Room Nights	119,300	108,146	-11,154	-9.35%
YOY Comparison	2018	2017	+/-	% Variance
Convention Leads	261	177	84	47.46%
Sports Leads	203	224	-21	-9.38%
Group Tour Leads	143	137	6	4.38%
Definite Business	404	353	51	14.45%
Hotel Room Nights	108,146	144,896	-36,750	-25.36%
Q3 Major Bookings		Hotel Room Nights	Economic Impact	
Civil Service Employees Association 2021 convention		3,160	\$1,885,000	
Delaware North		1,785	\$1,150,700	
Varsity Spirit Corporation Cheerleading Competition		1,514	\$1,088,460	
New Era Invitational Baseball Tournament		1,200	\$ 853,100	
The Cup North American Championships		750	\$ 640,978	
USA Hockey Boys Select Development Camp		705	\$ 500,362	
Wiremen's Association		680	\$1,397,250	
Amalgamated Transit Union		498	\$ 291,842	
Daughters of the American Revolution		450	\$ 228,140	
North American Niagara Showdown		405	\$ 392,520	
Adidas Empire Cup		400	\$ 385,376	

National Defense Industrial Association		296	\$334,266
Armor Modelling and Preservation Society		264	\$167,473
UB Dental Meeting		252	\$246,780
USS Massey DD 778 Military Reunion 2019		160	\$ 63,935
Covenant Truth Center		135	\$ 49,255
Q3 Site Visits		Hotel Room Nights	Economic Impact
Church of God 7 th Day – 2021 Convention		1960	\$ 923,466
United Synchronized Swimming Junior Olympics		1800	\$1,200,459
International Conference on Infrared, Millimeter and Terahertz Waves		1285	\$1,222,440
America Walks Association		665	\$ 757,200
New York State Telecommunications Association		210	\$ 135,725
Society of Women Engineers		205	\$ 414,759
Speed Skating Short Track Regional Championships		140	\$ 154,516
Army Security Agency Turkey Group		125	\$ 148,318
National Backgammon Tournament		95	\$ 129,064
American Volksparts Association		50	\$ 41,596
Bonotel Tours Luxury Foreign International Travelers - Western Europe		--	--
Knickerbocker Domestic Receptive Tour Operator for the Northeast		--	--
Q3 Lost Business			
Meeting/Event	Year(s)	Hotel Room Nights	Reason Lost
NYS Public Employees Federation	2019	2125	New Association Leadership – will rebid for 2021
Conference for Food Protection	2022	1845	Lost for Buffalo, after the BOD reached out to the locals in the area and found they were indifferent about finding the volunteers and resources to host the conference.
The Church of the Pentecost USA Inc.	2019	970	Lost to Albany, NY and their new convention center.
Center for Community Progress – Reclaiming Vacant Properties	2019	905	Lost to Marriott Marquis in Atlanta
US Grains Council	2021	905	Buffalo did not make the short list, group felt the lack of direct flights would affect their attendance.
Collaborative Family Healthcare Association	2018	860	Lost to Hyatt Regency Rochester
International Behavioral Neuroscience Society	2019	619	Lost to Boca Raton Resort; this meeting has future potential for the Buffalo area.
Mormon History Association	2020	500	Lost to Rochester, NY
National Association of State Aviation Officials	2020	405	Lost to Hyatt Regency Greenville
USS Little Rock Annual Reunion	2019	320	Lost for Buffalo, Group cited the Adam's Mark sale and renovations as the reason for booking Jacksonville FL and waiting to return in 2020.
The American Congress of Obstetricians and Gynecologists	2019	120	Lost to NYC.
USS Lewis DE-535	2019	40	Group voted to go to Nashville, we will re-bid for 2020.

Q3 Sales Initiatives and Programs

United Kingdom & Ireland Sales mission sponsored by ILNY – Appointments and product training presentations were made to 40 companies such as Thomas Cook, US Airtours, Travelpack, America As You Like It, STA Travel , Funway Holidays, Travelzoo to name a few.

California Sales Mission coordinated by Destinations of New York State – Two full days of presentations and product training with Domestic and International Tour Operators with a concentration on the Japanese and Asian markets.

Washington DC and Alexandria VA Sales Mission (August) - a total of nine appointments with National Association Meeting and Event Planners were organized, A luncheon was planned for Smith Bucklin Associates for networking and to create awareness of Buffalo's Convention and Meeting product.

DMO IMEA – Talley Group of Cities, (Buffalo, Birmingham, Bloomington, Omaha, Oklahoma City, and Wichita) co-hosted a suite at the Nationals Game where 27 National Association Meeting Planners attended. Attendance at the event out almost immediately once it was announced. We believe our participation with our six City Consortium, has propelled our exposure to National Association meeting planners far greater that we could have on our own.

Washington DC Sales Mission (September) – Together with NYS CVB partners we fair-shared the PCMA Capital Chapter and MPI Potomac Chapter fall networking event 50 meeting planners were in attendance. In addition VBN hosted a luncheon for six National Association meeting planners and conducted six pre-arranged sales appointments where we gave our perspective clients an apple pie as a thank you gift. The pies were a hit.

Connect Association – VBN fair shared attendance with the Buffalo Niagara Convention Center, Hyatt Regency Buffalo, and Adam's Mark Hotel & Events Center. 72 appointments were conducted with National and Regional Association Planners, seven immediate leads were discussed and disseminated upon our return from the tradeshow to our hospitality partners.

CVBREPS Summer Social – VBN sales representatives who are active in this limited membership organization attended the event in order to network with National Association Planners. 131 planners attended.

MPI Potomac Chapter- VBN Sales Representatives attended the Chapter meeting for networking opportunities, while in DC they attended a CMP Review Course.

SPORTS Relationship Conference – 22 appointments with Sport Governing Bodies were conducted - six immediate leads were discussed with an additional five needing further development.

Connect Sports – Salt Lake City, 35 pre-arranged sales appointments were conducted with National Governing Bodies - six immediate leads were discussed with ten prospective events needing further development before an RFP can be prepared.

Connect Specialty – Salt Lake City, 31 pre-arranged sales appointments were conducted with Fraternal, Third Party Independent Meeting Planners, & Ethnic Minority Meeting Planners. At this tradeshow one immediate lead was garnered and three additional leads which need further development.

Small Market Meetings 2018 – is a national organization for small to medium sized convention & conference group planners conducted in a more intimate size so they are not overshadowed by large meeting and event planners. 33 meeting planners in total stopped at the tradeshow booth to discuss meeting and convention options. One immediate lead was acquired.

Destinations International – VBN sales representatives attended DI the world's largest and most reliable resource for destination organizations. DI is the forum to educate and inform members through education sessions and networking.

MARKETING

Q3 Website & Mobile	2018	2017	Variance
Website Sessions	443,228	356,978	24.16%
Pageviews	897,393	800,191	12.15%
Time on Page	1:27	1:41	-13.86%
YTD Website & Mobile	2018	2017	Variance
Website Sessions	1,105,864	1,011,147	9.37%
Pageviews	2,219,542	2,044,395	8.57%
Time on Page	1:25	1:39	-14.14%
Social Media	2018	2017	Variance
VBN on Facebook	91,949	83,465	10.16%
Twitter	28,189	25,023	12.65%
Instagram	28,632	22,856	25.27%

Domestic Advertising / Marketing

The highlight of the third quarter was the recognition of the Unexpected Buffalo campaign by the United States Travel Association as the best Branding and Integrated Marketing Campaign in the City and Region DMO category (\$1 million to \$2.5 million budget) at the ESTO conference in August. The judges described the campaign as “Masterful, cheeky and smart.”

In addition, our media relations efforts continue to bear fruit. Buffalo was featured in the Sunday Times of London, the Wall Street Journal and the Washington Post in Q3, after hosting press trips for writers from each of these publications. Other highlights included a “36 Hours in Buffalo” travel feature in the New York Times. The coverage is consistently enthusiastic and in keeping with our efforts to depict Buffalo as a city undergoing a dramatic transformation and a destination that offers travelers unexpected variety, value and enjoyment.

The implementation of the Unexpected Buffalo campaign continued in digital, print, TV and out-of-home platforms. Print insertions were featured in key feeder markets Rochester, Erie, Pittsburgh, Toronto and the Finger Lakes. Transit advertising was also visible in the GTA. The roll-out of the Buffalo Wing Trail in nearby markets in both print and OOH media also continued this quarter. In addition, the Craft Beer Marketing Initiative (supported by a Market NY grant) continued in Q3.

Canadian Marketing Initiative

Targeting the Ontario market continues to be a priority of our marketing efforts. Ontario consumers are being targeted with messaging for the Unexpected Buffalo, Buffalo Wing Trail and Buffalo Brewcation Destination craft beer campaigns throughout the third quarter. Additionally, we continue to engage Canadian consumers via our monthly e-newsletter program.

Social Media

On Instagram, #TravelBUF, our user-generated imagery campaign, continues to be a main source of beautiful Buffalo imagery to share on our channels. At the close of Q3, submissions to our hashtag campaign exceeded 45,500 submissions.

Video content continued to be a mainstay of our social outreach in Q3. From Buffalo Stories, Facebook Live, Buffalo Wing Trail, promo videos for the CMC Jazz Fest, Garden Walk, Elmwood Festival of the Arts, and more, our videos amassed a viewership of 200,000 views. Visit Buffalo Niagara’s original content also called on our staff and guest contributors to submit over 85 blogs and pieces of written content for distribution on our social channels.

Video Production

The release of videos highlighting the twelve Wing Trail locations was completed in the weeks leading up to the National Buffalo Wing Festival on Labor Day weekend. New “Buffalo Stories” videos featuring the Springville Auction and the Music is Art festival were released in Q3 and high profile events promoted on social video through short social media commercials. A video short promoting Buffalo as a craft beer destination has been seen more than 377,000 times on Instagram and generated more than 2,000 likes. Work is also underway on the “Buffalo 101” series in which Millennial and Gen-X Buffalonians talk about their passions and pursuits in Buffalo. These videos will be distributed via Facebook and Instagram starting in Q4. In addition, production of the new Unexpected Buffalo :30 commercial that will be a part of the 2019 campaign is nearing completion as is a video highlighting all there is to see and do in East Aurora.

Media Relations				
Media Outlet	Circulation	Media Value	Headline and Quotes/Highlights	
The Sunday Times of London	1,780,223	\$49,672	Buffalo: America's Coolest Summer City	
The Wall Street Journal	9,208,795	\$298,110	Escape to Buffalo: A Skeptic's Guide to a Great Weekend Getaway	
The New York Times	26,566,297	\$420,247	In the Land of Buffalo Wings, a Vegan-Only Mecca	
The Pittsburgh Post-Gazette	804,839	\$15,918	RiverWorks Puts Grain Silos Back to Work	
Lonely Planet	1,312,350	\$28,055	Hike, Paddle, Pedal and Zip: 4 Outdoor Adventures in Buffalo	
The Toronto Sun	329,000	\$7,516	Winging It in Buffalo	
The Washington Post	19,633,687	\$276,683	Six U.S. Budget Vacation Destinations	
Architectural Digest	601,267	\$4,885	A First Look at the Building That Helped Define Frank Lloyd Wright's Career	
The Pittsburgh Post-Gazette	804,839	\$10,239	Duende is Becoming ... A Bar Among Grain Silos	
The Christian Post	260,370	\$863	History and Wings, Not Architecture, Await in Buffalo	
INDUSTRY RELATIONS / DESTINATION DEVELOPMENT				
Q3 Downtown VIC	2018	2017	Variance	
Walk-In Traffic	8,809	9,250	-4.77%	
Merchandise Sales	\$10,984	\$10,404	5.58%	
YOY Downtown VIC				
Walk-In Traffic	10,569	11,106	-4.84%	
Merchandise Sales	\$21,527	\$23,048	-6.60%	
Q3 Airport VIC				
Walk-In Traffic	24,808	24,013	3.31%	
Merchandise Sales	\$89,219	\$87,193	2.32%	
YOY Airport VIC				
Walk-in Traffic	51,418	51,833	-.80%	
Merchandise Sales	\$195,511	\$198,919	-1.71%	
Q3 Travel Pulse				
July	1,522	1,591	-4.34%	
August	1,588	1,591	-.19%	
September	1,536	1,579	-2.72%	
Q3 Tourism Insider				
September	2,772	Did not send		
Q3 Ambassador/Volunteer Engagement				
Date	Convention/Event Name	# of Volunteers	# of Hours	Total Hours
7/7/2018	USA Hockey Development Camps	2	4.5	9
7/15/2018	USA Hockey Development Camps	2	4.5	9
7/21-7/22/2018	Niagara Long Course Swimming Championships	4	4-4.5 hr shifts	30
7/25/2018	2018 NSA Girls Fast Pitch World Series	18	4.5 hr shifts	81
8/2-8/5/2018	Senior Zone Swim Championships	5	2.5-4.5 hr shifts	34
8/7-8/8	International Thunderbird	4	3 hr shifts	12
8/13-8/15/2018	Marine Corps Convention	6	3 hr shift	24
9/1-9/2	National WingFest	18	2 hr shift	38
9/11/2018	Catholic Charities Convention	2	3 hr shift	6
9/23/2018	2018 USATF Masters 5K Cross Country Championships	4	1-4 hr shifts	15
9/24/2018	APTI 2018 Annual Conference	1	3	3
	TOTAL	66		261

Q3 Visit Buffalo Niagara Academy Programs			
Industry Meeting	Date	Attendance	
Industry Night on the Roycroft Campus	July 19	52	
Industry Night at the Barrel Factory	August 23	45	
Q3 Industry Meeting at the Terrace at Delaware Park	September 12	65	
Erie County Convention Center Study Press Conference	September 20	59	
Industry Night at Frank Lloyd Wright's Martin House	September 27	53	
Front-Line Staff Training	Date	Attendance	Survey Score
Ellicott Hospitality Group	July 11	14	5
A2D Training – volunteer	July 26	1	5
A2D Training – volunteer	August 15	2	5
A2D Training – Walden Galleria staff and new volunteers	September 20	4	5

VBN EVENTS CALENDAR			
Event	Date	Location	Description
Delila – Extranet Training	Nov. 15	East Aurora Chamber	EA partners attending to learn how to update listing, add events to calendar, etc.
Industry Night at Botanical Gardens	Dec. 5	Buffalo & Erie County Botanical Gardens	Poinsettia show opening
VBN Open House	Dec. 12	VBN Visitor Center	Holiday decorations, goodies and discounts for holiday shoppers
National Travel & Tourism Week/Beacon Awards	May 7	Various activities throughout county; luncheon at BNCC	Celebrate tourism; recognize Beacon Award winners



Buffalo Niagara Convention & Visitors Bureau, Inc.

FINANCIAL STATEMENTS

SEPTEMBER 30, 2018 AND 2017

UNAUDITED

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
FINANCIAL STATEMENTS
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018 AND 2017

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BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
BALANCE SHEET
SEPTEMBER 30, 2018 AND 2017



UNAUDITED

	2018	2017
<u>ASSETS</u>		
Current assets:		
Cash and cash equivalents	\$ 1,451,903	\$ 1,547,440
Accounts Receivable - Erie County	-	-
Accounts Receivable - Trade	42,067	24,370
Grants Receivable	96,066	40,000
Prepaid expenses and supplies	118,314	105,231
Total current assets	1,708,350	1,717,041
Property and equipment, net	52,121	55,506
Total assets	\$ 1,760,471	\$ 1,772,547

LIABILITIES AND NET ASSETS

Current liabilities:		
Short-term borrowings	\$ -	\$ -
Accounts payable and accrued expenses	188,472	168,374
Accounts payable - Foundation	31,379	14,084
Accounts payable - BNSDC	16,250	-
Deferred revenue - Other	14,084	14,084
Deferred revenue - Erie County Grant	872,235	876,205
Total current liabilities	1,122,420	1,072,747
Net assets	638,051	699,800
Total liabilities and net assets	\$ 1,760,471	\$ 1,772,547

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
STATEMENT OF ACTIVITIES
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018 AND 2017

	Actual 9 Months 09/30/18	Budgeted 9 Months 09/30/18	\$ Variance Over (Under)	% Variance Over (Under)	Annual Budget 2018	Actual 9 Months 09/30/17
REVENUES	<u>\$ 3,374,819</u>	<u>\$ 3,314,188</u>	<u>\$ 60,631</u>	<u>1.83%</u>	<u>\$ 4,285,220</u>	<u>\$ 3,338,224</u>
MARKETING DEPARTMENT EXPENSES	\$ 1,040,651	\$ 979,771	\$ 60,880	6.21%	\$ 1,225,100	\$ 1,027,521
SALES & SERVICES DEPARTMENT EXPENSES	979,160	1,019,475	(40,315)	-3.95%	1,295,335	1,261,377
SPORTS SALES & SERVICES DEPARTMENT EXPENSES	340,564	322,980	17,584	5.44%	424,175	-
DESTINATION DEVELOPMENT	164,463	160,903	3,560	2.21%	210,550	147,883
AIRPORT VISITOR CENTER EXPENSES	148,839	144,049	4,790	3.33%	188,260	149,952
BUFFALO VISITOR CENTER EXPENSES	83,536	85,415	(1,879)	-2.20%	114,650	78,720
ADMINISTRATIVE & FINANCE EXPENSES	636,533	611,599	24,934	4.08%	827,150	574,905
TOTAL EXPENSES	<u>\$ 3,393,746</u>	<u>\$ 3,324,192</u>	<u>\$ 69,554</u>	<u>2.09%</u>	<u>\$ 4,285,220</u>	<u>\$ 3,240,358</u>
INCREASE (DECREASE) IN NET ASSETS	\$ (18,927)	\$ (10,004)	\$ (8,923)		\$ -	\$ 97,866
NET ASSETS - BEGINNING	656,978	656,978	-		601,934	601,934
NET ASSETS - ENDING	<u>\$ 638,051</u>	<u>\$ 646,974</u>	<u>\$ (8,923)</u>	<u>-1.38%</u>	<u>\$ 601,934</u>	<u>\$ 699,800</u>

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
TOTAL REVENUES
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018 AND 2017

	Actual 9 Months 09/30/18	Budgeted 9 Months 09/30/18	\$ Variance Over (Under)	% Variance Over (Under)	Annual Budget 2018	Actual 9 Months 09/30/17
Erie County Grant	\$ 2,616,702	\$ 2,617,452	\$ (750)	-0.03%	\$ 3,489,938	\$ 2,628,615
BNCC Management Fee Allocation	-	3,000	(3,000)	-100.00%	4,000	-
Visitor Guide Advertising	267,786	286,750	(18,964)	-6.61%	286,750	279,767
Assessments - Convention	-	-	-	-	-	14,870
NYS Matching Funds Program	63,713	61,000	2,713	4.45%	61,000	60,927
Joint/Co-Op - Marketing	25,544	25,500	44	0.17%	27,500	18,100
Joint/Co-Op - Sales	78,149	45,500	32,649	71.76%	65,000	61,065
Joint/Co-Op - Destination Development	12,505	25,000	(12,495)	-49.98%	35,500	12,630
Grant Revenues	91,421	30,000	61,421	204.74%	30,000	40,000
Merchandising Revenues - BVC	21,527	24,435	(2,908)	-11.90%	32,000	23,048
Merchandising Revenues - Airport VC	194,772	194,025	747	0.39%	252,000	197,904
Interest Income	31	26	5	19.23%	32	31
Miscellaneous Income	2,669	1,500	1,169	77.93%	1,500	257
Merchandising Revenues - Conventions	-	-	-	-	-	1,010
Total Revenues	\$ 3,374,819	\$ 3,314,188	\$ 60,631	1.83%	\$ 4,285,220	\$ 3,338,224

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
TOTAL EXPENSES
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018 AND 2017

	Actual 9 Months 09/30/18	Budgeted 9 Months 09/30/18	\$ Variance Over (Under)	% Variance Over (Under)	Annual Budget 2018	Actual 9 Months 09/29/17
<u>Personnel Costs:</u>						
Salaries	\$ 1,271,721	\$ 1,265,238	\$ 6,483	0.51%	\$ 1,695,250	\$ 1,232,911
Payroll Taxes & Fringe Benefits	238,086	242,943	(4,857)	-2.00%	325,400	226,866
Training	46,355	42,102	4,253	10.10%	48,500	40,509
Total Personnel Costs	\$ 1,556,162	\$ 1,550,283	\$ 5,879	8.61%	\$ 2,069,150	\$ 1,500,286
<u>Sales & Marketing Expenditures:</u>						
Advertising	\$ 459,285	\$ 443,345	\$ 15,940	3.60%	\$ 546,100	\$ 409,381
Convention Commitments	169,440	200,500	(31,060)	-15.49%	261,000	146,083
Visitor Guide	198,002	213,000	(14,998)	-7.04%	219,000	202,297
Tradeshows	112,889	119,805	(6,916)	-5.77%	161,000	132,864
Printing	38,443	16,875	21,568	127.81%	18,000	23,813
Postage	6,118	5,910	208	3.52%	8,300	5,620
Sales Bids & Promotions	90,521	85,300	5,221	6.12%	100,000	93,772
Convention Sales & Services	20,774	27,465	(6,691)	-24.36%	36,000	21,705
Travel & Meetings	38,940	34,685	4,255	12.27%	43,250	35,240
Receptions	5,988	9,750	(3,762)	-38.58%	14,250	10,983
Research	29,574	26,250	3,324	12.66%	34,000	45,522
Website Development/Hosting	49,496	50,625	(1,129)	-2.23%	62,000	38,960
Familiarization Tours	57,069	73,170	(16,101)	-22.00%	80,000	57,855
Professional Fees & Public/Media Relations	5,650	-	5,650	-	-	31,437
Freelance/Graphic Artist	9,337	9,260	77	0.83%	10,000	11,441
Regional Marketing	13,630	13,500	130	0.96%	13,500	13,122
Airport Visitor Center Operations	107,794	97,605	10,189	10.44%	127,960	107,622
Market Arcade Visitor Center Operations	28,253	30,533	(2,280)	-7.47%	41,450	27,718
Promotional Items	17,052	8,540	8,512	99.67%	13,500	9,026
Destination Development	72,308	66,920	5,388	8.05%	86,250	62,980

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
TOTAL EXPENSES
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018 AND 2017

	Actual 9 Months 09/30/18	Budgeted 9 Months 09/30/18	\$ Variance Over (Under)	% Variance Over (Under)	Annual Budget 2018	Actual 9 Months 09/29/17
Film/Video/Photo Productions	45,266	12,795	32,471	253.78%	27,500	19,634
Photography	7,520	6,015	1,505	25.02%	10,000	11,650
Online Media Resource	1,331	1,503	(172)	-11.44%	2,000	3,280
Social Networking/Wing Trail	7,178	747	6,431	860.91%	1,000	4,795
Total Sales & Marketing Expenditures	\$ 1,591,858	\$ 1,554,098	\$ 37,760	2.43%	\$ 1,916,060	\$ 1,526,800
Technology & Equipment	9,277	3,125	6,152	196.86%	8,500	12,000
Departmental Administrative Expenses	236,449	216,686	19,763	9.12%	291,510	201,272
Total Expenses	\$ 3,393,746	\$ 3,324,192	\$ 69,554	2.09%	\$ 4,285,220	\$ 3,240,358

BUFFALO NIAGARA CONVENTION CENTER			
Q3 Revenue	Goal	Actual	Variance
Rent Revenue	\$130,548	\$148,900	14.06%
F&B Revenue	\$517,700	\$482,847	-6.73%
Electrical Service	\$44,350	\$47,187	6.40%
Other Revenue	\$41,189	\$38,240	-7.16%
TOTAL REVENUE	\$733,787	\$717,174	-2.26%
YTD Revenue	2018	2017	Variance
Rent Revenue	\$642,365	\$605,018	6.17%
F&B Revenue	\$2,433,835	\$2,408,452	1.05%
Electrical Service	\$143,921	\$156,694	-8.15%
Other Revenue	\$147,187	\$143,457	2.60%
TOTAL REVENUE	\$3,367,308	\$3,313,621	1.62%
Q3 Events	2018	2017	Variance
Number of Events	20	26	-23.08%
Attendance	19,310	19,545	-1.20%
YTD Events	2018	2017	Variance
Number of Events	95	102	-6.86%
Attendance	219,719	205,318	7.01%
F&B Profit Margin	29.4%	31.2%	-5.77%
Guest Satisfaction Survey	4.75	4.83	-1.66%
Comments Q3			
<p>Total revenues were down to budget in the third quarter of 2018 by \$17k or 2.3%. The increase in rentals in Q3 2018 of \$18k was a result of larger attendance for Queen City Conquest (+\$5k) and the APT Buffalo Niagara event (\$11k) that was not previously budgeted. The decrease in food and beverage revenues in Q3 2018 was due to timing as an M&T group was budgeted for July but occurred in June. Electrical revenues were up slightly to budget in Q3 due to the addition of the ATP Buffalo Niagara event. Other revenues were slightly down to budget due to a slight decrease in pass-through charges to clients.</p>			
Q3 Major Events Hosted			
Month	Event Name	Number of Attendees	
July	NYS Board of Law Examiners - July Exam	2,800	
August	City of Buffalo - 17th Annual Mayor Byron W. Brown's Kids Summer Reading Challenge	3,000	
August	Battle at the Border 2018	1,700	
August	Marine Corps League - National Convention	725	
August	North American Scrabble Players Association - National Scrabble Championship	431	
September	U.B. Dental Alumni Association - Buffalo Niagara Dental Meeting	2,500	
September	Queen City Comics - Buffalo Comicon 2018	2,000	
September	Kaleida Health Foundation - 2018 Gala	940	
September	Town Square Media - 2018 Diversity Job Fair	800	
September	The Association for Preservation Technology International - APT Buffalo Niagara 2018	525	
September	Catholic Charities USA - Annual Gathering	438	
September	Stampede Global - 2018 Vendor Summit	300	

Q3 Major Events Booked		
Year	Event Name	Expected Revenue
2018	Conesus Fest for Charity - World's Largest Disco	\$115,000
2019	Niagara Frontier Auto Dealers - 2019 Auto Show	\$143,000
2019	Moog Inc. - 2019 Mid-Winter Bash	\$83,000
2019	Dave & Adam's Card World - 2019 Nickel City Con	\$65,300
2019	National Rural Electric Cooperative - Regional 1 & 4 Meeting	\$49,000
2019	Cheersport - 2019 Cheerleading Competition	\$28,000
2019	2019 Buffalo Wine Festival	\$8,700
2021	Civil Service Employees Association - 2021 Annual Delegates Meeting	\$63,000

Q3 Notable Sales Activities	
Date	Program
July	Site Inspection - America Walks
August	Attended Connect Association Marketplace w/VBN and partners - Salt Lake City
August	Site Inspection - CityMatCH
August	Site Inspection - IRMMW & THz Waves
August	Site Inspection - NYS Telecommunications Association
September	Hosted and participated in the VBN/BNCC Customer Advisory Council
September	Hosted and participated in Convention Center Study Press Conference
September	Hosted presentation of Convention Center Study by consultant to key customers
September	Attended VBN Director of Sales Meeting
September	Site Inspection - Society of Women Engineers



**Buffalo Niagara Convention Center Management
Corporation**

FINANCIAL STATEMENTS

SEPTEMBER 30, 2018 and 2017

UNAUDITED

***BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT
CORPORATION***

FINANCIAL STATEMENTS

FOR THE MONTH AND NINE MONTHS ENDED SEPTEMBER 30, 2018 AND 2017

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**BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT CORP.
BALANCE SHEET
SEPTEMBER 30, 2018 AND 2017**

UNAUDITED

	2018	2017
<u>ASSETS</u>		
Current assets:		
Cash and cash equivalents	\$ 1,684,913	\$ 1,481,178
Accounts receivable (net)	567,004	417,293
Accounts Receivable - County Grant	-	-
Inventory	56,804	59,978
Prepaid expenses	111,248	118,166
Total current assets	2,419,969	2,076,615
Property and equipment, net	-	-
Total assets	\$ 2,419,969	\$ 2,076,615

LIABILITIES AND NET ASSETS

Current liabilities:		
Short-term borrowings	\$ -	\$ -
Current portion of long-term debt	-	-
Accounts payable and accrued expenses	537,308	322,683
Deferred revenue - Erie County Grant	448,758	437,813
Deferred revenue - Technology Grant	-	-
Deferred revenue - Other	157,057	141,725
Total current liabilities	1,143,123	902,221
Long-term debt	-	-
Net Assets:		
Net assets - unrestricted	1,276,846	1,174,394
Total liabilities and net assets	\$ 2,419,969	\$ 2,076,615

BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT CORP.
STATEMENT OF ACTIVITIES
SEPTEMBER 30, 2018 AND 2017

UNAUDITED

	<u>Actual September 2018</u>	<u>Budget September 2018</u>	<u>\$ Variance Over (Under)</u>	<u>% Variance Over (Under)</u>	<u>Actual September 2017</u>
Technology Grant	\$ -	\$ -	\$ -	0%	\$ -
County Grant Funds	149,586	149,586	-	0%	145,938
Other revenues	235,675	178,107	57,568	32%	99,675
Total Revenues	<u>385,261</u>	<u>327,693</u>	<u>57,568</u>	<u>18%</u>	<u>245,613</u>
Payroll and related costs	185,364	202,089	(16,725)	-8%	184,610
Professional fees	13,704	12,212	1,492	12%	7,172
Supplies	21,237	18,173	3,064	17%	8,215
Telephone	12,682	6,679	6,003	90%	7,626
Postage and Freight	142	187	(45)	-24%	109
Occupancy costs	64,864	45,690	19,174	42%	42,875
Equipment rental and maintenance	15,652	10,025	5,627	56%	8,023
Travel expenses	2,288	2,876	(588)	-20%	6,081
Promotional expenses	12,387	9,815	2,572	26%	14,889
Other Expenses	3,855	4,758	(903)	-19%	2,890
Depreciation expense	-	-	-	0%	-
Capital Equipment Purchases	-	15,000	(15,000)	-100%	-
Total Operating expenses	<u>332,175</u>	<u>327,504</u>	<u>4,671</u>	<u>1%</u>	<u>282,490</u>
Increase (decrease) in net assets	53,086	189	52,897	27988%	(36,877)
Net assets - beginning	1,223,760	1,121,253	102,507	9%	1,211,271
Net assets - ending	<u><u>\$1,276,846</u></u>	<u><u>\$ 1,121,442</u></u>	<u><u>\$ 155,404</u></u>	<u><u>14%</u></u>	<u><u>\$1,174,394</u></u>

BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT CORP.
STATEMENT OF ACTIVITIES
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018 AND 2017

UNAUDITED

	<u>Actual September 2018</u>	<u>Budget September 2018</u>	<u>\$ Variance Over (Under)</u>	<u>% Variance Over (Under)</u>	<u>Actual September 2017</u>
Technology Grant	\$ -	\$ -	\$ -	0%	\$ -
County Grant Funds	1,346,273	1,346,274	(1)	0%	1,313,438
Other revenues	1,629,280	1,478,717	150,563	10%	1,592,929
Total Revenues	<u>2,975,553</u>	<u>2,824,991</u>	<u>150,562</u>	<u>5%</u>	<u>2,906,367</u>
Payroll and related costs	1,695,018	1,693,298	1,720	0%	1,623,553
Professional fees	111,918	136,411	(24,493)	-18%	107,913
Supplies	213,479	163,539	49,940	31%	195,847
Telephone	66,031	60,109	5,922	10%	55,864
Postage and Freight	1,602	1,683	(81)	-5%	1,456
Occupancy costs	495,371	472,177	23,194	5%	459,056
Equipment rental and maintenance	100,232	90,214	10,018	11%	79,368
Travel expenses	17,129	25,872	(8,743)	-34%	26,131
Promotional expenses	73,006	88,343	(15,337)	-17%	56,809
Other Expenses	38,345	50,327	(11,982)	-24%	41,263
Depreciation expense	-	-	-	0%	-
Capital Equipment Purchases	-	35,000	(35,000)	-100%	420
Total Operating expenses	<u>2,812,131</u>	<u>2,816,973</u>	<u>(4,842)</u>	<u>0%</u>	<u>2,647,680</u>
Increase (decrease) in net assets	163,422	8,018	155,404	1938%	258,687
Net assets - beginning	1,113,424	1,113,424	-	0%	915,707
Net assets - ending	<u><u>\$ 1,276,846</u></u>	<u><u>\$ 1,121,442</u></u>	<u><u>\$ 155,404</u></u>	<u><u>14%</u></u>	<u><u>\$ 1,174,394</u></u>

BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT CORP.
SCHEDULE OF FOOD SERVICE OPERATIONS
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018 AND 2017

UNAUDITED

	<u>For the Month</u>		<u>Year To date</u>		<u>Year To Date</u>	
	<u>September</u>		<u>September</u>		<u>September</u>	
	<u>2018</u>	<u>%</u>	<u>2018</u>	<u>%</u>	<u>2017</u>	<u>%</u>
<u>Sales:</u>						
Sales - Food	\$337,321	88.4%	\$2,067,139	84.9%	\$ 2,047,061	85.0%
Sales - Beverage	43,493	11.4%	360,886	14.8%	355,206	14.7%
Sales - Vending all	795	0.2%	6,056	0.2%	6,185	0.3%
Sales - Non-foods Other	-	0.0%	-	0.0%	-	0.0%
Total Sales	<u>381,609</u>	<u>100.0%</u>	<u>2,434,081</u>	<u>100.0%</u>	<u>2,408,452</u>	<u>100.0%</u>
<u>Cost of Sales:</u>						
Cost of Sales - Food	114,718	34.0%	663,687	32.1%	627,722	30.7%
Cost of Sales - Beverage	8,759	20.1%	89,935	24.9%	90,863	25.6%
Cost of Sales - Vending all	360	45.3%	3,562	58.8%	3,408	55.1%
Cost of Sales - Non foods & Other	411	0.1%	12,103	0.5%	13,110	0.5%
Cost of Sales - Employee meals	-	0.0%	-	0.0%	-	0.0%
Total Cost of Sales	<u>124,248</u>	<u>32.6%</u>	<u>769,287</u>	<u>31.6%</u>	<u>735,103</u>	<u>30.5%</u>
Gross Profit	<u>257,361</u>	<u>67.4%</u>	<u>1,664,794</u>	<u>68.4%</u>	<u>1,673,349</u>	<u>69.5%</u>
<u>Operating Expenses:</u>						
Salaries & Benefits	98,773	25.9%	818,215	33.6%	835,185	34.7%
Professional fees/Contracts	-	0.0%	-	0.0%	-	0.0%
Supplies and Freight	9,062	2.4%	52,664	2.2%	48,698	2.0%
Occupancy	6,257	1.6%	54,723	2.2%	54,592	2.3%
Equipment rental & maintenance	511	0.1%	7,529	0.3%	10,524	0.4%
Travel expenses	-	0.0%	-	0.0%	-	0.0%
Promotion	8,189	2.1%	38,654	1.6%	39,995	1.7%
Other	2,208	0.6%	13,659	0.6%	11,191	0.5%
Total Operating Expenses	<u>125,000</u>	<u>32.8%</u>	<u>985,444</u>	<u>40.5%</u>	<u>1,000,185</u>	<u>41.5%</u>
Net Income Food Service	<u>\$132,361</u>	<u>34.7%</u>	<u>\$ 679,350</u>	<u>27.9%</u>	<u>\$ 673,164</u>	<u>28.0%</u>

BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT CORP.
OTHER REVENUES RECAP
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018 AND 2017

UNAUDITED

	For The Month			Year to Date					
	Actual September 2018	Budget September 2018	\$ Variance Over (Under)	% Variance Over (Under)	Actual September 2017	Budget September 2018	\$ Variance Over (Under)	% Variance Over (Under)	Actual September 2017
Rentals	\$ 69,492	\$ 52,429	\$ 17,063	32.5%	\$ 49,308	\$ 642,365	\$ 25,937	4.2%	\$ 605,018
Equipment Rentals	9,480	4,063	5,417	133.3%	3,625	42,712	6,145	16.8%	43,836
Electrical Services	12,611	9,100	3,511	38.6%	4,001	143,922	5,622	4.1%	156,694
Commissions	136	1,454	(1,318)	-90.6%	31	9,107	(3,976)	-30.4%	14,595
Net Catering Revenues	132,361	101,395	30,966	30.5%	34,654	679,351	94,614	16.2%	673,164
Interest	-	-	-	0.0%	-	-	-	0.0%	-
Other	11,595	9,666	1,929	20.0%	8,056	111,823	22,221	24.8%	99,622
Total Other Revenues	\$ 235,675	\$ 178,107	\$ 57,568	32%	\$ 99,675	\$1,478,717	\$ 150,563	10%	\$ 1,592,929



MEET THE
UNEXPECTED
Buffalo



**2019
BUSINESS
PLAN**

APPROVED BY THE BOARD OF DIRECTORS ON NOVEMBER 7, 2018



VisitBuffaloNiagara.com

About Visit Buffalo Niagara

Visit Buffalo Niagara is the official and accredited destination marketing organization for Erie County, the City of Buffalo and its incorporated cities, towns and villages. As the primary programmatic arm for Buffalo Niagara's travel and tourism promotion, it leads the Buffalo Niagara tourism industry to work together to generate visitor spending by developing and implementing comprehensive destination marketing programs. It is a self-governing private not-for-profit corporation with a Board of Directors.

The 2019 Business Plan is a reflection of the continued dramatic developments taking place in our community. New hotels, events and attractions are fueling a renewed appreciation for Buffalo Niagara as a visitor destination. VBN is prepared to leverage these assets through creative and innovative messaging, programming and branding. In addition, the sales and marketing efforts we have planned for the year ahead are aligned with a 5-year strategic plan written and approved in 2014.

These are truly exciting times for Buffalo Niagara. Area visitor receipts were at an all-time annual high in 2017, with estimates totaling \$1.787 billion in tourism economic impact for Erie County—a 4.3% increase over the prior year—while also supporting 32,657 local jobs and producing visitor state and local tax revenues estimated at \$221 million. The high rate of tourism economic receipts also translated into a tax savings per Erie County household over \$578 in 2017.

In 2017, Visit Buffalo Niagara's sales team produced solid results, securing 181,261 future hotel room nights; booking 451 conventions, meetings, amateur athletic events and group tours and generating 715 sales leads. These efforts will result in \$154 million in future economic impact. VBN has also been successful in its marketing efforts generating non-local media coverage with a total media value of nearly \$5.4 million.

Mission Statement

Visit Buffalo Niagara sells and markets our assets and attractions to visitors outside the Buffalo Niagara region as a convention, tourism and leisure destination for the economic benefit of the community. VBN is Erie County's lead marketing organization for conventions, meetings, amateur sporting events, cultural and heritage tourism and consumer travel.

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Visit Buffalo Standing Committees

Executive Committee of the VBN Board of Directors

Audit and Finance Committee

Buffalo Niagara Sports Commission – Advisory Council

Marketing Committee

Sales and Services Committee

Destination Development / Industry Relations Committee

Convention Center Advisory Committee

Marketing and Tourism Trends for Fiscal Year 2019

According to the September 2018 U.S. Travel Outlook prepared by the U.S. Travel Association (USTA): “The current state of the economy is strong. Confidence is high among both consumers and businesses across most sectors; the labor market is tight and wage growth is accelerating; and consumer spending and business investment are growing. While the economic glass is more than half full, there are concerns that could darken the forecast. Gathering international storm clouds in the form of a possible trade war with China pose a downside risk to the economy. In addition, accelerating inflation is eating into wage gains that could constrain consumer spending later in the year.”

The Conference Board’s consumer confidence ended 2017 at 122.1, a number slightly below the 17-year high reached in November. Optimism in the labor market remained strong and helped boost consumer confidence at the end of 2017. For the year, consumer confidence averaged 120.4 in 2017, up 21 percent from the 2016 average of 99.6. “What This Means for Travel: While the pace of job growth decelerated, the fact that the labor market tightened in 2017 did help boost consumers’ average wage income, increasing the availability of funds for travel. When Americans are more optimistic about the economy, business and job prospects, they spend more. Consumer confidence, wages and income are important indicators for the travel industry, since travel spending is discretionary, and impacted by how consumers feel about the stability of their jobs and the overall economy” (as cited by USTA).

USTA’s latest forecast projects that business travel is poised to grow at the fastest pace in two decades. It will even outpace leisure travel for each of the next two years, something that has not happened any time this century, according to USTA’s March 2018 U.S. Travel Outlook. Adam Sacks, president of Tourism Economics, noted a foundation for continued domestic travel growth going forward, thanks to “solid economic fundamentals at home, including a 0.4 percentage boost to GDP growth from tax cuts” (as cited by USTA).

Domestic travel is forecasted to grow approximately 2.6% year-over-year through February 2019, supported by consumer outlays and a tight labor market applying upward pressure on wages, as reported by USTA. Domestic business travel grew faster than the leisure segment in the month of August 2018 and is expected to continue to do so over the next six months as business investment spending remains on solid footing.

Other USTA forecasts for travel nationwide are:

- Total travel expenditures in the U.S.: up 4.5 percent in 2019
- Total domestic person trips: up 1.8 percent in 2019
- Leisure domestic person trips: up 1.8 percent in 2019
- Business domestic person trips: up 1.9 percent in 2019

Largely the “result of an aging Baby Boomer generation and an increasing immigrant population, the Millennials are on the cusp of surpassing Baby Boomers as the nation’s largest living adult generation. The latest population projections from the U.S. Census Bureau project that Millennials will overtake the Boomers in population by 2019 as their numbers swell to 73 million and the Boomers decline to 72 million; GenX are expected to surpass Boomers by 2020” (as cited by USTA). This has ramifications in target marketing for almost all domestic tourism/visitor market verticals.

Adam Sacks, president of Oxford's Tourism Economics group says, "Healthy fundamentals continue to support the domestic market including rising wages, a tight labor market, and gains in household net worth. While international inbound travel is expected to continue expanding, demand is anticipated to slow as the global economy moderates."

"The meeting and events industry plays a critical role in supporting a thriving and healthy U.S. economy." That's the big-picture takeaway from *Economic Significance of Meetings to the US Economy*, a report released in February 2018 from Oxford Economics, which was commissioned by the Events Industry Council and supported by the Meetings Mean Business Coalition and other industry partners. It also shows a growing industry and an increased number of meeting participants. "Our report illustrates that the meetings and events industry continues to grow across all segments as it contributes hundreds of billions of dollars in revenue to the U.S. economy and supports 5.9 million jobs," said Adam Sacks, founder and president of Tourism Economics, an Oxford Economics.

According to a report by Airlines For America, "through 2017, inflation-adjusted airfares continued to fall, averaging less than 2010 fares both with and without ancillary fees included. In real terms, the price of domestic air travel – including fees – fell 12.5 percent from 2014 to 2017. In constant 2017 dollars, a round-trip "all-in" ticket averaged \$363 in 2017, well below the 2010 average of \$380. When choosing an airline, leisure travelers continue to rank affordability at the top, followed by flight schedule, on-time reliability and seat comfort. The industry has become increasingly competitive to meet consumer demands, with low-cost and ultra-low-cost carriers growing to serve more markets in the past decade." BUF air carriers added new routes in the past year, including new nonstop service from Austin, Denver, Raleigh-Durham and Tampa.

Visitor Profile for Buffalo Niagara Region

Source: Young Strategies, "Visitor Profile Research" conducted for Visit Buffalo Niagara, May 2015

Leisure Visitor Profile

- Average age is 55 years old
- 57% female
- Educated typically at or above the college level
- Length of stay is 2 night
- Over half of visitors book within 30 days of arrival
- Travel party is usually 2 or 4 people, most likely adults only

Overnight Domestic Visitation

- Travel party spending: \$879.09 per stay
- Top 5 attractions visited:
 - Darwin Martin House – 41%
 - Canalside – 30%
 - Albright Knox Art Gallery – 25%
 - Buffalo and Erie County Naval & Military Park – 22%
 - Graycliff – 21%
- Points of Origin: New York, Florida, Pennsylvania, Ohio, California

Overnight International Visitation

- Travel party spending: \$910.74 per stay
- Top 5 attractions visited:
 - Did not visit attractions – 38%
 - Darwin Martin House – 25%
 - Albright Knox Art Gallery – 20%
 - Graycliff – 12%
 - Buffalo Bisons game – 10%
- Points of Origin: Southern Ontario

Daytrip Domestic Visitation

- Travel party spending: \$225.70 per stay
- Top 5 attractions visited:
 - Darwin Martin House – 38%
 - Canalside – 20%
 - Albright Knox Art Gallery – 19%
 - Buffalo Zoo – 19%
 - Buffalo and Erie County Naval & Military Park – 17%
- Points of Origin: New York, Pennsylvania, Ohio, Florida

Daytrip International Visitation

- Travel party spending: \$393.94 per stay
- Top 5 attractions visited:
 - Did not visit attractions – 42%
 - Darwin Martin House – 22%
 - Albright Knox Art Gallery – 16%
 - Buffalo Sabres game – 11%
 - Buffalo Zoo – 10%
- Points of Origin: Southern Ontario

Average Occupancy and Average Daily Rate History

YEAR	AVERAGE OCCUPANCY	AVERAGE DAILY RATE	BED TAX REVENUE	VBN BUDGET*
2009	62.3%	\$87.82	\$7,514,807	\$2,985,000
2010	64.6%	\$87.98	\$7,918,120	\$3,404,200
2011	65.9%	\$90.79	\$8,556,982	\$3,489,050
2012	66.3%	\$93.91	\$8,861,557	\$3,593,774
2013	65.4%	\$96.47	\$9,751,127	\$4,117,570
2014	64.1%	\$99.56	\$9,928,615	\$4,005,000
2015	62.2%	\$101.23	\$10,442,091	\$4,011,133
2016	61.7%	\$102.04	\$10,523,063	\$4,070,750
2017	63.7%	\$104.32	\$10,696,994	\$4,159,570
2018**	63.4%	\$106.20	\$11,124,875	\$4,285,220
2019**	64.0%	\$107.89	\$11,458,620	\$4,370,054

*includes Erie County grant allocation and VBN generated revenue

**2018/2019 projections

Erie County Supply / Demand

YEAR	ERIE COUNTY HOTEL INVENTORY	ERIE COUNTY SUPPLY	ERIE COUNTY DEMAND
2009	9,322 Rooms	3,293,652	2,083,426
2010	9,322 Rooms	3,401,734	2,200,686
2011	9,106 Rooms	3,291,131	2,174,851
2012	9,279 Rooms	3,360,266	2,231,167
2013	9,721 Rooms	3,452,216	2,258,604
2014	10,080 Rooms	3,576,890	2,293,022
2015	10,567 Rooms	3,856,955	2,330,543
2016	10,149 Rooms	3,807,571	2,349,229
2017	10,430 Rooms	3,752,500	2,389,202
2018	11,200 Rooms	4,088,000	2,420,000
2019**	11,500 Rooms	4,197,500	2,466,855

**2019 projections

Erie County Total Tourism Impact

YEAR	TRAVELER SPEND	LABOR INCOME	EMPLOYMENT	LOCAL TAXES	STATE TAXES
2009	\$1,322,253,000	\$721,390,000	27,861	\$86,300,000	\$85,988,000
2010	\$1,368,210,000	\$744,088,000	28,198	\$88,423,000	\$84,823,000
2011	\$1,491,601,000	\$807,347,000	29,148	\$92,797,000	\$90,890,000
2012	\$1,567,228,000	\$833,666,000	28,909	\$105,893,000	\$86,009,000
2013	\$1,605,832,000	\$850,749,000	29,635	\$108,185,000	\$88,023,000
2014	\$1,638,866,000	\$864,890,000	29,888	\$111,538,000	\$89,463,000
2015	\$1,675,930,000	\$916,412,000	30,826	\$114,849,000	\$92,942,000
2016	\$1,713,115,000	\$951,476,000	32,158	\$117,598,000	\$95,584,000
2017	\$1,787,499,000	\$992,895,000	32,657	\$122,910,968	\$98,302,430

New Developments for Fiscal Year 2019

- Decision on the future of the Convention Center
- Garden Walk Buffalo 25th anniversary
- Completion of the Darwin Martin House landscape restoration
- Opening of the Lipsey Buffalo Architecture Center
- Opening of Explore & More at Canalside
- Installation of the restored solar-powered Herschell Carrousel at Canalside
- Aloft @ 500 Pearl Hotel opening January
- USA Girls Hockey Tier II Championships April 2-7
- NCAA Frozen Four April 9-14
- Expanded public amenities and access at Silo City
- Doors Open Buffalo presented in June for the first time by Explore Buffalo
- Opening of the new Wyndham Hotel in the former AM&A's Building
- Impressionism exhibit at Albright-Knox
- Closure of the Albright-Knox for construction of addition (June)
- Tall Ships at Canalside July 4-7
- American Legion Convention July 15-21
- National Association for Campus Activities Mid-Atlantic Conference Oct. 16-20
- Adams Mark name change to Buffalo Grand Hotel

Goals for Fiscal Year 2019

- Become more accountable as the primary curator for and champion of all things Buffalo to the outside world. Convene area place marketers in new ways and on various issues year-round to build future consensus toward an overarching place-brand strategy for the Buffalo Niagara region.
- Develop and secure major meetings/conventions and sporting events for the destination, despite barriers to attracting new business or bookings, by implementing creative sales and servicing strategies and tactics such as strengthening efforts to reach local meeting connectors, utilizing regional economic development strategies and in-state meeting/sports event planners.
- Prioritize a list of destination-enhancing developments that can accelerate the growth of Erie County's visitor economy specifically by deploying more recommended DestinationNEXT best practices throughout the organization and by beginning the process of completing a first-ever tourism master planning process for the Buffalo Niagara region.
- Continue to strengthen the area's appreciation and support of the visitor economy, especially by elevating Visit Buffalo Niagara's credibility with community stakeholders or opinion-leaders and by elevating Buffalo's believability as an international/world class destination in the eyes of residents as well. This is achieved through integrated marketing communications efforts aimed at locals and carried out by key VBN staff according to a new and formalized strategy.
- Prioritize a list of destination-enhancing developments that can accelerate the growth of Erie County's visitor economy specifically deploying more industry best practices through the organization and by planning and identifying resources to complete a first-ever tourism master planning process for Buffalo/Erie County by 2020.
- Continue to develop a service culture and community of support attitude throughout the destination, so that area hospitality partners can bring the destination brand to life through the visitor experiences they offer. Engage all our visitors' senses in interaction with the brand through incurability well-thought-out, brand-compliant activations and communications from VBN/hospitality partners.
- Collaborate with Buffalo Niagara region elected officials, economic development allies and local place marketers to portray our destination as inarguably welcoming to all visitors, groups and events. Combine VBN's customer-centric, collaborative and ethical philosophies into a renewed emphasis on being inclusive with our destination marketing practices.

Marketing Goals

The Marketing Department develops and implements strategies to increase awareness, interest and desire for travel experiences in Buffalo Niagara. The primary goal of the department is to engage with the leisure, convention, sports and travel trade markets and drive demand for overnight stays. Using data-driven insights related to the path to purchase for potential visitors, the department determines the most effective distribution channels and media platforms for our message of a resurgent region. Our goal is to reach the right person with the right message at the right moment and deliver maximum ROI to our partners throughout the Buffalo Niagara hospitality industry. Among the tools we use are paid media, media relations, social media, video productions and print and digital collateral.

Brand Positioning Statement

Buffalo Niagara provides authentic and unexpected experiences to inquisitive explorers. The region's revitalized waterfront, restored architecture, thriving arts scene, culinary renaissance, vibrant neighborhoods, outdoor activities and historic charm make it a not to be missed treasure.

Marketing Objectives

- Position Buffalo Niagara as a compelling leisure, meetings, sports and group destination.
- Continue to enhance brand visibility by working with regional hospitality partners.
- Increase hotel occupancy and revenue.
- Ensure VisitBuffaloNiagara.com is the most authoritative source for regional travel information.
- Encourage visitors to stay longer and spend more.
- Increase website traffic and engagement levels (sessions, time on page, page views).
- Convert regional day-trippers to overnight visitors.
- Continue implementation of the Unexpected Buffalo campaign.
- Re-launch Millennial/Generation X Marketing Initiative.

Marketing Strategies, All Sectors

- Amplify destination buzz through creative content, social outreach and video productions.
- Continue to evolve the 'Unexpected Buffalo' campaign.
- Develop deeply researched storytelling for media pitches and VisitBuffaloNiagara.com.
- Continue to generate new photo assets of destination experiences.
- Secure funding for regional marketing initiatives through statewide funding programs.

Marketing Strategies, Leisure Visitors

- Continue implementation of the "Unexpected Buffalo" in key regional markets such as Toronto, Hamilton, Pittsburgh, Erie and Rochester.
- Implement a Millennial/Gen X marketing "Find the Unexpected" campaign.
- Engage with new advertising media such as streaming audio, podcasts, native advertising, etc.
- Promote the Buffalo brand across multiple experience clusters (e.g. architecture, art, history, culinary, outdoor recreation, performing arts, girlfriend getaways, etc.) with related calls-to-action and promotions.
- Continue to produce annual touring guide, marketing collateral and related sales materials.
- Maintain VisitBuffaloNiagara.com website, Trip Advisor page and social media presence.
- Promote the use of the "Ask the Unexpected Buffalo" chatbot on Facebook Messenger.

- Grow e-newsletter subscriber database through a targeted lead generation program.
- Promote the opening of the Lipsey Buffalo Architecture Center.
- Promote Frank Lloyd Wright's Buffalo with an emphasis on the landscape rehabilitation at the Martin House and the restoration of the Isabelle Martin House at Graycliff.
- Promote the 25th anniversary of Garden Walk Buffalo and related horticulture tourism attractions.
- Promote the opening of Explore & More and the Buffalo Heritage Carrousel at Canalside.
- Continue working with Madden Media to optimize website and audit user behavior patterns.
- Continue to promote the Buffalo Wing Trail in key regional markets with the support of Trail sponsor, Labatt USA.
- Conduct a research study designed to measure consumer response to the Buffalo Niagara visitor experience.
- Produce two new videos with Paget Films: Food and Family Fun.
- Produce new video content for the Find the Unexpected Millennial/Gen-X campaign.
- Produce four new videos blogs with Billy & Pat.
- Continue to produce in-house video content (Buffalo Stories, Promo Videos, Facebook Live).
- Work with DTN to coordinate website ad sales.

Marketing Strategies, Meetings & Conventions

- Develop new collateral for major shows throughout the year.
- Refresh the Bring It Home campaign.
- Continue to develop meetings content for website.
- Enhance the venue content and assets in the meetings section of VisitBuffaloNiagara.com.
- Support Global Meetings Industry Day.

Marketing Strategies, Buffalo Niagara Sports Commission

- Continue to support sports staff with targeted collateral, enhanced website content and social presence.

Marketing Strategies, Convention Services

- Continue to produce map brochure and restaurant flyers for use in servicing meeting/conference delegates, sports/events attendees and leisure visitors.
- Identify high profile conventions, as appropriate to receive our social media package that includes signage, social media monitoring, contests and Random Acts of Kindness.

Marketing Strategies, Travel Trade

- In concert with other regional DMOs, I Love NY and Brand USA, cross-promote the region's assets to domestic and international markets.
- Disseminate Unexpected Buffalo brand identity in regular e-newsletters.

Marketing Department Success Measures

- Increase website sessions to 1,400,000
- Increase website page views to 2,900,000
- Maintain website time on page at 1:30
- Maintain consumer email database at 120,000
- Increase Facebook fans to 94,500
- Increase Instagram followers to 28,000
- Increase Twitter followers to 30,000

MARKETING ACTION CALENDAR	J	F	M	A	M	J	J	A	S	O	N	D
Marketing Committee Meeting	■			■			■			■		
E-Newsletter Distribution (Domestic & Canadian)	■	■	■	■	■	■	■	■	■	■	■	■
Beer brochure								■				
Buffalo Wing Trail Brochure	■											
Map brochure					■							
Runner's Map					■							
Touring Guide				■								
Annual Report			■									
ESTO								■				

Communications Goals

The Marketing Department is responsible for managing all external communication activities, including all public relations, media relations and community awareness functions. The out-of-market PR strategy will focus on media outlets reaching high-yield audience with the greatest likelihood to travel to Buffalo Niagara, thus providing the greatest return on investment. Targeted niche media will include LGBT, culinary, architecture, horticulture, outdoor and family fun. Staff will continue to engage in relationship building with traditional media, bloggers and social influencers in order to ensure key messages are conveyed across various demographic groups and channels.

Communications Objectives

Local Objectives

- Elevate Visit Buffalo Niagara's visibility to local consumers, media and members of the Buffalo Niagara hospitality community.
- Engage in building strong relationships with local television, print, radio and online media to help build credibility in the community.
- Promote positive impact of tourism through public awareness initiatives, press releases and op-ed pieces detailing travel figures specific to Buffalo Niagara.
- Work with appropriate communications and public relations representatives at local organizations to collaborate on story ideas and to ensure consistent messaging.

Out-Of-Market Objectives

- Generate positive media coverage on Buffalo Niagara as a premier domestic and international leisure, meetings and sports destination, while increasing the quality and quantity of print, broadcast and online coverage.
- Reach out to social media influencers in key regional markets, as well as targeted markets with significant air service to Buffalo Niagara.
- Pursue qualified travel media to visit the destination on individual visits or group press trips.
- Work to develop and discover story ideas, new developments, events and unique publicity angles from local tourism industry.

Communications Strategies

- Write and disseminate pitch letters around new developments, major exhibitions and events as well as renovations and openings of attractions.
- Write and distribute ready-to-publish stories aimed at regional media.
- Develop and regularly keep an online press room updated with press releases, backgrounders, media alerts and industry facts and figures to communicate news and information.
- Develop media relations campaigns to complement marketing plan initiatives.
- Continue to produce collateral pieces for media contacts, I Love NY media events and Discover America Day.
- Update and maintain the online press kit for use with travel journalists and writers.
- Expand photo library.
- Promote architecture-themed press trips in partnership with the Darwin Martin House, Graycliff, Hotel Henry and the Lipsey Buffalo Architecture Center.
- Promote family-focused press trips to Mommy and Family bloggers in partnership with Explore & More and Canalside carousel.
- Promote outdoor recreation oriented press trips aimed at travel media and millennial influencers.

- Host 50 individual media visits in 2019.
- Travel to New York City, Toronto and regional markets to hold desk-side visits with key media.
- Attend the International Media Marketplace in New York City.
- Attend the Society of American Travel Writers Eastern Region conference or SATW National.
- Continue to strengthen the use of social media as a proactive tool for media outreach, research and targeted pitching.
- Position VBN executive staff as travel industry experts for journalists to use as top-of-mind sources for stories on area tourism.
- Continue to pitch regional and national food media on the Buffalo Wing Trail.
- Pitch garden and travel media on the 25th anniversary of Garden Walk Buffalo.
- Attend the PRSA Travel & Tourism Conference.
- Host a travel media/influencer group FAM tour.
- Host media networking event in Toronto.

Media Relations Success Measures

- Measure total audience/engagement generated by hosted influencers.
- Facilitate at least 80 out-of-market media placements.
- Host a minimum of 50 media visits.
- Generate at least \$3 million in ad equivalency value.

COMMUNICATIONS ACTION CALENDAR	J	F	M	A	M	J	J	A	S	O	N	D
International Media Marketplace												
PRSA Travel & Tourism Conference												
Regional Desk Visits												
Discover America Day, Toronto												
Society of American Travel Writers												
Toronto Media Event												

Convention Sales

The primary goal of the Visit Buffalo Niagara Sales Department is to promote Buffalo and Erie County as a convention and meetings destination, establishing a strong regional and national presence in the meetings industry, thus initiating direct economic impact by increasing hotel room night production for area hotel partners and incremental sales for restaurants, cultural attractions and transportation companies.

Convention Sales Objectives

- Generate leads and produce hotel room business for Erie County hotels and other county venues.
- Develop and execute e-campaign that promotes all countywide meeting hotel areas.
- Enhance awareness of Buffalo Niagara region by increasing our sales team's presence in key feeder markets (Mid-Atlantic and Northeast), targeting key meeting planners and decision makers who will bring conventions and meetings to Erie County.
- Promote local awareness of the "Bring it Home" program through the distribution of collateral in key locations, advertising, speaking engagements, social media, and newsletter articles and public relations efforts.
- Conduct a travelling roadshow by way of local sales calls promoting "Bring It Home" to targeted key industries.
- Collaborate with NYSDMO's in co-op sales and marketing initiatives, updates to newyorkmeetings.com relative to advertising and tradeshow sponsorship opportunities.
- Partner with Buffalo Ambassadors from local and regional universities, associations and corporations. Work toward the common goal of selling our destination alongside these connectors who serve on boards and councils of national and regional organizations, as identified by backyard marketing. Educate them on the importance of their participation, to assist in bringing their respective organizations to the Buffalo Niagara region.
- With a focus on direct sales, continue to participate in industry-related tradeshow; conduct sales blitzes and coordinate relationship building events that will put the destination in the forefront of planners' minds.
- Work closely with the Buffalo Niagara Convention Center and key hotels to identify and solicit city-wide conventions and corporate meetings that have the potential to use the facility.
- Visit Buffalo Niagara sales team members will continue to serve on and seek out leadership board of director and committee positions with national and regional industry organizations (e.g. CVB Reps, MPI, BNSME, PCMA, ESSAE).
- VBN sales team members will work with the Destination Development/Industry Relations department to develop an educational program for the local public, aiding us in our quest for local connectors' support.
- Ensure that VBN sales team members are seen as leaders in their profession and key partners locally.
- Create a short questionnaire to solicit specific feedback from prospective clients and lost city-wide business.

Conventions Sales Target Markets

Overall strategy is a concentration of sales efforts towards:

- National, State and Regional Business *
- National, State and Regional Association Business *
- Continue to focus on regional business that is within the drive market or one-hour flight time, by emphasizing value, bottom-line cost and ROI to the host organization when meeting in Buffalo Niagara.

*Emphasis on Ethnic-Minority, Faith-based, Fraternal, Preservation, Health & Medical, Science & Engineering, Manufacturing/Distribution/Logistics, Agriculture & Food Products, Higher Education and Military Reunion vertical markets.

Conventions Sales Strategies

- Engage with area Chambers of Commerce (West Seneca, Amherst, Clarence, Hamburg, Cheektowaga) to promote "Bring it Home" and hosting meetings in hometown areas. Present the program at monthly lunch/dinner events.
- Create "Presidents Forum" which will involve key industry professionals from high priority sectors to act when called upon to offer assistance to meeting and event planners when programming expertise as needed. Promote this value added option to meeting planners.
- Conduct quarterly meetings with the region's economic development and start-up communities to gain insights and connections with high-priority industry clusters and their representatives (e.g., life sciences and medical, clean tech and advanced manufacturing) and recruit associated conferences to Buffalo.
- Participate in industry trade shows and events which focus on key markets, continue to develop small scale networking opportunities to attract targeted meeting planners such as small dinner groups, cocktail parties, or "meet for coffee".
- Conduct site inspections for prospective and tentative clients.
- Conduct a Familiarization tour, with a primary focus on meeting planners from targeted National and State Associations. Develop and distribute leads to Erie County hotels.
- Retain the Talley Management Group, an In-Market Engagement Agency located in the D.C. market, to allow us to have the advantage of an in-market mailing address, phone number, and private conference room for appointments with national associations meeting planners.
- Utilize the Talley Management Group's experience in the DC marketplace to assist in solicitation efforts of new accounts, client event planning and networking opportunities.
- Participate in CVB Reps, a networking organization that is exclusive to DC in-market DMO's, which holds events attended by several hundred key meeting planners.
- Conduct quarterly business strategy meetings with hotel directors of sales to review need periods and target prospects.
- Continue working closely with the Office of Veteran's Affairs and the Buffalo and Erie County Naval & Military Park as a tool to identifying and booking military reunions to our area.
- Continue to build on the success of the "Bring it Home" program through local sales presentations, speaking engagements and local advertising opportunities. Work with the following agencies for phase three of the campaign; Erie County, City of Buffalo, Empire State Development, Buffalo Niagara Enterprise, Buffalo Niagara Partnership, Buffalo Niagara Medical Campus, Leadership Buffalo, University at Buffalo and Buffalo State University.
- Distribute "Bring it Home" campaign materials to key distribution points such as: Buffalo Convention Center, college and universities, medical campus, Rotary, Leadership Buffalo, etc.

- Through the Buffalo Ambassador program, host community partners to bring members together and educate them on hotels and venues we have to offer.
- Participate in regional third party planner “Meet and Greet” events, concentrating on Experient, Helms Briscoe and Conference Direct to educate them on existing and new Buffalo Niagara area product.
- Utilize and enhance listings within third party online destination sales and marketing channels like Conference Direct and Experient.
- Participate in member chapter events for networking and prospecting such as: MACE, Capital, NYCMA, NEPCMA.
- Partner with the Buffalo Niagara Convention Center to convene the Customer Advisory Council. The sixth annual meeting of established executive level convention/meeting planning professionals will continue dialogue dedicated to assisting us in strategic meetings destination management planning.
- Actively engage CAC members to attend “Meet & Greet” events in DC and other planned prospecting events.
- Utilize e-marketing tools to promote Buffalo Niagara area and generate leads, through an integrated digital marketing campaign. Send e-newsletter “Tourism Insider” to targeted planners in CRM database, pre and post tradeshow contacts, and other potential clients, updating them on destination product, as well as directing them to website.
- Continue the “Unexpected Buffalo” campaign; develop dynamic collateral materials and tradeshow booths, for consistent brand positioning for tradeshows, sales missions and other sales initiatives and programs.
- Work with marketing department to keep advertising placement consistent with target sales markets.
- Work with marketing department’s media relations/social media staff to develop pitch stories to local newspaper and broadcast media, to aid in educating locals on the Visit Buffalo Niagara sales efforts and its mission of increasing sustainable economic impact from conventions, meetings and reunions.
- Continue to use the African American Heritage Guide as a marketing piece to attract more African American meetings, conventions and family reunions to coincide with Black History month.
- Work with marketing department’s media relations staff to develop quarterly news releases and briefings targeting the meetings industry through publications such as; Meetings East, M&C, Meetings Focus, Meeting Mentor, Convene, Religious Conference Manager & USAE Association News.
- Explore the opportunity to cross market with other destinations when applicable to expand customer prospect outreach and database.
- Utilize local university students from business, marketing & finance and parks, recreation and tourism departments as interns for an ongoing marketing research program, freeing up sales team members from the front-end research necessary for consistent prospecting.

Conventions Sales Success Measures

- Generate XXX leads.
- Generate XXXXXX definite hotel room nights.
- Conduct a minimum of 15 weekly solicitations per sales director.
- Conduct 30 site inspections for prospective and tentative clients.
- Conduct quarterly hotel director of sales meetings.
- Attend XX tradeshows targeting convention/meeting planners; create relationship building opportunities at each.
- Book 10 Convention Center pieces of business.

- Convene Visit Buffalo Niagara Sales Advisory Council meeting.
- Conduct sales missions to Albany, Washington DC and, when appropriate, coincide with Potomac chapter of MPI, CVB reps events and PCMA.
- Host client luncheons and client receptions in Albany & DC for Association planners.

CONVENTION SALES ACTION CALENDAR	J	F	M	A	M	J	J	A	S	O	N	D
PCMA	■											
Emerge Conference	■											
Connect Diversity		■										
YMRC Show		■										
Experient Envision			■									
PCMA Event			■									
MPI			■									
Helms Briscoe Partner Meeting & Tradeshow				■					■			
Fraternal Executives Association					■							
AMPS Events					■							
Empire State Society of Association Executives						■						
Military Reunion Network						■						
Cvent Connect												
MPI WEC						■						
ASAE Tradeshow								■				
Connect Corporate								■				
Professional Fraternal Association									■			
Connect Faith										■		
Small Market Meetings										■		
Connect Medical & Connect Technical										■		
CMP Conclave											■	
NYS DMO Joint Events					■				■			
Connect Independent												■
Bring It Home Program quarterly presentations			■			■			■			■
ESSAE Functions		■										■
Customer Advisory Council									■			
All Market FAM						■						
State/Regional Association Sales Calls	■	■		■				■		■		■
National Association Sales Calls – DC	■		■		■		■		■		■	
Fraternal Association Sales Calls				■								■
Albany Networking Luncheons		■								■		
Member Chapter Events MACE, Capital, NYCMA, MPI, PCMA	■		■	■				■	■	■		■
CVB Reps – Tally Group						■		■				■
DMO-IMEA Sales Missions – Talley Group					■			■		■		■
Directors of Sales Meetings			■			■		■		■		■

Sports Sales

The Buffalo Niagara Sports Commission, a division of the Visit Buffalo Niagara sales department, markets and promotes the Buffalo Niagara region and the area's sports venues in order to attract new business for the region in the form of sports events, tournaments and championships. The BNSC also works closely with local partner organizations to successfully host and service existing events primarily for the purpose of enhancing the product and developing repeat business. Both the marketing and service components are designed to effectively position and brand Buffalo Niagara as one of the nation's premier sports event destinations.

Sports Marketing Objectives

- Generate sports business leads and produce hotel room night business for Erie County hotels and other county businesses.
- Host the NCAA Frozen Four working closely with US Hockey, Buffalo Sabres, Pegula Sports Entertainment, City of Buffalo to ensure a successful experience for friends and family. Deploy necessary volunteers; provide hospitality partner training, social media assistance and press kits as needed.
- Execute a comprehensive sports marketing campaign with the goal to bring awareness to the Buffalo Niagara Sports Commission locally and regionally, including but not limited to a sports promotional video, marketing collateral, special promotion events, city signage, etc.
- Promote local awareness of the "Bring it Home" program through advertising, speaking engagements, social media, newsletter articles and Public Relations efforts.
- Work with marketing department's media relations staff to develop quarterly news releases and briefings targeting sports/events publications like: Sports Travel, Sports Events, Sports business journal, Connect, NASC.
- Generate positive exposure and visibility through social media (Facebook, Twitter and Instagram) and e-newsletter for partners of Erie County and events rights holders.
- Provide excellent leadership and/or support in the area of hosting and servicing sporting events.
- Position Buffalo Niagara as a "premier destination" for hosting sporting events.
- Continue to develop and strengthen relationships with local host partners and organizations.
- Continue to develop and strengthen relationships with national host partners and organizations.
- Continue to strengthen the BNSC's reputation (and that of its Advisory Commission) as the foremost authority on sports event industry in Erie County.
- Engage Sports Advisory Council to assist in executing the TSE Consulting recommendations for an Amateur Sports Master Plan designed to advise and provide data to public and private entities and community constituents on proposed product development.
- Research possible means for a facility and venue development study that will show current facility and venue inventory, competitor's inventory and our proposed ideal facility for Buffalo and Erie County.
- Advocate for new and improved sports facilities and venues in Erie County. Consult, advise and provide data upon request to public and private entities and community constituents on proposed product development. Encourage sports facility development that will ultimately generate increased visitor business and economic impact for Erie County.

- Establish a sports speaker series program that will articulate the importance of sports sales for the destination as well as expand the event opportunities for Buffalo Niagara venues.

Sports Sales Target Audiences

- Core sports: Baseball, Figure Skating, Fishing, Ice Hockey, Lacrosse, Soccer, Softball, Swimming and Diving, Track & Field
- Focus on amateur athletic organizations: AAU, NSA, USOC National Governing Bodies (USA Hockey, USA Rowing, USA Football, USA Cycling, etc.), OHL, USHL, plus many youth and amateur organizations and associations
- Collegiate sports: NCAA Championships, MAAC Conference Championships
- High School sports: NYSPHSAA Championships, ECIC Championships
- Professional sports: NHL, NFL, NLL
- Geographic scope: Local, Regional, National, Occasional international
- Sports Associations and Conference: S.P.O.R.T.S. Relationship Conference, US Sports Congress, Connect Sports, USA Hockey , NYSAHA

Sports Sales Strategies

- Execute the recommendations made by TSE Consulting in the comprehensive Sports Master Plan. Using the plan as a guide, improve upon sports sales and marketing efforts as well as provide an outline of future venue needs and development and event opportunities.
- Attend national tradeshows to meet one on one with event rights holders and national governing bodies to promote Buffalo Niagara as a premier destination to host sport competitions.
- Prospect strategically for new business, primarily through existing contacts and client relationships, but also via NASC events database, the internet, sports directories, industry publications, industry contacts and similar resources.
- Research and evaluate potential events (in coordination with our host partners) to determine which ones are the “right fit” for Buffalo Niagara.
- Contact local sports organizations, clubs and associations to learn which events they compete in at the statewide, regional or national levels, and determine which of those events might be a reasonable and desirable fit for Buffalo Niagara. At the same time, determine which of those organizations would be interested in helping to recruit, manage and host the event once it has been booked.
- Present “Bring it Home” program in local sales presentations, speaking engagements and in local advertising opportunities.
- Develop and generate qualified sports leads for Buffalo Niagara hotels and Erie County venues.
- Produce high-quality bid proposals and presentations for select sporting events.
- Work closely with hotels, venues and local host organizations and partners to develop lead opportunities and to provide quality services.
- Travel as needed for sales calls and presentations in order to recruit and secure new and retain annual sports business.
- Organize and host site inspections and client events for rights holders and event planners to showcase the area’s sports venues, accommodations and attractions.

- Engage Buffalo Niagara Sports Commission Advisory Council through targeted communications/ quarterly meetings and special events.
- Continue to work closely with the communications department to identify media opportunities to increase awareness of the BNSC.
- Work with communications department to develop quarterly news releases and briefings targeting the sports industry through publications such as; Sports Travel and Sports Events Magazine.
- Work with VBN communications department to use social media to target events rights holders and bring awareness to the Sports Commission. Produce 30 second video clips to promote the Sports Commission and recruit sporting events to Buffalo.

Sport Sales Success Measures

- Generate XXX sales leads for sporting events and competitions.
- Generate XXXXX definite room nights.
- Conduct a minimum of 15 weekly solicitations for new business per sales director.
- Attend tradeshows targeting sports/events planners such as; NASC, CONNECT Sports, TEAMS, US Sports Congress.
- Attend events/conferences the year prior to our hosting in order to increase attendance by distributing visitor and attendee information.
- Execute Sports Master Plan for VBN and the Buffalo Niagara region.
- Conduct a minimum of 30 individual site visits for sports/events planners.
- Generate a quarterly communication for the sports advisory council.
- Coordinate and execute one to two sports speaker series sessions.

SPORTS SALES ACTION CALENDAR	J	F	M	A	M	J	J	A	S	O	N	D
National Association of Sports Commission				■								
Connect Sports								■				
US Olympic Committee									■			
SPORTS Relationship Conference									■			
US Aquatic Sports									■			
Sports Business Journal Game Changers Conference									■			
NASC Small Mid-Market Segment Meetings										■		
TEAMS											■	
United State Track & Field Assoc.												■
National Softball Association												■
US Sports Congress												■
BNSC newsletter	■			■		■		■		■		■
Sports Speaker Series Sessions			■		■		■		■		■	■
Sports Advisory Council Meeting		■			■		■		■		■	

Sports Client Services

Sports Client Services is responsible for enhancing the visitor experience through excellent customer service and differentiated product development and delivery. Our purpose is to work with destination partners to help deliver a wonderful and distinct Buffalo Niagara experience to visitors

We believe that by building strong relationships and providing extraordinary experiences, we build a “services to sales” approach that will affect repeat and referral business and positively impact the county’s economy.

Sports Client Services Objectives

- Increase attendance at Buffalo Niagara sporting events.
- Provide an exceptional experience to event organizers to ensure rebooking opportunities for the destination.
- Serve as liaison between event organizers/clients and the destination’s tourism industry.
- Maintain a high commitment to customer service excellence internally (to partners and peers) and externally (to clients and visitors).
- Use the servicing and planning process to grow client relationships one event at a time. By providing “one stop shop” services, we will integrate a cooperative spirit between event organizers and Erie County hospitality partners.

Sports Client Services Strategies

- Consult with clients to identify specific needs. As their partner, provide a menu of services, past successes and examples as guidelines to customer services.
- Host the NCAA Frozen Four; working closely with US Hockey, Buffalo Sabres, Pegula Sports Entertainment, City of Buffalo to ensure a successful experience for Friends and Family. Deploy necessary volunteers; provide hospitality partner training, social media assistance and press kits as needed.
- Identify local partners, venues and other services to assist event organizers in producing successful events.
- Offer a social media platform as additional resource for attendees to enhance their visitor experience.
- Engage in attendance building; traveling to the previous year’s host city to promote Buffalo hosting the following year.
- Conduct meetings or conference calls with event organizers, their marketing and public relations departments to strategize how Visit Buffalo Niagara/Buffalo Niagara Sports Commission can assist with their efforts to create event awareness and promote the destination.
- Offer the services of VBN Marketing Department when appropriate, including press releases, social media, creative messaging, and customized maps for reproduction.
- Educate clients on other services offered including housing services, welcome letters and gifts, volunteers, visitor information and welcome from local dignitaries.
- Utilize volunteer management software to assist in scheduling volunteers for sporting events.

- Host hospitality meetings with related hotels, restaurants and local businesses when hosting large city-wide sporting events
- Work with the VBN Industry Relations Director, local colleges/athletic departments to recruit volunteers and interns from the sport management programs or related fields.
- Assist clients in identifying possible local area corporations that may be considered for sponsorship.
- Obtain history of an event by attending events or having calls with cities that have been previous hosts for events that we are now hosting.
- Partnering with the local hotels, restaurants, host venues on recruiting volunteers and providing extended hospitality to the sporting event
- Develop a comprehensive facility guide of our sporting venues with their specs, offered amenities, layout diagrams and photos.

Tour and Travel Sales

Travel trade is a division of VBN's sales department, designed to market and promote Buffalo Niagara and Western New York to attract domestic and international group and frequent independent travelers (F.I.T.) to the region in the form of leisure motor coach groups and individual international travelers.

Target Audiences

Domestic Seniors/Adults

International / FIT - Primary target markets: Canada, China, Germany & UK

Secondary markets: Australia, India, Brazil, Italy, Ireland

Domestic and International Student / Youth

Travel Trade Strategies

- Attend and participate at domestic and international tradeshows such as ABA, IPW, OMCA, to promote Buffalo Niagara as a premier destination for tour groups.
- Invite NYC based receptive operators for a FAM in Buffalo; bring together Buffalo Niagara hotels and attractions.
- Continue to promote the Tour Package "9 Days in NYS," which is a self-drive FIT package, in collaboration with Visit Syracuse and Dutchess County Tourism to promote international visitation across New York State.
- Work with tour operators to identify unique overnight stay options with Erie County hotel properties that match the specific needs of targeted markets/countries.
- Identify appropriate opportunities with tour operators to market and promote Buffalo Niagara attractions to increase group and FIT visitation.
- Work closely with the Greater Niagara Region, I Love NY and the international I Love NY offices to cultivate new sales relationships through co-op marketing/site inspections/FAMs.
- Partner with I Love NY offices on the International sales mission designed to meet face to face with tour operators in order to sell them on the greater Buffalo Niagara region.
- Explore the opportunity of creating an online international tour operator/travel agent certification program to better sell the destination to consumers in their market.
- Further develop Buffalo Niagara technical tour opportunities/products.

Travel Trade Success Measures

- Generate XXX sales leads.
- Generate XXXXXX definite room nights.
- Conduct a minimum of 15 weekly solicitations.
- Conduct 20 site visits and fam tours.
- Attend 5 tradeshows targeting the travel trade and group planners.

TRAVEL TRADE SALES ACTION CALENDAR	J	F	M	A	M	J	J	A	S	O	N	D
American Bus Association	■											
Heartland Travel Showcase		■										
NAJ Tour Operator Summit			■									
I Love NY International FAM				■								
International Pow Wow					■							
All Market FAM						■						
NYC Receptive Operator Marketplace							■					
I love NY International Sales Mission								■				
Domestic Sales Mission									■			
I Love NY International FAM tour										■		
Ontario Motor Coach Association											■	

Client Services

Client Services is responsible for enhancing the planner and attendee experience through excellent customer service. Our purpose is to work with destination partners to help deliver a wonderful and distinct Buffalo Niagara experience. VBN's leadership for the destination will focus on integrating programs that will add value and maximize the group visitor experience. We believe that by building strong relationships and providing extraordinary experiences, we build a "services to sales" approach that will affect repeat and referral business to positively impact the county's economy.

Client Services Objectives

- Increase attendance at Buffalo Niagara conventions, meetings and sporting events.
- Provide an exceptional experience to event organizers to ensure rebooking opportunities for the destination.
- Promote "Bring it Home" program to local meeting & convention hosts.
- Serve as liaison between event organizers/clients and the destination's tourism industry.
- Maintain a high commitment to customer service excellence internally (to partners and peers) and externally (to clients and visitors).
- Use the servicing and planning process to grow client relationships. By providing "one stop shop" services, we will integrate a cooperative spirit between planners and Erie County hospitality partners.
- Motivate convention delegates to return as leisure visitors.

Client Services Strategies

- Consult with clients to identify specific needs. As their partner, provide a menu of services, past successes and examples as guidelines to customer services.
- Identify local partners, venues and other services to assist planners in producing successful events.
- Offer the benefit of the "Bring it Home" campaign to locals who host a meeting/convention.
- Offer a social media platform as additional resource for attendees to enhance their visitor experience.
- Create customized attendance building materials.
- Conduct meetings or conference calls with planners, their marketing and public relations departments to strategize how Visit Buffalo Niagara can assist with their efforts to create event awareness and promote the destination.
- Offer the services of VBN Marketing Department to include press releases, social media, creative messaging, and customized maps for reproduction.
- Educate clients on other services offered by Visit Buffalo Niagara including housing services, welcome letters, volunteers, visitor information and welcome from local dignitaries.
- Create and distribute on welcome desks compelling materials that will invite convention delegates to return as a leisure visitor.
- Utilize volunteer management software to assist in scheduling volunteers for meetings, convention and sporting events.
- Continue ongoing quarterly training for Buffalo Ambassador volunteers to keep them up-to-date on changes in cultural attractions, restaurants, and events.
- Recruit Buffalo Ambassador volunteers to increase our pool of volunteers.

- Continue use of our customer satisfaction survey for meeting and convention planners, and implement a client incentive program to increase completed surveys.
- Assist clients in identifying possible local area corporations that may be considered for sponsorship.

Client Services Success Measures

- 50% returned customer satisfaction surveys
- An average customer satisfaction score of 4.5 out of 5
- 200 groups serviced
- Conduct quarterly training for Buffalo Ambassadors

CONVENTION SERVICES ACTION CALENDAR	J	F	M	A	M	J	J	A	S	O	N	D
Customer Satisfaction Survey												
Deploy/Collect/ Review Customer Surveys												
Buffalo Ambassador Volunteer Training												
Buffalo Ambassador Recruitment												
Attend ESPA												
Update VBN Services Collateral Materials												

Destination Development and Industry Relations

The Destination Development and Industry Relations Department provides collaborative opportunities, programming and educational outreach to the industry that supports the sales and marketing efforts of Visit Buffalo Niagara. The goal of the department is that Visit Buffalo Niagara will be top of mind for anyone wishing information related to tourism in Erie County, and we will reach this goal by addressing the needs of our partners and the community in ways that will enhance visitors' experiences through world-class customer service, helpful, easy-to-find and up-to-date resources, and visibility throughout the destination.

Destination Development and Industry Relations Objectives

- Communicate the value of VBN efforts regarding the VBN mission, its objectives, marketing process, the value of its works and economic impact, along with data that is useful for its constituents.
- Serve leisure and group visitors, ensuring they have all the resources they need to enjoy their stay or extend their stay while in the destination.
- Provide timely and comprehensive fulfillment to requests for information via telephone, email and reader response.
- Work with Client Services to ensure that meetings and sports delegates receive the necessary assistance and information to make their stay pleasant and memorable.
- Maintain a high commitment to customer service excellence both internally and externally.
- Serve as the official resource for visitors and the industry of:
 - Visitor information
 - Current research, trends and statistical data
- Foster a culture of connecting, learning and collaborating within the industry to promote destination prosperity.
- Cultivate relationships that advance the hospitality and tourism profession.

Industry Relations Strategies and Tactics

Visit Buffalo Niagara University

Visit Buffalo Niagara University is the umbrella under which all seminars and informative programming are represented. The offerings are meant to keep members of the industry connected, learning and collaborating with VBN and one another. These programs are open to all tourism and hospitality professionals, as well as volunteers (when applicable), and include:

- Quarterly industry meetings, held at different locations throughout the county, industry meetings will provide partners with networking opportunities while keeping them updated on VBN sales, marketing and public relations efforts. Quarterly industry meetings will also include an educational topic, presented by an "expert" in the field.

- Buffalo Unexpected Deals, a discount program available to conventioners, spectators and leisure visitors for discounts at participating businesses on food, tours, merchandise, etc.
- Monthly destination/customer service training to build the learners' knowledge and awareness of new development in the county, helpful resources, and best-practice customer service.
- Monthly Destination Extranet for Leads, Information, Listings and Activities (Delila) Extranet Training to introduce and teach new partners and their employees on how to access the system - the features and benefits of doing so (can also be a refresher course for those needing help).
- Monthly industry nights, open to frontline staff personnel, volunteers, board members, etc., the industry night will give attendees an opportunity to meet the owner, tour the facility, experience the venue with peers.
- Annual tourism summit, which will provide deeper training on trends in marketing, human resources, destination development, sales – or other topics of interest, based on feedback from surveys sent throughout the year.
- Ongoing communications and resource library:
 - Weekly **Buffalo Niagara This Week**, monthly **Travel Pulse**, quarterly **Tourism Insider**, **Convention Calendar** and **VBN University Tips and Trends** for graduates of the training program. All materials will be archived on the corporate website and made available via Delila (extranet), along with the annual report, business plan and any updated research.
- Semi-annual volunteer mixer to recognize and thank volunteers for their hours of service; announce new opportunities for the future; updates on any changes in protocol or procedures and provide networking opportunities among new volunteers.
- National Travel & Tourism Week and Beacon Awards Luncheon. VBN's annual luncheon is held during NTTW to honor and celebrate Erie County's tourism industry – the businesses, people, developments and accomplishments that make the industry so successful. It is a time for recognition and networking; members of the industry and their families, elected officials, vendors and media are invited to attend. The Beacon Awards are awarded to exemplars in hospitality and tourism; along with Bring it Home ambassadors. Winners are peer-nominated; and judging is done by area colleges and universities. The annual \$1,000 hospitality scholarship is given to a deserving high school graduate of Erie County who is attending a college or university in Western New York for the purposes of exploring a career in this field.

Additional events held throughout the week include, but are not limited to:

- Lighting the town red, the color of hospitality
 - Scheduled open house in the visitor center
 - Recognizing the flight crew through random acts of kindness (delivery of sponge candy)
 - Billboard campaign, using promotional space donated by Lamar Advertising
- Working with the Administrative Department and Destination Development Advisory Committee, Visit Buffalo Niagara will continue to explore and develop new opportunities for the region, as well as fine tune concerns and issues brought forth by industry partners. Examples include the need to update in-destination, county-wide wayfinding and external signage; Airbnb legislation and other issues that arise.

- Provide comprehensive visitor resources and consultation services through two visitor centers
 - Adequately staff and train personnel and volunteers
 - Ensure that city, county and regional tourism businesses are represented appropriately through brochure display and distribution; consistently maintain and grow awareness by actively engaging the personnel in these locations.
 - Provide oversight on pricing and mix of merchandise being sold at the visitor centers.
 - Continue to develop partnerships with tour companies
 - Provide region-wide brochure distribution to hotels, attractions, restaurants and other high-profile, trafficked areas to maximize availability for visitors to obtain the most current visitor publications.
 - Identify new and existing tourism-related businesses and encourage them to engage with Visit Buffalo Niagara and the tourism industry through VBN activities.
 - Continue to promote and encourage engagement with Visit Buffalo Niagara calendar of events.

Destination Development and Industry Relations Success Measure

- Continue to increase portal access usage in Simpleview CRM.
- Combined merchandise sales goal of \$287,000 in 2019, an increase of 2.09%
- 47,000 referrals made to visitors at information tables and visitor centers
- Plan, coordinate and execute the National Travel & Tourism Beacon Awards luncheon.
- Plan, coordinate and execute annual scholarship program.
- Plan, coordinate and execute National Travel & Tourism week activities.
- Plan, coordinate and execute annual Tourism Summit
- Plan, coordinate and execute all aspects of Visit Buffalo Niagara University
- Continue to grow Buffalo Ambassador Network from 4,000 contacts to 5,000 contacts by 2020.

DESTINATION DEVELOPMENT / INDUSTRY RELATIONS ACTION CALENDAR	J	F	M	A	M	J	J	A	S	O	N	D
Beacon Awards Luncheon / Annual Meeting												
Beacon Awards Planning Committee												
Beacon Awards Nomination Period												
Scholarship Program Application Period												
Tourism Summit Planning Committee												
Tourism Summit												
Quarterly Tourism Forum												
Extranet Training												
Destination/Customer Service Training												
Volunteer Mixer												
Frontline Staff FAM Tour												
Holiday Open House												
Touring Guide Distribution												
Monthly industry nights												
Travel Pulse												
Tourism Insider												
Buffalo Niagara This Week (52 weeks)												

Administrative Goals

The primary goal of the Administrative Department is to provide managerial guidance to all Visit Buffalo Niagara Departments related to staffing, management, operational efficiencies, organization strategic planning, education and community-based initiatives that position Visit Buffalo Niagara as the leader in hospitality and tourism-based economic development for Erie County.

Administrative Objectives

- Maintain the proactive reporting, measurements and formats of monthly, quarterly and yearly tourism data through the acquisition of third-party research and economic metrics to better communicate economic impact to media, industry and policymakers.
- Maintain a comparative reporting and benchmarking system for group sales, group booking pace and interactive analytics from media placement, social media outlets and VisitBuffaloNiagara.com. These measurements will be used for both internal and external analysis.
- Continue to seek out all Western New York regional partnerships with area organizations that can positively impact Buffalo Niagara visitation, make Western New York regionalism beyond our borders a standard practice.
- Continue to provide efficient, convenient, responsive and customer-oriented support services to the organization.
- Provide essential human resource functions to the organization.
- Safeguard Visit Buffalo Niagara's financial assets and manage its financial resources in accordance with the organizational by-laws.
- Provide contract compliance support services and centralized guidance to all Visit Buffalo Niagara departments related to contract planning, execution, performance and monitoring.
- Continue to reach out to elected officials, the business community, media and local residents to educate them on the economic value of tourism and the value of Visit Buffalo Niagara's efforts.
- Establish mechanisms for the development of alternative funding sources for Visit Buffalo Niagara by creating partnerships with local and national vendors specific to tourism economic development and visitation that assists in creating shared revenue channels beyond tax collection.
- Encourage Visit Buffalo Niagara staff to take leadership roles with local, state and national organizations to raise the level of professionalism and credibility of the organization.
- Continue work with economic development allies and city and county officials to ensure that VBN has input on strategies and plans for visitation and tourism-related projects in the City of Buffalo or Erie County. VBN will begin the development of a 2020 Tourism Master plan working with a tourism consulting firm to guide our community partners through a comprehensive plan beginning in 2019. This will be our destinations roadmap for the development of facilities, marketing strategies and comprehensive planning for the following ten years.
- Work with local, state and national organizations to monitor and actively voice our opinions or concerns relating to legislative issues that may impact Visit Buffalo Niagara or the tourism industry in general.

- Improve outreach and education to our local media outlets about the importance of tourism and the current trends in the Buffalo and Erie County market.
- Work with local, state and national officials and staff to address issues surrounding short-term housing rental programs. We will monitor and actively voice our opinions or concerns relating to these activities.
- Continue to facilitate committees or taskforce groups to address our various destination travel “drivers” to ensure we have a collaborative marketing message throughout Erie County. Continue our advocacy role within these committees on behalf of the partners, specific to community engagement and initiatives with our public stakeholders.
- Throughout the year, implement and engage the process to incorporate the 2015-2020 Visit Buffalo Niagara Strategic Plan.
- Work with Erie County municipalities to continue to identify and create the experiences that are authentic to our area to ensure we offer diverse, quality and appealing attractions, entertainment, shopping, arts/culture and culinary options.
- Continue to work at all visitor touchpoints to ensure they provide quality customer service and have a good understanding of our destination brand strategy and attributes countywide.
- Continue to support and have input on transportation issues that impact visitation, from expanding air service to improving modes of ground transportation throughout Erie County.
- Continue to work with county municipalities and events rights holders to identify new and existing, quality events that have economic value, generate trackable overnight visitation and enhance the destination brand and generate regional and national media exposure.
- VBN will implement strategies focused on destination opportunities and community support and engagement through the Destinations International DestinationNEXT study, including the process to complete a destination Visitor/Tourism Master Plan.
- Advance in the County’s pursuit regarding the future of the Buffalo Niagara Convention Center.

Administrative Strategies

- Provide timely IT problem resolution and customer service to Visit Buffalo Niagara staff.
- Have a work environment that inspires employees through recognition and open communication.
- Ensure that administrative directives and policies are easily accessible and understood by staff.
- Oversee and monitor all expenditures of the organization to ensure operational budget is maximized.
- Provide timely financial reports to board members and other stakeholders to enhance the quality and efficiency by which financial services are delivered.
- Manage and coordinate the annual budget process including the revenue and expenditure forecasting.
- Administer all accounting functions to assure proper control and recording of financial transactions and compliance with fiscal policies.
- Continue to oversee the management and coordination of various contractual obligations for Visit Buffalo Niagara.
- Work in conjunction with Accounting and IT Departments to find the best software programs or technology environments that deliver the highest return-on-investment and efficiencies.

- Continue working with our elected county, city and town officials along with associated parties to ensure that the inter-local expenditures and opportunities are made on programs or infrastructure that will deliver the best ROI and address facilities that we do not currently have in our county-wide inventory.
- Serve in a proactive advise-and-consent role with local economic development partners on tourism-related projects
- Continue to conduct monthly speaking engagements with area civic groups, business roundtables and other volunteer organizations to promote tourism economic development and the VBN mission.
- Conduct community presentations to governmental/municipal, standing committees and departments, county based town councils and area chambers of commerce. Throughout the year, assign staff to cover various community events and to act as liaisons between Visit Buffalo Niagara and the host organizations.
- Work with area media and meet with their editorial staffs to educate them on the value of tourism programs that Visit Buffalo Niagara is involved with that have a positive impact for businesses and residents.
- Make sure that Visit Buffalo Niagara staff is involved with U.S. Travel Association, Brand USA, Destinations International, Empire State Development, New York State Hospitality and Travel Association, New York State Destination Marketing Organization as well as other national, state, regional and local associations to ensure that we have a voice on local, state, national and international issues impacting Buffalo Niagara tourism.
- Execute a multichannel strategy to address the need for more community support and engagement as outlined in Destinations International DestinationNEXT program. VBN will undertake tactics in training, town-hall meetings, task force and committee development, online resources and social media to the following areas: Backyard Boosters (residents and stakeholders), Bring It Home Campaign (connectors program for meetings and conventions) and Tourism Awareness (tourism industry partners).
- Advocate and advise for the future of the construction of new and/or expansion of existing Buffalo Niagara Convention Center, the organization's strengths of industry/planners expectations and standards, stakeholder resources and community outreach and education. Utilize integrated PR and marketing platforms and opportunities to raise awareness of the need and future use of a larger state of the art facility for Buffalo.

ADMINISTRATION ACTION CALENDAR	J	F	M	A	M	J	J	A	S	O	N	D
VBN Board Meeting												
VBN Executive Committee Meeting												
VBN Finance/Audit Committee Meeting												
VBN Travel Pulse												
Sports Advisory Council Meeting												
Quarterly Meeting with Erie County Executive												
Submit Preliminary Budget to Erie County												
Erie County VBN Funding Advisory Committee												
Erie County Convention Center Study Committee												
Quarterly Meeting with City of Buffalo Mayor												
Monthly Marketing Meeting with Seneca Gaming Corp.												
NYSDMO Meeting												
NYSHTA Legislative Day												
US Travel Destination Council Board Meeting												
US Travel Destination Capitol Hill												
US Travel ESTO												
Destinations International Annual Conference												
Submit DMAP Annual Report												
Buffalo Niagara Partnership CAN AM Meeting												
Quarterly Hotel General Managers Meeting												
Annual Audit												
Tourism Master Plan												
Destinations International DMO Compensation and Benefits Study												

Summary of Visit Buffalo Niagara Measurable Performance Objectives

Organization Measure		2018 Goal	2018 Actual	2019 Goal
Administration				
1	Erie County Occupancy (STR projection)	63.40%		
2	Erie County Average Daily Rate (STR projection)	\$106.20		
3	Erie County RevPAR (STR projection)	\$67.34		
4	Erie County Hotel Tax Collection (Projection)	\$11,218,145		
5	Monthly Travel Pulse Distribution	12		
6	Marketing Grant Funds Received	\$50,000		
Marketing				
Digital				
8	Website Sessions	1,368,518		
9	Website Page Views	2,723,251		
10	Website Time on Page	1:37		
11	Email Consumer Database	105,000		
Social Media				
12	Facebook Fans	91,651		
13	Twitter Followers	27,319		
14	Instagram Followers	25,516		
15	Visit Buffalo Niagara Blog Posts	225		
Media Relations				
16	Media Placements – out-of-market	100		
17	Ad Equivalency Value	\$3,200,000		
18	Media Visits	40		
Sales				
Conventions				
19	Conventions Leads Distributed	288		
20	Conventions Definite Room Nights	61,590		
21	Conventions Definite Bookings	128		
22	Conventions Economic Impact	\$57,000,000		
23	Conventions Sales Calls	2,160		
24	Conventions Site Visits	30		
25	Conventions Tradeshows	14		
Sports				
26	Sports Leads Distributed	298		
27	Sports Definite Room Nights	89,370		
28	Sports Definite Bookings	161		
29	Sports Economic Impact	\$91,000,000		
30	Sports Sales Calls	1,532		
31	Sports Site Visits	30		
32	Sports Tradeshows	10		
Travel Industry				
33	Travel Industry Leads Distributed	185		
34	Travel Industry Definite Rm Nights	11,050		
35	Travel Industry Definite Bookings	145		

Organization Measure		2018 Goal	2018 Actual	2019 Goal
36	Travel Industry Economic Impact	\$4,200,000		
37	Travel Industry Sales Calls	720		
38	Travel Industry Site/FAM Visits	20		
39	Travel Industry Tradeshows	6		
Services				
40	Groups Serviced	200		
41	Completed Services Surveys	32		
42	Services Average Survey Score	4.5		
Destination Development Industry Relations				
43	Visitor Center Traffic	90,000		
44	Visitor Center Retail Sales	\$284,000		
45	Partner Database	4,110		
47	VBN Academy Programs	20		
48	VBN Beacon Awards table sales	\$14,000		
49	VBN Beacon Awards Attendance	570		
50	Tourism Insider Distribution	4		
51	Frontline Training	350		

Industry Membership and Leadership Positions

Patrick Kaler, President & CEO

- U.S. Travel Association, Board of Directors
- U.S. Travel Association, Destination Council Board of Directors
- U.S. Travel Association, Destination Council Chair
- U.S. Travel Association, PAC Board Member
- Destinations International
- New York Destination Marketing Organization Association, Vice Chair
- Buffalo Niagara Partnership Board of Directors
- Buffalo Civic Auto Ramp, Board of Directors
- Frank Lloyd Wright's Darwin Martin Complex, Board of Directors
- Olmsted Conservancy, Long Range Planning Committee
- The Eric Wood Foundation, Executive Advisory Board
- Member, Leadership Buffalo
- Western New York Sports Advisory Council

Drew Brown, Marketing Manager

- Reddy Bikeshare, Marketing Committee

Mike Even, Vice President of Sales and Services

- Destinations International Certified Destination Management Executive
- Trocaire College, Advisory Council for the Hospitality Management Program
- Buffalo Niagara Sales & Marketing Executives, Board of Directors
- Buffalo Niagara Sales & Marketing Executives, Programming Committee
- Chippewa Alliance Board of Directors
- Chippewa Alliance Street Scape Design Committee
- Destinations International Sales Advisory Committee
- Member, Meeting Planners International

Karen Fashana, Director of Marketing

- Darwin Martin House, Visitor Experience Committee
- Graycliff, Marketing Committee
- Theatre of Youth, Marketing Committee
- Buffalo Place, Marketing Committee

Jennifer Gregory, National Sales Manager

- American Planning Association Western New York Section, Scholarship Fundraiser
- Niagara University College of Hospitality & Tourism Management, Adjunct Instructor
- Professional Convention Managers Association, Capital Chapter
- Association of Meeting Professionals

Pete Harvey, Director of Sports Development

- NASC Sports Legacy Committee
- NASC By Laws Committee
- NASC Symposium Committee
- Wings Flights of Hope Board of Directors

Brian Hayden, Communications Manager

- Explore Buffalo Marketing Committee

Ed Healy, Vice President of Marketing

- Innovation, Creativity & Entrepreneurship Advisory Council at SUNY Buffalo State
- Darwin Martin House Marketing Committee
- Gardens Buffalo Niagara Board of Directors

Cindy Kincaide, Director of Destination Development & Industry Relations

- Buffalo Green Fund, Inc. Past-President
- Community Advisory Board Member – WNED-TV
- Culinary Advisory Group Member – Erie 1 BOCES
- Member, Leadership Buffalo
- Maryvale Academy of Hospitality and Tourism Advisory Council
- Buffalo Place Retail Committee
- Greater Buffalo Cultural Alliance Steering Committee

Jenilyn Mescall, National Sales Manager

- Meeting Planners International
- Buffalo Niagara Sales and Marketing Executives
- Buffalo Niagara Travel Professionals
- Events Industry Council Certified Meeting Planner

Leah Mueller, Director of Tourism Sales

- ILNY International Marketing Committee
- OMCA Supplier Council
- OMCA Conference Committee

Dionne Williamson, National Sales Director

- Friends of Broderick Park Committee
- Vision Niagara Board of Directors
- Buffalo History Museum Board of Managers
- Buffalo History Museum Advancement Committee
- UPward Design For Life Corporation - Founder



Buffalo Niagara Convention & Visitors Bureau, Inc.

2019 Operating Budget

Approved by the Board of Directors Wednesday November 7, 2018

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
SUMMARY OF REVENUES and EXPENSES
OPERATING BUDGET
2019

	Budget 2019	Projected 2018	Budget 2018	Actual 2017	2019-2018 Budget \$ Variance	2019-2018 Budget % Variance	2019-2018 Projected \$ Variance	2019-2018 Projected % Variance
Revenues	\$ 4,370,054	\$ 4,303,570	\$ 4,285,220	\$ 4,347,245	\$ 84,834	1.98%	\$ 66,484	1.54%
Expenses:								
Sales & Services Department Expenses	\$ 1,703,700	\$ 1,709,350	\$ 1,719,510	\$ 1,626,259	\$ (15,810)	-0.92%	\$ (5,650)	-0.33%
Marketing Department Expenses	1,277,700	1,248,885	1,225,100	1,330,818	52,600	4.29%	28,815	2.31%
Destination Development	222,835	223,225	210,550	209,780	12,285	5.83%	(390)	-0.17%
Airport Visitor Center	190,705	185,460	188,260	195,293	2,445	1.30%	5,245	2.83%
Buffalo Visitor Center	111,615	107,775	114,650	106,833	(3,036)	-2.65%	3,840	3.56%
Administrative & Finance Department Expenses	863,500	827,500	827,150	823,219	36,350	4.39%	36,000	4.35%
Subtotal expenses	\$ 4,370,054	\$ 4,302,195	\$ 4,285,220	\$ 4,292,202	\$ 84,834	1.98%	\$ 67,859	1.58%
NET EXCESS OF REVENUES								
OVER EXPENSES	\$ -	\$ 1,375	\$ -	\$ 55,043	\$ -	N/A	\$ (1,375)	N/A

Buffalo Niagara Convention & Visitors Bureau, Inc.
 Operating Budget
 Revenues
 2019

	Budget 2019	Projected 2018	Budget 2018	Actual 2017	2019-2018 Budget \$ Variance	2019-2018 Budget % Variance	2019-2018 Projected \$ Variance	2019-2018 Projected % Variance
Eric County Grant	\$ 3,553,540	\$ 3,484,863	\$ 3,484,863	\$ 3,499,818	\$ 68,677	1.97%	\$ 68,677	1.97%
Eric County Sport Fishing Grant	5,174	5,075	5,075	5,000	99	1.95%	99	1.95%
Visitor Guide/Digital Advertising	305,000	267,786	286,750	278,142	18,250	6.36%	37,214	13.90%
Assessments - Convention	1,500	5,000	-	14,870	1,500	-	(3,500)	-70.00%
Shared Services - BNCC	-	-	4,000	-	(4,000)	-100.00%	-	-
NYS Matching Funds Program	69,000	63,713	61,000	60,927	8,000	13.11%	5,287	8.30%
Joint Co-op - Destination Development	25,000	30,000	35,500	20,822	(10,500)	-29.58%	(5,000)	-16.67%
Joint/Co-Op - Marketing	30,000	28,000	27,500	41,743	2,500	9.09%	2,000	7.14%
Joint/Co-Op - Sales	60,300	92,500	65,000	76,895	(4,700)	-7.23%	(32,200)	-34.81%
Grant Revenues	30,000	44,920	30,000	59,438	-	0.00%	(14,920)	-33.21%
Merchandising Revenues - Brisbane Visitors Center	28,750	28,000	32,000	30,185	(3,250)	-10.16%	750	2.68%
Merchandising Revenues - Airport Visitors Center	259,500	252,000	252,000	257,038	7,500	2.98%	7,500	2.98%
Merchandising Revenues - Conventions	500	-	-	1,010	500	-	500	0.00%
Interest Income	40	40	32	42	8	25.00%	-	0.00%
Miscellaneous Income	1,750	1,673	1,500	1,315	250	16.67%	77	4.60%
Total Revenues	\$4,370,054	\$4,303,570	\$ 4,285,220	\$4,347,245	\$ 84,834	1.98%	\$ 66,484	1.54%

Buffalo Niagara Convention & Visitors Bureau, Inc.
 Operating Budget
 Total Expenses
 2019

	Budget 2019	Projected 2018	Budget 2018	Actual 2017	2019-2018 Budget \$ Variance	2019-2018 Budget % Variance	2019-2018 Projected \$ Variance	2019-2018 Projected % Variance
Personnel Costs:								
Salaries	\$ 1,741,700	\$ 1,689,800	\$ 1,695,250	\$ 1,654,263	\$ 46,450	2.74%	\$ 51,900	3.07%
Payroll Taxes & Fringe Benefits	330,200	323,500	325,400	304,846	4,800	1.48%	6,700	2.07%
Professional Development - Staff	49,500	51,500	48,500	64,364	1,000	2.06%	(2,000)	-3.88%
Total Personnel Costs	<u>\$ 2,121,400</u>	<u>\$ 2,064,800</u>	<u>\$ 2,069,150</u>	<u>\$ 2,023,473</u>	<u>\$ 52,250</u>	<u>2.53%</u>	<u>\$ 56,600</u>	<u>2.74%</u>
Sales & Marketing Expenditures:								
Advertising	\$ 520,000	\$ 550,000	\$ 546,100	\$ 499,938	\$ (26,100)	-4.78%	\$ (30,000)	-5.45%
Convention Commitments	173,100	241,000	261,000	171,769	(87,900)	-33.68%	(67,900)	-28.17%
Visitor Guide	215,000	209,000	219,000	229,168	(4,000)	-1.83%	6,000	2.87%
Tradeshows	168,000	166,000	161,000	174,994	7,000	4.35%	2,000	1.20%
Printing	40,000	34,000	18,000	37,210	22,000	122.22%	6,000	17.65%
Postage	8,300	7,900	8,300	8,010	-	0.00%	400	5.06%
Sales Bids & Promotions	95,000	95,000	100,000	110,289	(5,000)	-5.00%	-	0.00%
Convention Sales & Services	38,850	32,000	36,000	28,441	2,850	7.92%	6,850	21.41%

Buffalo Niagara Convention & Visitors Bureau, Inc.
Operating Budget
Total Expenses
2019

	Budget 2019	Projected 2018	Budget 2018	Actual 2017	2019-2018 Budget \$ Variance	2019-2018 Budget % Variance	2019-2018 Projected \$ Variance	2019-2018 Projected % Variance
Travel & Meetings	47,000	41,950	43,250	44,088	3,750	8.67%	5,050	12.04%
Receptions	13,750	12,000	14,250	12,983	(500)	-3.51%	1,750	14.58%
Research	82,300	30,800	34,000	70,113	48,300	142.06%	51,500	167.21%
Digital Development/CRM Hosting	61,500	66,700	62,000	47,828	(500)	-0.81%	(5,200)	-7.80%
Familiarization Tours	79,000	81,000	80,000	65,652	(1,000)	-1.25%	(2,000)	-2.47%
Public/Media Relations	12,000	7,500	-	35,225	12,000	#DTV/01	4,500	60.00%
Freelance Writer/Graphic Artist	10,000	9,500	10,000	14,026	-	0.00%	500	5.26%
Regional Marketing	15,000	13,630	13,500	13,122	1,500	11.11%	1,370	10.05%
Buffalo Visitor Center Operations	37,865	36,775	41,450	38,383	(3,586)	-8.65%	1,090	2.96%
Airport Visitor Center Operations	129,405	130,960	127,960	140,310	1,445	1.13%	(1,556)	-1.19%
Promotional Items	17,500	15,200	13,500	17,445	4,000	29.63%	2,300	15.13%
Destination Development	97,035	99,950	87,000	95,416	10,035	11.53%	(2,915)	-2.92%
Film/Video/Photo Productions	40,000	32,000	27,500	40,335	12,500	45.45%	8,000	25.00%
Photography	15,000	10,000	10,000	30,144	5,000	50.00%	5,000	50.00%

Buffalo Niagara Convention & Visitors Bureau, Inc.
 Operating Budget
 Total Expenses
 2019

	Budget 2019	Projected 2018	Budget 2018	Actual 2017	2019-2018 Budget \$ Variance	2019-2018 Budget % Variance	2019-2018 Projected \$ Variance	2019-2018 Projected % Variance
Online Media Resource	2,000	2,000	2,000	8,074	-	0.00%	-	0.00%
Promotional Packages	5,000	6,000	1,000	5,127	4,000	400.00%	(1,000)	-16.67%
Total Sales & Marketing Expenditures	<u>1,922,604</u>	<u>1,930,866</u>	<u>1,916,810</u>	<u>1,938,090</u>	<u>\$ 5,794</u>	<u>0.30%</u>	<u>\$ (8,261)</u>	<u>-0.43%</u>
Technology & Equipment	31,000	18,300	8,500	29,986	22,500	264.71%	12,700	69.40%
Department Administrative Expenses	295,050	288,230	290,760	300,653	4,290	1.48%	6,820	2.37%
Total Expenses	<u>\$4,370,054</u>	<u>\$ 4,302,195</u>	<u>\$4,285,220</u>	<u>\$4,292,202</u>	<u>\$ 84,834</u>	<u>1.98%</u>	<u>\$ 67,859</u>	<u>1.58%</u>



BUFFALO NIAGARA CONVENTION CENTER



2019 Business Plan

APPROVED BY THE BOARD OF DIRECTORS ON NOVEMBER 7, 2018

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Mission Statement

The primary mission of the Buffalo Niagara Convention Center Management Corporation (BNCCMC) is to manage and maintain the Convention Center to maximize the Center's positive impact on the economy of the City of Buffalo and the County of Erie. The BNCCMC meets this objective by booking events that bring out-of-town guests to the City and County to fill its hotel rooms, restaurants, theaters and retail shopping outlets; by stimulating the growth of the local economy through events that benefit Erie County businesses; and by providing work opportunities to its own labor force and to contractors and other service providers.

The BNCCMC will operate and maintain the Convention Center facility, physical plant (building and equipment) to assure a maximum benefit and care of the public asset.

Introduction

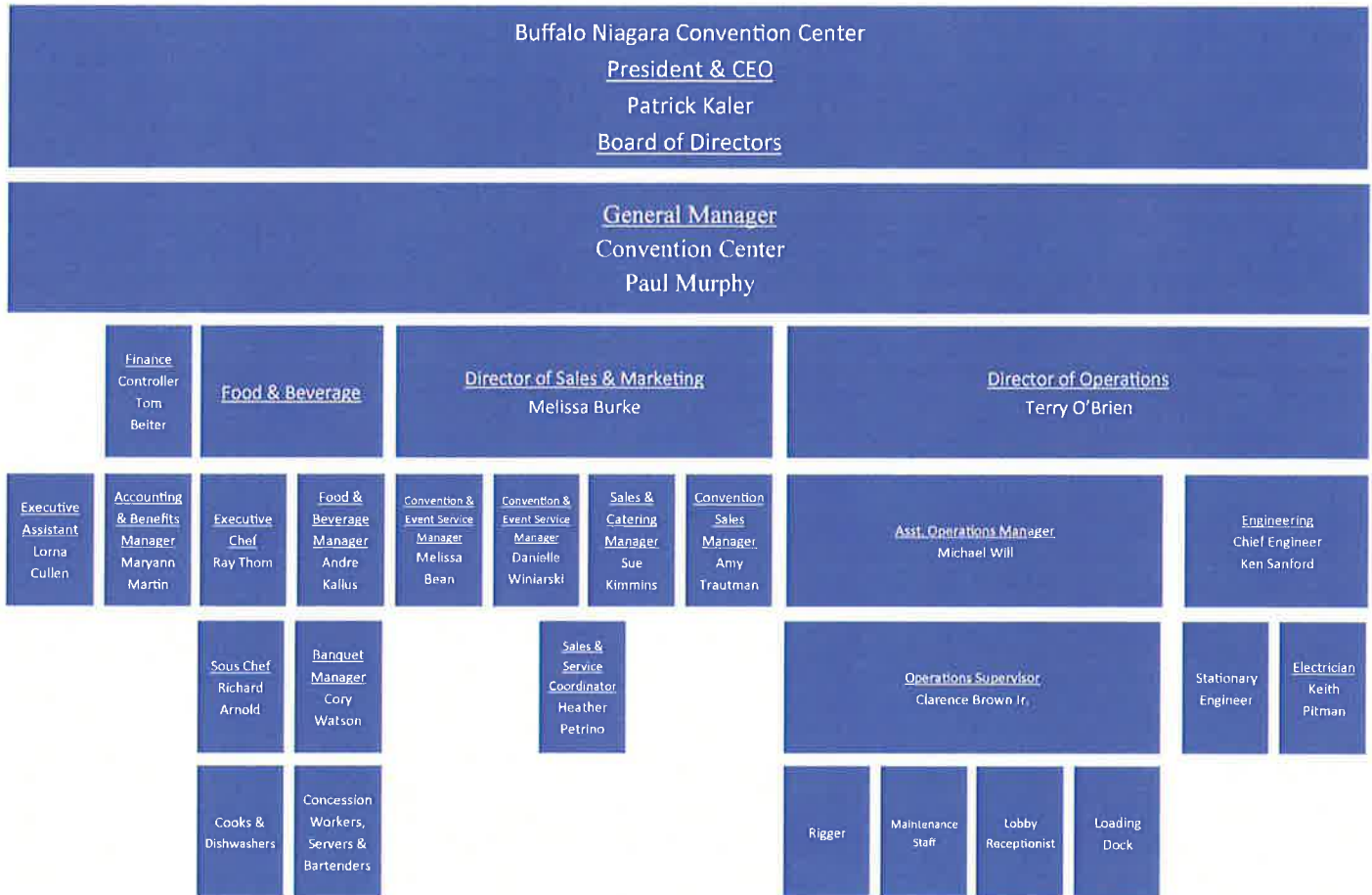
In 2019 we are forecasting total revenues of \$4,220,540.00, a decrease of 6.99% to projected 2018 year end revenues. 43.1% of the total earned revenues will come from the Convention market segment. That activity at the BNCC will produce an estimated 31,000 hotel room nights utilized by attendees at Convention Center events resulting in an estimated economic impact of over \$30 million dollars to the local economy.

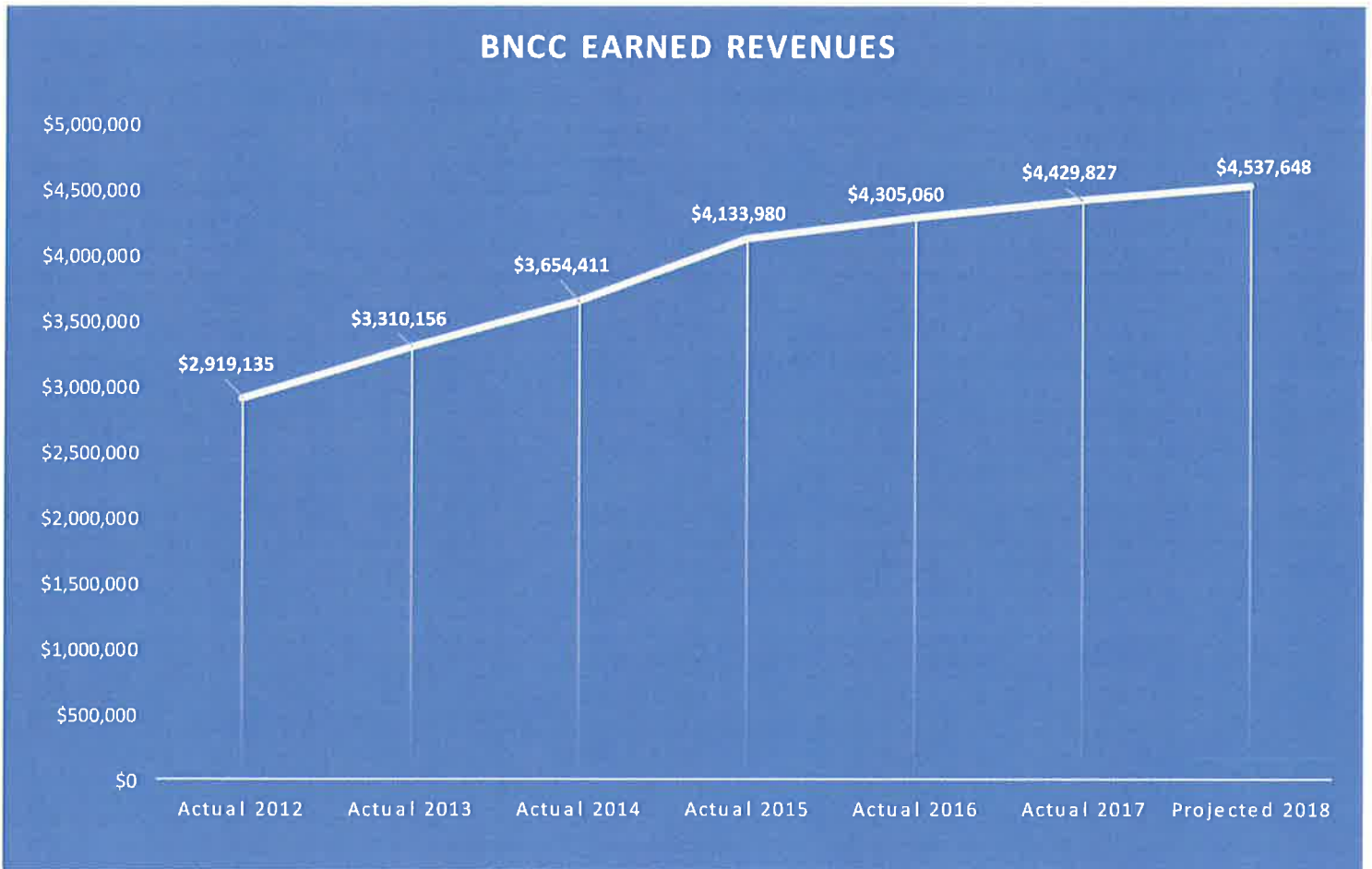
The 2019 forecasted earned revenues represent an aggressive target for the Convention Center Sales & Service team. We are seeing a reduction in estimated earned revenue over the last few years due to increased competition and challenges with date availability over peak date patterns and demand months. The sales staff works strategically to maximize the dates and available space to ensure the greatest benefit to our hotel partners and the County of Erie while satisfying customer demand. The BNCC continues to be fortunate to have a large number of annual repeat customers in all market segments representing a significant portion of our annual revenues, this increased demand makes scheduling preferred date periods challenging. In addition, continued upgrades and new developments to the Buffalo hospitality product combined with an increase in the number of client comments regarding the condition and age of the BNCC and a reduction in the number of leads received have also had a negative impact on sales bookings.

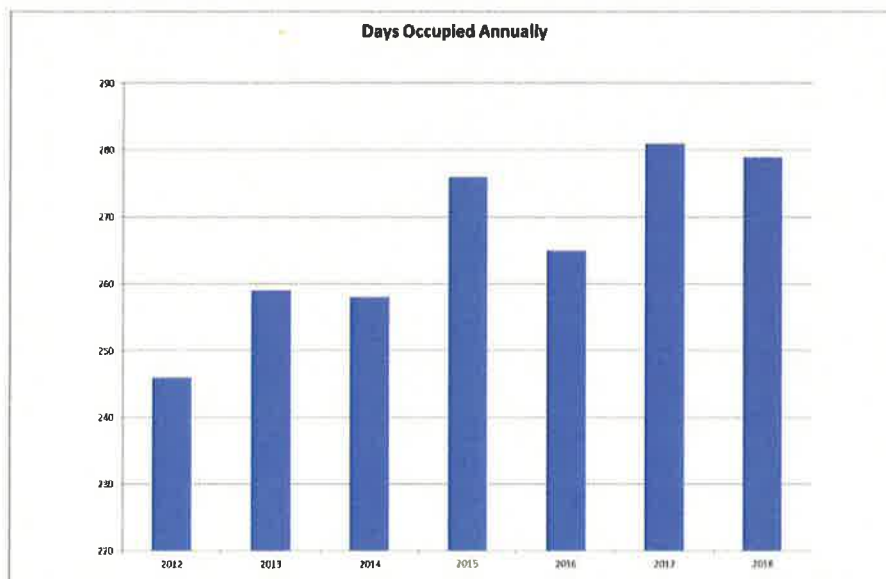
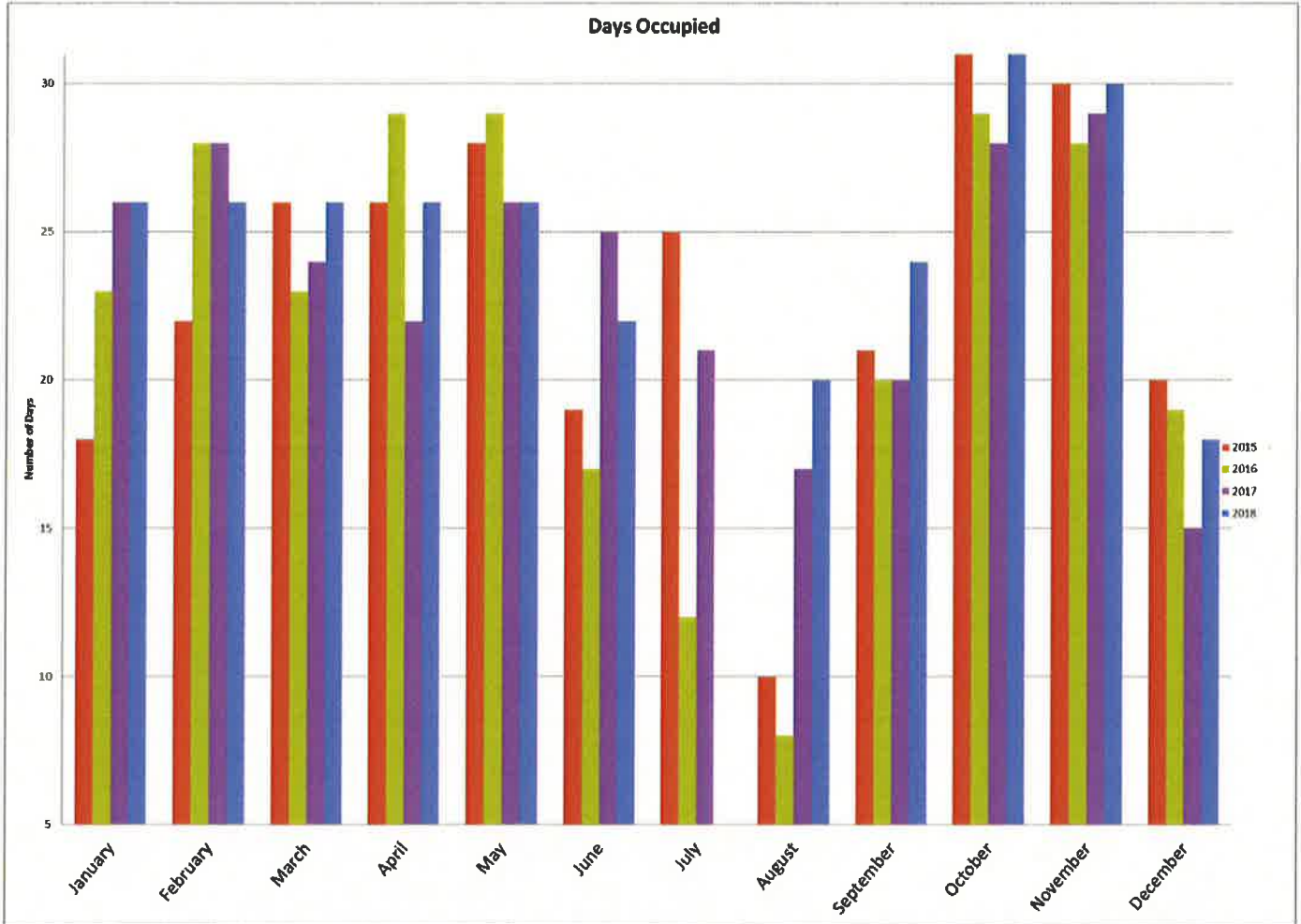
The County of Erie has supported the BNCC operations through investment in capital improvements at the facility. In 2018 a total of \$500,000 was budgeted for upgrades and capital projects at the Convention Center. We will continue to work closely with Erie County Department of Public Works to address priority needs for the facility that will include completing the restrooms and the installation of the LED lighting in the exhibit hall with increased functionality. We will fine tune the future plans to update the Ballroom ceiling, lighting and sound system.

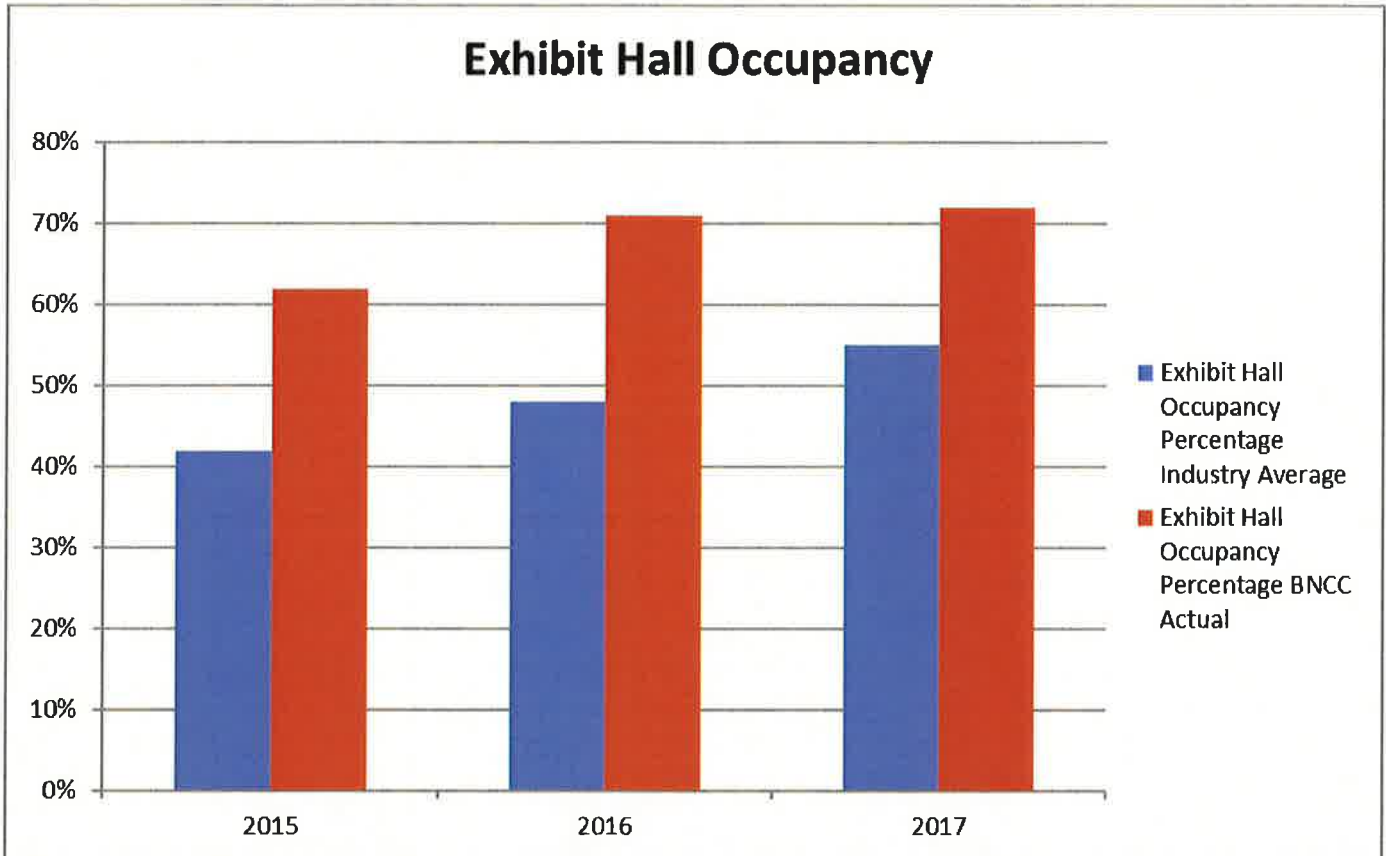
The BNCC continues to receive consistently high marks from our customers in our post event surveys and we enjoy a long tenured professional staff in many areas of the operation. Our excellent customer service and strong food and beverage is key to achieving these high scores.

Buffalo Niagara Convention Center Organizational Chart









“Practical” maximum exhibit hall occupancy rate is approximately 70 percent and the “efficient” range is considered to be approximately 50 to 60 percent. Occupancy levels less than 50 percent suggests the existence of marketable opportunities or open dates, while an occupancy rate above 60 percent increases the potential for lost business or “turn-aways”.

Source: PWC/IAVM Convention Center Report

CONVENTIONS

The primary goal of the Buffalo Niagara Convention Center Sales Department is to generate economic impact for the County of Erie by hosting conventions, meetings, trade shows and other events to drive both attendees and revenues to area hotels, restaurants, attractions and other related businesses.

Objective I

Maximize convention business and facility occupancy with an emphasis on city-wide's.

Strategies:

- Focus on emerging market segments such as Health & Medical, Religious and Trade Associations within specific geographic areas.
- Attend major industry events on a regional and national level to remain top of mind among decision makers.
- Conduct sales missions and attend industry events in conjunction with VBN both locally and in key feeder markets.
- Participate with VBN and hotels hosted client events, trade shows and other fair share opportunities.
- Participate with VBN in client FAM in June and mini FAM in February.
- Support VBN and the Bring It Home Initiative to identify more locals to bring to bring conventions to Buffalo with a sharper focus on the medical campus and local colleges and universities.
- Continue to work with the Hyatt to identify and strategize ways to attract new business and fill need periods.
- Conduct site visits that are customized to each individual group creating a memorable experience.
- Continue partnership with VBN on the Customer Advisory Council for the sixth year continuing dialog and assisting with strategic meeting management planning.
- Continue to persuade clients to consider alternate dates and meeting patterns during peak times to maximize occupancy.
- Attend VBN and industry meetings to review opportunities, need periods and discuss sales strategies.
- Discuss rebooking opportunities with clients while on site.
- As appropriate, use BNCC staff to help ensure customer confidence, set us apart from competition and secure future business.

Objective II

Increase awareness of the BNCC regionally and nationally.

Strategies:

- Maintain day to day sales activities including sales calls, telemarketing, e-mail correspondence and prospecting.
- Identify new industry events and trade shows to consider attending.
- Continue to promote the BNCC incentive package through targeted e-mail and solicitation efforts.
- Continue to grow on-line social media presence with coordinated effort from the VBN.
- Partner with VBN on collaborative advertising placement consistent with target sales markets.

Objective III

Enhance Digital efforts to be an online resource for our clients and guests.

Strategies:

- Elevate BNCC on line presence to be a resource to meeting planners.
- Continue working on content and implementation of a new website to become more interactive and to become more of a selling tool to out of market prospects.
- Hold monthly team meetings (or incorporate into sales meeting) to update social media calendar.
- Participate in webinars or online educational opportunities to increase social media effectiveness.
- Engage local firm to review and implement social media best practices.

Convention Success Measures:

Achieve \$1,738,074 in convention revenues for 2019 which accounts for 43.1% of our total revenues.

The Senior Director of Sales and Marketing and the Convention Sales Manager are responsible for a team goal of XXX in convention bookings in future years.

Attend a minimum of 12 trade shows and industry events.

Conduct quarterly sales missions to feeder markets.

Participate in client receptions and industry events in Albany.

Conduct 30 site inspections throughout the year.

Conduct quarterly Bring It Home informative breakfast meetings targeting local corporate and association planners.

Major Convention Groups in 2019

Group Name	Date	Peak Attendance	Total Room Nights
Ingram Micro	January	1,500	770
NYS Board of Law Examiners	February	2,000	1,600
Northeast Chapter -American Assn of Airport Executives	April	750	1,700
Serving the American Rinks	May	500	900
NYS Board of Law Examiners	July	3,000	2,800
M.W. Hiram Grand Lodge Ancient Free and Accepted Masons	August	500	2,209
National Rural Electric Cooperative Association - NRECA	September	1,000	1,600
Contemporary Ceramic Studios Assn - CCSA	September	400	900
U.B. Dental Alumni Association	October	1,000	250
National Association for Campus Activities	October	750	790
NYS Bureau of Emergency Medical Services	October	2,500	2,300

BANQUETS AND MEETINGS

Secure bookings for local banquets and meetings filling open dates within a twelve month booking window to maximize occupancy.

Objective I

Identify and book events that will fill need periods within the 12 month booking window.

Strategies:

- Identify key dates that need to be filled and create a client list based on past bookings during this period for solicitation.
- Use the 18 month booking window for the time period mid-June thru August in order to increase wedding bookings during this need period.
- Identify and solicit events that are large and space intensive that would require using the BNCC.
- Maintain prompt follow up of inquiries to ensure a timely client response.
- Update wedding package in preparation for Brides World. Offer special incentive for booking within the year for the few dates we have available.
- Upsell food and beverage and other ancillary services and new menu offerings.
- Increase the number of tours and taste tests with potential clients with the goal of converting to definite bookings.
- Maintain timely follow up on client referrals and leads thru client surveys.
- Use in-house digital monitors as a way to cross sell to other markets during conventions.
- Increase the use of social media to introduce/reinforce that we do more than meetings and conventions.
- Explore and join wedding membership sites for additional exposure.
- Participate/attend as a vendor in identified wedding shows and local market opportunities.
- Review and update client referral program offering new incentives for new bookings.
- Create holiday promotion to market to potential clients in order to fill available dates in December.

Banquets and Meetings- Successful Measures

Achieve \$1,422,455 in banquet sales revenue for 2019 which accounts for 35.3% of our total revenues.

The Catering Sales Manager and Sales & Service Coordinator have a goal of XXX in banquet and meetings bookings for 2019 and future years.

Join one bridal association and exhibit in a minimum of one bridal show

Conduct 75 client tours and taste tests throughout the year.

Rebook 75% of all events.

CONSUMER AND PUBLIC EVENTS

Secure public and consumer shows that utilize the exhibit hall within a 12 month booking window.

Objective I

Rebook annual events and secure new events to fill need periods and open dates.

Strategies:

- Provide clients with future dates at conclusion of yearly event, issue contracts for future year with the goal of receiving signed contract within 60 days following the event.
- Attend other local public shows and events to research potential new shows.
- Sharper focus on key show producers that host events during summer months/shoulder periods at facilities similar in size.
- Utilize client references and referrals to identify new business.
- Solicit shows listed on event calendars of comparable venues.
- Create a marketing piece to introduce the BNCC to prospective client.
- Update and implement hot dates promotion to fill shoulder periods.
- Continue to upsell and capture additional revenues from electric, phone, internet services, equipment rentals, exhibitor packages and food and beverage.
- Identify and research niche shows not currently using the BNCC (jewelry, baby, collectors and woman's shows).
- Research ancillary service charges at comparable venues in order to drive additional revenue.

Success Measures:

Achieve \$768,438 in consumer and public shows which accounts for 19.1% of our total revenues.

Each Convention and Event Service Manager has a goal to book \$25,000 in new business.

Rebook 75% of annual events.

CONVENTION AND EVENT SERVICES

While serving as the direct contact point between event organizers and the BNCC personnel, the Convention and Event Service Managers provide customers with assistance, direction, information, and services in a timely manner to provide an excellent experience and an overall successful event. By building strong relationships with our clients, the services team will positively affect repeat and referral business.

Objective I

Provide an exceptional customer experience to ensure future rebooking opportunities.

Strategies:

- Provide clients with a complete listing of all services offered by the BNCC during the turnover process that includes helpful event timeline.
- Continue with customer profile to enhance clients overall experience.
- Promote events and provide most current information thru social media outreach.
- Coordinate pre/post-convention meetings with clients and hospitality partners to review events.
- Use the client satisfactory survey to measure success of the event and determine areas of improvement for the future.
- Join ESPA – Event Services Professionals to provide network with peers and to keep current on industry trends.
- Participate in webinars, industry meetings and other educational opportunities to keep current on the latest trends and innovative services to offer client.
- Develop comment cards for attendees to recognize staff during/after an event and create an incentive program for employees based on feedback.

CONVENTION AND EVENT SERVICES

Objective II

Serve as a liaison between the client and service providers.

Strategies:

- Continue to provide timely, pertinent group information to partners to ensure event readiness and exceptional guest experience.
- Maintain and further develop strong relationships with key government city and county partners to ensure ancillary services are provided as needed for events throughout the year.
- Meet quarterly with VBN and Hyatt service staff to review upcoming groups and discuss ways to heighten the customer experience.
- Attend regular Buffalo Place Security meetings to share information on upcoming events and learn about developments that could impact upcoming groups.

Convention Success Measures:

Achieve guest satisfaction survey index of **4.6** with a customer survey return rate of 50%.

ADMINISTRATIVE GOALS FOR FISCAL YEAR 2019

Provide managerial guidance to BNCC personnel that ensures operational efficiencies and a fulfillment of the corporate mission and County of Erie contractual agreement.

- Continue to work with local company to increase our social media presence locally and out of market for the most impactful reach.
- Complete work on new website to make more interactive while providing additional selling tools to our market prospects.
- Identify consultant and complete five year strategic facility plan.
- Reestablish Convention Center Committee of the Board of Directors.
- Manage financial resources in accordance with the organizational by-laws.
- Work with the County of Erie, Department of Environment & Planning, Steering Committee and convention center consulting team to complete next steps and required follow up with the feasibility study on a new or expanded convention center.
- Support VBN efforts in Bring It Home program.
- Work with the County of Erie, Department of Public Works to identify priority capital improvement projects and complete work on facility restrooms.
- Commit to group membership for IAVM encouraging staff involvement on all levels.

Buffalo Niagara Convention Center Measurable Performance Objectives

Revenues	Revenues		
	Actual	Projected	Budget
Revenue Type	2017	2018	2019
Food and Beverage	\$3,263,775	\$3,356,184	\$3,047,183
Rentals	\$779,051	\$817,229	\$808,105
Electric	\$200,256	\$167,336	\$174,252
Other	\$186,745	\$196,899	\$191,000
Total	\$4,429,827	\$4,537,648	\$4,220,540

F&B Performance	Food & Beverage		
	Actual	Projected	Budget
F&B Performance	2017	2018	2019
Net Revenue (\$)	\$903,139	\$973,110	\$887,337
Net Revenue (%)	27.7%	29.0%	29.0%

Buffalo Niagara Convention Center Measurable Performance Objectives

Mix of Business

	Actual %	Projected %	Budget %
Market Segment	2017	2018	2019
Meetings / Banquets	34.8%	31.6%	37.8%
Conventions	47.8%	51.6%	43.1%
Consumer / Public	17.4%	16.8%	19.1%

Event Information

	Actual	Projected	Budget
Events & Attendance	2017	2018	2019
Total # of Events	148	141	130
Total Event Attendance	252,721	267,337	250,000
Total Est. Room Nights	27,496	34,000	32,000
Total # of days occupied	281	279	253

Guest Satisfaction

Guest Satisfaction	Actual	Projected	Goal
Survey Index Based	2017	2018	2019
upon Customer Survey	4.72%	4.75%	4.6%

Response

(5=Excellent, 1=Poor)

Trade Show / Event Participation

Trade Show / Event	January	February	March	April	May	June	July	August	September	October	November	December
RCMA—Emerge Conference	■											
MPI-Networking Event		■										
VBN Mini FAM		■										
Fraternal Sales Calls				■								
Fraternal Executive Association					■							
Empire State Society of Association Executives Events						■						
MPI—World Education Congress						■						
VBN FAM							■					
International Association of Venue Managers							■					
Connect Marketplace								■				
Customer Advisory Council									■			
ASAE									■			
Connect Faith										■		
International Association of Exhibitors and Events												■
Sales Calls in Feeder Markets			■		■			■			■	

Professional Memberships

Professional Convention Management Association

Meeting Professionals International

Buffalo Niagara Event Professionals

Working for Downtown

Empire State Society of Association Executives

International Association of Venue Manager

Buffalo Niagara Partnership

Sales Department Convention Market Breakdown

Melissa Burke

New York State Market
Corporate
Labor Unions
Legal/Government/Public Administration
Military/Veterans
Trade/Business/Commercial

Amy Trautman

Agricultural Commodities
Athletics/Sports/Dance
Cultural
Educational
Ethnic Minority
Fraternal
Health/Medical
Hobby/Avocational
Multi Level Marketing
Preservation
Public Affairs
Religious
Scientific/Engineering/Tech
Sustainable Energy
Travel/Tourism



Buffalo Niagara Convention Center Management Corporation

2019 Operating Budget

Approved by the Board of Directors Wednesday November 7, 2018

Buffalo Niagara Convention Center Management Corporation 2019 Operating Budget

REVENUES:

EARNED REVENUES

Gross Food & Beverage
Rents
Electrical Services
Equipment Rentals
Communications Revenue
Other Earned Revenue

TOTAL EARNED REVENUES

OTHER REVENUES

Commissions
Interest/Dividends

TOTAL OTHER REVENUES

Erie County - Grant

TOTAL REVENUES

EXPENSES:

COST OF SALES FOOD AND BEVERAGE

SALARIES/WAGES

Admin/Sales
Maintenance
Engineering/Electrical
Dock/Lobby
Staff Incentives
Temporary Services

TOTAL SALARIES AND WAGES

	Proposed Budget 2019	Projected 2018	Budget 2018	Actual 2017	Variance 2018 Projected v. 2019 Budget	Variance 2018 Budget v. 2019 Budget
Gross Food & Beverage	\$ 3,047,183	\$ 3,356,184	\$ 3,280,110	\$ 3,263,775	(309,001)	(232,927)
Rents	808,105	817,229	784,018	779,051	(9,124)	24,087
Electrical Services	174,252	167,336	164,600	200,256	6,916	9,652
Equipment Rentals	55,000	54,462	48,759	53,761	538	6,241
Communications Revenue	1,000	3,256	2,600	10,172	(2,256)	(1,600)
Other Earned Revenue	135,000	139,181	116,000	122,812	(4,181)	19,000
TOTAL EARNED REVENUES	\$ 4,220,540	\$ 4,537,648	\$ 4,396,087	\$ 4,429,827	(317,108)	(175,547)
OTHER REVENUES						
Commissions	\$ 12,500	\$ 12,204	\$ 17,445	\$ 15,106	296	(4,945)
Interest/Dividends	\$ -	\$ -	\$ -	\$ -	-	-
TOTAL OTHER REVENUES	\$ 12,500	\$ 12,204	\$ 17,445	\$ 15,106	296	(4,945)
Erie County - Grant	\$ 1,830,932	\$ 1,795,031	\$ 1,795,031	\$ 1,751,250	35,901	35,901
TOTAL REVENUES	\$ 6,063,972	\$ 6,344,883	\$ 6,208,563	\$ 6,196,183	(280,911)	(144,591)
EXPENSES:						
COST OF SALES FOOD AND BEVERAGE	\$ 2,163,990	\$ 2,383,074	\$ 2,385,460	\$ 2,360,636	(219,084)	(221,470)
SALARIES/WAGES	29.0%	29.0%	27.3%	27.7%		
Admin/Sales	\$ 651,903	\$ 587,222	\$ 618,439	\$ 560,113	64,681	33,464
Maintenance	629,231	623,640	633,536	594,849	5,591	(4,305)
Engineering/Electrical	360,704	350,198	368,170	334,031	10,506	(7,466)
Dock/Lobby	79,869	79,872	87,414	76,185	(3)	(7,545)
Staff Incentives	27,000	20,000	25,000	22,250	7,000	2,000
Temporary Services	100,000	155,000	67,915	91,677	(55,000)	32,085
TOTAL SALARIES AND WAGES	\$ 1,848,707	\$ 1,815,933	\$ 1,800,474	\$ 1,679,105	32,774	48,233

Buffalo Niagara Convention Center Management Corporation 2019 Operating Budget

PAYROLL TAXES AND FRINGE BENEFITS

	Proposed Budget 2019	Projected 2018	Budget 2018	Actual 2017	Variance 2018 Projected v. 2019 Budget	Variance 2018 Budget v. 2019 Budget
FICA	114,303	112,061	107,041	99,361	2,241	7,262
NYS Unemployment Insurance	48,103	47,160	46,678	43,280	943	1,425
Disability/Life Insurance	9,284	9,102	8,365	8,682	182	919
Workmens Compensation	140,737	134,035	134,040	127,847	6,702	6,697
Health - Admin	89,450	85,191	82,287	81,258	4,260	7,163
Health - Union	65,109	62,009	75,765	59,146	3,100	(10,656)
Pension - Admin	15,904	15,592	16,801	14,872	312	(897)
Pension - Union	65,872	64,581	61,389	61,599	1,292	4,483
Training Expense	5,000	-	10,000	-	5,000	(5,000)
TOTAL EMPLOYEE BENEFITS	\$ 553,762	\$ 529,731	\$ 542,366	\$ 496,046	24,032	11,396

TOTAL PERSONNEL EXPENSES

TOTAL PERSONNEL EXPENSES	\$ 2,402,469	\$ 2,345,663	\$ 2,342,840	\$ 2,175,151	56,806	59,629
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PROFESSIONAL FEES

Legal	8,540	18,000	20,095	14,737	(9,460)	(11,555)
Audit	27,500	27,000	26,500	27,001	500	1,000
Data Processing	75,940	79,353	89,326	80,459	(3,413)	(13,386)
Other Professional Fees	35,910	20,500	35,129	15,506	15,410	781
Shared Services - BMCVB	-	-	2,000	-	-	(2,000)
TOTAL PROFESSIONAL FEES	\$ 147,890	\$ 144,853	\$ 173,050	\$ 137,703	3,037	(25,160)

SUPPLIES\SMALL TOOLS

Administrative	14,440	14,729	10,684	14,049	(289)	3,756
Maintenance	95,618	97,531	77,748	93,028	(1,912)	17,870
Engineering	41,174	41,997	44,337	41,012	(823)	(3,163)
Electrical	23,529	24,000	20,031	27,917	(471)	3,498
Food & Beverage	105,000	111,424	65,261	106,280	(6,424)	39,739
TOTAL SUPPLIES	\$ 279,761	\$ 289,681	\$ 218,061	\$ 282,287	(9,920)	61,700

Buffalo Niagara Convention Center Management Corporation 2019 Operating Budget

COMMUNICATION EXPENSES

Telephone
Internet & Website
Postage & Freight

TOTAL COMMUNICATION EXPENSES

OCCUPANCY EXPENSES

Utilities - Gas
Utilities - Electric
Utilities - Water
Admin Insurance
Contractual Maintenance
Emergency Medical Technicians
Security & Police
Building Repairs
Licenses & fees
Other Occupancy

TOTAL OCCUPANCY

EQUIPMENT RENTAL/ REPAIRS & MAINT

Equipment - Rentals
Admin - Repairs & Maintenance
Maintenance - Repairs & Maintenance
Engineering - Repairs & Maintenance

TOTAL EQUIP RENTAL/ REPAIRS & MAINT

TRAVEL & ENTERTAINMENT

Local Meetings & Travel
Client Promotions & Entertainment
Trade Shows

TOTAL TRAVEL & ENTERTAINMENT

	Proposed Budget 2019	Projected 2018	Budget 2018	Actual 2017	Variance 2018 Projected v. 2019 Budget	Variance 2018 Budget v. 2019 Budget
Telephone	\$ 14,220	\$ 17,775	\$ 17,445	\$ 16,954	\$ (3,555)	\$ (3,225)
Internet & Website	58,689	62,441	62,701	59,558	(3,751)	(4,012)
Postage & Freight	1,934	1,972	2,247	1,881	(39)	(313)
TOTAL COMMUNICATION EXPENSES	\$ 74,843	\$ 82,188	\$ 82,393	\$ 78,394	(7,345)	(7,550)
Utilities - Gas	\$ 76,962	\$ 75,452	\$ 68,514	\$ 73,973	\$ 1,509	\$ 8,448
Utilities - Electric	301,385	295,476	300,138	289,976	5,910	1,247
Utilities - Water	28,911	28,344	19,462	17,497	567	9,449
Admin Insurance	102,865	100,848	112,442	98,100	2,017	(9,577)
Contractual Maintenance	37,561	38,313	40,546	36,544	(751)	(2,985)
Emergency Medical Technicians	12,475	12,725	16,566	10,230	(4,091)	(2,985)
Security & Police	64,798	68,429	46,093	65,270	(3,631)	18,705
Building Repairs	32,254	31,622	10,054	30,162	632	22,200
Licenses & fees	14,610	14,323	6,971	13,662	286	7,639
Other Occupancy	36,336	37,063	21,292	35,352	(727)	15,044
TOTAL OCCUPANCY	\$ 708,157	\$ 702,595	\$ 642,079	\$ 670,766	\$ 5,562	\$ 66,079
Equipment - Rentals	\$ 16,851	\$ 17,189	\$ 12,299	\$ 16,395	\$ (337)	\$ 4,552
Admin - Repairs & Maintenance	3,017	3,077	1,752	2,935	(60)	1,265
Maintenance - Repairs & Maintenance	930	948	5,854	904	(19)	(4,924)
Engineering - Repairs & Maintenance	82,000	90,993	100,385	86,792	(8,993)	(18,385)
TOTAL EQUIP RENTAL/ REPAIRS & MAINT	\$ 102,798	\$ 112,207	\$ 120,290	\$ 107,027	(9,409)	(17,492)
Local Meetings & Travel	\$ 496	\$ 486	\$ 500	\$ 464	\$ 10	\$ (4)
Client Promotions & Entertainment	3,189	3,126	5,000	2,982	63	(1,811)
Trade Shows	28,885	28,318	29,000	27,011	566	(115)
TOTAL TRAVEL & ENTERTAINMENT	\$ 32,570	\$ 31,931	\$ 34,500	\$ 30,457	\$ 639	(1,930)

Buffalo Niagara Convention Center Management Corporation 2019 Operating Budget

	Proposed Budget 2019	Projected 2018	Budget 2018	Actual 2017	Variance 2018 Projected v. 2019 Budget	Variance 2018 Budget v. 2019 Budget
ADVERTISING & PROMOTIONS						
Advertising	\$ 23,970	\$ 23,500	\$ 36,153	\$ 17,542	\$ 470	\$ (12,183)
Promotional Materials	-	-	-	-	-	-
Other promotional	73,904	77,357	81,635	80,462	(3,453)	(7,731)
TOTAL ADVERTISING & PROMOTIONS	\$ 97,874	\$ 100,857	\$ 117,788	\$ 98,005	(\$ 2,983)	(\$ 19,914)
OTHER EXPENSES						
Uniforms	\$ 9,292	\$ 9,478	\$ 14,976	\$ 9,041	\$ (186)	\$ (5,684)
Dues & Subscriptions	9,836	10,033	7,319	9,570	(197)	2,517
Bank Fees/Interest	31,373	32,000	31,476	33,287	(627)	(103)
Bad Debts	3,000	3,000	3,000	-	-	-
Miscellaneous / Depreciation	118	115	330	110	2	(212)
TOTAL OTHER EXPENSES	\$ 53,619	\$ 54,627	\$ 57,101	\$ 52,007	(\$ 1,008)	(\$ 3,482)
CAPITAL EQUIPMENT PURCHASES						
	\$ -	\$ 100,000	\$ 35,000	\$ 10,698	\$ (100,000)	\$ (35,000)
TOTAL OPERATING EXPENSES	\$ 6,063,971	\$ 6,347,676	\$ 6,208,563	\$ 6,003,130	(\$ 283,704)	(\$ 144,591)
INCREASE (DECREASE) IN OPERATING NET ASSETS						
	0	(2,793)	0	193,053	2,793	(0)
FUNDS ENCUMBERED TO COVER OPERATING DEFICIT						
	-	-	-	-	-	0
NET INCREASE (DECREASE) IN OPERATING NET ASSETS	\$ 0	\$ (2,793)	\$ 0	\$ 193,053	\$ 2,793	(\$ 0)