

DRAFT

MANAGEMENT LETTER

April __, 2024

The Board of Directors
Buffalo Niagara Convention & Visitors Bureau, Inc. (d/b/a Visit Buffalo Niagara)
and Affiliates

In planning and performing our audit of the consolidated financial statements of Buffalo Niagara Convention & Visitors Bureau, Inc. (d/b/a Visit Buffalo Niagara (VBN)), Buffalo Niagara Convention & Visitors Bureau Foundation (the Foundation) and Buffalo Niagara Sports Development Company, Inc. (the Sports Commission), collectively, the Organization, as of and for the year ended December 31, 2023, in accordance with auditing standards generally accepted in the United States of America, we considered the Organization's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the Organization's financial statements will not be prevented, or detected and corrected, on a timely basis.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses. In addition, because of the inherent limitations in internal control, including the possibility of management override of controls, misstatements due to error or fraud may occur and not be detected by such controls. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

PRIOR YEAR RECOMMENDATION

Internal Control

Segregation of duties requires that no one employee have access to both physical assets and the related accounting records or to all phases of a transaction. The small size of the Organization's staff limits its ability to fully establish proper segregation of duties. We recognize that the hiring of additional personnel to achieve full separation of compatible duties is not cost effective and therefore believe the Organization has mitigating controls that segregate duties to the extent possible.

We have discussed these comments with Organization personnel, would be pleased to discuss them in further detail, perform any additional study of these matters, or assist in implementing the recommendations.

This communication is intended solely for the information and use of the Board of Directors and management of the Organization, and is not intended to be, and should not be, used by anyone other than these specified parties.