

**BUFFALO  
CONVENTION  
CENTER**



# **Buffalo Convention Center Strategic Plan**

**2025-2027**

# Conventions Impact on Buffalo



**Number of Attendees**

**174,606**



**Number of Room Nights**

**21,141**



**Economic Impact**

**\$27,712,443**

# Strategic Plan

**In November 2024, the Buffalo Convention Center developed a new 3-year strategic plan for the facility. The plan provides a new purpose statement, and new strategic goals, actionable initiatives and KPIs.**

MMGY NextFactor engaged the Buffalo Convention Center and Visit Buffalo Niagara leadership teams to collect the broadest possible range of inputs and inspirations to develop the plan.

The process included:

- 20 interviews with Buffalo Niagara community and industry leaders
- Several board and management sessions

This strategic plan was produced by:

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## Strategic Plan Elements

### Purpose

Unique mission and identity for the organization

### Goals

Required to achieve purpose

### Initiatives

Actions to achieve goals

### KPIs


Objective performance indicators

# Purpose Statement



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



# Strategy Map

# Strategic Goals

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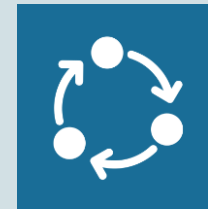
**Facility  
Investments**



**Sales &  
Marketing**



**Stakeholder  
Engagement**



**Administration  
& Operations**

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FACILITY INVESTMENTS INITIATIVES	LEAD	2025 TARGETS	2026 TARGETS	2027 TARGETS
Champion continued capital improvements to the physical plant of the building including renewable energy infrastructure with Erie County Department of Public Works.	CEO GM	<ul style="list-style-type: none"> <li>Perform a comprehensive facilities assessment to prioritize capital improvements.</li> <li>Capital improvement projects – roof, potential solar panes, ballroom ceiling, and all first-floor meeting and public space flooring.</li> </ul>	<ul style="list-style-type: none"> <li>Capital improvement projects – exhibit level flooring.</li> <li>Install state-of-the-art audiovisual equipment to attract tech-focused clients.</li> <li>Explore the enhancements needed to activate outdoor spaces for event use.</li> </ul>	<ul style="list-style-type: none"> <li>Complete indoor and outdoor beautification and enhancement projects.</li> <li>Complete necessary improvements/renovations for outdoor space activations for events.</li> </ul>
Modernize kitchen, lobby bar, concession and merchandising equipment.	GM		<ul style="list-style-type: none"> <li>Renovation of the lobby bar area.</li> <li>Modernization of concession operation and POS equipment.</li> </ul>	
Upgrade connecting walkway with hotel partner and VBN.	GM VBN Marketing	<ul style="list-style-type: none"> <li>Explore and improve accessibility throughout the interior and exterior of the Center.</li> <li>Utilize new VBN branding for connecting the walkway to the Hyatt Hotel.</li> </ul>	<ul style="list-style-type: none"> <li>Install and finalize new destination branding for internal and external walkway</li> </ul>	
Develop a long-term strategy/timeline to make the ongoing business case for a new convention center.	CEO GM	<ul style="list-style-type: none"> <li>Continue to collect industry related data related to convention business.</li> <li>Continue to collect nationwide convention center improvements and new construction project.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a multi-year budgeting process to improve financial forecasting and resource allocation.</li> </ul>	<ul style="list-style-type: none"> <li>Formalize information and data collected in previous years into a comprehensive report.</li> </ul>
Monitor Erie County Public Art initiative for potential building rear façade or sculpture.	CEO/GM	<ul style="list-style-type: none"> <li>Provide input on building public art opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>Complete interior public space art enhancements.</li> </ul>	

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SALES & MARKETING INITIATIVES	LEAD	2025 TARGETS	2026 TARGETS	2027 TARGETS
Position the Buffalo Convention Center as a premier destination for events, conferences, and conventions.	Sales	<ul style="list-style-type: none"> <li>Utilize the Center's CRM system for better lead tracking, data-driven decision-making, and reporting.</li> <li>Partner with Visit Buffalo Niagara to attract regional and national conventions.</li> </ul>	<ul style="list-style-type: none"> <li>Launch a loyalty program for recurring event organizers.</li> </ul>	<ul style="list-style-type: none"> <li>Host an annual "Event Excellence Showcase" featuring client success stories and facility innovations.</li> </ul>
Achieve financial sustainability by diversifying revenue streams and maximizing space utilization.	Sales Services	<ul style="list-style-type: none"> <li>Build a strategic partnership with Statler Hotel to cross-sell event space packages.</li> <li>Introduce customizable event packages with tiered pricing options, such as VIP amenities, upgraded décor, and premium audiovisual setups.</li> </ul>	<ul style="list-style-type: none"> <li>Launch a branded catering service with premium add-ons (e.g., Buffalo-inspired menus, wine pairings).</li> </ul>	<ul style="list-style-type: none"> <li>Develop experiential add-ons, such as local tours, live entertainment packages, and cultural experiences to increase per-event revenue.</li> </ul>
Strengthen regional partnerships to amplify the Buffalo Convention Center's appeal.	Sales	<ul style="list-style-type: none"> <li>Co-host/sponsor influencer planner events to raise the Center's profile.</li> <li>Host quarterly networking events for local businesses and organizations to showcase the venue's capabilities.</li> </ul>	<ul style="list-style-type: none"> <li>Organize an annual Buffalo Convention Center expo to showcase its spaces and attract potential clients.</li> <li>In cooperation with VBN, explore the opportunity to offer a small retail space featuring Buffalo-themed merchandise and local artisan products.</li> <li>Collaborate with local artists to feature rotating art exhibits in the facility.</li> </ul>	<ul style="list-style-type: none"> <li>Partner with the Buffalo Niagara Sports Commission to host more sports-related expos, trade shows, and fan conventions.</li> </ul>
Optimize seasonality and pursue non-traditional and sports events during off-seasons.	Sales	<ul style="list-style-type: none"> <li>Explore a flexible pricing structure for off-peak bookings to increase occupancy rates.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and promote a flexible pricing structure for off-peak bookings to increase occupancy rates.</li> </ul>	<ul style="list-style-type: none"> <li>Measure off-peak bookings and reassess for future years.</li> </ul>
Evaluate all sales and marketing collateral.	GM Sales	<ul style="list-style-type: none"> <li>Invest in professional interior and exterior photography and video.</li> <li>Continue to revamp the website and digital presence, with virtual tours and interactive booking tools.</li> <li>Conduct yearly satisfaction surveys with detailed reports to refine services.</li> </ul>	<ul style="list-style-type: none"> <li>Offer exclusive marketing support for events, including targeted social media campaigns and promotional materials.</li> <li>Introduce dynamic pricing models that adjust based on demand, seasonality, and event size.</li> </ul>	

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STAKEHOLDER ENGAGEMENT INITIATIVES	LEAD	2025 TARGETS	2026 TARGETS	2027 TARGETS
<p><b>Strengthen relationships with government entities and the local community to align goals and gain support for future initiatives.</b></p>	<p><b>CEO</b> <b>GM</b></p>	<ul style="list-style-type: none"> <li>• Build relationships with local elected officials by highlighting the Center’s economic and social contributions.</li> <li>• In cooperation with the County and VBN, host a media moment to showcase the center’s upgrades, sustainability efforts, and community impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Create a Buffalo Business Collaborative Initiative to integrate local businesses into the Center’s ecosystem, including food supply sourcing, décor, and other event services.</li> </ul>	<ul style="list-style-type: none"> <li>• Digitally incorporate an Annual Client Impact Report showcasing key achievements, testimonials, and improvements made in response to stakeholder feedback and promote through social media.</li> </ul>
<p><b>Build strong collaborations with local organizations to enhance the Center’s reputation and community integration.</b></p>	<p><b>GM</b> <b>Sales</b></p>	<ul style="list-style-type: none"> <li>• Participate in local key industry associations to enhance visibility and networking opportunities.</li> <li>• Host the VBN annual industry event to exhibit the DMO and Center’s collaborative efforts.</li> <li>• Work with VBN and local cultural organizations to feature rotating art exhibits in Center’s public spaces.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a rotating art exhibits in Center’s public spaces.</li> <li>• Collaborate with hotels, transportation providers, and restaurants to streamline logistics and ensure high-quality visitor experiences.</li> </ul>	
<p><b>Build trust and loyalty among event planners and clients through exceptional collaboration and engagement.</b></p>	<p><b>All Departments</b></p>	<ul style="list-style-type: none"> <li>• Partner with customers and regional influencers to amplify the Convention Center’s brand and initiatives through events held.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a digital Event Resource Portal with templates, planning tools, and helpful information for event organizers.</li> </ul>	<ul style="list-style-type: none"> <li>• Formalize long-term partnerships with repeat clients through personalized service agreements that align with their organizational goals.</li> </ul>
<p><b>Build strong, transparent relationships with vendors and suppliers to ensure high-quality service and operational excellence.</b></p>	<p><b>All Departments</b></p>	<ul style="list-style-type: none"> <li>• Develop a Vendor Code of Conduct outlining shared expectations for quality, sustainability, and professionalism.</li> <li>• Update and expand the Preferred Vendor List to help clients access trusted suppliers while ensuring vendor quality.</li> </ul>	<ul style="list-style-type: none"> <li>• Create a Vendor Performance Review Process to assess supplier contributions and identify opportunities for improvement regularly.</li> <li>• Organize an annual Vendor Workshop to foster collaboration and improve service standards across all supplier relationships.</li> </ul>	<ul style="list-style-type: none"> <li>• Formalize long-term partnerships with key vendors to ensure consistency and reliability in service delivery.</li> <li>• Publish a Vendor Spotlight Report annually, highlighting exceptional contributions and encouraging stronger collaboration.</li> <li>• Integrate a vendor recognition program to honor outstanding suppliers who align with the Center’s values and goals.</li> </ul>

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ADMINISTRATION & OPERATIONS INITIATIVES	LEAD	2025 TARGETS	2026 TARGETS	2027 TARGETS
Streamline processes to improve productivity, reduce costs, and ensure smooth event delivery.	GM CFO	<ul style="list-style-type: none"> <li>Implement advanced audiovisual and hybrid event technologies to cater to modern, tech-savvy audiences.</li> <li>Continue implementing a centralized CRM system to streamline event planning, scheduling, communication, and accounting.</li> </ul>	<ul style="list-style-type: none"> <li>Establish key performance indicators (KPIs) to monitor operational efficiency, such as event turnaround times and staff productivity metrics.</li> <li>Install state-of-the-art audiovisual equipment to attract tech-focused clients.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate AI-powered threat detection systems for proactive security measures.</li> </ul>
Build a highly skilled and motivated workforce capable of delivering top-tier service.	GM CFO	<ul style="list-style-type: none"> <li>Invest in staff training programs focused on diversity, equity, and inclusion (DEI) and ensure all employees complete the VBN Certified Travel Ambassador training program.</li> <li>Introduce cross-training programs to ensure operational flexibility and growth opportunities for staff.</li> <li>Successfully negotiate new union contracts.</li> </ul>	<ul style="list-style-type: none"> <li>Expand cross-training initiatives to ensure operational flexibility and reduce staffing bottlenecks.</li> </ul>	
Modernize the facility to meet evolving client expectations and maintain competitive advantage.	GM Operations	<ul style="list-style-type: none"> <li>Conduct a full operational audit to identify inefficiencies and areas for improvement in workflows, staffing, and technology.</li> <li>Work with VBN on the median garden beautification project.</li> <li>Stay educated on sustainability best practices.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a sustainability audit to identify waste streams, energy usage, and potential areas for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Offer guests optional safety features, such as event-specific health screening protocols.</li> </ul>
Create a transparent, accountable, and efficient administrative framework.	GM CFO	<ul style="list-style-type: none"> <li>Create a cross-departmental task force to align operational priorities and eliminate redundancies.</li> </ul>	<ul style="list-style-type: none"> <li>Automate repetitive administrative tasks such as invoicing, payroll, and scheduling to reduce manual labor.</li> </ul>	
Ensure a safe, secure, and comfortable environment for all guests and employees.	All Departments	<ul style="list-style-type: none"> <li>Review and update as necessary DEI policies.</li> </ul>		<ul style="list-style-type: none"> <li>Establish a health and safety committee to continuously evaluate and improve practices.</li> </ul>