



# Visit Buffalo Niagara Strategic Plan

2022-2024

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 NextFactor

# Strategic Plan

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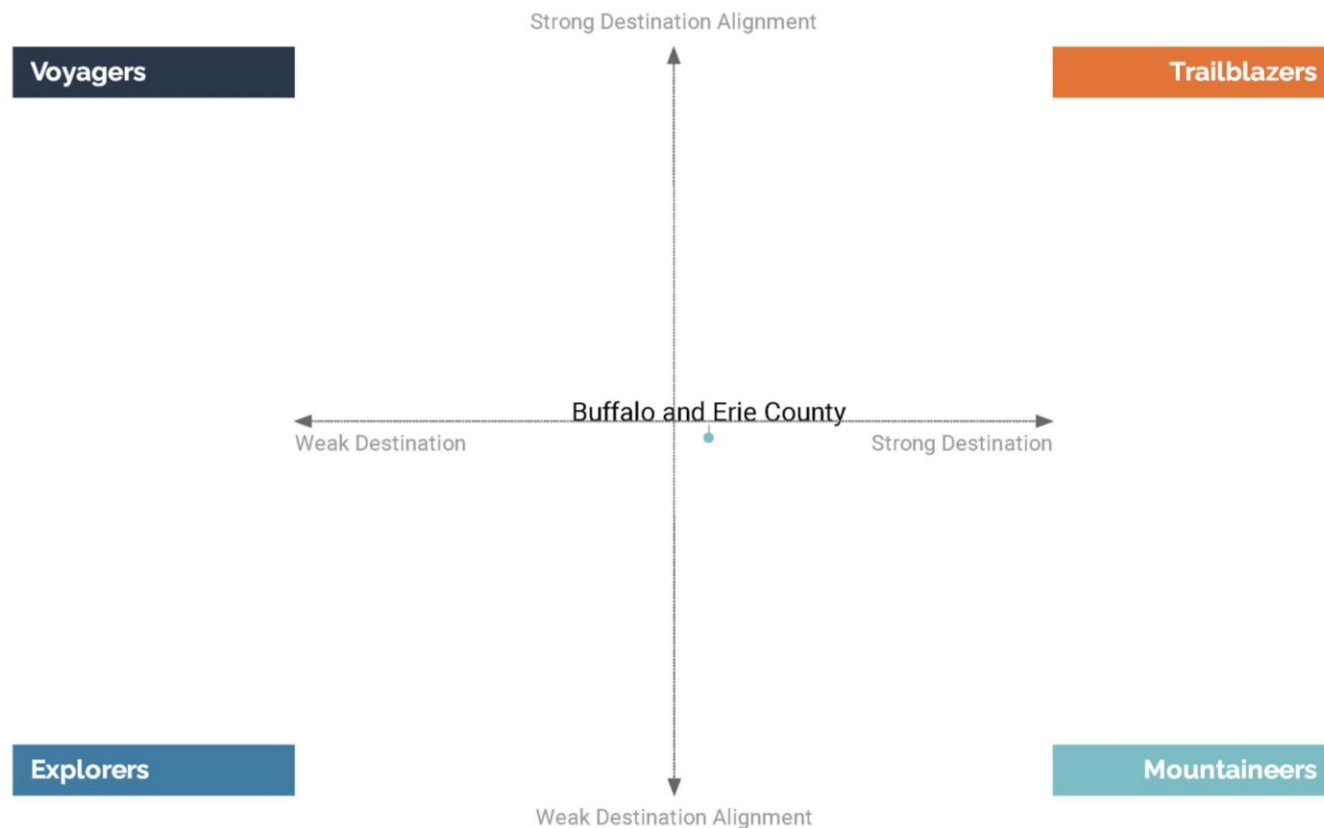
- Visit Buffalo Niagara worked with MMGY NextFactor to develop a new 3-year Strategic Plan. The new Plan includes five core elements, shown in the diagram opposite.
- A significant amount of engagement was completed to help develop the new Strategic Plan, including:
  - 40+ stakeholder Interviews
  - 95 responses from clients and industry, government, community leaders in DestinationNEXT 2.0 Assessment
  - +1,400 responses in the Resident Sentiment Survey
  - Feedback and input from the Board and Leadership Team:
    - Leadership Team Strategic Visioning Session Sep 21, 2021
    - Board of Directors Strategic Visioning Session Sep 22, 2021

## Strategic Plan Elements



# Key Takeaways from DestinationNEXT

- Buffalo & Erie County is in the Mountaineers quadrant with above average scores for Destination Strength and below average scores for Destination Alignment.



There are several opportunities for improvement in Buffalo & Erie County as per the lowest rated variables shown:

### Destination Strength

	Variable	Performance ▲
1.	Conventions & Meetings	3.10
2.	Local Mobility & Access	3.26
3.	Health & Safety	3.30
4.	Communication Infrastructure	3.36
5.	Destination Access	3.58

### Destination Alignment

	Variable	Performance ▲
1.	Funding Support & Certainty	2.26
2.	Workforce Development	3.18
3.	Emergency Preparedness	3.64
4.	Sustainability & Resilience	3.77
5.	Community Group & Resident Support	3.79

# Vision

To be the most surprising destination  
you'll ever visit

# Mission

Transforming our community by  
inspiring visitors and locals to  
discover Buffalo and Erie County



# Strategic Goals



# Sales & Marketing

	Strategic Initiatives	Lead	Timeline		
			FY 2022	FY 2023	FY 2024
<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>• 9 million visitors by 2024</li> <li>• 160,000 room-nights generated in 2024</li> <li>• \$1.9 billion economic impact by 2024</li> <li>• \$300 million state and local taxes generated by 2024</li> </ul>	a. Expand off-peak leisure visitation & address seasonality	Marketing			
	b. Expand off-peak group business and address seasonality	Sales			
	c. Build global brand as a unique architectural, art & cultural destination	Marketing			
	d. Promote Buffalo as a culinary & agritourism destination	Marketing			
	e. Address and improve DEI practices in marketing efforts	Marketing/Industry Relations			
	f. Promote ecotourism and outdoor experiences	Marketing			
	g. Develop meeting strategy with legacy impacts	Sales			
	h. Promote amateur sporting opportunities	Sales			
	i. Strategize incentive support program for high return meetings/conventions and sporting events	Sales			
	j. Establish and monitor sales KPIs in cooperation with BNCC strategy	Sales			

# Destination Management

	Strategic Initiatives	Lead	Timeline		
			FY 2022	FY 2023	FY 2024
<b>Targets</b> <ul style="list-style-type: none"> <li>Establish Visitor Satisfaction score metrics by 2022</li> <li>New shuttle to Niagara Falls announced by 2023</li> <li>Complete convention center renovations by 2023</li> <li>Revisit new convention center by 2024</li> </ul>	a. Advocate for a new Convention Center while also advocating for continued capital improvements to existing center	Admin	█	█	█
	b. Develop coordinated approach to address mobility, transportation & accessibility issues	Admin	█	█	█
	c. Promote increased events to drive visitation	Industry Relations	█	█	█
	d. Promote short term improvements to the current Convention Center	Admin	█	█	█
	e. Promote and integrate "leave no trace" initiatives for festivals & events	Industry Relations	█	█	█
	f. Advocate for beautification, public art & improved wayfinding	Industry Relations	█	█	█
	g. Curate and promote unique off-site venues for meetings/conventions	Sales	█	█	█
	h. Continue to build neighborhood-specific experiential visitor product	Industry Relations	█	█	█

# Community Alignment

	Strategic Initiatives	Lead	Timeline		
			FY 2022	FY 2023	FY 2024
<b>Targets</b> <ul style="list-style-type: none"> <li>Attain Resident Sentiment Score by 2022</li> <li>Revisit aligned destination and economic development campaign by 2022/2023</li> <li>Establish a Tourism Accelerator for implementation by 2023</li> <li>Regain Trailblazer score in DNEXT Assessment in 2024</li> </ul>	a. Increase regional government support	Admin			
	b. Advocate for & educate residents on power of overall tourism and relevance of convention center/business	Admin			
	c. Strengthen relationship with key industry groups	Admin			
	d. Expand relationship with the airport & public transportation	Admin			
	e. Promote improved sustainability initiatives	Industry Relations			
	f. Improve relationships with economic agencies and municipalities to address issues such as workforce	Admin			
	g. Continue to expand local awareness through out of home marketing activations and engagement of mobile visitor center	Marketing / industry Relations			



# Sustainable Organization

	Strategic Initiatives	Lead	Timeline		
			FY 2022	FY 2023	FY 2024
<b>Targets</b> <ul style="list-style-type: none"> <li>• Achieve Destination International DMAP recertification by 2022</li> <li>• Establish countywide TRID by 2023</li> <li>• Achieve Destinations International DEI certification by 2023</li> <li>• Staff professional development/succession completed by 2023</li> </ul>	a. Achieve dedicated & increased DMO funding	Admin	█	█	█
	b. Expand data intelligence & technology platforms	Admin	█	█	█
	c. Rebuild team strategically & develop succession plans for leadership team & employees	Admin	█	█	█
	d. Address and improve DEI practices in the organization	Admin	█	█	█
	e. Complete planning for future office	Admin	█	█	█



**VISION |** To be the most surprising destination you'll ever visit

**MISSION |** Transforming our community by inspiring visitors and locals to discover Buffalo and Erie County

STRATEGIC GOALS



2022-2024 STRATEGIC GOALS

Sales & Marketing

Destination Management

Community Alignment

Sustainable Organization

2022-2024 KEY INITIATIVES

- Expand off-peak leisure visitation & address seasonality
- Expand off-peak group business and address seasonality
- Build global brand as a unique architectural, art & cultural destination
- Promote Buffalo as a culinary & agritourism destination
- Address and improve DEI practices in marketing efforts
- Promote ecotourism and outdoor experiences
- Develop meeting strategy with legacy impacts
- Promote amateur sporting opportunities
- Strategize incentive support program for high return meetings/conventions and sporting events
- Establish and monitor sales KPIs in cooperation with BNCC strategy

- Advocate for a new Convention Center while also advocating for continued capital improvements to existing center
- Develop coordinated approach to address mobility, transportation & accessibility issues
- Promote increased events to drive visitation
- Promote short term improvements to the current Convention Center
- Promote and integrate "leave no trace" initiatives for festivals & events
- Advocate for beautification, public art & improved wayfinding
- Curate and promote unique off-site venues for meetings/conventions
- Continue to build neighborhood-specific experiential visitor product

- Increase regional government support
- Advocate for & educate residents on power of overall tourism and relevance of convention center/business
- Strengthen relationship with key industry groups
- Expand relationship with the airport & public transportation
- Promote improved sustainability initiatives
- Improve relationships with economic agencies and municipalities to address issues such as workforce
- Continue to expand local awareness through out of home marketing activations and engagement of mobile visitor center

- Achieve dedicated & increased DMO funding
- Expand data intelligence & technology platforms
- Rebuild team strategically & develop succession plans for leadership team & employees
- Address and improve DEI practices in the organization
- Complete planning for future office

TARGETS

- 9 million visitors by 2024
- 160,000 room-nights generated in 2024
- \$1.9 billion economic impact by 2024
- \$300 million state and local taxes generated by 2024

- Establish Visitor Satisfaction score metrics by 2022
- New shuttle to Niagara Falls announced by 2023
- Complete convention center renovations by 2023
- Revisit new convention center by 2024

- Attain Resident Sentiment Score by 2022
- Revisit aligned destination and economic development campaign by 2022/2023
- Establish a Tourism Accelerator for implementation by 2023
- Regain Trailblazer score in DNEXT Assessment in 2024

- Achieve Destination International DMAP recertification by 2022
- Establish countywide TRID by 2023
- Achieve Destinations International DEI certification by 2023
- Staff professional development/succession completed by 2023

