2027 - 2032 STRATEGIC PLAN



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Letter from the **Executive Director**

Dear Colleagues, Partners, and Community Members,

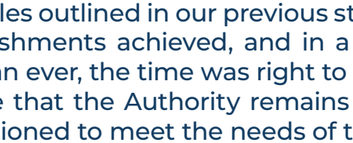
As we continue to advance the mission of the Niagara Frontier Transportation Authority, it is important that we regularly and honestly evaluate where we have been, where we stand today, and where we must go next. Over the past several years, the NFTA has made significant progress on many of the key deliverables outlined in our previous strategic plan. With those accomplishments achieved, and in a world that is changing faster than ever, the time was right to reexamine our direction to ensure that the Authority remains agile, forward-thinking, and positioned to meet the needs of the region we serve.

This new strategic plan, *Momentum: Moving the Region Forward*, represents the next step in our evolution. It builds upon the strong foundation laid by our earlier plans. The first, *Blueprint*, gave us a clear design for what the Authority needed to become. It helped us look inward, establish core principles, and imagine what a modern and responsive transportation authority could be. The next, *Roadmap: 2023–2033*, provided a sense of direction and helped guide us toward long-term goals that aligned with the region's aspirations and emerging opportunities.

Now, with *Momentum*, we take the next logical step. This plan reflects a maturing organization that is not only achieving its goals but also demonstrating its growing importance in shaping the future of Western New York. *Momentum* shows how we are building upon our accomplishments, strengthening our services, and embracing innovation. It highlights our role as a catalyst for economic growth, sustainability, and regional connectivity. Most importantly, it underscores our commitment to the customers, employees, and communities who rely on us every day.

Thank you for your continued support and engagement. Together, we are creating a transportation system that moves our region forward with purpose, resilience, and confidence.

Sincerely,





Kimberley Minkel
Executive Director

Leadership

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Introduction

The strategic plan sets out the goals that will help guide the NFTA's priorities during the upcoming budget process and over the course of the next five years. It also includes the actions by which we will make progress on our strategic priorities.

In the spring of 2026, the NFTA began a thorough assessment of its strategic plan – *Roadmap: 2023-2033*. The assessment was undertaken for several reasons:

- *the NFTA had completed many of the initiatives in the Roadmap (see aside),*
- *the NFTA is transitioning to new phases on two major capital projects (Bailey Bus Rapid Transit and the Metro Transit Expansion),*
- *the opportunity to engage new leadership at the NFTA in the strategic planning process, and*
- *to consider the operational impacts of items such as artificial intelligence (AI) that were not as prevalent when the Roadmap was created.*

The work led to the reaffirmation of the Authority's mission and core values, revision of some of the strategic priorities to be more descriptive, and the addition of one strategic priority – *Continuously Integrate Technology & Information Infrastructure to Support Strategic Priorities*. With consensus built around the strategic priorities; the goals, actions, and deliverables of the strategic plan were revised and updated. These updates present how the Authority will continue the progress over the next five years on realizing its vision "to provide safe, efficient, professional, and sustainable transportation services that enhance the quality of life throughout the Buffalo Niagara region."

Notable Blueprint Accomplishments (NFTA's First Strategic Plan)

- Received J.D. Power Award for the Buffalo Niagara International Airport ranking Top 10 in North America for Customer Satisfaction
- 90% Customer Satisfaction of Metro services
- Completed an Aviation Strategic Plan for the Niagara Falls International Airport and the Buffalo Niagara International Airport
- Received the Transportation Security Administration Gold Standard for Safety and Security
- Completed Public Art Initiative at DL&W Station
- Completion of a comprehensive Transit Oriented Development Plan (TOD)

Roadmap Accomplishments

- Completed state and federal environmental reviews for the Metro Transit Extension
- Maintained >75% funding for self-insurance
- Identified developer for equitable Transit Oriented Development (TOD) at Metro Rail's LaSalle Station
- Implemented an account-based fare collection system
- Developed Energy Management Plan
- Developed and adopted Sustainability Plan
- Completed energy needs study at Buffalo Niagara International Airport
- Updated Corporate Pass and CRAM programs
- Created NFTA Diversity and Inclusion Plan
- Attained Police Accreditation
- Developed Safety Management System (SMS) for Aviation
- Completed Cyber Security Response Plan
- Developed NFTA Property Master Plan
- Opened DL&W Metro Rail Station
- Completed Bailey Bus Rapid Transit Design and Environmental Reviews
- Launched GTFS-R (Realtime transit)
- Completed ethics training for 100% workforce
- Redesigned NFTA website
- Conducted MWBE peer outreach



NFTA
At a Glance

The Niagara Frontier Transportation Authority (NFTA)

is a New York State public-benefit corporation responsible for the public transportation oversight of Erie and Niagara counties in the state of New York.

There are three established business centers that operate as the NFTA organization: Surface Transportation, which handles public transit throughout Erie and Niagara counties, Aviation, which handles air-related business at the Buffalo Niagara International Airport and Niagara Falls International Airport, and Property and Facilities, which manages properties that are owned and/or operated by the NFTA.

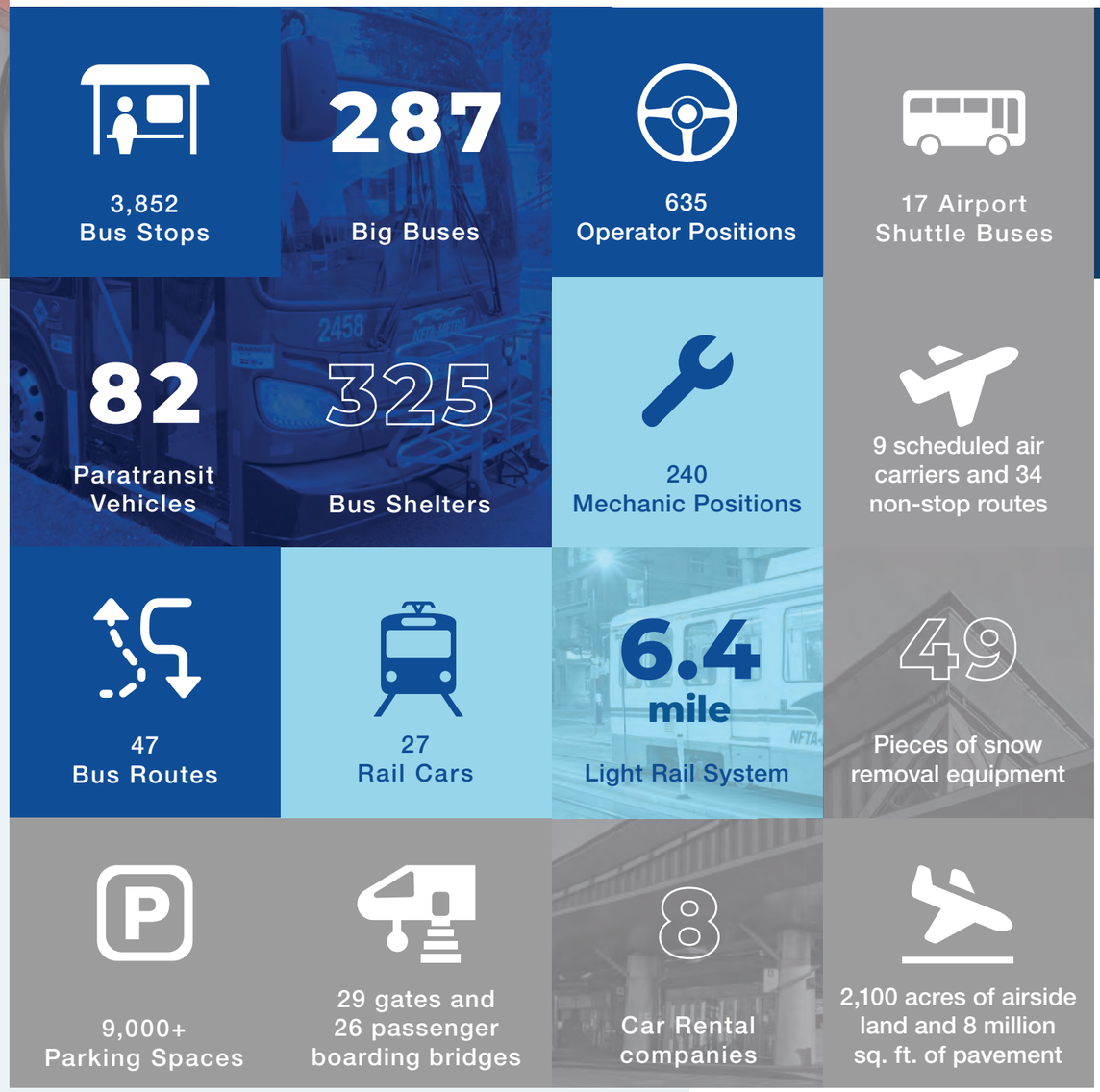
The Surface Transportation Business Unit is responsible for all ground-based transportation services operated and provided by the NFTA. Such services include public fixed-route bus and rail routes, paratransit and other non-traditional transit services, and intercity bus terminals in Buffalo and Niagara Falls. Surface Transportation units include Metro (fixed route and rail), Service Planning, Special Services (Paratransit), Transportation Centers, and Customer Service.

The Aviation Group serves as a catalyst for economic growth by maintaining cost-effective, customer-oriented, and efficient airports to attract and retain comprehensive and competitive air transportation services. The Aviation Group is responsible for the safe, efficient, guest-friendly operation of the NFTA's two commercial passenger service airports. The Buffalo Niagara International Airport has its own Aircraft Rescue and Fire Fighting Department (ARFF). The Niagara Falls International Airport relies on a joint-use agreement with the Niagara Falls Air Force Base to provide these services.

Property and Facilities is responsible for property management, real-estate marketing, new/renewal real-estate agreements, and tenant rental rates, as well as land planning, operating, and capital income/expenditures for NFTA non-public buildings, real estate, and former rail lines. Property and Facilities provide maintenance services and capital planning for the transportation centers, Operation Control Center, 485 Cayuga, 247 Cayuga, 1404 Main Street and the public areas of the light rail above ground and below ground stations.

In addition to the NFTA's three established business centers, a fourth business center is emerging based upon the NFTA's focus on transit-oriented development (TOD). The NFTA is playing a more active role leveraging its inventory of real estate assets to boost ridership and generate revenue by developing properties or soliciting developers to redevelop property. Revenue is generated for the NFTA by the sale or lease of property as well from events held on the property. The equitable TOD project at LaSalle Station and the opening of the DL&W Skydeck are current examples of this work. Efforts are underway to pursue more TOD opportunities like these.

Additionally, the Authority is supported by the Transit Authority Police Department (TAPD), whose mission is to safeguard the integrity of NFTA operations and ensure the safety and security of customers, employees, and facilities. TAPD consists of two divisions: Metro and Aviation, each with assigned manpower. The Metro Division provides full-service patrol coverage across Metro's rail system, bus routes, and NFTA properties, conducting traffic enforcement, taking accident and crime reports, and making arrests as needed. The Aviation Division maintains continuous patrols throughout airport grounds to deter terrorism, protect critical infrastructure, and work side by side with TSA to ensure passengers are safe and secure. In addition to proactive patrol responsibilities, Aviation officers provide rapid response at the security checkpoint during security breaches or when prohibited items are discovered, routinely addressing found weapons, drugs, and other hazardous materials to maintain compliance and protect the traveling public.



By the Numbers

2.6M
ANNUAL ENPLANEMENTS AT BUF & IAG

16M
ANNUAL METRO RIDES

268K
ANNUAL PARATRANSIT RIDES

Our
Vision, Mission, & Core Values

A strategic plan's **Vision Statement** is a brief description of the future that broadly explains what an organization is trying to become. It describes a future condition in which the organization has achieved its objectives.

The NFTA is firmly committed to providing safe, efficient, professional, and sustainable transportation services that enhance the quality of life throughout the Buffalo Niagara region.

The **Mission Statement** of a strategic plan is a concise summary of the purpose of an organization and how it intends to realize its vision. It also helps everyone understand what would not be happening if the agency did not exist. The following mission statement confirms the NFTA's main focus is on high-quality transportation services.

The Niagara Frontier Transportation Authority is a multimodal entity encompassing a skilled and dedicated workforce. We are firmly committed to providing safe, efficient, professional and sustainable transportation services that enhance the quality of life throughout the Buffalo Niagara region in a manner consistent with the needs of our customers.

Aviation

Serves as a catalyst for economic growth by maintaining cost effective, customer oriented, efficient airports to attract and retain comprehensive and competitive air transportation services.

Surface

Enhance the quality of life of residents and visitors by providing the highest level of safe, clean, affordable, responsive, and reliable transportation through a coordinated and convenient bus and rail system.

Property

Manage and develop the NFTA-owned real property to optimize the generation of self-supporting discretionary revenue to support our transportation businesses while fostering economic growth.

Support Services

Proactively provide high quality, coordinated, innovative, technological, cost-effective support service solutions for our internal and external stakeholders.

Within the framework of the strategic plan, values are clear principles that guide the allocation of resources and establish how staff meets the Authority's needs. The **NFTA's Values** will inform planning work throughout the Authority, including capital project prioritization, service delivery and budgeting. Additionally, the values outline how Authority staff will work together to achieve the Authority's strategic goals. The Authority has identified seven key values to support via an additional seven key initiatives that have accompanying actions and measures to ensure that these Values are supported.

Diversity, Equity, and Inclusion

The NFTA plays a vital role in the Western New York community. An inclusive work environment that supports and fosters a diverse empowered workforce and a supplier base which reflects our region and helps enhance and promote operational effectiveness and our impact on the community.

Economic Vitality

The NFTA is committed to operating sustainable business operations that include financial efficiency and revenue maximization. To ensure this, the authority is committed to operating a financially stable operation that is resilient during varied economic cycles. Additionally, financial investments that provide real economic spin off into the surrounding area, as a catalyst for growth.

Engaged Workforce

We value our employees. We will continue to invest, develop and empower a workforce that embraces the NFTA values and helps move the region forward.

Environmental Stewardship

We are committed to being a leader in sustainability. We are committed to improving air quality, reducing emissions that impact climate change, improve water quality and promoting net zero impact to the environment as we complete energy efficient projects, eliminate waste and embrace technology to reduce the environmental footprint in Western New York.

Quality – Customer Experience

We strive to provide the best customer experience. This includes a timely responsiveness to issues and concerns while ensuring overall operational excellence for the Western New York community.

Safety and Security

The NFTA maintains the highest level of safety and security for our workers, passengers and the general public.

Trust, Transparency, and Integrity

Integrity stands at the top of the NFTA's agenda, and we are committed to strong ethical standards. We follow strict ethical standards for our board of commissioners and all NFTA employees. Employing efficient and effective management practices, the Authority is a good steward of public funds. We are an organization that is open and transparent with the highest standards of accountability. Our meetings and our website contain timely information to share with the public in advance of public board and committee meetings.

Our
Strategic Priorities

A thorough review of the NFTA's *Roadmap: 2023-2033* was conducted throughout the summer of 2026 with the NFTA's management team. Members of the management team also regularly engaged members of their department leadership for input.

The review included a Strengths/Weakness/Opportunities/Threats (SWOT) analysis that informed a systems-level analysis. This led to the reaffirmation of the strategic priorities with some minor revisions for clarity and the addition of one new strategic priority that acknowledges technology needs its own focus in the NFTA's strategic plan.

The strategic priorities in this plan and the actions identified to achieve them create a shared, organization-wide understanding that prioritizes the NFTA's decisions and investments in line with the mission and core values. These strategic priorities also better prepare the NFTA for the challenges and opportunities presented by external factors such as artificial intelligence. Finally, this strategic plan is now more aligned with other guiding documents of the NFTA that were reviewed as part of this process and have been incorporated by reference.

Improve Financial Stability and Ensure Financial Resiliency

Prioritize the Customer Experience

Social Responsibility

Attract and Retain a High Performing Workforce

Safe and Secure Operations

Foster Economic Development by Improving Transportation in WNY

Trust, Transparency, and Integrity

Continuously Integrate Technology and Information Infrastructure to Support Strategic Priorities

Improve Financial Stability and Ensure Financial Resiliency

GOAL	ACTION	DELIVERABLE
Maintain and increase long-term stable funding sources	*Work with Authority partners to secure dedicated rail and aviation capital funding*	▸ Dedicated aviation capital assistance ▸ Dedicated rail capital assistance
	Work with Authority partners to secure dedicated Metro operating funding	▸ State Operating Assistance (STOA) funding
Build a financially stable system	*Scale and align Metro service to match available sustainable funding*	▸ Identified service and amenity priorities and associated funding requirements
	Maintain investment grade bond rating	
	Protect Authority finances from liabilities	▸ Budget > 90% funding for self-insurance ▸ Secure cyber liability insurance
	Leverage AI to enhance efficiency and quality	
	Maximize external funding/grant opportunities to support strategic priorities.	
Identify revenue generating opportunities	*Pursue joint development at NFTA-Metro rail stations and along bus routes*	▸ Revenue from the sale or lease of property
	Explore naming rights opportunities	▸ Complete a market assessment and sponsorship/naming-rights framework
	Expand corporate relationships and sponsorships	▸ Cultivate long-term relationships with area businesses and non-profit organizations ▸ Expand Metro Flex Universal Pass Program
	Expand Metro advertising	▸ An integrated advertising plan for Authority assets ▸ Issue RFP for advertising contract in 2028 that includes additional opportunities for revenue
	Strengthen and diversify Aviation nonaeronautical revenues	▸ Pursue opportunity for pouring rights contracts ▸ Concessions Master Plan at BUF and development of RFPs in line with recommendations ▸ Study of existing parking utilization at BUF and develop a parking management RFP based upon recommendations ▸ Study of highest and best use of non-aeronautical properties at BUF and IAG including emerging opportunities provided by Advanced Air Mobility ▸ Expansion of the car rental operations at BUF

Prioritize the Customer Experience

GOAL	ACTION	DELIVERABLE
Focus on all aspects of the customer journey and experience in the system (Direct and Indirect Service)	*Continuously review website to ensure it incorporates new technologies that improves user experience*	
	Increasing human touch points in the system	▸ Coordinate customer-facing staff to provide visible assistance at priority locations and events ▸ Modernized Metro Ambassador program ▸ Terminal Reconstruction Programming and Design Document at BUF ▸ Create traveler information center after security at BUF
	Improve the NFTA's brand identity	▸ Refine NFTA brand guidelines and establish clear rules
	Improve customer wayfinding	▸ Improve parking wayfinding at airports ▸ Pursue a Metro Wayfinding Standards Study and Plan
	Improve cleanliness, appearance, and condition of Metro vehicles and facilities	▸ Establish a graphics midlife overhaul program for advertising and notices on buses
	Implement the Airport System Strategic Plan	
Continuously improve customer satisfaction	*Identify Metro service gaps and implement service delivery models*	▸ Maintain and update System Network Improvement Study for Metro bus ▸ Continue utilizing American Bus Benchmarking Group and GOAL peer group data (customer satisfaction survey results) to drive customer priorities ▸ Evaluate paratransit service span for ADA vs Premium and develop a service delivery model and approved premium service policy defining service area, span, fares, and operating parameters ▸ Evaluate express bus service and redesign based upon demand, travel markets, and connectivity ▸ Continued implementation of the Shelter Expansion and Bench Program
	Improve lost-and-found experience for customer	

Prioritize the Customer Experience

GOAL	ACTION	DELIVERABLE
Improve reliability of service and operations	*Upgrade fare collection system with future open payment capabilities*	
	Annually update NFTA Transit Development Plan	
	Improve paratransit reservation and customer support systems	▸ Implement the new Paratransit Scheduling and Dispatch System ▸ Develop a paratransit mobility services strategic plan that identifies new products and services
	Expand accurate, real-time customer information across Metro	▸ Provide real-time paratransit vehicle status and a rider-facing mobile application
	Increase frequencies and optimize connections in a financially sustainable manner	
	Continuously evaluate opportunities throughout the terminals to enhance the guest experience	
	Improve connectivity to surface transportation options at airports	▸ Improvements such as covered bus stops and waiting areas
Deliver on capital projects	*Identify capital needs 5-10 years out*	▸ Develop and update annually 10-year capital plan based upon state of good repair plans and available capital funding
	Assign IT capital spending to the appropriate business center, project, or general overhead	
	Assess and document all airfield assets, their condition and useful life	▸ Complete state of good repair assessment at airports
	Track capital project prioritization	

Social Responsibility

GOAL	ACTION	DELIVERABLE
Environmental stewardship – protect air, water, land	*Promote land use and transportation planning that encourages transit*	▸ Partnerships with municipalities and NYS on planning efforts to incentivize transit-oriented development (TOD), complete streets, transit signal priority, and bus lanes ▸ Complete equitable TOD project at LaSalle Station ▸ Develop property acquisition guidelines for future transit expansion opportunities (including facilities, TOD, bus rapid transit (BRT) and light-rail, right of way needs)
	Develop new mobility hubs through collaboration with alternative mode providers and municipalities	▸ Establish scalable standards for future hubs ▸ Integrate transit, bicycle, pedestrian, micromobility, wayfinding, and customer amenities where feasible
	Increase multimode use of existing transit stations and Park & Ride locations through improved facilities and partnerships	▸ Updated Park & Ride and express-service plan that identifies improvements to bicycle, pedestrian, transit, and first/last-mile access at priority locations
Environmentally sustainable operations	*Integration of sustainability in planning, moving towards net zero environmental impact*	▸ Implement action plan identified in the NFTA's Sustainability Plan ▸ Implement organics composting at NFTA facilities ▸ Pursue pilot for electric shuttles at BUF ▸ Study the use of gray water for BUF ▸ Conduct facilities study of Babcock exploring fuel alternatives
Robust community engagement	*Measure and communicate the NFTA's annual impact on the people, communities and economy of WNY*	▸ Produce Annual NFTA Community Engagement Report ▸ Form/enhance relationships with new/existing charitable organizations and community ▸ Hold community outreach DBE certification fair ▸ MWBE peer outreach
	Strengthen the relationship of the airports with WNY community	▸ Engagement, communication, and outreach with support of Public Affairs Department
	Expand community-focused bus wrap program	
	Expand employee volunteer programs	

Attract & Retain a High Performing Workforce

GOAL	ACTION	DELIVERABLE
Attract and retain a motivated workforce committed to the Mission	*Expand annual training, professional development and mentorship programs*	▸ Apprenticeship program for trades ▸ Expand Internship Program
	Provide competitive wages	▸ Refresh salary study every 3 years
	Continue employee recognition programs	▸ Maintain service awards and award high performers
	Develop strategies for attraction and retention around generational values	▸ Develop an improved work schedule plan ▸ Expand License to Launch
	Improve the work environment for employees	
	Update onboarding process Authority-wide in conjunction with adoption of Enterprise Resource Management (ERP) and Enterprise Asset Management (EAM) systems	▸ Standardizing the process across the different departments while ensuring compliance and role readiness ▸ Formal training and on-boarding programs for all positions throughout the authority
Inclusive workforce that fosters diversity equity and inclusion	*Continue the NFTA Diversity and Inclusion Plan*	
	Cultivate inclusive environment that celebrates diversity and promotes equity	▸ Continue to support employees with employee engagement committees such as Pride, Hispanic Heritage, Veterans, African-American committees
Solid culture with strong ethics	*Identify pipeline for career advancement within the Authority*	▸ Business centers to identify high performers to Human Resources for further development
	Maintain partnership with unionized labor	
	Support and implement programs supporting employees that experience trauma on the job	▸ A guide teaching managers how to recognize signs of trauma, secondary traumatic stress and burnout

Safe and Secure Operations

GOAL	ACTION	DELIVERABLE
	Implement Crime Prevention Through Environmental Design (CPTED) throughout the Authority	▸ Complete CPTED assessments and implement recommendations ▸ Replace incandescent lamps with LED fixtures across all locations
	Complete accreditation documentation and compliance review	
Improve safety and security	*Establish TAPD pre-security at BUF*	
	Review physical security throughout operation and improve site hardening	
	Carry out Business Continuity Plan	▸ Annual table top drills
Continue year over year improvements in safety performance	*Strengthen protections for transit frontline workers*	▸ Reinforce recently required de-escalation training and reinforce reporting, response, and post-incident protocols
	Develop effective preventive maintenance for cameras and controller audio systems	
	Evaluate near-side versus far-side bus-stop placement and relocate stops where safety, operations, and municipal conditions support the change	
	Continue Ongoing Safety Performance Initiatives	▸ Expand Safety Management System ▸ Publish annual safety performance report with trends, root cause analyses, and targeted interventions

Foster Economic Development by Improving Transportation in WNY

GOAL	ACTION	DELIVERABLE
Pursue opportunities to utilize NFTA land for regional economic development priorities	*Support housing and transit-oriented development*	▸ Advance LaSalle Station Redevelopment
	Implement NFTA Property Master Plan	
	Activate DL&W public space	▸ Secure public space manager for Skydeck ▸ Secure public funding for DL&W second floor trainshed
Expand transportation services to increase economic opportunity	*Advance Metro Transit Expansion towards construction*	▸ Secure funding and support for Metro Transit Expansion, including non-federal share
	Deliver Bailey Avenue BRT	▸ Launch Bailey Avenue BRT with mobility hubs, service improvements, customer information, and supporting operating plans
	Identify future BRT corridors	▸ Develop a prioritized pipeline of future BRT corridors ▸ Advance corridor design/environmental review for a second BRT corridor
	Pursue additional direct and international flights at BUF and IAG	

Trust, Transparency & Integrity

GOAL	ACTION	DELIVERABLE
	Expand performance reporting	▸ Improved data governance and interoperability across disparate data sources ▸ Produce Annual Performance Report ▸ Create robust online performance dashboard
Ensure transparency with timely information	*Improve information on website about major capital updates and new projects*	
	More timely employee communication	▸ New employee communication system
Affirm the NFTA's commitment to the highest ethical standards	*Provide ethics training across all areas of the workforce*	▸ Administer mandatory annual COELIG ethics training and maintain accurate completion records for the entire Authority workforce
	Provide procurement guidelines/compliance training	▸ Develop/update procurement guidelines training materials and administer procurement guidelines training for relevant Authority workforce on an annual basis
Maintain compliance with rules and regulations	*Update Enterprise Risk Management Plan*	
	Audit website for compliance with NYS requirements	

Continuously Integrate Technology & Information Infrastructure to Support Strategic Priorities

GOAL	ACTION	DELIVERABLE
Update technology and system design to improve business center operations	*Map existing conditions of software and data for the new Enterprise Resource Planning (ERP) and Enterprise Asset Management (EAM) tools*	
	Document existing conditions of Metro and Aviation software operations	▸ Perform Business Impact Analysis on all operational systems ▸ Develop roadmap for out of date systems to improve operations and resiliency
	Update and modernize key systems	▸ Replace legacy radio system ▸ Replace multiple fuel management systems with a unified solution ▸ Phase in new CAD AVL system while maintaining continuity of operations ▸ Optimize transportation operation ▸ Seamless Aviation systems integration program ▸ Develop a modern and secure Smart Parking platform for BUF
	Incorporate geographic information system (GIS) models in Enterprise Asset Management (EAM) systems	
Develop a technologically savvy workforce	*Increase training of workforce on technology*	▸ Develop training plan to improve employee computer literacy ▸ Refresh and educate NFTA staff on IT disaster recovery
	Improve workforce access to technology	
Secure the Authority from cyber threats	*Adapt systems as utilization of technologies advance within Authority*	▸ Implement mobile device management capabilities to allow secure connectivity to our business and operational systems ▸ Establish monitoring, reporting, and incident management processes for AI systems and material AI-related risks or incidents
	Adopt new policies and protocols for a changing technological environment	▸ Adopt and maintain an Authority-wide AI policy establishing requirements for the responsible, ethical, secure, HIPAA compliant and lawful use of AI
	Enable a mobile workforce with secure connectivity, applications and policies to enhance operations and increase flexibility	

Our
Path Forward

As in the NFTA's last strategic plan, *Momentum: Moving the Region Forward* will be a living document that can be updated as needed to respond to evolving conditions. The NFTA will conduct a comprehensive assessment of its progress towards achieving its goals in advance of the development of each capital and operating budget. Coordinating the review with the budget cycle ensures there is adequate funding to support the Authority's strategic initiatives and meet its targets. At that time, the Authority will update the strategic plan elements to address changes in external forces and be in line with the budget.

With the direction established in *Momentum*, the NFTA's Annual Performance Report will be reevaluated to more closely align key performance indicators (KPIs) with strategic priorities. KPIs in the Annual Performance Report will inform the NFTA's board and the public about the progress that the NFTA is making toward achieving its strategic priorities.

In addition, the NFTA will continue to fulfill our Public Authority Reporting Information System (PARIS) mandated reporting requirements, our National Transit Database (NTD) and New York State 17a reporting requirements and track progress towards upholding the values identified in this plan by evaluating the performance metrics listed.



Conclusion

Momentum: Moving the Region Forward will be used by staff at all levels to guide decision making. This plan serves to remind employees of the big picture they are working towards while maintaining the NFTA's core values, which include:

1] Diversity, Equity, and Inclusion, **2]** Economic Vitality, **3]** Engaged Workforce, **4]** Environmental Stewardship, **5]** Quality – Customer Experience, **6]** Safety and Security, and **7]** Trust, Transparency, and Integrity

Building on the foundation of the *Blueprint* and *Roadmap 2023-2033*, this strategic plan will guide the Authority to action along a path that benefits the region. There is significant work underway and ahead for the NFTA. Having a focused mission enables the NFTA to continue to improve the many lives and experiences of those living in and visiting Western New York.