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**PATRICK J. KALER**  
PRESIDENT & CEO

403 Main Street, Suite 630 • Buffalo, New York 14203 • 716.961.0200 • Kaler@VisitBuffaloNiagara.com

February 10, 2020

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

Dear Mr. Graber:

Enclosed please find the 4th quarter reports outlining efforts made toward achieving funding purposes as stated in the Business Plan for Visit Buffalo Niagara and Buffalo Niagara Convention Center and financial statements for the period ending December 31, 2019.

Sincerely,

Patrick J. Kaler  
President and CEO

/Enclosures





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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

Patrick J. Kaler  
President and CEO



## 2019 Fourth Quarter Report

FINANCE & ADMINISTRATION				
Q4 Financials	Projected	Budgeted	Variance	% Variance
<b>Revenues</b>	<b>\$ 4,361,975</b>	<b>\$ 4,370,054</b>	<b>\$ (8,079)</b>	<b>(.18%)</b>
<b>Expenses</b>				
Marketing Department	\$ 1,343,552	\$ 1,277,700	\$ 65,852	5.15%
Convention Sales & Services	1,663,112	1,703,700	(40,588)	(2.38%)
Destination Development	199,281	222,835	(23,554)	(10.57%)
Airport Visitor Center	182,945	190,705	(7,760)	(4.07%)
Downtown Visitor Center	118,382	111,614	6,768	6.06%
Administrative & Finance	845,753	863,500	(17,747)	(2.06%)
<b>TOTAL EXPENSES</b>	<b>\$ 4,353,025</b>	<b>\$ 4,370,054</b>	<b>\$ (17,029)</b>	<b>(.39%)</b>
<b>Increase (Decrease) In Net Assets</b>	<b>\$ 8,950</b>	<b>\$ -</b>	<b>\$ 8,950</b>	

SALES				
Q4 Sales Results	Goal	Actual	+/-	% Variance
Convention Leads	52	69	17	32.69%
Sports Leads	67	67	0	0.00%
Group Tour Leads	45	45	0	0.00%
Definite Booked Business	102	115	13	12.75%
Definite Booked Hotel Room Nights	27,645	57,081	29,436	106.48%
Definite Booked Expected Attendance		37,950		
YTD Sales Results	Goal	Actual	+/-	% Variance
Convention Leads	216	285	69	31.94%
Sports Leads	264	264	0	0.00%
Group Tour Leads	190	193	3	1.58%
Definite Booked Business	420	495	75	17.86%
Definite Booked Hotel Room Nights	130,321	166,156	35,835	27.50%
Definite Booked Expected Attendance		133,690		
YOY Comparison	2019	2018	+/-	% Variance
Convention Leads	285	307	-22	-7.17%
Sports Leads	264	285	-21	-7.37%
Group Tour Leads	193	186	7	3.76%
Definite Booked Business	495	495	0	0.00%
Definite Booked Hotel Room Nights	166,156	136,561	29,595	21.67%
Definite Booked Expected Attendance	133,690	129,030	4,660	3.61%

Major Bookings		Expected Attendance	Hotel Room Nights	Economic Impact
The Cup – North American Hockey Championships		3,500	5,275	\$3,861,100
NYS Law Examiners Bar Examination February – (multiple years)		1,600 per year	3,800 per year	\$2,029,000 per year
NYS Law Examiners Bar Examination July – (multiple years)		2,800 per year	6,200 per year	\$3,764,000 per year
National Association of County Engineers		650	1,650	\$996,813
Fluor Marine Propulsion Leadership Retreat		300	970	\$425,800
United States Submarine Veterans Reunion		275	954	\$701,790
Ingram Micro – 2020 USSK Sales Meeting		250	770	\$567,100
National Association of Catholic Chaplains		240	1,045	\$592,000
Mustang Club of America		200	550	\$420,000
FAST RACC Federal Tax Administrators		140	645	\$201,865
Women’s College Hockey Ice Breaker		150	270	\$155,200
USS Little Rock Association Reunion		80	295	\$147,200
Federal Tax Administrators Annual Conference		50	105	\$62,120
USS Dyess – DDR/DD 880		30	150	\$88,035
Q4 Site Visits		Expected Attendance	Hotel Room Nights	Economic Impact
National Baptist Convention USA, Inc.		15,000	11,825	\$26,437,730
National Grange of the Order of Patrons of Husbandry		500	863	\$1,226,520
Our Little Miss 2020		400	1,125	\$689,515
National Association of Catholic Chaplains		400	800	\$591,911
National Association of State Departments of Agriculture		220	1,025	\$615,700
Northeast Association of Advisors for the Health Profession		200	685	\$435,645
USA Rugby		200	140	\$101,428
New York State Wetland Forum		175	110	\$114,650
Federal Tax Administrators		140	645	\$201,865
New York State Social Workers Association		130	110	\$130,760
Theta Tau Fraternity		85	305	\$198,354
Daytrippers Tours – Solar Eclipse 2024		50	150	\$45,260
USS Brush DD 145 Alumni Group		30	120	\$61,790
Iota Phi Theta Fraternity		30	90	\$50,250
Q4 Lost Business				
Meeting/Event	Year(s)	Expected Attendance	Hotel Room Nights	Reason Lost
National Black Belt League Super Grands	2020	1,600	1,400	BOD chose Jamestown to host this competition.
National Black Nurses Association	2022	1,200	2,351	Chose Hilton Chicago where the entire program could be held under one roof. Convention Center is too small.
New York State Public Employee Federation	2022 & 2023	1,200	2,116	Niagara Falls was selected because the BOD felt there was more of a tourist destination and would draw larger participation from the membership.
EVERFI Annual Summer Meeting	2020	550	1,410	In order to accommodate this group’s room block needs we had to propose 9 hotels and multiple venue locations. Client selected Detroit.
National Grange of the Order of Patrons of Husbandry	2023	500	863	Niagara Falls Conference Center was selected because the entire program could be handled under one roof including a theatrical production.
National Collegiate Roller Hockey Association	2020	400	600	No venue availability.
NYS Public High School State Wrestling Championships	2020	400	200	No local support to host competition.



New York Women in Law Enforcement	2020	300	305	Group chose to go to Rochester.
National Association of Advisors for the Health Professions	2021	200	685	BOD chose Sheraton and the NF Conference Center, cited concerns with BNCC.
WNY Chapter of Muslim Public Affairs Council	2020	200	450	Group wanted all activities under one roof, which led them to the Buffalo Grand. Unfortunately, they were unable to come to terms amenable to both parties.

#### Q4 Sales Initiatives and Programs

Ontario Motor Coach Association – VBN representatives attended the conference hosting a booth where 20 tour operators stopped to discuss new initiatives for 2020. VBN reps also participated in the conference organizing, and Supplier Council committees. Five potential leads needing further evaluation were collected.

Australian FAM Tour – In an effort to grow the Australian inbound marketplace VBN, in cooperation with I love NY, hosted ten tour operators and agents who toured the area cultural attractions on this multi-day tour. In addition, VBN will be participating in a Coop Marketing program to promote the NYS in 9 days itinerary.

Empire State Society of Association Executives (ESSAE) Holiday Party and Sales Mission – VBN, along with a number of hospitality partners, attended the annual meeting and holiday party. 56 meeting professionals and association executives were in attendance. In addition, representatives conducted a number of sales calls and holiday gift drop offs to clients.

CVBREPS Holiday Party and DC sale mission – 432 meeting professionals attended the holiday gathering which allowed us the opportunity to network with current and prospective clients. Prior to the holiday event six appointments were conducted to prospects who currently have proposals and are considering Buffalo for a meeting or conference.

DMO IMEA Sales Initiative Luncheon – 13 meeting planners attended the luncheon held at a restaurant in the downtown DC area. One RFP was discussed. This initiative is a cooperation between CVB partners; Buffalo, Omaha, Birmingham, Bloomington, Kansas City, Madison & Wichita. This group hosts events throughout the year allowing meeting planners to meet multiple destinations at one time.

Albany Sales Mission – VBN and eight hotel partners conducted sales calls in the Albany Capital District and hosted a luncheon for 24 meeting planners.

DC Sales Mission – Five appointments were conducted with prospective clients; attending our 2020 FAM was discussed.

Connect Faith – Overall, this show was disappointing, VBN and Millennium representatives conducted 20 appointments with Faith based meeting planners, seven prospects had potential. We will evaluate whether attendance at this show is worth the investment.

TEAMS – Buffalo Niagara Sports Commission (BNSC) reps attended this program and conducted 40 personal interviews with National Governing Bodies of Sport and event rights holders. Six leads were produced for immediate distribution to the area sporting facilities and hotels, 10 prospect events are needing further development.

US Sports Congress – BNSC representatives attended and conducted 36 face to face meetings and was a luncheon sponsor which allowed time at the microphone to present the new developments in our area to all attendees. Four leads were generated for the local hospitality community.

MARKETING			
Q4 Website & Mobile	2019	2018	Variance
Sessions	323,028	323,031	0.00%
Pageviews	591,630	619,895	-4.56%
Time on Page	1:37	1:25	13%
YTD Website & Mobile	2019	2018	Variance
Sessions	1,603,650	1,428,116	12.29%
Pageviews	3,115,549	2,853,312	9.19%
Time on Page	1:31	1:25	7.06%

Social Media	2019	2018	Variance
Facebook	95,162	92,211	3.20%
Twitter	28,741	27,913	2.97%
Instagram	34,724	28,178	23.23%

#### Domestic Advertising / Marketing

Digital and social placements continued in October and November. Messages were disseminated promoting craft beer, the Buffalo Wing Trail, fall foliage, food, music and more. An ad promoting Buffalo's architecture appeared in the Winter publication of Preservation Magazine in November. The Marketing team worked closely with the Sales team to create the Weirdly Wonderful Meeting Package, which is scheduled to launch early in Q1 2020.

We were also very pleased to learn that VBN is the recipient of a \$75,000 NYS Market NY grant to promote Frank Lloyd Wright's Buffalo and Buffalo's architectural heritage in 2020.

#### Social Media

The fourth quarter of 2019 saw our #InTheBUF campaign cresting to 12,000 submissions since Memorial Day of 2019.

We further utilized the Crowdriff image gathering tool by posting several #InTheBUF images to our refreshed web pages.

Our Facebook Live video series continued in Q4 at Flying Bison (1,800 views), Bar-Bill Tavern (4,900 views) and The Place (13,000 views).

VBN capitalized on the opportunity presented by the Buffalo Bills playoff appearance with three in-house video productions touting Buffalo as a passionate sports town. The videos garnered over 160,000 views.

We continued to use the Facebook and Twitter platforms to distribute our blog posts (over 60 blogs) and dozens of videos such as Facebook Live, promo videos and Buffalo 101 productions.

VBN completed the launch of our "The Lord of the Wings" podcast in Q4. A link to the five-episode series can be found at [BuffaloWingTrail.com](http://BuffaloWingTrail.com). The podcast is hosted on the Apple podcast platform.

#### Video Production

"What They're Saying" video compiled media quotes from 2019, produced and distributed in December. Carolcade promo video produced and launched. Shopping and theater videos edited and optimized for social media. Ali Eagen, John Cimperman, Casey Milbrand, Turkey Trot, Jennifer White and Jomo Akono Buffalo 101 videos completed. Began in-house production of West Side neighborhood video.

#### Media Relations

Buffalo was named one of Lonely Planet's "Best Value" destinations for 2020 as part of Lonely Planet's Best in Travel 2020 issue – the only U.S. destination included in the "Best Value" rankings. This accolade capped another very strong year for media relations. We ended the year with more than 200 media placements in national and international outlets like the Associated Press, AFAR, The Telegraph and Men's Journal, aided in part from the record number of 53 press trips the Visit Buffalo Niagara team helped facilitate. These stories were worth nearly \$5 million in ad equivalency value, and the social media posts from visiting journalists on press trips generated nearly 1.7 million impressions.

Media Outlet	Circulation	Media Value	Headline and Quotes/Highlights
Lonely Planet	1 million	\$1,970	These Are the Best Value Destinations for an Affordable Destination in 2020
The Telegraph	2.9 million (print and digital)	\$33,000	Why You Should Visit New York's Other City
The Globe and Mail	425,038	\$5,816	The Strange and Wonderful Tale of Buffalo's Silo City
The AU Review	57,000	\$27,500	Back to a Golden Age: Exploring the Quiet Restoration of Buffalo, New York.
Madame Noire	220,212	\$1,056	Don't Sleep on Buffalo and Niagara Falls, New York, Two Must-See Beacons of African-American Culture
The Hamilton Spectator	106,323	\$3,464	Heading to Western New York Over The Holidays? Here are Three New Museums You Should Check Out.

INDUSTRY RELATIONS / DESTINATION DEVELOPMENT						
Q4 Downtown VIC	2019		2018		Variance	
Walk-In Traffic	2,772		3,633		-23.70%	
Merchandise Sales	\$7,177		\$8,882		-19.20%	
YOY Downtown VIC	2019		2018		Variance	
Walk-In Traffic	17,364		20,335		-14.61%	
Merchandise Sales	\$34,053		\$30,409		11.98%	
Q4 Airport VIC	2019		2018		Variance	
Walk-In Traffic	14,892		17,305		-13.94%	
Merchandise Sales	\$64,352		\$73,198		-12.09%	
YOY Airport VIC	2019		2018		Variance	
Walk-in Traffic	66,062		68,723		-3.87%	
Merchandise Sales	\$261,933		\$268,709		-2.52%	
Q4 Travel Pulse	2019		2018		Variance	
	Distribution	Open Rate	Distribution	Open Rate	Distribution	Open Rate
October	1,666	26.29%	1,511	24.75%	155	10.26%
November	1,704	26.59%	1,521	14.46%	183	12.03%
December	1,841	25.58%	1,556	18.90%	285	18.32%
Q4 VBN Influenced Industry Mentions: Social Media	Q4 Total	YTD Total	Q4 Facebook	Q4 Twitter	Q4 Instagram	
	1,073 partners	3,362 partners	471 partners	539 partners	63 partners	
Q4 VBN Influenced Industry Mentions: Blog Posts	Q4 Total			YTD Total		
	68 posts; 674 partners mentioned			1,706 partners		
Q4 VBN Influenced Industry Mentions: Buffalo Niagara This Week	Q4			YTD Total		
	13 issues; 96 partners			52 issues; 1,281 partners		
Q4 Ambassador/Volunteer Engagement						
Date	Convention/Event Name		# of Volunteers	# of Hours	Total Hours	
10/9	NYS Liquor Authority Convention		3	2-2.5	6.5	
10/17 – 10/19	National Association of Campus Activities		6	3	18.0	
10/25	Vital Signs Symposium		4	3	12.0	
10/26	Women’s Ice Breaker College Hockey America		1	4	4.0	
11/7	Buffalo Sports Hall of Fame		2	2.5	5.0	
TOTAL			16	2-4 hour shift	45.5 hours	
Q4 Visit Buffalo Niagara University Programs						
Industry Meeting			Date	Attendance		
Active Threat Preparedness – in partnership with Erie County Dept. of Homeland Security, FBI, Buffalo Police			10/1	116		
Digital Advertising - how marketing on VBN's website can help you achieve your business goals (webinar)			11/20	9		
A Night At...			Date	Attendance		
Aloft on Pearl			10/9	61		
Reikart House, Jazzboline, Hyatt Place – Amherst Hospitality Campus			12/3	61		
Destination/Customer Service Training			Date	Attendance		
Buffalo On Board			11/6	5		
Buffalo On Board/Open House			12/12	6		
Extranet Training			Date	Attendance		
Extranet training – on site			10/22	1		
Extranet training – on site			11/19	16		
Extranet training – on site			12/17	7		



## UPCOMING VBN EVENTS CALENDAR

Event	Date	Location	Description
Buffalo on Board	2/12	Visit Buffalo Niagara Offices	Monthly front-line training
Extranet training	2/18	Visit Buffalo Niagara Offices	Monthly extranet training program
Industry night at Irish Classical Theatre	3/12	Irish Classical Theatre	"Onion Game," talk back with Vince O'Neill
Extranet training	3/17	Visit Buffalo Niagara Offices	Monthly extranet training program
Buffalo on Board	3/18	Visit Buffalo Niagara Offices	Monthly front-line training
Industry Night at Buffalo Distilling	4/7	Buffalo Distilling	Krupnik – before Dyngus Day
10 <sup>th</sup> Annual National Travel & Tourism Beacon Awards	4/28	Mary Seaton Room Kleinhans Music Hall	Annual celebration
National Travel & Tourism Week	5/3 – 5/9	Various activities	Light the town red, random acts of kindness, Be a Tourist promotion, billboards, etc.
Board Meeting	5/5	Convention Center	Audit Report and Q1
Industry Night at the Naval Park	5/19	Naval Park and Liberty Hound	Private tour
Industry Night at Graycliff	6/19	Graycliff	During Market at Graycliff





**Buffalo Niagara Convention & Visitors Bureau, Inc.**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2019 AND 2018**

**UNAUDITED**

*For presentation at the Board of Directors Meeting on Wednesday February 5, 2020*

**BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.**  
**BALANCE SHEET**  
**DECEMBER 31, 2019 AND 2018**

**UNAUDITED**

	<u>2019</u>	<u>2018</u>
<b><u>ASSETS</u></b>		
<b>Current assets:</b>		
Cash and cash equivalents	\$ 698,097	\$ 647,797
Accounts Receivable - Erie County	-	-
Accounts Receivable - Trade	72,320	93,702
Grants Receivable	50,000	95,000
Prepaid expenses and supplies	94,727	114,472
	<hr/>	<hr/>
<b>Total current assets</b>	915,144	950,971
Property and equipment, net	<hr/>	<hr/>
	56,234	52,121
	<hr/>	<hr/>
<b>Total assets</b>	<u><u>\$ 971,378</u></u>	<u><u>\$ 1,003,092</u></u>
<b><u>LIABILITIES AND NET ASSETS</u></b>		
<b>Current liabilities:</b>		
Short-term borrowings	\$ -	\$ -
Accounts payable and accrued expenses	186,482	190,510
Accounts payable - Foundation	18,124	41,357
Accounts payable - BNSDC	3,070	16,250
Deferred revenue - Other	95,884	90,759
Deferred revenue - Erie County Grant	-	-
	<hr/>	<hr/>
<b>Total current liabilities</b>	303,560	338,876
Net assets	<hr/>	<hr/>
	667,818	664,216
	<hr/>	<hr/>
<b>Total liabilities and net assets</b>	<u><u>\$ 971,378</u></u>	<u><u>\$ 1,003,092</u></u>

**BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.**  
**STATEMENT OF ACTIVITIES**  
**FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2019 AND 2018**

	Actual 12 Months 12/31/19	Budgeted 12 Months 12/31/19	\$ Variance Over (Under)	% Variance Over (Under)	Annual Budget 2019	Actual 12 Months 12/31/18
REVENUES	<u>\$ 4,362,339</u>	<u>\$ 4,370,054</u>	<u>\$ (7,715)</u>	<u>-0.18%</u>	<u>\$ 4,370,054</u>	<u>\$ 4,357,823</u>
MARKETING DEPARTMENT EXPENSES	\$ 1,342,147	\$ 1,277,700	\$ 64,447	5.04%	\$ 1,277,700	\$ 1,322,342
SALES & SERVICES DEPARTMENT EXPENSES	1,662,292	1,703,700	(41,408)	-2.43%	1,703,700	1,668,057
DESTINATION DEVELOPMENT	199,281	222,835	(23,554)	-10.57%	222,835	208,562
AIRPORT VISITOR CENTER EXPENSES	182,153	190,705	(8,552)	-4.48%	190,705	200,030
BUFFALO VISITOR CENTER EXPENSES	118,382	111,614	6,768	6.06%	111,614	112,860
ADMINISTRATIVE & FINANCE EXPENSES	854,512	863,500	(8,988)	-1.04%	863,500	838,734
TOTAL EXPENSES	<u>\$ 4,358,767</u>	<u>\$ 4,370,054</u>	<u>\$ (11,287)</u>	<u>-0.26%</u>	<u>\$ 4,370,054</u>	<u>\$ 4,350,585</u>
INCREASE (DECREASE) IN NET ASSETS	\$ 3,572	\$ -	\$ 3,572		\$ -	\$ 7,238
NET ASSETS - BEGINNING	664,246	664,246	-		656,978	656,978
NET ASSETS - ENDING	<u>\$ 667,818</u>	<u>\$ 664,246</u>	<u>\$ 3,572</u>	<u>0.54%</u>	<u>\$ 656,978</u>	<u>\$ 664,216</u>

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

**TOTAL REVENUES**

**FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2019 AND 2018**

	<b>Actual 12 Months 12/31/19</b>	<b>Budgeted 12 Months 12/31/19</b>	<b>\$ Variance Over (Under)</b>	<b>% Variance Over (Under)</b>	<b>Annual Budget 2019</b>	<b>Actual 12 Months 12/31/18</b>
<b>Erie County Grant</b>	\$ 3,559,738	\$ 3,558,714	\$ 1,024	0.03%	\$ 3,558,714	\$ 3,488,938
<b>Visitor Guide Advertising</b>	253,207	305,000	(51,793)	-16.98%	305,000	267,786
<b>Assessments - Convention</b>	15,592	1,500	14,092	939.47%	1,500	-
<b>NYS Matching Funds Program</b>	69,837	69,000	837	1.21%	69,000	63,713
<b>Joint/Co-Op - Marketing</b>	19,319	30,000	(10,681)	-35.60%	30,000	23,544
<b>Joint/Co-Op - Sales</b>	77,519	60,300	17,219	28.56%	60,300	103,530
<b>Joint/Co-Op - Destination Development</b>	13,701	25,000	(11,299)	-45.20%	25,000	12,505
<b>Grant Revenues</b>	50,000	30,000	20,000	66.67%	30,000	90,355
<b>Merchandising Revenues - BVC</b>	34,053	28,750	5,303	18.45%	28,750	30,410
<b>Merchandising Revenues - Airport VC</b>	261,118	259,500	1,618	0.62%	259,500	267,730
<b>Interest Income</b>	7,393	40	7,353	18382.50%	40	42
<b>Miscellaneous Income</b>	835	1,750	(915)	-52.29%	1,750	9,270
<b>Merchandising Revenues - Conventions</b>	27	500	(473)	-94.60%	500	-
<b>Total Revenues</b>	<b>\$ 4,362,339</b>	<b>\$ 4,370,054</b>	<b>\$ (7,715)</b>	<b>-0.18%</b>	<b>\$ 4,370,054</b>	<b>\$ 4,357,823</b>



**BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.**  
**TOTAL EXPENSES**  
**FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2019 AND 2018**

	<b>Actual 12 Months 12/31/19</b>	<b>Budgeted 12 Months 12/31/19</b>	<b>\$ Variance Over (Under)</b>	<b>% Variance Over (Under)</b>	<b>Annual Budget 2019</b>	<b>Actual 12 Months 12/30/18</b>
<b><u>Personnel Costs:</u></b>						
Salaries	\$ 1,725,830	\$ 1,741,700	\$ (15,870)	-0.91%	\$ 1,741,700	\$ 1,697,837
Payroll Taxes & Fringe Benefits	319,655	330,200	(10,545)	-3.19%	330,200	314,150
Training	57,675	49,500	8,175	16.52%	49,500	51,294
<b>Total Personnel Costs</b>	<b>\$ 2,103,160</b>	<b>\$ 2,121,400</b>	<b>\$ (18,240)</b>	<b>12.41%</b>	<b>\$ 2,121,400</b>	<b>\$ 2,063,281</b>
<b><u>Sales &amp; Marketing Expenditures:</u></b>						
Advertising	\$ 491,666	\$ 520,000	\$ (28,334)	-5.45%	\$ 520,000	\$ 577,214
Convention Commitments	186,953	173,100	13,853	8.00%	173,100	190,598
Visitor Guide	245,085	215,000	30,085	13.99%	215,000	218,293
Tradeshows	142,512	168,000	(25,488)	-15.17%	168,000	150,490
Printing	39,912	40,000	(88)	-0.22%	40,000	43,850
Postage	5,865	8,300	(2,435)	-29.34%	8,300	7,880
Sales Bids & Promotions	101,278	95,000	6,278	6.61%	95,000	104,401
Convention Sales & Services	34,508	38,850	(4,342)	-11.18%	38,850	31,349
Travel & Meetings	44,707	47,000	(2,293)	-4.88%	47,000	48,603
Receptions	13,322	13,750	(428)	-3.11%	13,750	17,536
Research	61,345	82,300	(20,955)	-25.46%	82,300	38,984
Website Development/Hosting	109,098	61,500	47,598	77.40%	61,500	60,229
Familiarization Tours	87,419	79,000	8,419	10.66%	79,000	65,576
Professional Fees & Public/Media Relations	15,230	12,000	3,230	26.92%	12,000	10,953
Freelance/Graphic Artist	10,667	10,000	667	6.67%	10,000	13,673
Regional Marketing	14,710	15,000	(290)	-1.93%	15,000	13,630
Airport Visitor Center Operations	133,621	129,405	4,216	3.26%	129,405	146,011
Market Arcade Visitor Center Operations	42,078	37,864	4,214	11.13%	37,864	39,209
Promotional Items	12,373	17,500	(5,127)	-29.30%	17,500	19,040
Destination Development	68,837	95,035	(26,198)	-27.57%	95,035	83,218

**BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.**  
**TOTAL EXPENSES**  
**FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2019 AND 2018**

	<b>Actual 12 Months 12/31/19</b>	<b>Budgeted 12 Months 12/31/19</b>	<b>\$ Variance Over (Under)</b>	<b>% Variance Over (Under)</b>	<b>Annual Budget 2019</b>	<b>Actual 12 Months 12/30/18</b>
<b>Film/Video/Photo Productions</b>	48,908	40,000	8,908	22.27%	40,000	53,975
<b>Photography</b>	13,410	15,000	(1,590)	-10.60%	15,000	16,791
<b>Online Media Resource</b>	6,417	2,000	4,417	220.85%	2,000	1,809
<b>Social Networking/Wing Trail</b>	6,160	5,000	1,160	23.20%	5,000	7,200
<b>Total Sales &amp; Marketing Expenditures</b>	<b>\$ 1,936,081</b>	<b>\$ 1,920,604</b>	<b>\$ 15,477</b>	<b>0.81%</b>	<b>\$ 1,920,604</b>	<b>\$ 1,960,512</b>
<b>Technology &amp; Equipment</b>	14,546	31,000	(16,454)	-53.08%	31,000	19,474
<b>Departmental Administrative Expenses</b>	304,980	297,050	7,930	2.67%	297,050	307,318
<b>Total Expenses</b>	<b>\$ 4,358,767</b>	<b>\$ 4,370,054</b>	<b>\$ (11,287)</b>	<b>-0.26%</b>	<b>\$ 4,370,054</b>	<b>\$ 4,350,585</b>

BUFFALO NIAGARA CONVENTION CENTER			
Q4 Revenue	Goal	Actual	Variance
Rent Revenue	\$170,618	\$202,637	+18.77%
F&B Revenue	\$841,050	\$872,368	+3.72%
Electrical Service	\$40,000	\$49,101	+22.75%
Other Revenue	\$47,502	\$109,950	+131.46%
<b>TOTAL REVENUE</b>	<b>\$1,099,170</b>	<b>\$1,234,056</b>	<b>+12.27%</b>
YTD Revenue	2019	2018	Variance
Rent Revenue	\$817,631	\$830,579	-1.56%
F&B Revenue	\$2,810,208	\$3,664,961	-23.32%
Electrical Service	\$194,491	\$190,740	+1.97%
Other Revenue	\$209,841	\$271,347	-22.67%
<b>TOTAL REVENUE</b>	<b>\$4,032,171</b>	<b>\$4,957,627</b>	<b>-18.67%</b>
Q4 Events	2019	2018	Variance
Number of Events	42	45	-6.67%
Attendance	47,482	51,955	-8.61%
YTD Events	2019	2018	Variance
Number of Events	138	140	-1.43%
Attendance	249,964	271,674	-7.99%
F&B Profit Margin	22.1%	30.0%	-26.82%
Guest Satisfaction Survey	4.80	4.70	+2.13%
Comments Q4			
<p>Total revenues were up to budget in the fourth quarter of 2019 by \$78k or 7.1%.</p> <p>The increase in food and beverage revenues of \$31k or 3.7% were related in large part to the Festival of Trees event, which exceeded their budgeted revenues, by \$40k.</p> <p>Rental revenues exceeded budget by \$32k or 18.8% as we booked two dance groups (\$20k) and a police-recruiting exam (\$10k) in the year for the year.</p> <p>Electrical revenues were up to budget by \$9k or 22.8% as two October events exceeded budget by a total of \$9k.</p> <p>Other revenues were up to budget by \$62k or \$131.46% as we recorded the administrative fee credit of (-\$57k) in December.</p>			
Q4 Major Events Hosted			
Month	Event Name	Number of Attendees	
October	U.B. Dental Alumni Association – Buffalo Niagara Dental Meeting	2,400	
October	NYS Bureau of Emergency Medical Services – 2019 Vital Signs Conference	1,300	
October	Bison Scholarship Fund - Luncheon	1,128	
October	City of Buffalo Department of Assessment & Taxation – Tax Foreclosure Sale	1,200	
October	National Association for Campus Activities – 2019 Mid Atlantic Regional Conference	425	
November	YMCA Buffalo Niagara – 2019 Turkey Trot Race Party	14,000	
November	Conesus Fest for Charity – 2019 World's Largest Disco	7,100	
November	Read to Succeed Buffalo, Inc – 2019 WNY Book Expo	2,000	
November	Roswell Park Alliance Foundation – All Star Gala	908	
November	Greater Buffalo Sports Hall of Fame – 2019 Dinner	700	
November	Delaware North – The Summit	500	
December	Independent Health Foundation – 2019 First Night	2,836	
December	Kaleida Health Foundation – 2019 Festival of Trees Events	2,135	
December	Maria Love Convalescent Fund Board – 2019 Charity Ball	1,350	
December	WSA Brands American All Star – WSA Buffalo	950	

Q4 Major Events Booked		
Year	Event Name	Expected Revenue
2020	Stampede Global – 2020 Vendor Summit	\$63,000
2020	NNL Fluor Marine Propulsion LLC – 2020 Leadership Retreat	\$60,000
2020	Central US Hemp, LLC – 2020 Eastern US Hemp Growers Conference & Expo	\$58,500
2020	Buffalo -Erie Marathon Association, Inc – 2020 Buffalo Marathon	\$26,330
2020	Area Labor Federation – AFL-CIO Dinner	\$21,350
2020	Excelsior Health Care – Mid-Winter Bash	\$20,000
2021	Nuvo Productions LLC – 2021 Nuvo Dance Convention	\$26,750
2021 - 2025	NYS Board of Law Examiners 2021 – 2025 February and July Exams	\$980,000
2022	American Association for State and Local History – 2022 Annual Meeting	\$58,450
Q4 Notable Sales Activities		
Date	Program	
October	Attended ESSAE Harvest Highlight Meeting - Saratoga	
October	Hosted reception & luncheon for executives & meeting planners with VBN & hotel partners - Saratoga & Albany	
October	Attended Connect Faith with VBN and hotel partners - Grand Rapids	
October	Site Inspection with National Association of County Engineers	
October	Site Inspection with Fast Enterprises	
October	Site Inspection with National Grange	
October	Site Inspection with Northeast Association of Advisors for Health Professions	
November	Attended Nursing Organization Alliance - Cleveland	
November	Site Inspection with National Baptist Convention USA, Inc	
December	Site Inspection with Theta Tau	
December	Attended ESSAE Holiday Party - Albany	
December	Sales calls with VBN & Hyatt - Albany	
December	Local sales calls and holiday gift drop offs to clients	





**Buffalo Niagara Convention Center Management  
Corporation**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2019 and 2018**

**UNAUDITED**

***For Presentation to the Board of Directors Wednesday February 5, 2019***

**BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT CORP.**  
**BALANCE SHEET**  
**DECEMBER 31, 2019 AND 2018**

**UNAUDITED**

	<u>2019</u>	<u>2018</u>
<b><u>ASSETS</u></b>		
<b>Current assets:</b>		
Cash and cash equivalents	\$ 999,176	\$ 1,263,176
Investments	199,632	-
Accounts receivable (net)	662,931	595,494
Accounts Receivable - County Grant	-	-
Inventory	58,755	69,259
Prepaid expenses	26,903	75,492
	<hr/>	<hr/>
<b>Total current assets</b>	1,947,397	2,003,421
Property and equipment, net	<hr/>	<hr/>
	<hr/>	<hr/>
<b>Total assets</b>	<u><u>\$ 1,947,397</u></u>	<u><u>\$ 2,003,421</u></u>

**LIABILITIES AND NET ASSETS**

<b>Current liabilities:</b>		
Short-term borrowings	\$ -	\$ -
Current portion of long-term debt	-	-
Accounts payable and accrued expenses	667,756	557,652
Deferred revenue - Erie County Grant	-	-
Deferred revenue - Technology Grant	-	-
Deferred revenue - Other	122,066	150,697
	<hr/>	<hr/>
<b>Total current liabilities</b>	789,822	708,349
Long-term debt	<hr/>	<hr/>
	<hr/>	<hr/>
<b>Net Assets:</b>		
Net assets - unrestricted	1,157,575	1,295,072
	<hr/>	<hr/>
<b>Total liabilities and net assets</b>	<u><u>\$ 1,947,397</u></u>	<u><u>\$ 2,003,421</u></u>

**BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT CORP.**  
**STATEMENT OF ACTIVITIES**  
**FOR THE MONTH ENDED DECEMBER 31, 2019 AND 2018**

**UNAUDITED**

	<b>Actual December 2019</b>	<b>Budget December 2019</b>	<b>\$ Variance Over (Under)</b>	<b>% Variance Over (Under)</b>	<b>Actual December 2018</b>
County Grant Funds	\$ 152,578	\$ 152,578	\$ -	0%	\$ 149,586
Other revenues	153,614	96,905	56,709	59%	204,961
<b>Total Revenues</b>	<b>306,192</b>	<b>249,483</b>	<b>56,709</b>	<b>23%</b>	<b>354,547</b>
Payroll and related costs	210,709	207,864	2,845	1%	185,355
Professional fees	10,650	10,030	620	6%	11,033
Supplies	20,451	23,315	(2,864)	-12%	23,357
Telephone	7,952	6,075	1,877	31%	3,118
Postage and Freight	76	162	(86)	-53%	317
Occupancy costs	68,809	64,230	4,579	7%	57,001
Equipment rental and maintenance	1,708	8,568	(6,860)	-80%	7,987
Travel expenses	5,773	2,715	3,058	113%	2,082
Promotional expenses	30,008	8,154	21,854	268%	33,295
Other Expenses	3,205	4,468	(1,263)	-28%	3,614
Depreciation expense	-	-	-	0%	-
Capital Equipment Purchases	-	-	-	-	79,174
<b>Total Operating expenses</b>	<b>359,341</b>	<b>335,581</b>	<b>23,760</b>	<b>7%</b>	<b>406,333</b>
<b>Increase (decrease) in net assets</b>	<b>(53,149)</b>	<b>(86,098)</b>	<b>32,949</b>	<b>-38%</b>	<b>(51,786)</b>
<b>Net assets - beginning</b>	<b>1,210,724</b>	<b>1,380,621</b>	<b>(169,897)</b>	<b>-12%</b>	<b>1,346,858</b>
<b>Net assets - ending</b>	<b>\$1,157,575</b>	<b>\$1,294,523</b>	<b>\$ (136,948)</b>	<b>-11%</b>	<b>\$1,295,072</b>

**BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT CORP.**  
**STATEMENT OF ACTIVITIES**  
**FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2019 AND 2018**

**UNAUDITED**

	<u>Actual December 2019</u>	<u>Budget December 2019</u>	<u>\$ Variance Over (Under)</u>	<u>% Variance Over (Under)</u>	<u>Actual December 2018</u>
County Grant Funds	\$ 1,830,932	\$ 1,830,932	\$ -	0%	\$ 1,795,031
Other revenues	1,864,734	2,068,499	(203,765)	-10%	2,414,155
<b>Total Revenues</b>	<u><b>3,695,666</b></u>	<u><b>3,899,431</b></u>	<u><b>(203,765)</b></u>	<u><b>-5%</b></u>	<u><b>4,209,186</b></u>
Payroll and related costs	2,280,615	2,397,468	(116,853)	-5%	2,310,830
Professional fees	124,614	147,890	(23,276)	-16%	153,301
Supplies	244,243	279,761	(35,518)	-13%	306,951
Telephone	84,256	72,909	11,347	16%	82,533
Postage and Freight	1,741	1,934	(193)	-10%	2,093
Occupancy costs	662,847	708,157	(45,310)	-6%	700,758
Equipment rental and maintenance	124,861	102,798	22,063	21%	126,735
Travel expenses	34,710	32,570	2,140	7%	25,051
Promotional expenses	91,962	97,874	(5,912)	-6%	126,498
Other Expenses	50,149	58,619	(8,470)	-14%	49,038
Depreciation expense	-	-	-	0%	-
Capital Equipment Purchases	133,165	-	133,165	-	143,750
<b>Total Operating expenses</b>	<u><b>3,833,163</b></u>	<u><b>3,899,980</b></u>	<u><b>(66,817)</b></u>	<u><b>-2%</b></u>	<u><b>4,027,538</b></u>
<b>Increase (decrease) in net assets</b>	<b>(137,497)</b>	<b>(549)</b>	<b>(136,948)</b>	<b>24945%</b>	<b>181,648</b>
<b>Net assets - beginning</b>	<b>1,295,072</b>	<b>1,295,072</b>	<b>-</b>	<b>0%</b>	<b>1,113,424</b>
<b>Net assets - ending</b>	<u><b>\$ 1,157,575</b></u>	<u><b>\$ 1,294,523</b></u>	<u><b>\$ (136,948)</b></u>	<u><b>-11%</b></u>	<u><b>\$1,295,072</b></u>



**BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT CORP.**  
**SCHEDULE OF FOOD SERVICE OPERATIONS**  
**FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2019 AND 2018**

**UNAUDITED**

	<b>For the Month December</b>		<b>Year To date December</b>		<b>Year To Date December</b>	
	<b>2019</b>	<b>%</b>	<b>2019</b>	<b>%</b>	<b>2018</b>	<b>%</b>
<b><u>Sales:</u></b>						
Sales - Food	\$165,450	75.39%	\$2,261,055	80.46%	\$ 3,074,529	83.89%
Sales - Beverage	53,854	24.54%	543,325	19.33%	582,935	15.91%
Sales - Vending all	154	0.07%	5,827	0.21%	7,496	0.20%
Sales - Non-foods Other	-	0.00%	-	0.00%	-	0.00%
<b>Total Sales</b>	<b>219,458</b>	<b>100.00%</b>	<b>2,810,207</b>	<b>100.00%</b>	<b>3,664,960</b>	<b>100.00%</b>
<b><u>Cost of Sales:</u></b>						
Cost of Sales - Food	57,499	34.75%	754,338	33.36%	1,003,524	32.64%
Cost of Sales - Beverage	10,714	19.89%	141,055	25.96%	138,088	23.69%
Cost of Sales - Vending all	127	82.47%	3,453	59.26%	4,487	59.86%
Cost of Sales - Non foods & Other	1,468	0.67%	10,014	0.36%	18,522	0.51%
Cost of Sales - Employee meals	-	0.00%	-	0.00%	-	0.00%
<b>Total Cost of Sales</b>	<b>69,808</b>	<b>31.81%</b>	<b>908,860</b>	<b>32.34%</b>	<b>1,164,621</b>	<b>31.78%</b>
<b>Gross Profit</b>	<b>149,650</b>	<b>68.19%</b>	<b>1,901,347</b>	<b>67.66%</b>	<b>2,500,339</b>	<b>68.22%</b>
<b><u>Operating Expenses:</u></b>						
Salaries & Benefits	83,262	37.94%	1,049,931	37.36%	1,142,169	31.16%
Professional fees/Contracts	-	0.00%	-	0.00%	-	0.00%
Supplies and Freight	12,098	5.51%	70,412	2.51%	79,466	2.17%
Occupancy	2,203	1.00%	80,866	2.88%	80,616	2.20%
Equipment rental & maintenance	2,097	0.96%	12,198	0.43%	13,424	0.37%
Travel expenses	-	0.00%	-	0.00%	-	0.00%
Promotion	7,924	3.61%	51,502	1.83%	54,969	1.50%
Other	2,876	1.31%	16,236	0.58%	22,743	0.62%
<b>Total Operating Expenses</b>	<b>110,460</b>	<b>50.33%</b>	<b>1,281,145</b>	<b>45.59%</b>	<b>1,393,387</b>	<b>38.02%</b>
<b>Net Income Food Service</b>	<b>\$ 39,190</b>	<b>17.86%</b>	<b>\$ 620,202</b>	<b>22.07%</b>	<b>\$ 1,106,952</b>	<b>30.20%</b>

**UNAUDITED**

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