

PATRICK J. KALER
PRESIDENT AND CEO

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February 26, 2026

Ms. Olivia M. Owens
Clerk, Erie County Legislature
92 Franklin Street, 4th Floor
Buffalo, NY 14202

Dear Ms. Owens:

Enclosed for your review please find the following documents for Visit Buffalo Niagara and the Buffalo Convention Center:

- 2026 Operating Budgets
- 2026 Business Plans
- Financial Statements for the period ending December 31, 2025
- 2025 Fourth Quarter Reports

Should you need any additional information or have questions regarding these materials, please do not hesitate to contact us.

Sincerely,



Patrick J. Kaler
President and CEO

/Enclosures



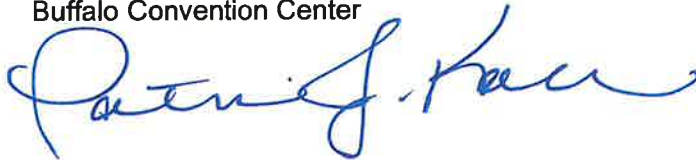
PATRICK J. KALER
PRESIDENT AND CEO

February 26, 2026

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
Buffalo Convention Center



Patrick J. Kaler
President and CEO





Buffalo Niagara Convention & Visitors Bureau, Inc.

2026 Proposed Operating Budget

Approved by the Board of Directors on Wednesday February 18, 2026

Buffalo Niagara Convention & Visitors Bureau, Inc.
2026 Operating Budget
Budget Narrative

Revenues:

- **Erie County Grant** –VBN in concert with the County budget office approved the grant for fiscal year 2026 for VBN in the amount of \$ 7,150,000 in addition VBN is budgeting \$ 200,000 in bed tax collections due from the 2025 budget year. The funds are to be used for the day-to-day operations of VBN as well as marketing activities related to the Erie County Sports Fishing Program.
- **Erie County Accessibility Grant** – In 2024 VBN received a \$ 20,000 grant from Erie County to market WNY's restaurant accessibility. The project has been expanded to include an overall evaluation of accessibility in the region at various tourism-related venues. Additional funding for this project from Empire State Development will be used to expand the project's scope of services overall.
- **Visitor Guide/Digital Advertising** – VBN will print a Visitor Guide for 2026. A new design and layout will be introduced. Sales for the guide began in August of 2025 and concluded in October with sales totaling nearly \$ 190,000. Consistent with 2025 advertising sales.
- **NYS Matching Fund Program** – NYS approved VBN's application for a 2026 NYS Matching Funds grant in the amount of \$ 49,864.
- **Joint/Co-op Marketing**- Represents revenues generated from the sale of various Visit Buffalo Niagara collateral pieces and marketing related programming. For 2026 we will again provide social media assistance to the Convention Center for a small monthly fee.
- **Joint/Co-op Sales**- Represents shared costs to be billed to industry partners for attendance at various Convention Sales and Sports market related tradeshows, receptions, and sales calls with VBN personnel.
- **Grant Revenues** – For 2026, VBN will administer a NYS Agency grant to be used for the Freedom Footsteps programming which is expected to get underway in earnest during 2026. In addition, Visit Buffalo received an NYS ESD grant to help fund a regional accessibility program. For 2026 the amount is expected to be approximately \$ 25,000.

Buffalo Niagara Convention & Visitors Bureau, Inc.
2026 Operating Budget
Budget Narrative

Expenses:

- **Personnel Costs** – For 2026, VBN is budgeting for staff merit increases of approximately 3.5%. The remainder of the increase is attributed to the additional staff positions added during the second half of the year. New positions included an in-house graphic artist, a marketing specialist and staff to operate and manage the new Visitor Center at Canalside. These operations are expected to run six days a week year-round and during special events held at Canalside.
- **Professional Development** – Increases associated with increased staffing levels in the Convention & Sports Sales and Marketing Departments which require continual industry training and certification.
- **Advertising** – Decreases are planned which were to be expected as there were significant one-time costs associated with the onboarding of the new Advertising and PR agencies in 2025. This coupled with an anticipated reduction in hotel occupancy taxes in 2026 accounts for the reduction in 2026.
- **Convention Commitments** – For 2026, there are fewer convention groups requiring financial support overall. In 2025 Visit Buffalo hosted several groups that required financial commitments two of the larger were the African American Travel Conference and Small Market Meetings. There are no singularly large commitments anticipated for 2026.
- **Visitor Guide** – Overall cost of Guide is expected to be consistent with that of the previous year. Buffalo Spree was again selected to assist in the printing of the guide in 2026.
- **Tradeshows** – Overall costs associated with attendance at tradeshows will remain consistent with 2025. Overall number of shows will remain similar with over 40 shows expected to be attended for 2026. The mix of shows continues to be updated focusing on strengthening existing markets while also targeting new potential opportunities.

Buffalo Niagara Convention & Visitors Bureau, Inc.
2026 Operating Budget
Budget Narrative

- **Sales Bids & Promotions** – Includes travel and related expenses required to bid on convention and meeting related leads. It also includes the cost of site inspections as well as costs associated with the Bring it Home and Backyard Marketing Programs which were rolled out previously. Continuation of the Customer Advisory Council is also budgeted in this line along with a 3rd party meeting facilitator assisting us in the DC marketplace. The amounts budgeted are consistent with previous levels. In addition, a greater number of industry sponsorships are planned in hope of getting VBN's image out into the marketplace in a cost-effective way.
- **Destination Development** – The program will continue to provide emphasis on Visitor readiness training and community education and outreach. The Freedom Footsteps heritage program will get going in earnest, The Mobile Visitor Center will once again be rolled out during the year.
- **Canalside Visitor Center** – In 2025 VBN partnered with ESD to begin operating a Visitor Center at Canalside. The Center was expected to be opened by May 1, 2025, but did not actually begin operations until November due to delays in the construction of the building. 2026 will represent the first full year of operations at this location so we will continue to monitor activity to ensure proper staffing and inventory levels.
- **Research** – Costs are for the annual maintenance and upgrade of the Tourism economics Impact Calculator, Smith Travel Research and Zartico. VBN believes this research is a valuable tool in identifying key markets and assessing the return on investment these marketplaces may bring to our area. The research will also help quantify the economic impact of the business VBN has brought to the area to help illustrate the ROI that VBN returns to the community. Certain one-time projects undertaken in 2025 will not recur in 2026.
- **Digital/CRM/Hosting** – With a new agency of Record and PR firm we are continuing to overhaul the current website. A part of the project began in 2025 but will get going in earnest in late 2026 and continue into 2027.
- **FAM Tours** – In 2026, VBN again will be hosting a variety of Convention and Marketing related FAM tour opportunities. In 2025, Visit Buffalo hosted a couple of the larger FAM events thus accounting for the overall decrease in this line. The Marketing Department will continue to host a similar number of travel writers and media personnel throughout the year.

Buffalo Niagara Convention & Visitors Bureau, Inc.
2026 Operating Budget
Budget Narrative

- **Public Media Relations** – In 2025, the Marketing Department engaged The Lou Hammond Group to provide external media relations for VBN. The engagement will continue in 2026 with a similar level of expenditure expected.
- **Film/Video Productions** – in 2026 the marketing department will again continue to produce a series of videos to be created focusing in the areas cultural, art and culinary endeavors. Several projects scheduled for 2025 have been rescheduled in 2026, this along with the overall increase experienced in shooting video is accounting for the increase in this line item.
- **Technology and Equipment** – Various IT /Equipment related items as well as tradeshow booth updates etc.
- **Departmental Administrative Costs** – This is consistent with that spent in 2025. Includes items such as Professional Fees, office supplies, R&M and organizational dues.

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.

**SUMMARY OF REVENUES and EXPENSES
PROPOSED OPERATING BUDGET**

2026

	Proposed Budget 2026	Projected 2025	Budget 2025	Actual 2024	2026-2025 Budget \$ Variance	2026-2025 Budget % Variance	2026-2025 Projected \$ Variance	2026-2025 Projected % Variance
Revenues	\$ 7,884,850	\$ 9,567,476	\$ 8,961,680	\$ 5,280,864	\$ (1,076,830)	-12.02%	\$ (1,682,626)	-17.59%
Expenses:								
Sales & Services Department Expenses	\$ 2,188,900	\$ 2,243,833	\$ 2,357,235	\$ 1,876,437	\$ (168,335)	-7.14%	\$ (54,933)	-2.45%
Marketing Department Expenses	4,026,230	4,690,549	4,690,260	2,010,876	(664,030)	-14.16%	(664,319)	-14.16%
Destination Development	287,850	323,880	358,100	409,394	(70,250)	-19.62%	(36,030)	-11.12%
Canalside Visitor Center	185,650	101,250	108,500	-	77,150	71.11%	84,400	83.36%
Administrative & Finance Department Expenses	1,089,620	1,059,691	1,056,645	1,023,450	32,975	3.12%	29,930	2.82%
Research	356,600	376,906	390,940	283,626	(34,340)	-8.78%	(20,306)	-5.39%
Subtotal expenses	\$ 8,134,850	\$ 8,796,409	\$ 8,961,680	\$ 5,603,783	\$ (826,830)	-9.23%	\$ (661,259)	-7.52%

NET EXCESS OF REVENUES

OVER EXPENSES

\$ (250,000)	\$ 771,567	\$ -	\$ (322,919)	\$ (250,000)	N/A	\$ (1,021,367)	N/A
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Buffalo Niagara Convention & Visitors Bureau, Inc.

Operating Budget

Revenues

2026

	Proposed Budget 2026	Projected 2025	Budget 2025	Actual 2024	2026-2025 Budget \$ Variance	2026-2025 Budget % Variance	2026-2025 Projected \$ Variance	2026-2025 Projected % Variance
Eric County Grant	\$ 7,144,030	\$ 7,445,000	\$ 7,445,000	\$ 4,495,000	\$ (300,970)	-4.04%	\$ (300,970)	-4.04%
Eric County Sport Fishing Grant	5,000	5,000	5,000	5,000	-	0.00%	-	0.00%
Eric County Grant - Prior Year Overage	200,000	1,400,401	1,000,000	-	(800,000)	-80.00%	(1,200,401)	-85.72%
Eric County Grant - Restaurant Accessibility	20,000	-	20,000	-	-	0.00%	20,000	-
Visitor Guide Advertising	190,000	204,800	204,800	206,600	(14,800)	-7.23%	(14,800)	-7.23%
Assessments - Convention	-	-	-	-	-	-	-	-
NYS Matching Funds Program	49,000	49,775	49,775	51,048	(775)	-1.56%	(775)	-1.56%
Joint Co-op - Destination Development	2,320	5,000	18,500	3,911	(16,180)	-87.46%	(2,680)	-53.60%
Joint/Co-Op - Marketing	37,000	45,000	37,000	37,000	-	0.00%	(8,000)	-17.78%
Joint/Co-Op - Sales	24,000	25,000	25,000	21,268	(1,000)	-4.00%	(1,000)	-4.00%
Grant Revenues	125,000	-	120,000	416,963	5,000	4.17%	125,000	-
Merchandising Revenues - Conventions	500	500	500	146	-	0.00%	-	0.00%
Merchandising Revenues - Canalside	15,000	1,000	-	-	15,000	-	14,000	1400.00%
Interest Income	70,000	81,000	35,000	41,908	35,000	100.00%	(11,000)	-13.58%
Miscellaneous Income	3,000	305,000	1,105	2,020	1,895	171.49%	(302,000)	-99.02%
Total Revenues	\$ 7,884,850	\$ 9,567,476	\$ 8,961,680	\$ 5,280,864	\$ (1,076,830)	-12.02%	\$ (1,682,626)	-17.59%

Buffalo Niagara Convention & Visitors Bureau, Inc.

Operating Budget

Total Expenses

2026

	Proposed Budget 2026	Projected 2025	Budget 2025	Actual 2024	2026-2025 Budget \$ Variance	2026-2025 Budget % Variance	2026-2025 Projected \$ Variance	2026-2025 Projected % Variance
Personnel Costs:								
Salaries	\$ 2,425,880	\$ 2,204,993	\$ 2,272,605	\$ 2,121,457	\$ 153,275	6.74%	\$ 220,887	10.02%
Payroll Taxes & Fringe Benefits	494,415	445,564	470,950	382,439	23,465	4.98%	48,851	10.96%
Professional Development - Staff	115,450	110,200	109,550	68,649	5,900	5.39%	5,250	4.76%
Total Personnel Costs	\$3,035,745	\$ 2,760,757	\$ 2,853,105	\$ 2,572,545	\$ 182,640	6.40%	\$ 274,988	9.96%

Sales & Marketing Expenditures:

Advertising	\$ 2,470,500	\$ 3,097,500	\$ 3,097,500	\$ 1,042,066	\$ (627,000)	-20.24%	\$ (627,000)	-20.24%
Convention Commitments	246,000	405,000	445,000	204,218	(199,000)	-44.72%	(159,000)	-39.26%
Visitor Guide	170,000	170,000	170,000	137,302	-	0.00%	-	0.00%
Tradeshows	235,000	246,000	245,000	202,255	(10,000)	-4.08%	(11,000)	-4.47%
Printing	30,000	26,000	20,000	11,824	10,000	50.00%	4,000	15.38%
Postage	3,100	3,202	3,500	2,451	(400)	-11.43%	(102)	-3.19%
Sales Bids & Promotions	130,000	144,293	135,000	129,405	(5,000)	-3.70%	(14,293)	-9.91%
Convention Sales & Services	38,000	33,366	36,000	31,230	2,000	5.56%	4,634	13.89%
Destination Development Programming	76,400	74,466	100,500	169,153	(24,100)	-23.98%	1,934	2.60%
Canalside Visitor Center	24,175	59,000	24,000	-	175	0.73%	(34,825)	-59.03%

Buffalo Niagara Convention & Visitors Bureau, Inc.

Operating Budget

Total Expenses

2026

	Proposed Budget <u>2026</u>	Projected <u>2025</u>	Budget <u>2025</u>	Actual <u>2024</u>	2026-2025 Budget \$ Variance	2026-2025 Budget % Variance	2026-2025 Projected \$ Variance	2026-2025 Projected % Variance
Travel & Meetings	50,000	51,668	58,000	43,266	(8,000)	-13.79%	(1,668)	-3.23%
Receptions	37,000	30,000	35,000	11,838	2,000	5.71%	7,000	23.33%
Research	200,500	248,750	252,000	163,371	(51,500)	-20.44%	(48,250)	-19.40%
Digital Development/CRM Hosting	221,000	262,151	263,750	127,626	(42,750)	-16.21%	(41,151)	-15.70%
Familiarization Tours	55,000	85,000	86,000	60,423	(31,000)	-36.05%	(30,000)	-35.29%
Public/Media Relations	199,000	221,000	221,000	54,125	(22,000)	-9.95%	(22,000)	-9.95%
Freelance Writer/Graphic Artist	95,000	135,000	140,000	64,637	(45,000)	-32.14%	(40,000)	-29.63%
Regional Marketing	5,000	5,000	5,000	4,046	-	0.00%	-	0.00%
Promotional Items	65,500	36,925	38,000	15,743	27,500	72.37%	28,575	77.39%
Film/Video/Photo Productions	148,000	90,000	90,000	32,665	58,000	64.44%	58,000	64.44%
Photography	70,000	75,000	75,000	38,679	(5,000)	-6.67%	(5,000)	-6.67%
Promotional Packages	30,000	34,000	34,000	3,459	(4,000)	-11.76%	(4,000)	-11.76%
Total Sales & Marketing Expenditures	4,599,175	5,533,322	5,574,250	2,549,782	\$ (975,075)	-17.49%	\$ (934,146)	-16.88%
Technology & Equipment	55,500	35,461	57,500	53,863	(2,000)	-3.48%	20,039	56.51%
Department Administrative Expenses	444,430	466,570	476,825	427,593	(32,395)	-6.79%	(22,140)	-4.75%
Total Expenses	\$ 8,134,850	\$ 8,796,109	\$ 8,961,680	\$ 5,603,783	\$ (826,830)	-9.23%	\$ (661,259)	-7.52%

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Buffalo Convention Center Management Corporation
2026 Proposed Operating Budget

Approved by the Board of Directors on Wednesday February 18, 2026

Buffalo Convention Center Management Corporation

2026 Operating Budget

Budget Narrative

Revenue:

1. **Total Earned Revenue :**

Gross Food & Beverage/Rentals/Services and Other - Based on a combination of definite, tentative and potential business already on the books or forecasted for 2026, the Center has budgeted \$ 4.6M in total earned revenue for next year. Due to sales revenues coming in a little less than planned for 2025, we feel confident in a break-even expectation of sales for 2026 in comparison to the 2025 actual revenue.

2. **Erie County Grant** – The Center is budgeted to receive a grant from the County in the amount of \$2,350,000, which is the same as the grant allotted in 2025.

Expenses:

1. **Food & Beverage** – We are continually focusing our attentions on F&B departmental staffing, specifically relating to scheduling and reducing overtime. For 2026, we plan to review & improve scheduling policies to reduce labor costs while staying within the guidelines of the CBA contracts.
After the actual F&B departmental expense was finalized and came in slightly below the projected budget for 2025, we are confident we can maintain the projection below budget for the upcoming year as well. We have re-evaluated and analyzed bar packages offered for 2026 to potentially increase sales revenue.
We continue to utilize a select number of vendors to reduce costs.
2. **Salaries & Wages** – For the 2026 budget, we are using the contracted wage totals, expecting a slight increase in accordance with the 2025-2027 CBA contracts. For the administrative staff, we budgeted an average of a 3.5% increase based on annual reviews and industry standards.
3. **Health & Welfare** – For 2026 we “shopped” the market to try to offer competitive Health, Dental and Vision premiums for the BCC employees. With that being said we had to budget accordingly for the continued rise in cost for medical, but were able to offer some cost savings for dental, vision and supplemental life insurance premiums. We were also able to introduce a 1% weekly match for our retirement benefits in addition to the 2% annual contribution already in effect.
4. **Legal Fees** – Though other professional fees saw an increase in 2025 due to an ongoing employee litigation, we expect both legal and our audit fees to see a decrease. This will be due to a more normal auditor presence, which we have not seen

since 2022; for legal, it is because a settlement has been reached and costs will be reduced in 2026.

5. **Shared Service** – BCC will continue to work with VBN’s social media department to provide services.
6. **Data Processing Fees** – BCC has budgeted a more level expense for data processing with the integration of our point-of-sale system to Clover during 2025. This transition has allowed us to better service our clientele and the public, with no additional foreseeable expenses.
7. **Supplies** – During 2025, the F&B department was able to decrease some supply spending, and no other major inventory items are anticipated for this upcoming budget year.
8. **Internet Expense** – Due to the continued upgrade in the BCC WIFI system, there is no other anticipated expenses for the upcoming budget year.
9. **Utilities** – Though most of our utilities are locked into a contract, they are variable and we saw a steady increase in 2025, so we anticipate a slight increase to this budget in 2026 as well.
10. **Insurance** – Our commercial insurance was “shopped” this year by the broker and for 2026 we expect slight decreases to our commercial auto and worker comp policies, but will see an increase in the commercial property insurance.
11. **Capital Equipment** – The Center is currently not budgeted for any larger capital purchases in 2026. We will continually re-evaluate this during the year as needed and financial ability warrant.

Buffalo Niagara Convention Center Management Corporation
2026 Operating Budget

	Proposed	Projected	Actual	Variance	
	Budget 2026	Budget 2025		2026 Budget V. 2025	2026 Proposed v. 2025 Budget
REVENUES:					
EARNED REVENUES					
Gross Food & Beverage	3,188,000	3,225,347	3,436,614	3,277,340	(37,347) \$ (248,614)
Rents	1,100,000	873,461	917,134	843,285	226,539 \$ 182,866
Electrical Services	160,000	169,532	178,009	181,089	(9,532) \$ (18,009)
Equipment Rentals	80,000	60,000	84,689	80,381	20,000 \$ (4,689)
Communications Revenue	2,500	700	2,638	1,875	1,800 \$ (138)
Other Earned Revenue	90,000	87,919	92,314	56,750	2,081 \$ (2,314)
TOTAL EARNED REVENUES	\$ 4,620,500	\$ 4,416,959	\$ 4,711,399	\$ 4,440,721	\$ 203,541 \$ (90,899)
OTHER REVENUES					
Commissions	14,500	14,143	14,851	9,698	357 \$ (351)
Investment Interest/Dividends	5,000	477	5,000	-	4,523 \$ -
TOTAL OTHER REVENUES	19,500	14,621	19,851	9,698	4,879 \$ (351)
Erie County - Grant	2,350,000	2,350,000	2,350,000	2,581,286	- \$ -
TOTAL REVENUES	\$ 6,990,000	\$ 6,781,579	\$ 7,081,249	\$ 7,031,705	208,421 \$ (91,249)
EXPENSES:					
COST OF SALES FOOD AND BEVERAGE					
	\$ 2,000,000	\$ 2,071,904	\$ 2,051,185	\$ 2,102,501	(71,904) \$ (51,185)
SALARIES/WAGES					
Admin/Sales	700,000	689,574	703,366	713,301	10,426 \$ (3,366)
Maintenance	680,000	667,080	680,421	672,598	12,920 \$ (421)
Engineering/Electrical	440,000	434,901	443,599	454,496	5,099 \$ (3,599)
Dock/Lobby	155,000	154,914	158,012	158,545	86 \$ (3,012)
Staff Incentives	0	-	-	-	- \$ -
Temporary Services	100,000	148,349	151,316	114,671	(48,349) \$ (51,316)
TOTAL SALARIES AND WAGES	\$ 2,075,000	\$ 2,094,819	\$ 2,136,715	\$ 2,113,610	(19,819) \$ (61,715)

**Buffalo Niagara Convention Center Management Corporation
2026 Operating Budget**

	Proposed	Projected	Actual	Variance	Variance
	Budget 2026	Budget 2025	2024	2025 Projected	2026 Proposed v. 2025 Budget
<u>PAYROLL TAXES AND FRINGE BENEFITS</u>					
FICA	420,000	410,319	182,479	\$ 9,681	\$ (629)
NYS Unemployment Insurance	0	1,428	-	\$ (1,428)	\$ (1,471)
Disability/Life Insurance	32,000	31,375	20,595	\$ 32,316	\$ 625
Workmens Compensation	200,000	207,236	186,732	\$ 208,468	\$ (7,236)
Health- Admin	180,000	175,803	137,444	\$ 181,077	\$ 4,197
Health - Union	130,000	127,663	79,707	\$ 131,493	\$ 2,337
Pension - Admin	25,000	23,245	30,516	\$ 23,943	\$ 1,755
Pension - Union	80,000	78,437	71,436	\$ 80,790	\$ 1,563
Training Expense	1,000	500	585	\$ 515	\$ 500
TOTAL EMPLOYEE BENEFITS	\$ 1,068,000	\$ 1,056,005	\$ 709,494	\$ 11,995	\$ (12,701)
<u>TOTAL PERSONNEL EXPENSES</u>					
	\$ 3,143,000	\$ 3,150,824	\$ 2,823,105	\$ (7,824)	\$ (74,416)
<u>PROFESSIONAL FEES</u>					
Legal	65,000	15,000	16,261	\$ 15,300	\$ 50,000
Audit	27,500	65,743	70,902	\$ 27,500	\$ (38,243)
Data Processing	135,000	40,462	70,733	\$ 70,462	\$ 94,538
Other Professional Fees	20,000	18,959	27,732	\$ 19,338	\$ 1,041
Shared Services - BNCVB	12,000	12,000	12,000	\$ 10,000	\$ -
TOTAL PROFESSIONAL FEES	\$ 259,500	\$ 152,163	\$ 197,628	\$ 142,599	\$ 116,901
<u>SUPPLIES\SMALL TOOLS</u>					
Administrative	12,000	12,165	18,213	\$ 12,287	\$ (165)
Maintenance	55,000	59,030	66,965	\$ 59,620	\$ (4,030)
Engineering	44,000	43,745	38,732	\$ 44,183	\$ 255
Electrical	1,000	874	1,053	\$ 882	\$ 126
Food & Beverage	300,000	309,790	166,767	\$ 312,888	\$ (9,790)
TOTAL SUPPLIES	\$ 412,000	\$ 425,604	\$ 291,731	\$ 429,860	\$ (17,860)

Buffalo Niagara Convention Center Management Corporation
2026 Operating Budget

	Proposed Budget 2026	Projected Budget 2025	Budget 2025	Actual 2024	Variance 2026 Budget V. 2025 Projected	Variance 2026 Proposed v. 2025 Budget
<u>COMMUNICATION EXPENSES</u>						
Telephone/Fax/Website	90,000	108,082	109,162	113,823	\$ (18,082)	\$ (19,162)
Internet & Website	900	-	-	-	\$ 900	\$ 900
Postage & Freight	3,500	4,647	3,500	3,596	\$ (1,147)	\$ -
TOTAL COMMUNICATION EXPENSES	\$ 94,400	\$ 112,729	\$ 112,662	\$ 117,419	\$ (18,329)	\$ (18,262)
<u>OCCUPANCY EXPENSES</u>						
Utilities - Gas	65,000	66,294	67,619	38,991	\$ (1,294)	\$ (2,619)
Utilities - Electric	245,000	264,338	269,625	247,443	\$ (19,338)	\$ (24,625)
Utilities - Water	17,000	17,040	17,380	25,949	\$ (40)	\$ (380)
Admin Insurance	295,000	292,338	295,261	298,814	\$ 2,662	\$ (261)
Contractual Maintenance	55,000	54,398	55,486	50,331	\$ 602	\$ (486)
Emergency Medical Technicians	1,500	(1,500)	(1,530)	2,451	\$ 3,000	\$ 3,030
Security & Police	40,000	41,330	41,656	40,764	\$ (1,330)	\$ (1,656)
Building Repairs	5,500	5,550	5,661	3,078	\$ (50)	\$ (161)
Licenses & fees	9,000	8,825	9,002	3,517	\$ 175	\$ (2)
Other Occupancy	60,000	62,544	63,295	74,246	\$ (2,544)	\$ (3,295)
TOTAL OCCUPANCY	\$ 793,000	\$ 811,157	\$ 823,456	\$ 785,584	\$ (18,157)	\$ (30,456)
<u>EQUIPMENT RENTAL/ REPAIRS & MAINT.</u>						
Equipment - Rentals	30,500	41,093	41,914	26,053	\$ (10,593)	\$ (11,414)
Admin - Repairs & Maintenance	8,500	8,592	8,764	7,592	\$ (92)	\$ (264)
Maintenance - Repairs & Maintenance	12,000	12,133	12,375	11,258	\$ (133)	\$ (375)
Engineering - Repairs & Maintenance	120,000	124,210	124,000	124,824	\$ (4,210)	\$ (4,000)
TOTAL EQUIP RENTAL/ REPAIRS & MAINT	\$ 171,000	\$ 186,027	\$ 187,054	\$ 169,728	\$ (15,027)	\$ (16,054)

Buffalo Niagara Convention Center Management Corporation
2026 Operating Budget

	Proposed Budget 2026	Projected Budget 2025	Budget 2025	Actual 2024	Variance 2026 Budget V. 2025 Projected	Variance 2026 Proposed v. 2025 Budget
<u>TRAVEL & ENTERTAINMENT</u>						
Local Meetings & Travel	1,000	614	1,000	1,338	\$ 386	\$ -
Client Promotions & Entertainment	8,500	7,062	8,500	14,075	\$ 1,438	\$ -
Trade Shows	15,000	4,624	7,500	6,941	\$ 10,376	\$ 7,500
TOTAL TRAVEL & ENTERTAINMENT	\$ 24,500	\$ 12,301	\$ 17,000	\$ 22,354	\$ 12,199	\$ 7,500
<u>ADVERTISING & PROMOTIONS</u>						
Advertising	10,000	5,670	8,000	14,909	\$ 4,330	\$ 2,000
Promotional Materials	600	1,600	600	1,600	\$ (1,000)	\$ -
Other promotional	15,000	22,188	20,000	22,151	\$ (7,188)	\$ (5,000)
TOTAL ADVERTISING & PROMOTIONS	\$ 25,600	\$ 29,458	\$ 28,600	\$ 38,661	\$ (3,858)	\$ (3,000)
<u>OTHER EXPENSES</u>						
Uniforms	6,500	8,749	8,836	6,121	\$ (2,249)	\$ (2,336)
Dues & Subscriptions	7,500	6,906	6,975	9,952	\$ 594	\$ 525
Bank Fees/Interest	45,000	146,114	52,575	69,754	\$ (101,114)	\$ (7,575)
Bad Debts	3,000	3,000	3,030	3,000	\$ -	\$ (30)
Miscellaneous / Depreciation/Equipment Purchase	5,000	6,334	-	3,274	\$ (1,334)	\$ 5,000
TOTAL OTHER EXPENSES	\$ 67,000	\$ 171,103	\$ 71,417	\$ 92,101	\$ (104,103)	\$ (4,417)
CAPITAL EQUIPMENT PURCHASES	0	-	-	-	\$ -	\$ -
TOTAL OPERATING EXPENSES	\$ 6,990,000	\$ 7,123,271	\$ 7,081,250	\$ 6,640,809	\$ (133,271)	\$ (91,250)
INCREASE (DECREASE) IN OPERATING NET ASSETS	-	(341,691)	(0)	390,896	341,691	(0)
<u>FUNDS ENCUMBERED TO COVER OPERATING DEFICIT</u>						
NET INCREASE (DECREASE) IN OPERATING NET ASSETS	\$ -	\$ (341,691)	\$ (0)	\$ 390,896	\$ 341,691	\$ (0)

VISIT **Buffalo**

2026 COMPREHENSIVE BUSINESS PLAN *A STRATEGIC FRAMEWORK FOR TOURISM EXCELLENCE*

INTEGRATING FIVE PILLARS OF ORGANIZATIONAL SUCCESS:

MARKETING & COMMUNICATIONS

SALES & SERVICES

DESTINATION EXPERIENCE

RESEARCH

ADMINISTRATION

APPROVED BY VISIT BUFFALO BOARD OF DIRECTORS : FEBRUARY 18, 2026

EXECUTIVE SUMMARY

Buffalo's 2026 Comprehensive Business Plan outlines a strategic roadmap to position Buffalo and Erie County as a leading tourism destination and to encourage sustainable economic growth and community well-being. This integrated plan combines efforts from five core organizational pillars, Marketing & Communications, Sales & Services, Destination Experience, Research, and Administration, into a cohesive framework designed to increase visitor engagement, promote industry collaboration, and achieve measurable results.

ORGANIZATION PURPOSE STATEMENT

We Champion America's Greatest Reimagined City.

ORGANIZATION CORE VALUES

We Are Proud

Tireless dedication and love for our community and its people is where we find the most incredible sense of accomplishment.

We Are Good Neighbors

Here, there is something for everybody—and everyone is welcome. There's a reason they call us the City of Good Neighbors.

We Are Resilient

We carry out our mission with unwavering focus through times of uncertainty and momentous achievements.

We Lead the Way

Driven by forward-thinking practices and boundless creativity, we motivate locals to share their stories and inspire visitors to discover something unexpected.

We Are Home

Buffalo is forever our home. And our guests will feel like family when they're here. That is our promise.

2026 STRATEGIC PRIORITIES

The 2026 business plan is built around several transformational initiatives that will shape the future of tourism in our region:

- Continue implementing the Strategic Plan (2025-2027) by integrating DestinationNEXT standards and the Ten-Year Master Plan into organizational operations.
- Hosting NCAA Men's Basketball Tournament Rounds 1 & 2 and NHL Draft, as well as promotion of FIFA World Cup activations – Showcasing Buffalo's sports infrastructure and hospitality capabilities on a national stage.
- Website Redesign Initiative – Reorganizing digital content around core pillars (Architecture, Food, Music, Outdoor Recreation) and geographic areas.
- Expansion of Accessibility Initiatives – Partnership with Wheel the World to position Buffalo as an inclusive destination.
- Establishment of Cultural Tourism Advisory Group – Ensuring community voices influence tourism development.
- Activation of the Buffalo Visitor Center at Canalside – A year-round visitor information hub offering exceptional service, destination insights, and curated merchandise.
- Advanced Research Platforms – Integration of Zartico Media Attribution and Longwoods Visitor Profile Report for improved data insights.

KEY MILESTONE CELEBRATIONS

2026 offers unique opportunities to celebrate key milestones that boost Buffalo's national profile.

- America's 250th Anniversary
- 125th Anniversary of the Pan-American Exposition
- Opening of the new Highmark Stadium
- Milestone celebrations at Shea's Performing Arts Center, Our Lady of Victory Basilica, Miss Buffalo, and Graycliff
- Anniversary of the National Buffalo Wing Festival
- Opening of Phase 1 of Ralph Wilson Centennial Park
- Opening of Hispanic Heritage Cultural Center
- Reopening of the Colored Musicians Club & Museum
- Inaugural visits from Great Lakes Cruise lines

ORGANIZATIONAL BUDGET & ECONOMIC IMPACT

The 2026 plan reflects a larger organizational budget supporting increased programming and strategic initiatives. Visit Buffalo operates through hotel and short-term rental bed tax collections managed by Erie County, with regular monitoring and forecasting conducted in partnership with the County Comptroller and Budget staff. Our economic development impact is measured through:

- Hotel room night production from conventions and meetings, amateur sporting events, and domestic and international tour and travel
- Visitor spending at local restaurants, attractions, and businesses
- Economic impact of amateur sports events and competitions
- Rise in bed tax revenue
- Job creation and workforce growth in the hospitality sector

INTEGRATED APPROACH

Success in 2026 relies on seamless coordination across all departments. This business plan illustrates how each pillar supports and strengthens the others.

- Marketing & Communications develops authentic stories and campaigns that Sales & Services leverage to attract meetings and groups.
- Research provides data-driven insights that inform marketing strategies and assess sales ROI.
- Destination Experience ensures workforce readiness through training programs that enhance service delivery for Marketing and Sales initiatives.
- Administration promotes operational excellence, strategic planning, and advocacy that enable all departments to achieve their goals.
- All pillars collaborate on major initiatives like the Visitor Center, accessibility programs, and cultural tourism development.

LOOKING FORWARD

The 2026 Comprehensive Business Plan positions Visit Buffalo for continued growth and leadership in destination marketing. By investing in infrastructure (Visitor Center), technology (Zartico, website redesign, AI integration), workforce development (Certified Tourism Ambassadors), accessibility (Wheel the World), and community engagement (Cultural Tourism Advisory Group), we are building a sustainable foundation for long-term success.

This integrated approach ensures that Buffalo and Erie County continue to grow as a welcoming, inclusive, and culturally vibrant destination that benefits both visitors and residents.

MARKETING & COMMUNICATIONS

PURPOSE

The Marketing Department connects travelers to Buffalo and Erie County by highlighting the area's most genuine, surprising, and meaningful experiences. We reach potential visitors where they are, digitally, socially, and emotionally, by using insights, storytelling, and new technology to motivate year-round travel. In partnership with our collaborators, MMGY and Lou Hammond Group, our marketing and public relations efforts position Buffalo as a lively, welcoming, and constantly evolving destination, generating impact for our community and partners through increased visitation and visitor engagement.

2026 HIGHLIGHTS

- Align efforts toward the 2026 milestones, including the reopening of the Colored Musicians Club & Museum, milestone celebrations at Shea's, OLV Basilica, and Graycliff, and notable anniversaries of the Pan-Am Exposition, National Buffalo Wing Festival, Pierce Arrow, America's 250th, and more.
- Highlight historic dining spots with a new Historic Restaurants directory and storytelling campaign.
- Produce a new destination video
- Expand accessibility marketing initiatives in partnership with Wheel the World.
- Expand the Neighborhood Mural Program with new installations and greater community participation.
- Begin a two-year process on a full website redesign.
- Update campaign creative to advance the 'That's Buffalo For You' campaign.
- Integrate GuideGeek, an AI-powered visitor tool, into VisitBuffalo.com for enhanced and personalized trip planning.
- Launch a new destination/organization podcast.
- Begin initial work on developing a new Buffalo Architecture Trail.

GOAL #1: DRIVE YEAR-ROUND VISITATION THROUGH AUTHENTIC STORYTELLING

OBJECTIVES

- Showcase Buffalo's unique stories, experiences, and neighborhoods through targeted campaigns.
- Deepen engagement with Buffalo's main pillars: Arts & Culture, Outdoor Recreation, Food, and Music.
- Leverage milestone moments and events that enhance Buffalo's visibility as a destination.

STRATEGIES

- Launch a short-form interview-style podcast that explores the unexpected origins of Buffalo's most iconic landmarks, artifacts, and traditions.
- Create the Historic Restaurants directory to showcase 50-, 75-, and 100-year culinary landmarks, supported by photo and video storytelling.
- Create a new destination video that promotes the "That's Buffalo For You" campaign, along with a 30-second commercial and versions for meetings and sports.
- Continue the Neighborhood Mural Program with new community engagement and early-year site coordination.
- Partner with the Buffalo AKG Art Museum for a spring incentive campaign with Expedia.
- Collaborate with local organizations to begin establishing a Buffalo Architecture Trail.

MARKETING & COMMUNICATIONS - CONTINUED

GOAL #2: ENHANCE DIGITAL AND PRINT ENGAGEMENT

OBJECTIVES

- Design an intuitive, inspiring, and accessible visitor experience across digital platforms.
- Improve social media storytelling and expand short-form video content.
- Ensure consistent, high-quality print materials that match the destination brand.

STRATEGIES

- Oversee a complete website redesign for a 2027 debut.
- Develop the Sports & Entertainment District Map for online access, highlighting key venues and visitor facilities.
- Use GuideGeek to improve visitor trip planning with conversational AI.
- Create a detailed content calendar that produces content optimized for web and social media platforms.
- Expand short-form video creation by collaborating with local creators, including capturing B-roll for PR and social sharing.
- Create new long- and short-form videos: Freedom's Footsteps, sports, meetings, and winter-focused stories.
- Publish redesigned print materials, including the 2027 Buffalo Visitor Guide, Buffalo Wing Trail brochure, Beer in Buffalo brochure, and Visitor Map.

GOAL #3: ADVANCE ACCESSIBILITY, INCLUSION, AND REPRESENTATION

OBJECTIVES

- Make sure Buffalo's story is inclusive and welcoming to everyone.
- Improve visibility for accessible and adaptive experiences.
- Expand storytelling that highlights Buffalo's cultural and demographic diversity.

STRATEGIES

- Collaborate with Wheel the World to create new adaptive and accessible content.
- Create a new Accessibility landing page with MMGY that features links to adaptive resources and itineraries.
- Work with the Destination Experience team to deliver sensitivity and accessibility training for hospitality partners.
- Broaden cultural heritage storytelling by emphasizing Hispanic Heritage content to coincide with the opening of the Hispanic Heritage Cultural Center.
- Foster collaborations with local creators and organizations to ensure authentic representation in campaigns.

MARKETING & COMMUNICATIONS - CONTINUED

GOAL #4: SUPPORT SALES & SERVICES INITIATIVES

OBJECTIVES

- Boost Buffalo's image as a premier spot for meetings, sports, and group travel.
- Improve the visitor experience during major hosted events
- Develop collaborative initiatives that link brand storytelling with economic results.

STRATEGIES

- Collaborate with the Sales and Sports Department on event activations for the NCAA Tournament, including Random Acts of Kindness initiatives at host hotels and visitor engagement.
- Capture new video and photo assets from Buffalo's sports venues and events, including KeyBank Center, Sahlen Field, RiverWorks, and others.
- Create new videos for sports and meetings that match MMGY's print and digital creative.
- Create updated tradeshow materials and sales collateral.
- Partner with the Lou Hammond Group to secure trade coverage that highlights Buffalo as a top meetings and sports destination.

GOAL #5: GENERATE MEDIA COVERAGE AND BRAND AWARENESS

OBJECTIVES

- Strengthen collaboration with Lou Hammond Group to secure top-tier national and international coverage.
- Enhance collaborations with content creators and influencers in the main feeder markets.
- Align PR and influencer storytelling with destination campaigns and brand voice.

STRATEGIES

- Develop thematic story arcs with Lou Hammond Group to direct media pitching around Buffalo's culinary, cultural, and outdoor attractions.
- Host and attend media events, one-on-one meetings, and receptions in key markets.
- Continue earned media efforts tied to milestone moments, such as releasing our new digital Hiking Guide, Accessibility Initiative, Historic Restaurant directory debut, and more.
- Curate B-roll and asset libraries for media use, ensuring consistent brand visuals and accessibility.
- Track and measure media placements, impressions, and engagement metrics in coordination with Lou Hammond Group.

SALES & SERVICES AND SPORTS COMMISSION

PURPOSE

The main goal of the Visit Buffalo Sales & Services Department is to promote Buffalo and Erie County as a top destination for conventions, group tours, and amateur sports events, generating measurable economic benefits by increasing hotel stays and supporting local restaurants, attractions, and transportation businesses.

2026 HIGHLIGHTS

- Host NCAA Men's Basketball Rounds 1 & 2 and NHL Draft.
- Attend the International Inbound Travel Association Conference (IITA).
- Welcome and host Great Lakes Cruises during inaugural visits.
- Host citywide meetings and conventions.
- Hold the 13th Annual Customer Advisory Council Meeting.
- Coordinate and host collaborative international inbound FAM Tours with I Love NY.
- Focus on identifying future need dates for the convention center and reaching out to planners.
- Collaborate with Erie County departments and economic development partners to identify regional business and industry strengths, experts, thought leaders, and intellectual capital.
- Partner with local experts and thought leaders to identify and bid on their related association and industry meetings and conventions.
- Continue growing sales efforts in both domestic and international inbound tour markets through focused in-market sales missions, partnerships, and marketing campaigns.
- Identify and book amateur sporting events that can be hosted in Erie County
- Organize Visit Buffalo's Book Club and create themed itineraries based on selected books.
- Lead efforts in updating the 10-year strategic plan for the Buffalo Sports Commission.

GOAL #1: IDENTIFY, PURSUE, AND CONFIRM BUSINESS

OBJECTIVE

- Exceed definite bookings over 2025 productivity.

STRATEGIES

- Analyze, sustain, and oversee a healthy and active pipeline.
- Qualify potential planners and advance through the sales process until an event is booked.
- Focus marketing and sales on key meeting and event planners, tour operators, and sports rights holders.

OBJECTIVE

- Increase and develop prospective business leads and pipeline.

STRATEGIES

- Increase prospecting efforts and continue strengthening partnerships with major third-party sourcing companies to further promote Buffalo as a leading convention, sports, and tour destination.
- Build relationships with planners, tour operators, and sports rights holders through both direct and indirect sales strategies.
- Attend trade shows and conferences throughout the year as a lead-generation tool across market segments.
- Provide attractive booking incentives for organizations hosting multi-day conventions, meetings, and amateur athletic events.
- Conduct targeted site visits and FAM tours in key industry sectors.
- Continue developing key relationships with the regional business community, hospitality industry, and economic development partners through quarterly sales initiatives, meetings, and attendance at local business events.
- Reactivate the Bring It Home campaign in cooperation with activations with the University of Buffalo Alumni Association and Invest Buffalo Niagara.

SALES & SERVICES AND SPORTS COMMISSION - CONTINUED

GOAL #2: ELEVATE DESTINATION AWARENESS

OBJECTIVE

- Amplify industry presence and advance marketing initiatives.

STRATEGIES

- Develop and implement strategic advertising and marketing campaigns across all target markets using MMGY and new campaign assets.
- Create and market a comprehensive meeting package for the Buffalo Convention Center.
- Utilize and continually enhance the use of the DigiDeck software platform to create customized proposals and presentations.
- Update and maintain the accuracy of online profiles on PlayEasy, MINT, ESSAE, Cvent, LamontCo, and other microsites.
- Successfully host the NCAA basketball tournament, NHL Draft, and begin a two-year partnership to host the Huddle Up rights holder familiarization event.
- Successfully host site visits for potential customers throughout the year, resulting in secured future business.
- Assist in organizing the Buffalo Book Club.
- Explore sponsorship or other hosting opportunities to promote the destination brand to target audiences.
- Draw international soccer fans to visit and stay in Buffalo during World Cup matches.
- Hold the 13th Annual Customer Advisory Council Meeting.

GOAL #3: PROVIDE EXEMPLARY SERVICES

OBJECTIVE

- Deliver highly satisfied experiences for planners, organizers, and operators.

STRATEGIES

- Increase engagement with the Event Service Professionals Association (ESPA) to identify and share current best practices in servicing.
- Develop relationships with planners and event rights holders during the shift from sales to services.
- Welcome attendees and provide essential information on events, restaurants, and pre- and post-activities to enhance the visitor experience.
- Coordinate the deployment of volunteers with mobile visitor centers and information tables for meetings, conventions, sporting events, and tours.
- Conduct site visits to evaluate potential planners and support planning and coordination efforts.
- Hold a local family-reunion seminar to increase the frequency of reunions in Buffalo.
- Create customized collateral and signage to welcome groups alongside the marketing team.

OBJECTIVE

- Leverage technology to improve service delivery.

STRATEGIES

- Utilize digital planning tools so clients can view available services and pricing options online.
- Keep industry partners informed about meetings, conventions, sporting events, and tour dates.
- Assess satisfaction with destination and services through post-event electronic surveys.
- Help groups find housing using the MeetingMax digital app as needed.

SALES & SERVICES AND SPORTS COMMISSION - CONTINUED

GOAL #4: IMPROVE CLIENT SATISFACTION AND RETENTION

OBJECTIVE

- Enhance client experience with personalized services.

STRATEGIES

- Collect client feedback via surveys, interviews, and reviews year-round. Use the insights to improve services and solve challenges.
- Develop a loyalty program for long-term clients that provides exclusive benefits.
- Design a simplified new-client process that warmly greets and educates them about destination options.
- Maintain a database of planners willing to share testimonials about their experience working with Visit Buffalo.
- Collaborate with the marketing team to create social media posts that increase recognition and boost event exposure.
- Recognize and celebrate Erie County hotel partners during National Celebrate Services Week, August 3-7.

DESTINATION EXPERIENCE

PURPOSE

The Destination Development Department promotes sustainable growth by enhancing the region's tourism infrastructure, workforce, and visitor experiences while prioritizing community well-being and environmental responsibility. Through strategic initiatives and close collaboration with local partners, the department seeks to balance tourism development with community needs, ensuring Buffalo remains welcoming, inclusive, and culturally vibrant. By anticipating long-term challenges and opportunities, the department supports economic strength, improves the visitor experience, and helps foster a thriving quality of life for residents.

2026 HIGHLIGHTS

- Expansion of the Certified Travel Ambassador Program
- Visitor Center Development and Activation
- Wheel The World Accessibility Partnership
- Cultural Tourism Advisory Board Formation
- Enhancement of destination culinary programs

GOAL #1: CREATE SUSTAINABLE VISITOR EXPERIENCES

OBJECTIVE

- Deliver outstanding visitor information at the new Buffalo Visitor Center.

STRATEGIES

- Finalize staffing, training, hours, and service standards according to actual visitor needs.
- Track visitor counts, demographics, and key questions to guide future planning.
- Develop solid relationships with local attractions, businesses, and cultural organizations.
- Test merchandise, optimize product assortment, and add locally made products.
- Collaborate with the marketing team to promote the center through PR, social media, and partner channels.
- Develop a second-year plan using data and operational insights.

DESTINATION EXPERIENCE - CONTINUED

GOAL #2: ENHANCE SKILL-BUILDING PROGRAMS

OBJECTIVE

- Strengthen and expand the Certified Tourism Ambassador program.

STRATEGIES

- Create a targeted recruitment and training plan to certify at least 300 ambassadors by the end of the year.
- Boost engagement across the tourism ecosystem, with a focus on new sectors.
- Enhance curriculum and training quality by including new developments, cultural assets, and brand messaging.
- Launch the first CTA networking event to maintain connections among ambassadors.
- Collaborate with attractions, small businesses, schools, and workforce programs to grow CTA pathways.
- Monitor enrollment, retention, satisfaction, and visitor experience metrics to guide program upgrades.
- Promote CTA stories and ensure program messaging aligns with the destination's new brand identity.

OBJECTIVE

- Support the African American family reunion travel market.

STRATEGY

- Support the Sales Department in hosting an Open House that attracts local reunion planners, highlights key venues and cultural attractions, and establishes Visit Buffalo as a reliable planning partner.

OBJECTIVE

- Reimagine the annual Tourism Summit.

STRATEGIES

- Align the summit agenda with key insights from the 2025 Empire State Development Economic Impact of Visitor Spend report.
- Revive the Tourism Awards to recognize outstanding industry accomplishments.
- Work with stakeholders to choose relevant topics and secure engaging speakers.
- Boost summit attendance with targeted marketing.
- Gather and assess attendee feedback to improve upcoming events.

OBJECTIVE

- Equip local restaurant owners with professional development.

STRATEGY

- Develop and deliver a targeted training workshop on culinary skills, menu innovation, and hospitality best practices tailored to the needs of local restaurant owners.

DESTINATION EXPERIENCE - CONTINUED

GOAL #3: SUPPORT DESTINATION ACCESSIBILITY POSITIONING

OBJECTIVE

- Amplify partnership with Wheel the World.

STRATEGIES

- Host educational webinars for hospitality partners to inform and guide them through the Wheel the World verification process.
- Raise awareness, assist hospitality partners in getting verified, and promote the region as an inclusive destination.
- Provide hands-on support to assist at least five venues in achieving Wheel the World verification by 2026.

GOAL #4: DEVELOP CULTURAL TOURISM ADVISORY GROUP

OBJECTIVE

- Form a cohort to guide cultural tourism initiatives.

STRATEGIES

- Identify and invite representatives from cultural organizations, local leaders, and stakeholders.
- Establish clear roles and responsibilities for advisory group members.
- Hold an initial meeting to set goals and priorities.
- Utilize the advisory group to guide cultural tourism initiatives.
- Hold regular meetings to gather input on tourism development projects.
- Collaborate to recognize and support valuable cultural assets.
- Integrate feedback into the planning and execution of cultural tourism campaigns.

RESEARCH

PURPOSE

The Research Department at Visit Buffalo plays a crucial role in supporting the organization's strategic goals by collecting and analyzing data to provide actionable insights. This 2026 business plan builds on the strong foundation set in 2025, improving our capabilities with new platforms and methods. By adding Zartico Media Attribution, the Longwoods Visitor Profile Report, and advanced industry benchmarking tools, the Research Department will deliver deeper insights to support informed, data-driven decisions across marketing, sales, and operations.

2026 HIGHLIGHTS

- Implementation and optimization of the Zartico Media Attribution platform for evaluating campaign performance.
- Integrating the Longwoods International Visitor Profile Report to enhance market intelligence.
- Enhance extranet partner engagement with targeted activation strategies and clear KPIs.
- Activate the digital data collection initiative for the Visitor Center to gather first-party visitor insights.
- Develop a structured professional development program to improve Business Intelligence Coordinator skills.
- Exploration and utilization of industry dashboards (U.S. Travel, Simpleview) for national benchmarking.
- Improving tradeshow ROI measurement through detailed conversion tracking and economic impact analysis.

GOAL #1: ENHANCE DATA COLLECTION AND ANALYSIS

OBJECTIVE

- Broaden data collection framework using advanced platforms.

STRATEGIES

- Implement the Zartico Media Attribution platform to track campaign performance, visitor engagement, and conversion paths.
- Implement the Visitor Center digital data collection system within Simpleview CRM to capture first-party visitor data.
- Continue using mobile geolocation data, visitor surveys, and social media analytics.
- Conduct quarterly visitor satisfaction surveys to gather insights on demographics, behaviors, and motivations.
- Incorporate new data sources from industry platforms to enhance tourism insights.

GOAL #2: DELIVER ACTIONABLE INSIGHTS

OBJECTIVE

- Provide timely insights to support marketing, sales, and operational strategies.

STRATEGIES

- Generate monthly, quarterly, and annual reports on visitation trends, market performance, economic impact, and campaign attribution.
- Utilize dashboards in Zartico and other platforms to provide real-time access to key performance metrics.
- Conduct ad hoc analyses to address specific departmental needs.
- Improve tradeshow ROI reporting by analyzing conversion rates, estimated economic impact, and show performance comparisons.

RESEARCH - CONTINUED

GOAL #3: STRENGTHEN MARKET RESEARCH AND TREND FORECASTING

OBJECTIVE

- Identify industry trends and emerging opportunities.

STRATEGIES

- Incorporate findings from the Longwoods International Visitor Profile Report (Activating Spring 2026).
- Analyze Visitor Center data to identify emerging visitor segments, seasonal trends, and shifts in travel preferences.
- Explore and utilize industry dashboards from U.S. Travel Association and Simpleview to compare Buffalo with national trends.
- Conduct yearly market analysis to identify growth opportunities in emerging visitor segments and geographic locations.
- Monitor travel industry reports, consumer behavior trends, and economic indicators.
- Collaborate with regional and national tourism organizations to share insights and benchmark performance.

GOAL #4: OPTIMIZE REPORTING ACCESSIBILITY AND PARTNER ENGAGEMENT

OBJECTIVE

- Enhance accessibility and usability of research data.

STRATEGIES

- Utilize interactive dashboards in Zartico and other platforms for easy stakeholder access.
- Standardize report templates to ensure consistency and clarity across all research outputs.
- Maintain a tailored extranet partner engagement approach with Quick Start guides and virtual training sessions.
- Establish extranet partner engagement as a measurable KPI, targeting 15% year-over-year growth (from 400 to over 460 active accounts).
- Launch targeted campaigns for specific partner segments to increase platform engagement.
- Utilize data visualization tools to create clear, engaging graphics.

GOAL #5: BUILD DEPARTMENT CAPACITY THROUGH PROFESSIONAL DEVELOPMENT

OBJECTIVE

- Enhance Business Intelligence Coordinator skills.

STRATEGIES

- Develop a structured mentorship program with consistent check-ins and skill-building tasks.
- Attend the Simpleview Summit together to enhance platform knowledge and network with DMO peers.
- Provide continuous report ownership opportunities with mentorship and feedback.
- Utilize existing CRM expertise and build skills in related areas such as Google Analytics and data visualization.
- Track professional development milestones and achievements to support career growth.

ADMINISTRATION

PURPOSE

The main goal of the Administration and Finance Department is to offer leadership to all Visit Buffalo departments on staffing, management, operational efficiencies, strategic organizational planning, education, and community initiatives that position Visit Buffalo as the leader in hospitality and tourism-driven economic development for Erie County.

2026 HIGHLIGHTS

- Oversee a growing organizational budget and associated departmental programs.
- Continue to update and integrate the strategic plan into organizational initiatives.
- Manage the budget and financial operations of the new Canalside visitor information center.
- Perform the organization's biennial salary review using Destinations International's salary and compensation survey.
- Continue implementing organizational best practices and standards regarding AI.
- Implement and train the senior management team on the new human resources onboarding program and standards.
- Develop and deliver a toolkit for establishing advocacy agendas at local, state, and national levels for the tourism industry.

GOAL #1: PROVIDE EFFICIENT, ETHICAL, AND PROFESSIONAL DIRECTION

OBJECTIVE

- Sustain strong organization control and support systems.

STRATEGIES

- Maintain accurate and current organizational financials.
- Monitor and improve internal controls and policies within the organization
- Secure a thorough third-party financial audit.
- Continue to implement the expense reporting system.
- Oversee office facilities, equipment, technology, supplies, and inventory.
- Meet regularly with Erie County Comptroller and Budget staff to oversee hotel and short-term rental bed tax collections.
- Support reaccreditation for the Destinations International Destination Marketing Accreditation Program.

OBJECTIVE

- Ensure a highly trained, motivated, efficient, and respected professional staff.

STRATEGIES

- Oversee employee relations, collaborate with external HR consultants, and handle recruiting and hiring as needed.
- Ensure employee policies and procedures are consistently updated to incorporate recent laws and legislation.
- Communicate all updates to staff clearly.

ADMINISTRATION - CONTINUED

GOAL #2: INSPIRE ORGANIZATIONAL CONFIDENCE AND RESPECT

OBJECTIVE

- Achieve an end of year industry partner score of 80% or higher on Visit Buffalo in leadership, expertise, and trust.

STRATEGIES

- Achieve alignment between the industry and the county.
- Continue to provide transparent reporting.
- Communicate openly.
- Serve the destination stakeholders.

OBJECTIVE

- Represent and advocate for the Erie County tourism industry.

STRATEGIES

- Develop a comprehensive advocacy agenda covering local, state, and national issues.
- Keep industry partners involved and active in legislative efforts.
- Advocate for issues facing the tourism and hospitality workforce.

GOAL #3: REIMAGINE AND PLAN THE DESTINATION'S FUTURE

OBJECTIVE

- Develop strategies using the Tourism Master Plan and Strategic Plan.

STRATEGIES

- Prioritize destination experience, organizational function, and relevance by using the Visit Buffalo Ten-Year Master Plan as a guide.
- Proceed with the implementation of the 2025-2027 strategic plan.
- Proceed with assessing destination tourism requirements.

GOAL #4: MAINTAIN STAKEHOLDER RELATIONSHIPS

OBJECTIVE

- Collaborate with economic development partners for tourism-related input.

STRATEGIES

- Ensure Visit Buffalo sustains a presence and continues expanding its network of supporters and partners.
- Engage proactively in partnerships and advocacy with economic development allies.
- Utilize stakeholder relationships to collect input on executing the Destination Master Plan and Strategic Plan.

ADMINISTRATION - CONTINUED

GOAL #5: ENSURE BOARD ENGAGEMENT AND EXCELLENCE

OBJECTIVE

- Deliver destination marketing professional development to executive board leadership to strengthen governance and strategic alignment.

STRATEGY

- Two executive board members, the CEO, and one department head attend the Board Leadership For DMOs Symposium.

OBJECTIVE

- Earn an outstanding score on an end of year Board of Directors survey

STRATEGY

- Make sure board members are ready and engaged in organizational activities and governance.

ORGANIZATIONAL PERFORMANCE MEASUREMENT FRAMEWORK

Visit Buffalo's 2026 success will be measured through comprehensive metrics aligned with organizational priorities:

MARKETING & COMMUNICATIONS METRICS

- Website traffic, engagement rates, and conversion metrics
- Social media reach, engagement, and follower growth
- Media impressions, placement quality, and advertising value equivalency
- Campaign-specific metrics
- GuideGeek utilization and user satisfaction
- Video view counts and engagement across platforms
- Accessibility content reach, and partner participation

SALES & SERVICES METRICS

- Definite bookings exceeding 2025 performance
- Hotel room nights generated
- Economic impact from conventions and meetings, sporting events, and tour and travel
- Pipeline health and lead conversion rates
- Client satisfaction scores from post-event surveys
- FAM tour participation and conversion to definite business
- Tradeshow lead generation and ROI
- Repeat business from previous clients

DESTINATION EXPERIENCE METRICS

- Visitor Center foot traffic, service interactions, and merchandise sales
- Certified Tourism Ambassador training sessions and new trainees
- Wheel the World verified venues
- Tourism Summit attendance and satisfaction
- Cultural Tourism Advisory Group meeting frequency and initiative impact
- Restaurant workshop participation and feedback
- Accessibility training completion rates

RESEARCH METRICS

- Extranet active accounts
- Zartico platform utilization and insights generated
- On-time delivery rate for scheduled reports
- Longwoods Report integration into strategy discussions
- Visitor Center data collection completeness and quality
- Dashboard engagement by internal stakeholders
- Business Intelligence Coordinator professional development milestones achieved

CONCLUSION

The Visit Buffalo 2026 Comprehensive Business Plan presents a unified vision for tourism excellence in Buffalo and Erie County. By aligning the strategic efforts of our five core pillars—Marketing & Communications, Sales & Services, Destination Experience, Research, and Administration—we have created a cohesive roadmap that positions our organization for sustained growth and impact.

STRATEGIC ALIGNMENT

This plan illustrates how Visit Buffalo's departments collaborate to achieve shared objectives. Marketing develops compelling stories that Sales leverages to attract meetings and groups. Research supplies data insights that inform Marketing strategies and verify Sales ROI. Destination Experience ensures our community is ready to provide excellent visitor services that fulfill the promises Marketing makes. Administration offers operational support, strategic guidance, and advocacy to help all departments succeed.

INVESTMENT IN INFRASTRUCTURE AND INNOVATION

The 2026 plan includes significant investments in both physical and digital infrastructure. The opening of the Buffalo Visitor Center at Canalside creates a year-round destination for visitors. Our website redesign, integration of AI tools such as GuideGeek, and deployment of advanced research platforms like Zartico demonstrate a commitment to leveraging technology to enhance the visitor experience and organizational efficiency.

COMMITMENT TO INCLUSION AND ACCESSIBILITY

Across all pillars, this plan demonstrates Visit Buffalo's dedication to creating a destination that welcomes everyone. Our partnership with Wheel the World, the formation of a Cultural Tourism Advisory Group, our Freedom's Footsteps campaign celebrating African American heritage, and our support for the Hispanic Heritage Cultural Center all reflect our commitment to authentic, inclusive storytelling and accessible experiences.

WORKFORCE DEVELOPMENT AND COMMUNITY ENGAGEMENT

The expansion of our Certified Tourism Ambassador program, culinary training workshops for restaurant owners, and professional development initiatives for our team members demonstrate our commitment to developing a skilled, knowledgeable tourism workforce. By investing in people, we ensure that Buffalo's hospitality industry can deliver the exceptional experiences that turn first-time visitors into lifelong supporters.

ECONOMIC IMPACT AND MEASURABLE RESULTS

This plan aims to deliver measurable economic benefits by increasing hotel room nights, visitor spending, and bed tax revenue. Our Research Department has set clear KPIs to track progress, including growth in extranet partner engagement, tradeshow ROI, and campaign attribution analysis. These metrics will help us show value to stakeholders and continually improve our strategies.

LOOKING TO 2027 AND BEYOND

While this plan emphasizes 2026 priorities, it positions Visit Buffalo for long-term success. The implementation of the strategic plan (2025-2027), the website redesign (activating in 2027), the ten-year strategic plan for the Sports Commission, and the integration of DestinationNEXT standards all showcase our commitment to sustainable growth and continuous improvement.

A DESTINATION THAT BENEFITS ALL

At its core, this business plan aims to create a destination that benefits both visitors and residents. By balancing tourism growth with community priorities, investing in accessibility and inclusion, celebrating our diverse cultural heritage, and maintaining environmental responsibility, we are building a Buffalo that is welcoming, vibrant, and prosperous for everyone.

CONCLUSION - CONTINUED

ACKNOWLEDGMENTS

This comprehensive business plan highlights the collaborative effort of the entire Visit Buffalo team, our Board of Directors, industry partners, community stakeholders, and economic development allies. We value the support from Erie County government, the funding from hotel and short-term rental bed taxes, and the many hospitality professionals who help make Buffalo a welcoming destination.

Together, we will make 2026 a transformative year for tourism in Buffalo and Erie County.

THAT'S 
Buffalo
 FOR YOU

BUFFALO CONVENTION CENTER

2026 Business Plan

Strategic Growth & Operational Excellence

Approved by the Buffalo Convention Center Board of Directors: February 18, 2026

Purpose Statement

We inspire connection through unparalleled hospitality, collaborative partnerships, and exceptional experiences.

This purpose statement, developed through the 2025-2027 Strategic Plan process, guides all our initiatives and defines our unique mission and identity. The 2026 Business Plan translates this purpose into actionable goals, measurable objectives, and concrete strategies that will drive our success.

Buffalo Convention Center Impact on Buffalo

The Buffalo Convention Center serves as a vital economic engine for the region, generating significant impact through conventions, events, and visitor spending.

Number of Attendees	Number of Room Nights	Economic Impact
165,237	19,640	\$25,552,120

Strategic Framework

The 2026 Business Plan is based on our 2025-2027 Strategic Plan, which was created in November 2024 through extensive stakeholder engagement, including 20 interviews with Buffalo and Erie County community and industry leaders, and multiple board and management sessions conducted by MMGY NextFactor.

Four Strategic Goals

Our 2026 initiatives align with four strategic pillars that support our purpose statement:

- **Facility Investments:** Champion continued capital improvements and modernization.
- **Sales & Marketing:** Position the center as a premier destination while achieving financial sustainability.
- **Stakeholder Engagement:** Strengthen relationships across government, community, clients, and vendors.
- **Administration & Operations:** Streamline processes and build a highly skilled workforce.

Executive Summary

The Buffalo Convention Center 2026 Business Plan outlines a comprehensive strategy for revenue growth, operational excellence, technology integration, and sustainability leadership. This plan positions the convention center for continued success as a premier event destination and economic driver for the Buffalo region, while advancing the initiatives identified in our 2025-2027 Strategic Plan.

2026 Business Priorities

- **Revenue Growth & Business Development:** Achieve a 10% increase in miscellaneous revenues and a 25% growth in booked events through strategic pricing, market expansion, and targeted event acquisition aligned with our Sales & Marketing strategic goal.
- **Financial Reporting Excellence:** Enhance the accuracy, consistency, and timeliness of financial reporting through standardized processes, real-time data integration, and faster monthly close cycles, supporting our Administration & Operations goal.
- **Technology Integration:** Fully adopt ConventionSuite Enterprise by June 2026, optimize workflows, and cut labor costs by 5% through better scheduling and digital tools.
- **Sustainability Initiatives:** Lower environmental impact by implementing energy-efficient systems, waste reduction practices, and renewable energy partnerships while upholding operational excellence.

Goal #1: Revenue Growth & Business Development

This goal directly supports our strategic aim to achieve financial sustainability by diversifying revenue sources and optimizing space utilization, while establishing the Buffalo Convention Center as a top destination for events, conferences, and conventions.

Objective 1: Increase Miscellaneous Revenues by 10%

Achieve a 10% increase in miscellaneous revenues beyond budget by developing new revenue streams and optimizing current pricing strategies.

Key Strategies:

- Establish consistent reimbursement policies for in-house equipment rentals.
- Apply additional charges for reimbursable labor and contracted services not yet realized.
- Use analytical and historical data to develop a new pricing strategy for peak and off-peak months while remaining competitive.
- Offer customizable event packages with tiered pricing, including VIP amenities, upgraded decor, and premium audiovisual options.
- Consistently raise rental rates and adjust food and beverage prices in line with costs.

Objective 2: Increase Booked Events by 25%

Boost booked events by 25% compared to 2025 performance through strategic targeting, market expansion, and optimized seasonality.

Key Strategies:

- Identify dark days on the event calendar and focus on non-traditional events to fill gaps.
- Implement and promote a flexible pricing system for off-peak bookings to boost occupancy rates.
- Proactively research comparable convention centers to prepare for event losses incurred in Q1 & Q2 or possible future losses.
- Focus on mid-week, shoulder-season events to regain lost banquet and meeting opportunities.
- Develop bundled pricing models that combine rent, AV, F&B, and services.
- Launch a loyalty program for recurring event organizers
- Enhance collaboration with tourism and hospitality stakeholders, particularly through partnerships with Visit Buffalo.
- Grow social media advertising through consistent messaging.

Historical Revenue Performance

The table below displays the Buffalo Convention Center's earned revenue performance from 2019 to 2025, along with the 2026 budget targets.

Year	Events	Attendance	Rent	F&B	Electrical	Other	Total
2026 (Budget)	124	189,604	\$1,050,000	\$3,300,000	\$178,000	\$177,500	\$4,705,500
2025	103	165,237	\$842,839	\$2,979,315	\$166,165	\$40,435	\$4,028,754
2024	122	173,606	\$843,285	\$3,277,340	\$80,381	\$139,006	\$4,440,721
2023	103	199,594	\$740,794	\$2,849,291	\$146,229	\$120,673	\$3,856,986
2022	88	170,477	\$643,745	\$2,147,963	\$86,946	\$1,713	\$2,880,367
2019	132	249,940	\$804,301	\$2,803,287	\$187,118	\$4,232	\$3,798,938

Quarterly Revenue Analysis

Analysis of quarterly performance shows decreasing revenues in Q1 and Q2 of 2025, offering strategic opportunities for targeted recovery efforts in 2026 through our optimized seasonality strategies.

Key Findings:

- **Q1 2025:** Revenue decreased 15.1% compared to Q1 2024, mainly due to event losses and lower attendance.
- **Q2 2025:** Revenue dropped 18.5% from Q2 2024, highlighting ongoing challenges in spring season bookings.
- **Q3 2025:** Minimal decline of 1.5%, showing stabilization during the summer months.
- **Q4 2025:** Decline of 5.1%, reflecting market challenges but better performance than Q1/Q2.

Business Mix & Revenue Trends

Performance analysis by event type highlights priority areas for 2026 growth initiatives, especially focusing on banquets, conventions, and meetings.

Event Type	2025 Events	2025 Avg Sales	2024 Events	2024 Avg Sales
Banquets*	44	\$34,904	53	\$30,587
Consumer Shows	14	\$59,022	15	\$55,028
Conventions*	26	\$60,409	25	\$75,297
Meetings*	19	\$4,635	27	\$8,396

**Targeted event categories for improvement in 2026*

Goal #2: Financial Reporting Excellence

This goal supports our Administration & Operations strategic pillar to build a transparent, accountable, and efficient administrative framework through automation and standardization.

Objective

Enhance the accuracy, consistency, and timeliness of financial reporting by standardizing processes, improving data integration, and speeding up the monthly close—allowing for informed, data-driven decisions.

Key Strategies

Real-Time Integration & Automation

- Continue deploying the centralized CRM system (ConventionSuite) to streamline event planning, scheduling, communication, and accounting.
- Automate cross-department event reconciliation in real-time to decrease manual spreadsheets.
- Implement event- and department-level P&L reporting for precise cost tracking
- Automate routine administrative tasks like invoicing, payroll, and scheduling to cut down on manual work.

Standardized Reporting Package

- Create a standardized financial reporting package (P&L, rolling forecasts, cash flow) for the management team.
- Establish a multi-year budgeting process to enhance financial forecasting and resource distribution.
- Foster improved decision-making and accountability through standardized reporting formats.

Accelerated Billing & Client Communication

- Reduce client billing turnaround time to within 7 days after the event ends.
- Improve cash flow management and boost client satisfaction with prompt invoicing.

Stakeholder Reporting

- Provide Visit Buffalo with monthly operational and sales updates within two weeks.
- Maintain transparency and alignment with tourism and hospitality partners.

Goal #3: Technology Integration & Operational Efficiency

This goal supports our strategic objectives to streamline processes, build a skilled workforce, and modernize the facility to meet evolving client expectations while maintaining a competitive advantage.

Objective 1: ConventionSuite Enterprise Implementation

Transition all key staff to ConventionSuite Enterprise by June 2026 to streamline operations and improve the client experience.

Key Initiatives:

- **CRM Optimization:** Improve client relationship management with integrated customer data and communication tools.
- **Client Portals:** Create a digital Event Resource Portal with templates, planning tools, and helpful information for event organizers.
- **Exhibitor Self-Service:** Set up self-service portals for exhibitors to manage electrical and equipment orders efficiently and profitably.
- **Workflow Streamlining:** Automate setup, teardown, and maintenance request workflows directly through the platform.
- **Technology Modernization:** Install cutting-edge audiovisual equipment to attract tech-savvy clients and implement advanced AV and hybrid event technologies.

Objective 2: Labor Cost Reduction

Lower labor expenses by 5% through better scheduling, standardization, and performance management.

Key Initiatives:

- Lower overtime expenses in engineering and maintenance by optimizing scheduling and workload management.
- Establish labor baselines for each department and event type to develop consistent staffing models.
- Establish key performance indicators (KPIs) to track operational efficiency, like event turnaround times and staff productivity metrics.
- Expand cross-training programs to enhance operational flexibility and minimize staffing bottlenecks.
- Incorporate labor KPIs into manager performance reviews to promote accountability.

Expected Outcomes

- Improved client experience with digital portals and self-service tools.
- Increased revenue from expanded service offerings made possible by technology.
- Optimized operations by decreasing manual tasks and boosting efficiency.
- Enhanced maintenance response times and customer satisfaction.
- Target annual labor cost savings of over \$125,000.

Goal #4: Sustainability & Facility Excellence

This goal combines our Facility Investments strategic pillar with environmental responsibility, supporting ongoing capital improvements while lowering our environmental footprint and updating the facility to meet changing expectations.

Objective

Lower the convention center's environmental impact by using energy-efficient systems, waste-reduction initiatives, and staff-led sustainability practices while upholding high service standards and operational reliability.

Key Strategies

Energy Efficiency & Renewable Energy

- Participate in collaboration with Erie County in the launch of the Microgrid/solar project, including potential solar panels.
- Perform a sustainability audit to identify waste streams, energy usage, and areas for improvement.
- Remain informed about sustainability best practices to continually enhance environmental performance.

Paperless Operations

- Implement paperless workflows by using more messaging and electronic resumes on ConventionSuite.
- Significantly decrease paper waste by using digital documentation and communication.

Sustainable Products & Waste Reduction

- Aim for 100% recyclable products in beverage cups, paper goods, and other disposables.
- Remove single-use plastics and non-recyclable materials from operations.

Community Impact

- Maintain and increase donations of food surpluses to local shelters and food banks, reducing waste while supporting community needs.

Facility Improvements

Capital improvement projects aligned with 2025-2027 Strategic Plan:

- Evaluate exhibit-level flooring renovation.
- Renovation of lobby bar area and modernization of concession operation and POS equipment.
- Identify improvements to activate outdoor spaces for events.

Measurement & Reporting

- Create a sustainability dashboard with quarterly reports to monitor progress and spot opportunities.
- Create a one-page summary titled 'Sustainable Efforts at the Buffalo Convention Center' for stakeholder communication.

Expected Outcomes

- **Immediate Cost Awareness:** Improved understanding of resource use and ways to cut costs.
- **Strengthened RFP competitiveness:** Improved market stance by demonstrating environmental leadership.
- **Low-Capital Improvements:** Many initiatives need little funding but provide noticeable results.

Strategic Priority: Stakeholder Engagement

While our four main business goals guide operational performance, stakeholder engagement is a vital strategic pillar that supports all our initiatives. Building and maintaining strong relationships with government agencies, community groups, clients, and vendors is crucial to our success.

Government & Community Relations

2026 Initiatives:

- Create Buffalo Business Collaborative Initiative to integrate local businesses into the Center's ecosystem, including food supply sourcing, décor, and event services.
- Build relationships with local elected officials by highlighting the Center's economic and social contributions.
- In collaboration with Erie County and Visit Buffalo, host media events to highlight facility upgrades, sustainability initiatives, and community impact.

Industry & Cultural Partnerships

2026 Initiatives:

- Implement rotating art exhibits in Center's public spaces in collaboration with local artists and cultural organizations.
- Host Visit Buffalo's annual industry event to exhibit DMO and Center's collaborative efforts.
- Work with hotels, transportation providers, and restaurants to improve logistics and deliver high-quality visitor experiences.
- Participate in key industry associations to enhance visibility and networking opportunities.

Client Relations & Loyalty

2026 Initiatives:

- Develop a digital Event Resource Portal with templates, planning tools, and helpful information for event organizers.
- Collaborate with customers and regional influencers to enhance the Convention Center's brand through hosted events.
- Conduct annual satisfaction surveys with comprehensive reports to improve services and show responsiveness.

Vendor Partnerships

2026 Initiatives:

- Create a Vendor Performance Review Process to regularly evaluate supplier contributions and identify opportunities for improvement.
- Organize an annual Vendor Workshop to promote collaboration and enhance service standards across all supplier relationships.
- Update and expand the Preferred Vendor List to help clients find trusted suppliers while maintaining vendor quality.

2026 Key Performance Indicators

Success in 2026 will be assessed using the following key performance indicators, tracked monthly, and reported to the management team and stakeholders. These KPIs align with both our yearly business targets and our 2025-2027 Strategic Plan objectives.

Performance Indicator	2026 Target	Measurement Frequency
Total Revenue	\$4,705,500	Monthly
Booked Events Growth	+25%	Monthly
Miscellaneous Revenue Growth	+10%	Monthly
Labor Cost Reduction	-5%	Quarterly
Client Billing Turnaround	7 Days	Per Event
ConventionSuite Enterprise Rollout	June 2026	Milestone
Monthly Reporting to Visit Buffalo	14 Days	Monthly
Recyclable Product Use	100%	Quarterly
Event Turnaround Time	Monitor	Quarterly
Staff Productivity Metrics	Monitor	Quarterly

2026 Implementation Timeline

The following quarterly timeline outlines key milestones and initiatives for achieving the 2026 strategic goals, fully aligned with our 2025-2027 Strategic Plan.

Q1 2026 (January - March)

- **Launch Revenue Growth Initiatives:** Implement new pricing strategies, bundled packages, and Q1/Q2 recovery campaigns, including flexible pricing for off-peak bookings.
- **Begin ConventionSuite Training:** Initiate enterprise system training for essential staff members and department leaders.
- **Facility Assessment:** Conduct a thorough evaluation of facilities to identify and prioritize necessary capital improvements.
- **Professional Photography:** Hire professional interior and exterior photographers for high-quality marketing photos and videos.

Q2 2026 (April - June)

- **Complete Technology Rollout:** Achieve full transition to ConventionSuite Enterprise by June 2026.
- **Launch Client Portals:** Deploy self-service exhibitor portals, digital Event Resource Portal, and upgraded communication tools.
- **Loyalty Program Launch:** Implement a loyalty program for recurring event organizers.
- **Branded Catering Service:** Launch a branded catering service featuring premium add-ons, such as Buffalo-inspired menus and wine pairings.

Q3 2026 (July - September)

- **Optimize Labor Scheduling:** Adopt standardized staffing models and cut overtime expenses.
- **Sustainability Milestones:** Launch microgrid partnership, complete sustainability audit, and speed up transition to recyclable products.
- **Exhibit Level Flooring:** Full capital improvement project for the exhibit level flooring.
- **Art Exhibits:** Continue to offer opportunities for art exhibits in the Center's public areas.

Q4 2026 (October - December)

- **Annual Performance Review:** In-depth evaluation of progress toward all financial targets and strategic objectives.
- **Vendor Workshop:** Host an annual event to promote collaboration and enhance service standards.
- **Exclusive Marketing Support:** Provide clients with exclusive marketing assistance, such as targeted social media campaigns and promotional materials.
- **Strategic Planning 2027:** Create next year's business plan using 2026 insights and market conditions.

Conclusion

The Buffalo Convention Center 2026 Business Plan outlines a comprehensive strategy for sustainable growth, operational excellence, and market leadership. Fully aligned with our 2025-2027 Strategic Plan, this document turns our purpose statement into actionable goals, measurable objectives, and clear strategies that will drive success.

Commitment to Excellence

Our dedication extends beyond financial goals to encompass the broader impact we have on our community, partners, and environment. By carefully executing our four strategic pillars, Facility Investments, Sales & Marketing, Stakeholder Engagement, and Administration & Operations, we aim to build connections through excellent hospitality, collaborative partnerships, and memorable experiences.

2026 at a Glance

- **Revenue Target:** \$4,705,500 (16.8% increase over 2025)
- **Projected Events:** 155 events (25% increase compared to 2025)
- **Technology Milestone:** Complete ConventionSuite Enterprise implementation by June
- **Labor Optimization:** Over \$125,000 in cost savings via improved scheduling
- **Sustainability Leadership:** Fully recyclable products and renewable energy collaborations

Moving Forward

Success depends on the combined effort of our entire team and on ongoing support from our community partners, stakeholders, and clients. Through monthly performance reviews, quarterly assessments, and continuous communication, we will maintain accountability and flexibility throughout 2026.

The Buffalo Convention Center is prepared to face the challenges and seize the opportunities of 2026, committed to excellence in every area of our operations and service, while progressing the strategic vision outlined in our 2025-2027 Strategic Plan.



Buffalo Niagara Convention & Visitors Bureau, Inc.

FINANCIAL STATEMENTS

DECEMBER 31, 2025 AND 2024

UNAUDITED

**Approved at the Board of Directors Meeting on
Wednesday February 18, 2026**

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
BALANCE SHEET
DECEMBER 31, 2025 AND 2024

UNAUDITED

	2025	2024
<u>ASSETS</u>		
Current assets:		
Cash and cash equivalents	\$ 2,385,685	\$ 1,068,285
Accounts Receivable - Erie County	-	-
Accounts Receivable - Trade	57,795	57,239
Grants Receivable	-	542,417
Prepaid expenses and supplies	293,181	225,519
Total current assets	2,736,661	1,893,460
Property and equipment, net	33,065	33,065
Right of Use Asset	174,375	174,375
Total assets	\$ 2,944,101	\$ 2,100,900

LIABILITIES AND NET ASSETS

Current liabilities:		
Short-term borrowings	\$ -	\$ -
Accounts payable and accrued expenses	186,455	528,975
Accounts payable - Foundation	10,000	16,860
Deferred revenue - Other	194,684	235,267
Deferred revenue - Erie County Grant	20,000	20,000
SBA - EIDL Loan	132,282	136,600
Total current liabilities	543,421	937,702
Lease Liability	174,375	174,375
Net assets	2,226,305	988,823
Total liabilities and net assets	\$ 2,944,101	\$ 2,100,900

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
STATEMENT OF ACTIVITIES
FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2025 AND 2024

	<u>Actual 12 Month(s) 12/31/25</u>	<u>Budgeted 12 Month(s) 12/31/25</u>	<u>\$ Variance Over (Under)</u>	<u>% Variance Over (Under)</u>	<u>Annual Budget 2025</u>	<u>Actual 12 Month(s) 12/31/24</u>
REVENUES	<u>\$ 9,611,025</u>	<u>\$ 8,961,680</u>	<u>\$ 649,345</u>	<u>7.25%</u>	<u>\$ 8,961,680</u>	<u>\$ 5,280,864</u>
MARKETING DEPARTMENT EXPENSES	\$ 4,379,566	\$ 4,690,260	\$ (310,694)	-6.62%	\$ 4,690,260	\$ 2,010,876
SALES & SERVICES DEPARTMENT EXPENSES	2,135,600	2,357,235	(221,635)	-9.40%	2,357,235	1,876,437
DESTINATION DEVELOPMENT	320,843	358,100	(37,257)	-10.40%	358,100	409,394
CANALSIDE VISITOR CENTER	96,844	108,500	(11,656)	-10.74%	108,500	-
ADMINISTRATIVE & FINANCE EXPENSES	1,074,419	1,056,645	17,774	1.68%	1,056,645	1,023,450
RESEARCH DEPARTMENT EXPENSES	366,271	390,940	(24,669)	-6.31%	390,940	283,626
TOTAL EXPENSES	<u>\$ 8,373,543</u>	<u>\$ 8,961,680</u>	<u>\$ (588,137)</u>	<u>-6.56%</u>	<u>\$ 8,961,680</u>	<u>\$ 5,603,783</u>
INCREASE (DECREASE) IN NET ASSETS	\$ 1,237,482	\$ 0	\$ 1,237,482		\$ 0	\$ (322,919)
NET ASSETS - BEGINNING	988,823	988,823			988,823	1,311,742
NET ASSETS - ENDING	<u>\$ 2,226,305</u>	<u>\$ 988,823</u>	<u>\$ 1,237,482</u>	<u>125.15%</u>	<u>\$ 988,823</u>	<u>\$ 988,823</u>

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
TOTAL REVENUES
FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2025 AND 2024

	Actual 12 Month(s) 12/31/25	Budgeted 12 Month(s) 12/31/25	\$ Variance Over (Under)	% Variance Over (Under)	Annual Budget 2025	Actual 12 Month(s) 12/31/24
Erie County Grant	\$ 7,450,000	\$ 7,450,000	\$ -	0.00%	\$ 7,450,000	\$ 4,500,000
Erie County Grant - Prior Year Overage	1,400,401	1,000,000	400,401	40.04%	1,000,000	-
Erie County - Restaurant Grant	-	20,000	(20,000)	-100.00%	20,000	-
ERTC Revenues	308,785	-	308,785	-	-	-
Advertising Sales	212,800	204,800	8,000	3.91%	204,800	206,600
Assessments - Convention	-	-	-	-	-	-
NYS Matching Funds Program	49,775	49,775	-	0.00%	49,775	51,048
Joint/Co-Op - Marketing	48,500	37,000	11,500	31.08%	37,000	37,000
Joint/Co-Op - Sales	48,180	25,000	23,180	92.72%	25,000	21,268
Joint/Co-Op - Destination Development	2,450	18,500	(16,050)	-86.76%	18,500	3,911
Grant Revenues	-	120,000	(120,000)	-100.00%	120,000	416,963
Interest Income	81,712	35,000	46,712	133.46%	35,000	41,908
Miscellaneous Income	7,427	1,105	6,322	572.13%	1,105	2,020
Merchandising Revenues - Canalside	845	-	845	-	-	-
Merchandising Revenues - Conventions	150	500	(350)	-70.00%	500	146
Total Revenues	\$ 9,611,025	\$ 8,961,680	\$ 649,345	7.25%	\$ 8,961,680	\$ 5,280,864

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
 TOTAL EXPENSES
 FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2025 AND 2024

	Actual 12 Month(s) 12/31/25	Budgeted 12 Month(s) 12/31/25	\$ Variance Over (Under)	% Variance Over (Under)	Annual Budget 2025	Actual 12 Month(s) 12/31/24
<u>Personnel Costs:</u>						
Salaries	\$ 2,158,116	\$ 2,272,605	\$ (114,489)	-5.04%	\$ 2,272,605	\$ 2,121,457
Payroll Taxes & Fringe Benefits	406,699	470,950	(64,251)	-13.64%	470,950	382,439
Training	83,599	109,550	(25,951)	-23.69%	109,550	68,649
Total Personnel Costs	\$ 2,648,414	\$ 2,853,105	\$ (204,691)	-42.37%	\$ 2,853,105	\$ 2,572,545
<u>Sales & Marketing Expenditures:</u>						
Advertising	\$ 3,122,374	\$ 3,097,500	\$ 24,874	0.80%	\$ 3,097,500	\$ 1,042,066
Convention Commitments	375,551	445,000	(69,449)	-15.61%	445,000	204,218
Visitor Guide	169,870	170,000	(130)	-0.08%	170,000	137,302
Tradeshows	229,464	245,000	(15,536)	-6.34%	245,000	202,255
Printing	43,678	20,000	23,678	118.39%	20,000	11,824
Postage	3,107	3,500	(393)	-11.23%	3,500	2,451
Sales Bids & Promotions	176,034	135,000	41,034	30.40%	135,000	129,405
Convention Sales & Services	25,707	36,000	(10,293)	-28.59%	36,000	31,230
Travel & Meetings	40,105	58,000	(17,895)	-30.85%	58,000	43,266
Receptions	-	35,000	(35,000)	-100.00%	35,000	11,838
Research	239,893	252,000	(12,107)	-4.80%	252,000	163,371
Website Development/Hosting	190,288	263,750	(73,462)	-27.85%	263,750	127,626
Travel Writers & Influencers	38,633	86,000	(47,367)	-55.08%	86,000	60,423
Public/Media Relations	194,289	221,000	(26,711)	-12.09%	221,000	54,125
Freelance/Graphic Artist	87,969	140,000	(52,031)	-37.17%	140,000	64,637
Regional Marketing	4,994	5,000	(6)	-0.12%	5,000	4,046
Promotional Items	26,195	38,000	(11,805)	-31.07%	38,000	15,743
Destination Development	93,436	100,500	(7,064)	-7.03%	100,500	169,153
Canalside Visitor Center Operations	78,841	24,000	54,841	228.50%	24,000	-

BUFFALO NIAGARA CONVENTION & VISITORS BUREAU, INC.
TOTAL EXPENSES
FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2025 AND 2024

	Actual 12 Month(s) 12/31/25	Budgeted 12 Month(s) 12/31/25	\$ Variance Over (Under)	% Variance Over (Under)	Annual Budget 2025	Actual 12 Month(s) 12/31/24
Film/Video/Photo Productions	2,975	90,000	(87,025)	-96.69%	90,000	32,665
Photography	36,302	75,000	(38,698)	-51.60%	75,000	38,679
Social Networking/Wing Trail	33,766	34,000	(234)	-0.69%	34,000	3,459
Total Sales & Marketing Expenditures	<u>\$ 5,213,471</u>	<u>\$ 5,574,250</u>	<u>\$ (360,779)</u>	<u>-6.47%</u>	<u>\$ 5,574,250</u>	<u>\$ 2,549,782</u>
Technology & Equipment	40,024	57,500	(17,476)	-30.39%	57,500	42,954
Departmental Administrative Expenses	471,634	476,825	(5,191)	-1.09%	476,825	438,502
Total Expenses	<u>\$ 8,373,543</u>	<u>\$ 8,961,680</u>	<u>\$ (588,137)</u>	<u>-6.56%</u>	<u>\$ 8,961,680</u>	<u>\$ 5,603,783</u>



**Buffalo Niagara Convention Center Management
Corporation**

**FINANCIAL STATEMENTS
December 31, 2025**

UNAUDITED

*Approved at the Board of Directors meeting Wednesday
February 18, 2026*

Buffalo Niagara Convention Center Management Corp
BALANCE SHEET
December 31, 2025

UNAUDITED

	2025	2024
<u>ASSETS</u>		
Current Assets:		
Cash and cash equivalents	\$ 469,296	\$ 760,999
Accounts Receivable	254,870	434,810
Accounts Receivable-County Grant		-
Inventory	36,237	52,545
Prepaid Expenses	30,114	30,023
Total Current Assets	790,517	1,278,377
Property and equipment, net	-	-
Total assets	790,517	1,278,377
<u>LIABILITIES AND NET ASSETS</u>		
Current Liabilities:		
Short-term borrowings		\$ -
Current Portion of long-term debt		-
Accounts Payables and accrued expenses	226,421	477,120
Deferred revenue - Erie County Grant		
Deferred revenue - Other	104,152	102,851
Total current liabilities	330,573	579,971
Long-term debt		-
Net Assets:		
Net assets - unrestricted	459,944	698,406
Total liabilities and net assets	\$ 790,517	\$ 1,278,377

Buffalo Niagara Convention Center Management Corp
STATEMENT OF ACTIVITIES
FOR THE TWELVE MONTHS ENDED December 31, 2025

	<u>Actual December 2025</u>	<u>Annual Budget 2025</u>	<u>Actual December 2024</u>
County Grant Funds	\$ 2,350,000	\$ 2,350,000	\$ 2,581,286
Other revenues	1,688,917	2,098,947	1,844,056
Total Revenues	<u>4,038,917</u>	<u>4,448,947</u>	<u>4,425,342</u>
Payroll and related costs	2,783,701	2,874,945	2,648,861
Professional fees	208,657	142,600	231,017
Supplies	217,642	269,860	293,814
Communications Expense	102,963	112,662	118,700
Occupancy costs	688,824	778,559	546,777
Equipment rental and maintenance	156,188	177,053	140,718
Travel expenses	30,056	17,000	22,354
Promotional expenses	20,544	17,150	36,367
Other expenses	60,550	59,118	99,710
Capital equipment purchase	8,255	-	(3,895)
Total Operating expenses	<u>4,277,380</u>	<u>4,448,945</u>	<u>4,134,423</u>
Increase (decrease) in net assets	(238,462)		290,918
Net assets - beginning	698,406	698,406	407,488
Net assets - ending	<u>\$ 459,944</u>	<u>\$ 698,406</u>	<u>\$ 698,406</u>

Buffalo

MONTHLY

KPI

REPORT

OCTOBER 2025

VISIT
Buffalo

BUFFALO
CONVENTION
CENTER

Buffalo
SPORTS
COMMISSION

ERIE COUNTY HOTEL & SHORT-TERM RENTAL KPIs - OCTOBER 2025

ERIE COUNTY HOTEL PERFORMANCE - OCTOBER 2025									
October Revenue		October Occupancy		October Demand		October Average Daily Rate		October RevPAR	
\$33,007,973		69.8%		219,042		\$150.69		\$105.18	
Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25
-9.1%	\$36,318,701	-3.5%	72.3%	-0.5%	220,058	-6.1%	\$160.50	-9.4%	\$116.12
ERIE COUNTY HOTEL PERFORMANCE - FY2025 YTD									
YTD Revenue		YTD Occupancy		YTD Demand		YTD Average Daily Rate		YTD RevPAR	
\$284,427,326		63.9%		1,965,208		\$144.73		\$92.43	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
1.0%	\$281,521,853	-0.2%	64.0%	0.2%	1,960,354	0.8%	\$143.61	0.6%	\$91.89

ERIE COUNTY SHORT-TERM RENTAL PERFORMANCE - OCTOBER 2025									
October Revenue		October Occupancy		October Guest Check-Ins		October Average Daily Rate		October RevPAR	
\$4,837,514		35.4%		7,666		\$237.00		\$84.00	
Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25
-13.8%	\$5,613,698	-10.4%	39.5%	0.1%	7,661	-4.8%	\$249.00	-14.3%	\$98.00
ERIE COUNTY SHORT TERM RENTAL PERFORMANCE - FY2025 YTD									
YTD Revenue		YTD Occupancy		YTD Guest Check-Ins		YTD Average Daily Rate		YTD RevPAR	
\$43,721,691		34.9%		69,710		\$201.00		\$70.00	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
0.1%	\$43,696,989	-6.4%	37.3%	-12.7%	79,857	19.6%	\$168.00	11.1%	\$63.00

BUF AIRPORT PASSENGERS - OCT 2025	
October BUF Airport Passenger Traffic	
477,669	
Change	Sep-25
6.2%	449,862
BUF AIRPORT PASSENGERS - FY25 YTD	
YTD BUF Passenger Traffic	
4,351,263	
Change	2024
3.1%	4,220,439

CROSS BORDER TRAFFIC - OCT 2025	
October U.S./Canada Cross Border Bridge Traffic	
354,400	
Change	Sep-25
-2.0%	361,814
CROSS BORDER TRAFFIC - FY 2024 YTD	
YTD U.S./Canada Cross Border Bridge Traffic	
3,405,469	
Change	2024
-14.9%	3,999,698
CROSS BORDER TRAFFIC - FY 2024 YOY	
October U.S./Canada Cross Border Bridge Traffic	
354,400	
Change	Oct-24
-14.9%	416,256



SALES & SERVICES KPIs - OCTOBER 2025

LEADS GENERATED PERFORMANCE -OCTOBER 2025							
October Leads Generated		October Leads Room Nights		October Leads Attendance		October Leads Economic Impact	
54		36,067		43,585		\$30,806,412	
Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25
-11.5%	61	-35.7%	56,128	-76.6%	186,433	-49.1%	\$60,508,087
LEADS GENERATED PERFORMANCE - YTD 2025							
YTD Leads Generated		YTD Leads Room Nights		YTD Leads Attendance		YTD Leads Economic Impact	
464		344,347		545,468		\$336,780,325	
Change	2024	Change	2024	Change	2024	Change	2024
-4.1%	484	20.9%	284,776	74.9%	311,877	34.6%	\$250,252,717

DEFINITE BOOKINGS PERFORMANCE - OCTOBER 2025							
October Definite Bookings		October Definite Room Nights		October Definite Attendance		October Definite Economic Impact	
19		11,786		28,760		\$10,540,180	
Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25
-44.1%	34	-43.0%	20,663	-1.7%	29,256	-32.8%	\$15,696,157
DEFINITE BOOKINGS PERFORMANCE - YTD 2025							
YTD Definite Bookings		YTD Definite Room Nights		YTD Definite Attendance		YTD Definite Economic Impact	
271		136,806		198,476		\$114,017,047	
Change	2024	Change	2024	Change	2024	Change	2024
0.0%	271	6.9%	127,931	19.1%	166,699	8.6%	\$104,975,975

EVENTS HELD PERFORMANCE - OCTOBER 2025							
October Events Held		October Events Held Hotel Rooms		October Events Held Attendance		October Groups Serviced	
31		10,568		14,020		15	
Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25
-11.4%	35	95.1%	5,417	145.8%	5,703	-11.8%	17
EVENTS HELD PERFORMANCE - YTD 2025							
YTD Events Held		YTD Events Held Hotel Rooms		YTD Events Held Attendance		YTD Groups Serviced	
232		98,135		136,078		136	
Change	2024	Change	2024	Change	2024	Change	2024
-9.0%	255	-4.0%	102,228	-1.2%	137,723	0.7%	135



SALES & SERVICES ACTIVITIES - OCTOBER 2025

LOST LEADS - OCT 2025		LOST LEADS - YTD 2025		PARTNER REFERRALS - OCT 2025		PARTNER REFERRALS - YTD 2025	
October		YTD		October		YTD	
Lost Business Leads		Lost Business Leads		Partner Referrals		Partner Referrals	
15		191		37		294	
Change	Sep-25	Change	2024	Change	Sep-25	Change	2024
7.1%	14	22.4%	156	164.3%	14	-92.2%	3,778

TRADESHOW ATTENDANCE - October 2025

 <p>Annual Convention October 2-3 Cleveland, OH Meredith Walsh</p>	 <p>National Championship Oceober 2-4 San Diego, CA James Adler</p> <p>The Buffalo Sports Commission has secured hosting the 2027 National Champaionship</p>	 <p>Convention & Tradeshow October 6-10 Las Vegas, NV Temekia Powers, Marisa Urbano and Meaghan Zimmer</p>
 <p>Annual Convention October 13-16 Columbus, OH Leah Mueller and Greg Gelinias</p>	 <p>Annual Convention October 22-24 New York, NY Karen Cox and Meaghan Zimmer</p> <p>Buffalo will once again host the annual convention in 2026</p>	 <p>UK & Europe Week October 19-24 London, England Leah Mueller and Meredith Walsh</p>

CLIENT SITE VISITS - OCTOBER 2025

Association	SMERF	Sports	Tour & Travel
1	0	0	1

CLIENT SITE VISITS - YTD 2025

Association	SMERF	Sports	Tour & Travel
12	8	10	11

ATTENDANCE BUILDING FOR 2026 NYSSBA ANNUAL CONVENTION



When creativity combines with Buffalo pride, it sparks genuine engagement. Visit Buffalo's Sales and Services team, Meaghan Zimmer and Karen Cox, who generated strong interest this week in New York City at the New York State School Boards Association Conference through an innovative attendance-building activity tied to NYSSBA's 2026 Buffalo citywide convention.



Inspired by Josh Allen's famous Bills logo sketch, attendees took part in a "Draw Your Best Buffalo" activity that ignited conversation, creativity, and excitement for Buffalo as a hosting destination. The activity proved to be an effective and well-received way to generate enthusiasm and awareness for the upcoming convention.

We thank everyone who stopped by the Visit Buffalo booth, including longtime partner and meeting planner Heidi Longton. We look forward to welcoming NYSSBA back to Buffalo in 2026 and building on this early momentum.

SALES & SERVICES ACTIVITIES - OCTOBER 2025

CAREER DEVELOPMENT WITH FUTURE INDUSTRY LEADERS

In October, Greg Gelinas from the Buffalo Sports Commission staff spoke with Hospitality and Tourism students at Buffalo State University, emphasizing the organization's dedication to workforce development and industry education.

Returning to the speaker's alma mater offered an opportunity to share professional experience and insights into careers in sports tourism, events, and destination marketing. Special recognition is given to Dr. Lori Till, whose ongoing leadership and mentorship in the classroom play a vital role in preparing the next generation of hospitality professionals.

Engagements like this help build stronger ties between the Sports Commission and local colleges, while motivating students to pursue careers that support Buffalo's visitor economy and sports tourism sector.



BUFFALO SPORTS COMMISSION AT ADAPTED SPORTS SYMPOSIUM



James Adler, Director of Sports Sales for the Buffalo Sports Commission, was a featured speaker at the Adapted Sport LABS Leadership and Business Symposium, hosted by All In Sport Consulting. The Buffalo Sports Commission also sponsored the event, further demonstrating its commitment to inclusive sports, education, and industry leadership.

James participated on a panel alongside Jazmin Zavala, Gerald Taylor, and Cole McKeel, sharing insights on leadership, business strategy, and the evolving landscape of adapted and inclusive sports. The session was moderated and curated by Dawna Callahan, whose work continues to elevate conversations around access and opportunity in sport.

James's participation positioned the Buffalo Sports Commission as a proactive leader within the adapted sports community, while also supporting broader efforts to attract inclusive sporting events to Buffalo and Erie County. The sponsorship and speaking role further increased the Commission's visibility among national sports organizers and strengthened its commitment to hosting events of all types and abilities.

THAT'S BUFFALO FOR YOU BRAND MAKES DEBUTE AT IMEX TRADESHOW

Visit Buffalo participated in IMEX America, the largest trade show for meetings and events in North America and a key global marketplace for the industry. Temekia Powers, Marisa Urbano, and Meaghan Zimmer attended on behalf of Visit Buffalo, representing within the I Love NY booth.

IMEX America brings together tens of thousands of meeting planners, association executives, corporate buyers, and incentive travel decision-makers from around the world. Attendance at the show is essential to Visit Buffalo's national sales plan, giving direct access to planners responsible for large conventions, trade shows, and meetings that generate many hotel room nights and long-term economic benefits.

Throughout the week, the Visit Buffalo team held one-on-one meetings and informal networking talks to highlight Buffalo's convention assets, including the Buffalo Convention Center, downtown hotel options, and the city's walkability, affordability, and hospitality. These interactions are key in building relationships, securing future RFPs, and positioning Buffalo as a strong alternative to larger, more expensive markets.

As Marisa Urbano, the National Sales Manager, noted after the show, the size of IMEX and the quality of interactions highlighted the value of Buffalo's presence at this global event. The connections made at IMEX America will continue to be nurtured as part of Visit Buffalo's ongoing efforts to turn leads into future meetings and conventions for Buffalo and Erie County.



SALES & SERVICES ACTIVITIES - OCTOBER 2025

INTERNATIONAL ENGAGEMENT: BRAND USA WEEK IN LONDON



Visit Buffalo took part in Brand USA European Week in London, a key international sales and education event focused on long-haul travel to the United States. The event is especially important because more than 40 percent of all international arrivals to the U.S. come from the United Kingdom and Western Europe, making this region a priority market for Buffalo.

During the week, Visit Buffalo engaged in a full schedule of enrichment sessions, peer exchanges, and one-on-one meetings with international travel trade partners. Meredith Walsh, along with Visit Buffalo representatives, met with more than 40 tour operators, travel advisors, and planners actively considering U.S. destinations for future itineraries and group travel programs.

Conversations aim to position Buffalo as a unique, welcoming, and culturally vibrant destination for European travelers, especially those looking for genuine American cities beyond the usual gateways. Participating in Brand USA European Week boosts Visit Buffalo's global trade connections and helps build long-term efforts to increase international visitors, awareness, and tour operator interest in Buffalo and Erie County.

BUFFALO SPORTS COMMISSION AT TEAMS CONFERENCE & EXPO

In November, the Buffalo Sports Commission's Greg Gelinas and Leah Mueller attended the TEAMS Conference & Expo in Columbus, one of the top markets in the country for sports event organizers and destination representatives. The conference offered valuable opportunities to connect with rights holders, tournament organizers, and industry partners from across the nation while highlighting Buffalo's expanding sports tourism portfolio.

The Sports Commission collaborated with colleagues from New York State's Destination Marketing Organizations to jointly promote New York as a top destination for sporting events, highlighting Buffalo's role in the statewide sports tourism strategy.

Leah and Greg were joined by George Parillo from Ellicott Hotels, highlighting the importance of local hotel partners in supporting successful event planning and execution.



Participation in TEAMS continues to build new relationships, strengthen existing partnerships, and position Buffalo for upcoming sporting events, reinforcing the city's momentum as a competitive and collaborative sports destination.

INTRODUCING BENJAMIN DISTASIO TO THE TEAM



Benjamin DiStasio brings energy, precision, and a service first mindset to his role as Convention Services Coordinator at Visit Buffalo Niagara. A proud Canisius College graduate with both bachelor's and master's degrees in sport management and sport administration, Ben sharpened his operational skills with the Buffalo Bills, supporting game day operations, training camp, and fan experience efforts. He now applies that hands on experience to supporting our convention and group clients, helping deliver seamless events and a strong first impression of Buffalo Niagara every time.

MARKETING & COMMUNICATIONS KPIs - OCTOBER 2025

WEBSITE TRAFFIC & VIDEO VIEWS PERFORMANCE - OCTOBER 2025

October Engaged Sessions		October Mobile Sessions		October Website Views		October Search Impressions		October All Video Views	
116,266		83,007		460,584		3,096,165		1,041,800	
Change	September 2025	Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25
13.0%	102,903	14.2%	72,656	55.7%	295,809	-72.4%	11,209,908	52.1%	684,864

WEBSITE TRAFFIC & VIDEO VIEWS PERFORMANCE - YTD 2025

YTD Engaged Sessions		YTD Mobile Sessions		YTD Website Views		YTD Search Impressions		YTD All Video Views	
946,182		655,539		2,960,978		100,499,422		5,796,006	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
-27.2%	1,299,477	-25.5%	879,617	-32.3%	4,376,636	7.9%	1,483,928	-43.7%	10,290,593

MEDIA RELATIONS PERFORMANCE - OCTOBER 2025

October Media Placements		October Media Impressions		October Media Social Shares		October Media Touchpoints		October Media Visits	
27		1,118,729,050		2,100		25		2	
Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25
-35.7%	42	62.8%	687,241,172	-79.0%	10,000	25.0%	20	0.0%	2

MEDIA RELATIONS PERFORMANCE - YTD 2025

YTD Media Placements		YTD Media Impressions		YTD Media Social Shares		YTD Media Touchpoints		YTD Media Visits	
278		6,624,534,275		111,251		229		36	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
97.2%	141	219.0%	2,076,799,413	245.8%	32,169	72.2%	133	38.5%	26

EXAMPLES OF OCTOBER 2025 MEDIA HITS

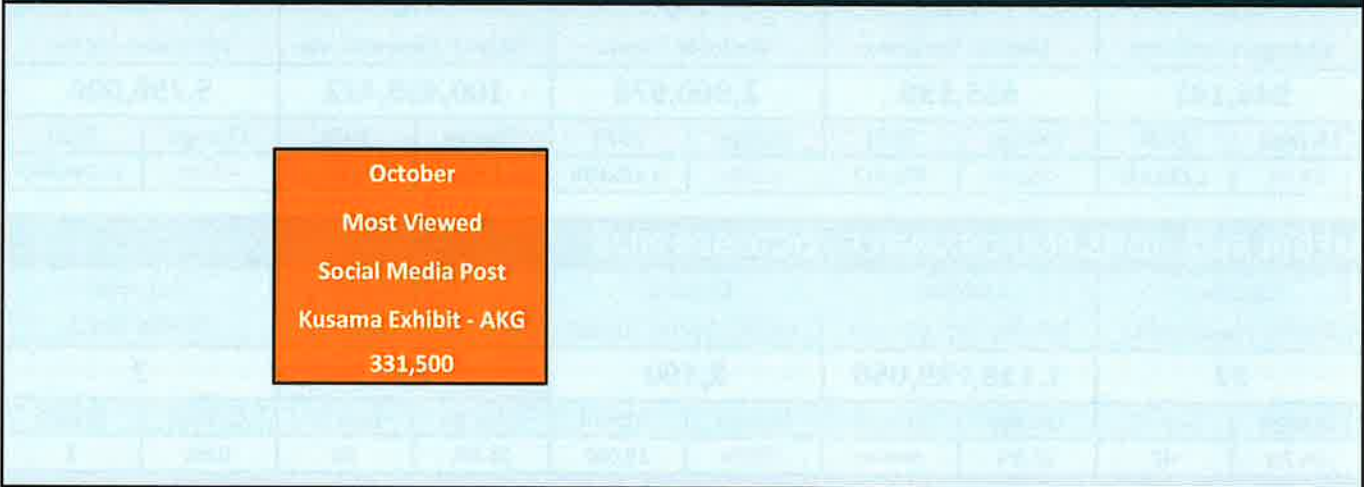
 <p>Islands One Of America's Favorite Great Towns Is A New York Get-It-Right The Disruptive Of Area And Craft!</p>  <p>Readership: 2,594,254</p>	 <p>NATIONAL GEOGRAPHIC These 10 industrial American cities have had a glow up</p>  <p>Readership: 6,042,119</p>	 <p>Chowhound The Hidden Gem Restaurant To Visit While Travelling The Erie Canal</p>  <p>Readership: 4,047,359</p>	 <p>The Boston Globe Old urban landmarks are not just portals to our past but glimpses of our future</p>  <p>Readership: 346,630</p>	 <p>FAMILY DESTINATIONS GUIDE 11 Overlooked Cities In New York That Are Perfect For A Walk-Friendly Day</p>  <p>Readership: 1,348,888</p>
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MARKETING & COMMUNICATIONS KPIs - OCTOBER 2025

SOCIAL MEDIA PLATFORM PERFORMANCE - YTD 2025									
YTD Facebook		YTD X (Twitter)		YTD Instagram		YTD TikTok		YTD Social Media Posts	
128,860		28,940		98,416		42,812		1,653	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
15.7%	111,328	-3.1%	29,853	8.8%	90,445	30.3%	32,853	-6.6%	1,769

EXAMPLES OF SOCIAL MEDIA POSTS - October 2025



NATIONAL MEDIA PARTNERSHIP: ATLAS OBSCURA FEATURES BUFFALO



NATIONAL ADVERTORIAL: BON APPETIT HIGHLIGHTS BUFFALO'S CULINARY IDENTITY



In October, Visit Buffalo partnered with Atlas Obscura to highlight some of Buffalo's most unique and lesser-known stories for a national audience. The collaboration aimed to showcase the city's depth, creativity, and sense of discovery, elements that increasingly appeal to today's experiential travelers.

The features explored a variety of unique sites and stories, including the location where Theodore Roosevelt took the oath of office, the rediscovered Mark Twain manuscripts housed at the Buffalo & Erie County Public Library, the collection of presidential memorabilia at Founding Fathers Pub, and the artistry and community-driven work of Stitch Buffalo.

Together, these stories showcased Buffalo as a city rich in living history, shaped by innovation, culture, and its people who continue to define it today. The partnership with Atlas Obscura reinforced Visit Buffalo's strategy of highlighting authentic,



PROMOTING NATIONAL RECOGNITION FOR BUFFALO'S CULINARY COMMUNITY

As part of the rollout of Visit Buffalo's new destination brand, Buffalo's culinary story was featured nationally in a sponsored advertorial with Bon Appétit, titled "In Buffalo, Culinary History Meets Modern, Globally-Influenced Innovation."

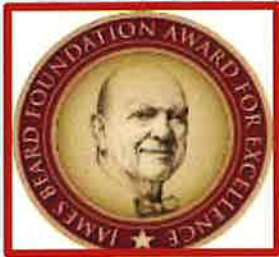
The feature examined how Buffalo's food scene embodies the spirit of the new brand by combining heritage with creativity. It showcased the city's variety of flavors, from French pastries and globally inspired dishes to the famous Buffalo wing, positioning Buffalo as a place where tradition and innovation thrive.

This advertorial was strategically placed to align with the brand launch, ensuring that Buffalo's refreshed identity reached a national audience through a trusted and influential food publication. The partnership supports Visit Buffalo's broader effort to tell authentic, modern stories that reshape perceptions and reinforce Buffalo's position as a compelling culinary destination.



RESTAURANT WEEK AND BRAND INTEGRATION

Visit Buffalo encouraged local chefs, restaurateurs, and food innovators to participate in the James Beard Foundation Awards nomination process, which officially opened for the upcoming awards cycle. The outreach aimed to ensure Buffalo's evolving and nationally competitive culinary scene is fully represented during the nomination period.



The James Beard Awards are among the most prestigious honors in the food and beverage industry, and the open nomination period allows for free submissions, including self-nominations, in written, audio, or video formats. Visit Buffalo shared information and resources to raise awareness ahead of the November 21 deadline and encourage participation across the region's diverse culinary sectors, from restaurants and bakeries to breweries and food entrepreneurs.

This effort aligns with Visit Buffalo's broader strategy to elevate Buffalo's food culture nationally and strengthen the city's growing reputation as a destination known for both culinary heritage and innovation.

In October, Visit Buffalo announced strong early participation for Buffalo Restaurant Week, with more than 70 restaurants across Erie County committed to the October 13-19 promotion. The weeklong event continues to serve as a key platform for boosting local dining activity while showcasing Buffalo's culinary depth to residents and visitors alike.

Buffalo Restaurant Week is organized in partnership with the New York State Restaurant Association, Western New York Chapter, and celebrates the chefs, restaurateurs, and hospitality professionals who play a crucial



STAFF EXPERIENCE: NIAGARA FALLS AIRIAL TOUR

This year's program also acted as an early launch of Visit Buffalo's new brand, That's Buffalo For You, by organizing participating menus around two signature expressions: "Refreshingly Spicy," representing bold, unexpected flavors, and "No-Fuss Fancy," showcasing elevated comfort food rooted in local character. The integration allowed diners to experience the new brand through food in an authentic and accessible way.

The kickoff press conference was held at Tappo Italian Restaurant and included remarks from local culinary leaders and industry partners, such as representatives from Tappo Italian Restaurant, the Western New York Chapter of the New York State Restaurant Association, and KT Caribbean Cuisine Café.

Visit Buffalo also recognized the Hispanic Heritage Council of Western New York and Casimiro D. Rodriguez Sr. for their leadership in increasing participation among Hispanic-owned restaurants, further enhancing the diversity and reach of this year's Restaurant Week.

Buffalo Restaurant Week remains a key economic driver and storytelling platform, strengthening Buffalo's reputation as a destination known for flavor, creativity, and community.

BUFFALO CONVENTION CENTER KPIs - OCTOBER 2025

BCC REVENUE PERFORMANCE - OCTOBER 2025									
October Total Revenue		October Rent Revenue		October Food & Beverage Revenue		October Electrical Revenue		October Other Revenue	
\$392,874		\$48,283		\$320,244		\$22,247		\$2,100	
Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25
17.4%	\$334,650	39.8%	\$34,535	7.1%	\$299,026	1942.9%	\$1,089	0.0%	\$0
BCC REVENUE PERFORMANCE - FY2025 YTD									
YTD Total Revenue		YTD Rent Revenue		YTD Food & Beverage Revenue		YTD Electrical Revenue		YTD Other Revenue	
\$3,214,524		\$633,416		\$2,402,589		\$148,731		\$29,788	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
-15.5%	\$3,802,551	-12.5%	\$723,553	-16.8%	\$2,888,158	-9.0%	\$163,517	9.0%	\$27,323

BCC OPERATIONS PERFORMANCE - OCTOBER 2025									
October Total Events Held		October Conventions		October Meetings		October Banquets		October Consumer/Public Shows	
11		2		2		5		2	
Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25
0.0%	11	-50.0%	4	0.0%	2	25.0%	4	100.0%	1

BCC OPERATIONS PERFORMANCE - FY2025 YTD									
YTD Total Events Held		YTD Conventions		YTD Meetings		YTD Banquets		YTD Consumer/Public Shows	
83		24		27		32		10	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
-14.4%	97	-4.0%	25	3.8%	26	-11.1%	36	0.0%	10

BCC EVENT ATTENDANCE - OCT 2025	
October Total Event Attendance	
8,491	
Change	Sep-25
70.1%	4,991
BCC EVENT ATTENDANCE - FY 2025 YTD	
YTD Total Event Attendance	
138,812	
Change	2024
1.5%	136,694

BCC DAYS OCCUPIED - OCT 2025	
October Total Number of Days Occupied	
25	
Change	Sep-25
19.0%	21
BCC DAYS OCCUPIED - FY 2025 YTD	
YTD Total Number of Days Occupied	
205	
Change	2024
-5.1%	216



BCC SALES ACTIVITY KPIs - OCTOBER 2025

LEADS GENERATED PERFORMANCE - OCTOBER 2025							
October		October		October		October	
Total Leads Generated		BCC Generated Leads		VBN Generated Leads		Confirmed Bookings	
13		8		5		12	
Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25
-31.6%	19	33.3%	6	-61.5%	13	0.0%	12
LEADS GENERATED PERFORMANCE - YTD 2025							
YTD		YTD		YTD		YTD	
Total Leads Generated		BCC Generated Leads		VBN Generated Leads		Confirmed Bookings	
151		72		79		100	
Change	2024	Change	2024	Change	2024	Change	2024
55.7%	97	-4.0%	75	259.1%	22	3.1%	97

SALES SOLICITATION CALLS AND LOST BUSINESS PERFORMANCE - OCT 2025							
October		October		October		October	
Total Solicitation Calls		Existing Client Calls/Contact		New Client Calls/Contact		Lost Business	
64		30		34		10	
Change	Sep-25	Change	Sep-25	Change	Sep-25	Change	Sep-25
82.9%	35	36.4%	22	161.5%	13	400.0%	2

SALES SOLICITATION CALLS AND LOST BUSINESS PERFORMANCE - YTD 2025							
YTD		YTD		YTD		YTD	
Total Solicitation Calls		Existing Client Calls/Contact		New Client Calls/Contact		Lost Business	
555		248		307		64	
Change	2024	Change	2024	Change	2024	Change	2024
18.3%	469	17.5%	211	19.0%	258	-9.9%	71

BCC CURRENT AND FUTURE BOOKED BUSINESS - FY2025 YTD						
	2019*	2024*	2025**	2026**	2027**	2028**
Number of Events	138	122	106	77	56	32
Expected Attendance	249,975	172,743	168,434	210,947	191,220	150,075
Expected Hotel Room Nights	25,000	21,094	19,567	30,341	25,349	11,950
Expected Economic Impact	\$34,063,840	\$27,712,443	\$ 25,658,223	\$ 24,089,899	\$ 21,299,526	\$ 16,504,779

* Final for year **Updated monthly

EXAMPLES OF BCC BUSINESS HELD IN OCTOBER 2025



Visit Buffalo Board of Directors

Officers

Cindy Abbott-Letro, Law Offices of Francis A Letro - Chair
Kimberly Minkel, NFTA - Vice Chair
Thomas Long, The Westin Buffalo - Treasurer
Thomas Beauford, Buffalo Urban League - Secretary
Mary F. Roberts, Martin House - Immediate Past Chair

Members

Terry Alford, Michigan Street African-American Corridor
Mark Alnut, University of Buffalo Department of Athletics
Melissa Brown, Buffalo History Museum
Daniel Castle, Erie County Department of Environment & Planning
Anthony J.W. Chase, Buffalo State University
Dottie Gallagher, Buffalo Niagara Partnership
Mark Glasgow, Erie County Legislature Majority Caucus Appointee
Brian Gould, City of Buffalo Appointee
Patrick Kaler, Visit Buffalo Niagara CEO
Bob Karmazyn, Embassy Suites Buffalo
William Paladino, Erie County Legislature Minority Caucus Appointee
Shannon Patch, Delaware North
Steven Ranalli, Erie County Stadium Corporation
David Schutte, Schutte Hospitality Group
Michelle Urbanczyk, Explore and More Children's Museum

Data Sources For This Key Performance Indicator Report:

Cevis Technologies
Cision
Destinations International
Google Analytics
Key Data
Longwoods International
Lou Hamond Group
MMGY
Momentum Technologies
Sales Force Marketing Cloud
Simpleview
STR (Smith Travel Research)
Tourism Economics
U.S. Travel Association
Zartico



Purpose Statement:
We champion America's greatest
reimagined city.

Visit Buffalo Staff

Jennifer Blalek, Executive Assistant to the CEO
Drew Brown, Senior Content Director
Michele Butlak, Accounting & Benefits Manager
Brooke Chavanne, Administrative Sales Assistant
Karen Cox, Director of Convention Services
Ben DiStasio, Convention Services Coordinator
Karen Fashana, Vice President of Marketing
Tala Harden, Marketing Specialist
Brian Hayden, Senior Director of Marketing & Communications
Nick Householder, Destination Experience Specialist
Patrick Kaler, President & CEO
Michelle Kearns, Director of Communications
David Marzo, Chief Financial Officer
Leah Mueller, Vice President of Sales and Services
Hailey Muscarella, Administrative Assistant Business Intelligence
Heather Nowakowski, Senior Director of Business Intelligence
Temekia Powers, National Sales Director
Kelly Rosenfeld, Graphic Designer
Kate Scaduto, Marketing & Social Media Manager
Renata Toney, Vice President of Destination Experience
Marisa Urbano, National Sales Manager
Meredith Walsh, Travel Trade Manager
Meaghan Zimmer, National Sales Director
TBD, Industry Relations Assistant
TBD, Visitor Center Manager

Buffalo Sports Commission Staff

James Adler, Director of Sports Sales
Greg Gelinis, Director of Sports Development
Patrick Kaler, President & CEO
Leah Mueller, Vice President of Sales & Services
Lauren Vargo, Sports Services Manager

Buffalo Convention Center Staff

Melissa Burke, Senior Director of Sales
Jeff Calkins, Vice President & General Manager
Lorna Cullen, Office Manager
Jamie Flood, Controller
Patrick Kaler, President & CEO
Craig Landseadel, Executive Chef
Mary Ann Martin, Bookkeeper & Benefits Manager
Heather Petrino, Sales & Services Coordinator
Ken Sanford, Chief Engineer
Michael Will, Director of Operations
Colleen Willis, Director of Sales
Danielle Winiarski, Assistant General Manager
Marc Witman, Operations Manager
Alishia Vega, Front Desk Receptionist
Jolani Yeager, Sales & Catering Manager

BUFFALO CONVENTION CENTER

Purpose Statement:
We inspire connection through
unparalleled hospitality, collaborative
partnerships, and exceptional
experiences.

Buffalo

MONTHLY

KPI

REPORT

NOVEMBER 2025

VISIT
Buffalo

BUFFALO
CONVENTION
CENTER

Buffalo
SPORTS
COMMISSION

ERIE COUNTY HOTEL & SHORT-TERM RENTAL KPIs - NOVEMBER 2025

ERIE COUNTY HOTEL PERFORMANCE - NOVEMBER 2025									
November Revenue		November Occupancy		November Demand		November Average Daily Rate		November RevPAR	
\$27,478,756		60.1%		183,771		\$149.53		\$89.91	
Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25
-16.8%	\$33,007,973	-13.9%	69.8%	-16.1%	219,042	-0.8%	\$150.69	-14.5%	\$105.17
ERIE COUNTY HOTEL PERFORMANCE - FY2025 YTD									
YTD Revenue		YTD Occupancy		YTD Demand		YTD Average Daily Rate		YTD RevPAR	
\$311,891,061		63.5%		2,148,897		\$145.14		\$92.20	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
1.1%	\$308,647,640	-0.5%	63.8%	0.2%	2,144,923	0.9%	\$143.90	0.5%	\$91.77

ERIE COUNTY SHORT-TERM RENTAL PERFORMANCE - NOVEMBER 2025									
November Revenue		November Occupancy		November Guest Check-Ins		November Average Daily Rate		November RevPAR	
\$4,514,287		30.6%		6,251		\$249.00		\$76.00	
Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25
-6.7%	\$4,837,514	-13.6%	35.4%	-18.5%	7,666	5.1%	\$237.00	-9.5%	\$84.00
ERIE COUNTY SHORT TERM RENTAL PERFORMANCE - FY2025 YTD									
YTD Revenue		YTD Occupancy		YTD Guest Check-Ins		YTD Average Daily Rate		YTD RevPAR	
\$56,411,430		34.6%		77,250		\$233.00		\$81.00	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
1.0%	\$55,865,114	-6.7%	37.1%	-10.1%	85,937	13.7%	\$205.00	6.6%	\$76.00

BUF AIRPORT PASSENGERS - NOV 2025	
November BUF Airport Passenger Traffic	
392,202	
Change	Oct-25
-17.9%	477,669
BUF AIRPORT PASSENGERS - FY25 YTD	
YTD BUF Passenger Traffic	
4,743,465	
Change	2024
2.4%	4,630,254

CROSS BORDER TRAFFIC - NOV 2025	
November U.S./Canada Cross Border Bridge Traffic	
309,369	
Change	Oct-25
-12.7%	354,400
CROSS BORDER TRAFFIC - FY 2024 YTD	
YTD U.S./Canada Cross Border Bridge Traffic	
3,714,838	
Change	2024
-15.3%	4,387,509
CROSS BORDER TRAFFIC - FY 2024 YOY	
NOVEMBER U.S./Canada Cross Border Bridge Traffic	
309,369	
Change	Nov-24
-20.2%	387,811



SALES & SERVICES KPIs - NOVEMBER 2025

LEADS GENERATED PERFORMANCE - NOVEMBER 2025							
November Leads Generated		November Leads Room Nights		November Leads Attendance		November Leads Economic Impact	
34		22,654		29,274		\$19,507,854	
Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25
-37.0%	54	-37.2%	36,067	-32.8%	43,585	-36.7%	\$30,806,412
LEADS GENERATED PERFORMANCE - YTD 2025							
YTD Leads Generated		YTD Leads Room Nights		YTD Leads Attendance		YTD Leads Economic Impact	
498		367,001		547,742		\$356,288,178	
Change	2024	Change	2024	Change	2024	Change	2024
2.9%	484	28.9%	284,776	75.6%	311,877	42.4%	\$250,252,717

DEFINITE BOOKINGS PERFORMANCE - NOVEMBER 2025							
November Definite Bookings		November Definite Room Nights		November Definite Attendance		November Definite Economic Impact	
17		2,846		3,613		\$2,246,375	
Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25
-10.5%	19	-75.9%	11,786	-87.4%	28,760	-78.7%	\$10,540,180
DEFINITE BOOKINGS PERFORMANCE - YTD 2025							
YTD Definite Bookings		YTD Definite Room Nights		YTD Definite Attendance		YTD Definite Economic Impact	
288		139,652		202,089		\$116,263,422	
Change	2024	Change	2024	Change	2024	Change	2024
6.3%	271	9.2%	127,931	21.2%	166,699	10.8%	\$104,975,975




EVENTS HELD PERFORMANCE - NOVEMBER 2025							
November Events Held		November Events Held Hotel Rooms		November Events Held Attendance		November Groups Served	
22		6,704		37,183		9	
Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25
-29.0%	31	-36.6%	10,568	165.2%	14,020	-40.0%	15
EVENTS HELD PERFORMANCE - YTD 2025							
YTD Events Held		YTD Events Held Hotel Rooms		YTD Events Held Attendance		YTD Groups Served	
254		104,839		173,261		145	
Change	2024	Change	2024	Change	2024	Change	2024
-0.4%	255	2.6%	102,228	25.8%	137,723	7.4%	135



SALES & SERVICES ACTIVITIES - NOVEMBER 2025

LOST LEADS - NOV 2025		LOST LEADS - YTD 2025		PARTNER REFERRALS - NOV 2025		PARTNER REFERRALS - YTD 2025	
November		YTD		November		YTD	
Lost Business Leads		Lost Business Leads		Partner Referrals		Partner Referrals	
15		191		37		294	
Change	Oct-25	Change	2024	Change	Oct-25	Change	2024
0.0%	15	22.4%	156	0.0%	37	-92.2%	3,778

TRADESHOW ATTENDANCE - NOVEMBER 2025

 <p>Annual Convention November 3-5 Ottawa, Ontario Meridith Walsh</p>	 <p>Annual Conference November 5-8 Reno, NV Marisa Urbana and Ben Distasio</p>	 <p>Annual Convention & Tradeshow November 19-22 Portland, OR Temekia Powers</p>	
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CLIENT SITE VISITS - NOVEMBER 2025

Association	SMERF	Sports	Tour & Travel
2	2	4	1

CLIENT SITE VISITS - YTD 2025

Association	SMERF	Sports	Tour & Travel
14	10	14	13

ATTENDANCE BUILDING FOR 2026 AAOMPT ANNUAL CONFERENCE

In November, Visit Buffalo continued its efforts to boost attendance for future conventions by having representatives on-site at the American Academy of Orthopedic Manual Physical Therapists (AAOMPT) Annual Conference in Reno, Nevada.

Benjamin DiStasio and Marisa Urbano participated on behalf of Visit Buffalo, engaging directly with attendees, exhibitors, and association leaders to promote Buffalo as the host city for the 2026 AAOMPT Conference. Their goal was to increase early awareness, foster future registration interest, and showcase Buffalo's strengths as a welcoming, walkable, and affordable meeting destination.

This proactive outreach helped Visit Buffalo build relationships with potential attendees, answer destination-specific questions, and increase excitement for next year's conference in the Queen City. Such initiatives are crucial for boosting delegate participation, hotel bookings, and overall economic growth for conventions held in Buffalo.

The AAOMPT conference marked an important professional milestone for staff while emphasizing Visit Buffalo's commitment to supporting its clients early on and ensuring strong attendance at future meetings hosted in the region.



Visit Buffalo

SALES & SERVICES ACTIVITIES - NOVEMBER 2025

MEAGHAN ZIMMER SPEAKER AT RIT HOSPITALITY INNOVATION CONFERENCE



Meaghan Zimmer, a member of Visit Buffalo's Sales & Services team, was a featured speaker at the Rochester Institute of Technology Hospitality Innovation Conference, hosted by the Saunders College of Business.

Meaghan was invited to present after a connection made earlier this fall at IMEX America, showcasing the value of Visit Buffalo's national and regional industry engagement. Her session highlighted Visit Buffalo's strategies for destination marketing, meetings, and brand storytelling, providing students and industry professionals with practical insights into how destinations compete and innovate in today's hospitality industry.

Conference organizers commended the session for its fresh perspective and relevance, highlighting strong attendee engagement and meaningful discussions throughout the event. Meaghan's involvement further established Visit Buffalo as a thought leader in the hospitality and meetings sector, while also strengthening ties with academic and professional partners across New York State.

PROFESSIONAL FRATERNITY ASSOCIATION SELECTS BUFFALO FOR 2026

Buffalo Convention Center proudly hosted the 48th Annual Buffalo Niagara Dental Meeting, welcoming dental professionals from across the region to downtown Buffalo.

The multi-day conference brought together practitioners, educators, and industry partners for 2.5 days of continuing education, networking, and professional development. The program featured nationally recognized speakers, opportunities to engage with leading dental suppliers, and social events designed to foster connections within the profession, including the popular "Smile in the Aisle" networking event.

The Buffalo Niagara Dental Meeting is a long-standing annual event and a prime example of the Convention Center's capacity to support recurring professional conferences that attract steady visitors and boost economic activity. Hosting such events enhances Buffalo's reputation as a reliable and welcoming destination for medical, educational, and association meetings.



THANKSGIVING WEEKEND TRADITIONS AT THE BUFFALO CONVENTION CENTER



Over the Thanksgiving holiday weekend, the Buffalo Convention Center again served as the hub for two of Buffalo's most cherished annual traditions, attracting thousands of residents and visitors to downtown.

Thanksgiving morning started with the Turkey Trot, which brought out thousands of runners and spectators for the 2025 edition of this longstanding community event. The Convention Center played a key role in race operations and participant support, helping ensure a smooth and festive holiday kickoff.

Later in the weekend, the Convention Center transformed into the site of the World's Largest Disco, one of Buffalo's most iconic nightlife events. The 2025 Disco showcased its signature mix of music, costumes, and high-energy celebration, attracting attendees from across the region and beyond.

Together, these events showcase the Buffalo Convention Center's ability to host large-scale, diverse programs and strengthen its role as a community gathering spot during one of the city's busiest holiday weekends. The success of both events demonstrates the strong teamwork among event partners, attendees, and the dedicated Convention Center staff.

MARKETING & COMMUNICATIONS KPIS - NOVEMBER 2025

WEBSITE TRAFFIC & VIDEO VIEWS PERFORMANCE - November 2025

November Engaged Sessions		November Mobile Sessions		November Website Views		November Search Impressions		November All Video Views	
71,427		52,303		221,841		7,329,991		515,700	
Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25
-38.6%	116,266	-37.0%	83,007	-51.8%	460,584	136.7%	3,096,165	-50.5%	1,041,800

WEBSITE TRAFFIC & VIDEO VIEWS PERFORMANCE - YTD 2025

YTD Engaged Sessions		YTD Mobile Sessions		YTD Website Views		YTD Search Impressions		YTD All Video Views	
1,017,609		707,842		3,182,819		107,829,413		6,311,706	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
10.4%	922,128	-25.2%	946,587	-31.9%	4,670,774	Due to change in website domain, historical data is no longer available.		-46.0%	11,694,711

MEDIA RELATIONS PERFORMANCE - November 2025

November Media Placements		November Media Impressions		November Media Social Shares		November Media Touchpoints		November Media Visits	
21		179,652,053		4,500		23		1	
Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25
-22.2%	27	-83.9%	1,118,729,050	114.3%	2,100	-8.0%	25	-50.0%	2

MEDIA RELATIONS PERFORMANCE - YTD 2025

YTD Media Placements		YTD Media Impressions		YTD Media Social Shares		YTD Media Touchpoints		YTD Media Visits	
299		6,804,186,328		115,751		252		37	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
89.2%	158	208.4%	2,206,486,606	252.2%	32,861	83.9%	137	42.3%	26

EXAMPLES OF November 2025 MEDIA HITS

 <p>Bloomberg</p> <p>The Best Food Scene You Don't Know About Is in Buffalo, New York</p> <p>Readership: 18,867,941</p>	 <p>TTW TRAVEL AND TOUR WORLD</p> <p>Buffalo's Main Street African American Heritage Corridor: A Historic Cultural Destination for Travelers</p> <p>Readership: 5,213,383</p>	 <p>lonely planet</p> <p>An ultimate wing weekend in Buffalo, New York</p> <p>Readership: 2,555,787</p>	 <p>TODAY</p> <p>Quinn Daily Cassin's Sister and Husband's Superfan Give to Musical Premier of Bills Love Story Movie</p> <p>Viewership: 24,275,826</p>	 <p>PASSPORT</p> <p>World Eats - Buffalo, New York</p> <p>Readership: 787,500</p>
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MARKETING & COMMUNICATIONS KPIs - NOVEMBER 2025

SOCIAL MEDIA PLATFORM PERFORMANCE - YTD 2025

YTD Facebook		YTD X (Twitter)		YTD Instagram		YTD TikTok		YTD Social Media Posts	
128,860		28,940		98,416		42,812		1,653	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
11.7%	115,325	-1.7%	29,450	7.7%	91,408	26.5%	33,840	-15.1%	1,946

EXAMPLES OF SOCIAL MEDIA POSTS - November 2025

BUFFALO LOVES CANADA ACTIVATION WITH MUSICALFARE

Visit Buffalo teamed up with MusicalFare Theatre Company to host 40 Canadian visitors for a matinee of *Come From Away*, sustaining the momentum of the Buffalo Loves Canada initiative.

The promotion was fueled by targeted outreach to over 700 Canadian email contacts gathered during Visit Buffalo's July Canada Day campaign. Using this expanding database enabled Visit Buffalo to directly connect with Canadian audiences through a culturally relevant experience that highlighted Buffalo's accessibility, hospitality, and shared cross-border values.

Following the performance, Visit Buffalo staff met with attendees to welcome them to Buffalo and collect informal feedback, further strengthening relationships with this key market.

Special thanks go to Randy Kramer and Karen Fashana for their partnership in making this experience possible. The activation showed how thoughtful programming and data-driven outreach can effectively reengage Canadian visitors through arts and culture.



INTERNATIONAL ATTENTION FOR VISIT BUFFALO'S REBRAND



Visit Buffalo's new destination brand is gaining international attention, including recent coverage in ITTN, Ireland's leading travel trade publication. The article underscores growing global interest in Buffalo and reflects the strength of Visit Buffalo's long standing relationships with international tour operators, travel advisors, and media.

The Ireland coverage is particularly meaningful given the country's strong outbound travel market and Buffalo's deep Irish heritage. This exposure reached key travel trade influencers and supports Visit Buffalo's broader goals of elevating Buffalo's international profile, expanding tour operator interest, and advancing long term air service development, including continued collaboration with the Niagara Frontier Transportation Authority to enhance global connectivity.



MARKETING ACTIVITIES - NOVEMBER 2025

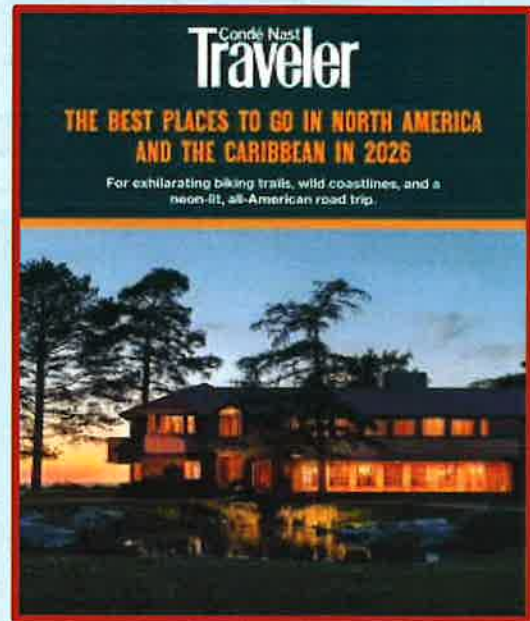
CONDE NAST TRAVELER NAMES BUFFALO A BEST PLACE TO GO IN 2026

Buffalo received significant international recognition when Condé Nast Traveler named the city one of its Best Places to Go in 2026. The designation places Buffalo among a select group of global destinations and reflects the city's continued transformation and growing appeal to leisure travelers.

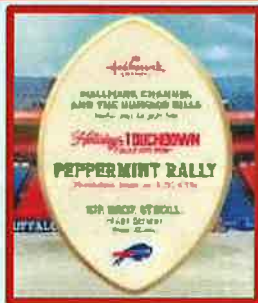
The highlighted feature showcased Buffalo's momentum across several areas, including the redesigned waterfront, the upcoming Ralph Wilson Park Conservancy, the development of the new Highmark Stadium, revitalized cultural institutions, and community-led initiatives like the Hispanic Heritage Cultural Institute run by the Hispanic Heritage Council of Western New York. Together, these investments emphasize how creativity, teamwork, and inclusive urban planning are shaping Buffalo's next chapter.

This high-profile placement resulted from coordinated efforts by the Visit Buffalo team, strong collaboration with local partners, and targeted media outreach by Lou Hammond Group. The article was written by Charles Hobbs, helping spread Buffalo's story to a global audience of travelers and industry influencers.

The recognition from Condé Nast Traveler strengthens Buffalo's growing profile as a global destination and supports Visit Buffalo's plan to increase awareness, encourage visits, and position the city for ongoing growth into 2026 and beyond.



PARTNERSHIP WITH HALLMARK STUDIOS ON HOLIDAY MOVIE PREMIER



In November, Visit Buffalo was contacted by Hallmark Studios to assist with the local premiere of *Holiday Touchdown: A Buffalo Bills Love Story*, a nationally televised holiday movie celebrating Buffalo, football, and community.

The premiere occurred in East Aurora, where Main Street was transformed into a festive, Hallmark-style holiday setting. Members of the Visit Buffalo, Buffalo Convention Center, and Buffalo Sports Commission teams participated in the event, greeting attendees and handing out candy canes to hundreds of fans lining the street. Several staff members also attended the premiere screening as part of the celebration.

The event sparked significant local excitement and gained national attention for the region, strengthening Buffalo's reputation as a warm, lively destination during the holiday season. The collaboration underscores Visit Buffalo's role as a trusted local partner for major media productions and high-profile events linked to the city's brand and cultural identity.



ORGANIZATIONAL ACTIVITIES - NOVEMBER 2025

VISIT BUFFALO VISITOR INFORMATION CENTER OPENS AT THE CHANDLERY

In November, Visit Buffalo officially opened its new Visitor Information Center at The Chandlery, a transformative new destination at Canalside and a key part of Buffalo's ongoing waterfront revitalization.

The opening was marked by a ribbon-cutting ceremony held alongside the launch of the Ice at Canalside season. The Chandlery represents a \$14.25 million investment by the Erie Canal Harbor Development Corporation and features a four-story, 14,000-square-foot design that combines 19th-century Erie Canal character with modern visitor amenities.

Situated at 1 Commercial Street near Perry Boulevard and Pearl Street, the new Visitor Information Center now functions as the main entrance to Buffalo's waterfront. It offers visitors and locals personalized trip planning assistance, maps, itineraries, interactive kiosks, and local insights provided by the Visit Buffalo team. The center also features "Destination," a permanent public art piece that celebrates Buffalo's immigrant heritage and marks the Erie Canal Bicentennial.

The opening of the Visitor Information Center marks a significant advance in improving the visitor experience at Canalside and enhancing Buffalo's capacity to welcome and guide travelers throughout the year.

Visit Buffalo thanks Kathy Hochul and the Erie Canal Harbor Development Corporation for their leadership and support in bringing this important waterfront project to life.



ERIE COUNTY PUBLIC ART COLLECTION DEBUTS AT THE BCC



The Buffalo Convention Center is now home to Erie County's first Public Art Collection, launched through the county's Public Art Act to expand the visibility, accessibility, and integration of art in public spaces.

Selected through a competitive process that drew more than 300 submissions, the collection includes 22 works by 17 local artists and spans multiple mediums, including painting, photography, sculpture, collage, and mixed media. Curated by the Art in Public Places Committee, the inaugural collection enhances the Convention Center's role as both a premier events venue and a civic space that celebrates the region's artistic talent, cultural richness, and community identity.

VISIT BUFFALO PARTNERS WITH THE BUFFALO INTERNATIONAL FILM FESTIVAL

Visit Buffalo has strategically partnered with the Buffalo International Film Festival, supporting one of the region's leading cultural events that celebrates independent film and storytelling. As part of the relationship, Visit Buffalo's Flight 716 destination video was shown before each film screening during the festival, providing repeated exposure to audiences composed of filmmakers, industry professionals, and visitors.

During the festival, Visit Buffalo representatives attended a screening of *The Baristas vs. The Billionaires*, followed by a post-film discussion with producer Alec Baldwin and several Buffalo baristas featured in the documentary. The screening and Q&A highlighted Buffalo's role as both a setting and a subject for compelling nationally relevant stories.

Visit Buffalo's participation strengthened the organization's commitment to supporting the local creative economy while using cultural events as platforms to promote the destination. The festival sponsorship also aligned with Visit Buffalo's broader strategy to weave brand storytelling into arts and culture experiences that connect with both visitors and residents.



Buffalo

BUFFALO CONVENTION CENTER KPIs - NOVEMBER 2025

BCC REVENUE PERFORMANCE - NOVEMBER 2025									
November Total Revenue		November Rent Revenue		November Food & Beverage Revenue		November Electrical Revenue		November Other Revenue	
\$496,909		\$127,648		\$346,011		\$12,677		\$10,573	
Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25
26.5%	\$392,874	164.4%	\$48,283	8.0%	\$320,244	-43.0%	\$22,247	0.0%	\$2,100
BCC REVENUE PERFORMANCE - FY2025 YTD									
YTD Total Revenue		YTD Rent Revenue		YTD Food & Beverage Revenue		YTD Electrical Revenue		YTD Other Revenue	
\$3,711,433		\$761,064		\$2,748,600		\$161,408		\$40,361	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
-12.7%	\$4,252,457	-13.0%	\$874,359	-12.7%	\$3,147,452	-5.2%	\$170,217	20.7%	\$33,429

BCC OPERATIONS PERFORMANCE - NOVEMBER 2025									
November Total Events Held		November Conventions		November Meetings		November Banquets		November Consumer/Public Shows	
14		1		1		8		4	
Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25
27.3%	11	-50.0%	2	-50.0%	2	60.0%	5	100.0%	2

BCC OPERATIONS PERFORMANCE - FY2025 YTD									
YTD Total Events Held		YTD Conventions		YTD Meetings		YTD Banquets		YTD Consumer/Public Shows	
97		25		20		40		14	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
-14.9%	114	-3.8%	26	-25.9%	27	-13.0%	46	-6.7%	15

BCC EVENT ATTENDANCE - NOV 2025	
November Total Event Attendance	
21,869	
Change	Oct-25
157.6%	8,491
BCC EVENT ATTENDANCE - FY 2025 YTD	
YTD Total Event Attendance	
160,681	
Change	2024
-5.0%	169,159

BCC DAYS OCCUPIED - NOV 2025	
November Total Number of Days Occupied	
29	
Change	Oct-25
16.0%	25
BCC DAYS OCCUPIED - FY 2025 YTD	
YTD Total Number of Days Occupied	
234	
Change	2024
-4.1%	244

BCC SALES ACTIVITY KPIS - NOVEMBER 2025

LEADS GENERATED PERFORMANCE - NOVEMBER 2025

November		November		November		November	
Total Leads Generated		BCC Generated Leads		VBN Generated Leads		Confirmed Bookings	
16		8		5		12	
Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25
-15.8%	19	33.3%	6	-61.5%	13	0.0%	12

LEADS GENERATED PERFORMANCE - YTD 2025

YTD		YTD		YTD		YTD	
Total Leads Generated		BCC Generated Leads		VBN Generated Leads		Confirmed Bookings	
129		72		69		100	
Change	2024	Change	2024	Change	2024	Change	2024
2.4%	126	-19.1%	89	86.5%	37	-10.7%	112

SALES SOLICITATION CALLS AND LOST BUSINESS PERFORMANCE - NOV 2025

November		November		November		November	
Total Solicitation Calls		Existing Client Calls/Contact		New Client Calls/Contact		Lost Business	
54		36		18		4	
Change	Oct-25	Change	Oct-25	Change	Oct-25	Change	Oct-25
-15.6%	64	20.0%	30	-47.1%	34	-60.0%	10

SALES SOLICITATION CALLS AND LOST BUSINESS PERFORMANCE - YTD 2025

YTD		YTD		YTD		YTD	
Total Solicitation Calls		Existing Client Calls/Contact		New Client Calls/Contact		Lost Business	
589		264		325		68	
Change	2024	Change	2024	Change	2024	Change	2024
25.6%	469	25.1%	211	26.0%	258	-4.2%	71

BCC CURRENT AND FUTURE BOOKED BUSINESS - FY2025 YTD

	2019*	2024*	2025**	2026**	2027**	2028**
Number of Events	138	122	106	77	56	32
Expected Attendance	249,975	172,743	168,434	210,947	191,220	150,075
Expected Hotel Room Nights	25,000	21,094	19,567	30,341	25,349	11,950
Expected Economic Impact	\$34,063,840	\$27,712,443	\$ 25,658,223	\$ 24,089,899	\$ 21,299,526	\$ 16,504,779

* Final for year **Updated monthly

EXAMPLES OF BCC BUSINESS HELD IN NOVEMBER 2025



Visit Buffalo Board of Directors

Officers

Cindy Abbott-Letro, Law Offices of Francis A Letro - Chair
Kimberly Minkel, NFTA - Vice Chair
Thomas Long, The Westin Buffalo - Treasurer
Thomas Beauford, Buffalo Urban League - Secretary
Mary F. Roberts, Martin House - Immediate Past Chair

Members

Terry Alford, Michigan Street African-American Corridor
Mark Alnut, University of Buffalo Department of Athletics
Melissa Brown, Buffalo History Museum
Daniel Castle, Erie County Department of Environment & Planning
Anthony J.W. Chase, Buffalo State University
Dottie Gallagher, Buffalo Niagara Partnership
Mark Glasgow, Erie County Legislature Majority Caucus Appointee
Brian Gould, City of Buffalo Appointee
Patrick Kaler, Visit Buffalo Niagara CEO
Bob Karmazyn, Embassy Suites Buffalo
William Paladino, Erie County Legislature Minority Caucus Appointee
Shannon Patch, Delaware North
Steven Ranalli, Erie County Stadium Corporation
David Schutte, Schutte Hospitality Group
Michelle Urbanczyk, Explore and More Children's Museum

Visit Buffalo Staff

Jennifer Bialek, Executive Assistant to the CEO
Drew Brown, Senior Content Director
Michele Butlak, Accounting & Benefits Manager
Brooke Chavanne, Administrative Sales Assistant
Karen Cox, Director of Convention Services
Ben DiStasio, Convention Services Coordinator
Karen Fashana, Vice President of Marketing
Tala Harden, Marketing Specialist
Brian Hayden, Senior Director of Marketing & Communications
Nick Householder, Destination Experience Specialist
Patrick Kaler, President & CEO
Michelle Kearns, Director of Communications
David Marzo, Chief Financial Officer
Leah Mueller, Vice President of Sales and Services
Hailey Muscarella, Administrative Assistant Business Intelligence
Heather Nowakowski, Senior Director of Business Intelligence
Temekia Powers, National Sales Director
Kelly Rosenfeld, Graphic Designer
Kate Scaduto, Marketing & Social Media Manager
Renata Toney, Vice President of Destination Experience
Marisa Urbano, National Sales Manager
Meredith Walsh, Travel Trade Manager
Meaghan Zimmer, National Sales Director
TBD, Industry Relations Assistant
TBD, Visitor Center Manager

Data Sources For This Key Performance Indicator Report:

Cevis Technologies
Cision
Destinations International
Google Analytics
Key Data
Longwoods International
Lou Hamond Group
MMGY
Momentum Technologies
Sales Force Marketing Cloud
Simpleview
STR (Smith Travel Research)
Tourism Economics
U.S. Travel Association
Zartico

Buffalo Sports Commission Staff

James Adler, Director of Sports Sales
Greg Gelinis, Director of Sports Development
Patrick Kaler, President & CEO
Leah Mueller, Vice President of Sales & Services
Lauren Vargo, Sports Services Manager

Buffalo Convention Center Staff

Melissa Burke, Senior Director of Sales
Jeff Calkins, Vice President & General Manager
Lorna Cullen, Office Manager
Jamie Flood, Controller
Patrick Kaler, President & CEO
Craig Landseadel, Executive Chef
Mary Ann Martin, Bookkeeper & Benefits Manager
Heather Petrino, Sales & Services Coordinator
Ken Sanford, Chief Engineer
Michael Will, Director of Operations
Colleen Willis, Director of Sales
Danielle Winiarski, Assistant General Manager
Marc Witman, Operations Manager
Alishia Vega, Front Desk Receptionist
Jolani Yeager, Sales & Catering Manager



Purpose Statement:
We champion America's greatest
reimagined city.

BUFFALO CONVENTION CENTER

Purpose Statement:
We inspire connection through
unparalleled hospitality, collaborative
partnerships, and exceptional
experiences.

Buffalo

MONTHLY

KPI

REPORT

DECEMBER 2025

VISIT
Buffalo

BUFFALO
CONVENTION
CENTER

Buffalo
SPORTS
COMMISSION

ERIE COUNTY HOTEL & SHORT-TERM RENTAL KPIs - DECEMBER 2025

ERIE COUNTY HOTEL PERFORMANCE - DECEMBER 2025									
December Revenue		December Occupancy		December Demand		December Average Daily Rate		December RevPAR	
\$23,151,585		52.1%		164,508		\$140.73		\$73.32	
Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25
-15.7%	\$27,478,756	-13.3%	60.1%	-10.5%	183,771	-5.9%	\$149.53	-18.5%	\$89.91
ERIE COUNTY HOTEL PERFORMANCE - FY2025 YTD									
YTD Revenue		YTD Occupancy		YTD Demand		YTD Average Daily Rate		YTD RevPAR	
\$335,045,718		62.6%		2,313,405		\$144.83		\$90.60	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
1.7%	\$329,298,053	0.0%	62.6%	0.5%	2,301,693	1.2%	\$143.07	1.1%	\$89.58

ERIE COUNTY SHORT-TERM RENTAL PERFORMANCE - DECEMBER 2025									
December Revenue		December Occupancy		December Guest Check-Ins		December Average Daily Rate		December RevPAR	
\$4,332,333		27.4%		6,164		\$255.00		\$70.00	
Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25
-4.0%	\$4,514,287	-10.5%	30.6%	-1.4%	6,251	2.4%	\$249.00	-7.9%	\$76.00
ERIE COUNTY SHORT TERM RENTAL PERFORMANCE - FY2025 YTD									
YTD Revenue		YTD Occupancy		YTD Guest Check-Ins		YTD Average Daily Rate		YTD RevPAR	
\$60,743,763		34.0%		83,684		\$235.00		\$80.00	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
20.2%	\$50,522,553	6.6%	31.9%	-10.9%	93,966	39.1%	\$169.00	48.1%	\$54.00

BUF AIRPORT PASSENGERS - DEC 2025	
December BUF Airport Passenger Traffic	
372,087	
Change	Nov-25
-5.1%	392,202
BUF AIRPORT PASSENGERS - FY25 YTD	
YTD BUF Passenger Traffic	
5,115,552	
Change	2024
1.8%	5,026,746

CROSS BORDER TRAFFIC - DEC 2025	
December U.S./Canada Cross Border Bridge Traffic	
295,664	
Change	Nov-25
-4.4%	309,369
CROSS BORDER TRAFFIC - FY 2024 YTD	
YTD U.S./Canada Cross Border Bridge Traffic	
4,010,502	
Change	2024
-15.6%	4,750,745
CROSS BORDER TRAFFIC - FY 2024 YOY	
December U.S./Canada Cross Border Bridge Traffic	
295,664	
Change	Dec-24
-18.6%	363,236



SALES & SERVICES KPIs - DECEMBER 2025

LEADS GENERATED PERFORMANCE - DECEMBER 2025							
December Leads Generated		December Leads Room Nights		December Leads Attendance		December Leads Economic Impact	
27		12,415		20,747		\$11,637,786	
Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25
-20.6%	34	-45.2%	22,654	-29.1%	29,274	-40.3%	\$19,507,854
LEADS GENERATED PERFORMANCE - YTD 2025							
YTD Leads Generated		YTD Leads Room Nights		YTD Leads Attendance		YTD Leads Economic Impact	
525		379,416		595,489		\$367,925,964	
Change	2024	Change	2024	Change	2024	Change	2024
-5.2%	554	16.9%	324,633	64.2%	362,749	29.3%	\$284,443,745

DEFINITE BOOKINGS PERFORMANCE - DECEMBER 2025							
December Definite Bookings		December Definite Room Nights		December Definite Attendance		December Definite Economic Impact	
26		15,767		21,178		\$13,222,631	
Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25
52.9%	17	454.0%	2,846	486.2%	3,613	488.6%	\$2,246,375
DEFINITE BOOKINGS PERFORMANCE - YTD 2025							
YTD Definite Bookings		YTD Definite Room Nights		YTD Definite Attendance		YTD Definite Economic Impact	
314		155,419		223,267		\$129,486,053	
Change	2024	Change	2024	Change	2024	Change	2024
0.6%	312	4.9%	148,167	2.8%	217,093	3.2%	\$125,467,352

EVENTS HELD PERFORMANCE - DECEMBER 2025							
December Events Held		December Events Held Hotel Rooms		December Events Held Attendance		December Groups Serviced	
15		6,167		8,760		9	
Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25
-31.8%	22	-8.0%	6,704	-76.4%	37,183	0.0%	9
EVENTS HELD PERFORMANCE - YTD 2025							
YTD Events Held		YTD Events Held Hotel Rooms		YTD Events Held Attendance		YTD Groups Serviced	
269		111,006		182,021		154	
Change	2024	Change	2024	Change	2024	Change	2024
-2.9%	277	-4.2%	115,920	9.6%	166,041	6.2%	145



SALES & SERVICES ACTIVITIES - DECEMBER 2025

LOST LEADS - NOV 2025		LOST LEADS - YTD 2025		PARTNER REFERRALS - NOV 2025		PARTNER REFERRALS - YTD 2025	
December		YTD		December		YTD	
Lost Business Leads		Lost Business Leads		Partner Referrals		Partner Referrals	
23		221		0		298	
Change	Nov-25	Change	2024	Change	Nov-25	Change	2024
228.6%	7	18.2%	187	-100.0%	4	-93.8%	4,805

TRADESHOW ATTENDANCE - December 2025

	Tradeshow and Sponsorship December 7-11 Lexington, KY Greg Gelians		Holiday Event 17-Dec New York, NY Meaghan Zimmer
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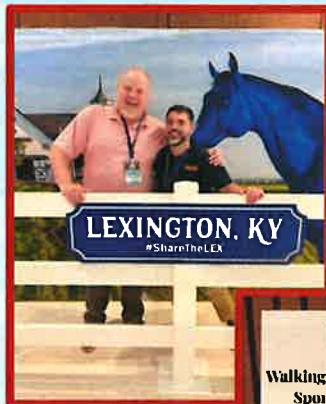
CLIENT SITE VISITS - December 2025

Association	SMERF	Sports	Tour & Travel
0	0	1	0

CLIENT SITE VISITS - YTD 2025

Association	SMERF	Sports	Tour & Travel
14	10	15	13

BUF IN LEX FOR U.S. SPORTS CONGRESS



The Buffalo Sports Commission participated in and sponsored the U.S. Sports Congress, one of the top national events for sports event organizers, rights holders, and destination leaders.

Besides participating in the conference, the Buffalo Sports Commission also sponsored the Walking Foodie Tour, offering a high-visibility chance to highlight Buffalo's culinary culture while casually engaging with key industry partners and decision-makers. This sponsorship reinforced Buffalo's image as a welcoming, authentic, and experience-focused host city for sporting events.

The conference provided valuable opportunities to strengthen existing relationships and start new conversations with partners responsible for organizing future tournaments and championships. Appreciation is extended to Lou Mengsol for hosting another successful U.S. Sports Congress and to VisitLEX for their hospitality.

Participation and sponsorship at the U.S. Sports Congress help support the Buffalo Sports Commission's ongoing efforts to attract new sporting events, expand its national network, and position Buffalo as a competitive and collaborative sports destination.



SALES & SERVICES ACTIVITIES - DECEMBER 2025

ESPORTS & GAMING TOURISM: UNIVERSUS GAMING NETWORK EVENT

In December, Buffalo hosted the UniVersus Gaming Network for a weekend-long competitive gaming event at The M Hotel Buffalo. The event was organized by Rochester Collectible Card Games and attracted players and spectators from around the region.

UniVersus is a nationally recognized competitive collectible card game platform that features characters from anime, video games, and pop culture in strategic, head-to-head gameplay. Players build custom decks that focus on tactics, timing, and skill, making the game popular among both competitive esports players and casual gaming fans.

Events like this highlight Buffalo's growing appeal as a host city for emerging esports and gaming competitions, a segment that continues to generate overnight stays, repeat visits, and strong engagement from younger audiences. Hosting UniVersus further demonstrates Buffalo's hotel and event venues' versatility in accommodating a wide range of non-traditional sports and competitive events.

This weekend-long competition supports the Buffalo Sports Commission's broader plan of drawing diverse tournaments and experiential events that grow the region's sports and events offerings beyond traditional athletics.



CUSTOMER ENGAGEMENT: NYSAE ANNUAL HOLIDAY EVENT



Meaghan Zimmer represented Visit Buffalo at the annual holiday event hosted by the New York State Society of Association Executives (NYSAE). The event offered a valuable opportunity to connect with association leaders who collectively organize and oversee hundreds of meetings, conferences, and conventions each year across New York State.

Participation in NYSAE events is a vital part of Visit Buffalo's strategy for meetings and conventions. These connections help build long-term business growth by positioning Buffalo as a competitive, high-value destination for future association meetings, especially for organizations looking for accessible, walkable, and affordable host cities.

Meaghan's engagement strengthened Visit Buffalo's role within the statewide association community and helped build connections that could lead to future RFPs, site visits, and booked business for Buffalo and Erie County.

SPORTS WIN: 2026 AMERICAN JUMP ROPE NATIONAL CHAMPIONSHIP

Buffalo has been chosen to host the American Jump Rope National Championship in June 2026, adding another nationally significant event to the city's expanding sports tourism portfolio. The multi-day competition will draw hundreds of athletes, along with coaches, families, and fans, to Buffalo and Erie County. Final dates and venues will be announced by event organizers in the coming months.

The announcement was launched through a creative social media campaign, featuring Buffalo Sports Commission team member Greg Gelinas jumping rope with event organizers at several iconic Buffalo sites. The fun activation sparked strong engagement and showcased Buffalo's energy, enthusiasm, and unique way of highlighting sports.

The American Jump Rope National Championship is a top event in the sport, showcasing elite youth and amateur athletes competing in various disciplines. The event is expected to generate significant hotel demand and boost visitor spending, while also highlighting Buffalo's ability to host large amateur sports championships.

This victory highlights the ongoing success of Visit Buffalo's sports sales strategy. Special thanks to Leah Mueller, Greg Gelinas, and Lauren Vargo for their leadership in securing this event and for their creative announcement of Buffalo as the 2026 host city.



MARKETING & COMMUNICATIONS KPIs - DECEMBER 2025

WEBSITE TRAFFIC & VIDEO VIEWS PERFORMANCE - DECEMBER 2025

December Engaged Sessions		December Mobile Sessions		December Website Views		December Search Impressions		December All Video Views	
80,154		60,446		258,454		6,963,614		1,142,100	
Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25
12.2%	71,427	15.6%	52,303	16.5%	221,841	-5.0%	7,329,991	121.5%	515,700

WEBSITE TRAFFIC & VIDEO VIEWS PERFORMANCE - YTD 2025

YTD Engaged Sessions		YTD Mobile Sessions		YTD Website Views		YTD Search Impressions		YTD All Video Views	
1,097,763		768,288		3,441,273		114,793,027		7,453,806	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
-26.0%	1,483,928	-23.9%	1,009,455	-30.0%	4,917,758	Due to change in website domain, historical data is no longer available.		-40.1%	12,450,279





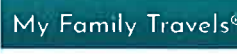





MEDIA RELATIONS PERFORMANCE - DECEMBER 2025

December Media Placements		December Media Impressions		December Media Social Shares		December Media Touchpoints		December Media Visits	
9		257,710,909		4,000		12		0	
Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25
-57.1%	21	43.5%	179,652,053	-11.1%	4,500	-47.8%	23	-100.0%	1

MEDIA RELATIONS PERFORMANCE - YTD 2025

YTD Media Placements		YTD Media Impressions		YTD Media Social Shares		YTD Media Touchpoints		YTD Media Visits	
308		7,061,897,237		119,751		264		37	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
89.0%	163	216.9%	2,228,346,807	264.4%	32,862	91.3%	138	32.1%	28

EXAMPLES OF DECEMBER 2025 MEDIA HITS

 <p>The Bleisure Travel Trend and Its Impact on Budget US Destinations</p>  <p>Readership: 5,213,383</p>	 <p>This Surprising Spot Was Just Named the Most Festive U.S. City to Celebrate Christmas</p>  <p>Readership: 27,240,460</p>	 <p>12 FOODIE DESTINATIONS IN NEW YORK STATE THAT LOCALS SWEAR BY</p>  <p>Readership: 261,455</p>	 <p>Where to Go in 2026: Places That Are on the Rise and Off the Beaten Path</p>  <p>Readership: 694,315</p>	 <p>Running meets tourism: The most beautiful marathons on the planet</p>  <p>Readership: 160,859,703</p>
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MARKETING & COMMUNICATIONS KPIS - DECEMBER 2025

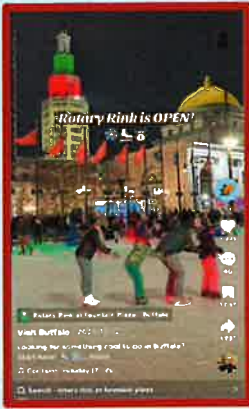
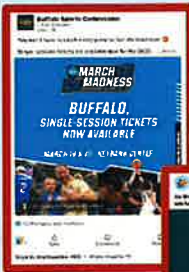
SOCIAL MEDIA PLATFORM PERFORMANCE - YTD 2025


YTD Facebook		YTD X (Twitter)		YTD Instagram		YTD TikTok		YTD Social Media Posts	
131,018		28,240		99,172		44,000		1,985	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
12.2%	116,805	-4.1%	29,438	7.4%	92,360	27.9%	34,413	-6.4%	2,121

EXAMPLES OF SOCIAL MEDIA POSTS - DECEMBER 2025

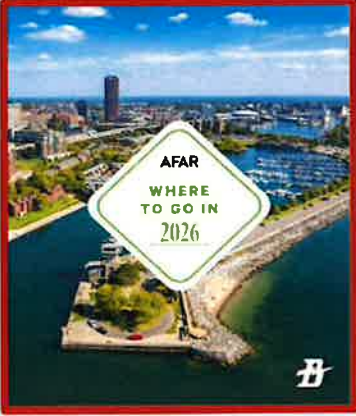


**December
Most Viewed
Social Media Post
Take the Trip
360,000**



NATIONAL RECOGNITION: BUFFALO NAMED TO AFAR'S "WHERE TO GO IN 2026"



Buffalo received notable national recognition this month when it was included on AFAR's "Where to Go in 2026" list, which highlights 24 destinations shaping the future of travel. The list focuses on places making meaningful investments in culture, community, and visitor experience, placing Buffalo among a select group of innovative cities worldwide.

AFAR emphasized Buffalo's commitment to cultural preservation and placemaking as key reasons for its selection. Highlights included revitalizing the Michigan Street African American Heritage Corridor, reopening the Historic Colored Musicians Club, launching the nation's first museum dedicated to Black radio, and undertaking major waterfront and sports infrastructure projects like Ralph Wilson Park and the new Highmark Stadium.


The feature showcases Buffalo's momentum at the intersection of heritage, innovation, and community-led development. From cultural storytelling to large-scale public investments, AFAR notes that Buffalo is purposefully shaping its next chapter, attracting increasing attention from both national and international travelers.

This recognition further confirms Visit Buffalo's strategy to highlight authentic stories, celebrate cultural assets, and position the destination as an emerging city heading into 2026 and beyond.

PASSPORT MAGAZINE SPOTLIGHTS BUFFALO'S CULINARY SCENE

Buffalo was featured in Passport Magazine's World Eats series, spotlighting the city's evolving, globally influenced food scene and positioning Buffalo as more than just the home of the chicken wing. The article highlighted local standouts including The Richardson Hotel, Beacon Grille, Southern Junction, and Miller's Thumb Bakery, underscoring the depth and diversity of the culinary landscape.

Writer Jeff Heilman described Buffalo as an "irrepressibly cheerful hub of open arms hospitality" with a scene that is "Refreshingly Spicy," closely aligning with Visit Buffalo's That's Buffalo For You brand. The feature represents another strong national media win for Visit Buffalo and our public relations partners at Lou Hammond Group, reinforcing Buffalo's growing reputation as a welcoming and creative food destination.



MARKETING ACTIVITIES - DECEMBER 2025

THAT'S BUFFALO FOR YOU LAUNCHES NATIONAL WINTER CAMPAIGN



Visit Buffalo has launched its first-ever dedicated winter advertising campaign, marking a major expansion of the That's Buffalo For You brand platform. Developed in partnership with MMGY Global, the winter campaign aims to promote Buffalo as a year-round destination and increase visitation during the colder months.

The campaign is now live in targeted regional markets such as Cleveland, Pittsburgh, Philadelphia, Boston, and Chicago, with additional nationwide exposure across social media, digital channels, YouTube, and streaming audio platforms.

This winter campaign showcases Buffalo's unique charm during the colder months with confident, evocative messages like *Ruggedly Inviting*, *Boldly Cozy*, and *Magically Real*. The creative elements are paired with iconic winter scenes, such as Canalside at the Buffalo Waterfront and Chestnut Ridge County Park.

The campaign focuses on a clear and memorable message: *Made for Snow Buffs. That's Buffalo For You.*

This initiative highlights Visit Buffalo's ongoing effort to increase tourism, support local partners, and promote the Buffalo Niagara region as an appealing destination year-round.

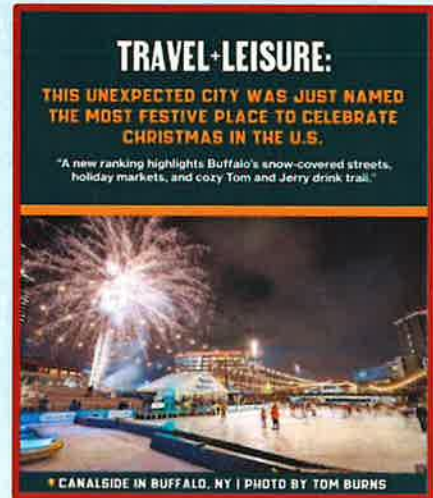


TRAVEL + LEISURE NAMES BUFFALO A TOP CHRISTMAS DESTINATION

Buffalo received major national recognition this holiday season with a feature in *Travel + Leisure*, which named Buffalo the most festive city to celebrate Christmas. The article highlighted Buffalo's unique holiday atmosphere, noting its illuminated downtown, historic architecture, and a strong sense of community that lasts throughout the winter.

The piece highlighted Buffalo's blend of old-fashioned charm and modern energy, pointing out seasonal light displays, walkable neighborhoods, and family-friendly traditions that make the city feel both welcoming and authentic during the holidays. *Travel + Leisure* emphasized that Buffalo's celebrations are rooted in community rather than spectacle, setting it apart from larger, more commercialized holiday destinations.

This high-profile placement signifies a significant media achievement for Visit Buffalo and enhances the destination's growing national appeal during the winter travel season. Special recognition goes to Visit Buffalo's marketing team and our public relations partners at Lou Hammond Group for securing and supporting this feature, which continues to boost Buffalo's visibility and reputation in key leisure travel markets.



OUTSIDE MAGAZINE LISTS BUFFALO ON 11 CITIES REWILDING THE FUTURE



In December, Buffalo gained national recognition when *Outside* named the city one of *11 Cities Rewilding the Future*, highlighting destinations that are redefining urban life through access to nature, public green spaces, and sustainable placemaking. The article emphasized Buffalo's expanding waterfront parks, historic Olmsted-designed park system, revitalized river corridors, and major public space plans for 2026 as proof of a city successfully blending heritage with forward-looking environmental design.

The feature positions Buffalo as a place where urban living and outdoor access coexist, attracting travelers who value both culture and nature. This recognition supports Visit Buffalo's broader storytelling strategy and enhances Buffalo's growing reputation as a forward-thinking destination that emphasizes quality of life for residents and visitors alike.

ORGANIZATIONAL ACTIVITIES - December 2025

CELEBRATING THE HOLIDAYS WITH OUR INDUSTRY PARTNERS



Visit Buffalo hosted a year-end gathering with members of the hospitality and tourism community at The Show at Shea's Seneca, providing an opportunity to reflect on the year and celebrate shared accomplishments.

Set against the venue's eye-catching 1920s-inspired architecture, the evening created a warm and inviting atmosphere for conversation, connection, and appreciation. It served as a fitting end to the year, highlighting the collaboration and camaraderie that define Buffalo's tourism industry.

We appreciate the ongoing collaboration of our hospitality community and the collective effort that makes Buffalo a destination to celebrate. The gathering strengthened the strong relationships that will lead Visit Buffalo and our partners into another year of growth and success.

BUILDING ORGANIZATIONAL LEADERS THROUGH LEADERSHIP BUFFALO

Visit Buffalo and the Buffalo Sports Commission marked two Leadership Buffalo milestones that underscore our commitment to leadership development and community engagement. James Adler, Director of Sports Sales, graduated from the Rising Leaders Class of 2025, completing the program with distinction and serving as class chair. Kate Scaduto, Marketing and Social Media Manager, has also been accepted into the Rising Leaders Class of 2026, reflecting her creativity, strategic thinking, and passion for sharing Buffalo's story.

Leadership Buffalo has long played an important role in strengthening Visit Buffalo's leadership bench, with alumni including Patrick Kaler, Brian Hayden, and Renata Toney. We value our continued partnership with Leadership Buffalo and its mission to develop leaders who create meaningful, lasting impact across Western New York.



BUILDING MORE DESTINATION EXPERTS THROUGH CTA PROGRAM

Visit Buffalo is proud to honor the newest graduates of Buffalo's Certified Tourism Ambassador (CTA) program. Twenty-five team members from the Buffalo Marriott LECOM HARBORCENTER and Explore and More The Ralph C. Wilson Jr. Children's Museum successfully completed the training, demonstrating strong engagement, curiosity, and pride in the Buffalo and Erie County region.

We sincerely thank Huseyin Taran, General Manager, and Taylor Costanzo, Human Resources Manager at the Buffalo Marriott LECOM HARBORCENTER, for hosting the session. We also appreciate the ongoing support of Michelle Urbanczyk, President and CEO of Explore and More, and Visit Buffalo board member, whose leadership has been key in advancing the program.



The CTA program continues to receive highly positive feedback for its relevance, energy, and ability to inspire frontline ambassadors. Organizations with groups of 20 or more can request custom onsite training, providing a convenient way to invest in staff development. Additional details are available through Nicklaus Householder, CTA. The CTA program remains a crucial effort in improving the visitor experience by empowering local ambassadors to confidently and authentically share Buffalo's story, one visitor at a time.

VISIT BUFFALO EXTENDS HOLIDAY WISHES TO OUR BOARD AND PARTNERS



Our team recently gathered at Britesmith Brewing to celebrate the season and reflect on a year filled with meaningful work, shared successes, and great pride in our destination.

We appreciate our partners' ongoing support and collaboration and look forward to building on this momentum in the year ahead, guided by the same Buffalo spirit that continually distinguishes our community.

BUFFALO CONVENTION CENTER KPIs - DECEMBER 2025

BCC REVENUE PERFORMANCE - DECEMBER 2025									
December Total Revenue		December Rent Revenue		December Food & Beverage Revenue		December Electrical Revenue		December Other Revenue	
\$252,542		\$18,118		\$230,224		\$4,126		\$74	
Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25
-35.7%	\$392,874	-62.5%	\$48,283	-28.1%	\$320,244	-81.5%	\$22,247	0.0%	\$2,100
BCC REVENUE PERFORMANCE - FY2025 YTD									
YTD Total Revenue		YTD Rent Revenue		YTD Food & Beverage Revenue		YTD Electrical Revenue		YTD Other Revenue	
\$3,711,433		\$842,839		\$2,979,315		\$166,165		\$40,435	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
-18.5%	\$4,555,653	-5.6%	\$892,479	-13.7%	\$3,452,353	-3.4%	\$172,092	4.4%	\$38,729

BCC OPERATIONS PERFORMANCE - DECEMBER 2025									
December Total Events Held		December Conventions		December Meetings		December Banquets		December Consumer/Public Shows	
6		0		1		4		1	
Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25
-57.1%	14	-100.0%	1	0.0%	1	-50.0%	8	-75.0%	4
BCC OPERATIONS PERFORMANCE - FY2025 YTD									
YTD Total Events Held		YTD Conventions		YTD Meetings		YTD Banquets		YTD Consumer/Public Shows	
103		25		19		44		15	
Change	2024	Change	2024	Change	2024	Change	2024	Change	2024
-15.6%	122	-3.8%	26	-32.1%	28	-15.4%	52	-6.3%	16

BCC EVENT ATTENDANCE - DEC 2025	
December Total Event Attendance	
4,556	
Change	Nov-25
-79.2%	21,869
BCC EVENT ATTENDANCE - FY 2025 YTD	
YTD Total Event Attendance	
165,237	
Change	2024
-4.8%	173,606

BCC DAYS OCCUPIED - DEC 2025	
December Total Number of Days Occupied	
20	
Change	Nov-25
-31.0%	29
BCC DAYS OCCUPIED - FY 2025 YTD	
YTD Total Number of Days Occupied	
254	
Change	2024
-3.1%	262

BCC SALES ACTIVITY KPIs - DECEMBER 2025

LEADS GENERATED PERFORMANCE - DECEMBER 2025

December Total Leads Generated		December BCC Generated Leads		December VBN Generated Leads		December Confirmed Bookings	
11		7		4		3	
Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25
-31.3%	16	-12.5%	8	-20.0%	5	-75.0%	12

LEADS GENERATED PERFORMANCE - YTD 2025

YTD Total Leads Generated		YTD BCC Generated Leads		YTD VBN Generated Leads		YTD Confirmed Bookings	
140		79		73		96	
Change	2024	Change	2024	Change	2024	Change	2024
5.3%	133	-15.1%	93	82.5%	40	-21.3%	122

SALES SOLICITATION CALLS AND LOST BUSINESS PERFORMANCE - DEC 2025

December Total Solicitation Calls		December Existing Client Calls/Contact		December New Client Calls/Contact		December Lost Business	
27		16		11		7	
Change	Nov-25	Change	Nov-25	Change	Nov-25	Change	Nov-25
-50.0%	54	-55.6%	36	-38.9%	18	75.0%	4

SALES SOLICITATION CALLS AND LOST BUSINESS PERFORMANCE - YTD 2025

YTD Total Solicitation Calls		YTD Existing Client Calls/Contact		YTD New Client Calls/Contact		YTD Lost Business	
636		300		336		75	
Change	2024	Change	2024	Change	2024	Change	2024
16.1%	548	30.4%	230	5.7%	318	-5.1%	79

BCC CURRENT AND FUTURE BOOKED BUSINESS - FY2025 YTD

	2019*	2024*	2025**	2026**	2027**	2028**
Number of Events	138	122	103	79	52	32
Expected Attendance	249,975	172,743	165,237	216,207	185,615	157,325
Expected Hotel Room Nights	25,000	21,094	19,640	27,561	27,561	11,950
Expected Economic Impact	\$34,063,840	\$27,712,443	\$ 25,552,120	\$ 20,825,286	\$ 20,825,286	\$ 17,346,429

* Final for year **Updated monthly

EXAMPLES OF BCC BUSINESS HELD IN December 2025



Visit Buffalo Board of Directors

Officers

Cindy Abbott-Letro, Law Offices of Francis A Letro - Chair
Kimberly Minkel, NFTA - Vice Chair
Thomas Long, The Westin Buffalo - Treasurer
Thomas Beauford, Buffalo Urban League - Secretary
Mary F. Roberts, Martin House - Immediate Past Chair

Members

Terry Alford, Michigan Street African-American Corridor
Mark Alnut, University of Buffalo Department of Athletics
Melissa Brown, Buffalo History Museum
Daniel Castle, Erie County Department of Environment & Planning
Anthony J.W. Chase, Buffalo State University
Dottie Gallagher, Buffalo Niagara Partnership
Mark Glasgow, Erie County Legislature Majority Caucus Appointee
Brian Gould, City of Buffalo Appointee
Patrick Kaler, Visit Buffalo Niagara CEO
Bob Karmazyn, Embassy Suites Buffalo
William Paladino, Erie County Legislature Minority Caucus Appointee
Shannon Patch, Delaware North
Steven Ranalli, Erie County Stadium Corporation
David Schutte, Schutte Hospitality Group
Michelle Urbanczyk, Explore and More Children's Museum

Data Sources For This Key Performance Indicator Report:

Cevis Technologies
Cision
Destinations International
Google Analytics
Key Data
Longwoods International
Lou Hamond Group
MMGY
Momentum Technologies
Sales Force Marketing Cloud
Simpleview
STR (Smith Travel Research)
Tourism Economics
U.S. Travel Association
Zartico



Purpose Statement:
We champion America's greatest
reimagined city.

Visit Buffalo Staff

Jennifer Bialek, Executive Assistant to the CEO
Drew Brown, Senior Content Director
Michele Butlak, Accounting & Benefits Manager
Brooke Chavanne, Administrative Sales Assistant
Karen Cox, Director of Convention Services
Ben DiStasio, Convention Services Coordinator
Karen Fashana, Vice President of Marketing
Tala Harden, Marketing Specialist
Brian Hayden, Senior Director of Marketing & Communications
Nick Householder, Destination Experience Specialist
Patrick Kaler, President & CEO
Michelle Kearns, Director of Communications
David Marzo, Chief Financial Officer
Leah Mueller, Vice President of Sales and Services
Hailey Muscarella, Administrative Assistant Business Intelligence
Heather Nowakowski, Senior Director of Business Intelligence
Temekia Powers, National Sales Director
Kelly Rosenfeld, Graphic Designer
Kate Scaduto, Marketing & Social Media Manager
Renata Toney, Vice President of Destination Experience
Marisa Urbano, National Sales Manager
Meredith Walsh, Travel Trade Manager
Meaghan Zimmer, National Sales Director
TBD, Industry Relations Assistant
TBD, Visitor Center Manager

Buffalo Sports Commission Staff

James Adler, Director of Sports Sales
Greg Gelinis, Director of Sports Development
Patrick Kaler, President & CEO
Leah Mueller, Vice President of Sales & Services
Lauren Vargo, Sports Services Manager

Buffalo Convention Center Staff

Melissa Burke, Senior Director of Sales
Jeff Calkins, Vice President & General Manager
Lorna Cullen, Office Manager
Jamie Flood, Controller
Patrick Kaler, President & CEO
Craig Landseadel, Executive Chef
Mary Ann Martin, Bookkeeper & Benefits Manager
Heather Petrino, Sales & Services Coordinator
Ken Sanford, Chief Engineer
Michael Will, Director of Operations
Colleen Willis, Director of Sales
Danielle Winiarski, Assistant General Manager
Marc Witman, Operations Manager
Alishia Vega, Front Desk Receptionist
Jolani Yeager, Sales & Catering Manager

BUFFALO CONVENTION CENTER

Purpose Statement:
We inspire connection through
unparalleled hospitality, collaborative
partnerships, and exceptional
experiences.

BUFFALO CONVENTION CENTER			
Q4 Revenue	Goal	Actual	Variance
Rent Revenue	\$161,150	\$194,049	20.42%
F&B Revenue	\$620,180	\$896,499	44.55%
Electrical Service	\$15,850	\$39,077	146.54%
Other Revenue	\$0	\$12,748	100.00%
TOTAL REVENUE	\$797,180	\$1,142,371	43.30%
YTD Revenue	2025	2024	Variance
Rent Revenue	\$842,838	\$892,479	-5.56%
F&B Revenue	\$2,979,311	\$3,480,429	-14.40%
Electrical Service	\$166,266	\$174,794	-4.88%
Other Revenue	\$40,572	\$38,804	4.56%
TOTAL REVENUE	\$4,028,987	\$4,586,506	-12.16%
YTD Events	2025	2024	Variance
Number of Events	103	122	-15.6%
Attendance	165,237	173,606	-4.8%
F&B Profit Margin	-4.51%	7.86%	-157.38%
Comments Q4			
Q4 results reflected stronger F & B revenues with higher than normal attendance for the Roswell Gala and the Festival of Trees, as well as new events such as "Not So Silent Night" benefit dinner.			

Q4 Major Events Hosted			
Month	Event Name	Number of Attendees	Revenue
October	Nickel City Comic Con Inc – Fall Show	3,462	\$34,342
October	Black Achievers, Inc – Gala	970	\$49,168
October	Bison Scholarship Fund – Luncheon	849	\$23,565
October	American Association for Aerosol Research – 2025 Annual Conference	763	\$124,515
October	Catholic Health – Anniversary Gala	729	\$84,948
October	Buffalo Events Marketplace – NightCrawlers	640	\$7,046
November	YMCA Buffalo Niagara – Turkey Trot Post Race Party	9,236	\$32,849
November	Conesus Fest for Charity – World’s Largest Disco	6,341	\$150,574
November	U.B Dental Alumni Association – Buffalo Niagara Dental Meeting	2,100	\$53,323
November	Roswell Park Alliance Foundation -All Star Night	1,040	\$119, 898
November	Greater Buffalo Sports Hall of Fame - Induction Dinner	569	\$26,579
December	Maximum Cheer, LLC – Celebration Classic – MaxOut Buffalo	1,654	\$22,820
December	Kaleida Health Foundation – Festival of Trees	950	\$143,132
December	Revelas Family Foundation – “Not So Silent Night”	800	\$39,278

Q4 Major Events Booked		
Year	Event Name	Expected Revenue
2026	Niagara Frontier Automobile Dealers Association – 2026 Auto Show	\$132,550
2026	Nickel City Con – 2026 Nickel City Con	\$61,130
2026	UB Dental Alumni Association	\$47,422
2026	Niagara Frontier Automobile Dealers Association – Preview Party	\$20,000
2026	Buffalo -Erie Marathon Association Inc – 2026 Buffalo Marathon Weekend	\$19,742
2027	Eastern Area of the Links, Inc. -49th Eastern Area Conference of The Links, Inc.	\$95,000
2027	DanceOne Tours – NUVO Dance Convention	\$22,722
2027	DanceOne Tours – JUMP Dance Convention	\$25,658
2028	New York City Dance Alliance – 2028 Annual	\$44,002
2030	New York State United Teachers – Annual Delegates Assembly	\$110,000

Q4 Notable BCC Activities	
Date	Program
Oct	Site visit Botanical Society of America
Oct	Participated in ESSAE Membership Virtual Committee Meeting
Nov	Hosted I Love New York Fam Lunch and tour with Visit Buffalo
Nov	Hosted reception and site inspection for International Association of Government Officials – IGO
Nov	Hosted Marine Corps League Lunch and walk through following Buffalo selection in 2027
Dec	Hosted BCC Client Holiday Party
Ongoing	Soffit work continues, awaiting steel