

THE ERIE COUNTY LEGISLATURE

ECONOMIC DEVELOPMENT COMMITTEE

Howard J. Johnson, Jr. *Chair*

Timothy J. Meyers Vice-Chair

Meeting No. 5 – March 11, 2021 – 11:10 AM

TAB R&F APP

1.	COMM. 6E-35 (2020) Session 6	LORIGO "Letter to Visit Buffalo Niagara President/CEO - RE: Convention Center"		
2.	COMM. 2E-20 (2021) Session 2	LORIGO, TODARO, GREENE & MILLS "Letter to ED Committee Chair Requesting Discussion on Buffalo Metro Area Home Building Impact Study"		
3.	COMM. 3M-8 (2021) Session 3	EC FAIR HOUSING BOARD "2020 EC Fair Housing Board Annual Report"		
4.	COMM. 5E-14 (2021) Session 5	COUNTY EXECUTIVE "Agreement to Accept State Aid for Snowmobile Development 2020-2021"		
5.	COMM. 5E-17 (2021) Session 5	COUNTY EXECUTIVE "PILOT Agreement for the Angela's House Project - Town of Cheektowaga"		

6. COMM. 5M-2 (2021) Session 5 VISIT BUFFALO NIAGARA "2021 Business Plans & Budgets for Visit Buffalo Niagara & the Buffalo Niagara Convention Center"			
--	--	--	--



ERIE COUNTY LEGISLATURE

HON. JOSEPH C. LORIGO 10TH DISTRICT LEGISLATOR MINORITY LEADER

March 9, 2020

Mr. Patrick Kaler President/CEO Visit Buffalo Niagara 403 Main Street, Suite 630 Buffalo, New York 14203

RE: Convention Center

Dear Mr. Kaler:

On February 13, 2020, you joined the County Executive and members of his administration to present the findings of the new convention center study. That rollout included a detailed presentation to the Erie County Legislature, a recommendation on what type of facility the county should build, as well as where it should go. As you know, I supported the study and the corresponding funding for it. I did so because my colleagues and I must have a comprehensive understanding of what is being asked in terms of cost and project scope. Having done so, I learned more about this proposal, but have been left with additional questions and concerns.

While my primary concern is cost, I also worry whether the promised economic benefit associated with the expense will ever be realized. The latest proposal outlined by TVS Design includes an estimated price tag of more than \$440 million. That estimation does not even consider the cost of borrowing those funds, which we know could exceed hundreds of millions of dollars. While I heard the administration's claims that Erie County taxpayers won't be expected to bear that cost in full, I have a hard time believing it without any data. I also cannot look past the fact that a project of this magnitude will be impactful for generations.

The price tag for this project is more than twelve times Erie County's annual borrowing for capital projects. It is \$140 million higher than the annual county property tax levy. No one proposing or trying to build support for the project could answer any questions as to how it would be paid for, but everyone was quick to point out the supposed positive economic impact it would have. That argument is based on the theory that the current facility has caused our community to lose more than 1,200 conventions in the past 5 years. As a legislator, I need a more concrete understanding of the cost, who will be expected to pay for it, and how the economic benefit will be realized.

For the past several years, you and the County Executive have claimed that our current convention center has caused our community to lose over 1200 conventions. Mr. Poloncarz stated he knew those numbers to be true because he reviews your quarterly reports. You also stated that same

position during a committee appearance before the Legislature while advocating for a new center. In that same committee, I asked if you could provide me with a list of the 1,200 conventions/meetings we lost. You responded that the information is proprietary to Visit Buffalo Niagara's sales and convention recruitment efforts, and that you therefore could not share it. You also told me that I would "just have to trust you."

While you asked me to trust you, I couldn't help but look into your claims myself. I started by reviewing each and every quarterly report VBN submitted to the Legislature in the last five years. As you know, all of those reports include a section that describes the conventions that we "lost" in detail.

Based on the last 21 quarterly reports submitted to the Erie County Legislature:

- In the past 5 ¼ years, our community "lost" only 190 conventions approximately 36 per year
- Out of the 190 conventions reported as "lost," VBN provided the municipality/venue that Erie County "lost" the convention to in 91 circumstances. Those include:
 - o 18 Niagara Falls NY
 - o 8 Rochester NY
 - o 4 Albany NY
 - o 4 Pittsburgh PA
 - o 4 Turning Stone Casino NY
 - o 3 Syracuse NY
 - o 3 Saratoga NY
 - o 2 Atlanta GA
 - o 2 Detroit MI
 - o 2 Greenville SC
 - o 2 Jacksonville FL
 - o 2 New York City NY
 - o 2 Sagamore/Lake George NY
 - 1 Each Buffalo Grand Hotel Buffalo NY, Albuquerque NM, Boca Raton FL, Boston MA, Burlington VT, "Canada," Charleston SC, Chicago IL, Cleveland OH, Dallas TX, Denver CO, Disney Resorts Orlando FL, Fort Worth TX, Grand Rapids MI, Grant County KY, Hampton VA, Hartford CT, Indianapolis IN, Jamestown NY, Knoxville TN, Lancaster PA, Las Vegas NV, Lewiston NY, Miami FL, Milwaukee WI, Myrtle Beach SC, Nashville TN, Philadelphia PA, Portland ME, Providence RI, Salt Lake City UT, San Diego CA, Toledo OH, Tysons Corner VA, Valley Forge PA.
- A variety of reasons why our community "lost" these events were listed. Some reoccurring reasons include:
 - o The condition and lack of space within the convention center
 - o Problems marketing Buffalo as a destination to draw convention attendees
 - o Preferred dates are not available
 - o Cost of the event
 - High area hotel rates
 - Lack of local support to host/work the event

These findings are extremely troubling. VBN has not reported anywhere near the number of conventions/meetings you and the County Executive have claimed we lost in order to gain our support for this project. Additionally, very few of the reasons provided for these lost conventions include the actual physical condition of the current convention center facility. According to your own records, of

the approximately 36 conventions/meetings lost per year, we lose half of them to markets that are smaller than Buffalo. It also appears that our top competitors are Niagara Falls and Rochester.

I went back and listened to the audio of your press conference with the County Executive and the Legislature's committee meeting where you participated. During each of those presentations, you claimed that we lost over 1,200 conventions/meetings since 2014. However, I found an interview with WGRZ/Channel 2 News from December, 2018 where you stated that we lost 783 convention business opportunities over the last five years. I also found a story in the Buffalo News from March, 2019 where you claimed 861 losses over 5 ½ years. What is the real number and is there any data to support it?

My colleagues and I are being asked to support a project for a new convention center that will cost more than \$440 million. We are not being told how much of that cost county taxpayers are expected to fund, or how we plan to pay for whatever that portion will be. We are also being asked to consider a plan that may include the use of eminent domain. Neither of these issues—cost and eminent domain—should be taken lightly. For any elected official to support either action, the "facts" presented must be accurate. Today, there is no way to say that they are.

The data provided to garner our support indicates we have lost over 1,200 convention and meeting opportunities since 2014. The actual data—previously provided by you outside of a presentation given to pitch a new convention center—indicates that we have only "lost" 190 business opportunities in five years.

These conflicting accounts of how many opportunities we lost are very concerning. Therefore, I am renewing my request for further data from Visit Buffalo Niagara to support your stated claim that we have lost more than 1,200 business opportunities since 2014. Please provide a list of those opportunities, in the same format that you do so in your quarterly report, to me by the close of business on Friday, March 20th.

Sincerely,

Joseph C. Lo

Minority Leader

Legislator, 10th District

cc: The Erie County Legislature

X

CLOS

WEATHER ALERT

4 Weather Alerts





Erie County seeks input on new conventio center

The deadline is approaching to give public comment on the results of an Eric County study about a new Buffalo Niagara Convention Center. Visit Buffalo Niagara says a new convention center is a need, not a want.

BUFFALO, N.Y. - The deadline is approaching to give public comment on the results of an Erie County about a new Buffalo Niagara Convention Center.

The results of the study found that the convention center is "functionally obsolete" and does not have capacity to attract most state and national events.

Visit Buffalo Niagara President, Patrick Kaler, said he was not surprised by the results. "It pretty much t us what we knew already going into it."

Kaler said over the last five years that Buffalo has lost 783 business opportunities due to the conventic centers size and inability to host more than one event at a time.

Kaler added that it is not about wanting a new convention center but about needing it to compete.

"In the next ten years if something isn't done to build a new convention center or expand, we will be o the state association convention business."

Each year the convention center hosts 142 events a year and is filled 282 days out of the year.

"We will be able to do much more events," said Kaler. "We will be able to attract anywhere between 18 193, based on what the consultants are suggesting within the expanded convention center."

In the study there are three different recommendations. One recommendation is to renovate and expethe current facility- to encompass an area extending across Franklin Street, including the rear portion of Statler City complex as well as the block north of that structure. Sky bridges would connect the parcell under a plan that could cost up to \$429 million.

The second recommended option would see the construction of an entirely new convention center, or what is now surface parking lots in the vicinity of a Washington Street and Michigan Avenue, placing it closer to Canalside and KeyBank Center. The estimated cost for that option would be up to \$368 million.

The third option is not to do anything. With such a hefty price tag, Erie County leaders want to hear yo thoughts by December 19th.

If you would like to read the full report and share your comments, you can do so here.

You May Like

Sponsored Links by Ta

Brady Bunch Fans Should Hear What Creators Revealed

Oceandraw

Bring Innovation to Light. Be What's Next, Apply Now.

Kent State University

7 Super Drinks That Naturally Cleanse Your Liver

THE BUFFALO NEWS

Public supports new Buffalo convention center, survey shows



The Buffalo Niagara Convention Center on Franklin Street has been described as a bunker. (Mark Mulville/Buffalo News)

By Sandra Tan

Published March 13, 2019 | Updated March 13, 2019

Erie County Executive Mark Poloncarz said Wednesday he was slightly surprised and gratified to find that 86 percent of people responding to an online survey favored opening a new convention center.

But he was more surprised to find that 64 percent of those in favor of a new convention center expressed no preference for either of the two locations recommended by HVS Consulting – either expanding the footprint of the existing

Buffalo Niagara Convention Center downtown or building a new one in what is currently a giant parking lot near Canalside and KeyBank Center.

Those who picked neither site either had no strong preference for a location or expressed the desire to see a new convention center built somewhere else.

"We don't have an exact picture from members of the public regarding exactly where the new convention center should be," said Poloncarz, in response to the feedback from 668 people. "We're going to have to do a deep dive into both sites at this point."

To that end, he said, he'll seek County Legislature approval to spend up to \$250,000 to hire a local engineering firm that can detail how much it would cost to build or dramatically expand a convention center at either site. The comprehensive cost analysis would factor in all related property acquisition, demotion, asbestos abatement and utility and sewer infrastructure costs, he said. The analysis would also review a concept by Statler City developer Mark Croce to expand the convention center upward across the roof of both the current convention center building and the rear roof of the Statler hotel.

County officials hope to finalize a convention center location by the end of the year.

Legislature Minority Leader Joseph Lorigo said he opposes spending money on a new study when the existing convention center is pulling in more business than it ever has and the public has not had the ability to weigh in on the need for a new convention center with all the facts.

"How many studies are we going to put out there to pad people's wallets until we figure out what we're going to do?" said Lorigo, C-West Seneca. "People haven't had the chance to weigh in knowing what the costs are going to be."

He also expressed skepticism about the validity of the online feedback the county received, saying the constituents he's spoken to are all opposed to a new convention center.

"That's an online survey pushed by Mark Poloncarz on Twitter," he said. "You think that's representative of the people of Erie County? It's not."

The survey was promoted on social media and the county website, and mentioned by local news media.

Though the Buffalo Niagara Convention Center continues to do brisk business, Visit Buffalo Niagara President Patrick Kaler said the convention center lost 861 events over the past 5 1/2 years because of its small and outdated building. That means the region is losing thousands of visitors who generate a huge economic impact, he said.

Poloncarz said that in order for the county to approach the state for financial support toward a new convention center, it must have clear answers on how much a new center would cost.



Sandra Tan – Sandra Tan uses her Erie County government beat to find issues and stories that tell us something important about how we live. An alumna of the Columbia Journalism School and Buffalo News staff reporter since 2000, she previously covered Buffalo Public Schools, Amherst and other communities. email: stan@buffnews.com

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	Hotel Room	Economic Impact

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

	N. H.		Carried Sales	
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%			

Q3 Major Bookings	Expected Attendance	Hotel Room Nights	Economic Impact
Rush Hockey Inferno	2,600	3,649	\$2,887,585.00
The Cup AA-Buffalo Elite Hockey Events	3,000	3,600	\$2,550,000.00
American Association for State and Local History	1,000	1,164	\$2,290,055.00
Lacrosse Academy Niagara Classic	1,000	1,260	\$1,017,840.00
USA Hockey Boys Development Camp	400	985	\$683,950.00
CivicPlus Summit	300	829	\$610,625.00
North American Prospects Showcase	300	790	\$565,840.00
Showstopper Dance Competition	1,000	200	\$488,842.00
Federal Tax Administrators	250	865	\$417,740.00
World Doctors Orchestra	70	490	\$212,580.00
World Table Hockey Association	100	130	\$90,085.00
State University of New York Registrar's Association	80	150	\$76,660.00
Northeast Region of Boy Scouts of America Retirees	100	115	\$74,930.00
Northeast YMCA Goodwill Invitational	200	50	\$60,450.00
Your Military Reunion Connection 2020 Marketplace	140	140	\$58,500.00
Road Scholar Signature City of Light Tour	25	100	\$45,260.00
Q3 Site Visits	Expected Attendance	Hotel Room Nights	Economic Impact
National Ball Hockey Tournament	1,000	1,500	\$1,088,450.00
NYS Town Clerks Association	600	1,290	\$970,925.00
EverFi – Corporate	550	1,400	\$895,700.00
Federal Tax Administrators	250	865	\$417,740.00
Showstopper Cheerleading	1000	200	\$270,130.00
Can AM Baseball	200	150	\$150,700.00
USS Truckee AO 147/ Let's Go Travelin'	60	275	\$138,725.00

Meeting/Event Year(s) Expected Hotel			Hotel		Reason Lost	
		Q3 Los	t Business			
Marine Barracks Bermuda				50	40	\$52,500.00
New England MTG Register				40	60	\$60,925.00
114th Aviation Company				75	240	\$132,200.00
USS Truckee AO 147/ Let's Go Tr	avelin'			60	275	\$138,725.00
Can AM Basebali				200	150	\$150,700.00
Showstopper Cheerleading				1000	200	\$270,130.00
Federal Tax Administrators				250	865	\$417,740.00
EverFi – Corporate				550	1,400	\$895,700.00
NYS Town Clerks Association		600	1,290	\$970,925.00		
National Ball Hockey Tournamer		1,000	1,500	\$1,088,450.00		

Meeting/Event	Year(s)	Expected Attendance	Hotel Room Nights	Reason Lost
HPN Giobal	2023	365	1,900	Group preferred to be under one roof.
International F. & A.M. Masons, Inc.	2021	300	1,900	Selected Greenville SC, we were unable to accommodate preferred dates.
Harmony Inc. Annual Conference	2023	950	1,847	Selected Grand Rapids due to a more competitive convention package.
Retail Jewelers Organization	2023	525	1,645	BNCC was too small to accommodate the space required to host this group.
Eastern Region Association of Physical Plant Administrators	2022	600	1,400	Ultimately the BOD chose Turning Stone to hold meeting under one roof.
Association of Conflict Resolution	2020	700	1,100	While Buffalo was the preferred destination, group chose Detroit in order to avoid five hotel contracts.
Future Farmers of America	2020 2021 2022	2,000	917	Unable to accommodate meeting space requirements needed to host this group in a multi-year bid.
Women's International Network of Utility Professionals	2023	300	840	Hotel room rates were too high compared to competing cities.
New York Council of Health-System Pharmacists	2023	300	670	Group chose to stay in Saratoga, will be open for bid again for 2024.
NYS Town Clerks	2023 2024 2025	375	630	Group wanted to book multi-year contract with BNCC however, there is not adequate space available because Snow Symposium is booked over these dates.

Q2 Major Bookings	Expected Attendance	Hotel Room Nights	Economic Impact
North American Prospects Showcase	1,700	2,600	\$1,900,300
American Majestic Cheerleading	1,300	1,500	\$1,080,500
SUNYAC Swimming & Diving	1,000	800	\$917,000
Church of God Saints in Christ	800	1,925	\$2,222,000
Elite Hockey Event Girls Cup	750	3,400	\$2,300,000
Higher Education Web Professionals 2021 Conference	750	1,900	\$1,657,000
American Tours International	400	220	\$72,200
Eastern Communication Association 2022 conference	200	746	\$376,100
Frank Lloyd Wright Building Conservancy Annual Conference	200	554	\$374,155
In-Plant Printing and Mailing Association	160	1,153	\$685,200
NYS Disability Services Council	150	180	\$225,460
Vietnam Veterans Alpha Association	100	175	\$99,400
United Auto Workers Ford	88	364	\$154,150
Beta Sigma Phi	80	180	\$118,200
US Customs & Border Protection	40	160	\$83,000
Q2 Site Visits	Expected Attendance	Hotel Room Nights	Economic Impact
American Association for State and Local History	1,000	1,050	\$2,398,500
American Physical Society	800	1,820	\$1,062,100
Civic Plus 2020 Summit	300	650	\$435,000
New York Library Association 2024, 2025, 2026 Annual Conference	225	825	\$425,275
Eastern Communication Association 2022 Annual Convention	200	746	\$375,000
Northeast Association of Tax Administrators	140	410	\$190,800
State University of New York Registrar's Spring Conference	80	150	\$75,400
USS Joseph Hewes DE/FF/FFT – 1078 Reunion	50	120	\$61,000

Q2 Lost Business						
Meeting/Event	Year(s)	Expected Attendance	Hotel Room Nights	Reason Lost		
New York State Bureau of Emergency Medical Services	2020, 2021, 2022	1,400	1,400	Group is under new leadership and has decided to move the conference around NY, next year to bid is 2023. Group will hold their convention in Buffalo later this year.		
USA Hockey Disabled Festival	2020	980	1,260	BOD felt it was too soon to return to Buffalo.		
American Association of Meat Processors	2021	800	1,275	Group will be going to Charleston SC for this meeting, no specific reason given.		
National Association of Campus Activities	2020 & 2021	750	900	BOD decided to start moving the convention to other destinations; we have hosted this event for several years.		
National Rural Electric Cooperative	2020	675	1,660	Group chose Indianapolis to host meeting		
Sigma Xi, The Scientific Research Society	2021	600	600	Condition of the BNCC and aging nature of equipment was cited as the reason they chose Sheraton Niagara Falls NY.		
American Ninja Warrior	2019	500	750	We were unable to find a suitable site to host the televised competition.		
Hand Weavers Guild of America	2022	340	2,000	Overall costs of hosting in Buffalo were too high, specifically hotel room rates.		
Northeast Association of College and University Housing Officers	2020	225	250	Condition of the BNCC was cited as the reason they chose the Niagara Falls Conference Center.		

Q1 Major Bookings	Expected Attendance	Hotel Room Nights	Economic Impact	
Pepsi Cola Invitational Hockey Tournament	2,500	1,380	\$1,177,500	
Amherst Youth Hockey Girls	2,400	2,915	\$2,120,500	
Amerilink Tour Series B	1,800	900	\$289,700	
YMCA New York State Swim Championships	1,200	1,250	\$1,100,400	
USA Hockey Girls Tier II Nationals	960	2,400	\$1,780,650	
Adidas Empire Cup (Girls)	800	400	\$385,400	
New Era Cap Invitational Baseball Tournament	800	1,200	\$827,600	
New York State Commission on National and Community Service	650	150	\$372,000	
NY City Dance Alliance	500	400	\$283,300	
Help Me Grow National Forum	500	630	\$437,600	
New York State Assoc. School Psychologists	400	245	\$448.125	
United Church of Christ	300	190	\$138,700	
National Softball Association	300	200	\$195,100	
Institute for Veterans and Military Families	200	440	\$263,900	
American Academy of Fertility Care Professionals	180	453	\$311,200	
Naval Order of the U.S.	80	295	\$153,300	
Interstate Pipeline Regulatory Committee	70	216	\$107,400	
Q1 Site Visits	Expected Attendance	Hotel Room Nights	Economic Impact	
Higher Ed Web Association	750	1,900	\$1,657,400	
Empire State Missionary Convention of New York Inc.	175	610	\$296,900	
Sigma Xi Annual Conference	150	600	\$273,500	
Shelton Brothers Beer Festival – organizers only	75	375	\$195,850	
New York Conference of the United Church of Christ	300	190	\$139,000	
Northeast Region of Boy Scouts of America	50	105	\$58,450	
Hotelbeds Site Visit – Largest global wholesaler receptive in the World				

Meeting/Event	Meeting/Event Year(s) Expected Attendance		Room Nights	Reason Lost	
The Wildlife Society Annual Conference	2021	3,000	1,200	The BOD decided to remove Buffalo from the list of 6 other cities, the Convention Center was cited as unattractive.	
United States Fast Pitch Association	2019	2,500	1,000	Lack of local support to host and work the event.	
New York State Public Employees Federation	2021, 2022,2023	2,210	1,200	Lost to Niagara Falls for one year, the board felt they had more of a tourist and party atmosphere. Saratoga was also selected because they have the largest contingency of PEF members. Condition of the Convention Center was cited as a downfall for the Buffalo bid.	
NYS Public High School Wrestling	2019	1,600	1,500	UB venue cost too high.	
Cooperative Education and Internship Association	2022	800	325	Buffalo did not make the short list. NYC, DC & Baltimore are still being considered.	
BASS, LLC Elite Series	2019	550	300	Bid fee too high, for us to act as host	
Association for Library and Information Science Education	2020	530	300	Bid against Tucson, Albuquerque, Columbus, Pittsburgh, Milwaukee; we did not make the short list. Room rates were too high.	
International Perfume Bottle	2021	525	225	We were a last minute addition to the bid process, however, we were not chosen to host.	
Association of Energy Services Professionals	2020	524	250	Marketability of the city was cited as the reason for not selecting Buffalo.	
NYS Society of Human Resource Management	2020	500	668	Could be a contender for the 2021 conference depending on status of the Convention Center.	

Siemen's Corporation	2019	475	125	Chose Pittsburgh.
Drone Racing League	2019	300	180	Unable to find a suitable facility, Silo City was considered.
Society of Research Administrators International	2020	220	580	City image and marketability were cited as challenges for this group. Lost to Philadelphia.
National Conference of Black Political Scientists	2021	200	250	No active response from planner, we have cancelled event in the system.
Military Reunion Network	2020	80	285	Bid against Colorado Springs, Green Bay, Wichita and St. Louis; we did not make the short list.

Q1 Sales Initiatives and Programs

#SNOWPLACELIKEBUFFALO Mini Fam — VBN, along with hospitality partners, hosted nine national association meeting planners for the Washington Capitals vs. Buffalo Sabres hockey game and a weekend of activities which included Hatchets and Hops, dinner and entertainment Chippewa District, Canalside Ice Biking and Ice Skating, accommodations Marriott HarborCenter, dinner Hotel Henry and Frankie Primos, breakfast BNCC and Niagara Falls Nighttime Illumination. Eight hospitality partners participated in fair-share opportunities during the FAM.

American Bus Association (ABA) – VBN coordinated 55 client meetings during the tradeshow and are now working on six immediate leads that were garnered at this event.

Heartland Travel Showcase – VBN scheduled 32 client meetings to discuss new tour opportunities in Buffalo. Four immediate leads have been shared with the local hospitality community.

Religious Conference Management – EMERGE is an annual tradeshow to engage with religious conference planners, the conference offers pre-arranged appointments built into the schedule. Nine appointments were conducted; four potential leads need further development before they can be shared with the hotel community. VBN coordinated the effort with Buffalo Niagara Convention Center and Millennium Hotel.

DMO-IMEA (Talley Group) - Joint dinner and entertainment event hosted by VBN and our sister city partners where 18 meeting planners from National Associations were in attendance to network and learn more about the host cities.

Connect Diversity – is a reverse tradeshow where suppliers like VBN visit planners at their association's tradeshow booth for preplanned appointments; 24 appointments were conducted. No leads were generated; we will consider attending this show every other year.

Meeting Planners International – MACE this is MPI's Mid Atlantic Conference and Expo which includes educational and business forums for meeting and event planners. VBN will consider hosting a tradeshow booth next year, this year we attended to network but did not exhibit.

Professional Conference Management Association (PCMA) – Continuing education and networking opportunity for VBN staff and meeting professionals from around the country.

Empire State Society of Association Executives (ESSAE) – VBN hosted 16 New York State Association executives for an annual dinner and networking event, VBN coordinated sales mission activities which included eight local hospitality partners. Four NYS Association meeting planners have scheduled site inspections to see for themselves the new developments creating the buzz about the new Buffalo.

Experient Envision – Experient is a global conference and event management organization, VBN conducted 14 appointments with Experient representatives to inform them of new/improved product available in Buffalo to be used for meetings and conventions.

Q1 Website & Mobile	2019	2018	Variance
Website Sessions	344,187	310,593	10.82%
Pageviews	669,184	580,984	15.18%
Time on Page	1:24	1:27	-3,45%

Q4 Major Bookings	Hotel Room Nights	Economic Impact
The Cup – North American Championships	5,275	\$3,749,000.00
Girls Hockey Tier II U16-17	432	\$299,700.00
Girls Hockey Tier I 12U	432	\$299,700.00
Girls Hockey Tier II 12U	432	\$299,700.00
AAU Hockey	432	\$299,700.00
New York Association of Convenience Stores	220	\$124,900.00
Elite Poker Runs LLC	180	\$195,100.00
The Travel Lady Tours	60	\$18,100.00
Q4 Site Visits	Hotel Room Nights	Economic Impact
Frozen Four 2019 Hockey Championships	5,450	\$3,900,000.00
Trozen rour 2013 nockey championships	3,430	40,000,000.00
American Legion	1,850	
		\$1,790,000.00 \$275,500.00
American Legion	1,850	\$1,790,000.00 \$275,500.00
American Legion Babe Ruth Baseball 2019 Mid-Atlantic Tournament	1,850 400	\$1,790,000.00 \$275,500.00 \$248,580.00
American Legion Babe Ruth Baseball 2019 Mid-Atlantic Tournament NYSTIA 2019 Annual Conference	1,850 400 286	\$1,790,000.00 \$275,500.00
American Legion Babe Ruth Baseball 2019 Mid-Atlantic Tournament NYSTIA 2019 Annual Conference Column of Hope	1,850 400 286 265	\$1,790,000.00 \$275,500.00 \$248,580.00 \$143,000.00

Q4 Lost Business				
Meeting/Event	Year(s)	Hotel Room Nights	Reason Lost	
American Massage Therapy Association	2021	2,335	Selection Committee decided to focus on cities in Florida where they have a substantial base of members.	
Church of God Seventh Day	2021	2,000	Board decided to go to Grant County KY where there is a life size display of Noah's Ark and park.	
City MatCH Urban MCH Leadership Conference	2019	1,585	Lost to Providence RI, will have the opportunity to rebid to host the 2021 conference.	
The Coca-Cola Collectors Club	2020	1,545	Lost to Greensboro NC.	
Our Little Miss Inc.	2019	1,125	Hotel Room Rates were too high.	
National Association for Campus Activities	2020 & 2021	900 each year	2020 was lost to Lancaster PA; 2021 has not yet been announced.	
Alcoholism and Substance Abuse Providers of NYS	2019	665	Lost to Niagara Falls.	
New York Rural Water Association	2020 & 2021	600 each year	Both years lost to Turning Stone Casino and conference center.	
Electric Power Research Institute	2019	598	Lost to Pittsburgh.	
Automobile License Plate Collectors Association	2022	580	Condition of the BNCC was cited as the reason group booked in Hampton VA. This bid was sponsored by a local collector.	
The Perishing Rifles Group	2020	380	Lost to Myrtle Beach SC.	
NYS Public Health Association	2020	250	Lost to Niagara Falls.	
United Church of God	2019	150	No response from client.	

Source: Visit Buffalo Niagara - 3rd quarter report for period ending Sept. 30, 2018

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 Volksports 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	Vonelel	Untal Danie Michta	Barrier Barrier
weering/cvent	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.

Tourico Holiday Inc. Group Tours	1,100	\$325,700
Amerilink Group Tours	1,100	\$362,080
NYSPHAA Field Hockey Championships	492	\$402,170
AAU Basketball	390	\$298,500
NY Health Information Management	350	\$411,000
Department of Defense – Education Conference	300	\$225,950
Municipal Electric Utilities Association of New York	254	\$131,480
Q2 Site Visits	Hotel Room Nights	Economic Impact
Civil Service Employees Association	3,100	\$1,884,945
Conference on Food Protection	1,845	\$1,105,400
National Rural Electric Coalition Association	1,660	\$879,700
Church of Pentecost Easter Convention	970	\$795,000
United States Bowling Congress	925	\$710,765
America Walks Summit	665	\$757,200
United State Hockey League Fall Classic	600	\$435,293
Automobile License Plate Collectors	580	\$467,800
New York State Magistrates	450	\$402,900
Daughters of the American Revolution	450	\$228,140
United States Track & Field	400	\$195,625
USS Truckee 2020 Biennial Reunion	275	\$130,848
Amphibious Ships Reunion	250	\$107,175
Synergos	225	\$103,650
Gaelic Athletic Association – Mid West Championships	200	\$79,985
USS Grand Canyon	160	\$65,950
Stein Collectors International	150	\$67,200
NYS Organization of Mothers of Multiples	100	\$52,500
NYS Medical Assistants Association	65	\$45,725
USS Tusk's	40	\$39,500

Q2 Lost Business				
Meeting/Event	Year(s)	Hotel Room Nights	Reason Lost	
The Wildlife Society Annual Conference	2019	3,250	After conducting their site inspection, the Board decided the size of the convention center was too small to accommodate the breakout rooms needed for their program.	
International Association of Sheet Metal, Air, Rail Transportation Workers	2019	1,880	The Board of Directors decided to take the meeting to San Diego who put together a very attractive meeting package.	
The United Synagogue of Conservative Judaism	2020	1,545	BNCC & Hyatt are already booked, planner considered the Adam's Mark, decided not to book there.	
United States Environmental Protection Agency	2019	845	The BOD decision was to eliminate Buffalo from the list of contenders, Cleveland, Green Bay and Milwaukee are still in consideration.	
College Music Society	2020	840	Group has selected Miami to host their conference; Buffalo did not make the short list.	
Precision Machined Products Association	2020	660	After conducting their site of the Adam's Mark, the group decided to book in Milwaukee and would seriously consider Buffalo, once the hotel is renovated.	
Biocontrols USA	2018	510	Client's preferred dates were not available.	
Intersolar Global East Conference	2019	350	Group has chosen to stay in NYC.	
IMN Solutions Fall meeting	2018	235	Hotel room rates were too high for this group	
American Association of Medical Dosimetrists	2019	185	Poor condition of Buffalo meeting hotels was cited by meeting planner. Comm. 16M-5 4 of 23	

Q1 Site Visits	Hotel Room Nights	Economic Impact
Marine Corps League	3,160	\$2,064,000
Warrior Dash	300	\$476,435
Mile Sports	200	\$243,763
Herzo Survivor Group 2018	155	\$155,820
USA Squash	150	\$128,700
Commercial Construction & Renovation Retreat	78	\$38,350
Heartland Travel Showcase Pre Fam (17 tour operators participated)	TBD	TBD

Q1 Lost Business

Meeting/Event	Year(s)	Hotel Room Nights	Reason Lost
American Institute for Conservation of Historic & Artistic Works	2020	1,772	Group lost to Salt Lake City. Cost for Food & Beverage and Room Rates were less there.
Pilot International 101st Annual Convention & Leadership Conference	2022	1,530	Lost to Rochester, NY. Site Selection Committee said overall the costs were lower in Rochester.
American Holistic Nurses Association	2019	1,030	Lost to Niagara Falls, selection committee thought the Falls would be easier to market to members.
Credit Unions of NYS	2018	850	Board still won't consider Buffalo, concerns over attendance and distance for members to travel.
New York Library Association	2021	825	Board selected Syracuse in 2021 and Saratoga Springs for 2022 and 2023.
Destinations International Technology, Finance & Operations Summit	2018	405	Cleveland was selected to host this meeting.
Cancer Center Administrators Forum	2020	340	Competition was Cleveland, Ann Arbor, San Francisco. Site committee was worried about marketing Buffalo to their constituents.

Q1 Sales Initiatives and Programs

Heartland Travel Showcase – VBN hosted Heartland Travel Showcase. This event pairs those who sell group travel experiences, such as bus travel, with attractions. Tour operators got a firsthand look at Buffalo and its many attractions, positioning the city for bookings and future tours with busloads of visitors.

The showcase itself attracted approximately 400 people. There were 63 New York attractions, CVBs, hotels, wineries and more represented at the show ranging from the Fashion Outlets of Niagara Falls to Lake George and New York's Adirondacks.

Emerge Conference (RCMA) - The Emerge Conference is geared toward the Faith-based meeting planner; we attend this conference to interact and engage with these planners. 20 planners came to our tradeshow booth to learn more about VBN and our meeting facilities. Four immediate leads were generated, six additional prospects needing further development.

Connect Diversity – is a reverse tradeshow where suppliers move from table to table for six minute appointments. 30 appointments were conducted ten immediate leads, seven prospects and one fam attendee were identified.

ESSAE Annual Awards Banquet and Sales Mission — VBN partnered with the Hyatt Regency and hosted a table at the Awards Banquet where we hosted six Albany meeting planners. Also during this trip we conducted sales calls on three NYS Associations; from these visits six potential leads were discussed.

MPI Potomac Chapter meeting - VBN & BNCC joined forces on a sponsorship for this event. Unfortunately, the event was not attended as well as expected and the overall format didn't allow for networking and tradeshow interaction. 11 planners came to the table to discuss potential RFP's.

Event Service Professionals Association (ESPA)- VBN services team attended this conference, which includes professional development, roundtable discussions, guest speakers, and evaluation of best practices and industry trends for serving the visiting public for conventions, meetings and special events.

Comm. 13M-1

4 of 22

NASC Women in Sports – This conference consists of round table discussions, professional development and networking. Six prospects were identified, generating one immediate lead opportunity.

Source: Visit Buffalo Niagara - 4th quarter report for period ending Dec. 31, 2017

Q4 Site Visits	Hotel Room Nights	Economic Impact	
USA Weightlifting 2018 National Championships	1,200	\$713,200	
Serving Americas Rinks Conference and Expo	925	\$575,425	
Conference of Major Superiors of Men 2020 National Assembly	500	\$295,200	
Tangle U	450	\$275,750	
USS Antietam Assoc. 2019 Reunion	300	\$122,400	
Fresenius Kabi Canada and Calea Ltd.	130	\$ 66,950	

Q4 Lost Business					
Meeting/Event	Year(s)	Hotel Room Nights	Reason Lost		
New York State Fire Chiefs	2019, 2020, 2021	4,000 each year	Board decision was to host the convention in Syracuse, they were afraid we are too far west in the state and attendance would suffer.		
Civil Service Employees Association	2019	3,300	Board decision was to hold the convention at Turning Stone.		
AMVETS National Convention	2020	2,880	Planner preference was to use fewer hotels to accommodate the room block than we could offer.		
American Dairy Science Association	2019	2,325	BNCC was not able to accommodate the meeting space needed to host this conference.		
Pi Sigma Epsilon	2021	1,050	Hotels turned down this piece of business because they are too space intensive and they are unwilling to pay for meeting space.		
American Driver and Traffic Safety Education	2019	740	Board decided on the Sheraton Burlington VT.		
Northeast Regional Honors Council	2019	627	Unable to accommodate the planner's request for the number of double/doubles under one roof.		
Assoc. of Certified Biblical Counselors	2018	600	Lost to Ft Worth TX.		
NY Health Information Management Association	2018	465	Lost to the Sagamore, Lake George due to a concern over room rates being too high.		
SUNY Council for University Affairs & Development	2019	265	Lost to the Hilton Saratoga.		
Association of General Liberal Studies	2018	180	We were unable to accommodate the dates needed to host this group.		

Q4 Sales Initiatives and Programs

DMAI Sales Academy 1 & 2 – two VBN sales reps attended the Academy along with one member of the services team who is being cross-trained in sales activities. DMAI has assisted DMO sales professionals in selling their destinations more effectively. The course's results-oriented content has proven to help achieve sales goals, win new group customers and increase sales.

CVBreps Holiday party – CVBreps offers an exclusive opportunity to network with over 300 meeting planners who were in attendance, membership in CVBreps is a direct result of our collaboration with Talley Management Group (DMO-IMEA).

Washington DC sales mission- together with our DMO-IMEA partners (Birmingham, Bloomington, Omaha, Wichita), we hosted a Coffee Meet & Greet, Luncheon and Evening Reception where targeted meeting planners where invited. Overall 26 planners attended one or more of the hosted events.

Connect Faith – is a hosted-buyer marketplace event; VBN shared 34 appointments with the Millennium Hotel, Buffalo Niagara Convention Center and the Hyatt Regency, five immediate lead opportunities were garnered.

Comm. 6M-2

MPI Northeast NY networking event- unfortunately this event was not well attended by meeting planners and was supplied heavy. We will not attend in 2018 unless significant effort is made to increase meeting planner attendance.

ESSAE Holiday Party & NYS Association Sales Mission - Together with hospitality partners from BNCC, Hyatt Regency,

National Junior College National Bowling Tournament	200	\$141,190.00
NYS Sled Hockey Development Camp	150	\$98,850.00
Road Scholar – History of Arts and Crafts Movement	100	\$45,260.00
Q3 Site Visits	Hotel Room Nights	Economic Impact
NYS Fire Chiefs Association 2019, 2020, 2021	4195 per year	\$9,100,000.00 p.y.
American Institute for Conservation of Historic & Artistic	2310	\$1,947,000.00
Grey Eagles & TWA Retired Pilots Association	665	\$573,200.00
USS Truckee AO 147	275	\$130,800.00

Q3 Lost Business					
Meeting/Event	Year(s)	Hotel Room Nights	Reason Lost		
National Association for Interpretation	2020	2,010	Lost to Jacksonville, FL. Will rebid for a future year.		
International Cake Exploration Society	2020	1,735	Group required that the exhibit floor be kept at a constant temperature of 72degrees. Unfortunately we couldn't guarantee there wouldn't be any fluctuations in temp.		
Golden Crown Literary Society	2019	1,250	Unable to accommodate hotel room block and rates requested.		
Strategic Health Information Exchange Collaborative	2018	700	Board decided on Atlanta.		
Grey Eagles and TWA Retired Pilots Association	2019	600	Lost to Toronto, client cited that downtown bidding hotels are in need of considerable renovations.		
Nursing Organization Alliance Inc.	2019	420	We weren't able to accommodate the groups requests for meeting space and hotel rooms under one roof.		
Independent Bankers Association of NYS	2018	350	Lost to Niagara Falls, hotel room rates were too high.		
USA Climbing	2018	300	Lost due to lack of local support.		
Dining Out for Life Annual Meeting and Conference	2019	270	Organizers felt the hotel room rates were too high.		

Q3 Sales Initiatives and Programs

Familiarization Tour – 15 tour, meeting and sporting event planners were in attendance to experience the new Buffalo. Throughout the two day tour they were immersed in city tour activities, dined in specialty restaurants and met with hospitality partners at a marketplace hosted at the BNCC. Comments from the attendees were very positive about the many improvements from Canalside to Main Street.

Customer Advisory Council – In its fourth consecutive year 14 members attended. CAC members where given pre-work and were asked to speak to how Buffalo can make customer events more effective, and how can we stand out compared to our competitive set and what might the next level of the Unexpected Buffalo campaign look. During their time in Buffalo, the Council conducted site inspections on our major downtown hotel properties using a standard industry rating system. The results were shared in aggregate form to the general assembly and hotel specifics were shared individually.

CVB Reps Summer Social – VBN participated in hosting approximately 200 national association meeting planners at Blackwall Hitch. Our ability to participate in these events is due to our close working relationship with Tally Management and our five city sales and marketing consortium.

DMO IMEA – Talley Management, our five city consortium and VBN hosted 16 planners at a NATS Game in DC. Prior to the game eight appointments were conducted in National Association Meeting Planner offices.

SPORTS Relationship Conference – BNSC representatives attend this conference to network and build relationships with National Governing Bodies for Sport and attend educational opportunities. 18 appointments were conducted which garnered six immediate leads.

Small Market Meetings Conference - is an opportunity for small to mid-sized group planners to meet with CVB's and DMO's. 24 appointments were conducted which generated two immediate leads, and two prospects. Comm. 23M-4

Page 4 of 24

Q2 Site Visits	Hotel Room Nights	Economic Impact	
M.W.Hiram Grand Lodge Ancient Free and Accepted Mason	2,209	\$1,457,260	
NYS Public High School Athletic Conference Wrestling	1,500	\$1,300,750	
International Police Hockey Tournament	1,200	\$1,049,700	
Contemporary Ceramic Studio Association	843	\$734,800	
FLW Outdoors	700	\$484,800	
SPORTS Relationship Conference	530	\$321,680	
USA Boxing	300	\$180,890	
International Thunderbird Club	295	\$156,520	
ASR-ARS Association	180	\$129,170	

Q2 Lost Business					
Meeting/Event	Year(s)	Hotel Room Nights	Reason Lost		
American Baptist Churches USA	2019	2,500	Convention Center too small.		
Federation of Genealogical Societies	2021	2,000	Marketability of the city to the membership, planner was concerned attendance would be low.		
Hand Weavers Guild of America	2020	1,600	Convention Center too small		
United States Bowling Congress	2019-20	1,200	Area bowling centers not interested in holding event at this time.		
Veterans of Foreign Wars	2019	1,100	Albany offered lower hotel room rates and free parking		
American Association of Blacks in Energy	2018	1,000	Lost to Las Vegas.		
Multiple District 20 Lions Club of NYS and Bermuda	2019	1,000	Too soon to return, Buffalo was host in 2016.		
North American Board of Certified Energy Practitioners	2018	865	Preferred dates not available at BNCC.		

Q2 Sales Initiatives and Programs

International Pow Wow - This is the largest Travel Trade show in North America and is sponsored by US Travel Association and Brand USA. 130 appointments were conducted which generated one immediate lead and ten with future potential.

USA Hockey Congress and Sport National Governing Body sales calls – in total five personal appointments were conducted, which generated two immediate leads and five needing further development.

American Meeting Planners (AMP's) Summer Bash - A networking opportunity in Washington DC to interact with National Association Meeting Planners. Fifty planners and suppliers were in attendance.

Fraternal Executive Association (FEA) Annual Meeting - 27 planners stopped at the booth to discuss Buffalo as a meeting destination, this effort produced one immediate lead and two needing further development.

Your Military Reunion Connection (YMRC) Marketplace – VBN reps conducted 19 appointments, which generated two immediate business opportunities with seven that need further development:

Helms Briscoe Annual Business Conference (HB) – HB is a 3rd party company that assists meeting planner clients find locations for meetings, conferences and special events. Attending the annual business conference allows us the opportunities to network with HB associates from around the country.

Upcoming Trade Shows:

Connect Corporate

American Society of Association Executives Connect Marketplace Connect Sports Connect Specialty TEAMS Sports Conference
US Aquatic Sports
S.P.O.R.T.S. Relationship Conference
Sports Business Journal Game Changers Conference
US Olympic Committee

Comm. 16M-9 Page 4 of 23

Q1 Site Visits	Hotel Room Nights	Economic Impact
Veterans of Foreign Wars of the United States Department of New York 2019	1,100	\$1,108.250.00
Collaborative Family Healthcare Association	500	\$444,480.00
2019 NE Regional Alpha Kappa Boule'	474	\$856,340.00
Association of Gospel Rescue Missions	100	\$52,180.00
The Forty and Eight	100	\$95,900,00
USS Emmons Association	55	\$70,800.00

Q1 Lost Business

Meeting/Event	Year(s)	Hotel Room Nights	Reason Lost
United States Bowling Congress	2021	4,000	We were unable to put together an equitable package that included the required hotel room rates, group subsidies, facility availability and the host city fee.
North American Council of MG Registers	2021	2,750	The planner's preference was to have most of the meeting rooms and guest rooms under one roof. Unfortunately, with limited guest room and meeting space availability, we were unable to accommodate their needs.
HPN Global Religious Group	2019	1,490	Lack of hotel room availability and high rates were cited by the planner.
American Theatre Organ Society	2019	1,295	No hotel room availability over the clients preferred dates.
United States Water Polo	2017	850	Lack of local support to work on hosting this event.
Association Development Group Inc.	2019	820	Planner feels the BNCC & Hyatt are in need of renovations, and the lack of activity at Statler City makes Buffalo an undesirable location.
NYS Association of Town Superintendents of Highways	2017	690	Lack of support; locals feel the BNCC is unattractive and Statler City leaves much to be desired.
Western Dredging Association	2018	520	The Board decided to host the meeting central in the US.
American Baptist Women Ministries of NYS	2018	170	Hotel and program costs were too high compared to Syracuse and Rochester.

Q1 Sales Initiatives and Programs

Holiday World Showcase and International Sales Blitz – Organized by I Love NY, staff met with ten tour operators, who have the potential to sell Buffalo as a vacation destination. Following the individual face to face office meetings, the group attended and exhibited at the Holiday Consumer Show which was open to the public for Irish travelers seeking vacation ideas. Buffalo was the most requested destination of the NYS Cities who participated in the show. Announced was new air service from Norwegian Air from three Irish Airports, which will open new opportunities for us to promote the 9 Days in NYS package.

American Bus Association Marketplace – Staff met with 52 highly qualified domestic operators and a few new operators from Ontario Canada. Seven immediate business leads were generated with the potential of developing five more leads in the future.

Heartland Travel Showcase – Heartland is affiliated with the Ohio Travel Association and is a three-day appointment-style tradeshow. Thirty-nine tour operators came to the booth to learn about new developments in the Buffalo Niagara Region, generating six immediate business leads and an additional five needing further research. Buffalo will be acting as host for this tradeshow in February 2018.

National Association of Sports Commissions – the Congress includes roundtable discussions, networking events and professional development for National Governing Bodies for Sport, as well as, Sports Commissions and Convention Bureaus. Fifty face-to-face meetings took place with National Governing Bodies to discuss the amateur athletic events they conduct that may have the potential of coming to Buffalo. Twenty-six immediate leads have been shared with our constituents with the potential of thirteen additional that need further development.

Comm. 10M-4 Page 4 of 49

HarborCenter AAA 10U Hockey	432	\$282,195	
HarborCenter AA 12U Hockey		432	\$232,195
International Conference of Symphony & Opera Musicians	1	410	\$306,558
NCAA DII Women's Regional Volleyball Tournament		210	\$315,430
NY Aviation Management Association	140	\$126,492	
Association of Zoos and Aquariums		100	\$62,940
Q4 Site Visits		lotel Room Nights	Economic Impact
NCAA Men's Basketball First & Second Rounds		8,000	\$8,000,000
Garden Writers Association		1,000	\$1,364,202
SS Independence CV-62 61		614	\$525,874
033 independence CV-62			
Town Clerks of NYS – Annual Convention		665	\$615,596

220

65

100

\$131,120

\$92,995

\$52,179

North American Veterinary Community

Association of Gospel Rescue Mission

MedTech

Q4 Lost Business Meeting/Event Year(s) **Hotel Room** Reason Lost Nights National Conference on Race 2019 7,175 We were unable to get an adequate number of hotel and Ethnicity in American Higher rooms needed for the peak nights of the room block. Education Paychex Summer Leadership 2017 1.500 BNCC/Hyatt could not accommodate the preferred Meeting dates of this group. American Medical Technologists 2018 1,200 Condition of BNCC, and the Hyatt couldn't accommodate all under one roof. Multiple District Lions Club of 2019 1,100 Board chose Albany NY; the Executive Director felt it **New York State** was too soon to return to Buffalo. **NYS Funeral Directors** 2017 900 Hotel room rates were too high Association School Facilities Management 2019/2020 820 The meeting planners felt that the Convention Center Association is old, outdated and unattractive, the Hyatt is becoming run down, and the appearance of the outside of the Statler made Buffalo an undesirable location Air Traffic Controllers 2017 800 The board chose to go to Canada; we will bid on a International Championships future year. 2017 Spirit Unlimited Cheerleading 650 Convention Center was not available on preferred dates. 2022 650 Cat Fanciers Association Buffalo did not make the short list. Higher Education Web 2017 640 Meeting planner thought Hartford would be an easier Professionals Association sell to build conference attendance. NYS Improved Benevolent 2017 400 Buffalo hotels did not have dates available for **Protective Order of Elks** preferred dates; event was lost to Niagara Falls. National Association of 2018 322 Meeting selected Portland ME, Buffalo hotel room **Extradition Officials** rates were too high. NYSUT Winter Leadership Conf. 2017 300 Executive Director decided this meeting would stay in Rochester, NY. American Occupational Therapy 2017 300 Buffalo hotel room rates were too high, group Association selected Birmingham AL. NY Public Transit Association 2017 240 Preferred dates were not available at BNCC.

USA Pickleball Regional Tournament	420	\$305,650.00 \$222,080.00	
USA Weightlifting American Masters Open	400		
Q3 Site Visits	Hotel Room Nights	Economic Impact	
Amerilink Tours	4,000	\$ 633,000.00	
NYS Emergency Medical Services	2,300	\$1,790,658.00	
North Atlantic District of Foursquare Churches	700	\$1,017,177.00	
NYS Dental Association House of Delegates Meeting	650	\$ 507,550.00	
All in One Tours	600	\$ 270,000.00	
National Science Teacher Association	514	\$ 495,895.00	
Pharmacists Society of the State of NY	215	\$ 150,156.00	
USS Providence CLG 6	200	\$ 142,232.00	
The American Congress of Obstetricians and Gynecologists	120	\$ 84,619.00	

Q3 Lost Business

Meeting/Event	Year(s)	Hotel Room Nights	Reason Lost
USA Hockey Boys U 15	2017	2,950	We were unable to accommodate this tournament because we already have the World Deaf Hockey Championships on the books.
NYS Emergency Medical Services	2017	2,030	We did not have the groups' preferred dates available
Trinity Motivation Summer Conference	2017	2,027	BNCC did not have any of the groups' dates available.
Sprint Triathlon	2017	900	Lake Erle water quality played a major role in the decision not to choose Buffalo.
Credit Union Association of NY	2017	850	The Board chose the Sagamore over Buffalo
Snowmobile Association	2017	700	Executive Director didn't like the BNCC and booked Niagara Falls Conference center.
Armor Modelling and Preservation Society International Convention	2018	280	Group chose Toledo OH, The planner was uncomfortable with the lack of direct flights for attendees.
National Association of Disability Examiners	2017	225	The lack of direct flights from the Albany area was the reason for not booking Buffalo.
NYS Association of Youth Bureaus	2017	130	The board selected Niagara Falls; the consensus was their facility and amenities are newer.

Q3 Sales Initiatives and Programs

FAM tour - VBN conducted a FAM tour for the largest group of meeting, event and group tour planners in recent history; 24 planners were in attendance. The itinerary included a city tour on Buffalo Pedal Tours, Dinner Buffet at Riverworks, Buffalo River History Tour, glamorous dessert reception at the Marrlott HarborCenter, our infamous Amazing Race and a Niagara Falls Experience.

Customer Advisory Council (CAC) - VBN and the BNCC partnered to convene the 3rd annual council meeting. Twelve members attended the two-day session and they were immersed in a tour of Hotel Henry, topics such as: effective marketing initiatives, a conversation with local political leaders about a new convention center and comprehensive convention meeting service methods.

Pittsburgh AAA Travel Show – Together with 4 industry partners VBN promoted 2 tour packages to group tour leaders and operators.

American Society of Association Executives (ASAE) 64 planners stopped at the tradeshow booth to discuss future meeting and convention opportunities.

NYS Joint Reception held during Connect tradeshow – VBN collaborated with the NYS CVB association to host a reception in order to entertain 75 meeting and event planners during a Texas Rangers Game in one of the stadium suites.

Connect Marketplace – 27 appointments were conducted with National Association Meeting Planners during this show with current and prospective customers. Two immediate leads have been generated.

Comm. 22M-4 Page 10 of 23

Source: Visit Buffalo Niagara - 2nd quarter report for period ending June 30, 2016

Q2 Site Visits	Hotel Room Nights	Economic Impact	
American Association of Airport Executives	2,000	\$2,900,000	
African Violet Society of America, Inc.	1,520	\$2,425,000	
National Religious Vocation Conference	1,075	\$1,985,000	
Catholic Charities USA 2018 Annual Gathering	1,000	\$2,350,000	
NYS Insurance Association	489	\$ 311,850	
USS Newport News Annual Reunion	360	\$ 283,170	
Tin Can Sailors Biennial Reunion	320	\$ 264,650	
USS Topeka Veterans Association	150	\$ 130,000	
The American Congress of Obstetricians and Gynecologists	120	\$ 84,620	
USS John W. Weeks Reunion	115	\$ 93,500	

Q2 Lost Business					
Meeting/Event	Year(s)	Hotel Room Nights	Reason Lost		
National Young Farmers Conference	2017	1,800	Northeast US was eliminated due to weather concerns.		
Commission on Accreditation For Law Enforcement Agencies	2019	1,500	We were unable to garner the support from local agencies for hosting this conference.		
USA Weightlifting Youth Open	2017	1,100	Buffalo was not selected due to complications with venue availability.		
Aquatic Animal Life Support Operators Annual Conference	2018	840	Lost to Niagara Falls, due to high hotel room rates and proximity to the aquarium.		
Sigma Xi, The Scientific Research Society	2017	565	This group is very cost sensitive, after reviewing hotel proposals they decided to hold the conference at the University.		
NYS School Nutrition Assoc.	2019	500	Lost to Niagara Falls NY due to high hotel room rates and meeting room rental costs.		
National Funeral Directors & Morticians Association	2018	470	Buffalo did not make the final cut to host this conference; they have not yet picked a host city.		
NYS Bowling Proprietors Assoc.	2016	40	Lost to Lewiston N.Y. due to high hotel room rates and meeting room costs.		

Q2 Sales Initiatives and Programs

Bring It Home – VBN conducted presentations to the Lancaster Chamber of Commerce board of directors; Cheektowaga Chamber of Commerce and East Aurora Chamber of Commerce, as well as a breakfast for local "Women Who Influence."

Sunshine FAM tour – As a result of a sales meeting at NTA, VBN hosted twelve Chinese tour operators who already bring tours to our area but needed to expand their offerings to include area attractions for future tours. A comprehensive tour of the area's attractions was conducted.

Washington DC Sales Mission – VBN partnered with BNCC to conduct scheduled sales calls on targeted National Associations, and attended the Association of Meeting Planners monthly dinner meeting and reception for networking and relationship building.

Albany Sales Mission & Reception – In cooperation with a number of hotel partners, VBN coordinated seventeen scheduled sales appointments over the three day period, arranged leave behind information and thank you gifts bags, and organized a reception for fifteen NYS association meeting planners.

Global Meetings Industry Day – VBN coordinated PR opportunities with Erie County Executive, Mayor and the Erie County Legislature. A breakfast was held for "Women Who Influence" to promote the "Bring It Home" Campaign and call attention to the importance of meetings business on the economy and job creation.

Reunion Friendly Network & Summit - This tradeshow is an appointment based show and VBN conducted twenty presentations. As a result, two immediate leads were garnered with the possibility of five more needing further development.

Empire State Society of Association Executives Tradeshow - This is an annual tradeshow for NYS@ssrtation 1/6/1/16/4 in a

Q1 Site Visits	Hotel Room Nights	Economic Impact
National Veterans Creative Arts Festival	1,000	\$1,980,730
Nlagara Frontier Regional Camera Club	600	\$244,536
American Guild of Organists	243	\$214,256
USS John R. Pierce DD-753 Sailors Organization	125	\$148,600

Q1 Lost Business				
Meeting/Event	Year(s)	Hotel Room Nights	Reason Lost	
University Risk Management & Insurance Association	2015	2,040	Conference lost to Disney Resorts, Board was concerned about attracting attendees.	
National Association of Teachers of Singing	2020	1,796	Lost to Knoxville, group room rates in Buffalo were too high.	
USA Gymnastics Women's	2016	1,300	Lack of local support to assist in running the event and fundraising.	
Church of Our Lord Jesus Christ	2021	1,200	Lost to Tysons Corner, VA; Hotel room rates were too high in Buffalo	
Communicators for Women Religious Conference	2017	475	Lost to Niagara Falls.	
National Conference for Black Political Scientists	2017	235	City Image and weather were given as reasons Buffalo wasn't chosen by the site committee.	
NYS Foreign Language Teachers	2016	145	Hotel room rates were too high.	
National Conference of State Legislatures	2016	140	Selected Niagara Falls due to Tribal affiliation	

Q1 Sales Initiatives and Programs

DC Sales Mission – In mid-January VBN partnered with the BNCC and conducted five sales calls in Washington DC and attended a meeting/reception for Association of Meeting Professionals and networked with more than 50 planners at the event.

Sports Commission Meetings - In keeping with the TSE Long Range Plan, the Sports commission initiated two working committees focused on dedicated funding, facilities, future bids and attracting new amateur sports business. Both committees are meeting regularly, recruiting members and preparing next steps.

Tradeshows Attended

Diversity Summit – An appointment-based reverse tradeshow that brings together diversity meeting planners from national associations, corporations, specialty groups and religious organizations. VBN requested 48 planners and we were accepted by 27 planners. VBN received two immediate leads with five additional that need further development.

American Bus Association – This is an appointment-based tradeshow. Attendees included highly qualified domestic operators, as well as new tour operators from Canada. VBN conducted 55 appointments, which resulted in seven immediate leads and five additional prospects that need further development.

National Tour Association – An appointment based tradeshow and marketplace. VBN had 39 appointments which produced two immediate leads with the potential for four additional. The immediate leads are a quick turnaround for May and July of 2016, generating 1,200 hotel room nights.

PCMA – Not a typical conference, there isn't a tradeshow component but there are many opportunities to interact with meeting planners and develop a network. VBN participates on the PCMA advocacy task force which is made up of suppliers and planners who work on Meetings Mean Business event, technical updates, meeting trends, best practice review etc.

Christian Meetings and Convention Association – CMCA is a reverse tradeshow where suppliers go from booth to booth meeting with various meeting planners. There were over 100 planners in attendance; 54 of them plan meetings in NY. VBN met with 16 planners and will be working on the development of four potential leads.

L&L Travel Show – VBN conducted a dinner presentation where we previewed our Chinese language video which was well received. One immediate lead was generated for a tour series starting in 2017.

Comm. 9M-4 Page 4 of 49

Q4 Site Visits	Hotel Room Nights	Economic Impact	
National Homeland Security Association	3,600	\$2,391,782	
1 st Episcopal District Women's Missionary Society	500	\$626,300	
Associated Construction Distributors International	455	\$315,220	
Air Methods Corporation	150	\$272,760	
USS Great Sitkin AE-17 Association	200	\$117,997	
New York Ontario Shrine Association	100	\$195,624	
Niagara Frontier Orchid Society	80	\$72,500	
USS Rupertus DD-851	75	\$63,320	

Q4 Lost Business					
Meeting/Event	Year(s)	Hotel Room Nights	Reason Lost		
National Association of Campus Card Users	2018 & 2019	1,845/year	Group does not use convention centers as a rule, for us to accommodate we could only do so with BNCC in the mix.		
Computer Science Teachers Association	2017	888	City Image and accessibility were cited as reasons to cut Buffalo from the list. Albany, Newark, Philadelphia and Baltimore made the short list.		
NYS Association for the Education of Young Children	2018 & 2019	865/year	Lost to Turning Stone Casino lower room rates and free parking. Our room rates needed to Include a subsidy to offset the cost of BNCC pushing the rates too high.		
USA Fencing Association Grand Prix	2015	800	Lost due to the lack of local support to host event.		
NYS Speech Language – Hearing Assoc.	2018	500	Capitol Hill Management lost the contract to supply services for this group. A new services group will be named and we will rebid.		
Naval Support Activity	2017	365	Client wanted the Marriott Harbor Center only and the hotel did not have availability.		
United States Synchronized Swim	2016	300	Venue availability		
USS Saratoga Association	2017	250	Membership turned down move outside of Saratoga Springs		
Church of God Militant Pillar and Ground of the Truth	2017	175	Lost to Rochester, Free parking in downtown.		

Q4 Sales Initiatives and Programs

S.P.O.R.T.S. Institute – 20 appointments with National Governing Bodies were conducted, immediate leads for USA Football, USA Badminton and National Collegiate Roller Hockey were shared with our hotel and facility partners.

Rejuvenate Marketplace – Reverse tradeshow where suppliers go to appointments at meeting planners' booths for religious organizations. 51 appointments were conducted garnering three immediate lead opportunities with four additional potential leads needing further development.

Ontario Motor Coach Assoc. – Ontario based motor coach operators' conference - 26 appointments were conducted generating two immediate leads for our hotel partners with five potential leads needing further development. VBN has a seat on the conference organizing committee and the supplier council.

TEAMS – 46 event planners came to the booth to discuss potential bid and/or hosting opportunities. Ten immediate leads were garnered for USA Figure Skating, Lacrosse USA and College Club Sports, 18 potential leads need further development.

United States Aquatics Convention — Attended to bld on a 2016 Swimming Championship, Senior Zone Championships, with STAR Swimming - Buffalo won the bid for 2016 & 2017. Also bid on the Speedo Championships; Buffalo was awarded this event for March 2017.

US Sports Congress – 22 event planners met at the tradeshow booth and discussed opportunities for future events. Four immediate leads for National Collegiate Roller Hockey, USA Ultimate Sports and Athletx Baseball Tournaments were 10 mm. 4VI-10

Q3 Site Visits	Hotel Room Nights	Economic Impact
NCAA City tour - Various events	N/A	N/A
National Softball Association- World Series	5,000	\$3,200,000
National Prevention Network	1,900	\$1,129,481
Harley Davidson Motor Company	1,100	\$1,876,363
Association for Preservation Technology International	771	\$939,838
USS The Sullivans	300	\$210,673
LT Planning & Incentives	300	\$195,038
Still Bank Collectors Club	295	\$288,829
Panther Veterans Organization	200	\$388,971
Church of God Militant Pillar	175	\$410,646
USS L.Y. Spear	70	\$64,440

	Q:	B Lost Business	
Meeting/Event	Year(s)	Hotel Room Nights	Reason Lost
International Institute of Municipal Clerks	2020	3,220	Buffalo did not make the short list due to image issues and marketability to draw attendees.
Health Physics Society	2019	3,025	Site selection committee was concerned about the marketability of Buffalo to constituents. Boston was selected.
Land Trust Alliance	2018	2,180	Board of Directors wasn't convinced they could raise adequate funds needed to hold the conference in Buffalo. Group was lost to Pittsburgh.
National Grange of the Order of Patrons of Husbandry	2018	875	After several attempts BNCC could not accommodate the group's date and space demands, due to business already on the books.
Delta Chi Fraternity	2018	750	Buffalo bld didn't make the short list, group was lost to Denver CO.
Thai Boxing Association Sanctioning Authority	2016	400	Venue cost was too expensive for the organizers.
Western New York Conference of African Methodist Church Annual Conference	2016	208	Site committee was disappointed in the condition and service at Byblo's hotel. Group was lost to Niagara Falls.
USS Black DD-666	2016	200	Lost to Albuquerque, will rebid for 2017.
Carleton Place Black Friday Shopping tour	2015	50	This is a Canadian group that decided to stay in Canada due to exchange rates.

Q3 Sales Initiatives and Programs

Customer Advisory Council –VBN hosted the second annual Customer Advisory Council meeting where 14 Executive Directors and Professional Meeting Planners from National and State Associations convened for a two-day meeting which Immersed them into Buffalo's culture. The council toured the city on The Campalgn for Greater Buffalo's Open Air Bus, they were entertained at the Larkin Square Filling Station, walked the convention district with Michael Schmand, had breakfast with Congressman Brian Higgins, as part of the US Travel Association's Travel Talks program to meet with members of Congress in their districts, to discuss how meetings mean business in Buffalo and the US, they completed an assessment of their impressions of the convention district and offered many insightful recommendations for the VBN team to use in selling and marketing Buffalo as a convention destination.

NCAA Site Inspection - One of the top decision makers for the NCAA Championships arrived to Buffalo, for a FAM tour. The visit consisted of a city tour, presentation and venue site visits. The FAM tour was hosted by members of the MAAC Conference, Buffalo Sabres, Canisius College, Nlagara University, the Buffalo Niagara Sports Commission and Visit Buffalo Niagara. The purpose of the visit was to showcase the revitalization of the city and the new improvements to Buffalo since the NCAA's last visit in 2014. It was also to express why Buffalo would be a great host city for the NCAA Men's Division I Frozen Four, along with many other championships in 2019/2020 such as rowing, wrestling & Women's Lacrosse.

Comm. 24M-3 Page 4 of 29

Q2 Site Visits	Hotel Room Nights	\$1,886,600	
National Land Trust Conservation Conference	2,180		
Church of God, Feast of the Tabernacles	1,600	\$1,279,800	
National Association of Parliamentarians Training Conference	595	\$625,453	
USS Saratoga Association	375	\$321,784	
International Broadcasters Idea Bank	300	\$199,643	
USS Richard E. Byrd DDG-23	160	\$120,255	

Q2 Lost Business				
Meeting/Event	Year(s)	Hotel Room Nights	Reason Lost	
NYS School Boards Association	2019	3,500	Chose Rochester who offered lower rates.	
NYS Bureau of Emergency Medical Services	2017	2,200	Chose Syracuse because their history shows stronger attendance and hotel room pick up there.	
Association for Experiential Education	2016	1,085	The board's impression of Buffalo was not positive, group is considering Pittsburgh and Minneapolis.	
American Music Therapy Assoc.	2018	1,000	Planner cited challenges marketing Buffalo to constituents.	
Church of God Feast of Tabernacles	2016	500	Client was not pleased with headquarter hotel options.	
Automobile License Plate Collectors Assoc.	2018	425	Board chose Valley Forge, PA.	

Q2 Sales Initiatives and Programs

Australian Ready FAM Tour: working in cooperation with I Love NY staff, VBN hosted 9 Australian reps from major inbound travel planners to immerse them in Buffalo attractions and hotel product. Following the FAM tour VBN hosted an industry seminar where industry partners from the cultural organizations, area attractions and hotel facilities learned about the demographics, travel habits and expectations of the Australian traveler. Immediately following the presentation attendees interacted with the panel in a question and answer session.

YMRC Marketplace: is a reverse tradeshow where the suppliers (VBN) go to the booths of the planners. 11 meetings were conducted resulting in 1 immediate RFP and 5 opportunities for further development.

International Pow Wow: is the largest travel trade show in North America and is sponsored by US Travel Association and Brand USA. 125 appointments were held with receptive operators from around the world. Each has potential to bring groups to the Buffalo Niagara area.

ESSAE tradeshow – Exhibited at the ESSAE Annual Expo with industry partners (BNCC and Hale Expo Services) in Saratoga NY. Approximately 60 meeting planners stopped at the booth to learn about new developments in Buffalo. We acquired 11 immediate leads and several planners expressed an interest in either a site visit or joining our FAM.

New York State Association Sales Blitz—Together with our hospitality partners more than 65 personal sales calls were conducted in order to update our client contact information and evaluate changing clients' needs relative to meetings and conventions. This initiative generated 5 immediate leads and 6 needing more development.

NYS Reception in cooperation with our hospitality partners, a reception was hosted in Albany where over 80 meeting planners and executive directors attended.

Attended the National Association of Sports Commissions Annual Symposium; 35 one-on-one meetings with rights holders and National Governing Bodies of sport were conducted. These meetings brought 10 immediate leads as well as opportunities for future blds.

BNSC continued working closely with our partners at the HarborCenter and The Northtown Center as they continue to create their tournament schedules. These events will bring multiple out-of-town teams to Buffalo to compete; BNSC will act as liaison to area hotels for team accommodations and the distribution of welcome information.

Participated in an ILNY international sales mission in UK, Germany and Switzerland. Meetings were held with 25 key tour operators and approximately 200 travel agents and reservation sales agents throughout the week for product training and awareness. The goal was to educate the agents about Buffalo, its proximity to Niagara Falls, the diversity of activities, accommodations, dining, culture, etc. and align with tour operators to feature Buffalo within their New York State it peraries.

Q1 Site Visits	Hotel Room Nights	Economic Impact
USS Frank E. Evans DD 754	265	\$474,321.00
BMW Motorcycle Owners of America	660	\$393,941.00
International Broadcasters Idea Bank	360	\$199,643.00
17 th Infantry Regiment Association – The Buffalos	264	\$198,764.00
USS Leutze – DD481	60	\$65,705.00

Q1 Lost Business					
Meeting/Event	Year(s)	Reason Lost			
Association of Gospel Rescue	2017	Hotel Room Nights 1,938	Lost to Dallas because they can accommodate in one hotel, in Buffalo we would have needed 3 hotels.		
NYSPHAA Wrestling Championships	2016 & 2017	1,600 per year	It was a two year bid, room rates were too high in Buffalo, and group chose Albany.		
Veterans of Foreign Wars of the US. State Convention	2017	1,525	Unable to find a sultable number of hotels to pull together a bid, may consider bidding for a future year.		
Northeast Greek Leadership Assoc.	2018	930	Group signed in Pittsburgh, board didn't feel Buffalo would draw the numbers needed to conduct the conference.		
North American Chinese Basketball Assoc. Natl. Champ.	2016	900	Lost due to lack of availability and high venue costs.		
NY Farm Bureau	2015	430	Unable to garner local support, booked Rochester.		

Q1 Sales Initiatives and Programs

Tradeshows attended:

American Bus Association marketplace: Provided the opportunity to meet with highly qualified domestic & international tour operators. At this show Tour planners request meetings with destinations they have an interest in learning more about, we met with 58 in total. 6 immediate leads were issued to area hospitality partners with the potential of 8 additional leads after some research and development.

National Tour Association: An appointment based show brought 41 Interested domestic tour operators to our booth to learn more about Buffalo Niagara's attractions. No immediate leads were generated; however, 6 prospects have potential to become leads after some research and development.

Professional Convention Management Association: Attended PCMA education sessions and networking opportunities with other meetings industry professionals and meeting planners. Educational sessions focused on enhancing performance, and exploring how world issues Impact the meetings industry.

Religious Conference Manager Association: 10 meeting planners stopped at our tradeshow booth to discuss future meeting needs, 2 immediate leads (Wilma Ministries and National Deacon's Convention) were distributed to hotel partners for proposals. There are 6 potential leads that need further investigation.

Upcoming Tradeshows:

	, ,	
	National Association of Sports Commission	April
	Pow Wow	May
	Direct Selling Association	Mav
	Empire State Society of Association Executives	June
ı	Collaborate Marketplace	June
ı		Julie

ERIE COUNTY LEGISLATURE



92 Franklin Street **Buffalo, New York 14202**

THE PROPERTY OF STREET

January 15, 2021

Chair Howard Johnson **Economic Development Committee Erie County Legislature** 92 Franklin St, 4th Floor Buffalo, NY 14202

Dear Committee Chair Johnson,

The Buffalo Niagara Builders Association provides resources for residents relative to the construction of single family homes in our region. They have recently put together a presentation on the financial impact of home building for Erie County. This presentation provides information as to how important home construction is to the cities, towns, and villages within Erie County. It is a tremendous resource that we would like to share with our colleagues.

The Buffalo Metro Area Home Building Impact Study is available here: https://www.youtube.com/watch?v=fqNarPO4MRU&feature=youtu.be

With this letter, we are requesting a discussion with the Buffalo Niagara Builders Association to present the results of their impact study at an Economic Development Committee meeting in February.

We appreciate your attention in this matter and look forward to this discussion.

Sincerely,

ph C. Lorigo

Minority Leader

Christopher D. Greene

Erie County Legislator, 6th District

Erie County Legislator, 8th District

Erie County Legislator, 11th District



MARK C. POLONCARZ

COUNTY EXECUTIVE

ERIE COUNTY DEPARTMENT OF ENVIRONMENT AND PLANNING DIVISION OF PLANNING AND ECONOMIC DEVELOPMENT

THOMAS R. HERSEY, JR. COMMISSIONER

DANIEL CASTLE, AICP DEPUTY COMMISSIONER

January 13, 2021

Mark C. Poloncarz County Executive Room 1600, Rath Building 95 Franklin Street Buffalo, New York 14202

Dear Mr. Poloncarz:

Enclosed you will find the 2020 Erie County Fair Housing Board Annual Report. Erie County's Fair Housing Law was enacted in May of 2018. The 2020 annual report lists board activities as required by Section 6 (E) (3) of the Fair Housing Law.

Sincerely,

Karen Rybicki

Erie County Fair Housing Board, Chairperson

Karen Ryricsi

cc: Erie County Legislature

ERIE COUNTY FAIR HOUSING BOARD - 2020 ANNUAL REPORT

Board of Directors

Karen Rybicki Board Chair Erie County First Deputy Commissioner Department of Social Services

Cheryl Andolino Board Vice-chair Belmont Housing Resources for Western New York

Pamela Lanich Board Secretary Western New York Law Center

Sharon L. Ciminelli Buffalo Niagara Association of Realtors

Karen King
Erie County Commissioner of Public Advocacy

Board Staff

Thomas R. Hersey, Jr.
Ex-officio
Erie County Commissioner Department of Environment & Planning

Kristen Walder Legal Counsel Erie County Department of Law

As per Section 6 of the Erie County Fair Housing Law, fair housing board positions were chosen according to the requirements shown below:

- (a) One member upon recommendation from the Buffalo Niagara Association of Realtors;
- (b) One member upon recommendation from the Western New York Law Center or Neighborhood Legal Services;
- (c) One member upon recommendation from Belmont Housing Resources for Western New York or the Rental Assistance Corporation of Buffalo;
- (d) The Erie County Commissioner of Public Advocacy; and
- (e) The Erie County First Deputy Commissioner of the Department of Social Services Family Independence.

Board members are listed above.

Board of Director's met for their first meeting of 2020, on February 11. The board meets quarterly with a HOLD meeting scheduled each month for housing discrimination cases that are brought to the board. The majority of board meetings in 2020 were held via conference call, due to COVID-19 related precautions. There were five meetings held during 2020- meeting minutes are attached. Five discrimination cases were brought to the board in 2020. Four of the discrimination cases are moving towards conciliation in 2021 and one discrimination case failed to reach conciliation and will be seen by the Erie County Fair Housing Board for a hearing in 2021, as per Section 5D of the Erie County Fair Housing Law.

As per Section 5 (A) of the law, Erie County has designated a not-for-profit fair housing organization, Housing Opportunities Made Equal (HOME), to assist with the implementation of the law. Services include, fielding fair housing discrimination complaints from residents of Erie County, referral services for residents with housing and human service needs and paralegal counseling to assist in resolving landlord/tenant disputes.

Results of HOME's work in 2020 are as follows:

Housing discrimination complaints- 24 cases of potential housing discrimination were investigated. 19 were resolved and five were brought to the Fair Housing Board in 2020 and are pending.

Landlord/Tenant dispute cases- 101 people were assisted with advice on resolving landlord/tenant dispute issues.

Referral services- 101 people were assisted with referral services regarding housing and human service issues.

ERIE COUNTY FAIR HOUSING BOARD OF DIRECTORS MEETING

MINUTES

Tuesday February 11, 2020 10am

Erie County Rath Building – Department of Environment & Planning

95 Franklin Street, Buffalo NY 14202

Board Attendees:

Karen Rybicki – ECDSS (Chair)
Cheryl Andolino – Belmont (Vice Chair)
Karen King—Public Advocacy

Other Attendees:

Paul D'Orlando—DEP Kristen Walder—Erie County Attorney's Office

- 1. Approval of Minutes—November 12, 2019 meeting (VOTE)
 - a. Motion to approve—Karen King; 2nd Cheryl Andolino; Unanimous approval

2. Status of Discrimination Complaints

- a. DeAnna Eason, Executive Director of HOME, explained that on January 27, 2020 HOME brought five housing discrimination cases to the New York State Supreme Court. Three of the cases were in the City of Buffalo and two of the cases were in the Town of Cheektowaga. She explained that each case involved a landlord refusing to rent to tenant based on the fact that the tenant would have a security deposit agreement with the Erie County Department of Social Services. HOME took those cases to the NYS Supreme Court to try to gain a legal precedent at the state level for a conviction regarding the issue of security deposit agreements.
- b. DeAnna Eason then brought two more cases to the Erie County Fair Housing Board for housing discrimination based on the fact that landlords refused to rent to tenants based on the fact that they would have a security deposit agreement with the Erie County Department of Social Services. The two cases were in the City of Buffalo. Eason explained HOME's investigation work to the board and she stated that she will contact Paul D'Orlando with the contact information for the rental agent, landlord and tenant for one of the cases and will also make a formal discrimination complaint on behalf of the tenant to the board at that time. After

receiving the formal complaint, the board will then have 30 days to schedule a meeting to hear the case. Both the landlord and tenant will be notified of the meeting date by Erie County. The second case in question from HOME may also be moved forward by the board after HOME attempts conciliation efforts with the landlord.

c. At least one of the cases and possibly two will be heard by the board at a meeting on March 10, 2020.

3. Discuss Annual Report

- a. Annual report for 2019 was submitted to the County Executive and Erie County Legislature on February 4, 2020.
- 4. Revisit Board Terms and Appointments
 - a. Terms started in May, 2019
 - b. One year term—Pamela—but could do another term if that is what is decided
 - c. Two year terms for two members will be decided at the May 12, 2020 meeting

Meeting adjourned: 11:10AM

Minutes submitted by Paul D'Orlando on 2/17/2020

Next Quarterly Meeting: May 12, 2020 at 10am

ERIE COUNTY FAIR HOUSING BOARD OF DIRECTORS MEETING

MINUTES

Tuesday, May 12, 2020 10am

Erie County Rath Building – Department of Environment & Planning
95 Franklin Street, Buffalo NY 14202

Call-In Meeting Due to Covid-19

Board Attendees:

Karen Rybicki – ECDSS (Chair)
Pamela Lanich – WNY Law Center (Secretary)
Sharon Ciminelli – BNAR
Karen King – Public Advocacy

Other Attendees:

Paul D'Orlando – DEP Kristen Walder – Erie County Attorney's Office

- 1. Approval of Minutes November 12, 2019 meeting (VOTE)
 - a. Motion to approve—Sharon Ciminelli; 2nd Karen King; Unanimous approval
- 2. Status of discrimination complaints
 - a. HOME has been working on cases in state supreme court
 - b. Two cases have come to board and we are proceeding with those. A letter has to go out to parties involved, giving parties 30 days to respond to HOME. Letter will be going out this week. If the parties can't work out the cases with HOME, cases are referred to Board. Board may be hearing those cases in July.
 - c. No other new cases ready—due to PAUSE order
- 3. Revisit board terms and appointments (VOTE)
 - a. Pamela's one-year term ending

 b. Motion to approve Pamela for a new three-year term—Karen Rybicki; 2nd Karen King; Unanimous approval

Meeting adjourned: 10:19AM

Minutes submitted by Pamela Lanich on 5/12/2020

Next Quarterly Meeting: August 11, 2020 at 10am

ERIE COUNTY FAIR HOUSING BOARD OF DIRECTORS MEETING

MINUTES

Tuesday, July 14, 2020 10am

Erie County Rath Building – Department of Environment & Planning
95 Franklin Street, Buffalo NY 14202

Call-In Meeting Due to Covid-19

Board Attendees:

Karen Rybicki – ECDSS (Chair)
Pamela Lanich – WNY Law Center (Secretary)
Karen King – Public Advocacy

Other Attendees:

Paul D'Orlando – DEP
Andrew Dearing - DEP
Dan Corbitt—HOME
Kristen Walder – Erie County Attorney's Office

- 1. Approval of Minutes May 12, 2020– meeting (VOTE)
 - a. Motion to approve—Karen Rybicki; 2nd Karen King; Unanimous approval
- 2. Existing Discrimination Cases
 - a. Dan from HOME discussing complaints
 - b. Buggs v. Dickey—open to conciliation
 - c. Murray v. Empire—also open to conciliation
- 3. New Discrimination Cases
 - a. Dan from HOME discussing cases
 - b. Shavonne Boulware v. Der Yaseen Properties LLC –source of income discrimination complaint—Housing Choice Voucher not accepted

- c. Carlson Croom III v. Peace Bridge Apartments, LP—security agreement not accepted
- d. Shawmika Murray v. Free Will LLC, Buffalo Reclaimed LLC, Buffalo Apartments LLC, Holcomb Clinton—security deposit agreement not accepted
- 4. Motion by Karen Rybicki for Board to send letters to 3 respondents for 3 discrimination cases; 2nd by Karen King. Unanimous approval
- 5. Update by Dan from HOME on supreme court cases
 - a. One case settled—agreed to training and accepting security deposit agreements. HOME to monitor settlement. HOME assisting with developing fair housing plan. Monetary settlement of \$6,000.
 - b. Second case—respondent is unresponsive
 - c. Third case—hoping to settle
 - d. Fourth case—hoping to settle
- 6. Motion to adjourn—Karen Rybicki. 2nd by Karen King. Unanimous Approval

Meeting adjourned: 10:49AM

Minutes submitted by Pamela Lanich on 7/14/2020

Next Quarterly Meeting: August 11, 2020 at 10am

ERIE COUNTY FAIR HOUSING BOARD OF DIRECTORS MEETING

MINUTES

Tuesday, August 11th, 2020 10am

Erie County Rath Building – Department of Environment & Planning
95 Franklin Street, Buffalo NY 14202

Call-In Meeting Due to Covid-19

Board Attendees:

Karen Rybicki – ECDSS (Chair)
Cheryl Andolino – Belmont (Vice Chair)
Pamela Lanich – WNY Law Center (Secretary)
Karen King – Public Advocacy

Other Attendees:

Paul D'Orlando – DEP
Andrew Dearing - DEP
Kristen Walder – Erie County Attorney's Office
Dan Corbitt – HOME

- 1. Approval of Minutes July 14th, 2020 meeting (VOTE)
 - a. Motion to approve—Cheryl Andolino; 2nd Karen Rybicki; Unanimous approval
- 2. Status of discrimination complaints—updates from Dan from HOME
 - a. Active Cases (5)
 - i. Buggs v. Dickey case 2020-1
 - 1. HOME does recommend probable cause based on investigation and text messages submitted but case is moving toward conciliation

- 2. Does Board need to approve conciliation agreements? Kristin will investigate
- 3. Proposed conciliation agreement with \$2,000 to complainant based on her damages/time she was unable to find another apartment

ii. Murray V. Empire

- 1. Moving toward conciliation
- 2. Proposed conciliation agreement with \$1,500 to complainant
- 3. Dan can prepare memos explaining the damages of respondents to understand how conciliation amounts have been determined

iii. Murray v. Free Will case 2020-3

- 1. Notification letter sent out July 16th
- 2. HOME has not yet received a response

iv. Boulware v. Der Yaseen case 2020-4

- 1. Notification letter sent out July 16th
- HOME received a response from Respondent's attorney doesn't raise legal defenses but says that respondent is an immigrant and there may have been miscommunication issues
- HOME has identified that there needs to be outreach to immigrant/refugee communities regarding their responsibilities as landlords and fairing housing law obligations

- 4. Case will probably move toward conciliation
- v. Croom v. Peace Bridge case 2020-5
 - 1. Notification letter sent out July 16th
 - 2. HOME has not yet received a response
 - 3. Update on state supreme court cases
 - 4. Adjourn—motion to adjourn Karen Rybicki; 2nd Karen King; unanimous approval

Meeting adjourned 10:35AM.

Minutes submitted by Pamela Lanich 8/14/2020

Next meeting September 8th at 11:00AM

ERIE COUNTY FAIR HOUSING BOARD OF DIRECTORS MEETING

MINUTES

Tuesday, November 10th, 2020 10:00am

Erie County Rath Building – Department of Environment & Planning
95 Franklin Street, Buffalo NY 14202

Call-In Meeting Due to Covid-19

Board Attendees:

Cheryl Andolino – Belmont (Vice Chair)
Pamela Lanich – WNY Law Center (Secretary)
Karen King – Public Advocacy
Sharon Ciminelli--BNAR

Other Attendees:

Paul D'Orlando – DEP
Andrew Dearing - DEP
Kristen Walder – Erie County Attorney's Office
Dan Corbitt – HOME

- 1. Approval of Minutes August 11th, 2020 meeting (VOTE)
 - a. Motion to approve—Cheryl Andolino; 2nd Sharon Ciminelli; Unanimous approval
- 2. Status of discrimination complaints
 - a. Active Cases
 - a.i. Buggs v. Dickey case 2020-1
 - a.i.1. Case is in conciliation phase with a proposed conciliation agreement

a.i.2. Board has reviewed and accepts the conciliation agreement with no concerns

a.ii. Murray V. Empire case 2020-2

- a.ii.1. HOME has been unable to reach Ms. Murray
- a.ii.2. Without complainant, HOME not moving forward with proposed conciliation agreement at this time, though there is probable cause
- a.ii.3. Fair Housing training can still be required for respondent

a.iii. Murray v. Free Will case 2020-3

- a.iii.1. HOME has been unable to reach Ms. Murray
- a.iii.2. HOME received a reply from respondent's attorney, which does not raise any legal defenses but expresses that respondent is remorseful and plans to follow the law in the future
- a.iii.3. HOME would suggest that a Fair Housing seminar be required for respondent to fully understand all aspects of the law

a.iv. Boulware v. Der Yaseen case 2020-4

a.iv.1. HOME received response from respondent's attorney, denying refusal to rent to anyone with a section 8 voucher and stating that one of the units is currently rented to a tenant with a section 8 voucher. Also states that respondent is an immigrant and that there is a language barrier issue. HOME's testers confirmed complainant's allegations and HOME found probable cause.

- a.iv.2. Case will probably move toward conciliation
- a.iv.3. HOME would suggest Fair Housing training
- a.v. Croom v. Peace Bridge case 2020-5
 - a.v.1. HOME received response from respondent's attorney, proposing a global settlement for this case before the Board and another unrelated case against respondent in Supreme Court. HOME responded that such a settlement would be a conflict of interest, as these are separate complaints by separate individuals and that respondent would need to respond to this complaint on its own.
 - a.v.2. HOME is not sure whether conciliation will be possible and case could need to move forward with a hearing before the Board
 - a.v.3. Should give respondent a final deadline to respond before referring the case to the Board to move forward with noticing and scheduling a hearing before the Board
- 3. Other updates
- a. Affordable housing project but it is publicly opposed. HOME is monitoring.
- b. State Supreme Court cases update
 - 4. Motion to adjourn--Sharon Ciminelli; 2nd Karen King; Unanimous approval

Meeting adjourned 11:08AM.

Minutes submitted by Pamela Lanich 11/10/2020

Next meeting February 11, 2021 at 10:00AM



MARK C. POLONCARZ

COUNTY EXECUTIVE

March 1, 2021

Erie County Legislature 92 Franklin Street, 4th Floor Buffalo, New York 14202

Re: State Aid for Snowmobile Development, 2020-2021

Dear Honorable Members:

Enclosed is a proposed resolution and accompanying memorandum requesting authority to enter into an agreement with the New York State Office of Parks, Recreation and Historic Preservation to receive and disburse State funds for snowmobile trail development in an amount not to exceed \$185,532.00. The resolution also requests permission to enter into contractual agreements with the individual Snowmobile Clubs in Erie County for development and maintenance of New York State approved snowmobile trails.

Should your Honorable Body require further information, I encourage you to contact Troy P Schinzel at the Department of Parks, Recreation and Forestry. Thank you for your consideration of this matter.

Sincerely yours,

Mark C. Poloncarz, Esq.

Erie County Executive

MCP/kc Enclosure

MEMORANDUM

To:

Honorable Members of the Erie County Legislature

From:

Erie County Parks, Recreation and Forestry

Re:

State Aid for Snowmobile Development, 2020-2021

Date:

March 1, 2021

SUMMARY

It is recommended that the County Executive be authorized to enter into an agreement with the New York State Office of Parks, Recreation and Historic Preservation to receive and disburse State funds in an amount not to exceed \$185,532.00 for snowmobile trail maintenance for the 2020-2021 snowmobile season and to contract with the individual Snowmobile Clubs of Erie County for the purpose of providing maintenance on club trails during the 2020-2021 snowmobile season in the amount of \$185,532.00.

FISCAL IMPLICATIONS

We are a channel for the funds from the State to the various snowmobile clubs in the County.

REASONS FOR RECOMMENDATION

Erie County is a channel for funding from the State for development of snowmobile trails by the Erie County Federation of Snowmobile Clubs, and will enter into contracts with the individual Snowmobile Clubs for the distribution of the funds.

BACKGROUND INFORMATION

New York State Department of Parks, Recreation and Historic Preservation have set up this procedure for funding and development of snowmobile trails.

CONSEQUENCES OF NEGATIVE ACTION

Trails will not be maintained; the Snowmobile Clubs will not receive funding.

STEPS FOLLOWING APPROVAL

Enter into contracts between Erie County and the individual Snowmobile Clubs of Erie County; authorize and notarize a contract between the State and Erie County; prepare paperwork for the distribution of funds to the Federation; accept payment from the State.

A RESOLUTION SUBMITTED BY: DEPARTMENT OF PARKS, RECREATION AND FORESTRY

RE: State Aid for Snowmobile Development, 2020-2021

WHEREAS, the Department of Parks, Recreation & Forestry desires to enter into an agreement with the New York State Office of Parks, Recreation and Historic Preservation for Snowmobile Trail Development during the 2020-2021 snowmobile season in the amount not to exceed \$185,532.00; and

WHEREAS, this agreement with the State shall pertain to such maintenance as performed by the individual Snowmobile Clubs of Erie County on club trails located outside County-owned lands as well as on trails located in Erie County Parks and Forestry lots.

NOW, THEREFORE, BE IT

RESOLVED, that the County Executive is hereby authorized to enter into an agreement with the New York State Office of Parks, Recreation and Historic Preservation for an amount not to exceed \$185,532.00 as pertains to snowmobile trail maintenance performed during the 2020-2021 snowmobile season; and be it further

RESOLVED, that the County Executive is authorized to enter into contracts with the individual Snowmobile Clubs of Erie County for a total amount not to exceed \$185,532.00 for the purpose of snowmobile trail maintenance on club trails during the 2020-2021 snowmobile season, provided that the clubs meet all insurance and other requirements deemed necessary by the County, in amounts as follows:

Colden Trail Riders Inc.	\$ 19,716.00
Eden Trail Blazers Inc.	\$ 10,752.00
Grand Island Snowmobile Club Inc.	\$ 5,712.00
Hamburg Snowmobile Club Inc.	\$ 21,108.00
Holland Sno-Rascals Inc.	\$ 28,320.00
Marilla Sno-Mob Inc.	\$ 14,568.00
Northern Erie SnoSeekers Inc.	\$ 20,496.00
Pioneer Sno-Surfers Inc.	\$ 15,108.00
Southern Tier Snowdrifters Inc.	\$ 21,132.00
WNY Snowmobile Club of Boston Inc.	\$ 28,620.00
	\$185,532.00

And be it further

RESOLVED, that the Erie County Legislature hereby approves the appropriation of anticipated state aid revenue in the Division of Parks, fund 110, cost center 1641010, account 409010, in the amount of \$185,532.00, as well as an increase in appropriations in the amount of \$185,532.00, in the Division of Parks, fund 110, cost center 1641010, account 516020, in order

that funds may be available to make payment to the individual clubs of the Erie County Federation of Snowmobile Clubs; and be it further

RESOLVED, that certified copies of this resolution be forwarded to the Office of the Erie County Executive, the Department of Parks, Recreation and Forestry, the Division of Budget, Management and Finance, the Office of the Erie County Comptroller and Assistant County Attorney, Kristen Walder, of the Law Department.



MARK C. POLONCARZ

COUNTY EXECUTIVE

March 1, 2021

Erie County Legislature 92 Franklin Street, 4th Floor Buffalo, New York 14202

RE: Payment in Lieu of Taxes (PILOT) Agreement for the Angela's House Project,
Town of Cheektowaga - Affordable Housing Development

Dear Honorable Members:

Please find an enclosed resolution from the Department of Environment and Planning regarding a Payment in Lieu of Taxes (PILOT) Agreement for the Angela's House Project. The resolution authorizes the County Executive to execute an agreement with Angela's House LLC, Angela's House Housing Development Fund Corporation and the Town of Cheektowaga.

Should your Honorable Body require further information, I encourage you to contact Commissioner Thomas R. Hersey, Jr. Thank you for your consideration on this matter.

Sincerely yours,

Mark C. Poloncarz, Esq. Erie County Executive

MCP/mw Enclosure

cc: Thomas R. Hersey, Jr., Commissioner

MEMORANDUM

To: Honorable Members of the Erie County Legislature

From: Department of Environment and Planning

Re: Payment in Lieu of Taxes (PILOT) Agreement for the Angela's House Project,

Town of Cheektowaga – Affordable Housing Project

Date: March 1, 2021

SUMMARY

The resolution authorizes the County Executive to execute a PILOT Agreement with Angela's House LLC, Angela's House Housing Development Fund Corporation and the Town of Cheektowaga.

The owner is seeking a PILOT from the Town of Cheektowaga and Erie County consistent with the PILOT Policy adopted by the Erie County Legislature on December 16, 1999.

FISCAL IMPLICATIONS

In accordance with the PILOT policy, the proposed PILOT payment for Angela's House Project shall be based on a payment of \$15,568 in year 1 and would escalate by 3% each year for an additional fifteen-year term. The County would receive twenty-five percent (25%) of each annual payment, and the Town of Cheektowaga would receive seventy-five percent (75%) of each annual payment. The payment Schedule A lists the payments for the 15 years of the Agreement.

REASONS FOR RECOMMENDATION

The Town of Cheektowaga supports the PILOT and on February 23rd, 2021, the Town Board of the Town of Cheektowaga approved Angela's House Project PILOT Agreement. The project conforms to the provisions of Article XI of the New York Private Housing Finance Law.

BACKGROUND INFORMATION

The residential project is located at 600 Doat Street, Cheektowaga, NY 14211, in the Town of Cheektowaga. The project consists of the adaptive reuse of the west wing of a former secondary school located on the edge of Villa Maria College Campus to a total of sixty-seven (67) affordable rental units. Total cost of project is \$22,884,200. Twenty-one (21) of the apartments will be set aside for homeless frail elderly/seniors and with income at or below 30% of AMI. Twenty-nine (29) units will target households with income at or below 50% of AMI, and seventeen (17) one-bedroom apartments will target households with income at or below 60% of AMI.

CONSEQUENCES OF NEGATIVE ACTION

Without the PILOT, it would not be economically feasible for Angela's House LLC and/or Angela's House Housing Development Fund Corporation to operate the project as it is currently structured.

STEPS FOLLOWING APPROVAL

The County Executive will enter into a PILOT Agreement with the noted parties.

A RESOLUTION SUBMITTED BY:

DEPARTMENT OF ENVIRONMENT AND PLANNING

RE: Payment in Lieu of Taxes (PILOT) Agreement for the Angela's Housing Project, Town of Cheektowaga – Affordable Housing Project

WHEREAS, The Angela's House Project consists of 67 units of affordable rental housing in the Town of Cheektowaga located at 600 Doat Street, Cheektowaga, NY 14211; and

WHEREAS, the Erie County Legislature adopted a policy on Payment in Lieu of Taxes (PILOT) on December 16, 1999, and the PILOT is consistent with said policy; and

WHEREAS, in order to make the Project economically feasible for Angela's House LLC and/or Angela's House Housing Development Fund Corporation to operate the housing project it is necessary to extend tax relief from the County of Erie and the Town of Cheektowaga.

NOW, THEREFORE, BE IT

RESOLVED, that the County Executive is hereby authorized to execute a Payment in Lieu of Taxes (PILOT) Agreement with Angela's House LLC, Angela's House Housing Development Fund Corporation and the Town of Cheektowaga, and any other organizations necessary to conclude this PILOT Agreement; and be it further

RESOLVED, that said Agreement shall include an annual PILOT in the amount of taxes due as set forth on Schedule A attached hereto; and be it further

RESOLVED, that certified copies of this resolution shall be forwarded to the County Executive; the Director of the Division of Budget and Management; the Director of Real Property Tax Services; the Commissioner of the Department of Environment and Planning; the County Comptroller; and the County Attorney.

SCHEDULE A PILOT Payments

PILOT Payment Schedule				
Year	Total PILOT	Town	County	
1	\$15,568	\$12,649	\$3,892	
2	\$16,035	\$12,911	\$4,009	
3	\$16,516	\$13,182	\$4,129	
4	\$17,011	\$13,461	\$4,253	
5	\$17,522	\$13,748	\$4,380	
6	\$18,047	\$14,044	\$4,512	
7	\$18,589	\$14,348	\$4,647	
8	\$19,146	\$14,662	\$4,787	
9	\$19,721	\$14,985	\$4,930	
10	\$20,312	\$15,318	\$5,078	
11	\$20,922	\$15,660	\$5,230	
12	\$21,549	\$16,013	\$5,387	
13	\$22,196	\$16,377	\$5,549	
14	\$22,862	\$16,752	\$5,715	
15	\$23,548	\$17,137	\$5,887	







PATRICK J. KALER PRESIDENT & CEO

141 GT 918721 PM 2:26

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

February 12, 2021

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

Dear Mr. Graber:

Enclosed please find the 2021 Business Plans and Budgets for Visit Buffalo Niagara and Buffalo Niagara Convention Center. Also enclosed are 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 30, 2020.

Sincerely,

Patrick J. Kaler
President and CEO

Paris of Lace

/Enclosures









PATRICK J. KALER PRESIDENT & CEO

403 Main Street, Suite 630 - Buffalo, New York 14203 - 716-961-0200 - Kaler@VisitBuffaloNiagara.com

February 12, 2021

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
Buffalo Niagara Convention Center

raise of . Kall

Patrick J. Kaler
President and CEO



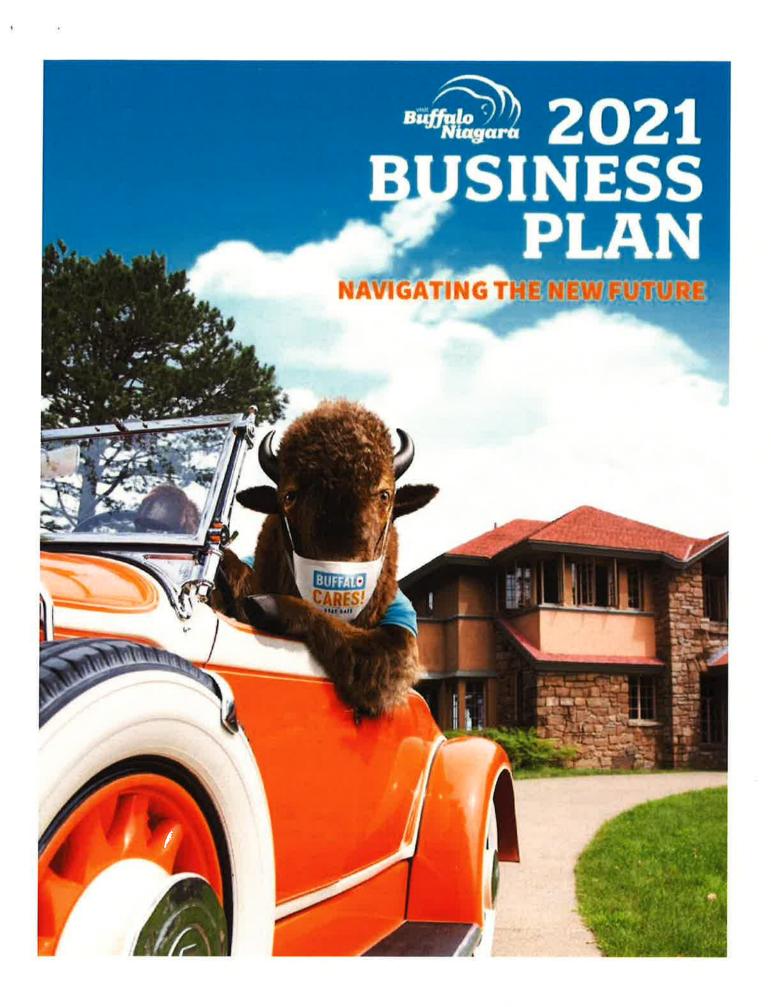


Table of Contents

Destination Overview	3
VBN Mission and Branding Statements	4
Visit Buffalo Niagara Standing Committees /Ad-Hoc Task Forces	5
Marketing and Tourism Trends for Fiscal Year 2021	6
Strategic Goals for Fiscal Year 2021	10
Visitor Profile for Buffalo Niagara Region	11
New Developments for Fiscal Year 2021	12
Marketing	13
Sales and Services	16
Destination Development & Industry Relations	19
Administration	22
Visit Buffalo Niagara Staff Industry Leadership Positions	25

Destination Overview

Buffalo and Erie County was a destination on the rise. Following a record decade of public and private investment and expansion, the entire hospitality infrastructure was transformed, especially in the past five years as a redeveloped and expanded waterfront spurred the simultaneous development of new and renovated hotel projects and investment by private industry in the city's primary visitor corridor and beyond. Visit Buffalo Niagara was promoting a tourism market built around cultural arts, outdoor recreation and culinary experience travel highlighting Buffalo's industry while also growing new audiences to the city's other heritage attractions had been delivering nearly 9 million annual visitors. Neighborhoods offering authentic experiences including local dining and lodging had become vital assets to attracting new visitors including adventure-driven millennials.

Enter a global pandemic. Buffalo and Erie County had a convention and sporting event packed calendar and leisure events expected to contribute to the growing \$8 million in annual economic impact and add to the nearly 33,000 tourism related jobs. In March as conventions and events canceled, hotels and attractions closed and many restaurants shuttered, the hospitality industry furloughed 42% of the workforce.

As New York entered various phases of re-opening, the recovery has not been without its challenges. The outlook for leisure travel is hopeful based on travel forecasts and pent-up demand. Though the effects of COVID-19 remain the primary factor for lost overnight business, the destination's brand took a hit with national press generated from civil unrest and the sustained protests that took place for several months. As many other American cities experienced similar negative attention, Buffalo's situation seemed to have affected local perception of the downtown area more than outside perception, though a safe image has been regained, it must be sustained for growth.

Visit Buffalo Niagara's tourism marketing budget has been revised several times during these dual crises and strategies continue to evolve. A comprehensive Destination Master Plan as well as a three-year Strategic Plan will be built during this fiscal year. New product will be developed in the African American Heritage Corridor will continue to play a role in Erie County Tourism's recovery and rebound.

Buffalo and Erie County has been uniquely positioned in recent years for driving a brand around the concept of the Unexpected Buffalo. This theme has proven successful as a key lead message in advertising and earned media campaigns across markets, including leisure, meetings and conventions and sporting events. As the destination and its related tourism economy gets back to the business of travel on the other side of the pandemic, this differentiation will be essential to driving interest in the destination overall and helping draw attention to all of the county's diverse offerings.

Travelers with pent up demand will search out authentic, one-of-a-kind experiences and Erie County's essence only continues to mature. It is a spirit of hospitality unlike anyplace else and is embodied by icons such as the Buffalo Wings, Frank Lloyd Wright, the smell of Cheerios and the Buffalo Bills. It is a spirit that defines Buffalo's culture and kindness, the arts and parks, the creative energy, the highly acclaimed culinary scene, and the authentic hospitality of our workforce. And it is the collective resilience of that workforce, though smaller in number temporarily, that will help us regain the nearly 9 million annual visitors we served before.

VBN Mission and Branding Statements

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 heritage tourism and consumer travel.

Brand Positioning Statement

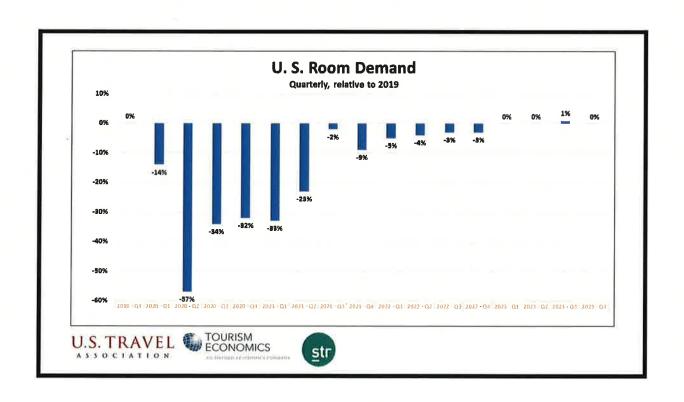
Buffalo Niagara provides authentic and unexpected experiences to inquisitive explorers. The region's revitalized waterfront, restored architecture, thriving arts scene, culinary renaissance, vibrant neighborhoods, outdoor activities, and historic charm make it a not to be missed treasure.

Visit Buffalo Niagara Committees / Task Forces

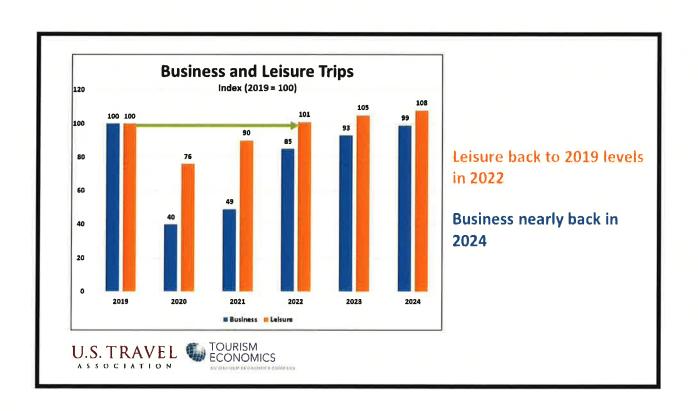
- Executive Committee of the VBN Board of Directors
- Audit and Finance Committee
- Buffalo Niagara Sports Commission Advisory Council
- Marketing Committee
- Sales and Services Committee
- Destination Development / Industry Relations Committee
- Convention Center Advisory Committee
- Task Force to Re-Open Buffalo Tourism
- 2030 Destination Master Plan Committee

Marketing, Sales and Tourism Trends for 2021

United States Hotel Occupancy Comparison Key Performance Indicators 2019 – 2020F – 2021F				
METRIX	2019 Actual	2020 Forecast	2021 Forecast	
Occupancy*	66%	42,2%	52.2%	
Average Dally Rate	\$131.22	\$103.65	\$109.21	
Revenue Per Available Room*	\$86.67%	\$43.76	\$57.03	
<u>str</u> Erie	Key Perform	ccupancy Comparison		
	Key Perform		Percent Change	
str	Key Perform 201	mance Indicators 19-2020F	Percent Change 46.8%	
METRIX	Key Perform 201 2019 Actual	nance Indicators 19-2020F 2020 Forcast		
METRIX Occupancy*	Key Perforr 201 2019 Actual 61.6%	nance Indicators 19-2020F 2020 Forcast 32.8%	46.8%	
METRIX Occupancy* Average Daily Rate	Key Perforr 201 2019 Actual 61.6% \$106.85	2020 Forcast 32.8% \$87.41	46.8% -18.2%	
METRIX Occupancy* Average Dally Rate Revenue Per Available Room*	Key Perforr 201 2019 Actual 61.6% \$106.85 \$65.84	2020 Forcast 32.8% \$87.41 \$28.67	46.8% -18.2% -56.4%	



When Will Travel Recover? Assumptions: Baseline				
2021 – Q1	2021 – Q2	2021 - Q3	2021 – Q4	
 Difficult start to the year Concentrated efforts to get disease under control Vaccine distribution accelerates in earnest 	Vaccination programs make a meaningful impact Through ramp-up of vaccination programs, compliance with public health guidance, and improved testing, disease prevalence declines, immunity rises, and cases decline Assume by the end of 2021 Q2, Covid-19 infection rates are low Leisure travel picks up headed into summer	Post-Labor Day, context for business travel and group events has normalized substantially Corporate travel restrictions are eased Group events are permitted in most areas, though certain restrictions continue With U.S. perceived as substantially "safe from COVID", group and business travel returns strongly	Group demand recovering to about 20%-30% of 2019 levels	



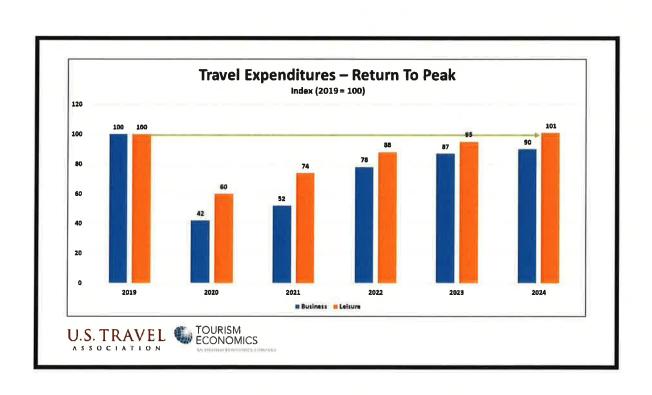
Group Demand Recovery Factors Positive Factors Pent-up demand (postponed events, desire to **Uncertain planning horizons** Events and travel restrictions related to disease reconnect) Importance of meetings to organizations such as containment associations (primary revenue source, required Risk aversion by participants organizational duties) Organization travel policies and legal considerations Potential to host some events in modified formats that restrict travel (e.g.: hybrid, reduced attendance) International travel policies Flexibility on the part of venues seeking to facilitate **Economic uncertainty and budget constraints** professionally managed events where safe and (particularly exhibitors and participants) legally permitted Dislocation in airlift Many events are already scheduled for 2022 Potential hybrid events to reduce physical attendance levels during transition period.

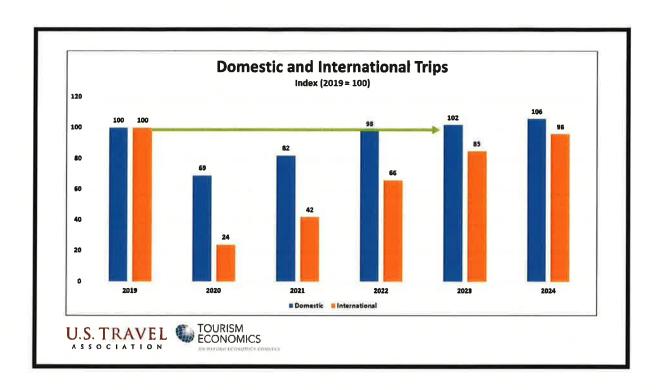
TOURISM

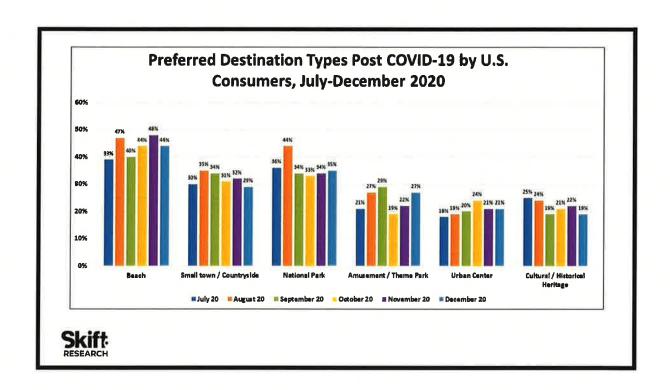
ECONOMICS

U.S. TRAVEL

ASSOCIATION







Strategic Goals for Fiscal Year 2021

Navigating The New Future Of Tourism



MISSION:
RECOVER THE TOURISM ECONOMY

Visitor Profile for Buffalo Niagara Region

2019 Overnight Domestic Visitor to Buffalo

- 3.2 million person-trips
- Average daily per person expenditure: \$187
- Average # of nights spent in Buffalo: 2.9
- 63% traveled to Buffalo by car
- 34% planned their trip in one month or less
- 52% stayed in a hotel
- 62% of visitors were between the ages of 25-54
- 70% had a college degree or more
- Top 5 States of Origin: NY, PA, OH, FL, NJ
- Top 5 Activities: Shopping, State Parks, Landmark/Historic Sites, Bars/Nightlife, Museums

2019 Daytrip Visitor to Buffalo (Canada excluded)

- 4.4 million person-trips
- Average per person expenditure: \$59
- Average length of trip: 4.9 hours
- Top 5 Origin Markets: New York, NY; Rochester, NY; Syracuse, NY; Cleveland, OH; Boston, MA
- Top 5 Activities: Shopping, Casino, Bar/Nightlife, Landmark/Historic Site, Hiking
- 61% of visitors were between the ages of 25-54

(2019 Longwoods Int'l research commissioned by VBN)

New Developments for Fiscal Year 2021

- Buffalo Heritage Carousel
- Redevelopment of the Statler Hotel
- New ownership of the Hyatt Regency Hotel
- EC200 yearlong celebration of Erie County's bicentennial
- Launch of the Great Wright Road Trip collaboration
- Launch the Upstate NY Regional Food Trail
- Development of Michigan Street African American Heritage Corridor product
- FuturePace meetings/sporting events software
- Completion of Buffalo Niagara International Airport expansion and improvement projects
- City of Buffalo Franklin Street streetscape in front of Buffalo Niagara Convention Center
- Development of a comprehensive destination master plan
- Development of a three-year strategic plan

Marketing Department Business Plan

The Marketing Department is charged with increasing awareness, interest, and desire for travel experiences in Buffalo Niagara. Using data-driven insights into the path to purchase for potential visitors, the team determines the most effective distribution channels and platforms for our message of a resurgent region undergoing a dramatic transformation. Our goal is to reach the right person with the right message at the right moment using the right channel to deliver maximum impact to our partners throughout the region.

Situation Analysis

There is no playbook for coping with and recovering from a global pandemic. Destinations across North America are all in uncharted territory as the destination attempts to find a path that will return our hotels, restaurants, attractions, and events to some form of viability and stability. Despite efforts to flatten the curve and stop the spread, there is still tremendous uncertainty among the traveling public regarding the advisability of travel in the time of COVID-19. We all continue to hope for the best – that the vaccines are safe, effective, and widely dispensed – and that travel will once again be an activity we all engage in for entertainment, excitement, and pleasure.

New public health protocols and travel restrictions have made Visit Buffalo Niagara's role as the county's destination marketing organization more complicated and subject to sudden change. Border closures have made traditional target markets such as Southern Ontario inaccessible. Demographic groups such as the 55+ cohort have strong incentives to stay at home.

In response to these circumstances, the marketing team will focus much of its attention on outdoor activities and experiences such as hiking, kayaking, fishing, biking, public art, architecture and history tours, roadside foods, and agritourism. We believe that rich and engaging storytelling is the key to attracting the attention of the traveling public.

Visit Buffalo Niagara's plan as the destination enters the recovery phase is to orient marketing efforts within a 200-mile radius of Buffalo. The intent is to encourage travel from nearby New York State markets such as Rochester, Syracuse, Jamestown, and the Finger Lakes by employing new iterations of the "Come back to our Comeback" creative VBN developed for Erie County's "Buy Local" campaign. As the destination gets deeper into the recovery, the focus will move to re-launching the Unexpected Buffalo campaign in traditional feeder markets outside of New York State like Erie, Pittsburgh, and Cleveland, and eventually Southern Ontario.

Objective 1 - Reentry into the Marketplace

Re-enter the marketplace by deploying integrated marketing campaigns targeting leisure travelers in drive markets within a 200-mile radius of Buffalo. In this first foray into the marketplace VBN will adapt the "Come back to our Comeback" creative developed for the "Back to Business" initiative to appeal to visitors whose proximity to the region makes it a familiar and comfortable choice. Travelers leaving home for the first time since the onset of the pandemic are likely to choose nearby markets that are known quantities.

Strategy 1: Create an integrated campaign targeting 25-44-year-old travelers residing in New York State who have a higher-than-average propensity to travel after months of isolation and enforced time at home. Position Buffalo as a safe, familiar, and convenient choice.

Strategy 2: Launch the Upstate NY Regional Food Trail in partnership with Visit Rochester, Visit Syracuse, and Visit Binghamton. This multi-region collaboration will be promoted to New York State residents to get out of the house and experience one of the premiere regional food scenes in the United States.

Objective 2 - Relaunch the Unexpected Buffalo

The award-winning Unexpected Buffalo marketing campaign was on hiatus for the entirety of 2020. This break has extended its shelf life and allowed the creative to remain robust, playful, eye-catching, and relatively fresh in the minds of consumers who have been exposed to previous iterations of the campaign. As VBN looks forward to a return to pre-COVID levels of travel in the second half of 2021, the Unexpected Buffalo creative will be ready to capture the attention of consumers once again.

Strategy 1: Create an integrated campaign targeting the 25-44-year-old traveler who has a propensity for experiences such as outdoor recreation, culinary experiences, craft beer and spirits and public art.

Strategy 2: Create an integrated marketing campaign targeting the 45-65+ traveler whose travel interests include historic sites, shopping, culinary experiences, and architecture tours.

Strategy 3: Launch the Great Wright Road Trip collaboration between the Frank Lloyd Wright sites in Western New York and Western Pennsylvania. This collaboration will give cultural tourists and architecture buffs who have been subject to stay-at-home protocols a chance to get out on the road and experience the greatest concentration of Wright sites outside of Chicago.

Objective 3 - Rebrand the Destination for the Future

With the highly anticipated re-opening of the expanded Albright Knox and the debut of the new Buffalo Botanical Gardens in 2022, we will have a once in a generation opportunity to increase awareness of Buffalo as a world-class visitor destination. We intend to use the second half of 2021 to develop a new brand promise and identity that will take the destination into the next phase of its evolution. In addition, we will use this time to articulate the messaging and media strategy that will drive our communications and collateral in 2022.

Strategy 1: Convene creative team to articulate and conceptualize the new Buffalo brand promise, message, and identity.

Strategy 2: Re-design the Touring Guide incorporating the new brand identity with a delivery date of January 2022.

Strategy 3: Re-focus our media relations strategy to align with the key inflection points (e.g., Albright-Knox expansion) of 2022.

Strategy 4: Re-brand all digital channels by Q1 2022.

Objective 4 - Re-evaluate Assumptions

How has the pandemic changed consumer behavior? Has the path to purchase changed? Are trip preferences and precipitators for travel different? What is the current profile of the Buffalo visitor? How do consumers behave once they are in market? What are the most effective messages influencing visitation? Which markets do visitors travel from? Increasingly sophisticated tools allow destination marketers to answer these questions and achieve a level of insight and

accuracy about consumer behavior previously unheard of. Our goal is to reach the right person with the right message at the right time using the right medium – VBN will utilize state-of-the-art research tools to more effectively do that in 2021.

Strategy 1: Utilize third-party consumer intelligence platforms to deploy new measurement tools and gain new insights into consumer behavior and make more informed real-time decisions about media effectiveness.

Strategy 2: Engage a third-party media planner and buyer to help the team better monitor and manage media placements.

Sales & Services Department Business Plan

The primary goal of the Visit Buffalo Niagara Sales Department is to promote Buffalo and Erie County as a convention, group tour and amateur sports competition destination, 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.

Situation Analysis

Travel around the United States has dramatically impacted the hospitality industry, mandates limiting gathering sizes to groups no larger than family units combined with shelter in place orders, restaurant closures, quarantine restrictions and limited airlift brought non-essential travel to a grinding halt. Convention Centers have become field hospitals or vaccination centers, and several hotels have closed requiring those planners that had events scheduled in 2020 to cancel with little or no notice. The outlook for non-essential travel in 2021 is showing some signs of increase for Q3 or Q4.

Locally the convention, group tour and sporting event markets continue to react to the effects of lost or rescheduled group business. Sales team members have been busy rescheduling or attempting to save business. The business that does actualize will be smaller and may turn to virtual and hybrid meeting formats. Due to the disruption of the COVID virus we are seeing some trends developing within certain market segments and events. Group business that requires larger spaces and more hotel rooms remains somewhat paralyzed by the uncertainty of future requirements and other unknown travel restrictions. As a result, short term bookings (within 18 months of arrival) are trending smaller in size and impact, while groups seeking dates in late 2022 and beyond are larger and represent the traditional citywide, and larger group decisions.

Selling activities and strategies will look differently as the pandemic continues to impact the hosting of group business. The development of a robust and engaging virtual site visit platform have been added to our priority list to help address and support how business decisions are being made moving forward. Through the end of 2020 we have seen specific group market segments begin to return and conduct meetings and events at a much smaller level of attendance. VBN sees this trend continuing over the next 12-18 months and will prioritize sales and marketing efforts toward these and other market segments. Sports and State Association groups are the strongest market segments anticipated returning the quickest; VBN will continue to concentrate our resources within these markets.

In addition to the setbacks due to the COVID-19 virus, the sales team efforts have been dramatically hampered by a very public bankruptcy and sale of the Hyatt Regency, considered to be the convention hotel due to its connectivity to the Buffalo Niagara Convention Center. The Buffalo Marriott Hotel Amherst, considered to be the suburban market leader for medium size association and corporate business, has also undergone closure and auction sale. Add to these, the continued conversation relative to replacing the current Convention Center and the reputation of the Buffalo Grand product have caused meeting planners, sporting event planners, and tour operators to hesitate booking Buffalo.

In response to these challenges the Sales department remains in-front of clients and prospects with virtual sales calls, creativity in the response to request for proposals and hybrid sponsored events to get their attention. The Sales department will utilize sponsorship opportunities where possible to generate awareness and interest since travel and/or participation in person is not advisable at this time. As VBN looks to the future, we will continue to produce engaging virtual events or sponsor activations within an existing program. These activities take the place of traditional sales trips, missions, and face-to-face industry tradeshows for the foreseeable future.

Objective 1- Reconnect and Rebuild Customer Engagement

Reconnect with the organization's qualified customer base and generate renewed interest to bring a meeting/convention, tour group, or sporting event to Buffalo.

Strategy 1: Create consistent communications engaging the full database of leads: meetings, tour groups and sports events, conveying knowledge and assurances of the Buffalo Cares initiative, where over 200 local businesses have pledged adherence to the Erie County Health guidelines and Buffalo Niagara Convention Center's GBAC designation.

Strategy 2: Increase exposure to 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, encouraging local members of State and National associations to consider Buffalo as a host city for their conventions/meetings/sporting events.

Strategy 3: Partner with Buffalo Ambassadors from local and regional universities, associations, and corporations. Work toward a common goal of selling our destination alongside these connectors who serve on boards and council of national and regional organizations, as identified by Backyard Marketing.

Strategy 4: Bring the VBN team to the planner by hosting virtual sales calls and attending virtual one-on-one meetings, industry events and conferences, while remaining open to attend in-person customer and industry events, when it is deemed safe to do so.

Strategy 5: Retain Talley Management Group, an in-market engagement agency located in D.C. market, to allow us to have the advantage of an in-market mailing address, phone number, and use of a private conference room for appointments.

Strategy 6: Bring the destination experience to the planner through compelling video content and video conferencing technologies to share a sensory rich experience of the destination in situations when in-person is not feasible.

Strategy 7: Conduct a familiarization tour, (in-person or virtual) inviting meeting planners from targeted National and State Associations, Tour Operators and Sports Event planners. Develop and distribute leads to Erie County Hotels.

Strategy 8: Work closely 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.

Objective 2 - Reevaluate and Refine Research and Market Specific Data Analysis

Research and adapt to market shift and business trends in response to the post-COVID19 industry climate to effectively communicate to clients at every stage of the sales funnel.

Strategy 1: Utilize data and intel from US Travel Association, Destinations International, Destinations Analyst, and Customer Advisory Council to assess new standards for layouts, contract terms, cleanliness standards, AV and technology changes, site visit protocols and expectations. Use this information to create relevant sales and marketing messaging.

Strategy 2: Review target accounts and markets alongside new size and other standards, committing to an ongoing process of identifying emerging trends and recalibrating, as necessary.

Strategy3: Work closely with the Buffalo Niagara Convention Center, competition facilities, attractions, and key hotel partners to identify and solicit city-wide conventions, sporting events and group tours that have the potential to come to Buffalo.

Strategy 4: Continue targeted account outreach to the national, state, and local customers who were solicited previously with updates to the Customer Confidence Program version 2. Updates include: a longer booking window, individual hotel property incentives, and robust VBN incentives to drive business to 2022 and 2023.

Objective 3 - Review and Reinforce Marketing and Communications

Remind and inspire planners that Buffalo is a safe and smart choice for meetings/conventions/group tours and sporting events.

Strategy 1: Leverage Unexpected Buffalo branding, promoting community assets which include area attractions, great food options, low cost of doing business and dedicated hospitality team.

Strategy 2: Create 360 videos of meeting hotels, area attractions, sport competition sites to facilitate the sales process if it cannot be done face-to-face. These videos can be embedded in sales proposals or used in prospecting when calling on planners.

Strategy 3: Send Buffalove to our current client list and targeted prospects to create top of mind awareness, connect initiative to February 14th to further the "love" or "Thinking of you" concept.

Strategy 4: Become an Events Council Preferred Provider to offer continuing education credit hours to CMP's, during FAM, virtual events, etc.

Strategy 5: Deploy sales questionnaire to solicit specific feedback from prospective clients and lost business.

Industry Relations Department Business Plan

Situation Analysis

The effects of the Coronavirus on the health of the economy in our destination can be felt across many sectors. In addition to the number of cases, hospitalizations and deaths throughout the county, the rate of unemployment in hospitality and tourism is disproportionately higher than other industries in Erie County. The restrictions and safety mandates placed on businesses allowed to remain open are costly, and many businesses have closed their doors, some permanently. Those businesses hardest hit were hotels, restaurants, museums, and attractions, and nearly all brand-defining events. It will be more important than ever for Visit Buffalo Niagara to take the lead on creating a more unified hospitality workforce, through regular communication and professional development on best practices post-pandemic. It is critical for VBN to engage the local community in new, innovative ways which promote the value of tourism while driving the local economy in a post Covid-19 world.

Objective 1 - Revise Industry Communications

VBN proved its relevance to its stakeholders during the pandemic with regular communications of national, state, and local regulations, policies, procedures, and advocacy. The response to the communications averaged 40% open rates by the database, proving that content was received as useful and actionable. Communication with stakeholders will continue to be an important function to share industry updates on the national, state, and local levels.

Strategy 1: Utilize regular industry communication and engagement to reach a broader audience with relevant industry information and build existing database.

Strategy 2: Consolidate existing products into a weekly e-communication, Tourism Insider. Tourism Insider will evolve into a snapshot of all areas affecting hospitality and tourism, including business openings and closings, events calendar, Smith Travel information and other relevant information, and it will be sent to industry and non-industry leaders.

Objective 2 - Reinstate Capacity for Industry Training and Education

The importance of the Industry Relations functions has proven most relevant through the COVID-19 pandemic. With most of VBN's educational content on pause for 2020, the need to reinstate these programs post-pandemic will be more pertinent as the destination's visitor economy enters the recovery phase and beyond.

Strategy 1: Offer educational and training for partners to learn more about the importance of the industry, and its relevancy to the local economy, what makes Erie County attractive to meeting/event planners and visitors and best practices for customer service, sales and marketing and public safety.

Strategy 2: Continue to offer monthly extranet training to fully reap the benefits available through the partnership with Visit Buffalo Niagara. Ensure partners are adding their events to the events calendar, communicating staff changes, updating their listings via the extranet, attending quarterly industry meetings, and understanding various reports the organization makes available to its constituents.

Objective 3 – Reengage Cultural Neighborhood Product Development

The pandemic has provided the opportunity for VBN to explore the area of product development that is appealing to both leisure visitors as well as group tour and convention attendees, with an emphasis on culturally historic and significant neighborhoods. Beginning in FY2021, VBN will begin such work in the Michigan Street African American Heritage Corridor, with other neighborhoods and cultures benefiting from the same framework in subsequent years.

Strategy 1: Through engagement with The Veneto Collaborative, work with the Michigan Street African American Heritage Corridor and identified attractions to conduct an assessment that will lead to the development of a packaged experiential experience.

Strategy 2: Develop and create market-ready collateral materials and website content for leisure travelers as well as group leaders and planners.

Strategy 3: Produce a framework and strategy to identify and conduct similar neighborhood/product specific development in Buffalo/Erie County in future years.

Objective 4 - Reimagine Visitor Services and Engagement Strategy

The COVID-19 pandemic disrupted the operation and forced the traditional concept of visitor centers in the destination. Visit Buffalo Niagara remains committed to serving as the official resource for COVID-19 safety measures, visitor information, represented through printed materials, phone inquiries and emails, and in-person interaction.

Strategy 1: While still in the recovery phase of the pandemic, continue to promote and recruit Buffalo Cares Stay Safe Pledge for businesses, visitors, and residents to follow the best practices in visiting as well as operating and working at an Erie County business.

Strategy 2: Complete a comprehensive assessment of existing and potential new distribution locations of annual touring guide.

Strategy 3: Based on pandemic recovery research that indicates an initial desire for drive markets of 200-300 miles to travel, Visit Buffalo Niagara will add new distribution locations in Pittsburgh, Rochester, and Central New York State.

Strategy 4: When appropriate and restrictions are relaxed, reinstate volunteer/ambassador program to distribute VBN materials, answer questions and offer guidance at large gatherings and events held in the destination.

Strategy 5: As restrictions ease, implement a comprehensive plan of a branded "Seymore (See More) In The BUF" mobile information center to travel throughout the county for exposure during special events and high traffic areas during destination's high season. A dedicated calendar, guidelines, and reservation mechanism for Seymore will be available on the VBN website.

Strategy 6: Revisit technology opportunities for placement of interactive kiosks in strategic locations within the destination for implementation in Fiscal Year 2022.

Strategy 7: Explore opportunities to recruit new volunteers for visitor engagement opportunities.

Objective 5 - Reinstate Relevant Industry Partner Recognition

Recognition allows our local tourism-related businesses and workforce to see that they are valued, and their contributions are publicly appreciated and heralded. As the destination navigates the recovery phase of COVID-19, the opportunity to develop appropriate and relevant recognition of individuals and businesses achieving high levels of service and success will be implemented.

Strategy 1: Visit Buffalo Niagara will introduce a "random acts of kindness" recognition program whereby partners can nominate coworkers to be recognized and rewarded for outstanding customer service, significant achievements, etc.

Strategy 2: In concert with U.S. Travel Association, coordinate activities to recognize Erie County's hospitality industry during National Travel and Tourism Week taking place May 2-8, 2021.

Strategy 3: Identify an appropriate time and venue to present 2020 Tim Russert Award recipient.

Administration Department Business Plan

The primary goal of the Administration Department is to provide managerial vision, guidance and necessary resources to all Visit Buffalo Niagara departments related to staffing, management, operational efficiencies, organizational strategic planning, education, and community-based initiatives that position VBN to be the leader in hospitality and tourism-based economic development in Erie County.

Objective 1 – Research and Revise Industry Reporting and Measurement Best Practices

Utilizing post-COVID-19 industry best practices, evaluate and implement revised organization-wide proactive reporting, measurements, and formats of post-COVID monthly, quarterly, and annual tourism data, establishing a new comprehensive reporting and benchmarking system for 2022.

Strategy 1: Maintain engagement to provide amended COVID-recovery phase reporting and benchmarking data dashboards for all VBN departments to be shared with industry partners, community stakeholders for forecasting, budgeting and feasibility studies and ROI measurement.

Strategy 2: Through engagement with third-party research providers, establish new post-COVID organizational and department benchmark strategies that follow industry best practices and standards.

Strategy 3: Host partner meetings with tourism industry and other interested partners specific to VBN designated projects, programs and initiatives noted in the fiscal year 2021 Business Plan.

Objective 2 – Reemphasize Organization Functions and Operations

Provide essential human resource, finance, and overall compliance support services for Visit Buffalo Niagara structurally and within individual organization departments.

Strategy 1: Foster a hybrid work environment that inspires employees through recognition and open communication.

Strategy 2: Oversee and monitor all accounting functions and controls of the organization to ensure operational budget is maximized and that timely financial transactions and compliance with fiscal policies and reports are delivered.

Objective 3 – Reinforce the Exploration of Supplemental Funding Sources

Explore funding models and revenue generating opportunities used by other destination marketing organizations to supplement existing VBN funding sources and to grow the organization's resources.

Strategy 1: Continue working with our elected state and county officials and their staffs, New York State Destination Marketing Organizations, New York State Hospitality and Travel Association and their lobbying firms, and our hospitality partners regarding the reintroduction of state-wide Tourism Recovery Improvement District (TRID) legislation.

Strategy 2: Produce related electronic collateral materials including a microsite related to a local Erie County TRID and develop an outreach plan to engage members of the region's state, county, and local municipality government officials in addition to countywide chambers of commerce, economic development agencies and lodging partners.

22 | Page

Strategy 3: Reevaluate pre-COVID organizational revenue generating programs (e.g.: advertising, cooperative marketing, industry tradeshow participation, visitor center, etc.) for fiscal year 2022 planning.

Objective 4 – Reimagine and Plan the Destination's and Organization's Present and Future

Implement strategies focused on destination opportunities and community support and engagement through the continuation of the Destinations International DestinationNEXT study as designed and developed by MMGY's OrganizationNEXT through the exercise of completing a comprehensive Destination/Tourism Master Plan followed by the development of a three-year strategic plan.

Strategy 1: Engage and work with tourism/destination consultants to identify the plan timeline, community engagement components to develop the comprehensive and inclusive Visit Buffalo Niagara 2030 Destination Master Plan.

Strategy 2: Following completion of destination master plan, work with consultants to develop organizational three-year strategic plan with measurable deliverables.

Strategy 3: Prepare both plans for full FY 2022 execution with appropriate documents, collateral materials, etc. for board of directors, staff, governmental, business community and residential stakeholders.

Objective 5 – Renew Stakeholder Relationships and Strategies

Work with state and local economic development allies, regional and community chambers of commerce, as well as county and city government officials to ensure that VBN has a voice and input on post-COVID tourism related projects and plans.

Strategy 1: Continue to seek and secure a place at the table with state and local governmental agencies regarding tourism issues and initiatives.

Strategy 3: Serve and engage in a proactive partnership and advocacy role with local economic development allies on post-COVID projects, regulations, and issues with tourism related implications.

Strategy 2: Utilize the expertise and resources of stakeholder relations for input on the development of Destination Master Plan.

Objective 6 - Reinforce Overall Organizational Equity, Diversity, and Inclusion

Visit Buffalo Niagara is committed to implementing Equity, Diversity and Inclusion strategies and best practices and promise to work with our stakeholders, board of directors, staff, and industry leaders to be the catalyst for change. There is much work to be done and we must all come together to advance these sometimes difficult, but important, conversations to drive solutions.

Strategy 1: Build and sustain an equitable, diverse, and inclusive workforce led by executive leadership and our board of directors.

Strategy 2: Collectively share best practices for growing equity, diversity, and inclusion industry-wide, and hold one another accountable for measuring action and progress.

Strategy 3: Share the lived experiences of marginalized and underrepresented communities that are disproportionally unseen in Erie County tourism marketing and storytelling.

Strategy 4: Support actions in our community that seek to achieve equity and justice for everyone, including travelers, stakeholders, and residents.

Strategy 5: Leadership commits to remain personally invested and committed to equity, diversity, and inclusion.

Objective 7 – Refocus the Future of the Buffalo Niagara Convention Center

Continue to advocate for improvements in the immediate and new construction in the long-term for the Buffalo Niagara Convention Center.

Strategy 1: Utilize VBN's resources, affiliations, and institutional data to advocate and advise for the future improvements or new construction of the Buffalo Niagara Convention Center.

Strategy 2: Utilize the organization's strengths of industry/partners expectations and standards, stakeholder resources and community outreach and education to assist in forming opinions and strategy.

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 Immediate Past Chair
- U.S. Travel Association, PAC Board Member
- Destinations International, DMAP Committee
- New York Destination Marketing Organization Association, President
- 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
- Leadership Buffalo, Member
- 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
- 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
- Meeting Planners International, Member

Karen Fashana, Director of Marketing

- Kevin Guest House, Marketing Committee
- Graycliff, Marketing Committee

Jennifer Gregory, National Sales Director

- American Planning Association Western New York Section, Executive Committee
- Empire State Society of Association Executives, Strategic Partnership Committee
- Niagara University College of Hospitality & Tourism Management Alumni Association, Volunteer
- Professional Convention Managers Association, Member
- Project Management Institute, Member

Pete Harvey, Director of Sports Development

- Sports ETA Board of Directors
- US Sports Congress Advisory Board of Directors
- Sports ETA Sports Legacy Committee, Chair
- Sports ETA By Laws Committee
- Wings Flights of Hope Board of Directors

Ed Healy, Vice President of Marketing

- Innovation, Creativity & Entrepreneurship Advisory Council at SUNY Buffalo State
- Darwin Martin House Marketing Committee
- Lipsey Architecture Center Buffalo 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
- Buffalo State College Hospitality and Tourism Department Advisory Board

Leah Mueller, Director of Tourism Sales

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

Dionne Williamson, National Sales Director

- Meeting Professionals International Upstate New York Chapter
- Vision Niagara Community Member
- New York State Travel Industry Association Diversity, Equity & Inclusion Committee
- Friends of Broderick Park Committee
- UPward Design for Life Corp. Founder



Buffalo Niagara Convention & Visitors Bureau, Inc.

2021 Proposed Operating Budget

Approved by the Board of Directors on Wednesday February 3, 2021

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.

SUMMARY OF REVENUES and EXPENSES
OPERATING BUDGET
2021

	Budget 2021	Projected 2020	Budget 2020	Actual 2019	2021-2020 Budget \$ Variance	2021-2020 Budget % <u>Variance</u>	2021-2020 Projected \$ Variance	2021-2020 Projected % Variance
Revenues	\$ 3,814,546	\$ 6,893,122	\$ 4,447,520	\$ 4,362,511	\$ (632,974)	-14.23%	\$ (3,078,576)	44.66%
Expenses:								
Sales & Services Department Expenses	\$ 1,732,460	\$ 795,743	\$ 1,672,300	\$ 1,663,310	\$ 60,160	3.60%	\$ 936,717	117.72%
Marketing Department Expenses	1,610,175	3,684,864	1,372,125	1,337,939	238,050	17.35%	(2,074,689)	-56.30%
Destination Development	223,815	140,490	207,500	199,554	16,315	7.86%	83,325	59.31%
Airport Visitor Center	21,115	47,336	196,920	183,184	(175,805)	-89.28%	(26,227)	-55.39%
Buffalo Visitor Center	9,821	41,779	121,525	116,652	(111,704)	-91.92%	(31,958)	-76.49%
Administrative & Finance Department Expenses	965,435	684,180	877,150	861,311	88,285	10.06%	281,255	41.11%
Subtotal expenses	\$ 4,562,821	\$ 5,394,392	\$ 4,447,520	\$ 4,361,950	\$ 115,301	2.59%	\$ (831,571)	-15.42%
NET EXCESS OF REVENUES								
OVER EXPENSES	\$ (748,275)	\$ 1,498,730		\$ 561	\$ (748,275)	N/A	\$ (2,247,005)	N/A

0.00% 51.52% -44.66% 0.00% 0.00% 650.00% -22.05% 176.87% % Variance -100.00% -66.58% -100.00% -100.00% -100.00% -100.00% -22.01% 2021-2020 Projected (1,130)(5,094)(82) (707) (427)(3,000,000)(129,500)1,700 22,103 65,000 (30,439)\$(3,078,576) \$ Variance 2021-2020 Projected -53.97% 0.00% 0.00% -33.33% 0.00% -14.23% % Variance -76.79% -100.00% -100.00% -100.00% 42.33% -100.00% -100.00% -100.00% -54.55% 2021-2020 Budget (2,000)(2,500)(35,000)(215,000)(61,500)(7,500) (25,400)(200) (3,000)(1,774)(275,800)\$ (632,974) \$ Variance 2021-2020 Budget 19,319 77,519 5,000 253,207 15,592 69,837 50,000 34,053 261,118 7,393 1,007 \$ 3,554,738 13,701 27 \$ 4,362,511 Actual 2019 5,000 61,500 7,500 7,500 35,000 275,800 5,000 60,000 75,000 5,500 \$ 3,625,933 280,000 3,287 500 \$ 4,447,520 Budget 2020 1,130 3,300 10,000 1,940 5,000 194,500 12,497 5,094 30,439 3,207 Projected \$ 3,625,933 3,000,000 82 \$6,893,122 2020 5,000 5,000 75,000 \$ 3,625,933 65,000 34,600 2,500 1,513 \$3,814,546 Budget 2021 Merchandising Revenues - Brisbane Visitors Center Merchandising Revenues - Airport Visitors Center Merchandising Revenues - Conventions Joint Co-op - Destination Development Erie County Sport Fishing Grant Erie County - CARES Act Grant NYS Matching Funds Program Assessments - Convention Visitor Guide Advertising Joint/Co-Op - Marketing Miscellaneous Income Joint/Co-Op - Sales Erie County Grant Grant Revenues Interest Income Total Revenues Revenues 2021

Buffalo Niagara Convention & Visitors Bureau, Inc.

Operating Budget

Buffalo Niagara Convention & Visitors Bureau, Inc. Operating Budget Total Expenses 2021

Buffalo Niagara Convention & Visitors Bureau, Inc. Operating Budget Total Expenses 2021

	Budget <u>2021</u>	Projected <u>2020</u>	Budget 2020	Actual <u>2019</u>	2021-2020 Budget \$ Variance	2021-2020 Budget % Variance	2021-2020 Projected Variance	2021-2020 Projected % Variance
Travel & Meetings	48,000	5,457	51,000	44,707	(3,000)	-5.88%	42,543	779.60%
Receptions	30,950	1,550	24,000	13,322	6,950	28.96%	29,400	1896.77%
Research Digital Development/CRM Hosting	137,500 141,500	50,891 64,295	55,500	61,345	30,400	147.75% 27.36%	86,609	170.19% 120.08%
Familiarization Tours	72,000	891	75,000	87,419	(3,000)	4.00%	71,109	7980.81%
Public/Media Relations	31,200	5,020	13,000	15,230	18,200	140.00%	26,180	521.51%
Freelance Writer/Graphic Artist	24,000	2,690	11,000	10,667	13,000	118.18%	21,310	792.19%
Regional Marketing	40	12,274	13,275	14,710	(13,275)	-100.00%	(12,274)	-100.00%
Buffalo Visitor Center Operations	9,821	18,408	44,525	40,348	(34,704)	-77.94%	(8,587)	-46.65%
Operations	21,115	36,853	141,220	134,652	(120,105)	-85.05%	(15,738)	-42.70%
Promotional Items	22,500	2,060	15,500	12,373	7,000	45.16%	20,440	992.23%
Film/Video/Photo Productions	172,200	11,086	40,000	48,908	132,200	330.50%	161,114	1453.31%
Photography	25,300	1,383	15,000	13,410	10,300	68.67%	23,917	1729.36%
Online Media Resource	ř	865'9	6,500	6,416	(6,500)	-100.00%	(865,9)	-100.00%
Promotional Packages	13,275	×	2,000	6,160	8,275	165.50%	13,275	ă.

205,365 25,218 \$ (831,571) \$ (1,244,071) \$ Variance 2021-2020 Projected 25.11% 44.06% 2.59% % Variance 118.52% 2021-2020 Budget 137,700 16,000 \$ Variance \$ 489,191 \$ 115,301 2021-2020 Budget \$4,361,950 20,795 302,614 1,935,381 Actual 2019 \$4,447,520 312,550 13,500 1,948,070 Budget \$5,394,392 244,885 4,282 3,681,333 Projected 450,250 \$4,562,821 29,500 2,437,261 Budget 2021 Buffalo Niagara Convention & Visitors Bureau, Inc. Total Sales & Marketing Expenditures Department Administrative Expenses Technology & Equipment Operating Budget Total Expenses Total Expenses 2021

588.93% 83.86%

% Variance

2021-2020 Projected -33.79%

-15.42%









Table of Contents

Mission Statement & Introduction	3
Organizational Chart	4
Conventions Sales	5-6
Banquets and Meetings	7
Consumer and Public Events	8
Convention and Event Services	9
Administrative Goals	10
Trade Show/Event Participation	11
Professional Memberships	11
Measurable Performance Objectives	12-13
BNCC Earned Revenues	14
Days Occupied per Year	15
Exhibit Hall Occupancy	16



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

Based on an opening of July 1, 2021, we are forecasting total revenues of \$726,871, 33.3% of total earned revenues will come from the convention segment.

2020 was an unprecedented year. The COVID-19 pandemic hit the United States in the first quarter and by mid-March the BNCC was closed from that point on through the end of the year. Events that were originally postponed were then cancelled as the situation continued and the State provided phased in opening that only allowed for gatherings of 50 people or less. Once all four phases were open, venues were still not permitted to host large events.

In addition to the COVID challenge, the BNCC staff has had to navigate those challenges while dealing with the loss of our General Manager, and how that impacts normal operations of the Convention Center. Furthermore, the sudden closing of the Hyatt Regency Hotel has presented challenges. A receiver is overseeing the hotel operations along with Aimbridge Hospitality while the sale is pending.

The BNCC has pivoted preparing for reopening, however, it is unclear when New York State and Erie County will allow us to host larger events. This will have a far-reaching impact on our forecast for 2021.

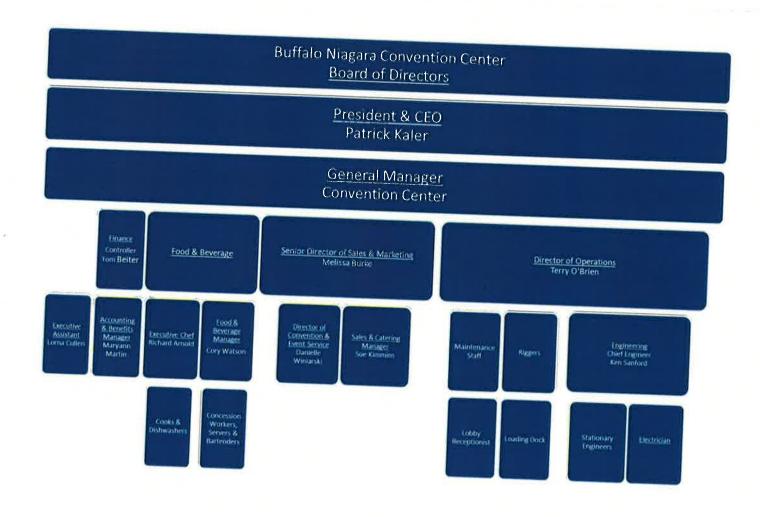
The inability to host events made it necessary to develop new strategies as the building remained closed. The BNCC pursued and received the designation of "Qualified Film Production Facility" affording us the opportunity to host television and movie filming and production in the exhibit hall. We created a Health & Safety Promise and Guidelines for the building reopening and received the Global BioRisk Advisory Council (GBAC) accreditation, the gold standard for prepared facilities.

The BNCC applied for and received a PPP loan that allowed the Center to keep staff in place until mid-September. BNCC staff has been reduced to essential employees until reopening. During this down time, the staff has worked to rebook the events lost in 2020 for 2021 and beyond.

Plans to move forward with a new and expanded facility were put on hold due to COVID-19 and a shift to upgrades and updates to priority need areas will be implemented in 2021.

The 2021 Business Plan will be evolving as the current environment and guidelines due to COVID-19 continues to change.







CONVENTION SALES OBJECTIVES:

Work closely with VBN and key hotel partners to rebook cancelled or postponed meetings and events and book new groups that are unable to rebook their original destination.

Follow mass gathering guidelines, generate leads and opportunities to host new conventions that are more compatible with our facility and destination with a focus on regional meetings and Buffalo being a virtual hub.

Identify and solicit new customers through aggressive sales efforts with a sharper focus on short-term business.

Enhance awareness of Buffalo Niagara as a viable convention option by focusing on our affordability, flexibility and drivability through increased sales efforts.

Maintain close relationship with current clients and seek qualified prospects so when they are ready to consider locations for meetings they will have top of mind awareness of Buffalo and Erie County.

- Partner with production companies to offer clients the option to book virtual or hybrid meetings for both remote and in-person attendance until groups are comfortable with face-to-face meetings.
- Focus on emerging market segments such as Health & Medical, Religious and Trade Associations within targeted regional drive market.
- In coordination with VBN and hotel partners, attend major industry events (virtual or in person) and other fair share opportunities on a regional and national level to remain top of mind among decision makers.
- Share updated floor plans and photos with clients and perspective clients to show we are prepared to host events with social distancing in mind.
- Continue to aggressively market the Customer Confidence Program, reinforcing our relaxed contract terms to encourage clients to book future business in Buffalo.
- Explore virtual selling tools that could include interactive floor plans, video and on-line selling features.
- Conduct site visits both virtual and in person that are customized to each individual group creating a memorable experience.
- Conduct sales missions to Albany, DC and other feeder markets when appropriate or in conjunction with industry events when it is safe to do so.
- Schedule in person or virtual regular meetings with downtown hotels to uncover new opportunities, review current trends and strategize for the future.
- Market BNCC to hotels and smaller venues as a large space or overflow as needed to accommodate for social distancing guidelines.
- Participate with VBN in client FAM, in person or virtual.
- Support VBN and the Bring It Home Initiative to identify more locals to bring conventions to Buffalo with a focus on the medical campus, local colleges, universities and corporations.
- Continue to work with the Hyatt to identify and strategize ways to attract new business and fill need periods.
- Participate in biannual phone blitzes with hospitality partners.
- Partner with VBN on Events Council Preferred Provider Programs that offer continuing education credit hours to CMP's during FAM, virtual events etc.



Convention Sales Strategies (Continued):

- Continue partnership with VBN on the Customer Advisory Council. Plan two virtual conversations, and convene the eighth annual in person meeting early fall.
- Attend VBN sales meetings to review opportunities, need periods and discuss sales strategies.
- Discuss rebooking opportunities with clients while on site.
- Meet with local union representatives to uncover union business opportunities.
- Host chef's table with local customers and/or virtually to enhance relationship and provide experiential events.
- 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.
- Review lost business and develop a strategic approach in order to resolicit for future.
- Enlist the services of a local third party to help grow on-line social media presence on a regular basis.
- Partner with VBN on collaborative advertising placement consistent with target sales markets.
- Elevate search engine optimization to increase on-line presence.
- 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.
- Participate in webinars or online educational opportunities to increase social media effectiveness.



BANQUETS AND MEETINGS OBJECTIVES:

Rebook any canceled or postponed events.

Identify events that are large and space intensive that would require using the BNCC as overflow or new option as social distancing guidelines make it no longer possible to be held elsewhere.

Maintain strong relationships with current customers to encourage confidence to book when comfortable hosting face-to-face events.

Identify and book events that will fill need periods within the 12 - 18 month booking window.

- 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.
- Develop virtual solicitation platform to continue customer outreach to uncover new opportunities.
- Offer relaxed contract terms to increase customer confidence and short-term meetings.
- Review lost business reports to identify future opportunities.
- Establish relationships with vendors, third party providers and others for referral opportunities.
- Regular review of events calendars, venue website and other sources to identify and solicit events that are larger
 and space intensive that would require using the BNCC.
- Maintain prompt follow up of inquiries to ensure a timely client response.
- Upsell food and beverage and other ancillary services and new menu offerings inclusive of new guidelines in post COVID world.
- Feature Farm to Table offerings promoting food and beverage as people are looking to support local business and freshest produce available.
- Update menus to enhance single serving options, i.e. boxed lunches, bento boxes, grab and go for meal options following all guidelines.
- Offer in-person and virtual tours with potential clients with the goal of converting to definite bookings.
- Offer virtual/to go or in-person taste tests in the Boardroom to allow for social distancing.
- Use digital monitors to cross sell to other markets when events are in-house.
- Host chef's table with local customers and/or virtually to enhance relationship and provide experiential events.
- Explore and join wedding membership sites for additional exposure. Offer special incentive for booking within the year.
- Participate/attend as a vendor in identified wedding shows and local market opportunities.
- Create holiday promotion to market to potential clients in order to fill available dates in December.
- Investigate advertising locally such as Billboards or radio spots to attract new customers.



CONSUMER, PUBLIC EVENTS AND UNIQUE USAGE

Secure public and consumer shows that will fill need periods within the 18-month booking window.

- 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.
- Engage with Buffalo Niagara Film Commission for film and television production opportunities.
- Offer the option of hosting a virtual trade show until customer confidence is back.
- Identify and research shows that we are not currently hosting in our area and pursue for future.
- Continue efforts to uncover new opportunities and generate more revenue in this market.
- Attend other local public shows to research potential new events.
- Sharper focus on key show producers that host events during summer months/shoulder periods.
- Utilize client references and referrals to identify new business.
- Solicit shows listed on event calendars of comparable venues.
- Create marketing piece to introduce the BNCC to prospective clients.
- Add online component to allow our website to capture additional revenues from electric, phone, internet services, equipment rentals, exhibitor packages and food and beverage.
- Research shows currently held at smaller venues that we can host with social distancing guidelines if needed.



CONVENTION AND EVENT SERVICES

Prioritize convention services to provide increased attention to health and safety of attendees, vendors and guests.

Exceed client expectations by providing exceptional service to ensure a successful event and future booking opportunities.

Act as a liaison between the client and vendors to provide and ensure the most efficient and accurate follow up before, during and after the event.

Establish a virtual on-site tool kit.

- Provide clients with a complete listing of all services offered by the BNCC during the turnover process that includes helpful event timeline. This should also include an online option.
- Research new technology options to communicate with clients when onsite.
- Explore the use of QR code and or app to allow for touchless ordering for goods and services.
- Establish virtual visitor information table in conjunction with VBN information, i.e. TV in lobby with scrolling information
- Participate in webinars, industry meetings and other educational opportunities to keep current on the latest standards, trends and innovative services to offer clients.
- Share the BNCC Health and Safety Promise with clients during the planning process as well as feature on our website and display on site for all guests.
- Establish matrix to document that all health and safety measures are being met.
- Continue with customer profile to enhance clients overall experience.
- Capture customer testimonials using video and written recommendations with customers' positive feedback.
- Promote events and provide most current information through 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.
- 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 city and county government partners to ensure ancillary services are provided as needed for events throughout the year.
- Meet quarterly with VBN and hotel service staff to review upcoming groups and discuss ways to heighten the customer experience.
- Join ESPA Event Services Professionals to provide network with peers and to keep current on industry trends.



ADMINISTRATIVE GOALS FOR FISCAL YEAR 2021

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

- Develop new website to make more interactive while providing additional selling tools to our market prospects.
 At minimum an update is needed, should budget not allow for development of a new website.
- 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 develop the next steps for a new or expanded BNCC.
- Work with the County of Erie, Department of Public Works to identify and implement priority capital improvement projects.
- Commit to group membership for IAVM encouraging staff involvement on all levels.
- Continue to maintain GBAC accreditation and update as necessary.
- Continue COVID-19 best practices and update Facility Guide as needed.
- In concert with VBN, produce 3-year Strategic Plan.
- Convene a Convention Center Advisory Committee in conjunction with Strategic Plan process.



Trade Show / Event Participation

Trade Show / Event	January	February	March	April	May	June	July	August	September	October	November	December
ESSAE Annual Meeting												
Global Meetings Industry Day												
ESSAE TripleM												
ESSAE Annual Conference												
Fraternal Executive Association												
VBN FAM												
Reston / Herndon Meeting Planners Summer Camp												
ASAE Annual Conference												
Customer Advisory Council												
Destination Showcase									S. L.			
Potomac MPI/PCMA Joint Event										l ii li		
Connect Faith												
ESSAE Harvest Highlight												
Nursing Organization Alliance												
ESSAE Holiday Party												
Sales Calls in Feeder & Specialty Markets												

^{*}Pending cost, travel schedule and the pandemic

Professional Memberships

Professional Convention Management Association

Meeting Professionals International

Event Services Professionals Association-ESPA

Working for Downtown

Empire State Society of Association Executives

International Association of Venue Manager

Buffalo Niagara Partnership



Buffalo Niagara Convention Center Measurable Performance Objectives

Revenues

Revenues	Actual	Projected	Budget	
Revenue Type	2019	2020	2021	
Food and Beverage	\$2,810,208	\$705,465	\$536,825	
Rentals	\$817,631	\$258,761	\$126,981	
Electric	\$194,491	\$63,775	\$31,190	
Other	\$209,841	\$57,170	\$31,875	
Total	\$4,032,171	\$1,085,171	\$726,871	

Food & Beverage

	Actual	Projected	Budget
F&B Performance	2019	2020	2021
Net Revenue (\$)	\$620,203	\$2,709	\$14,731
Net Revenue (%)	22.1	0.4	-2.7



Buffalo Niagara Convention Center Measurable Performance Objectives

Mix of Business

	Actual %	Projected %	Budget %
Market Segment	2019	2020	2021
Meetings / Banquets	40.7	28.9	53.2
Conventions	40.2	41.0	33.3
Consumer / Public	19.1	30.1	13.5

Event Information

	Actual	Projected	Budget
Events & Attendance	2019	2020	2021
Total # of Events	138	22	38
Total Event Attendance	249,964	95,698	27,304
Total Est. Room Nights	25,000	4,089	3,300
Total # of days occupied	265	65	80

Guest Satisfaction

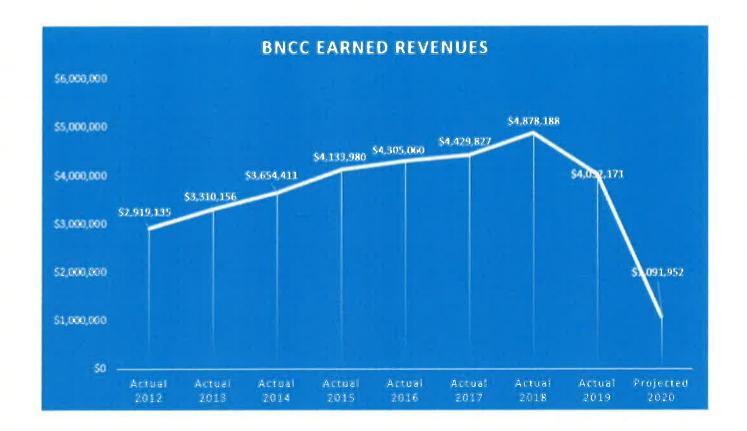
Guest Satisfaction
Survey Index Based
upon Customer Survey

Actual	Projected	Goal
2019	2020	2021
4.82	4.97	4.75

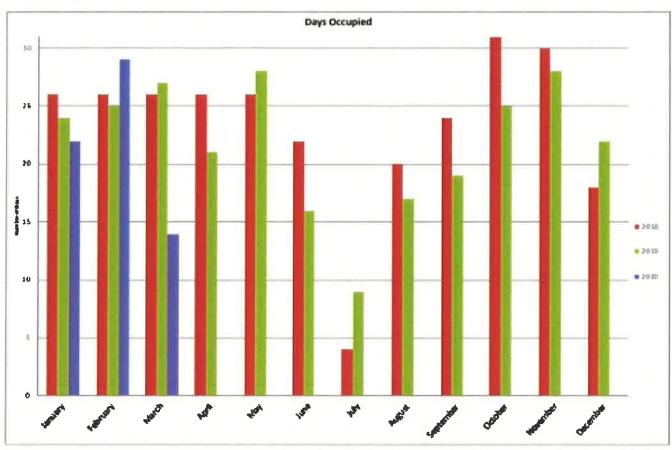
Response

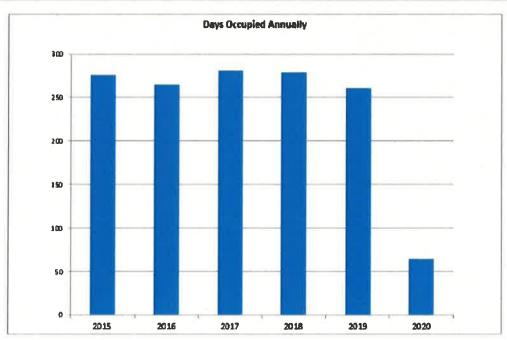
(5=Excellent, 1=Poor)





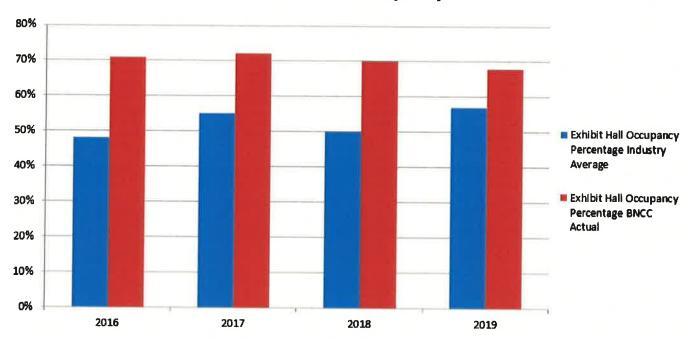












"Practical" maximum exhibit hall occupancy rate is approximately 70 percent and the "efficient" range is considered to be approximately 50 to 60 percent. Occupancy levels less than 50 percent suggests the existence of marketable opportunities or open dates, while an occupancy rate above 60 percent increases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

Source: PWC/IAVM Convention Center Report



Buffalo Niagara Convention Center Management Corporation

2021 Proposed Operating Budget

Approved by the Board of Directors on Wednesday February 3, 2021

Buffalo Niagara Convention Center Management Corporation 2021 Operating Budget

\$ Variance 2021 Budget v. 2020 Budget \$ Variance2021 Budget v.2019 Actual Actual 2019 Budget 2020 Projected 2020 Proposed Budget 2021

REVENUES:

EARNED REVENUES

Gross Food & Beverage	\$ 536,825 \$	705,465 \$	2,657,120	\$ 2,810,208	4	(2,273,383)	(2,120,295)
Rents	126,981	258,761	787,866	817,631	40-	(690,650)	(988'099)
Electrical Services	31,190	63,775	165,099	194,491	49	(163,301)	(133,909)
Equipment Rentals	12,750	18,934	55,000	50,143	w	(37,393)	(42,250)
Communications Revenue	1,250	790	1,000	4,623	₩.	(3,373)	250
Other Earned Revenue	17,875	37,446	120,000	155,075	₩	(137,200)	(102,125)
TOTAL EARNED REVENUES	726,871	1,085,171	3,786,085	4,032,171		(3,305,300)	(3,059,214)
OTHER REVENUES							
Commissions	3,000	2,355	15,000	17,373	₩.	(14,373)	(12,000)
Investmet Interest/Dividends		2,500	10,000	5,195	₩.	(5,195)	(10,000)
TOTAL OTHER REVENUES	3,000	4,855	25,000	22,568		(19,568)	(22,000)
Erie County - Grant	1,867,551	1,867,551	1,876,705	1,830,932	₩	36,619	(9,154)
TOTAL REVENUES	\$ 2,597,422 \$	2,957,577 \$	5,687,790	\$ 5,885,671	₩.	(3,288,249)	(3,090,368)
EXPENSES:		i i					
COST OF SALES FOOD AND BEVERAGE	551,556 \$	2,709	1,915,870	\$ 2,190,005	49	(1,638,449)	(1,364,314)
	-2.7%	0.4%	27.9%	22.1%			
SALARIES\WAGES							
Admin/Sales	337,050	267,164	608,711	599,136	₩.	(262,086)	(271,661)
Maintenance	119,207	183,850	620,794	572,607	45	(453,400)	(501,587)
Engineering/Electrical	361,708	162,238	361,708	358,792	€9-	2,916	0
Dock/Lobby	33,179	29,595	94,796	90,300	₩	(57,121)	(61,617
Staff Incentives	0	0	20,000	6,250	\$	(6,250)	(20,000)
Temporary Services	2,000	25,658	100,000	126,723	₩	(121,723)	(92,000)
5M							
TOTAL SALARTES AND WAGES	856,144	668,505	1,806,009	1,753,808		(897,664)	(949,865)

Buffalo Niagara Convention Center Management Corporation 2021 Operating Budget

	2021	2020	2020	2019	2019 Actual	2021 Budget v. 2020 Budget
PAYROLL TAXES AND FRINGE BENEFITS						
FICA	000 61					
NVC Homologuaph Incident	27,088	51,141	100,510	101,596	\$ (49,508)	(48,422)
Distribuying the month of the	59,212	73,597	49,489	45,386	\$ 13,826	9,723
Disability/ Life Insurance	3,092	2,328	9,941	3,435	\$ (344)	
Workmens Compensation	36,863	79,743	150,396	125,864	\$ (89,001	
Health- Admin	38,398	52,738	85,497	85,540		(47,099)
Health - Union	36,057	42,287	63,118	81,959		
Pension - Admin	8,804	9,517	18,129	14,275		
Pension - Union	25,292	23,301	70,585	68,754	2)	
Training Expense	•		2,000			
Management (Management)						
TOTAL EMPLOYEE BENEFITS	259,806	334,652	552,665	526,809	(267,003)	(292,859)
TOTAL DEDCOMMEL EXPENSES				3000		
TOTAL PERSONNEL CAPENSES	1,115,949	1,003,157	2,358,674	2,280,617	(1,164,668)	(1,242,725)
PROFESSIONAL FEES						
Legal	16.310	30.273	11 578	10 771	¢ E E 20	104 F
Audit	21 000	20,00	27 500	7/1/27		
Data Processing	41 570	20,000	006,42	20,000		
Other Drofessional Food	41,370	52,925	12,494	/9,522	2	
Chief Floresional Fees	005'/	6,500	19,196	14,321	\$ (6,821	(11,696)
Stated Services - BNCVB			, !	1	€	0
TOTAL PROFESSIONAL FEES	86,379	95,698	127,769	124,614	(38,235)	(41,389)
SUPPLIES\SMALL TOOLS						
Administrative	302.3	4 540	2007	0		
Maintenance	CO//C	4,040	026/	805,8		
rigilita	32,46/	31,221	94,565	87,445		
Engineering	16,747	14,899	44,165	36,245		
Electrical	4,257	3,595	12,347	5,321	(1,064)	(060'8)
Food & Beverage	37,837	36,155	94,383	105,674	\$ (67,837)	
TOTAL SUBBILES	210 50	00	400			
	ST0'/6	810,08	676,262	244,193	(147,180)	(155,966)

Comm. 5M-2 53 of 75

' Buffalo Niagara Convention Center Management Corporation 2021 Operating Budget

\$ Variance 2021 Budget v. 2020 Budget

\$ Variance2021 Budget v.2019 Actual

Actual 2019

Budget 2020

Projected 2020

Proposed Budget 2021

Telephone	9,555	4.500	13,709	9.100 \$	455	(4.154
Internet & Website	75,640	38.729	66,268	1	484	9.373
Postage & Freight	1,393	006	2,069	1,741 \$	(348)	(676)
TOTAL COMMUNICATION EXPENSES	86,588	44,129	82,045	85,997	591	4,544
OCCUPANCY EXPENSES						
Utilities - Gas	48,286	40,811	81,352	\$ 90,476 \$	(32,190)	(33,067
Utilities - Electric	169,000	112,667	253,750		(83,807)	(84,750
Utilities - Water	16,983	11,400	28,776		(894)	(11,793
Admin Insurance	135,914	165,000	95,937	1	43,160	39,977
Contractual Maintenance	35,111	29,528	41,330		(775)	(6,220
Emergency Medical Technicians	4,009	4,284	9,461	15,015 \$	(11,006)	(5,452)
Security & Police	22,271	25,846	90,238		(64,848)	(67,967
Building Repairs	5,967	11,712	4,770	9,959 \$	(3,992)	1,198
Licenses & fees	9,097	8,515	9,258		(802)	(161)
Other Occupancy	32,633	35,749	36,336	61,055 \$	(28,422)	(3,703)
TOTAL OCCUPANCY	479,271	445,512	651,208	662,847	(183,576)	(171,937)
EQUIPMENT RENTAL/ REPAIRS & MAINT						
Equipment - Rentals	9,902	8,057	18,861	16,503 \$	(6,601)	(8,959)
Admin - Repairs & Maintenance	2,765	1,464	2,347	\$,956 \$	(3,191)	418
Maintenance - Repairs & Maintenance	299	744	729	749 \$	(120)	(130)
Engineering - Repairs & Maintenance	63,940	71,790	92,057	101,652 \$	(37,712)	(28,117
TOTAL EQUIP RENTAL/ REPAIRS & MAINT	77,206	82,055	113,994	124,860	(47,654)	(36,788)
TRAVEL & ENTERTAINMENT						
Local Meetings & Travel	2,500	2,558	789	3,035 \$	(535)	1,711
Client Promotions & Entertainment	3,500	086	3,662		(433)	(162)
Trade Shows	22.500	10.073	27.740		(5.241)	(5.240)

*Buffalo Niagara Convention Center Management Corporation 2021 Operating Budget

	Proposed Budget <u>2021</u>	Projected <u>2020</u>	Budget 2020	Actual 2 2019 2	\$ Variance 2021 Budget v. 2019 Actual	\$ Variance 2021 Budget v.
TOTAL TRAVEL & ENTERTAINMENT	28,500	13,611	32,191	34.709		Tahnna nana
				Code	(607/0)	(3,691)
ADVERTISING & PROMOTIONS						
Advertising						
Promotional Materials	30,000	11,352	28,693	32,830 \$	(2.830)	1 307
Other promotional	19,566	19,521	75,773	59,132 \$	(3	0 0
TOTAL ADVERTISING & PROMOTIONS	40 555			1.1		(30,207)
OTHER EXPENSES	006,84	30,873	104,466	91,962	(42,396)	(54,900)
11.25						
Uniforms	4 413					
Dues & Subscriptions	1 500	5,396	9,837	8,015 \$	(3.603)	(5 425)
Bank Fees/Interest	1,500	1,340	1,957	1	(4 265)	(2742)
Bad Debts	110,61	16,160	31,701	33,352 \$	(18 341)	(15 500)
Miscellaneous / Depreciation	3,000	195,250	3,000		3,000	(050'01)
	1,470	1,348	2,100	3,520 \$	(2.050)	0 (430)
TOTAL OTHER EXPENSES					(and)	(000)
	25,393	219,494	48,595	50,652	(25,259)	(23.201)
CAPITAL EQUIPMENT PURCHASES		777				(=0=(0=)
		141		\$ 860'92	(26,098)	0
TOTAL OPERATING EXPENSES	\$ 2,597,422 \$	2,725,544 \$	5,687,791 \$	5,966,554	(3,369,132)	(3,090,369)
INCREASE (DECREASE) IN OPERATING NET ASSETS	c		1 1			
	5	232,033	\$ (0)	(80,883) \$	80,883	(0)
FUNDS ENCUMBERED TO COVER OPERATING DEFICIT		٠				
					0	
NET INCREASE (DECREASE) IN OPERATING NET ASSETS	\$ 0 \$	232,033 \$	\$ (0)	(80.883)	000 00	
					00.002	-



2020 Fourth Quarter Report

	FINANCE & ADMIN	NISTRATION		
Q4 Financials	Projected	Budgeted	Variance	% Variance
Revenues	\$ 6,893,122	\$ 4,447,520	\$ 2,445,602	54.98%
Expenses				
Marketing Department	\$ 3,684,864	\$ 1,372,125	\$ 2,312,739	168.55%
Convention Sales & Services	795,743	1,672,300	-876,557	-52.41%
Destination Development	140,490	207,500	-67,010	-32.29%
Airport Visitor Center	47,336	196,920	-149,584	-75.96%
Downtown Visitor Center	41,779	121,525	-79,746	-65.62%
Administrative & Finance	684,180	877,150	-192,970	-21.99%
TOTAL EXPENSES	\$ 5,394,392	\$4,447,520	\$ 946,872	21.29%
Increase (Decrease) In Net Assets	\$ 1,498,730	\$ -	\$ 1,498,730	

	SALES			
Q4 Sales Results	Goal	Actual	+/-	% Variance
Convention Leads	58	18	-40	-68.97%
Sports Leads	68	9	-59	-86.76%
Group Tour Leads	46	2	-44	-95.65%
Definite Booked Business	106	14	-92	-86.79%
Definite Booked Hotel Room Nights	29,135	4,000	-25,135	-86.27%
Sales Solicitations	1,080	1,527	447	41.39%
Definite Booked Expected Attendance		4,570		
YTD Sales Results	Goal	Actual	+/-	% Variance
Convention Leads	240	118	-122	-50.83%
Sports Leads	270	177	-93	-34.44%
Group Tour Leads	194	82	-112	-57.73%
Definite Booked Business	438	194	-244	-55.71%
Definite Booked Hotel Room Nights	135,600	92,640	-42,960	-31.68%
Definite Booked Expected Attendance		75,909		
YOY Comparison	2020	2019	+/-	% Variance
Convention Leads	118	285	-167	-58.60%
Sports Leads	177	264	-87	-32.95%
Group Tour Leads	82	193	-111	-57.51%
Definite Booked Business	194	495	-301	-60.81%
Definite Booked Hotel Room Nights	92,640	166,156	-73,516	-44.25%
Definite Booked Expected Attendance	75,909	133,690	-57,781	-43.22%

Due to the COVID virus pandemic, shelter in place orders, uncertainty of travel, budget cuts, staff layoffs have had a significant impact on sales leads, definite bookings, hotel room nights. The team's focus is on solicitation efforts and virtual experiences designed to create and build relationships with clients and prospects.

Q4 Major Bookings	Expected Attendance	Hotel Room Nights	Economic Impact
NYS Volunteer Fireman's Parade and Drill Team	1,600	1,425	\$1,076,895
USS Dyess-DDR/DD880	30	150	\$77,626
NYS Public High School Athletic Assoc	90	165	\$84,892
Q4 Site Visits	Expected Attendance	Hotel Room Nights	Economic Impact
New York State Future Farmers of America – possible 3-year contract	3,000/year	910/year	\$1,857,890/year

22 24		Q4 Lost Bu		
Meeting/Event	Year(s)	Expected Attendance	Hotel Room Nights	Reason Lost
Society of Porphyrins and Phthalocyanines International Conference	2021	462	1,549	2021 Conference will be virtual
NYs Future Farmers of America	2022	2,500	1,325	Event was booked in Syracuse as a make good since 2020 and 2021 were supposed to be in Syracuse. Both events went virtual.
United University Professionals	2021	400	350	2021 booked in Rochester because 2020 was booked there but was cancelled.
USA Gymnastics Winter Cup	2021	700	1,450	Event cancelled due to COVID travel restrictions.
Dairy Farmers of America	2021	200	322	BOD decided to hold this event virtual.
Professional Service Association	2022	400	509	This event has been pushed back to 2023, we will rebid to host this event.

Q4 Sales Initiatives and Programs

Customer Advisory Council – The council was convened virtually to discuss their professional experiences dealing with the COVID-19 virus and what they anticipate for future recovery of the meetings/convention markets. Council feedback for long-term expectations included: smaller room-blocks, decreased F&B minimums, flexible attrition, and cancellation clauses. International attendance at meetings/conventions will be dramatically impacted for several years and consumer confidence will depend on adherence to safety guidelines. 21 members participated.

Customer Confidence Program – It was decided to market the Buffalo Cares and Concession Programs together as the Customer Confidence Program. Buffalo Cares, is the commitment of local businesses to follow CDC and Erie County Health Department regulations related to staff and visitor safety. The Concession Program, developed with the hotels, provides value-added packages for our customers.

Multi-phase Sales Blitz

Phase One: - Completed

Launch email campaign (after the 4th of July), to all New York State associations/organizations which will include information regarding our Concessions Program and Community Pledge. Email will also encourage planners to provide an RFP, for a chance to win a \$500 gift card, plus ask them to indicate their interest to receive future information regarding our destination.

Phase Two: - Completed

Conduct a telephone blitz (possibly late July/early August), to all the New York State associations contacted via the email campaign.

Phase Three: - Completed

Launch email campaign (possibly late August/early September), to all email contacts, from the February telemarketing blitz, which will include information about the Concessions Program and Community Pledge. Email will encourage planners to provide an RFP, for a chance to win a \$500 gift card. These contacts have already indicated their interest to receive information about Buffalo **Update on the Customer Confidence Program**: Phase one thru three have been completed. In conversations with clients and prospects, we have found that most meeting and event planners are not ready to commit to our booking window of mid to late 2021. As a result, the program has been adjusted to include 2022. The program in 2021 will be supported by direct sales initiatives and a multi-media trade campaign which includes print, dedicated emails and newsletter sponsorships targeted to meeting planners in State and National Associations.

Erie County Hotel Meeting – Virtual Meeting with all Erie County Hotels to discuss the impact COVID-19 was having on the tourism industry, effects on VBN budget, sales and marketing initiatives, and limitations to services provided to groups due to these reductions. The discussion continued relative to how their properties were going to be affected, some were open for limited hours, some closing altogether, others providing limited meal options, etc.

Webinars staff participated in:

US Travel ESTO webinar- Cost Effective approaches to Engagement

CONNECT w/Domestic Operators featuring Globus Brand

Global Effort- Road to Recovery and Opening International Air Travel

CONNECT Travel with inbound receptive operators

Carpe Diem Tourism 2020: 2021 Travel Demands and Hot Topics

Reconnecting on the Future of Travel Trade

ABA: Year in Review & What's Next

Meetings Today: Hybrid Events - What you need to know.

Racial Equity and Social Justice: Rasheeda Ali

Managing Stress and Your Career in a Time of Crisis

Inspiring Virtual Events That Will Engage Attendees

Live Meetings Updates 2020 & Beyond

Prepare for the Bounce Back

Embracing Diversity - Intro to Black Travel

Incorporating Equity, Diversity, and Inclusion Strategy to Enhance Organizational Culture

Lead Sales Cycle Part 1

Small Destination Organization Planning

Road to Reopening Air Travel

The Future of Tourism

7 Steps to Creating your 2021 Strategic Marketing Plan

COVID Impact on America Travel

Assessing Recovery: Understanding COVID Relief for the Travel Industry

Looking Ahead to 2021: Latest Forecast

5 Things Every Event Organizer Must Do in 2021

Considerations Before You Head Back Onsite

SportsLink: The Safe Return of Events

SportsLink: What Athletes Expect Now

SportsLink: How to Schedule, Reschedule or Restructure Your Event

I Love NY UK Sales Mission: Virtual sales mission which included UK tour operator zoom sessions educating them on New York State attractions. VBN participated in a dedicated presentation to 120 operators promoting area attractions.

National Travel Association – Virtual three-day conference with pre-scheduled appointments, 32 meetings were held with tour companies from across the US. VBN participated and attended networking and educational seminars. A sales presentation with 1000 Islands and Cooperstown was conducted promoting 2021 and 2022 attractions and restaurants from Hofbrauhaus, to Garden Walk, public art mural initiative, Amtrak, and the new FLW trail and more.

Kaleidoscope Adventures – VBN conducted a 10-minute podcast promoting future holiday/winter travel, promoting the exciting area attractions to a national audience.

TEAMS – Virtual conference, 30 pre-arranged appointments resulting in three lead prospects that need further development, attended all networking events and educational sessions. Attendees were disappointed in the virtual platform used for this event.

US Sports Congress - Virtually attended educational sessions, as a result of a past sponsorship, BNSC addressed members at the opening session.

Small Meetings & Distinctive Venues – Attended this virtual tradeshow, had ten appointments with prospective clients, interacted in breakout rooms and networking events.

ESSAE Connections & Education – A Digital Holiday Experience – networked virtually with 37 NYS Association clients and prospects.

Erie County Hotel Meeting – Virtual meeting with Erie County Hotels and attractions to discuss the impact of COVID-19, recovery data from US Travel Association and other industry leaders, Version 2 of the Customer Confidence Program, concepts for 2021 Business Plan and the importance keeping their listings on our website current regarding deals, adherence to CDC guidelines, hours of operation etc.

	MARK	ETING	
Q4 Website & Mobile	2020	2019	Variance
Website Sessions	188,366	323,707	-41.81%
Pageviews	330,174	594,390	-44.45%
Time on Page	1:41	1:36	5.21%
YTD Website & Mobile	2020	2019	Variance
Website Sessions	861,667	1,643,783	-47.58%
Pageviews	1,549,135	3,167,263	-51.09%
Time on Page	1:40	1:30	11.11%
Social Media	2020	2019	Variance
VBN on Facebook	96,960	95,162	1.89%
Twitter	28,970	28,741	0.79%
Instagram	39,240	34,724	13.01%

Domestic Advertising / Marketing

In Q4, Erie County tasked Visit Buffalo Niagara with implementing a public awareness initiative to rally the community in support of our struggling locally-owned businesses due to the COVID-19 pandemic. Understanding that Buffalonians have a deep and abiding sense of civic pride and community spirit, we wanted to leverage that mindset to induce locals to support their friends, neighbors and family members who own and work at the independently-owned businesses throughout Erie County.

Visit Buffalo Niagara employed a handful of local vendors to help develop, plan and execute a strong campaign that would resonate with locals, by tapping into their "BuffaLOVE". We rolled out, "Come Back to the Comeback" in late October. This messaging perfectly summarized the urgent need in our community and how each of us could take action in our own way to help. "Our comeback isn't over. It's just waiting for you to come back."

Our "Come Back to the Comeback" campaign employed every tool at our disposal, including earned media, owned media, social media, paid media and donated media. Our advertising creative was consistent across our print, digital and out-of-home outlets, while our TV commercials and social ads rotated within a series of options that featured a variety of businesses, their owners and the neighborhoods in which they reside. Geographic, racial and gender diversity was well-represented throughout the entire campaign with 61 businesses highlighted within 32 towns/neighborhoods in Erie County.

Quantifying the true ROI of any public awareness campaign is a challenge. But given the dollars we spent in only eight weeks, the thousands of Facebook survey responses we received showing that 77% of locals were buying local, the 1,115% increase in web traffic year-over-year to WNYNeighborhoods.com (20,235 pageviews vs. 1,666 pageviews) and the endless anecdotal comments from local restaurants, businesses and cultural institutions thanking VBN and Erie County for helping to make a difference during their time of need, we know this campaign struck a chord and had a lasting, positive impact on the businesses of Erie County.

Social Media

In the final quarter of 2020, Visit Buffalo Niagara took highlighting local businesses, attractions, and places to another level. Teaming up with local photographer Nancy J. Parisi, throughout the holiday season, VBN profiled businesses from the various neighborhoods around Erie County, gathered quotes and portraits to be deployed across social media. This campaign ran from the days after Thanksgiving through the Christmas holiday.

VBN also created new and updated existing holiday content to reflect the different travel climate we live in. On our social channels, VBN promoted virtual holiday theatre, shops offering online shopping, restaurants creating special holiday meal packages, hotels offering special staycation rates, and much more.

Additionally, our #InTheBUF photo campaign crested 20,000 submissions on Instagram in Q4. These images are then reshared on our social channels, within blog content and across image galleries on visitbuffaloniagara.com.

It should also be noted that Buffalo was named one of the 50 Best Places To Travel in 2021 by Travel & Leisure Magazine, a prestigious accolade that shows how far we have come as a destination in recent years.

Video Production

In Q4 Visit Buffalo Niagara produced more videos in-house for our Buffa101 video series, offering viewers an in-depth look at the people behind our restaurants, attractions, and shops. In Q4 VBN interviewed Dan Garvey of The Roycroft Inn, Julie Blackman of Farmers and Artisans, Christa Penner of Shopcraft and Michelle Urbanczyk of Explore & More Children's Museum. Altogether, these videos have received more than 40,000 views.

VBN continued our relationship with Buffalo Bills superfan Jay Josker for a series of fun, quirky videos titled One Bills Driveway, our Q4 production being a humorous guide on how to throw a socially-distant tailgate party.

Lastly, as part of Erie County's Back to Business campaign, VBN worked with John Paget to produce a series of Come Back to the Comeback videos, encouraging locals to support local businesses, that ran on social media and across WNY airwaves.

INDUSTRY RELA	202	-17	2019			2011 No. 101	
	202	100	2019	2.7	772	Notes	100.000
Walk-In Traffic		0			772		-100.00%
Merchandise Sales		0		\$7,3	11/		-100.00%
YOY Downtown VIC*	202		2019			Variance	
Walk-In Traffic		1,407		17,3			-91.90%
Merchandise Sales		\$2,113		\$34,0	053		-93.79%
Q4 Airport VIC*	202	0	2019			Notes	
Walk-In Traffic		0		14,8	392		-100.00%
Merchandise Sales		0		\$64,	352		-100.00%
YOY Airport VIC*	202	0	2019	-11		Variance	
Walk-in Traffic		7,046		66,0	062		-89.33%
Merchandise Sales		\$30,333		\$261,9			-88.42%
Q4	202	0	20	19		Varia	nce
Travel Pulse	Distribution	Open Rate	Distribution		Open Rate	Distribution	Open Rate
October	2,365	18.9%		1,666	26.29%	699	-28%
November	1,964	27.5%		1,704	26.59%	260	3.42%
December not yet sent				1,841	25.58%		
Q4 Updates from	202	0		20			
VBN & US Travel	Distribution	Open Rate	Date		Distribution	Open Rate	
10/1 BNTW	968	26.5%	11/6 Weekly upda	ite	2,361	18.34%	
10/2 Weekly update	2,390	19.5%	11/12 BNTW		961	26.1%	
10/8 BNTW	962	27.8%	11/19 BNTW		953	26.6%	
10/13 Back to Business	874	35.3%	11/26 BNTW		954	26.2%	
10/15 BNTW	972	26.8%	12/3 BNTW		953	24.8%	
10/16 Weekly update	2,386	19.8%	12/4 Weekly upda	te	2,361	20.3%	
10/22 BNTW	970	27.0%	12/10 BNTW		950	28.6%	
10/23 Weekly update	2,380	18.7%	12/11 Weekly upd	late	2,342	18.2%	
	_,	10.770					
10/29 BNTW	969	26.5%	12/17 BNTW		956	25.6%	
10/29 BNTW 10/30 Weekly update				ate	956 2,333	25.6% 19.3%	
	969	26.5%	12/17 BNTW	late			
10/30 Weekly update	969 2,372 964 202	26.5% 19.0% 28.1% 0	12/17 BNTW 12/18 Weekly upd 12/31 BNTW	ate	2,333	19.3% 24.6% Vari a	nce
10/30 Weekly update 11/5 BNTW	969 2,372 964	26.5% 19.0% 28.1%	12/17 BNTW 12/18 Weekly upd 12/31 BNTW		2,333	19.3% 24.6%	nce Open Rate
10/30 Weekly update 11/5 BNTW Q4 Tourism Insider	969 2,372 964 202	26.5% 19.0% 28.1% 0	12/17 BNTW 12/18 Weekly upd 12/31 BNTW		2,333 952	19.3% 24.6% Vari a	
10/30 Weekly update 11/5 BNTW Q4	969 2,372 964 202 Distribution	26.5% 19.0% 28.1% 0	12/17 BNTW 12/18 Weekly upd 12/31 BNTW	19	2,333 952	19.3% 24.6% Vari a	
10/30 Weekly update 11/5 BNTW Q4 Tourism Insider None sent Q4 VBN influenced Indus	969 2,372 964 202 Distribution	26.5% 19.0% 28.1% O Open Rate	12/17 BNTW 12/18 Weekly upd 12/31 BNTW 20 Distribution	19	2,333 952 Open Rate	19.3% 24.6% Varia Distribution	Open Rate
10/30 Weekly update 11/5 BNTW Q4 Tourism Insider None sent	969 2,372 964 202 Distribution	26.5% 19.0% 28.1% O Open Rate	12/17 BNTW 12/18 Weekly upd 12/31 BNTW 20 Distribution	019 Q4 Fa	2,333 952 Open Rate	19.3% 24.6% Varia Distribution	Open Rate
10/30 Weekly update 11/5 BNTW Q4 Tourism Insider None sent Q4 VBN influenced Indus	969 2,372 964 202 Distribution stry Mentions:	26.5% 19.0% 28.1% 0 Open Rate	12/17 BNTW 12/18 Weekly upd 12/31 BNTW 20 Distribution YTD Total	019 Q4 Fa	2,333 952 Open Rate	19.3% 24.6% Varia Distribution	Open Rate Q4 Instagram 67 posts

Q4 VBN Influenced	Industry Mentions:		Q4		YTD 1	l otal
Buffalo Niag	ara This Week		13 issues, 292 partners i	mentioned	52 issues,	821 partners
	Q4	4 Ambassador/Vol	unteer Engagement			
Date	Convention/E	vent Name	# of Volunteers	# of	Hours	Total Hours
No volunteer events of	during fourth quarter due	e to Coronavirus	0		0	0

Q4 Visit Buffalo Niagar	a University Programs	
Industry Meeting	Date	Attendance
Dec 15 – update from VBN	12/15	78
A Night At	Date	Attendance
On hold	Sert S	:
Destination/Customer Service Training	Date	Attendance
On hold	***	X XIII.
Extranet Training	Date	Attendance
November 17	11/17	5
Other Programs	Date	Attendance
On hold	(Pate	Same

Note: Higher than normal partners mentioned through Facebook, Twitter, and Instagram 4th quarter due to Shop 716 eGift Card promotion. Facebook – 5,424 partners mentioned; Twitter – 2,671 partners mentioned; Instagram-4,571 (using the hashtag #dine/shop 716).

	IM	PACT OF COVID-19					
		CANCELLED BUSINESS	strino dotos				
Data reflects business cancelled for future dates. NUMBER EXPECTED EXPECTED ROOM EXPECTED OF EVENTS ATTENDANCE NIGHTS ECONOMIC IMPACT							
Q1	62	47,711	22,376	\$20,149,085			
Q2	72	78,406	28,383	\$24,832,356			
Q3	24	4,207	11,802	\$5,036,301			
Q4	38	37,055	17,314	\$13,781,115			
Total	196	167,379	79,875	\$63,798,857			
POSTPONED/RESCHEDULED BUSINESS* Data reflects business postponed or rescheduled for future dates.							
	NUMBER OF EVENTS	EXPECTED ATTENDANCE	EXPECTED ROOM NIGHTS	EXPECTED ECONOMIC IMPACT			
YTD	22	16,585	12,386	\$9,246,311			



Buffalo Niagara Convention & Visitors Bureau, Inc.

FINANCIAL STATEMENTS

DECEMBER 31, 2020 AND 2019

UNAUDITED

For Presentation at the Board of Directors Meeting on Wednesday February 3, 2021

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC. BALANCE SHEET DECEMBER 31, 2020 AND 2019

	2020	2019
<u>ASSETS</u>		
Current assets:		
Cash and cash equivalents	\$ 2,778,791	\$ 698,097
Accounts Receivable - Erie County		*
Accounts Receivable - Trade	10,939	72,320
Grants Receivable	50,000	50,000
Prepaid expenses and supplies	77,416	100,599
Total current assets	2,917,146	921,016
Property and equipment, net	47,351	47,351
Total assets	\$ 2,964,497	\$ 968,367
LIABILITIES AND NET	ASSETS	
Current liabilities:		
Short-term borrowings	\$ 150,000	\$
Accounts payable and accrued expenses	634,563	186,482
Accounts payable - Foundation	24,981	18,124
Accounts payable - BNSDC	3,070	3,070
Deferred revenue - Other	11,014	95,884
Deferred revenue - Erie County Grant	*	-
Total current liabilities	823,628	303,560
Net assets	2,140,869	664,807
Total liabilities and net assets	\$ 2,964,497	\$ 968,367

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC. STATEMENT OF ACTIVITES FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2020 AND 2019

	Actual 12 Month(s) 12/31/20	Budgeted 12 Month(s) 12/31/20	\$ Variance Over (Under)	% Variance Over (Under)	Annual Budget 2019	Actual 12 Month(s) 12/31/19
REVENUES	\$ 6,893,152	\$ 4,447,520	\$ 2,445,632	54.99%	\$ 4,447,520	\$ 4,362,511
MARKETING DEPARTMENT EXPENSES	\$ 3,703,885	\$ 1,372,125	\$ 2,331,760	169.94%	\$ 1,372,125	\$ 1,337,939
SALES & SERVICES DEPARTMENT EXPENSES	796,780	1,672,300	(875,520)	-52.35%	1,672,300	1,663,310
DESTINATION DEVELOPMENT	140,489	207,500	(67,011)	-32.29%	207,500	199,554
AIRPORT VISITOR CENTER EXPENSES	49,976	196,920	(146,944)	-74.62%	196,920	183,184
BUFFALO VISITOR CENTER EXPENSES	41,780	121,525	(79,745)	-65.62%	121,525	116,652
ADMINISTRATIVE & FINANCE EXPENSES	684,180	877,150	(192,970)	-22.00%	877,150	861,311
TOTAL EXPENSES	\$ 5,417,090	\$ 4,447,520	\$ 969,570	21.80%	\$ 4,447,520	\$ 4,361,950
INCREASE (DECREASE) IN NET ASSETS	\$ 1,476,062	s -	\$ 1,476,062	(Rest)	\$ -	\$ 561
NET ASSETS - BEGINNING	664,807	664,807	×		668,326	664,246
NET ASSETS - ENDING	\$ 2,140,869	\$ 664,807	\$ 1,476,062	222.03%	\$ 668,326	\$ 664,807

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
TOTAL REVENUES
FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2020 AND 2019

36 0.0

	Actual 12 Month(s) 12/31/20	Budgeted 12 Month(s) 12/31/20	\$ Variance Over (Under)	% Variance Over (Under)	Annual Budget 2019	Actual 12 Month(s) 12/31/19
Erie County Grant	\$ 3,630,933	\$ 3,630,933	\$	0.00%	\$ 3,630,933	\$ 3,559,738
Erie County - CARES Act Grant	3,000,000	÷	3,000,000	7	12	8
Advertising Sales	194,501	280,000	(85,499)	-30.54%	280,000	253,207
Assessments - Convention	2	5,000	(5,000)	-100.00%	5,000	15,592
NYS Matching Funds Program	1,130	61,500	(60,370)	-98.16%	61,500	69,837
Joint/Co-Op - Marketing	3,300	7,500	(4,200)	-56,00%	7,500	19,319
Joint/Co-Op - Sales	12,496	60,000	(47,504)	-79.17%	60,000	77,519
Joint/Co-Op - Destination Development	*	7,500	(7,500)	-100.00%	7,500	13,701
Grant Revenues	10,000	75,000	(65,000)	-86.67%	75,000	50,000
Merchandising Revenues - BVC	5,094	35,000	(29,906)	-85.45%	35,000	34,053
Merchandising Revenues - Airport VC	30,470	275,800	(245,330)	-88.95%	275,800	261,118
Interest Income	3,207	5,500	(2,293)	-41.69%	5,500	7,393
Miscellaneous Income	1,939	3,287	(1,348)	-41.01%	3,287	1,007
Merchandising Revenues - Conventions	82	500	(418)	-83.60%	500	27
Total Revenues	\$ 6,893,152	\$ 4,447,520	\$ 2,445,632	54.99%	\$ 4,447,520	\$ 4,362,511

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC. TOTAL EXPENSES FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2020 AND 2019

	Actual 12 Month(s) 12/31/20	Budgeted 12 Month(s) 12/31/20	\$ Variance Over (Under)	% Variance Over (Under)	Annual Budget 2019	Actual 12 Month(s) 12/31/19
Personnel Costs:	12,017,10	12/01/20	(Ondor)	(Onwar)	2019	
Salaries	\$ 1,194,993	\$ 1,779,200	\$ (584,207)	-32.84%	\$ 1,779,200	\$ 1,725,830
Payroll Taxes & Fringe Benefits	256,811	341,700	(84,889)	-24.84%	341,700	319,655
Training	12,090	52,500	(40,410)	-76.97%	52,500	57,675
Total Personnel Costs	\$ 1,463,894	\$ 2,173,400	\$ (709,506)	-134.65%	\$ 2,173,400	\$ 2,103,160
Sales & Marketing Expenditures:						
Advertising	\$ 3,176,381	\$ 543,350	\$ 2,633,031	484.59%	\$ 543,350	\$ 491,666
Convention Commitments	21,500	150,000	(128,500)	-85.67%	150,000	186,953
Visitor Guide	179,875	235,000	(55,125)	-23.46%	235,000	245,085
Tradeshows	29,984	169,500	(139,516)	-82.31%	169,500	142,512
Printing	2,359	15,000	(12,641)	-84.27%	15,000	39,912
Postage	560	7,000	(6,440)	-92.00%	7,000	5,865
Sales Bids & Promotions	27,623	95,000	(67,377)	-70.92%	95,000	101,278
Convention Sales & Services	6,072	37,500	(31,428)	-83.81%	37,500	34,508
Travel & Meetings	5,456	51,000	(45,544)	-89.30%	51,000	44,707
Receptions	1,550	24,000	(22,450)	-93.54%	24,000	13,322
Research	50,891	55,500	(4,609)	-8.30%	55,500	61,345
Website Development/Hosting	64,295	111,100	(46,805)	-42,13%	111,100	109,098
Familiarization Tours	892	75,000	(74,108)	-98.81%	75,000	87,419
Professionl Fees & Public/Media Relations	5,020	13,000	(7,980)	-61.38%	13,000	15,230
Freelance/Graphic Artist	2,690	11,000	(8,310)	-75.55%	11,000	10,667
Regional Marketing	12,250	13,275	(1,025)	-7.72%	13,275	14,710
Airport Visitor Center Operations	39,493	141,220	(101,727)	-72.03%	141,220	134,652
Market Arcade Visitor Center Operations	18,408	44,525	(26,117)	-58.66%	44,525	40,348
Promotional Items	2,060	15,500	(13,440)	-86.71%	15,500	12,373
Destination Development	37,583	74,100	(36,517)	-49,28%	74,100	68,837
		Page 4				

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC. TOTAL EXPENSES FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2020 AND 2019

	Actual 12 Month(s) 12/31/20	Budgeted 12 Month(s) 12/31/20	\$ Variance Over (Under)	% Variance Over (Under)	Annual Budget 2019	Actual 12 Month(s) 12/31/19
Film/Video/Photo Productions	11,086	40,000	(28,914)	-72.29%	40,000	48,908
Photography	1,383	15,000	(13,617)	-90.78%	15,000	13,410
Online Media Resource	6,598	6,500	98	1.51%	6,500	6,416
Social Networking/Wing Trail	20	5,000	(5,000)	-100.00%	5,000	6,160
Total Sales & Marketing Expenditures	\$ 3,704,009	\$ 1,948,070	\$ 1,755,939	90.14%	\$ 1,948,070	\$ 1,935,381
Technology & Equipment	4,283	13,500	(9,217)	-68.27%	13,500	20,795
Departmental Administrative Expenses	244,904	312,550	(67,646)	-21.64%	312,550	302,614
Total Expenses	\$ 5,417,090	\$4,447,520	\$ 969,570	21.80%	\$ 4,447,520	\$ 4,361,950



2020 Fourth Quarter Report

Q4 Revenue	Goal	Actual	Variance
Rent Revenue	\$173,722	\$0	-100.0%
F&B Revenue	\$653,370	\$20	-100.0%
Electrical Service	\$18,545	\$0	-100.0%
Other Revenue	\$43,752	\$13,385	-69.4%
TOTAL REVENUE	\$889,389	\$13,405	-98.5%
YTD Revenue	2020	2019	Variance
Rent Revenue	\$258,761	\$817,631	-68.4%
F&B Revenue	\$705,485	\$2,810,208	-74.9%
Electrical Service	\$63,288	\$194,491	-67.5%
Other Revenue	\$77,823	\$209,841	-62.9%
TOTAL REVENUE	\$1,105,357	\$4,032,171	-72.6%
Q4 YTD Events	2020	2019	Variance
Number of Events	22	138	-84.1%
Attendance	95,698	249,964	-61.7%
F&B Profit Margin	0.4%	22.1%	-98.2%
Guest Satisfaction Survey	4.97	4.80	3.5%

No events or revenues in the fourth quarter of 2020 due to the Covid-19 pandemic. We did record \$20 in vending receipts and \$13,385 in other revenue from the annual year-end entry to distribute the remaining balance of the Administrative Fees.

	Q4 Major Events Hosted							
Month	Event Name Number of Attendee							
Oct - Dec	No events held due to the Covid-19 pandemic	,						
Q4 Major Events Booked								
Year	Event Name	Expected Revenue						
2021	Conesus Fest for Charity – World's Largest Disco	\$60,000						
2022	Break the Floor Productions – Nuvo Dance Convention	\$26,250						
2023	Multiple District 20 Lions Clubs of NY & Bermuda – Annual Convention	\$36,000						
	Q4 Notable Sales Activities							
Date	Program							
Oct	Participated in Customer Advisory Council Virtual Meeting with VBN							
Oct	Participated in BNCC Client Virtual Meeting with Erie County Officials and TVS							
Oct	Participated in meeting with TVS regarding BNCC Q&A							
Oct	Presented Buffalo and BNCC at Multiple District 20 Lions Clubs Virtual Bid with VBI	N & Hyatt for 2023						
Nov	Participated in VBN/BNCC Board Meeting for Q3							
Nov	Presented at MPI Potomac Chapter Virtual Meeting with VBN							

Nov	Attended Events Industry Council (EIC) Advance Virtual Conference
Dec	Attended ESSAE Winter Connections & Education Virtual Meeting
Dec	Completed One Year Contract Extension for in house CBA thru 2021
Dec	Attended VBN Q4 Virtual Industry Meeting
Dec	Site visit with Erie County Emergency Preparedness staff regarding possible vaccination location
Ongoing	Regular and ongoing client outreach. Assist with securing new dates and rebooking postponed events due to the pandemic
Ongoing	Participate in the Buffalo Reopening Task Force and subcommittees as we outline plans for Buffalo's reopening
Ongoing	Working with the County as a COVID test site featuring weekly drive through and periodic rapid testing on site
Ongoing	Participate in regular industry webinars and virtual meetings to keep updated on current trends and client activity
Ongoing	Working to identify and purchase facial thermal scanner, signage and other tools needed for reopening



Buffalo Niagara Convention Center Management Corporation

FINANCIAL STATEMENTS

DECEMBER 31, 2020 and 2019

UNAUDITED

For Presentation to the Board of Directors Wednesday February 3, 2021

BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT CORP. BALANCE SHEET DECEMBER 31, 2020 AND 2019

	2020	2019
<u>ASSETS</u>		
Current assets:		
Cash and cash equivalents	\$ 1,497,983	\$ 999,176
Investments	4	199,632
Accounts receivable (net)		662,931
Accounts Receivable - County Grant		
Inventory	29,310	58,755
Prepaid expenses	21,788	26,903
Total current assets	1,549,081	1,947,397
Property and equipment, net	· <u> </u>	0
Total assets	\$ 1,549,081	\$ 1,947,397
LIABILITIES AND NET AS	SETS	
Current liabilities:		
Short-term borrowings	\$	\$
Accounts payable and accrued expenses	106,070	667,756
Deferred revenue - Erie County Grant	-	**
Deferred revenue - Other	95,127	122,566
PPA Loan Funds	•	
Total current liabilities	201,197	790,323
Long-term debt		(2 0
Net Assets:		
Net assets - unrestricted	1,347,884	1,157,074
Total liabilities and net assets	\$ 1,549,081	\$ 1,947,397

BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT CORP. STATEMENT OF ACTIVITIES FOR THE MONTH ENDED DECEMBER 31, 2020 AND 2019

	Actual December 2020	Budget December 2020	\$ Variance Over (Under)	% Variance Over (Under)	Actual December 2019
Technology Grant	\$	\$	\$	0%	\$
County Grant Funds	217,881	155,630	62,251	40%	152,578
Other revenues	105,693	111,022	(5,329)	-5%	153,614
Total Revenues	323,574	266,652	56,922	21%	306,192
Payroll and related costs	(383,834)	205,744	(589,578)	-287%	210,709
Professional fees	3,934	8,604	(4,670)	-54%	10,650
Supplies	925	21,082	(20,157)	-96%	20,451
Telephone	(13,665)	6,665	(20,330)	-305%	7,952
Postage and Freight	39	172	(133)	-77%	76
Occupancy costs	(21,393)	59,391	(80,784)	-136%	68,809
Equipment rental and maintenance	4,416	9,499	(5,083)	-54%	1,708
Travel expenses	9	2,681	(2,681)	-100%	5,773
Promotional expenses	147	8,707	(8,560)	-98%	30,008
Other Expenses	168,156	4,049	164,107	4053%	3,706
Depreciation expense	575	140	#	2	
Capital Equipment Purchases		920	-	*	#1
Total Operating expenses	(241,275)	326,594	(567,869)	-174%	359,842
Increase (decrease) in net assets	564,849	(59,942)	624,791	-1042%	(53,650)
Net assets - beginning	783,035	1,217,016	(433,981)	-36%	1,210,724
Net assets - ending	\$1,347,884	\$1,157,074	\$ 190,810	16%	\$1,157,074

BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT CORP. STATEMENT OF ACTIVITIES FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2020 AND 2019

	Actual December 2020	Budget December 2020	\$ Variance Over (Under)	% Variance Over (Under)	Actual December 2019
Technology Grant	\$	\$ -	\$	0%	\$ -
County Grant Funds	1,867,551	1,867,551	7.5	0%	1,830,932
Other revenues	405,632	1,904,370	(1,498,738)	-79%	1,864,733
Total Revenues	2,273,183	3,771,921	(1,498,738)	-40%	3,695,665
Payroll and related costs	1,003,681	2,353,674	(1,349,993)	-57%	2,280,615
Professional fees	114,793	127,768	(12,975)	-10%	124,614
Supplies	94,607	252,980	(158,373)	-63%	244,243
Telephone	48,640	79,977	(31,337)	-39%	84,256
Postage and Freight	887	2,069	(1,182)	-57%	1,741
Occupancy costs	475,012	651,208	(176,196)	-27%	662,847
Equipment rental and maintenance	99,971	113,994	(14,023)	-12%	124,861
Travel expenses	13,611	32,191	(18,580)	-58%	34,710
Promotional expenses	24,617	104,466	(79,849)	-76%	91,962
Other Expenses	205,813	53,594	152,219	284%	50,649
Depreciation expense	*	2	22		-
Capital Equipment Purchases	741	*	741	12	133,165
Total Operating expenses	2,082,373	3,771,921	(1,689,548)	-45%	3,833,663
Increase (decrease) in net assets	190,810		190,810		(137,998)
Net assets - beginning	1,157,074	1,157,074	:=:	0%	1,295,072
Net assets - ending	\$ 1,347,884	\$ 1,157,074	\$ 190,810	16%	\$ 1,157,074

BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT CORP. SCHEDULE OF FOOD SERVICE OPERATIONS FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2020 AND 2019

		he Month cember	Year T Decer		Year To Decem	
	2020	%	2020	%	2019	%
<u>Sales:</u>						
Sales - Food	\$ -	. 160	\$ 591,281	83.81%	\$ 2,261,055	80.46%
Sales - Beverage	~	022	113,235	16.05%	543,325	19.33%
Sales - Vending all	77	190	969	0.14%	5,827	0.21%
Sales - Non-foods Other	×	727	3	0.00%	(*)	0.00%
Total Sales	*	0.00%	705,485	100.00%	2,810,207	100.00%
Cost of Sales:						
Cost of Sales - Food	20	(9)	184,363	31.18%	754,338	33.36%
Cost of Sales - Beverage	*	<u>≥</u> v	43,653	38.55%	141,055	25.96%
Cost of Sales - Vending all	18		1,923	198.45%	3,453	59.26%
Cost of Sales - Non foods & Other	141		693	0.10%	10,014	0.36%
Cost of Sales - Employee meals	25	-	*	0.00%	10,011	0.00%
Total Cost of Sales			230,632	32.69%	908,860	32.34%
Gross Profit	<u> </u>	<u> </u>	474,853	67.31%	1,901,347	67.66%
Operating Expenses:						
Salaries & Benefits	(94,074)	~	324,943	46.06%	1,049,931	37.36%
Professional fees/Contracts	*	¥	12	0.00%	=	0.00%
Supplies and Freight	(49)		23,728	3.36%	70,412	2.51%
Occupancy	7,967	9	106,834	15.14%	80,866	2.88%
Equipment rental & maintenance		-	5,789	0.82%	12,198	0.43%
Travel expenses	¥	2		0.00%	12,170	0.00%
Promotion	Ē.	189	14,177	2.01%	51,502	1.83%
Other	=	12	4,856	0.69%	16,236	0.58%
Total Operating Expenses	(86,156)	-	480,327	68.08%	1,281,145	45.59%
Net Income Food Service	\$ 86,156	1	\$ (5,474)	-0.78%	\$ 620,202	22.07%

BUFFALO NIAGARA CONVENTION CENTER MANAGEMENT CORP.
OTHER REVENUES RECAP
FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2020 AND 2019

1.9 7.04

	Actual	Budget	For The Month	. 11.70				Year to Date		
	December 2020	December 2020	Variance Over (Under)	% Variance Over (Under)	Actual December 2019	Actual December 2020	Budget December 2020	\$ Variance Over (Under)	% Variance Over (Under)	Actual December 2019
Rentals Equipment Rentals Electrical Services Commissions Net Catering Revenues Investment Income	\$ 6,152 86,156 13,385	\$ 24,700 4,584 6,045 1,250 63,443 1,000 10,000	\$ (24,700) (4,584) (6,045) 4,902 22,713 (1,000) 3,385	-100% -100% -100% 392% 36% -100% 34%	\$ 25,900 1,960 6,432 76 39,188 (440) 80,498	\$ 258,761 18,934 63,288 8,523 (5,474) 2,711 58,889	\$ 787,866 55,000 165,099 15,000 750,405 10,000	\$ (529,105) (36,066) (101,811) (6,477) (755,879) (7,289)	-67% -66% -62% -101% -73% -51%	\$ 817,631 50,143 194,491 17,373 620,202 5,195 159,698
Total Other Revenues	\$ 105,693	\$ 111,022	\$ (5,329)	-5%	\$ 153,614	\$ 405,632	\$1,904,370	\$ (1,498,738)	-79%	\$ 1,864,733