

Go Buffalo Niagara: Scaling Up Transportation Demand Management to the Regional Level



Final Report | Report Number 18-31 | December 2018



NYSERDA

**Department of
Transportation**

Go Buffalo Niagara: Scaling Up Transportation Demand Management to the Regional Level

Final Report

Prepared for:

New York State Energy Research and Development Authority

Albany, NY

Robyn Marquis
Project Manager, NYSERDA

and

New York State Department of Transportation

Albany, NY

Ellwood Hanrahan
Project Manager, NYSDOT

Prepared by:

Greater Buffalo Niagara Regional Transportation Council

Buffalo, NY

Katie O'Sullivan
TDM Project Coordinator & Outreach Specialist

Kelly Dixon
Principal Planner

Niagara Frontier Transportation Authority

Buffalo, NY

Darren Kempner
Manager, Grants and Government Affairs

Notice

This report was prepared by the Greater Buffalo Niagara Regional Transportation Council (hereafter the "Contractors") in the course of performing work contracted for and sponsored by the New York State Energy Research and Development Authority and the New York State Department of Transportation (hereafter the "Sponsors"). The opinions expressed in this report do not necessarily reflect those of the Sponsors or the State of New York, and reference to any specific product, service, process, or method does not constitute an implied or expressed recommendation or endorsement of it. Further, the Sponsors, the State of New York, and the contractor make no warranties or representations, expressed or implied, as to the fitness for particular purpose or merchantability of any product, apparatus, or service, or the usefulness, completeness, or accuracy of any processes, methods, or other information contained, described, disclosed, or referred to in this report. The Sponsors, the State of New York, and the contractor make no representation that the use of any product, apparatus, process, method, or other information will not infringe privately owned rights and will assume no liability for any loss, injury, or damage resulting from, or occurring in connection with, the use of information contained, described, disclosed, or referred to in this report.

NYSERDA makes every effort to provide accurate information about copyright owners and related matters in the reports we publish. Contractors are responsible for determining and satisfying copyright or other use restrictions regarding the content of the reports that they write, in compliance with NYSERDA's policies and federal law. If you are the copyright owner and believe a NYSERDA report has not properly attributed your work to you or has used it without permission, please email print@nyserda.ny.gov

Information contained in this document, such as web page addresses, are current at the time of publication.

Disclaimer

This report was funded in part through grant(s) from the Federal Highway Administration, United States Department of Transportation, under the State Planning and Research Program, Section 505 of Title 23, U.S. Code. The contents of this report do not necessarily reflect the official views or policy of the United States Department of Transportation, the Federal Highway Administration or the New York State Department of Transportation. This report does not constitute a standard, specification, regulation, product endorsement, or an endorsement of manufacturers.

Technical Report Documentation Page

1. Report No. C-15-13	2. Government Accession No.	3. Recipient's Catalog No.	
4. Title and Subtitle Go Buffalo Niagara: Scaling up Transportation Demand Management to the Regional Level		5. Report Date December 2018	
		6. Performing Organization Code:	
7. Author(s) Katie O'Sullivan, GBNRTC Kelly Dixon, GBNRTC Darren Kempner, NFTA		8. Performing Organization Report No. 18-31	
9. Performing Organization Name and Address Niagara Frontier Transportation Authority 181 Ellicott Street Buffalo, NY 14203		10. Work Unit No. 11. Contract or Grant No. NYSERDA Contract No. 83181	
12. Sponsoring Agency Name and Address New York State Department of Transportation 50 Wolf Road Albany, NY 12232		13. Type of Report and Period covered Final Report (Mar. 2016-Oct. 2018)	
		14. Sponsoring Agency Code	
15. Supplementary Notes Ellwood Hanrahan from NYSDOT and Robyn Marquis from NYSERDA served as Project Managers. Project funded in part with funds from the Federal Highway Administration (FHWA).			
16. Abstract Go Buffalo Niagara is an initiative to replicate and scale up to the regional level the transportation demand management (TDM) services that have advanced at the Buffalo Niagara Medical Campus (BNMC) under the GO BNMC program. Go Buffalo Niagara partners—including the Niagara Frontier Transportation Authority (NFTA), the Greater Buffalo Niagara Regional Transportation Council (GBNRTC), the BNMC, the Buffalo Niagara Partnership, and GObike Buffalo—received funding from NYSDOT to establish a transportation management association (TMA) serving Erie and Niagara Counties with initial focus on downtown Buffalo. This report describes the process and outcomes of the 18-month project, including regional outreach, the Go Buffalo Niagara business plan (including a work plan and funding strategy to transition the program to GObike Buffalo), a toolkit of corporate services and catalog, formation of a Downtown TDM Working Group, and implementation of a three-month pilot program of commuter incentives in downtown Buffalo. The report concludes with performance evaluation and recommendations for sustaining a regional TMA in Buffalo Niagara as well as other areas in Upstate New York with respect to outreach, commuter incentives, funding, and implementation.			
17. Key Words Buffalo, Niagara Falls, Erie County, Niagara County, New York, Go Buffalo Niagara, Transportation Demand Management; Transportation Management Association, Commuter Incentives, Discounted Transit Pass, Guaranteed Ride Home, Parking Management, Trip Tracking, Downtown Access Solutions.		18. Distribution Statement No restrictions. This document is available to the public through the National Technical Information Service, Springfield, VA 22161. http://www.ntis.gov	
19. Security Classif. (of this report) Unclassified	20. Security Classif. (of this page) Unclassified	21. No. of Pages 196	22. Price

Abstract

Go Buffalo Niagara is an initiative to replicate and scale up to the regional level the transportation demand management (TDM) services that have advanced at the Buffalo Niagara Medical Campus (BNMC) under the GO BNMC program. Go Buffalo Niagara partners—including the Niagara Frontier Transportation Authority (NFTA), the Greater Buffalo Niagara Regional Transportation Council (GBNRTC), the BNMC, the Buffalo Niagara Partnership, and GObike Buffalo—received funding from NYSDOT to establish a transportation management association (TMA) serving Erie and Niagara Counties with initial focus on downtown Buffalo. This report describes the process and outcomes of the 18-month project: regional outreach, the Go Buffalo Niagara business plan (including a work plan and funding strategy to transition the program to GObike Buffalo), a toolkit of corporate services and a catalog, formation of a Downtown TDM Working Group, and implementation of a three-month pilot program of commuter incentives in downtown Buffalo. The report concludes with a performance evaluation and recommendations for sustaining a regional TMA in Buffalo Niagara as well as other areas in Upstate New York with respect to outreach, commuter incentives, funding, and implementation.

Keywords

Buffalo, Niagara Falls, Erie County, Niagara County, New York, Go Buffalo Niagara, Transportation Demand Management; Transportation Management Association, Commuter Incentives, Discounted Transit Pass, Guaranteed Ride Home, Parking Management, Trip Tracking, Downtown Access Solutions.

Table of Contents

- Notice..... ii**
- Disclaimer..... ii**
- Abstractiv**
- Keywords.....iv**
- List of Figuresvii**
- List of Tables.....viii**
- Acronyms and Abbreviationsix**
- Executive SummaryES-1**
- 1 Project Overview 1**
 - 1.1 Background 1
 - 1.1.1 Buffalo Niagara’s TDM Objectives and Outcomes..... 4
 - 1.1.2 Regional and Statewide TDM Framework 5
 - 1.1.3 Comprehensive Transit-Oriented Development Study 6
 - 1.2 Project Organization..... 8
 - 1.3 Project Timeline..... 9
- 2 Go Buffalo Niagara Regional TDM Model 11**
 - 2.1 Establishing a Structure 11
 - 2.1.1 Regional Program 13
 - 2.1.2 Go Districts..... 17
 - 2.2 Work Plan..... 18
 - 2.3 Marketing Approach 20
 - 2.4 Funding Strategy..... 22
 - 2.4.1 Operating Budget 23
 - 2.4.2 Revenue Streams..... 23
 - 2.4.3 Go Districts..... 24
- 3 Project Outcomes26**
 - 3.1 Engaging and Organizing Partners 26
 - 3.1.1 Go Buffalo Niagara Steering Committee..... 26
 - 3.1.2 Downtown TDM Working Group 26
 - 3.1.3 Go Buffalo Niagara Business Plan Stakeholder Engagement..... 27
 - 3.2 Regional Outreach 27
 - 3.2.1 Corporate Consultations 27
 - 3.2.2 Stakeholder Engagement..... 28

3.2.3	General Marketing.....	28
3.3	Downtown Pilot Program.....	28
3.3.1	Downtown Employers	29
3.3.1.1	Employer Recruitment.....	31
3.3.1.2	Employee Enrollment.....	31
3.3.1.3	Overall Impacts	33
3.3.2	Downtown Residents	36
3.3.2.1	Downtown Resident Outreach	36
3.3.2.2	Downtown Resident Enrollment.....	38
3.3.3	Downtown Pilot Program Costs	38
3.3.4	Participant Feedback	39
3.3.4.1	Give Transit a Try.....	44
3.3.4.2	Guaranteed Ride Home	47
3.4	Go Buffalo Niagara Business Plan.....	47
4	Performance Evaluation	48
4.1	Performance Criteria	48
4.2	Performance Reporting	50
4.2.1	Member Involvement.....	50
4.2.2	Suitability of Goals and Objectives.....	53
4.2.3	Development and Deployment of Work Plan	53
4.2.4	Degree of External Visibility	54
4.2.4.1	Website Traffic	54
4.2.4.2	511NY Rideshare Portal Registration	54
4.2.4.3	Social Media Engagement	56
4.2.4.4	Stakeholder Presentations	56
4.2.4.5	Global Campaigns.....	58
4.2.4.6	Tabling events.....	59
4.2.4.7	Carpooling Poster in Downtown Buffalo Parking Garages	60
4.2.5	Effectiveness of Programs	61
4.2.5.1	Vehicle Miles Travelled (VMT)	61
4.2.5.2	Mode Split	61
4.2.5.3	Impacts of Incentive Program on Commute Mode Choice	62
4.2.6	Member Satisfaction	62
4.2.6.1	Downtown Pilot Program.....	62
4.2.6.2	Downtown Commuters.....	63

4.2.6.3 Downtown Employers	63
4.2.7 Justification for Program Continuation	63
4.2.7.1 Buffalo Green Code TDM Requirements	63
4.2.7.2 Buffalo Place Access Study	64
4.2.7.3 Comprehensive Transit-Oriented Development Study	64
4.2.7.4 NFTA Corporate Pass Program	65
4.2.7.5 Guaranteed Ride Home	66
5 Recommendations	67
5.1 TMA Structure	67
5.2 Outreach	67
5.3 Commuter Incentives	68
5.3.1 Prioritize Discounted Monthly Metro Passes	68
5.3.2 Elevate Incentives for Carpooling	69
5.3.3 Prioritize Guaranteed Ride Home	70
5.3.4 Periodically Offer Free 7-Day Metro Passes	70
5.4 Funding	71
5.5 Implementation	72
6 Bibliography	73
Appendix A: Go Buffalo Niagara Business Plan	A-1
Appendix B: Sample Commuter Marketing Materials	B-1
Appendix C: Go Buffalo Niagara Catalog	C-1
Appendix D: Outreach Toolkit for Corporate Service	D-1

List of Figures

Figure 1. Go Buffalo Niagara Website Home Page	8
Figure 2. Project Timeline	10
Figure 3. Proposed Go Buffalo Niagara Program Structure	14
Figure 4. Summer Commute Rewards Flyer: Displayed at Participating Downtown Employers	30
Figure 5. Downtown Employees Incentives Enrollment	32
Figure 6. Number of Trips Tracked	33
Figure 7. Vehicle Miles Travelled (VMT) Reduced	34
Figure 8. Summary of Downtown Commute Rewards Program Results	35
Figure 9. Pilot Program Postcard Sent by Direct Mail to Downtown Buffalo Residents	37
Figure 10. Commute Habits of Pilot Program Participants—Downtown Employees	41
Figure 11. Reasons for not participating in the Pilot Program	41

Figure 12. Other Commuter Incentives Desired by Downtown Employees.....	43
Figure 13. Use of 7-Day Pass	44
Figure 14. NFTA Metro Routes Used	45
Figure 15. Satisfaction with Give Transit a Try Experience	46
Figure 16. How Often Will You Continue to Use Transit?	46
Figure 17. Buffalo-Niagara 511NY Rideshare Portal Registrants	55
Figure 18. Go Buffalo Niagara Ride Match Portal.....	55
Figure 19. University at Buffalo Ride Match Portal	55
Figure 20. BNMC Ride Match Portal	56
Figure 21. Dump the Pump Participant Sticker.....	58
Figure 22. Car Free Day Poster	59
Figure 23. Commute Pursuit Trivia Game	59
Figure 24. Carpooling Poster Mounted in 10 BCAR Parking Garages in Downtown Buffalo.....	60
Figure 25. Impact of Downtown Pilot Program on Future Commute Choices	62
Figure 26: Price at Which Downtown Employees Would Purchase a Monthly Metro Pass	69

List of Tables

Table 1. Regional TDM Model Strengths and Weaknesses.....	12
Table 2. Existing services offered by Go Buffalo Niagara.....	15
Table 3. Recommended Additional Services and for Fee Services	16
Table 4. Go Buffalo Niagara Work Plan	19
Table 5. Marketing Plan Tactics and Priorities	20
Table 6. Go Buffalo Niagara Expenses	23
Table 7. Go Buffalo Niagara Revenue Opportunities.....	24
Table 8. Downtown Employees Incentives Enrollment	32
Table 9. Estimated Impacts of Trips Tracked During Pilot Program.....	33
Table 10. Downtown Residents Incentives Enrollment.....	38
Table 11. Pilot Program Rewards Expenses	39
Table 12. Pilot Program Marketing Expenses	39
Table 13. Distribution of Post-Program Surveys among Downtown Employers.....	40
Table 14. Go Buffalo Niagara Performance Criteria	49
Table 15. Employer, Business Association, and Property Owner Consultations.....	52
Table 16. Stakeholder Presentations	57
Table 17. Drive Alone Mode Split for Buffalo Niagara Region	61

Acronyms and Abbreviations

ATDM	Active Transportation Demand Management
BNMC	Buffalo Niagara Medical Campus
BID	Business Improvement District
GBNRTC	Greater Buffalo Niagara Regional Transportation Council
GHG	greenhouse gas emissions
GRH	Guaranteed Ride Home
ICF	ICF International
MPO	Metropolitan Planning Organization
NFTA	Niagara Frontier Transportation Authority
NYS	New York State
NYSDOT	New York State Department of Transportation
NYSERDA	New York State Energy Research and Development Authority
SF	square feet
SOAR	strengths, opportunities, aspirations, and results
SOV	single-occupant vehicle
TDM	Transportation Demand Management
TMA	Transportation Management Association
VMT	vehicle miles travelled
WNY	Western New York

Executive Summary

This project supported the establishment and first year of activities of a regional Transportation Management Association (TMA) that will work to advance Transportation Demand Management (TDM) strategies in the Buffalo Niagara region. The Greater Buffalo Niagara Regional Transportation Council (GBNRTC) and project partners have developed an Implementation Plan & Funding Strategy (referred to as the business plan), a demonstration of commuter incentives in downtown Buffalo, and a programmatic foundation for reducing vehicle miles traveled (VMT)—enhancing the use of alternative transportation modes and options and increasing regional mobility. The main goal of the project was to replicate and scale up proven TDM strategies that have demonstrated success on the Buffalo Niagara Medical Campus (BNMC) to show the effectiveness of these techniques to large employers, institutions, municipalities and community partners regarding economic, environmental, and social benefits.

Beginning in March 2016, the Niagara Frontier Transportation Authority (NFTA) as the fiscal agent of the GBNRTC and key project partner entered into an agreement with the New York State Energy Research and Development Authority (NYSERDA) and the New York State Department of Transportation (NYSDOT) to establish and support the first round of activities for a regional TMA that will demonstrate the effectiveness of reducing VMT through increased mobility options in Erie and Niagara Counties.

ES.1 Project Context

Since 2011 the GBNRTC has led the One Region Forward effort to organize communities in Western New York (WNY) around a shared vision for how to move the region toward a more sustainable, resilient, and prosperous future. The primary deliverable of One Region Forward has been a federally recognized Regional Plan for Sustainable Development, which serves a practical roadmap for improving mobility, promoting more efficient land use patterns, strengthening our basic infrastructure, growing a 21st-century economy, mounting our region's response to the challenge of global climate change and more. With regard to transportation and mobility, both One Region Forward and the WNY Sustainability Plan identify the need for transportation demand management (TDM) programs to achieve smart growth goals and reduce greenhouse gas (GHG) emissions. In

addition, the City of Buffalo has adopted the Buffalo Green Code, the first zoning ordinance in the country to eliminate minimum parking requirements. The Green Code also requires most new developments and major renovations to plan for and implement TDM services to reduce vehicle trips and parking demand.

The Buffalo Niagara Medical Campus (BNMC) has demonstrated success through its Go BNMC TDM initiatives in working with the 12,000 employees at the campus since 2012. The BNMC is a consortium of nine healthcare, research, and educational institutions located on 120 acres in downtown Buffalo, NY and is the fastest growing employment center in Western New York. Given this success and recent revitalization efforts and development within downtown Buffalo, the City and members of the private sector have expressed a desire to work with the members of the existing BNMC-TMA in developing a model to be replicated among current and future developments and employment centers throughout the City of Buffalo and the region. The Go Buffalo Niagara Steering Committee was developed in response to this need to scale up TDM services to the regional level.

ES.2 Project Benefits

Deliverables of the project included the following:

- Formation of the Go Buffalo Niagara Steering Committee
- TMA Implementation Plan & Funding Strategy (Go Buffalo Niagara Business Plan)
- Formation of a Downtown Buffalo TDM Working Group
- Demonstration or pilot program of commuter incentives in downtown Buffalo
- Marketing and promotional materials
- Program budget
- TDM performance criteria and reporting

Establishing a regional TMA and corresponding business plan allows the TMA partners to do the following:

- Reduce vehicle miles traveled and the associated greenhouse gas (GHG) emissions.
- Improve the quality of life for employees and residents in the region by offering a greater variety of choice in getting to work, educational opportunities, and other needed services.
- Promote local transportation providers through incentive programs.
- Contribute to broader community goals of creating a more efficient and sustainable transportation system.

1 Project Overview

The Go Buffalo Niagara project builds on the successes achieved at the Buffalo Niagara Medical Campus (BNMC) to support regional access and mobility goals identified through One Region Forward, the Long-Range Metropolitan Transportation Plan, the Western New York Regional Sustainability Plan, and the New York State Department of Transportation's (NYSDOT) statewide approach for managing transportation demand.

1.1 Background

Communities in Buffalo Niagara have organized around a shared vision for how to move the region toward a more sustainable, resilient, and prosperous future. The shared vision is known as One Region Forward and resulted in a plan that provides communities with numerous strategies that can help create walkable neighborhoods, reduce environmental impacts, and expand economic opportunities for the region's citizens. The transportation system plays a key role in a region's ability to achieve these objectives. Unfortunately, decades of automobile-oriented planning and development, as well as numerous policies within both the public and private sector that encourage single-occupant vehicle (SOV) travel, has led to a high rate of car-dependency within these communities, which in turn has led to an 82% SOV region-wide mode share and a high rate of associated greenhouse gas (GHG) emissions. While denser areas of the region are served by a bus and light rail system through the Niagara Frontier Transportation Authority (NFTA), the region's sprawled footprint limits transit accessibility to only 26% of households and 31% of jobs. While some progress is being made in terms of implementing complete streets, many of the public rights-of-way in downtown Buffalo, and other locations, are not hospitable to walking and bicycling. Additionally, several transportation policies continue to put alternative transportation modes at an economic disadvantage, thus reducing the number of residents and employees utilizing the more energy-efficient option. For instance, parking in the urban cores (where alternative transportation options are most readily available to residents and employees) continues to be subsidized by both public operators and private companies on behalf of their employees. At the same time, very few programs are offered to employees that could help encourage the use of public transit and other alternative modes, such as subsidizing transit passes or offering cash alternatives to subsidized parking through parking-cash-out programs.

To combat these issues, many communities in the Buffalo Niagara region have taken great strides to invest in policies and programs that encourage the use of public transit and other alternative transportation modes. The public and private sectors have come together to create numerous plans that identify ways to make neighborhoods more pedestrian and bicycle friendly and increase private sector investment. For instance, the Village of Williamsville has worked with NYSDOT on traffic calming measures along Main Street, the major commercial and retail strip. The City of Buffalo has adopted the Buffalo Green Code, a new land use plan and zoning ordinance that encourage compact, mixed-use development. The Green Code has attracted national attention for making Buffalo the first city in the country to eliminate minimum parking requirements citywide, and also for requiring most new developments and major renovations to plan for and implement TDM measures that reduce vehicle trips and parking demand. The City of Buffalo has also recently completed a Bicycle Master Plan that provides a blueprint for enhancing the safety and connectivity of bicycle facilities. Additionally, Buffalo Urban Development Corporation and other downtown stakeholders recently created a Downtown Public Realm Master Plan, which identifies and prioritizes capital projects that enhance the walkability and bike-ability of the city's urban core. Downtown Buffalo's business improvement district (BID), Buffalo Place, is currently updating a Downtown Access Study that identifies needs and opportunities for a variety of transportation amenities to resolve access issues and fill vacant leasable office space.

Unfortunately, while numerous public and private stakeholders have come together through these plans to identify the need for capital improvements, no sustainable funding sources for the improvements have been determined. In a new age where federal transportation funding is becoming more and more competitive, and when many transportation departments are facing budget issues that force the majority of capital projects to be preservation related, the need for new, innovative and sustainable funding sources is extremely important.

At the same time, capital projects that improve access to alternative transportation options must be complemented with a set of TDM policies and programs that encourage the use of these options. In 2012, in order to begin developing and implementing TDM initiatives within major urban employment centers, the GBNRTC joined with the BNMC, GObike Buffalo, the former Buffalo CarShare, NYSDOT, NYSERDA and others to form GO BNMC. Located adjacent to Downtown Buffalo, the BNMC is the fastest growing employment center in Western New York and was experiencing increased parking demands and traffic congestion as a result. BNMC, Inc., a non-profit organization that coordinates the development of the medical campus and operates its parking and transportation system, piloted a GO BNMC Transportation Management Association (TMA) in 2012 to ensure that the campus is served

by a robust multimodal transportation system and that internal policies favor the use of transit and other alternative transportation modes over SOVs. The objectives of the TMA were to bring together numerous public and private sector agencies to increase collaboration and coordination of projects and programs, and to oversee the implementation of TDM initiatives on the medical campus. These initiatives, which include market-rate parking pricing, subsidized transit passes, and a Guaranteed Ride Home (GRH) program, have been successful to date, improving access to alternative transportation options and reducing the SOV mode share for campus employees by around 4% in only two years. Most importantly, these TDM initiatives were set up to act as a demonstration project, showcasing a set of policies, programs, and service enhancements that can be replicated at other major employment centers throughout Western New York that are facing similar challenges.

BNMC additionally explored the creation of a parking benefits district in the adjacent Fruit Belt neighborhood through a study completed in 2016 and funded by NYSERDA and NYSDOT. The study recommended a parking permit program with alternating sides that would be free to Fruit Belt residents and charge a fee to BNMC employees dependent on proximity to the campus. The goals of the program would be to effectively manage the on-street parking supply and demand in the neighborhood, reduce SOVs driving to and from the area, improve the access, mobility and quality of life of Fruit Belt residents, and identify sound financial management strategies for use of potential parking revenues. Ultimately, the City of Buffalo, local union representatives, elected officials, and Fruit Belt Neighborhood representatives agreed on a residential parking permit system designating half of each block in the permit area as resident parking only with the other half open to the public. While this agreement ensures that part of each block will be designated for residential use, there will be no deterrent for BNMC employees or construction workers to park within the neighborhood. Therefore, the study's core goals—reducing parking demand and providing a potential revenue source for the neighborhood—have not been met. This project illustrates the political difficulties of using price to manage parking demand and generate revenue in the Buffalo Niagara region.

Since the success of GO BNMC in reducing employee SOV mode share, the project partners have been working on strategies to expand TDM initiatives outside of the Buffalo Niagara Medical Campus. In 2012, the BNMC, the former Buffalo CarShare, and GObike Buffalo partnered on the campaign GO Buffalo to increase the awareness of, encourage the use of, and improve access to healthier, greener, and more equitable transportation options in the City of Buffalo. Funded by the Federal Transit Administration's Job Access Reverse Commute Program (FTA-JARC), the main goal of the GO Buffalo campaign was to help provide the lower income neighborhoods surrounding the BNMC

with greater mobility and access to the area's emerging employment opportunities. The GO Buffalo campaign involved a comprehensive outreach program that included a street canvassing operation in the surrounding Fruit Belt, Masten Park, Linwood, and Allentown neighborhoods. The job of the canvassers was not only to disseminate valuable information on emerging job and training opportunities and alternative transportation modes around the campus, but also to administer surveys and organize meetings with both individuals and neighborhood groups. Unfortunately, lack of sustainable funding opportunities needed for administrative and outreach support prevented project partners from sustaining the GO Buffalo Campaign.

In 2015, the Go Buffalo Niagara Steering Committee formed to support the planning, management, and operation of multimodal forms transportation and access in Buffalo Niagara region. The lead agency for this project is GBNRTC, which is the Metropolitan Planning Organization (MPO) for Erie and Niagara Counties and focuses on establishing a comprehensive, coordinated, and continuous transportation planning process for the metropolitan area.

Supporting GBNRTC in a co-leadership role is NFTA, a multimodal entity, firmly committed to providing efficient and professional transportation services that enhance the quality of life throughout the Buffalo Niagara Region. Other team members of the Go Buffalo Niagara Steering Committee include representatives from the Buffalo Niagara Medical Campus, the Buffalo Niagara Partnership, and GObike Buffalo. The intent of the Go Buffalo Niagara Steering Committee is to serve as the forum for developing the regional TMA model, monitoring performance, assisting with communication and engagement of stakeholders, and providing input to and updating the model and business plan for the establishment of a regional Transportation Management Association. Future team members will include representatives from community partners, as well as public and private transportation service providers.

1.1.1 Buffalo Niagara's TDM Objectives and Outcomes

The Go Buffalo Niagara Steering Committee envisions the region's TDM approach to focus on the following objectives:

- **Increase collaboration and coordination between public and private sector entities.** Land use planning, economic development, transportation, health, and environmental agencies, as well as private sector organizations, all play a role in increasing demand for transit and other alternative modes. However, these agencies typically work in isolation from one another, hindering their abilities to fulfill their missions. By establishing a regional TMA, these entities will be brought together to find both regional and localized solutions that will lead to a reduction in the SOV mode share.

- **Foster innovation and policy change within major transportation agencies.** The TMA will assist transportation service providers, such as the NFTA and parking operators, in identifying and removing barriers that prevent timely implementation of policies, programs, and technological advancements that can increase demand for transit and other alternative modes.
- **Create policies, programs, and environments within the private sector that increase demand for transit and other alternative modes.** Through the GO BNMC program, BNMC staff worked directly with employers on campus to change policies in favor of alternative transportation use, and reduced SOV commuting by 4% over two years. Go Buffalo Niagara will expand private sector initiatives to Downtown Buffalo and other major employment centers across the region. The TMA Business Plan, summarized in section 2 and attached in Appendix A, describes the structure by which the TMA will provide regional TDM services while supporting more localized TDM initiatives within workplaces and the public realm.
- **Increase awareness of, encourage the use of, and build community support for transit and other alternative transportation modes.** Education and marketing play a critical role in Go Buffalo Niagara’s ability to manage transportation demand. Go Buffalo Niagara will conduct comprehensive education and outreach campaigns to both garner support and participation from the private sector and encourage residents and employees to choose carpooling, walking, bicycling, metro bus, and/or metro rail over driving alone.

These objectives support the following desired outcomes:

- Decrease vehicle miles travelled (VMT), SOV commuting mode shares at major urban employment centers, and associated traffic congestion and greenhouse gas emissions.
- Reduce parking demands within major urban employment centers to free up space and increase demand for compact, mixed-use development.
- Improve the health and well-being of residents and employees by providing active living opportunities.
- Increase access to job opportunities for all socio-economic levels by providing accessible and affordable commuting options.

1.1.2 Regional and Statewide TDM Framework

The formation of a regional TMA and the promotion of TDM strategies directly aligns with the following federally recognized and local initiatives:

One Region Forward—A New Way to Plan for Buffalo Niagara: This federally recognized Regional Plan for Sustainable Development (RPSD) for Erie and Niagara Counties identifies the need to scale up efforts of the GO BNMC TMA and establish a regional TMA to enhance transportation options, improve accommodations for bicycle commuters, and promote the use of alternative modes by employees and visitors to partner organizations and workplaces.

Greater Buffalo-Niagara Regional Transportation Council Long-Range Metropolitan

Transportation Plan (MTP): The 2040 MTP, completed in 2014, identifies regional transportation needs for future transportation improvements and services, including increasing accessibility and mobility options; promoting energy conservation; integrating and connecting transportation systems; and promoting efficient system management. The MTP 2050 update was adopted in June 2018 and highlights the emerging model of mobility as a service, which TMAs are well positioned to coordinate. More detailed discussion of the MTP's goals and objectives with respect to TDM is provided in section 4.2.2 Suitability of Goals and Objectives.

1.1.3 Comprehensive Transit-Oriented Development Study

The NFTA and GBNRTC are managing a Comprehensive Transit-Oriented Development (TOD) Study, to be completed in summer 2018. This study resulted from the NFTA receiving a grant from the Federal Transit Administration in 2015, the pilot program for TOD Planning. The TOD study will demonstrate that the proposed northward extension of metro rail (to the University at Buffalo North Campus and the I-990 via Audubon Parkway) will enhance mobility options and support the region's economic and social development goals. The study will also develop policy, regulatory, and financial tools to encourage TOD in the metro rail corridor between Buffalo and Amherst. Commuter incentive and corporate programs administered by Go Buffalo Niagara offer low-cost strategies to shift travel behavior and social norms to support significant changes to infrastructure, transit service, and land development. Managing future transportation demand through Go Buffalo Niagara will thus maximize the region's return on investment in the transit expansion, as well as high-density development around transit stations.

Statewide TDM approach: GO Buffalo Niagara supports statewide implementation of transportation demand management, as detailed in the Transportation Demand Management Market Characterization and Baseline Assessment completed for NYSERDA in May 2017. The report concludes that New York State's TDM framework should identify local TDM champions and organizations that can assist with education and outreach, especially in the Buffalo-Niagara region—an area that was assigned the highest score in the State's TDM Priority Index. NYSERDA's market characterization analysis of statewide TDM services revealed the need to address gaps through outreach and education to 511NY Rideshare employer partners and to leverage NYSDOT's connections to local transit agencies. The current composition of the TDM market indicates that NYSERDA may be well-positioned to facilitate introductions between several

key market actors, including outreach-focused nonprofit organizations, TDM service providers, and planning organizations. NYSDOT's New York State Transportation Plan for 2030 has identified managing travel demand as the primary strategy to address the issue of alleviating traffic congestion without adding to the system's capacity.

511NY Rideshare Program: Go Buffalo Niagara promotes the statewide 511NY Rideshare matching system through outreach activities, and has facilitated the development of customized portals for the Buffalo Niagara Medical Campus and the University at Buffalo. Through the 511NY Rideshare Program, Go Buffalo Niagara has additionally received technical assistance through NYSDOT's contract to provide Active Transportation Demand Management (ATDM) services statewide through ICF International (ICF). ATDM builds on traditional TDM strategies with technology enabling real-time information and monitoring of transportation facilities to influence traffic flow and support NYSDOT's operational objectives, such as preventing or delaying breakdown conditions, reducing idling and emissions, and improving safety. In addition to the customization of the online ride-matching system, ICF has provided marketing collateral and TDM assistance to the Downtown TDM Working Group and local employers. ICF provided assistance with digital TDM marketing templates, customized company portals, integrating 511NY Rideshare with Go Buffalo Niagara, and outreach to stakeholders and employers through TDM consultations and stakeholder meetings. NYSDOT's Statewide Active Transportation Demand Management (ATDM) Framework was developed in 2016 and emphasizes partnerships with locally- and regionally-branded TDM programs in upstate areas such as Buffalo Niagara. A new strategic plan for NYSDOT is currently underway and will focus on how NYSDOT and the 511NY Rideshare program can support regions throughout the State with TDM services.

TDM Case Studies: NYSERDA and NYSDOT have supported local case studies in transportation demand management, including Advancing Transportation Demand Management Strategies at the Buffalo Niagara Medical Campus (2014), the Residential Parking Benefits District Study in the Fruit Belt (2016), and more recently, SmartTrips Ithaca: Encouraging Sustainable Transportation Options Through a Personalized Educational Campaign (2017).

1.2 Project Organization

The Go Buffalo Niagara Steering Committee consists of parties involved in the planning, management, and operation of multi-modal forms of transportation and access in the Buffalo Niagara region: the GBNRTC, NFTA, Buffalo Niagara Medical Campus, Buffalo Niagara Partnership, and GObike Buffalo.

The Go Buffalo Niagara Steering Committee has served as the forum for developing the regional TMA model, monitoring performance, assisting with communication and engagement of stakeholders, and providing input to and updating the model and generating the business plan for the establishment of a regional Transportation Management Association. This work builds on the Go Buffalo Niagara website, which the GBNRTC developed with BNMC and NYSDOT and is shown in Figure 1. The website serves as a transportation information clearinghouse to regional commuters, employers, and property owners. The website is connected to smaller TDM programs and websites, such as GO BNMC, and provides resources including the 511NY Rideshare carpool matching portal, cost calculators for car ownership and commuting, interactive maps, and mobile applications links.

Figure 1. Go Buffalo Niagara Website Home Page



The Go Buffalo Niagara project has been based at the GBNTRC, managed by a temporary, full-time TDM Project Coordinator with in-kind staff support from the GBNRTC, NFTA, and BNMC. Through this project, funding from NYSERDA and NYSDOT was used to do the following:

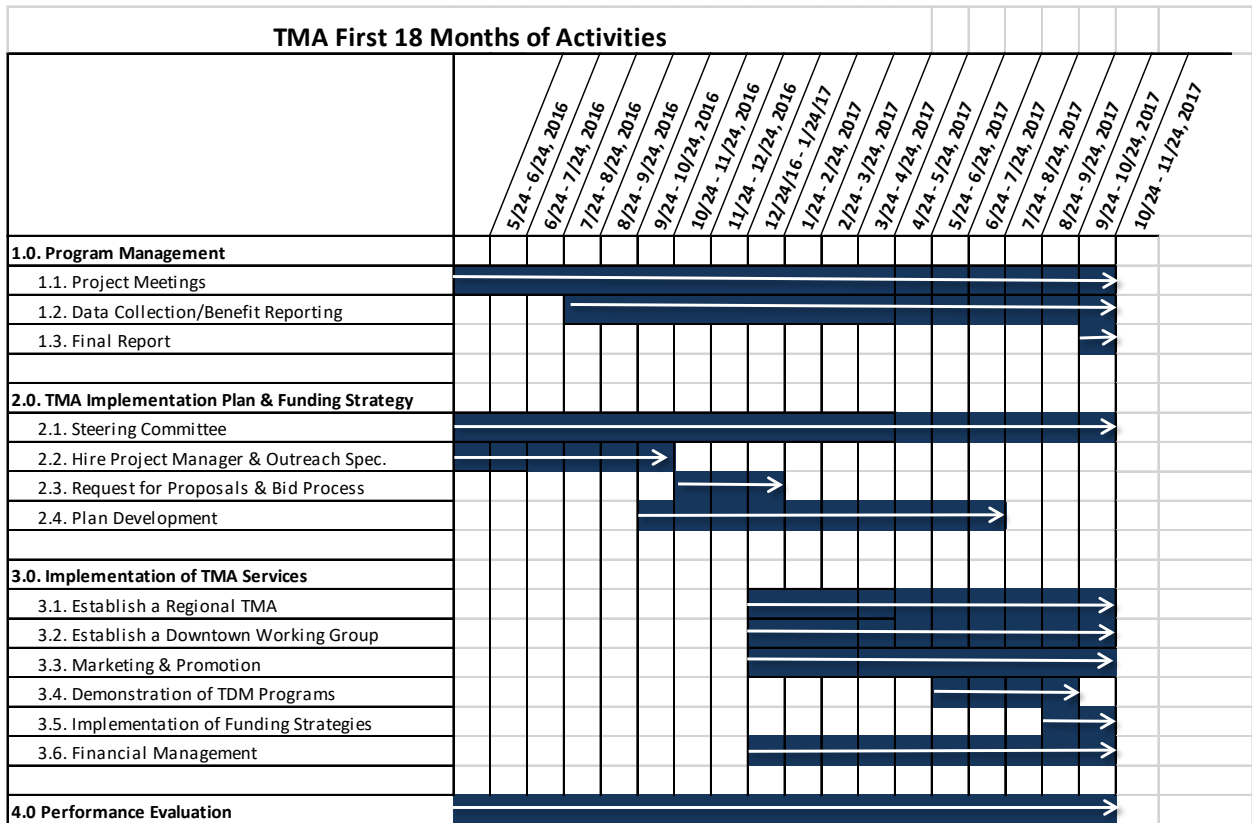
- Hire a TDM Project Coordinator & Outreach Specialist on a full-time, temporary basis to help guide the formation process of the regional TMA.
- Hire a consultant to develop the Implementation Plan & Funding Strategy for TDM in the region (Go Buffalo Niagara Business Plan).
- Formalize the establishment of the TMA and kick-start the offering of TDM services to organizations located within downtown Buffalo through the following activities:
 - Forming a downtown Buffalo TDM Working Group.
 - Implementing a three-month pilot program of commuter incentives in downtown Buffalo
 - Developing marketing and promotional materials.
 - Delivering regional outreach to commuters and technical assistance to employers and property owners.
 - Evaluating performance of TDM measures.

As the TMA grows over time, it is envisioned that services kick-started through this project would begin to be offered to organizations located in other major urban employment centers throughout the region.

1.3 Project Timeline

The project grant agreement was signed in March 2016. Work began in May 2016 and followed an 18-month timeline as outlined in Figure 2.

Figure 2. Project Timeline







2 Go Buffalo Niagara Regional TDM Model

The consultant team selected to develop the Go Buffalo Niagara Business Plan was led by Wells + Associates with support from WSP (an engineering professional services firm), the Greater Valley Forge Transportation Management Association, and national telework expert Elham Shirazi. This team determined the role that the regional TMA should fulfill through market research, which included stakeholder outreach and a peer review of best practices across the country. This section of the report (section 2) highlights the recommendations of the business plan with respect to Go Buffalo Niagara’s organizational structure, work plan, marketing approach, and funding strategy. The full business plan is attached in Appendix A and provides additional detail beyond the specifics in this section.

2.1 Establishing a Structure

The Go Buffalo Niagara Business Plan evaluates the strengths and weaknesses of various TDM models highlighted in the peer review, summarized in Table 1.

Table 1. Regional TDM Model Strengths and Weaknesses

Structure	Description	Applied Example for the Region	Strengths	Weaknesses
<p>Multiple Local Organizations</p> 	<p>Multiple geographically focused organizations providing TDM.</p>	<p>Having multiple TMAs:</p> <ul style="list-style-type: none"> • GO BNMC • Go Downtown Buffalo 	<ul style="list-style-type: none"> • Local program autonomy and control over branding and marketing. • No need to identify regional-level organization to provide TDM. 	<ul style="list-style-type: none"> • Potential for duplication of effort. • Inefficiency in marketing and strategy delivery. • Difficult to create a regionally recognizable brand. • No coordinated pursuit of limited funding resources.
<p>Single Regional Organization</p> 	<p>A single organization (typically government) providing TDM for the Entire Region.</p>	<p>GO BNMC and Go Buffalo Niagara merge into one program housed in a government agency.</p>	<ul style="list-style-type: none"> • No need for private sector buy-in to pay for services because of dedicated public funding source for program. • Unified single brand. • TDM service efficiencies and economies of scale. • Easy regional coordination. 	<ul style="list-style-type: none"> • Provision of basic level of TDM services. • Challenges responding to the needs of the local community. • Limited flexibility to provide tailored service to meet local needs • Minimal corporate commitment for financing and promoting TDM.
<p>State Led Organizations</p> 	<p>State-led TDM efforts through multiple geographically focused organizations.</p>	<p>GO BNMC and Go Buffalo Niagara becoming part of the statewide 511NY Rideshare program.</p>	<ul style="list-style-type: none"> • Predictable revenue stream. • Coordinated and consistent approach tied to revenue stream. • Coordinated brand and platform for efficient delivery of TDM services statewide. 	<ul style="list-style-type: none"> • Requires significant operating funds from one source. • Limited capacity for adapting and innovating services that address local needs. While the statewide ride-matching system provides a foundation for TDM, it is not structured to offer locally-driven marketing and outreach to upstate regions.
<p>Umbrella (Regional + Local)</p> 	<p>Geographically focused organizations providing TDM and a single regional organization providing TDM outside of focused areas.</p>	<ul style="list-style-type: none"> • Go Buffalo Niagara providing regional services. • GO BNMC providing localized services. • Future Go Districts also providing localized services. 	<ul style="list-style-type: none"> • Coordinated oversight of brand. • Coordinated marketing and outreach efforts creates efficiencies. • Ensures that baseline TDM services are offered universally. • Ensures consistency in monitoring and evaluation. • Allows flexibility to serve more localized needs while achieving regional consistency. • Regional coordination of services ensures most effective use of funding (So that TMAs aren't competing with each other). 	<ul style="list-style-type: none"> • Requires resources for regional coordination and branding. • Hard to identify regional entity to house and channel state and federal grants.

The business plan recommends the final model listed, the Umbrella (Regional + Local) model, for the Go Buffalo Niagara regional TMA. The umbrella model allows the entire region to provide a basic level of TDM service across Erie and Niagara Counties, while simultaneously supporting localized initiatives to meet the mobility challenges of specific communities. The model enables the umbrella organization to build on the existing services offered by the 511NY Rideshare program and geographically-focused TMAs like Go BNMC, which are branded in the plan as Go Districts.

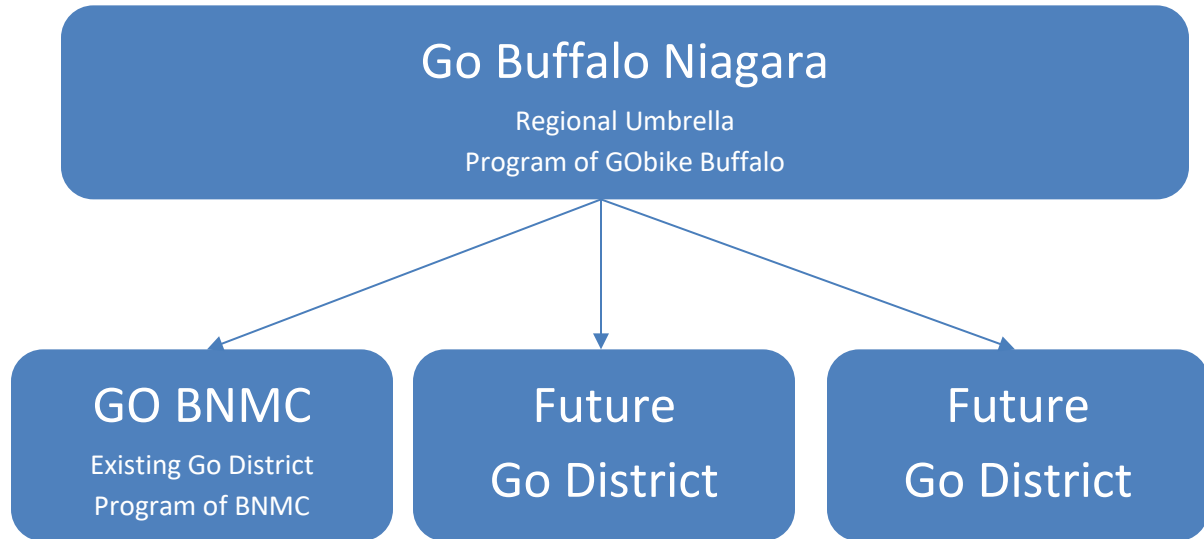
2.1.1 Regional Program

Go Buffalo Niagara is currently a prototype of the envisioned regional umbrella TDM program and provides TDM services throughout Erie and Niagara Counties. This program has been housed under the GBNRTC, the designated MPO for the Buffalo Niagara region. Project stakeholders initially identified the GBNRTC as the preferred candidate to continue to house the regional TDM program over the long-term. However, the GBNRTC was deemed an unsuitable long-term host due to its legal structure as an entity of the NFTA, funding constraints, and focus on transportation planning rather than operations. MPOs across New York State are likely to share these issues because they lack legal status on their own; each MPO is an entity of a local host agency like a county or transit authority. The next natural candidate identified was the NFTA, the transit agency that serves the same geographic area. While the NFTA is able to directly apply for and receive state and federal grants, it is unable to pursue fee-for-service work as a public agency. These factors combined with the organization's focus on its existing scope as a transit provider make it unsuitable to house the Go Buffalo Niagara program.

Project stakeholders examined existing nonprofit organizations to host the regional TMA. GOBike Buffalo emerged as the ideal candidate for delivering TDM services in the Buffalo Niagara region due to its organizational scope, experience providing TDM services, and fundraising flexibility. The organization's leadership is amenable to serving as the host for the regional TMA. Thus, the proposed structure of Go Buffalo Niagara is a regional program of the existing 501c3 nonprofit organization, GOBike Buffalo, requiring a new program manager and outreach support equivalent to 1.25 full-time employees. The Go Buffalo Niagara Steering Committee would become a Subcommittee of the GOBike Buffalo Board of Directors and serve the TDM program in an advisory and reporting role with one representative shared on both the GOBike Board and the Go Buffalo Niagara Steering Committee. This governance structure involving a separate though coordinated advisory group prevents conflicts of interest from arising between GOBike Buffalo as an organization and the Go Buffalo Niagara program. GOBike's ability to accept funding from a diverse range of sources, including the private sector and other nonprofit groups, enhances the program's resilience to conflicts of interest compared to if it were hosted by a

government agency such as the GBNRTC. The TDM program based at GObike Buffalo would serve as a regional umbrella, under which smaller programs such as GO BNMC offer additional TDM services within special districts. These localized TDM programs or TMAs are branded as Go Districts. Figure 3 illustrates the TDM Program Structure for the Buffalo Niagara Region with GObike Buffalo serving as the umbrella organization supporting localized TDM efforts such as GO BNMC.

Figure 3. Proposed Go Buffalo Niagara Program Structure



The service currently offered by Go Buffalo Niagara are outlined in the Table 2.

Table 2. Existing services offered by Go Buffalo Niagara

Category	Strategy	Description
General Programs	Regional Transportation Information Clearinghouse	The Go Buffalo Niagara website contains a tab Ways to Get Around which is a clearinghouse of regional transportation information from walking/biking info, to transit schedules, interactive maps, and real-time travel conditions.
	Trip Planner	Go Buffalo Niagara promotes the multi-modal trip planner TripGo which allows users to weight their travel options based on time, price, calories, and CO2 Emissions. The TripGo App contains travel information on walking, biking, bikeshare, transit, driving and ride-hailing/taxi.
	Mobile Apps	Go Buffalo Niagara promotes several mobile transportation apps for all modes of transportation.
	Commute Cost Calculators	To attract drivers to nonauto modes, Go Buffalo Niagara hosts cost calculators to show the true cost of driving and owning a car.
	Referrals	Go Buffalo Niagara provides commuters, employers, and property owners with referrals to transportation service providers including GObike Buffalo, Reddy Bikeshare, the NFTA, ZipCar, Enterprise Rideshare, and Transportation Network Companies.
	Outreach	Go Buffalo Niagara provides outreach on transportation options to the general public through tabling and presentations at community venues and events.
Ridesharing Programs	Ride Matching Portal	Go Buffalo Niagara currently works with 511NY Rideshare to provide an online carpool matching system. Staff assist commuters with registering and completing their profiles. Go Buffalo Niagara also works with the 511NY Program to customize the portal for large employers such as the Buffalo Niagara Medical Campus and University at Buffalo. Customized portals include corporate branding, service and social media feeds, and unique tabs.
	Park and Rides	Go Buffalo Niagara provides Park and Ride Maps and information for ridesharing and transit.
	Bike Racks	Go Buffalo Niagara promotes a free bicycle rack program offered in commercial districts by the City of Buffalo as well as GObike Buffalo's bike parking alternatives for purchase.
	Bicycle Registration	Go Buffalo Niagara directs bike commuters to BikeIndex.org to register their bike in case of theft.
Transit Programs	Pre-tax Transit Program: Metro Perk	Go Buffalo Niagara currently promotes Metro Perk, a program where employers can offer employees a pre-tax benefit for transit use. Employers using Metro Perk reduce payroll taxes, and employees reduce their taxable income, saving approximately 30% on the cost of a NFTA Metro Pass.
	Transit Assistance	Commuters may request customized assistance with planning trips by metro bus and/or metro rail through the Ride Matching Portal or Go Buffalo Niagara website.

Table 3 identifies recommended additional services for the regional TMA as well as services for which the program should charge a fee.

Table 3. Recommended Additional Services and for Fee Services

Category	Strategy	Description
Recommended Additional Services	Telework and Alternative Work Arrangements	Go Buffalo Niagara should provide telework and non-traditional work arrangements (such as flex work hours and alternative work schedules) assistance to interested employers. This is a simple strategy that has had a significant impact on vehicle usage in the region.
	Employer/ Building Recognition Program	Go Buffalo Niagara should praise companies and buildings that go above and beyond to provide transportation benefits and resources to employees/tenants. This “free positive press” reinforces the desired behavior amongst participating organizations and increases their competitors’ awareness of what they are doing. Over time it will inspire their competitors to do the same and make providing transportation benefits the norm in that industry.
	TDM Plans	In the City of Buffalo, the Green Code requires that most new buildings in excess of 5,000 sf and major renovations over 50,000 sf provide a TDM Plan that estimates the transportation impact of the development and proposes strategies to mitigate vehicle trips and parking demand. Most small developers are not equipped to produce TDM plans in-house and must therefore use a consultant. This presents an opportunity for the TMA to offer high-quality, low-cost plans (\$3,000-\$5,000), generating revenue for the program while freeing up more developer resources for TDM implementation rather than planning. Outside of the City of Buffalo, developments may also agree to provide TDM Plans as part of the entitlement process and can contract the preparation of these plans with Go Buffalo Niagara.
	Site Based TDM Monitoring	In the City of Buffalo, the Green Code requires developments with a TDM Plan to undergo monitoring and evaluation after six months, at 12 months, and every two years following issuance of the certificate of occupancy. It is envisioned that Go Buffalo Niagara will fulfill this requirement for developments that purchase annual TMA membership, which ranges from \$200-\$5,000 depending on the property size and complexity.
	TMA Membership	The Green Code’s TDM Policy Guide specifies TMA Membership as a strategy worth 2% in credits toward trip reduction requirements. For developments within the City of Buffalo that are not served by a Go District such as GO BNMC, fee-based membership with Go Buffalo Niagara provides access to a package of TDM services that ensure Green Code compliance.
	Telework Assistance	According to the Go Buffalo Niagara Downtown Employer Survey, only 15% of employers provide their employees the option to telework. Go Buffalo Niagara’s role will be to educate employers on the benefits of telework and help them work through the logistical challenges of implementing a telework program. For a fee, Go Buffalo Niagara will serve as a consultant to help employers develop customized telework programs.

Table 3 continued

Category	Strategy	Description
For Fee Services	Employer/ Building Transportation Benefits Assessments	Go Buffalo Niagara currently works directly with employers and building owners to create a customized set of commuter benefits for employees and tenants. Using the resources of 511NY Rideshare, basic consultations will remain free while Go Buffalo Niagara will charge a fee for in-depth assessments involving data collection, analysis, and written reports. Go Buffalo Niagara should strengthen knowledge and relationships with third-party providers of commuter fringe benefits to help employers implement recommendations.
	Customized Marketing Materials	Go Buffalo Niagara currently creates customized marketing materials specific to services available and programs offered. Using the marketing templates of 511NY Rideshare, Go Buffalo Niagara will continue to offer limited customization of those templates for free. Design of new marketing collateral or customization requiring a higher level of effort will only be available through annual membership.
	Commuter Classes	Go Buffalo Niagara conducts commuter classes for employees where they discuss transportation options and answer any questions employees may have. Using the resources of 511NY, Go Buffalo Niagara will offer up to two free commuter classes per year per organization. Up to four highly customizable commuter classes per year will be guaranteed through annual membership.

2.1.2 Go Districts

Buffalo Niagara stakeholders felt the best way to accommodate the tailored TDM needs of a defined community is allowing for separate, but complementary organizations to provide in-depth services. Go Districts, often called Transportation Management Associations (TMAs) in other parts of the nation, are the Buffalo Niagara Region’s answer to fill those tailored needs. Go Districts may be either programs of existing organizations (as GO BNMC is a program of BNMC, Inc.) or they may be independently incorporated organizations. It is envisioned that Go Districts will serve two key functions. The first is to help extend the reach of the many regional TDM services and resources offered by Go Buffalo Niagara by promoting and delivering them to local communities. The second key function is to leverage their in-depth understanding of local geographies and their community relationships to implement TDM solutions that go beyond what the regional Go Buffalo Niagara program can offer.

Since most communities have different transportation challenges—such as stakeholders and political dynamics—no two Go Districts in the Buffalo Niagara region will be exactly the same. However, all Go Districts will share similar roles and responsibilities and support the regional TDM efforts orchestrated by Go Buffalo Niagara in exchange for receiving regional TDM services. Those supporting roles that Go Districts will provide to Go Buffalo Niagara include the following:

- Support regional TDM goals and objectives
- Maintain brand and marketing consistency
- Promote Go Buffalo Niagara services and campaigns to the local community
- Serve as an experimental proving ground for TDM strategies
- Assist with regional monitoring and evaluation

2.2 Work Plan

The work plan outlines the key steps and specific tactics that the regional Go Buffalo Niagara program needs to take to fulfill its role in providing TDM services across Erie and Niagara Counties. The work plan consists of eight general steps supported by 25 specific tactics that are ordered by priority level.

The eight general steps are the following:

1. Formalizing the program
2. Funding the program
3. Operating the program
4. Coordinating regional TDM efforts
5. Building regional awareness
6. Establishing Go Districts
7. Advocating
8. Monitoring and evaluation

Within the work plan, each tactic includes a timeline for completion by quarter within the first two years of operation and on an ongoing basis thereafter. These elements of the work plan are summarized in Table 4. The full work plan is in section 6 of the Go Buffalo Niagara Business Plan and attached in Appendix A.

Table 4. Go Buffalo Niagara Work Plan

Step	Priority	Tactic	2017	2018				2019				Ongoing
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Formalizing the Program	1	Transition Go Buffalo Niagara to GObike Buffalo										
	2	Establish a Go Buffalo Niagara subcommittee										
	3	Establish TDM goal(s) for the region										
	4	Align website with goals established by the board										
Funding the Program	5	Identify and apply for public grants										
	6	Identify and apply for private grants										
	7	Develop cost structure and framework for fee-for-service programs										
Operating the Program	8	Recruit and hire Go Buffalo Niagara Program Manager										
	9	Update GObike's Accounting and Legal materials to accommodate TDM program										
	10	Hire Marketing Consultants										
	11	Hire TDM Outreach Staff/Consultants										
Coordinating Regional TDM Efforts	12	Hire Traffic Engineering Consultants										
	13	Develop Go Buffalo Niagara / Go Districts MOU										
	14	Create an umbrella brand for Go Buffalo Niagara										
	15	Develop official sub-brand standards for Go Districts										
Building Regional Awareness	16	Coordinate regional TDM campaign efforts annually with Go Districts										
	17	Implement TDM Marketing Plan										
	18	Meet one-on-one with local governments in Erie and Niagara Counties										
Establishing Go Districts	19	Regularly update transportation clearinghouse on website										
	20	Identify and evaluate areas of need for a Go District on an ongoing basis										
	21	Facilitate establishment of Go Districts on an ongoing basis										
Advocating	22	Develop a Downtown Buffalo Go District package of TDM products										
	23	Identify top transportation concerns for the region and advocate with state and federal government										
Monitoring & Evaluating	24	Administer regional modal split survey every two years										
	25	Submit an annual progress report										

2.3 Marketing Approach

Once the Go Buffalo Niagara program is formalized, funded, and operating for three quarters through the steps outlined in the work plan, it will focus on its marketing approach. This approach will use regional communications and messaging to build awareness of the program and support its goal to reduce the rate of commuters driving alone.

It is expected that Go Buffalo Niagara will develop a regional TDM Marketing Plan that will map out all outbound communication efforts scheduled for the coming year in coordination with Go Districts. This plan will focus on the following Go Buffalo Niagara audiences: employers, building owners/property managers, and commuters/residents. Communication strategies for each of these audiences should include at least six touchpoints to build awareness through a mix of emails, social media, printed materials, direct mailers, and events. The marketing plan should outline tasks for the Program Manager or TDM outreach staff to approach major employers in the region and encourage them to promote Go Buffalo Niagara’s commuter services to their employees. Needs for design and communications beyond what program staff can provide should be noted along with a budget for marketing consultants as resources allow. Go Districts will submit annual activity plans to Go Buffalo Niagara as outlined in Memorandums of Understanding in order to inform the regional marketing approach.

Marketing tactics, the audiences of tactics, and their priorities in the overall marketing plan each year are included in Table 5. Following the table is a detailed description of each tactic.

Table 5. Marketing Plan Tactics and Priorities

Priority	Tactic	Employers	Building Owners/ Property Managers	Commuters/ Residents
1	Global Campaigns	X	X	X
2	Rewards Program	X	X	X
3	Employer Outreach	X	X	
4	Property Based Outreach		X	

Global Campaigns: It is expected that Go Buffalo Niagara will play a critical role organizing and participating in global campaigns that will raise awareness of non-auto modes for all intended audiences in the region. These global campaigns will be highly visible and encourage participation from all members of the community. These campaigns will also reinforce outreach efforts to employers, building owners, and building managers. In any given year, it is recommended that three to four of these global campaigns be included in the marketing plan. There are several national or even international campaigns and events that can be leveraged to take advantage of awareness they may have already built. The following list provides potential global campaigns that the Go Buffalo Niagara program can leverage in its marketing efforts:

- Earth Day
- Bike to Work Day 2018
- Dump the Pump Day
- PARK(ing) Day
- Try Transit Week
- International Car Free Day

In order to effectively get the word out in a strategic and coordinated manner, Go Buffalo Niagara should prepare a communications plan for each global campaign with specific steps and timelines.

Rewards Program: Go Buffalo Niagara should develop a rewards program to reinforce a desired behavior amongst employers, property owners, and managers in the region and fast-track a new norm where these entities offer a variety of transportation amenities and benefits to meet the needs of tenants/employees. Go Buffalo Niagara should identify appropriate incentives for winners, develop judgment criteria, and develop a communications plan to promote the program and winners each year.

A commuter-oriented rewards program is another tactic to engage all audiences across the region. Incentives should be low-cost to produce and distribute on a large scale, while still offering value to commuters. Go Buffalo Niagara has already developed a Commute Rewards Member card providing discounts to six local businesses. Any commuter in the region can earn the card by tracking at least 10 commute trips in a month on the Go Buffalo Niagara carpool matching portal or Trip Tracker mobile application, including trips by bus, train, carpooling, vanpooling, walking, biking, and telework. In order to properly promote this program with commuters, a communications plan will be developed as well.

Employer Outreach: In order to efficiently reach the greatest number of commuters/residents, it is recommended that Go Buffalo Niagara prioritize reaching out to large employers in the region (greater than 100 employees) which (1) have transportation options other than driving alone available for their employees and (2) are identified by proximity to high-frequency rail and walkscore. As discussed in the work plan, it is recommended that Go Buffalo Niagara hire a part-time TDM outreach staff or consultant to maximize results.

The outreach will consist of meeting with the appropriate point of contact at the company, which depending on the company's motivation for pursuing TDM, may include HR staff, wellness committees, sustainability officers, or leasing managers. These leads may be identified through professional associations, chamber of commerce, referrals from local government, or even cold calling. Once target audiences have been identified, Go Buffalo Niagara will need to build a communication plan for engaging these employers that includes a time frame for the engagement, talking points, marketing collateral details, and necessary follow-up protocols to ensure proper engagement occurs in a consistent manner. Communication plan channels are included in Table 7.

Property-Based Outreach: Once employer leads have been exhausted, it is recommended that the program refocus on large office parks and local office buildings. Using professional associations, public records, and cold calling, the Go Buffalo Niagara Program Manager or TDM Outreach Staff/Consultant will connect with property management to reach employer tenants and employees. Similar to employer outreach, once target audiences have been identified, Go Buffalo Niagara will need to build a communication plan for engaging the properties that includes a time frame for the engagement, talking points, marketing collateral details, and necessary follow-up protocols to ensure proper engagement occurs in a consistent manner.

2.4 Funding Strategy

The long-term sustainability and success of Go Buffalo Niagara requires stable and secure funding streams to support its efforts. The Funding Strategy describes the estimated operating expenses required to successfully run a regional TMA along with the anticipated revenue sources. The Funding Strategy is summarized in this section and provided in full in section 8 of the Go Buffalo Niagara Business Plan, attached in Appendix A.

2.4.1 Operating Budget

Budgets for regional TDM organizations often vary considerably, but it is estimated that an annual budget of between \$200,000 and \$250,000 would fund the administration and programs of Go Buffalo Niagara during its first three years of operations. Table 6 provides the estimated budget for the regional umbrella TDM program, housed at GObike Buffalo.

Table 6. Go Buffalo Niagara Expenses

Category	Expense	Year 1	Year 2	Year 3
Staff	Salary (1.25 FTE)	\$93,750	\$97,500	\$101,400
	Payroll Taxes (9%)	\$8,438	\$8,775	\$9,126
	Fringe Benefits (18%)	\$16,875	\$17,550	\$18,252
Overhead	Office Supplies & Equipment	\$10,500	\$7,500	\$5,000
	Conference Fees, Dues & Travel	\$4,000	\$4,500	\$5,000
	Office Rent	\$14,000	\$14,700	\$15,435
	Meeting Costs	\$1,800	\$2,000	\$2,200
Direct Expenses + Consulting Fees	Printing + Graphic Design	\$20,000	\$20,000	\$20,000
	Promo Events	\$10,000	\$10,000	\$10,000
	Marketing/TDM Contractors	\$60,000	\$57,000	\$54,150
	Legal & Accounting	\$6,000	\$5,700	\$5,415
Total		\$245,363	\$245,225	\$245,978

Table 6 provides an estimate for an optimal budget, but it does not mean that Go Buffalo Niagara requires the exact amounts specified to operate successfully. Depending on the level of revenue streams which are secured, and the skill sets of staff hired, certain direct expenses can be reduced or eliminated to stay within budget. Additionally, there may be opportunity to further reduce expenses by sharing overhead expenses as well as legal and accounting consulting fees with GObike Buffalo as the parent organization to Go Buffalo Niagara. In summary, the Go Buffalo Niagara budget provides a guide for anticipated expenses but needs to be flexible to adapt to the unique circumstances that are revealed once the program takes form.

2.4.2 Revenue Streams

A financially sustainable program has a diverse set of revenue streams. This ensures that it can maintain consistent operations should one source of revenue experience a reduction during a given fiscal cycle. With that background in mind, it is recommended that Go Buffalo Niagara have a diverse funding stream secured to ensure it will have the best shot at achieving long-term financial sustainability.

As stated in section 2.1.1 of this report, one of the reasons that GOBike Buffalo was selected to host Go Buffalo Niagara is because its organizational structure allows it to receive and generate revenue from several different sources. Four broad revenue sources are recommended to help fund operations of Go Buffalo Niagara: public grants, private grants, fees for service, and sponsorships. Table 7 summarizes those revenue opportunities and the minimum amounts needed from each to cover the operation expenses in Table 6. A more detailed description of each revenue source is provided in section 8 of the business plan and attached in Appendix A.

Table 7. Go Buffalo Niagara Revenue Opportunities

Revenue Source	Year 1 Goal	Year 2 Goal	Year 3 Goal
CMAQ Grant	\$60,000.00	\$62,400.00	\$64,896.00
State or Local Grants	\$60,000.00	\$62,400.00	\$64,896.00
Private Foundations	\$60,000.00	\$62,400.00	\$64,896.00
Fee for Service	\$20,000.00	\$40,000.00	\$60,000.00
Event Sponsorships	\$32,681.25	\$29,012.50	\$25,645.00
Organizational Partner	\$32,681.25	\$29,012.50	\$25,645.00
Total	\$265,362.50	\$285,225.00	\$305,978.00

Table 7 provides an estimate of potential revenue opportunities from each funding source, but it does not mean that Go Buffalo Niagara should feel limited to pursue different amounts. Go Buffalo Niagara should meet with prospective public and private grant makers in advance of applying to determine the following:

- Grant application submission and award time lines
- Grant eligibility criteria alignment with Go Buffalo Niagara Business Plan priorities
- Typical grant amounts for start-up organizations in first 3 years of operations

These meetings will help refine Go Buffalo Niagara’s understanding of realistic grant dollar values that can be anticipated in the next year and when those funds would be available for use. Program staff should update that information in Table 7 and determine what if any changes need to be made to the operating budget outlined in Table 6.

2.4.3 Go Districts

Each Go District (or local TMA under the regional umbrella of Go Buffalo Niagara) will ideally go through its own business planning process to ensure unique organizational needs are met. However, as Go Buffalo Niagara facilitates establishment of Go Districts on an ongoing basis as part of the work plan, it will need to help stakeholders understand the order of magnitude of financial commitments

required to help establish and sustain the operations of a local TDM program. Similar to regional TDM organizations and programs, the budgets for local TDM efforts often vary considerably. It is estimated that a budget of between \$200,000 and \$250,000 annually would fund the administration and service delivery of a prospective Go District during its first three years of operations. The factors that go into that budget range, as well as the anticipated means to fund that budget, are explained in more detail in the following passages.

Operating Expenses: It is anticipated that Go Districts will require staffing, overhead, and direct expense budgets comparable to those of Go Buffalo Niagara to cover their initial operating expenses. With that background in mind, Table 6 can also serve as an estimate for an optimal Go District budget. As demand and need for Go District services grows, it is anticipated that their corresponding staffing and overhead budgets will also grow.

Revenue Streams: It is anticipated that Go Districts will likely operate as programs of existing nonprofit organizations or incorporate themselves, which will allow them to apply for many of the same public and private grants that are recommended for Go Buffalo Niagara. Similar to Go Buffalo Niagara, Go Districts can also earn revenue from creative sponsorships and local organizational partners.

As described for Go Buffalo Niagara, there are fee-for-service opportunities for Go Districts related to new developments and major renovations fulfilling Green Code Requirements. This will require a Memorandum of Understanding to address how fee-for-service activities and revenue will be split between the two programs. Many TMAs across the country deliver those fee-for-service opportunities in locations with no development requirements. So, similar revenue opportunities exist for Go Districts within the City of Buffalo and other parts of the region even where the Green Code does not apply. Another fee-for-service opportunity typical for local TMAs is managing/administering a transportation service for which multiple members would share costs. Examples include but are not limited to area-wide shuttle and bikeshare coordination and management services. In the City of Buffalo, Go Districts could make a very compelling case for the creation of parking districts, which TDM activities would support by managing demand on their most utilized parking facilities. That case can be leveraged to request funds from parking districts to fund Go District services. In New York State, the creation of parking systems within residential areas requires State authorizing legislation; therefore, it is recommended that the creation of parking districts focus on areas serving employment, retail, and/or entertainment centers. With that background in mind, Table 7 can also serve as guide for optimal Go District revenue sources.

3 Project Outcomes

This section summarizes outcomes of the project to establish a regional TMA in the following areas:

- Engaging and organizing partners
- Regional outreach
- Downtown Pilot Program
- Go Buffalo Niagara Business Plan

3.1 Engaging and Organizing Partners

3.1.1 Go Buffalo Niagara Steering Committee

As discussed in sections 1.1 and 1.2 of this report, the Go Buffalo Niagara Steering Committee was established to guide and assist in the TMA planning process for the project. Members of the steering committee include the Greater Buffalo Niagara Regional Transportation Council (GBNRTC), the Niagara Frontier Transportation Authority (NFTA), Buffalo Niagara Medical Campus (BNMC), GObike Buffalo, and the Buffalo Niagara Partnership.

3.1.2 Downtown TDM Working Group

The Downtown TDM Working Group was formed to advise on the Go Buffalo Niagara Business Plan as well as the Downtown Pilot Program employer recruitment process and incentives. In addition to members of the steering committee, the working group was made up of representatives from key stakeholders in downtown Buffalo across public and private sectors, including the following:

- Buffalo Urban Development Corporation
- Buffalo Place
- City of Buffalo, Division of Parking
- HarborCenter
- M&T Bank
- Schneider Development
- Uniland Development

The working group met in April, June, and October 2017 to advise on the structure of the Go Buffalo Niagara Business Plan as well as the Downtown Buffalo Pilot Program. The following were the main objectives of the working group:

- Provide input on transportation programs and services that would best serve commuters and businesses in downtown Buffalo.
- To serve as a model for starting up new TDM initiatives in other special districts across the Buffalo Niagara region.

3.1.3 Go Buffalo Niagara Business Plan Stakeholder Engagement

In March 2017, project stakeholders participated in a strategic planning tool called SOAR Analysis to inform initial development of the Go Buffalo Niagara Business Plan. SOAR stands for strengths, opportunities, aspirations, and results and differs from SWOT (strengths, weaknesses, opportunities, and threats) analysis, in that SOAR engages all levels and functional areas of an organization, while SWOT is typically a top-down approach. With SOAR, the focus is on the organization and enhancing what is currently done well, rather than concentrating on perceived threats and/or weaknesses. The following are organizations that participated in the SOAR Analysis:

- Buffalo Niagara Medical Campus
- Buffalo Niagara Partnership
- Buffalo Urban Development Corporation
- City of Buffalo Office of Strategic Planning
- GObike Buffalo
- Greater Buffalo Niagara Regional Transportation Council
- New York State Department of Transportation, Region 5
- Niagara Frontier Transportation Authority

3.2 Regional Outreach

From December 2016 through the end of the project period, the TDM coordinator conducted regional outreach through corporate consultations (to employers, business associations, and property owners), presentations to diverse stakeholder groups, and by means of general marketing to commuters.

3.2.1 Corporate Consultations

A toolkit of transportation options was developed for consultations with employers and property owners. The toolkit included a Go Buffalo Niagara Catalog, an Outreach Toolkit for Corporate Transportation Services. The toolkit is attached to this report in Appendix D.

The TDM coordinator conducted 15 corporate consultations with employers, business associations, and property owners representing a combined pool of over 46,800 commuters. The companies, locations, dates, outcomes, and number of commuters represented by each consultation is outlined in Table 15 in the Performance Evaluation section of this report.

3.2.2 Stakeholder Engagement

Twenty-six presentations of the Go Buffalo Niagara project were delivered to 18 stakeholder groups representing a net audience of over 475 individuals across the region. Table 16 in the Performance Evaluation section of this report summarizes the stakeholder groups to which the TDM coordinator delivered presentations on transportation demand management and services offered by Go Buffalo Niagara.

3.2.3 General Marketing

Marketing to the general public was achieved through global campaigns, tabling events, posters mounted in downtown parking garages, and through social media engagement:

- National Dump the Pump Day (June 15)
- World Car Free Day (September 22)
- Tabling events
- Carpooling posters mounted in 10 Buffalo Civic Autoramp (BCAR) parking garages in downtown Buffalo
- Facebook, Twitter, and Instagram accounts

More detail, including campaign descriptions and graphics is provided within the Performance Evaluation section (4.2.4) of this report.

3.3 Downtown Pilot Program

The purpose of the Downtown TDM Pilot Program, branded as the Summer Commute Rewards Program, was to work with potential members of a Downtown Transportation Management Association to implement incentives to increase the use of alternative modes of transportation in downtown Buffalo. The pilot program consisted of rewards for two sets of audiences: downtown employers and residents. The three-month pilot program ran from July 1, 2017 to September 30, 2017. This section presents outcomes of the pilot program, with additional measures of performance provided in section 4.2.5 Effectiveness of Programs.

3.3.1 Downtown Employers

The Summer Commute Rewards Program included five incentives for commuters at participating employers: (1) Track Your Trips and Win, (2) Guaranteed Ride Home, (3) Free Annual Bike Memberships, (4) Give Transit a Try, and (5) Monthly Metro Rewards. The following passages describe the incentives (also see Figure 4):

1. **Track Your Trips and Win:** This reward was available to all commuters using alternative transportation. Employees tracked their commute trips by public transportation, carpool, walking, or biking and earned prizes. They received a swag bag for tracking at least 10 trips in a month. Each trip they tracked entered them into monthly raffles for prizes to downtown businesses. Commuters could track their trips either through the 511NY Rideshare portal, the Trip Tracker mobile application, or through a weekly email form. Monthly raffle prizes included: \$100 to Pearl Street Restaurant Group, \$100 in Theatre Bucks, two tickets to a Sabres Game, \$50 to Spot Coffee, Kayak Tour for two through Elevator Alley Kayak, and \$20 to Print Collection. Swag bags included: tote bag, T-shirt, water bottle, pin-back buttons, coasters, and discount card to local businesses.
2. **Guaranteed Ride Home:** This reward was available to all commuters using alternative transportation. Employees that commuted by public transportation, carpool, walking, or biking at least two times per week were eligible to sign up for a Guaranteed Ride Home. This program covered up to \$40 of the cost of a ride home from work via the ride-hailing service Lyft. Once employees registered, they received a code via email to use for their ride. The codes allowed for trips originating from participating employers and could only be used Monday through Friday from 7 a.m. to 10 p.m.
3. **Free Annual Bike Memberships:** Free annual memberships to Reddy Bikeshare and GOBike Buffalo were available to cyclists and interested commuters. Participants received promotional codes via email to waive annual fees and were responsible for registering for memberships on their own at the Reddy Bikeshare and GOBike Buffalo websites.
4. **Give Transit a Try:** The Give Transit a Try reward was targeted to commuters that do not regularly commute by public transportation. Employees that were new to using public transportation could sign up for a free 7-Day Pass on NFTA-Metro for one week in July (10th to 16th) or August (7th to 13th). Commuters that were already regular users of public transportation already had their own monthly passes, and so were not interested in this incentive.
5. **Monthly Metro Rewards:** This reward initially targeted commuters that did not regularly commute by public transportation, had a positive experience with Give Transit a Try, and decided to purchase a monthly metro pass. Because of low enrollment, this incentive was opened up to those who were already using public transportation to commute to work. Gift card invitations were distributed electronically by the vendor TangoCard to each commuter who emailed a photo or scan of their monthly metro pass. Month 1 (August or September) provided a \$30 gift card to a commuter's store or charity of choice, and month 2 (September) provided a \$15 gift card.

Figure 4. Summer Commute Rewards Flyer: Displayed at Participating Downtown Employers



Looking for a better way to commute? This summer, we've teamed up with **Go Buffalo Niagara** to offer special rewards to downtown employees for taking public transportation, carpooling, walking, or biking to work.



From **July 1 through September 30**, take advantage of:

- **Free 7-Day Metro Pass:** New to transit? Give it a try with unlimited rides on all NFTA bus routes and light rail for 7 days in July or August. Register at: <https://goo.gl/5s4SrD>
- **Monthly Metro Pass Rewards:** New riders who sign up for their first Monthly Metro pass in August and/or September will get up to \$45 in gift cards, a Free Reddy Bikeshare Annual Membership (\$55 value), and a free GObike Buffalo Annual Membership (\$35 value). Register at: <https://goo.gl/s6KaHt>
- **Guaranteed Ride Home:** You won't have to worry about being stranded at work without a car. Register at: <https://goo.gl/hwMKkh>
- **Track Your Trips and Win:** Ongoing raffles and gift card giveaways when you log your commute trips at: <https://goo.gl/FsQJ7s>

Interested?

- Help improve program offerings in the future by taking this anonymous survey about your commute: <https://goo.gl/EYZyqG>
- Email info@gobuffaloniagara.org with any questions.

3.3.1.1 Employer Recruitment

The TDM coordinator reached out to 36 employers in downtown Buffalo by phone to identify the appropriate contact for commuter benefits and the pilot program. The employer outreach list was developed based on input from the project steering committee and enrollment in the NFTA's Metro Perk program.

Five downtown employers completed applications to participate in the pilot program: the City of Buffalo (City Hall), Delaware North (Global Headquarters), Hodgson Russ, the Hyatt Regency Buffalo, and Inspire Dental. These employers represent a combined pool of about 1,730 employees; City Hall was the largest with about 700 employees, while Inspire Dental was the smallest employer with nine. Table 8 outlines total employer size and enrollment in each incentive. The TDM coordinator prepared communication plans for each participating employer with the content and time line of email messages to be sent to all employees to announce the rewards, provided registration links, and reminders about reward distribution.

3.3.1.2 Employee Enrollment

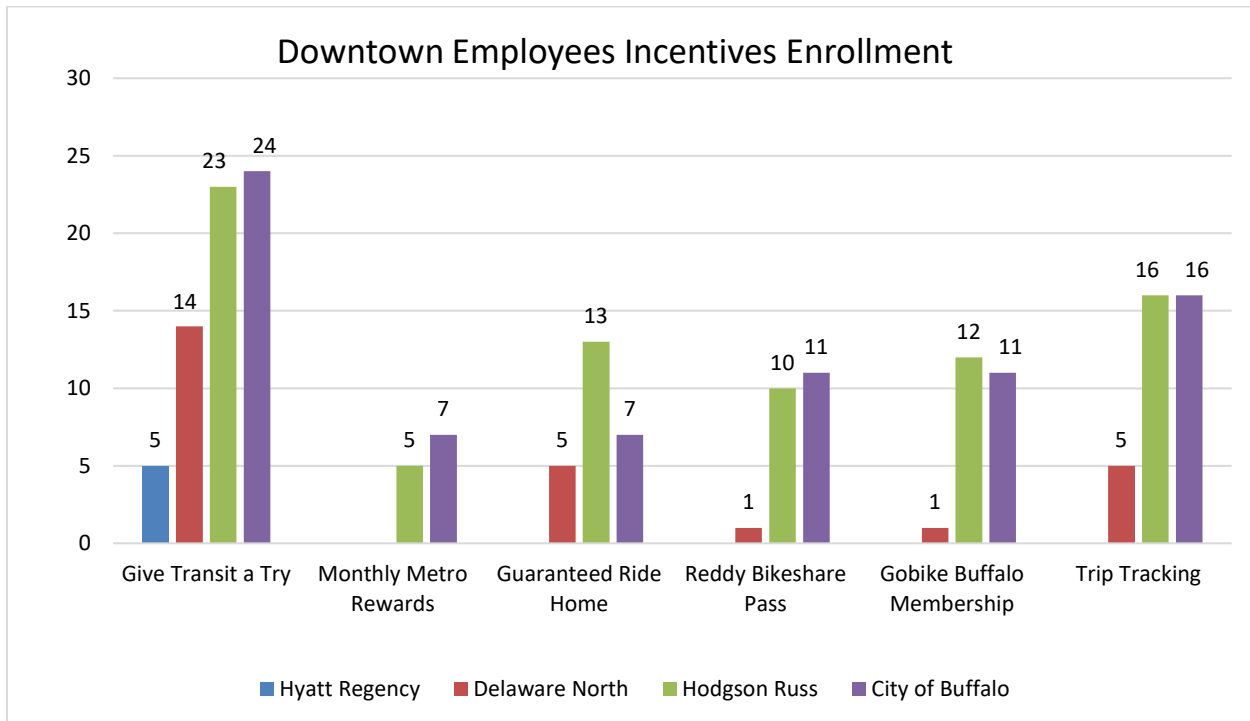
Orientations: The TDM coordinator provided in-person orientations at City Hall (10 a.m. on June 26 attended by 22 employees) and Hodgson Russ (12 p.m. and 1 p.m. on June 27 attended by 30 employees). The purpose of these orientations was to explain the program, sign employees up for incentives, and answer any questions. The TDM coordinator additionally tabled at the Hyatt Regency Buffalo's monthly employee breakfast on August 4 to promote the program and assist with registration.

Enrollment Summary: Eighty-eight employees registered for incentives out of a total pool of 1,731 for a 5.1% participation rate. Registration by employer and incentive are detailed in Table 8. Give Transit a Try had the highest rate of participation at 66 employees, while Monthly Metro Rewards had the lowest rate of participation at 12. Those who registered for Give Transit a Try were able to request assistance planning their commute trips. The TDM coordinator provided custom commute plans to 27 out of the 67 employees that signed up for Give Transit a Try. At the end of the free week, 46 commuters completed a feedback form on their experience, and 100% of those who answered were somewhat or very satisfied.

Table 8. Downtown Employees Incentives Enrollment

Incentive	Inspire Dental Group	Hyatt Regency Buffalo	Delaware North	Hodgson Russ	City of Buffalo	Total
Give Transit a Try - July	0	1	7	10	16	34
Give Transit a Try – August	0	4	7	13	8	32
Guaranteed Ride Home	0	0	5	13	7	25
Monthly Metro Rewards	0	0		5	7	12
Trip Tracking	0	1	5	16	16	37
Reddy Bikeshare Annual Pass	0	0	1	10	11	22
GObike Buffalo Membership	0	0	1	12	11	24
Total Enrolled for Incentives	0	5	19	35	28	88
Total Employees	9	230	400	392	700	1,731
Estimate – how many already use alternative transportation	0	50	10	12	Unknown	

Figure 5. Downtown Employees Incentives Enrollment



3.3.1.3 Overall Impacts

Thirty-seven employees tracked their trips during the three-month pilot program. Seven chose to track their trips via the 511NY Rideshare portal or Trip Tracker mobile application, while the remaining 30 chose to track their trips via a weekly email form set up in Google Forms. Google Forms was more popular than the Trip Tracker because of registration issues with the 511NY Rideshare system that have since been resolved. Many users never received an email verification code that was needed to activate their account. As a result, the verification code step has been removed from the 511NY Rideshare registration process. Table 9 estimates the total impacts of trips tracked during the pilot program on fuel cost savings, carbon dioxide emissions, calories burned, and vehicle miles reduced. Figures 6 and 7 illustrate the number of trips and vehicle miles reduced at each workplace by each transportation mode. Figure 8 summarizes overall pilot program impacts among the downtown employers.

Table 9. Estimated Impacts of Trips Tracked During Pilot Program

Employer	Number of Trips Tracked	Fuel Cost Savings	Tons of Emissions Reduced	CO ₂	Calories Burned	Vehicle Miles Reduced
City Hall	1,072	\$1,953	1.5		15,803	3,906
Hodgson Russ	800	\$3,010	2.3		17,900	6,019
Delaware North	356	\$1,305	1.0		1,596	2,609
Program Total	2,228	\$6,283	4.8		35,906	12,567

Figure 6. Number of Trips Tracked

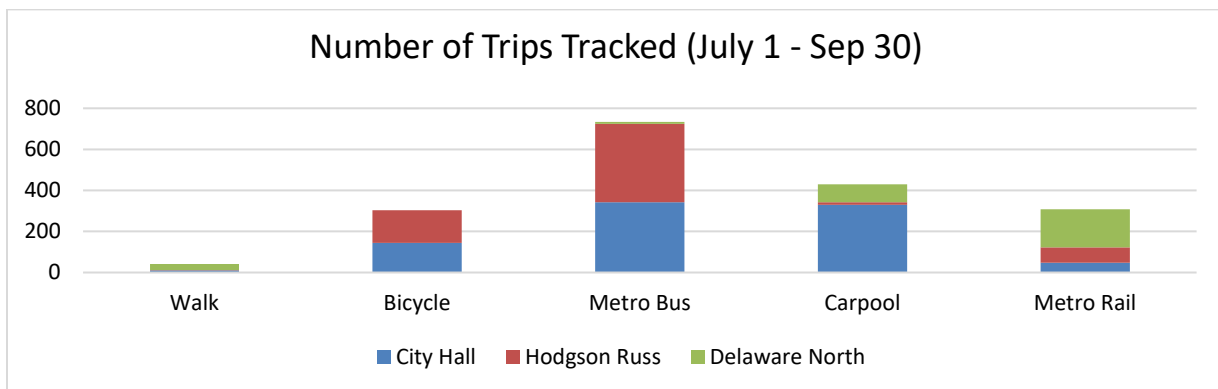


Figure 7. Vehicle Miles Travelled (VMT) Reduced

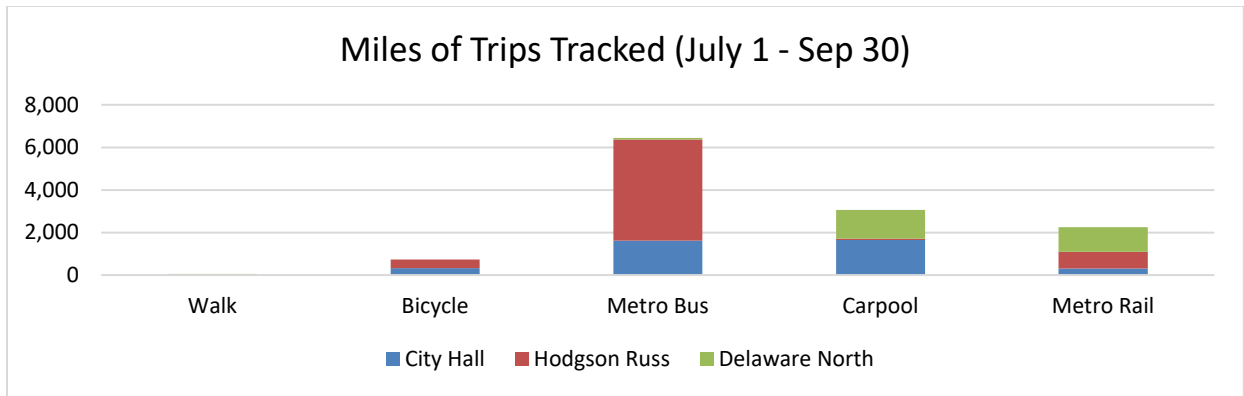


Figure 8. Summary of Downtown Commute Rewards Program Results

GO BUFFALO NIAGARA Downtown Commute Rewards Program



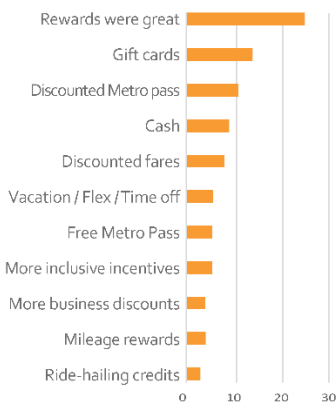
The Downtown Commute Rewards Program demonstrated the impacts of commuter incentives on reducing drive-alone trips into Buffalo's Central Business District. The program ran from July 1 through September 30, 2017 among 5 employers representing 1,730 workers.

This 3-month pilot program was administered by Go Buffalo Niagara, a year-long, state-funded initiative based at the Greater Buffalo Niagara Regional Transportation Council (GBNRTC) in partnership with the Niagara Frontier Transportation Authority (NFTA), the Buffalo Niagara Partnership, the Buffalo Niagara Medical Campus, and GObike Buffalo.

The Rewards

- Guaranteed Ride Home
- Track Your Trips & Win
- Reddy & GObike Memberships
- Give Transit a Try
- Monthly Metro Pass Rewards

Other Rewards Commuters Would Like:



The Impacts

4,068 vehicle trips avoided

“ I definitely saw an increase in co-workers ditching the car! ”

\$6,283 saved in fuel costs

“ What a wonderful program. It has caused me to rethink my commute so thank you for that. ”

12,567 vehicle miles reduced

“ Those “little things” are incentives that really do work! ”

88 alternative transportation users supported

“ I loved it. I learned more about the bus system and I am no longer worried about taking it. ”

9,600 pounds Carbon dioxide (CO₂) release prevented

“ I switched from driving alone to rail/carpooling after giving transit a try. ”

35,906 calories burned biking & walking

“ I've actually started walking to work and I love it. Big change in so many ways so thank you for introducing the firm to the program. ”

The Lessons Learned

- Discounted Monthly Metro Pass:** This is the most desired commuter benefit by downtown employees.
- Guaranteed Ride Home:** This service offers important peace of mind to commuters for minimal cost and administrative burden.
- Rewards for Carpoolers:** Many commuters (74%) in the Buffalo Niagara region live in suburban areas that are not well served by public transportation, and felt excluded by incentives that focused on bus and rail. Access to carpooling is less constrained by geography and schedule, and can be encouraged with gift card rewards and ride-matching assistance.

gobuffaloniagara.org



3.3.2 Downtown Residents

Program enrollment among employees at the five participating downtown employers was lower than anticipated by mid-August, halfway through the pilot program. At this point, the following rewards were offered to residents of downtown Buffalo to expand the pool of potential participants: (1) Track Your Trips and Win, (2) Guaranteed Ride Home, (3) Free Annual Bike Memberships, and (4) Metro Rewards.

1. **Track Your Trips and Win:** This reward was available to all downtown residents using alternative transportation. Commuters received a discount card to local businesses for tracking at least 10 trips in a month. Commuters could track their trips either through the 511NY Rideshare portal, the Trip Tracker mobile application, or through a weekly email form.
2. **Guaranteed Ride Home:** This reward was available to all downtown residents using alternative transportation. Commuters that used public transportation, carpool, walking, or biking at least two times per week were eligible to sign up for a Guaranteed Ride Home. This program covered up to \$40 of the cost of a ride home from work via the ride-hailing service Lyft. Lyft was selected for Guaranteed Ride Home service because it was the only taxi or transportation network company that responded to inquiries about a digital code-based redemption system that allowed for geofencing and time constraints. Once registered, participants received a code via email to use for their ride. The codes only worked for trips terminating in downtown Buffalo and could only be used Monday through Friday from 7 a.m. to 10 p.m.
3. **Free Annual Bike Memberships:** Free annual memberships to Reddy Bikeshare and GObike Buffalo were available to cyclists and interested commuters. Participants received promotional codes via email to waive annual fees and were responsible for registering for memberships on their own at the Reddy Bikeshare and GObike Buffalo websites.
4. **Metro Rewards:** Gift cards were distributed to each commuter who emailed a photo or scan of their metro ticket or pass. Gift cards invitations were distributed electronically via the vendor TangoCard to each commuter who emailed a photo or scan of their monthly metro pass. Those who purchased a monthly metro pass received a \$15 gift card to the store or charity of choice, and those who purchased a metro ticket or day pass received \$5 gift card to the store or charity of choice. To receive the reward, participants were required to email a photo or scan of their metro pass or ticket as confirmation of their purchase.

3.3.2.1 Downtown Resident Outreach

Direct-mail postcards were designed and distributed to 3,700 residences in downtown Buffalo in mid-August to promote the rewards. The design of the postcards is shown in Figure 9 (actual dimension was 6.5 in. x 9 in.).

Figure 9. Pilot Program Postcard Sent by Direct Mail to Downtown Buffalo Residents.

(Front)



(Back)

Live Downtown   **Get Around**     

Looking for a better way to commute? For a limited time, **Go Buffalo Niagara** is offering rewards to Downtown Buffalo residents for taking public transportation, carpooling, walking, or biking to work.

 Are you a cyclist, or have you been meaning to try bike commuting? Sign up for FREE annual memberships to Reddy Bikeshare and GObike Buffalo!

 Sign up for a **Guaranteed Ride Home** in case of an emergency – whether you need to work late or leave early. There’s no need to worry about being stranded at work without a way to get home.

 Give transit a try and earn a gift card to the store of your choice! Earn a \$5 gift card when you buy a ticket or day pass to use NFTA-Metro Bus or Rail. Buy a monthly or 30-Day Metro pass and receive a \$15 gift card!

 Track Your Trips and Win! Log your trips for ongoing raffles and gift card giveaways! Log at least 10 trips per month to receive a Commute Rewards Member Card for discounts to local businesses!

Sign up at <https://goo.gl/MwJ5yP> by September 1!
Explore your transportation options at gobuffaloniagara.org

    (716) 856-2026 ext. 323

3.3.2.2 Downtown Resident Enrollment

Twenty-seven downtown residents registered from 18 households. This represents a 0.5% response rate among the 3,700 households that were targeted.

Table 10 details how many downtown residents registered for each reward.

Table 10. Downtown Residents Incentives Enrollment

Incentive	Residents Enrolled
Guaranteed Ride Home	20
Metro Rewards	3
\$15 Gift Card (Monthly Pass)	2
\$5 Gift Card (Ticket or Day Pass)	1
Trip Tracking	2
Reddy Bikeshare Annual Pass	17
GObike Buffalo Membership	14
Total	27

3.3.3 Downtown Pilot Program Costs

Table 11 and 12 outline the actual expenses for the rewards and marketing efforts used for the Downtown Pilot Program (including downtown employers and residents).

Table 11. Pilot Program Rewards Expenses

Reward	Unit Cost (\$)	Quantity	Total Cost (\$)
Give Transit a Try	25	69	1,725
\$30 Gift Card	30	10	300
\$15 Gift Card	15	9	135
\$5 Gift Card	5	1	5
Guaranteed Ride Home			300
Reddy Annual Membership	38.5	30	1,155
GObike Membership	5	100	500
Raffles			1,391
Swag Bags		37	
Tote bag		100	342
T-shirt		75	928
Water bottle		144	479
Discount card to local businesses		250	90
Coasters – set of 5		100	554
Buttons – set of 5		100	299
Total	\$8,203		

Table 12. Pilot Program Marketing Expenses

Marketing Collateral	Quantity	Cost (\$)
Postcards	1,000	273
Catalogs	50	219
Table Throw	1	254
Pop-up banner	1	241
Direct Mail Postcard to Downtown Residents	3,693	1,440
Carpool Posters for BCAR Garages	10	1,134
Total	\$2,574	

3.3.4 Participant Feedback

The post-program survey was distributed to employees at participating employers to understand the impact of the pilot program on commuting habits and attitudes. To support a high-response rate, employees were offered a \$10 gift card through the vendor TangoCard for completing the survey. According to the preference of each company’s point of contact, surveys were distributed to either

all employees or only to those who participated in the pilot program as outlined in Table 13. Because enrollment among downtown residents was low and the duration of incentives was short (1.5 months) as described in section 3.3.8, feedback from downtown residents was not collected through the survey instrument provided to downtown employees. Downtown employers with at least 25% response rate (City Hall, Delaware North, and Hodgson Russ) were provided customized reports that summarized survey results and pilot program enrollment and recommended tailored TDM strategies.

Table 13. Distribution of Post-Program Surveys among Downtown Employers

Employer	Post-program survey distributed to	Complete surveys
City Hall	28 participants	17 (61%)
Delaware North	All employees (400)	96 (25%)
Hodgson Russ	35 participants	32 (91%)
Hyatt Regency	All employees (230)	13 (5%)
Inspire Dental Group	All employees (9)	2 (22%)
Total		175

Among the 62 program participants that completed the survey, driving alone was the most common commute mode used every day or most days (25), followed by bus (15), carpooling (8), rail (7), walking (6), then bicycling (5). Among those who varied their commute at least once within a given workweek, carpooling (6) was the most common complementary mode, followed by driving alone (4). The distribution of commute frequency by transportation mode for program participants is shown in Figure 10. Figure 11 shows the reasons provided by downtown employees for not participating in the pilot program. Among those who did not participate, only 20 or 18% were not interested in using alternative transportation options. The most common reason for not participating was “I’m not able to use alternative transportation options (because of my schedule, where I live, or other circumstances). Eighty-eight employees or 78% of the 113 survey respondents who did not participate in the program provided this reason, indicating that they had interest in the program, but felt that they were not able to use the incentives. These responses along with general comments suggest that employees felt the program focused on public transportation, and that incentives for carpooling should have been elevated as an option to those living in the suburbs.

Figure 10. Commute Habits of Pilot Program Participants—Downtown Employees

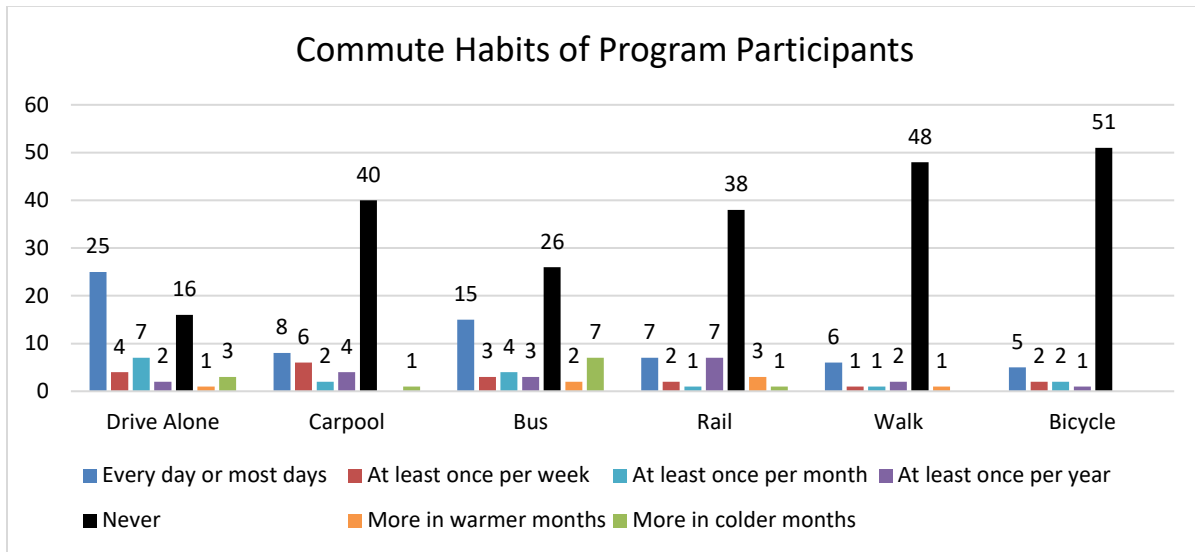
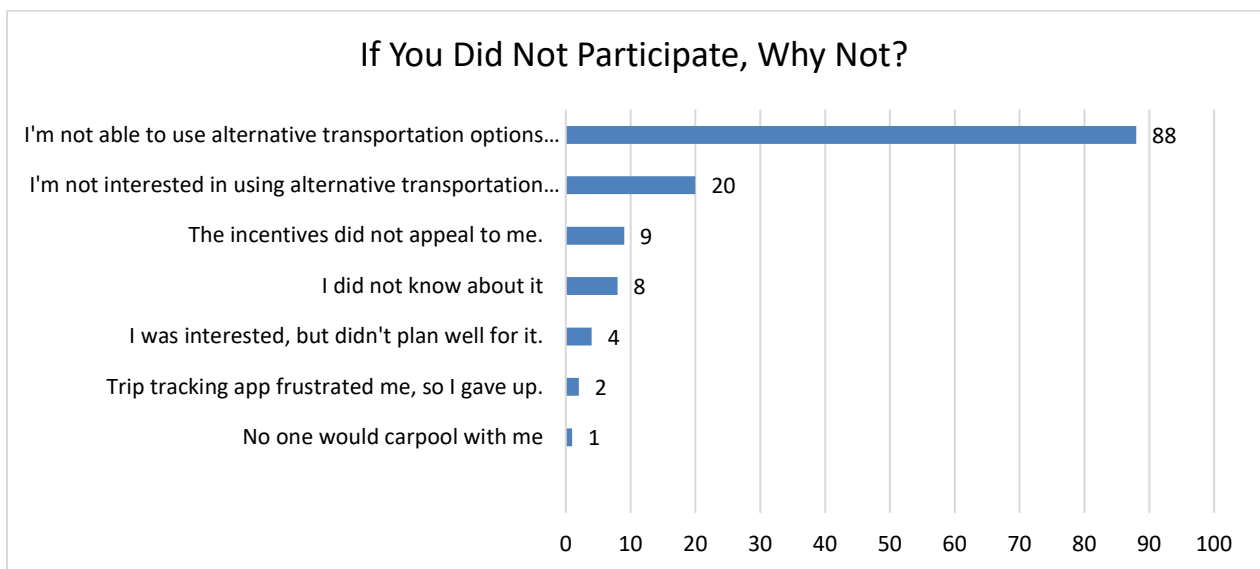


Figure 11. Reasons for not participating in the Pilot Program

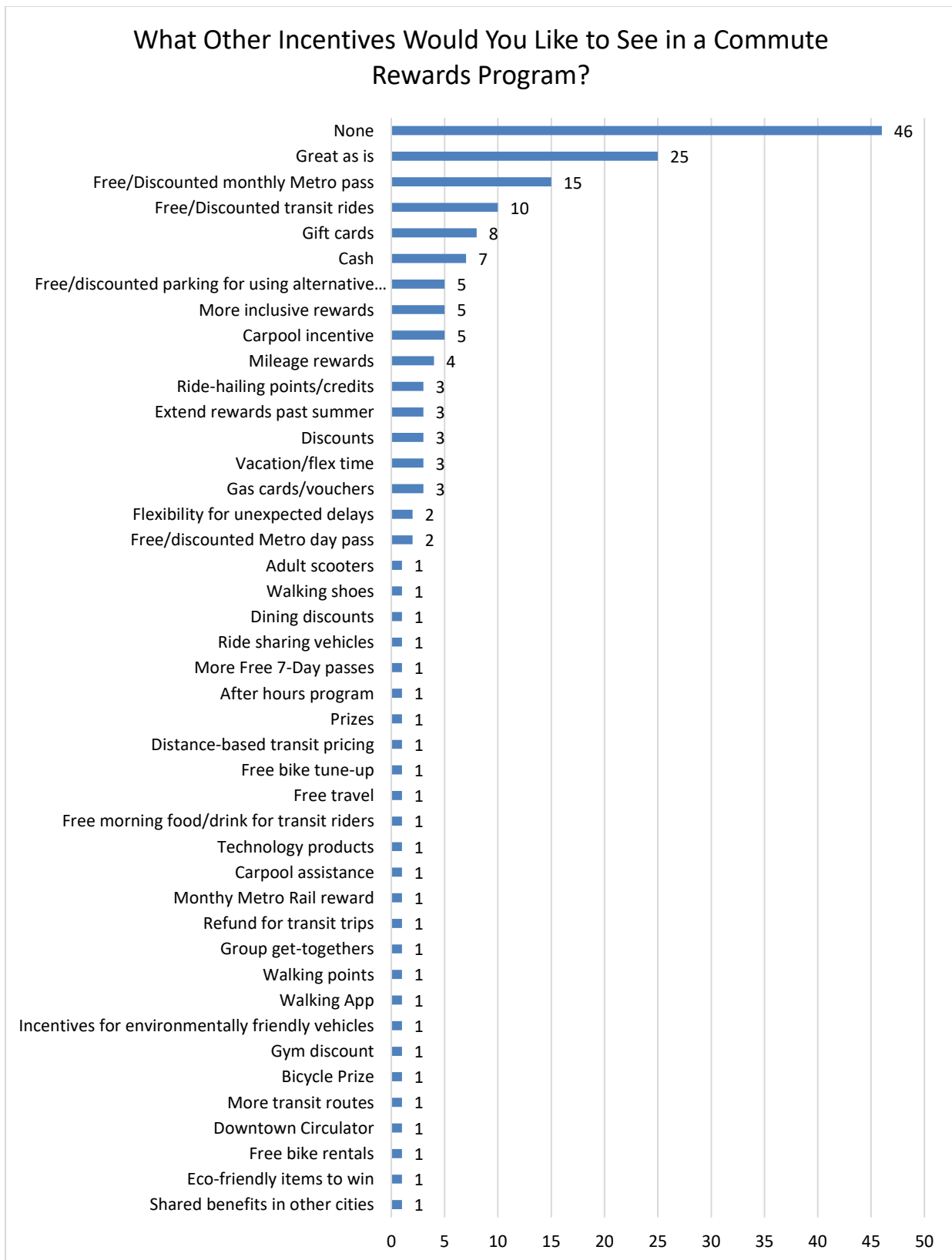


The need for the program to elevate carpooling and other incentives for sharing rides over long-distance commutes was also reflected in the survey's general comments section, excerpted here:

- “I think this is a great program, I just live too rurally for it to be of advantage to me. If I used the metro Bus, it would take 2.5 hours to get to work (one way).”
- “I live so far out, and my schedule is now irregular. Additionally, because I do live so far, I tend to run my errands after work. I remember taking the bus for several years when I lived in Blasdell, Tonawanda and Lockport and having the monthly pass was convenient. The express routes were great.”
- “Wish I lived closer to the city, so I could use the program, but it is just not feasible for anyone who lives outside the city.”
- “I would have participated if I didn't live in East Aurora. There is only one bus option that doesn't align with my work schedule. There is no train and it is very far to bike/walk.”
- “I think this program is a great incentive for those who can take advantage of it. The bus takes far too long to be a reasonable option the further you get from the city. The rail is too limited in where it provides service so it's simply not an option for the vast majority of commuters. Biking and walking is only applicable to those within a few miles of where they work and even for them is only practical in fair weather. People are not averse to public transit, there are simply not enough practical options available.”
- “I would've participated if I lived much closer. The majority of people who participated seemed to live downtown.”
- “Great program and wish I could benefit”
- “I think it is a great option if you live downtown, but suburbs are not convenient or time efficient to take public transportation options. I have friends who live downtown who greatly benefit from public transportation, but it is not efficient for the average person working business hours living in the suburbs.”

In the post-program survey, downtown employees were asked what other incentives they would like to see in a commute rewards program, and their responses are shown in Figure 12. The most common response was none (46), followed by the rewards offered through the pilot were great as is (25). The most common new incentive cited was a discounted or free monthly metro pass (15), followed by free or discounted rides on transit (10), more gift cards (8), and cash (7). Five indicated that they would be interested in incentives for carpooling.

Figure 12. Other Commuter Incentives Desired by Downtown Employees



3.3.4.1 Give Transit a Try

Give Transit a Try was the most popular incentive in the Summer Commute Rewards program, with 66 employees registering. Of the 66, 15 had never used transit before to commute to work, 44 did not regularly use metro bus or metro rail to commute to work, and 32 primarily drove alone to work. For their regular commute, 11 took metro bus, two took metro rail, four carpooled, four bicycled, and fourteen regularly used a variety of modes. Twenty-seven participants chose to receive customized instructions for their transit trips based on their home address, work address, and work schedule.

After the trial week, participants were sent a feedback form, of which 46 were completed for a 70% response rate. Out of those 46, eight did not use the pass at all after discovering that the only available bus service did not fit their work schedule or took too long compared to driving. Figure 13 shows that 19 (40%) used public transportation at least five days that week, while 22 (47%) used it between one and four days that week. Figure 14 shows the most common metro services used were metro rail (15), followed by metro bus 11-Colvin and 25-Delaware (4 each).

Figure 13. Use of 7-Day Pass

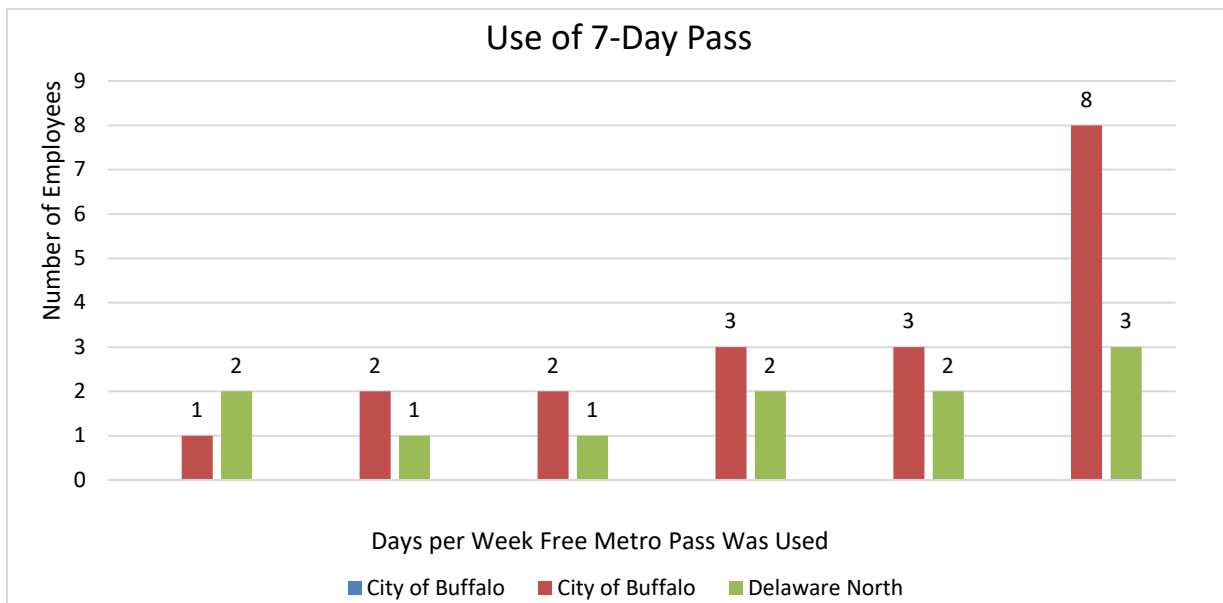


Figure 14. NFTA Metro Routes Used

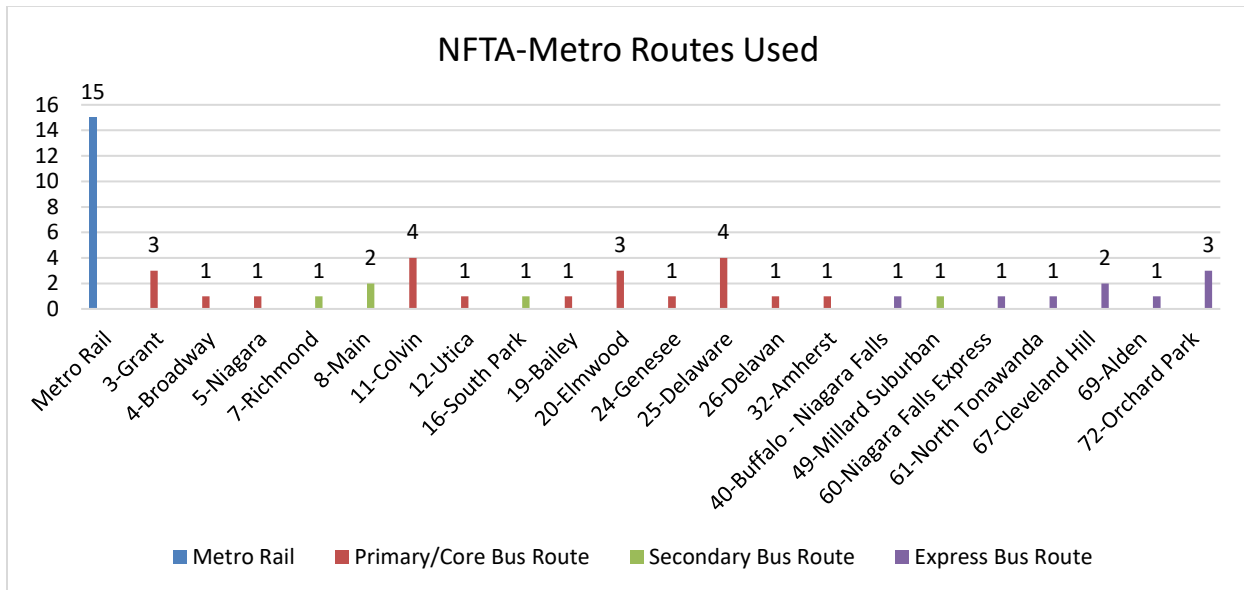


Figure 15 shows that overall satisfaction with Give Transit a Try was high: 51% were very satisfied with the overall experience and 49% were somewhat satisfied. None were somewhat or very dissatisfied with the overall experience. Dissatisfaction was highest with regards to “convenient schedule” (9 or 20% of respondents were somewhat or very dissatisfied), while satisfaction was highest with regards to “convenient route” (32 or 76% of respondents were very satisfied).

Figure 16 shows that as a result of the 7-day trial period, 19 or 43% of respondents indicated that they will continue to ride public transportation 4 to 7 days per week, and another 5 will continue to ride 5 (11%) will ride 1 to 3 days per week. The program’s package of incentives was designed to encourage use of public transportation through rewards that stepped down in value: a free 7-day pass, \$30 in gift cards for the first monthly transit pass, and \$15 in gift cards for the second monthly transit pass. However, none of the Give Transit a Try participants signed up for Monthly Metro Rewards after their free week. Thus, the Monthly Metro Rewards incentive was not successful in converting new transit users (introduced via Give Transit a Try) into monthly metro passholders. However, Give Transit a Try and the customized trip planning assistance was valuable in helping commuters feel more comfortable riding the bus or train to work, nudging them toward using those modes for frequently to commute.

Figure 15. Satisfaction with Give Transit a Try Experience

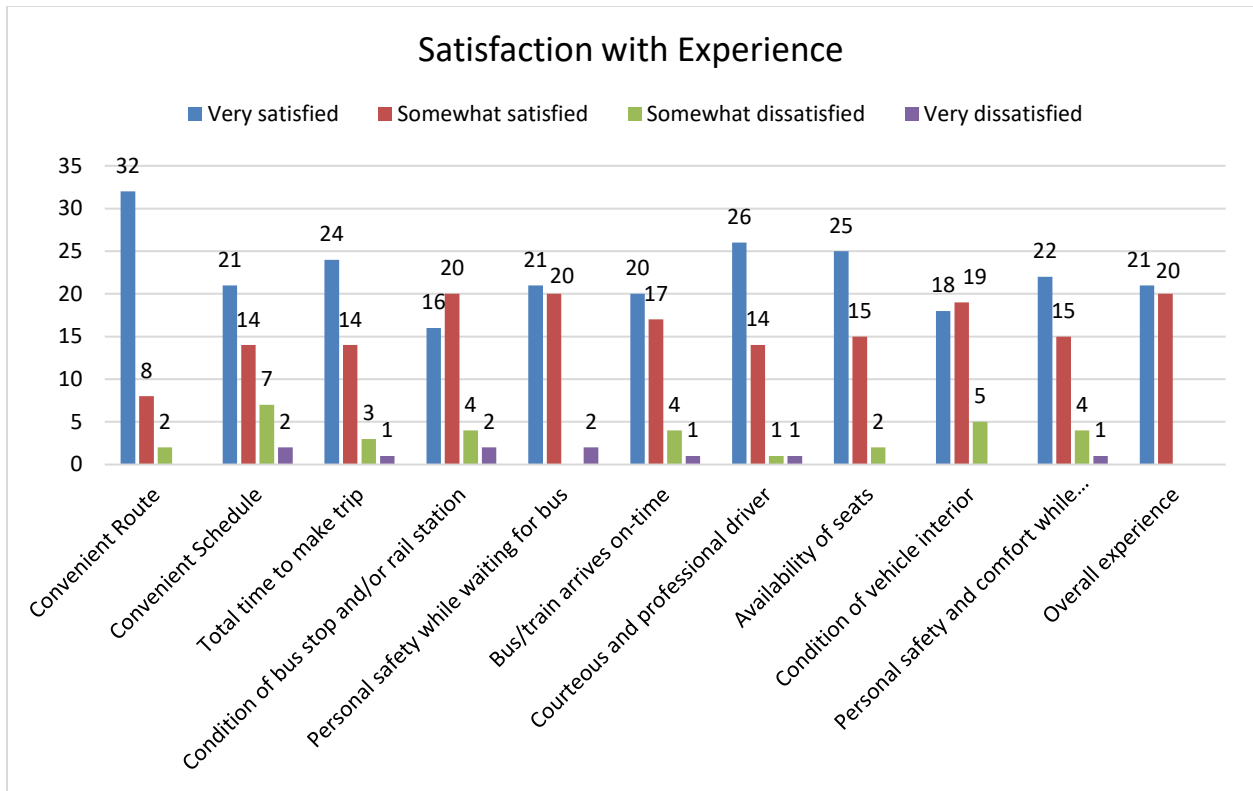
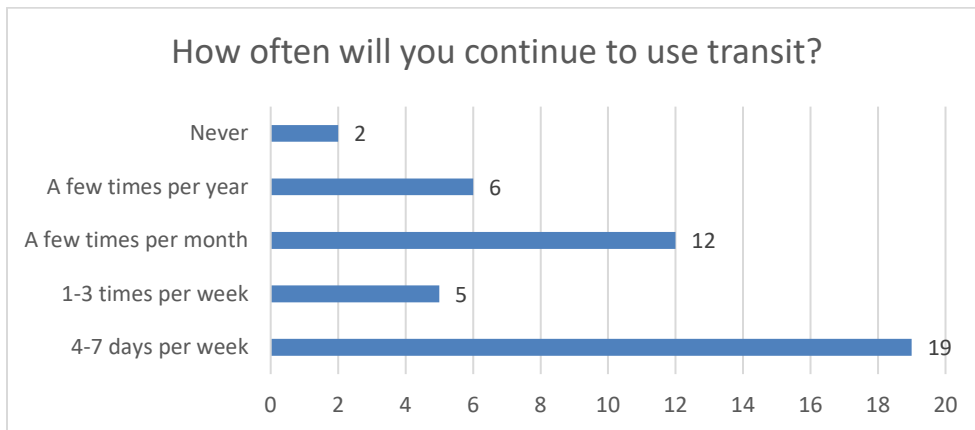


Figure 16. How Often Will You Continue to Use Transit?



3.3.4.2 *Guaranteed Ride Home*

During the downtown pilot program, 45 commuters (25 downtown employees and 20 downtown residents) registered for a Guaranteed Ride Home, and 18 (41%) completed a user survey at the end of the program. None of the respondents indicated that they needed to use a Guaranteed Ride Home during the program period, though the service provided a valuable safety net, and one indicated that they would not use alternative transportation without the service. While Guaranteed Ride Home was available, one commuter reduced driving alone from 5 days per week to 0 days per week, two commuters drove alone one day less per week, three commuters rode the bus more often, and two commuters carpoled more often.

3.4 Go Buffalo Niagara Business Plan

The Go Buffalo Niagara Business Plan is a principal project outcome that provides a blueprint for the first few years of operations for the regional TMA. Section 2 of this report summarizes the structure, work plan, marketing approach and funding strategy for the regional TMA, and the complete business plan is attached in Appendix A.

4 Performance Evaluation

Performance evaluation tracks the impacts of the first round of activities of a regional TMA during the project contract period. These activities include developing the Go Buffalo Niagara Business Plan, as well as the implementation of TMA services through a Downtown TDM Working Group, marketing and promotion, and pilot program in downtown Buffalo. Performance evaluation provides a mechanism for improving TDM strategies during the project period as well as for future programs.

4.1 Performance Criteria

The set of performance criteria were developed to evaluate the TMA's operations and effectiveness over the past year during the grant and into the future. These criteria reflect a mixture of quantitative and qualitative measures. Table 14 summarizes performance criteria and is followed by a discussion of qualitative aspects in the Performance reporting section.

Table 14. Go Buffalo Niagara Performance Criteria

Performance Criteria	Metric	Progress
Member Involvement	Corporate consultations	15
	Commuters represented through consultations	46,800+
	Stakeholder groups reached through presentations	10
	Audience reached	345
	Organizations represented in project committees	14
	Downtown Commute Rewards Pilot Program	...
	Employers participating	5
	Downtown residents enrolled	27
	Downtown employees enrolled	88
Suitability of Goals and Objectives	Regional Plans Aligned with Goals and Objectives.	<ul style="list-style-type: none"> • One Region Forward • 2050 Metropolitan Transportation Plan
Development and Deployment of Work Plan	Milestones Achieved	<ul style="list-style-type: none"> • General Marketing Plan (Apr 2017) • 3 Month Pilot Program (Sep 2017) • Business Plan (Oct 2017)
Degree of External Visibility	Pledges received during Global Campaigns	113
	Growth in website traffic	56%
	Households reached via direct mail	3,700
Effectiveness of Programs	Daily vehicle miles travelled (VMT) per capita	17.9 (2011)
	Drive Alone Mode Split (Region Residents)	82.6% (2016)
	Drive Alone Mode Split (Region Workers)	90.3% (2016)
	Average Commute Time by Car	21 minutes (2011-15 ACS)
	Average Commute Time by Alternative Modes	44 minutes (2011-15 ACS)
	Share of homes accessible to transit	26% (2010)
	Share of jobs accessible to transit	31% (2011)
	Downtown Commute Rewards Pilot Program	...
	VMT per capita reduced	3.8
	Total VMT reduced	12,567
	Tons of carbon dioxide emissions reduced	4.8
	Fuel cost savings (\$)	6,283
Calories burned biking and walking	35,906	
Measure of Member Satisfaction	User Feedback	<ul style="list-style-type: none"> • Commuter satisfaction • Corporate interest in services
Justification for Program Continuation	Local policy mandates and stakeholder needs for TDM services	<ul style="list-style-type: none"> • Buffalo Green Code TDM Requirements • Buffalo Place Access Study • Comprehensive TOD Study

4.2 Performance Reporting

Performance criteria for the TMA's operations and effectiveness were monitored over the past year. These criteria align with the indicators derived from the federally recognized One Region Forward Plan for Sustainable Development. In addition to annual metrics reporting of anticipated energy, environmental, and economic benefits realized by the Go Buffalo Niagara project to NYSERDA's Project Manager, the TDM performance measures will also be reported through the One Region Forward Progress Reports. The Go Buffalo Niagara Business Plan additionally recommends annual performance reporting on the activities of the regional program and any Go Districts to the Project Steering Committee, which will transition to a Subcommittee of GObike Buffalo as outlined in the Go Buffalo Niagara Work Plan.

4.2.1 Member Involvement

Go Buffalo Niagara Steering Committee

The Go Buffalo Niagara Steering Committee met at least quarterly during the project period to advise on the TMA's outreach approach and implementation. Organizations represented on the Steering Committee include the Greater Buffalo Niagara Regional Transportation Council, the Niagara Frontier Transportation Authority, the Buffalo Niagara Medical Campus, the Buffalo Niagara Partnership, and GObike Buffalo.

Downtown TDM Working Group

The Downtown TDM Working Group was comprised of stakeholders in downtown Buffalo representing transportation agencies, developers, employers, and activity centers. The working group met in April, June, and October 2017 to advise on the pilot program and TMA business plan. The objectives of the working group were (1) to provide input on the transportation programs and service that would best serve commuters and businesses in downtown Buffalo and (2) to serve as a model for starting up new TDM programs in other special districts across the region. In addition, the members of the steering committee, the working group included representatives from the following public and private stakeholders in downtown Buffalo:

- Buffalo Urban Development Corporation
- Buffalo Place
- City of Buffalo
- Curtiss Buffalo, Inc.

- HarborCenter
- M&T Bank
- Schneider Development
- Uniland Development

Buffalo Place Access & Infrastructure Committee

Buffalo Place is downtown Buffalo's Business Improvement District, and its Access & Infrastructure Committee meets monthly to evaluate and prioritize new projects that improve access, such as the Buffalo Place Downtown Access Study currently underway. The committee acknowledges increased interest in downtown and works to provide available access solutions to prevent investment from occurring elsewhere in the region instead of downtown. The GBNRTC is a member of the committee and provided updates on Go Buffalo Niagara during meetings in November of 2016 as well as January, June, and Fall meetings of 2017. Several members of the committee were represented on the project's Downtown TDM Working Group to support synergy between the two groups.

Pilot Program Employers

The TDM coordinator contacted 36 downtown companies during the employer recruitment phase of the downtown pilot program. Interested companies were requested to complete a pilot program application detailing their interest in a commuter program and any existing commuter benefits. Five employers completed the application and participated in the pilot program: the City of Buffalo (City Hall), Delaware North, Hodgson Russ, the Hyatt Regency Buffalo, and Inspire Dental. Together, these companies represented a pool of 1,731 employees that could participate in the pilot program.

Corporate Consultations

During the project period, Go Buffalo Niagara provided 15 consultants with employers and property owners across the region, representing over 46,800 commuters. Each company was provided a folder with a Go Buffalo Niagara Catalog (Appendix C), an Outreach Toolkit for Corporate Services (Appendix D), sample outreach materials (Appendix A), and an overview of the project via PowerPoint slides or a one-page project summary. The timeline and distribution of corporate consultations are outlined in Table 15.

Table 15. Employer, Business Association, and Property Owner Consultations

Company	Location	Date	Forum	Commuters represented	Outcomes
University at Buffalo	Amherst	12/14/2016	Meeting	36,396 ¹	Created customized carpool portal ² .
Inspire Dental Group	Downtown Buffalo	4/21/2017	Meeting	9	Participated in Pilot Program.
M&T Bank	Downtown Buffalo	4/26/2017	Meeting	4,427 ³	
Uniland Development Company	Amherst	5/4/2017	Meeting	150 properties	
Thermo Fisher Scientific	Grand Island	5/10/2017	Meeting	300	In discussion with Green Team.
Fresenius Kabi Global	Grand Island	5/10/2017	Call	850	
Wendel	Williamsville and Downtown Buffalo	5/16/2017	Meeting	220	
Ambit Energy	Buffalo-Niagara Region	5/22/2017	Meeting	126	
Delaware North	Downtown Buffalo	5/31/2017	Meeting	400	Participated in Pilot Program.
HealthNow New York, Inc.	Downtown Buffalo	6/1/2017	Call	2,000 ⁴	
City of Buffalo (Hall)	Downtown Buffalo	6/8/2017	Meeting	700	Participated in Pilot Program.
WNY Medical Arts Center	Downtown Buffalo	6/19/2017	Meeting	100	

¹ http://www.buffalo.edu/about_ub/ub_at_a_glance.html

² <https://511nyrideshare.org/web/university-at-buffalo/home>

³ http://www.buffalourbandevelopment.com/documents/Downtown/2016_Downtown_Buffalo_Development_Guide.pdf

⁴ http://www.buffalourbandevelopment.com/documents/Downtown/2016_Downtown_Buffalo_Development_Guide.pdf

4.2.2 Suitability of Goals and Objectives

The One Region Forward Plan (2015) identified a range of strategies to expand and diversify transportation options, including establishing transportation management associations to serve large districts, such as the entire region or downtown areas. Go Buffalo Niagara serves as an implementation step for One Region Forward, which identified the following performance measures with respect to transportation:

- Reduce daily vehicle miles travelled (VMT)
- Increase the share of workers commuting via alternative transportation
- Increase the share of homes and jobs accessible to transit

The region's 2040 Metropolitan Transportation Plan (MTP) was adopted in 2014 and is currently being updated for Moving Forward 2050. The mission of Go Buffalo Niagara to provide the community with better transportation options aligns with the 2050 vision which aims to have a transportation system that connects the region with a variety of convenient options to promote opportunity, health, and safety for all. At the same time, in 2050 the system will bolster a globally-competitive economy with shared prosperity by encouraging efficient use of our resources and collaborating to make smart, forward-looking decisions that harness changes in the future.

While the goals and objectives for Moving Forward 2050 to support this vision are currently in development, the MTP 2040 sets the goal for the region's transportation system to improve user mobility and accessibility through a variety of objectives and performance measures, including the following:

- Provide a regional system that will minimize delay times by implementing effective congestion relief techniques, such as transportation system management (TSM), transportation demand management (TDM), intelligent transportation systems (ITS), and selected linear capacity expansion projects emphasizing areas with existing infrastructure.
- Emphasize the development of effective alternatives to single occupant vehicle (SOV) travel to reduce vehicle miles traveled (VMT).

The regional goal identified in the Go Buffalo Niagara Business Plan is to increase the share of workers commuting via alternative transportation.

4.2.3 Development and Deployment of Work Plan

The work plan is summarized in section 2.2 of this report and in section 6 of the complete Go Buffalo Niagara Business Plan (attached in Appendix A). It details six steps, 24 tactics/priorities, and an implementation time line over the first three years of the program's operations.

During the project contract period, the following milestones were accomplished:

- Go Buffalo Niagara General Marketing Plan completed (April 2017)
- Downtown Commute Rewards Pilot Program completed (September 2017)
- Go Buffalo Niagara Business Plan completed (October 2017)

4.2.4 Degree of External Visibility

4.2.4.1 Website Traffic

Monthly sessions on the Go Buffalo Niagara website grew from 513 in January 2017 to over 800 in both July and August 2017, which represents growth of 56% of the website usage. Users grew from 408 in January to about 700 in July through September, which represents growth of 75% for the website audience.

4.2.4.2 511NY Rideshare Portal Registration

The 511NY Rideshare program's statewide ride-matching database allows registrants to find others with whom they could potentially share a ride. Go Buffalo Niagara worked with ICF International (under contract with NYSDOT) to develop a customized portal for Go Buffalo Niagara, shown in Figure 18. Customized portals were additionally developed for the University at Buffalo (Figure 19) and the BNMC (Figure 20).

As of November 2017, there were 2,227 users (excluding test accounts) registered in the portal who lived or worked in Erie or Niagara Counties. Figure 17 shows the number of portal registrants each month since January 2014. Among all registrants, 90 logged in during the year 2017 and are therefore considered active users, and 1,757 or 79% have never logged in since registration. During the year 2017, 123 new users registered in the system.

Figure 17. Buffalo-Niagara 511NY Rideshare Portal Registrants

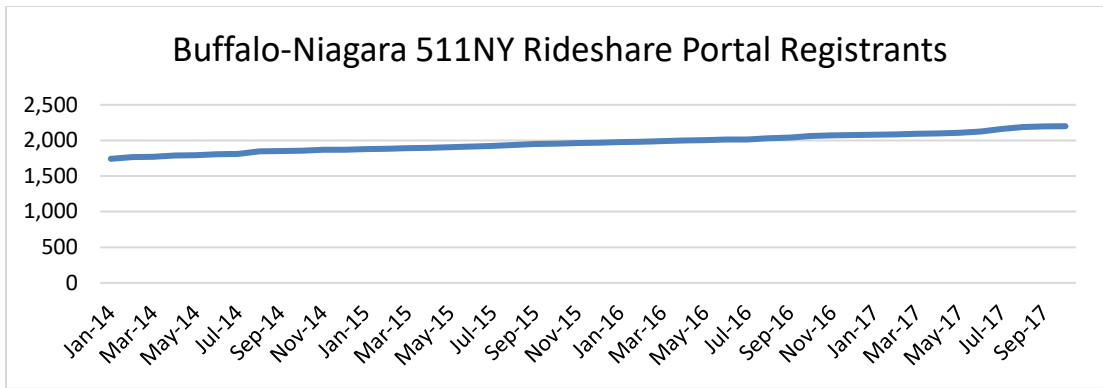


Figure 18. Go Buffalo Niagara Ride Match Portal

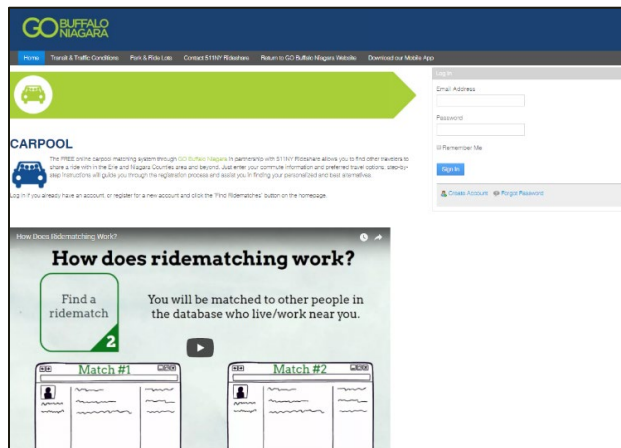


Figure 19. University at Buffalo Ride Match Portal

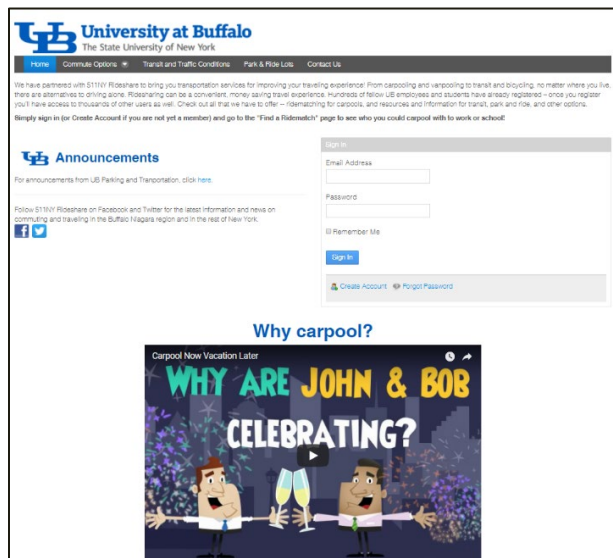
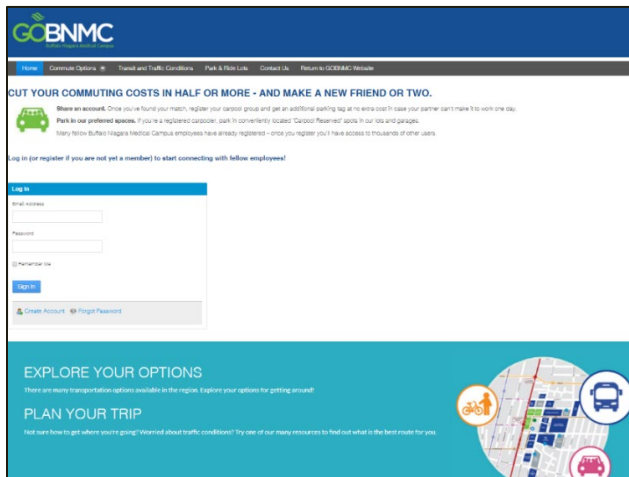


Figure 20. BNMC Ride Match Portal



4.2.4.3 Social Media Engagement

In addition to the Go Buffalo Niagara website, social media accounts were created in May 2017 to engage the public with project activities and current events relevant to transportation options.

- Facebook: 119 followers
- Instagram: 37 posts, 163 followers
- Twitter: 204 tweets, 56 followers

4.2.4.4 Stakeholder Presentations

Table 16 summarizes the stakeholder groups to which presentations were delivered on transportation demand management and services offered by Go Buffalo Niagara.

Table 16. Stakeholder Presentations

Stakeholder	Dates	Total Audience Size
Buffalo Place Access & Infrastructure Committee	11/9/16, 6/7	25
GBNRTC Planning & Coordination Committee	1/5, 2/1, 4/5, 10/4	30
Buffalo Niagara Partnership (Chamber of Commerce) 360 Young Professional Program	1/12	50
Mobile Safety Net Team Community Transportation Event	1/18	40
BNMC TDM Working Group	1/25	10
Buffalo Place Board of Directors	1/25	20
Urban Land Institute of Western New York	3/28, 6/21	80
Downtown TDM Working Group	4/26, 6/23, 10/3	15
Leadership Buffalo Panel Discussion	7/12	45
Amherst Chamber of Commerce	7/19	10
Asbury Pointe Retirement Community	7/26	30
Orchard Park Senior Center	10/5	15
Springville Senior Center	10/27	20
Amherst Senior Center	11/6	20
Clarence Senior Center	11/13	20
Cheektowaga Senior Center	11/14	20
Canterbury Woods	11/14	20
Aurora Senior Center	11/29	20
Total		475

4.2.4.5 Global Campaigns

Dump the Pump (June 15)

National Dump the Pump Day is an annual event sponsored by the American Public Transportation Association that encourages people to ride public transportation instead of driving. In 2017, Go Buffalo Niagara worked with the NFTA, BNMC, GObike Buffalo, and Citizens for Regional Transit to promote Dump the Pump Day through an online pledge and tabling at metro stations with informational materials and freebies. Sixty-three people signed the Dump the Pump pledge and commuted 470+ miles by alternative transportation, reducing 193 kg of carbon dioxide emissions.

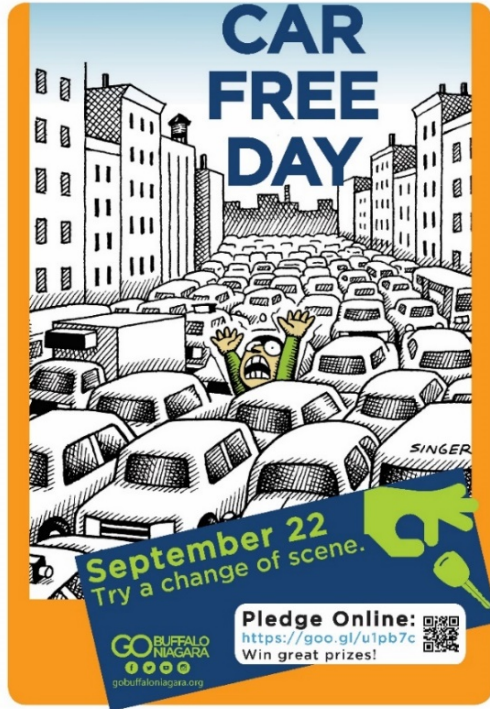
Figure 21. Dump the Pump Participant Sticker



World Car Free Day (September 22)

World Car Free Day is an annual event that encourages people to get around without driving alone. In 2017, Go Buffalo Niagara promoted World Car Free day through an online pledge, original video, social media, and tabling at the Downtown Country Market. Fifty people signed the Car Free Day Pledge and commuted 332 miles by alternative transportation, reducing 138 kg of carbon dioxide emissions.

Figure 22. Car Free Day Poster



4.2.4.6 *Tabling events*

Go Buffalo Niagara tabled at the Buffalo Place Downtown Country Market six dates from June through September to promote global campaigns and for general outreach to downtown patrons. Over 100 downtown patrons were engaged through the transportation trivia game Commute Pursuit pictured at right in Figure 23.

Figure 23. Commute Pursuit Trivia Game



4.2.4.7 Carpooling Poster in Downtown Buffalo Parking Garages

Large (35 in. x 48 in.) posters were designed to promote carpooling and use of the 511NY Rideshare carpool matching portal linked from the Go Buffalo Niagara website. Ten posters were printed and mounted in visible locations within parking garages in downtown Buffalo managed by Buffalo Civic Auto Ramps (BCAR). These posters were meant to raise awareness about carpooling and other transportation options among commuters who regularly drive into downtown Buffalo and park at the BCAR garages. Figure 24 shows the design of these posters.

Figure 24. Carpooling Poster Mounted in 10 BCAR Parking Garages in Downtown Buffalo



4.2.5 Effectiveness of Programs

Current vehicle miles traveled per capita in the two-county region stands at 17.9 miles per day and only 17% of the region’s workers commute via alternative modes of transportation. Before the implementation of TDM programs on the Buffalo Niagara Medical Campus, single-occupancy vehicle commuters were estimated to be responsible for 40,348,000 annual vehicle miles traveled and 32,479,000 pounds of associated annual carbon dioxide emissions. With the introduction of TDM strategies and incentives on the campus the current estimated annual vehicle miles travelled is now 37,793,000 miles, and the estimated annual pounds of CO₂ emissions is now 30,422,000 pounds. Given the scaling up of existing TDM strategies and programs to occur under the implementation of the regional TMA model, the project will continue the trend of reducing annual VMT rates and corresponding emissions while boosting the numbers of workers that commute using alternative means of transportation in the region. Current levels of VMT and the high rate of region-wide SOV mode share will be mitigated by TDM strategies to be developed by the TMA Implementation and Funding Plan. As participation in TDM programs increases, the use of alternative modes by commuters will increase, while VMT will decrease, and emissions improve.

4.2.5.1 Vehicle Miles Travelled (VMT)

Average daily VMT per capita in the Buffalo Niagara region is 17.9. During the downtown pilot program, 37 commuters tracked their trips by alternative transportation and demonstrated a total of 12,567 vehicle miles reduced. During the three-month program period, this translates to an average daily reduction of 3.8 VMT per capita.

4.2.5.2 Mode Split

Table 17 shows the average percent of regional workers aged 16 years or older that commute to work by driving alone. This mode split is separated by geography of residence and geography of workplace.

Table 17. Drive Alone Mode Split for Buffalo Niagara Region

% Commuters that Drive Alone	Erie County	Niagara County	Regional Total (Erie-Niagara)
Residents	81.9%	86.5%	82.8%
Workers	90.1%	91.6%	90.3%

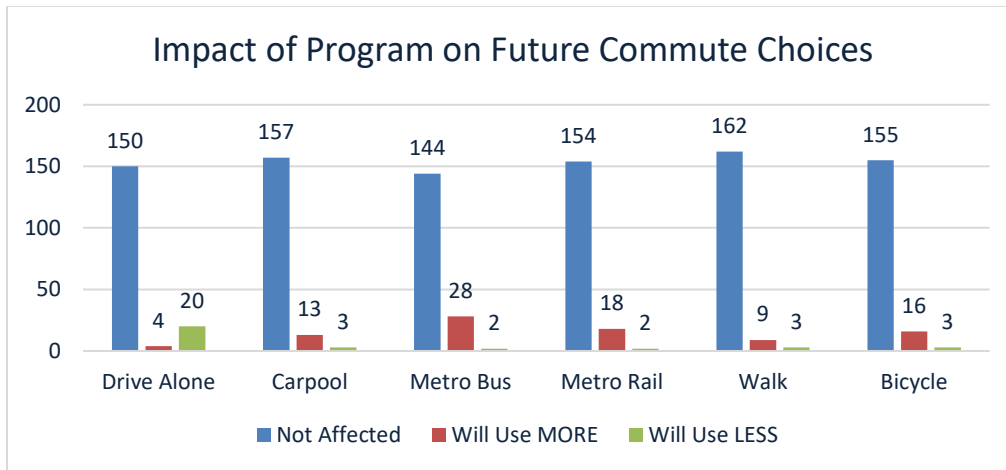
Data Source: 2016 American Community Survey 1-Year Estimates

4.2.5.3 Impacts of Incentive Program on Commute Mode Choice

As a result of the downtown pilot program, 20 commuters at the five participating employers will drive alone to work less. This represents 23% of the 88 commuters that enrolled in the program, and 1% of all employees. Metro bus was the alternative mode that most commuters would use more often as a result of the pilot (28), followed by metro rail (18), bicycle (16), carpool (13) and walking (9).

Figure 25 summarizes the impacts of the pilot program on future commute choices.

Figure 25. Impact of Downtown Pilot Program on Future Commute Choices



4.2.6 Member Satisfaction

4.2.6.1 Downtown Pilot Program

Member satisfaction with the downtown pilot program was evaluated through user surveys and general comments. Eighty-eight downtown employees or 5% of the combined workforce at the five participating employers enrolled in incentives. Among 174 commuters that responded to the post-program survey, 9 (5%) indicated that the incentives did not appeal to them, and 6 (3%) indicated that they did not know about the program. The most common reason for not participating was that the commuter was not able to use alternative transportation options because of schedule, location, or other reason, which was cited by 83 (48%) respondents.

Through the post-program survey, 30% of respondents indicated that there were no other incentives or rewards that they would like to see offered through a commute program, and 15% affirmed that the rewards were great. The most commonly cited incentive commuters would like to see an item that was not offered through the pilot program—a discounted monthly metro pass. Sixty-seven commuters signed up for a free 7-Day Metro Pass, and 46 completed a feedback survey. For their overall satisfaction with Give Transit a Try, 54% said they were very satisfied, 46% were somewhat satisfied, and 0 said they were somewhat or very dissatisfied.

4.2.6.2 Downtown Commuters

In 2015, Go Buffalo Niagara distributed a survey to 640 workers in downtown Buffalo to evaluate their habits and attitudes about existing transportation options and benefits offered by their employers.

- Thirty-eight percent are offered no transportation benefits by their employers.
- Thirty-one percent are offered subsidized parking in a company lot by their employers.
- Twenty-four percent have access to outdoor bike parking.
- Twenty percent have access to indoor bike parking, but 26% desire indoor bike parking.
- Ten percent are offered a subsidized monthly metro pass, but 47% desire a subsidized metro pass.
- Four percent are offered reserved carpool parking spaces, but 10% desire this benefit.

4.2.6.3 Downtown Employers

In 2015, Go Buffalo Niagara distributed a survey to 115 employers in Downtown Buffalo.

- Thirty-eight percent desired a subsidized transit program from Go Buffalo Niagara.
- Twenty-seven percent desired Go Buffalo Niagara to conduct a survey to see which benefits employees want.

4.2.7 Justification for Program Continuation

4.2.7.1 Buffalo Green Code TDM Requirements

Establishing a transportation demand management (TDM) for the Buffalo-Niagara region provides a mechanism for implementing TDM planning and implementation requirements for developments within the City of Buffalo. The Buffalo Green Code requires TMA planning and implementation for new construction over 5,000 square feet and major renovations of over 50,000 square feet involving a change of land use. There are several exceptions to the TDM requirements, including single- and double-unit dwellings as well as any development within District Zones designated as Flex Commercial, Light Industrial, or Heavy Industrial.

According to the Green Code's Transportation Demand Management Policy Guide developments must implement TDM strategies that reduce vehicular/parking demand by 20% if located within a quarter mile of a metro rail station or within the neighborhood zones designated as Downtown/Regional Hub (N-1D) or Mixed-Use Core (N-1C). All other developments must reduce vehicular/parking demand by 10%. The policy guide identifies membership in a TMA and designation of a TDM coordinator as strategies each providing 2% in credits toward the reduction requirements. Developments must report on the implementation status of TDM strategies after six months, and on a bi-annual basis thereafter.

If each development continues to plan and implement TDM services individually, they are likely to duplicate efforts and overlook opportunities for coordination and cost savings. A regional TMA provides Buffalo development projects with a centralized tool for implementing, tracking, and reporting on TDM strategies, allowing projects to focus more resources on providing effective TDM services.

4.2.7.2 Buffalo Place Access Study

The Buffalo Place Access & Infrastructure Committee is finalizing a Downtown Access Study to evaluate baseline levels of parking supply and utilization, metro bus and metro rail level of service, bicycle facilities, building utilization and occupancy, as well as mode share for downtown travel. The study proposes the goal of growing enrollment in the pre-tax Metro Perk program to 1% of downtown employees, estimated to range from 380 to 600 individuals. Currently, about 700 passes each month are purchased through the Metro Perk program region wide, out of a total of 12,000 to 13,000 (0.6%). The study also identifies Go Buffalo Niagara as a resource for assisting employers and landlords with access solutions in support of the goal to increase the percentage of downtown patrons using alternative modes of transportation.

4.2.7.3 Comprehensive Transit-Oriented Development Study

The NFTA and GBNRTC are currently managing a Comprehensive Transit-Oriented Development Study (TOD Study), to be completed in Summer 2018. This Study resulted from the NFTA receiving a grant from the Federal Transit Administration in 2015, the Pilot Program for TOD Planning. The TOD Study will demonstrate that the proposed northward extension of metro rail (to the University at Buffalo North Campus and the I-990 via Audubon Parkway) will enhance mobility options and support the region's economic and social development goals. The study will also develop policy, regulatory, and financial tools to encourage TOD in the metro rail corridor between Buffalo and Amherst.

Commuter incentive and corporate programs administered by Go Buffalo Niagara offer low-cost strategies to shift travel behavior and social norms to support significant changes to infrastructure, transit service, and land development. Managing future transportation demand through Go Buffalo Niagara will thus maximize the region's return on investment in the transit expansion as well as high-density development around transit stations.

4.2.7.4 NFTA Corporate Pass Program

The NFTA Board authorized a Pilot Corporate Pass program in February 2017 and launched it in June. The six-month pilot program is intended to increase ridership, enhance Metro Perk, and strengthen relationships within the business community. NFTA Metro developed the program for a mutual subsidy in order for both entities to show their commitment to the customer and usage of transit service. Through the program, the NFTA provides a \$10 discount on the cost of a monthly metro pass for employers that do the following:

- Enroll in the pre-tax Metro Perk program.
- Match at least a \$10 discount per pass for enrolled employees (bringing the pre-tax cost to employees down to no more than \$55).
- Purchase at least 25 monthly metro passes per month.

A discounted monthly metro pass was the most desired commuter benefit expressed through Go Buffalo Niagara's 2015 survey of downtown workers (47%), and through the post pilot program survey at the five participating employers (31%). The Corporate Pass Program may significantly boost ridership by bringing the real cost of a monthly metro pass down to about \$38 for the average employee, a price point which captures over half of potential riders according to the post pilot program survey.

Go Buffalo Niagara will maximize the impact of this program by promoting it to businesses and coordinating pass ordering and distribution when appropriate. Go Districts (geographically-focused TDM programs as outlined in the TMA Business Plan) are particularly well suited to support enrollment of member businesses. For example, the GO BNMC program on the Buffalo Niagara Medical Campus already serves as an umbrella entity under which member institutions and smaller employers on the campus can order discounted passes. Under the GO BNMC umbrella, the number of monthly transit pass orders has increased from 27 to 48 within the first few months (growth of 40%). Enrollment among employees of Kaleida Health, the largest member institution at BNMC, has increased from 100 to 140 passes per month (growth of 40%). As a permanent regional TDM program, Go Buffalo Niagara would enable small employers to access the benefits of this program and associated growth in transit commuting.

4.2.7.5 Guaranteed Ride Home

Pilot program participants valued having access to a Guaranteed Ride Home (GRH) program should they need it, and several indicated that they would not have felt comfortable using alternative transportation without the GRH. Promotional codes covering up to \$40 of the cost of a ride home with Lyft (valid from 7 a.m. to 10 p.m. Monday through Friday) were distributed to employees that signed up, though none of the codes were used over the three-month period. This limited the cost of offering the service to the \$100 minimum fee, and the administrative burden was low. GRH is thus a low-cost safety net that Go Buffalo Niagara should provide to commuters region wide. The NFTA currently offers an Emergency Ride Home (ERH) to all monthly or 30-day metro passholders, though service coverage is limited from 7 a.m. to 5 p.m. Monday through Friday. This service does not serve the typical office worker who unexpectedly needs to work late, which is one of the core functions of GRH programs. The NFTA's ERH service terms also exclude common circumstances for which rides home are often needed, such as service or schedule failures (including missing a bus, not waiting for a scheduled bus, a bus not arriving as scheduled or inclement weather). As the regional provider of TDM services and the 511NY Rideshare Portal for Erie and Niagara Counties, Go Buffalo Niagara is well positioned to strengthen and expand the scope of the NFTA's service to include all regional commuters using alternative transportation. The New York State Capital District serves as a model for offering Guaranteed Ride Home regionally. Any resident of Albany, Schenectady, Rensselaer, or Saratoga Counties who registers in the region's 511NY Rideshare Portal (branded as iPool2) is eligible to use Guaranteed Ride Home if they commute at least twice per week by bus, bicycle, walk, carpool, or vanpool.

5 Recommendations

This section outlines recommendations for sustaining Go Buffalo Niagara beyond the project period based on (1) the regional TDM model and business plan, (2) engagement with project partners, (3) regional outreach, and (4) the Downtown Pilot Program.

5.1 TMA Structure

The Go Buffalo Niagara Business Plan recommends the Umbrella (Regional + Local) model for the Go Buffalo Niagara regional TDM program. This model provides a basic level of TDM service across Erie and Niagara Counties, while allowing localized programs to meet the mobility challenges of specific communities. As the regional umbrella organization, Go Buffalo Niagara builds on the existing services offered by the 511NY Rideshare program, while supporting localized TMAs like Go BNMC, which will be branded as Go Districts. The proposed legal structure of Go Buffalo Niagara is a regional program of the existing 501c3 nonprofit organization, GObike Buffalo. This recommendation stems from many factors, including GObike's organizational scope, experience providing TDM services, and fundraising flexibility. Section 2.1 of this report provides more detail on the recommended TMA structure.

5.2 Outreach

For employers participating in a commuter incentive program, in-person orientations should be required. Employee enrollment in the Downtown Pilot Program was highest at the two worksites that accommodated orientations on-site. During these orientations, the TDM coordinator presented the program, answered questions, and provided hard-copy registration forms for employees to sign up for incentives on the spot. These orientations demonstrate to employees that their employer endorses the program, that the program is legitimate, and that any questions or concerns they may have about participating can be addressed right away. Outreach to office workers with regular schedules and access to company email proved much more successful than to service/hospitality workers, as evidenced by low pilot program enrollment at the Hyatt Regency Buffalo. Only 2% of employees at the Hyatt enrolled, though the point of contact estimated—in the company's pilot program application—that 21% of employees already used alternative transportation. While the TDM coordinator was able to table on site at an employee breakfast, in-person outreach to hospitality workers proved difficult because staff are split across many different shifts and roles. Additionally, many staff are not regularly

connected to their company email address, and flyers about the program hung in common areas did not boost enrollment either. Outreach and communication to hospitality workers may be more successful if channeled through hard-copy materials distributed directly to workers with their paychecks. This technique enabled a high-response rate to a commuter survey among hotel workers in Niagara Falls.

5.3 Commuter Incentives

5.3.1 Prioritize Discounted Monthly Metro Passes

Discounted monthly metro passes are the most desired commuter benefit by downtown employees and are more effective than offering gift cards to passholders. This theme recurred in a 2015 survey of 640 downtown commuters (47% desired a subsidized metro pass, yet only 10% were offered this benefit), as well as in the Post-Pilot-Program survey (31% of all commuters and 45% among those who would consider using public transportation desired this benefit). During the Downtown Pilot Program, the administrative burden of directly discounting the cost of monthly metro passes proved too much to be worthwhile given the short, three-month program period. The gift cards offered to monthly metro passholders through the Monthly Metro Rewards incentive were not successful in shifting commuters to monthly metro passes. This incentive had the lowest enrollment (12 employees), and all of them were already monthly metro riders prior to the program. As discussed above, the gift cards may have been more successful in reducing drive-alone trips if offered to carpoolers rather than monthly metro holders.

The NFTA's new Corporate Pass program provides an opportunity for employers to receive a bulk discount of \$10 per monthly pass if they commit to enrolling in the pre-tax Metro Perk program, purchasing at least 25 passes per month and commit to matching the NFTA's discount with at least another \$10 off. In the Post-Pilot Program survey, about 100 commuters provided the prices at which they would purchase a monthly metro pass and a monthly rail-only pass. The rail-only pass is not currently offered by the NFTA. The NFTA was asked to inform future discussions about developing such as pass. Commuters' responses are graphed in Figure 26. For the monthly metro pass, \$50 was the most commonly cited price, and the median price (above which 50% of respondents would be willing to pay) was \$42. For the monthly rail pass, \$30 was the most commonly cited price, with smaller spikes at \$40 and \$50, and the median price being \$35. The Corporate Pass Program brings the real cost of a monthly metro pass down to about \$38 for the average employee, a price point which captures over half of potential riders according to Figure 26.

Figure 26: Price at Which Downtown Employees Would Purchase a Monthly Metro Pass



5.3.2 Elevate Incentives for Carpooling

Many commuters (74%) in the Buffalo Niagara region live in suburban areas that are not well served by public transportation and feel excluded by incentive programs that focus on public transportation. This was reflected in survey responses from downtown employees who thought that the pilot program was a good idea, but it didn't apply to them because they live too far from work to use transit or bike. Among surveyed employees who did not participate in the pilot program, 76/113 or 67% said, because of where they lived, their schedule, or other circumstances, they could not participate or use alternative modes. This suggests that future programs should elevate incentives for carpooling, as access to this mode is generally less constrained by geography and time compared to public transportation, bicycling, and walking. Commute incentives for carpooling could be elevated by offering gift cards or other rewards to carpoolers and providing assistance with carpool matching.

5.3.3 Prioritize Guaranteed Ride Home

Participants in the Downtown Pilot Program valued having access to a Guaranteed Ride Home (GRH) program should they need it, and several indicated that they would not have felt comfortable using alternative transportation without the GRH. Promotional codes covering up to \$40 of the cost of a ride home with Lyft (valid from 7 a.m. to 10 p.m. Monday through Friday) were distributed to employees that signed up, though none of the codes were used over the three-month period. This limited the cost of offering the service to the \$100 minimum fee. National studies have shown the average annual cost of GRH programs to be only \$5 per covered commuter, and that GRH is a valuable component of a transportation demand management program in practically any geographic condition.⁵ Thus, GRH is a low-cost safety net that Go Buffalo Niagara should strive to provide region wide. The NFTA currently offers an Emergency Ride Home (ERH) to all monthly or 30-day metro passholders, though service coverage is limited from 7am-5pm Monday through Friday. This service does not serve the typical office worker who unexpectedly needs to work late, which is one of the core functions of GRH programs. The NFTA's ERH service terms also exclude common circumstances for which ERH are often needed, such as service or schedule failures (including missing a bus, not waiting for a scheduled bus, a bus not arriving as scheduled or inclement weather).

The New York State Capital District serves as a model for offering Guaranteed Ride Home regionally. Any resident of Albany, Schenectady, Rensselaer, or Saratoga Counties who registers in the region's 511NY Rideshare Portal (branded as iPool2) is eligible to use Guaranteed Ride Home if they commute at least twice per week by bus, bicycle, walk, carpool, or vanpool. Rides are arranged through the region's public transportation provider, the Capital District Transportation Authority. GRH is programmed in the region's Transportation Improvement Program (TIP) using funds from the Surface Transportation Program (STP-Flex).

5.3.4 Periodically Offer Free 7-Day Metro Passes

The Give Transit a Try incentive was successful in introducing commuters to riding the bus or light rail. The incentive was originally intended to serve as an entry point to obtaining monthly passes. After their free week of transit, participants would receive gift cards through the Monthly Metro Rewards incentive for signing up for a monthly metro pass. None of the Give Transit a Try participants signed up for a

⁵ Victoria Transport Policy Institute (2014). Guaranteed Ride Home: A Backup for Commuters Who Use Alternative Modes. TDM Encyclopedia. <https://www.vtpi.org/tdm/tdm18.htm>

monthly metro pass after their free week, though they indicated that it was valuable to learn how to use public transportation, and that they would feel more comfortable buying pass in the future if they ever found it necessary. Because of this, it is recommended that Give Transit a Try be offered annually or semi-annually (rather than as a continuous incentive), or within an on-boarding welcome packet for new hires or tenants as a means to introduce them to public transportation.

5.4 Funding

Securing a dedicated funding source is crucial to the long-term success of any regional TDM program. As it stands, there is no dedicated funding source for TDM activities serving Erie and Niagara counties beyond NYSDOT's statewide 511NY Rideshare Program and in addition there is limited GBNRTC staff time to maintain the Go Buffalo Niagara website and direct commuter inquiries to the appropriate agency.

Most regional TDM programs across the country are funded through a Federal-Aid Highway Program, Congestion Mitigation Air Quality (CMAQ). NYSDOT identifies Travel Demand Management and Rideshare as one of the project types eligible for CMAQ funds. Activities within this project type include Rideshare Programs, Park and Ride, Employee Transit Benefits, Carsharing, Bikes sharing, and Education and Outreach. As outlined in section 2, the Go Buffalo Niagara program will conduct these CMAQ-eligible activities to fulfill its role as the regional TDM umbrella entity. CMAQ funds, therefore, offer a potentially long-term and renewable funding stream for Go Buffalo Niagara. While the federal CMAQ program is structured well to support a regional TDM program like Go Buffalo Niagara on an ongoing basis, it is important to note that the availability of funds through New York State has not been reliable. Due to the status of Erie and Niagara Counties as "maintenance" areas under National Ambient Air Quality Standards, the region does not receive a direct allocation of CMAQ funds from NYSDOT. Therefore, eligible programs like Go Buffalo Niagara (under GObike Buffalo) must compete for CMAQ funds through statewide solicitations offered at the discretion of NYSDOT and often combined with the Transportation Alternatives Program (TAP). Statewide priorities with respect to congestion mitigation and air quality dictate whether when, and how much funding is available for TDM in the region. In spite of these reliability challenges, CMAQ should be a high priority for Go Buffalo Niagara's revenue pursuits in coordination with NYSDOT's statewide TDM approach. Regional TDM programs in other states across the country demonstrate the value of this dedicated, reliable funding source.

As a program of the 501c3 nonprofit organization GObike Buffalo, Go Buffalo Niagara should provide for adequate lead time for meeting application requirements for federal-aid transportation programs. For example, the New York State Department of Transportation (NYSDOT) requires that nongovernmental

organizations obtain a governmental sponsor or a local project agreement with NYSDOT in order to apply for and receive federal transportation funding such as CMAQ.

Parking fees are an important source of dedicated funding for transportation demand management services, as demonstrated by the TMA peer review and in parking benefit districts across the country. Both the regional Go Buffalo Niagara program and Go Districts can make a compelling case for dedicating a portion of public parking revenues to fund TMA operations and provision of TDM services. However, the lack of political will to charge for non-resident parking in the Fruit Belt residential parking permit system created in 2016 illustrates the difficulty of changing the region's culture of entitlement to free or subsidized parking.

5.5 Implementation

The TDM strategies tested through this project and the corresponding Go Buffalo Niagara Business Plan are transferable to others in New York State regions, particularly employment hubs and Central Business Districts in Upstate New York communities. The project's TDM toolkit resources, tested incentive approaches, and the business plan can be used to assist other agencies in Upstate New York to start up transportation management associations and improve jobs-access while reducing parking pressure, traffic congestion, drive-alone rates, VMT, and associated environmental impacts.

Successful TDM programs involve a number of stakeholders working together to improve the quality of daily life in the region. With TDM practices underutilized in our region and other parts of New York State, successful adoption of TDM strategies is more effective when instituted by a collaborative entity such as a TMA. Although measures undertaken by individual companies and organizations can certainly help decrease VMT and improve the performance of the transportation system, continued revitalization of downtown Buffalo and other areas within the region will require a stronger, coordinated effort through this initiative.

The enhancement of alternative transportation choices and programs will provide employees in the region with greater mobility and access to the career opportunities, education, and healthcare services. With regard to the City of Buffalo, demographic analysis indicates that approximately 31% of households do not have access to a vehicle. As Go Buffalo Niagara TMA works to develop and promote transportation alternatives, these efforts will help lead to the expansion of services throughout the city and the region.

6 Bibliography

- Association for Commuter Transportation. 2001. TMA Handbook: A Guide to Successful Transportation Management Associations. http://actweb.org/wp-content/uploads/2016/11/tma_handbook_final.pdf
- Best Workplaces for Commuters. 2017. 2017 Commuter Benefits: Implementing Commuter Benefits as Part of Best Workplaces for Commuters. <https://www.bestworkplaces.org/resource-center/free-ebook-commuter-benefits/>
- Buffalo Place. 2017 (in progress). Downtown Access Study.
- Buffalo Urban Development Corporation. 2015. Downtown Buffalo Infrastructure and Public Realm Master Plan. <http://www.buffalourbandevelopment.com/documents/FULL%20MASTER%20PLAN%20-%20Final%20Compressed.pdf>
- Buffalo Urban Development Corporation. 2016. Downtown Development Guide. https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwjrhGUjpvXAhWHsVQKHVxfCYwQFggoMAA&url=http%3A%2F%2Fwww.buffalourbandevelopment.com%2Fdocuments%2FDowntown%2F2016_Downtown_Buffalo_Development_Guide.pdf&usg=AOvVaw2ghATtHoABP8vF8JtbjqkV
- City of Buffalo. 2016. Land Use Plan. <http://www.buffalogreencode.com/green-code-components/land-use-plan-2/>
- City of Buffalo. 2017. Unified Development Ordinance. <http://www.buffalogreencode.com/green-code-components/unified-development-ordinance-2/>
- City of Buffalo. 2017. Transportation Demand Management Policy Guide. http://www.buffalogreencode.com/December_2016/TdmPolicyGuideAdopted032717.pdf
- Greater Buffalo Niagara Regional Transportation Council. 2014. 2040 Metropolitan Transportation Plan Update. <https://static1.squarespace.com/static/56ccbfd3c44d8670dbd1d84/t/56f051e620c647792e8f757d/1458590301205/2040+Metropolitan+Transportation+Plan+Update+Final.pdf>
- Greater Buffalo Niagara Regional Transportation Council. 2017. Moving Forward 2050. <http://www.gbnrtc.org/movingforward2050>
- Greater Buffalo Niagara Regional Transportation Council. 2017. Niagara Frontier Transit Authority Onboard Survey. <https://static1.squarespace.com/static/56ccbfd3c44d8670dbd1d84/t/594c18bb15d5dbb061b1eb9f/1498159346755/NFTA+2017+Onboard+Survey+FINAL+Report.pdf>
- NYSERDA. 2014. Advancing Transportation Demand Management at the Buffalo Niagara Medical Campus.

- <https://www.nyserdera.ny.gov/-/media/Files/Publications/Research/Transportation/Advancing-Transportation-Demand-Management.pdf>
- NYSERDA and NYSDOT. 2016. Residential Parking Benefits District Study, Fruit Belt Neighborhood, Buffalo, NY. Final Report. Not online.
- NYSERDA. 2016. NYSERDA Transportation Program Case Study: Transportation Demand Strategies at the Buffalo Niagara Medical Campus. <https://www.nyserdera.ny.gov/-/media/Files/Publications/PPSER/Program-Evaluation/2016ContractorReports/2016-Transportation-Case-Study-Buffalo-Niagara-Medical-Campus.pdf>
- NYSERDA. 2017. NYSERDA Transportation Program Market Characterization Report. Volume 4: Transportation Demand Management Market Characterization and Baseline Assessment. <https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&ved=0ahUKEwiZlvaojJvXAhWj54MKHRM8DMUQFggtMAE&url=https%3A%2F%2Fwww.nyserdera.ny.gov%2F-%2Fmedia%2FFiles%2FPublications%2FPPSER%2FProgram-Evaluation%2F2017ContractorReports%2FClean-Transportation-Market-Characterization-Study-Vol4.pdf&usg=AOvVaw0KF4lwQu9CYvLZI286yXPn>
- NYSERDA. 2017. SmartTrips Ithaca: Encouraging Sustainable Transportation Options through a Personalized Educational Campaign. <https://www.nyserdera.ny.gov/-/media/Files/Publications/Research/Transportation/16-34-SmartTrips-Final-Report.pdf>
- One Region Forward. 2015. A New Way to Plan for Buffalo Niagara. <http://www.oneregionforward.org/the-plan/>
- Transit Cooperative Research Program. (2005). Analyzing the Effectiveness of Commuter Benefits Programs. TCRP Report 107. <http://www.reconnectingamerica.org/assets/Uploads/bestpractice114.pdf>
- Transit Cooperative Research Program. (2003). Strategies for Increasing the Effectiveness of Commuter Benefits Programs. TCRP Report 87, http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_87.pdf
- Victoria Transport Policy Institute. 2017. Online TDM Encyclopedia. <http://www.vtpi.org/tdm/index.php>
- WNY Regional Economic Development Council. 2011. A Strategy for Prosperity in Western New York: WNY Regional Economic Development Strategic Plan. https://regionalcouncils.ny.gov/sites/default/files/regions/westernny/A_Strategy_for_Prosperty_WNY_Strategic_Plan.pdf
- WNY Regional Economic Development Council. 2013. The Buffalo Billion Investment Development Plan. <http://www.oneregionforward.org/plan/the-buffalo-billion-investment-development-plan/>

Appendix A: Go Buffalo Niagara Business Plan



GO BUFFALO NIAGARA BUSINESS PLAN

December 2017



Go Buffalo Niagara Business Plan

December 2017

Prepared by:

Wells + Associates

Justin B. Schor
Federico Tallis

CONTENTS

	<u>PAGE</u>
Section 1	1
Introduction	1
Executive Summary.....	2
Section 2	3
Market Research.....	3
Stakeholder SOAR Analysis	3
Strengths	3
Opportunities	4
Aspirations	4
Results	4
Summary	5
TDM Organization Peer Review	5
Overall Recommendations from SOAR Analysis and Peer Review	8
Section 3	9
Establishing a Model for Regional TDM	9
TDM Framework Assessment	9
Determining the Entity to House Regional TDM	11
Section 4	14
The Umbrella TDM Program (Go Buffalo Niagara).....	14
Role 1: Provide a Unified Regional Vision for TDM	14
Role 2: Coordinate Regional Branding and Marketing of TDM Services	14
Role 3: Deliver TDM Services Regionally	15
Role 4: Recognize Local TDM Need and Help Set-up Go Districts (TMAs)	19
Role 5: Be a Vehicle for Regional TDM Financing	21
Role 6: Spearhead Regional Transportation Advocacy.....	21
Role 7: Administer TDM Monitoring and Evaluation.....	21
Section 5	22
Go Districts	22
Role 1: Support Regional TDM Goals and Objectives	22
Role 2: Maintain Brand and Marketing Consistency	23
Role 3: Promote Go Buffalo Niagara Services and Campaigns to the Local Community	23

Role 4: Test New TDM Strategies	23
Role 5: Assist with Monitoring and Evaluation Implementation.....	23
Section 6	24
Implementation.....	24
Formalizing the Program.....	26
1. Transition Go Buffalo Niagara to GObike Buffalo	26
2. Establish a Go Buffalo Niagara Subcommittee	26
3. Establish TDM goal(s) for the region	26
4. Align website with vision of the program established through this plan.....	27
Funding the Program	27
5. Identify and apply for public grants.....	27
6. Identify and apply for private grants	28
7. Develop cost structure and framework for fee-for-service programs	28
Operating the Program	29
8. Recruit and hire Go Buffalo Niagara Program Manager.....	29
9. Hire Accounting and Legal Contractors	29
10. Hire Marketing Consultants.....	30
11. Hire Support TDM Staff / Consultants	30
12. Hire Traffic Engineering Consultants	30
Coordinating Regional TDM Efforts	31
13. Develop a Go Buffalo Niagara / Go District Memorandum of Understanding (MOU)...	31
14. Create an umbrella brand for Go Buffalo Niagara.....	32
15. Develop official sub-brand standards for Go Districts.....	32
16. Coordinate regional TDM campaign efforts annually with Go Districts.....	33
Building Regional Awareness.....	33
17. Develop TDM Marketing Plan and Campaign Communication Plans.....	33
18. Meet one-on-one with local governments in Erie and Niagara Counties	34
19. Regularly update transportation clearinghouse on website.	34
20. Identify and evaluate areas of need for a Go District on an ongoing basis.....	35
21. Develop a Downtown Buffalo Go District package of TDM products.	35
22. Facilitate establishment of Go Districts on an ongoing basis.	36
Advocating	36

23. Identify top transportation concerns for the region and advocate with the state and federal government.	36
Monitoring and Evaluating	37
24. Administer regional model split survey every two years.	37
25. Submit an Annual Report.....	37
Section 7	39
Marketing Approach	39
Global Campaigns	40
Rewards Program.....	42
Employer Outreach.....	43
Property Based Outreach.....	44
Section 8	45
Funding Buffalo Niagara TDM Activities.....	45
Operating Expenses	45
Staff.....	45
Overhead.....	45
Direct Expenses + Consulting Fees.....	45
Revenue Stream.....	46
Public Grants.....	47
Private Grants	48
Fees for Service	50
Sponsorships.....	50
Organizational Partner.....	50
Parking Districts and Other Local Revenue Sources	50
Operating Expenses	51
Revenue Stream.....	52
APPENDIX A: PEER REVIEW SUMMARY.....	53
APPENDIX B: DETAILED PEER REVIEW.....	54
APPENDIX C: BRANDING STANDARDS EXAMPLE.....	55
APPENDIX D: MEMORANDUM OF UNDERSTANDING EXAMPLE	56
APPENDIX E: ANNUAL MARKETING PLAN EXAMPLE.....	57
APPENDIX F: COMMUNICATIONS PLAN EXAMPLE	58
APPENDIX G: MONITORING AND EVALUATION TOOL EXAMPLE	59

APPENDIX H: ANNUAL REPORT EXAMPLE..... 60

Section 1

Introduction

Over the past decade, the Buffalo Niagara region has gone through several collaborative planning efforts which identified transportation as a key issue and outlined priorities for increasing mobility and access in the region. These plans, particularly the Metropolitan Transportation Plan and the One Region Forward Plan for Sustainable Development, provide goals which seek to increase the use of alternative transportation such as transit and reduce the number of vehicle miles driven.

In addition to plans focused on the use of alternative transportation, a number of programs and policies focused on increasing mobility and access have also taken hold in the last five years. GO BNMC was established in 2012 to address localized transportation issues at the Buffalo Niagara Medical Campus (BNMC) and was the first Transportation Management Association (TMA) in the region. GO BNMC has effectively reduced the Campus' employee SOV mode share by 4% over the last two years, by encouraging the use of transit and other alternative modes over single occupant vehicles (SOVs). Similar TMA solutions are being considered across the region for other areas with concentrated transportation challenges such as in Downtown Buffalo. In 2017, the City of Buffalo passed a Unified Development Ordinance (the Green Code) which requires in Article 8 that most new buildings and major renovations provide a TDM Plan and implement TDM strategies.

The Go Buffalo Niagara initiative was also established in 2015 to provide commuters, businesses, and building owners with information on alternative transportation choices through the website GoBuffaloNiagara.org. A steering committee of diverse regional transportation stakeholders received an 18-month grant from the New York State Department of Transportation (NYSDOT) and the New York State Energy Research and Development Authority (NYSERDA) to expand the role of Go Buffalo Niagara to be the transportation demand management (TDM) program for the Buffalo Niagara region, as well as to ensure its long term financial sustainability. This steering committee sought assistance developing a business plan that builds upon the existing TDM framework and outlines a path for the program to fulfill the role of regional TDM provider. This Go Buffalo Niagara Business Plan provides that path for Go Buffalo Niagara to fulfill that role.

Executive Summary

The business planning process began with market research and working with local stakeholders to understand what their desired outcomes are for TDM. To provide general direction for the Go Buffalo Niagara program and this business plan, a steering committee was developed consisting of the following stakeholders:

- Niagara Frontier Transportation Authority (NFTA)
- Greater Buffalo Niagara Regional Transportation Council (GBNRTC)
- Buffalo Niagara Medical Campus (BNMC)
- GObike Buffalo
- Buffalo Niagara Partnership

These and other stakeholders participated in a Strengths, Opportunities, Aspirations, and Results (SOAR) exercise to establish a clear vision for Go Buffalo Niagara. Additional research of best-practices around the country was done through a peer review. This market research is cataloged and expanded upon in Section 2 of the business plan.

Building upon results of the SOAR exercise and best practices, Section 3 introduces a recommended organizational model for Go Buffalo Niagara to fulfill desired outcomes. That model includes a multi-level organizational structure where Go Buffalo Niagara is focused on providing basic level TDM services to the entire region and Go Districts (which are similar to traditional TMAs) provide geographically focused TDM services where localized transportation issues may persist. Sections 4 and 5 discuss the recommended key roles that Go Buffalo Niagara and Go Districts should play in order to maximize their efficiency and effectiveness delivering TDM services. Section 6 provides step-by-step actions for Go Buffalo Niagara and Go Districts to take to transition regional TDM efforts from their current state to fulfilling the roles outlined in Sections 4 and 5. These actions are prioritized in order of importance and tied to significant milestones. Once these actions are fulfilled and Go Buffalo Niagara has successfully transitioned to its new role, it will find recommendations in Section 7 about how it should communicate with its intended audiences. Section 8 outlines what it will cost to fulfill the roles and actions outlined in Sections 4 through 7. This last section also recommends sources of revenue to provide Go Buffalo Niagara with long-term financial sustainability. The result is a Go Buffalo Niagara Business Plan that will not only guide the development of TDM efforts over the next five years, but provide potential funders with a clear understanding of how their investment will benefit regional access, mobility, and economic competitiveness.

Section 2

Market Research

Market research to determine the role that the Go Buffalo Niagara program should fulfill was conducted through a SOAR analysis of stakeholders and a peer review of TDM organizations across the United States. The SOAR analysis noted how the program should fit into the framework of the region and the role the program should play. The peer review is meant to gauge any lessons learned and best-practice trends that should be replicated by the Go Buffalo Niagara program.

Stakeholder SOAR Analysis

SOAR differs from the commonly used SWOT (strengths, weaknesses, opportunities, and threats) analysis by focusing on the program and enhancing what is currently done well, rather than concentrating on perceived threats and/or weaknesses. Stakeholders who participated in the SOAR exercise represented the following organizations:

- Greater Buffalo Niagara Regional Transportation Council (GBNRTC)
- Niagara Frontier Transportation Authority (NFTA)
- Buffalo Niagara Medical Campus
- GObike Buffalo
- Buffalo Niagara Partnership
- City of Buffalo
- NYSDOT
- Buffalo Urban Development Corporation

The outcome from the SOAR provided the following insights.

Strengths

Stakeholders each provided the current TDM strengths they believe the region has already in place. Strengths in this section identify regional aspects that can be leveraged by the program to ensure success. The strengths included clear synergies amongst the group and were ranked by insights with highest level of agreement as follows:

- Existing Coordination and Collaboration with a Shared Vision
- Current TDM Infrastructure in Place
- The Green Code
- Engaged Community

Opportunities

With these strengths in mind, stakeholders considered what they believe to be the top opportunities for TDM in the region. Opportunities in this section help identify the role that the program should play regionally. Opportunities were ranked by highest level of agreement and include:

- Expanding Partnerships (Developers, Public Partners, Private Sector)
- Permit Sustainable Development/Concentrated Growth (both Downtown and Beyond)
- Expanding Current Non-Auto Infrastructure/Increasing Use of Existing Transportation System (e.g. softening the barriers, using wayfinding)
- Integrated Regional TDM Communications
- Identifying New and Long-Term Funding Resources
- New Opportunities to Engage with the Community

Aspirations

Once stakeholders considered the strengths and opportunities for TDM in the region, the focus shifted to the outcomes of the program. Stakeholders were asked to consider what their highest aspirations and hopes were for the program. These aspirations provide insight to the specific activities that the program should pursue. Aspirations from the group, ranked by highest level of agreement include:

- Reduce SOV Travel/Increased Non-SOV Use
- Serve as a One-Stop-Shop/the Go-to Group for Regional TDM Needs
- Encourage Smart Growth through Coordinated and Reduced Parking Demand
- Engage in effective Transportation Management at Regional Events
- Perform TDM Marketing that will increase the ease of using multi-modal transportation

Results

Finally, stakeholders were asked to consider the future vision identified by the aspirations to determine how they would measure that future state of TDM success in the region. Stakeholders felt the measure of success would be a formal regional TDM program. They further defined that success by specifying who should be responsible for the program and where it should focus its efforts. The results ranked by highest level of agreement were:

Responsible Organization

- GBNRTC or a Subsidiary of GBNRTC
- A TMA Board of Directors Including Public/Private Partners

Geographic Areas of Focus

- Focus on Downtown First
- Core Urban Neighborhoods/Mixed-Use Corridors
 1. West Village
 2. Larkinville
 3. Solar City
 4. Elmwood
 5. University Heights
 6. Main Street
- Niagara River Corridor
- Niagara Falls Core City (Tourism Opportunities)

Summary

The SOAR analysis revealed that the plan should leverage the ripe collaborative environment already put into place through other planning efforts and should leverage the existing TDM infrastructure that has been developed through the local TMA (GO BNMC) and the Green Code. Ultimately, the Go Buffalo Niagara program should work with both the public and private sectors and should be a medium through which sustainable development and concentrated growth can occur. It should also serve as a unifier for regional TDM communications. The plan should propose a program that will aspire to increase Non-SOV travel, reduce parking demand, and serve as a one stop shop for regional TDM needs. It should be housed under a regional entity and focus on Downtown Buffalo first.

TDM Organization Peer Review

The Peer Review was used to identify different approaches for a regional TDM organization to be structured and fulfill the desired result expressed in the SOAR Analysis. The most common regional TDM frameworks include the following:

- Single Regional Organization - A single organization (typically government) providing TDM for the entire region.
- Multiple Local Organizations - Multiple geographically focused organizations providing TDM.
- State Led Organizations - State-led TDM efforts through multiple geographically focused organizations.
- Umbrella (Regional + Local) - Geographically focused organizations providing TDM and a single regional organization providing TDM outside of focused areas.

Six TDM organizations from across the country were included in the peer review representing a sampling of each of these distinct approaches to providing TDM on a regional scale. Those organizations are outlined in Table 2.1.

Table 2.1
Peer Review Organizations

	Commute Seattle	Explore Washington Park	Las Vegas Club ride	Georgia Commute Options	GoTriangle	Montgomery County Commuter Services
Location	Seattle, WA	Portland, OR	Las Vegas, NV	Atlanta, GA	Durham/ Raleigh/ Chapel Hill, NC	Montgomery County, MD
Audience	Downtown-Oriented	Tourist	Regional	Regional	Regional	Regional
Framework	Single Organization (Not Regional)	Single Organization (Not Regional)	Single Regional Organization	Umbrella (Regional + Local)	Umbrella (Regional + Local)	Umbrella (Regional + Local)
Contact	Joe Bellanca, Commute Trip Reduction Specialist	Heather McCarey, Executive Director	Tiffany Updike, Project Manager	Ryan Ellis, Senior Principal Program II	Michelle Parker, Sustainable Travel Services Manager	Peggy Schwartz, Executive Director, North Bethesda TMD

Interviews of these TDM organizations sought to understand the following characteristics of their operations:

- The types of **Program and Service Offerings** each organization provides,
- The **Organizational Structure** that the TDM organization uses to provide TDM services,
- The types of **Members** each organization has,
- The **Funding Sources** each organization relies on, and
- **TDM Metrics** they use to measure success.

Interviews with each of the organizations were conducted in April and May 2017. Detailed responses to those interviews can be found in Appendix B. Using these details, overarching trends were identified and included in this document as Appendix A. Findings particularly relevant to the Go Buffalo Niagara Business Plan are summarized in Table 2.2.

Table 2.2
Peer Review Findings

Operational Criteria	Findings
Regional TDM Program Best Practices	TDM branding and goals are coordinated and in alignment.
	TDM strategy implementation is coordinated.
	TDM strategy implementation roles and responsibilities are clear.
Program/Service Offerings	A majority of peer reviewed organizations focus their services on employers to reach their employees.
	<p>The following services are most commonly offered by the TDM organizations interviewed:</p> <ul style="list-style-type: none"> • Commuter/Employer Recognition, • Guaranteed Ride Home, • Hotel Outreach, • Individualized Marketing, • Marketing and Promotions, • Office Relocation Services • Ridematching, • Telework Assistance, • Trip Planning, and • Vanpooling Assistance.
	Regional umbrella organizations typically deliver non-tailored TDM strategies at a regional level, whereas local TMAs focus and customize their messaging and delivery when implementing TDM strategies.
Funding Sources	Regional organizations usually get their funds from the state or federal government, mostly from the federal Congestion Mitigation Air Quality (CMAQ) program.
	Local organizations can be more creative about funding sources, including revenue from parking, developers, and service fees.
	Diversified funding sources allows for greater flexibility and innovation in TDM service offerings. None of the organizations interviewed received funding through membership fees mainly because their scope of services is regional.
TDM Metric for Success	A majority of TDM organizations measure their impact through mode split surveys. Only Explore Washington Park and Montgomery County Commuter Services could articulate their numeric goals. Non-SOV mode split goals ranged from 12.5%-46% depending on the local TMA.
	Peer organizations monitor results either yearly or bi-annually (every 2 years).

Overall Recommendations from SOAR Analysis and Peer Review

The SOAR analysis provided clarity on the role of the program in the region. Given that stakeholders want to see the program under GBNRTC, they expressed a desire to have TDM services available for the entire geographic region of Buffalo Niagara. However, there is general acknowledgement that some areas need TDM more than others, specifically Downtown Buffalo. Stakeholders see this program as an opportunity to create collaboration between the public and private sectors. They also see the program as an opportunity to increase Non-SOV travel, reduce parking demand, and serve as a one stop shop for regional TDM needs.

The peer review identified a general approach for the way the program should be structured by revealing the various TDM models that are pursued for regional TDM programs. The peer review also identified common goals such as SOV mode split that these organizations typically use and strategies to achieve those goals. Lastly, the peer review revealed how a majority of organizations get funding through the government.

Section 3



Establishing a Model for Regional TDM



As described in the SOAR analysis in Section 2, Go Buffalo Niagara stakeholders want to see a program that ensures delivery of TDM to the entire Buffalo Niagara region. Section 2 highlights different models that have been used across the nation to deliver TDM at the regional level. This section describes the strengths and weaknesses of each regional TDM model, then identifies the most appropriate model for the Buffalo Niagara region, as well as the organization that is best suited to house the regional TDM effort.

TDM Framework Assessment

Each of the regional TDM models explored in Section 2 have strengths and weaknesses. Table 3.1 below presents the strengths and weaknesses of each regional TDM model reviewed, and is followed by a discussion of which model is most appropriate for the Buffalo Niagara region.

Table 3.1
Regional TDM Model Strengths and Weaknesses

Structure	Description	Applied Example for the Region	Strengths	Weaknesses
Multiple Local Organizations 	Multiple geographically focused organizations providing TDM.	Having multiple TMAs: <ul style="list-style-type: none"> • GO BNMC • Go Downtown Buffalo 	<ul style="list-style-type: none"> • Limited efforts and resources needed to coordinate branding and marketing. • No need to identify regional-level organization to provide TDM. 	<ul style="list-style-type: none"> • Potential for duplication of effort. • Inefficiency in marketing and strategy delivery. • Difficult to create a regionally recognizable brand. • No coordinated pursuit of limited funding resources.
Single Regional Organization 	A single organization (typically government) providing TDM for the Entire Region.	GO BNMC and Go Buffalo Niagara merge into one program housed in a regional government agency.	<ul style="list-style-type: none"> • No need for private sector buy-in to pay for services. • Unified single brand. • TDM service efficiencies and economies of scale. • Easy regional coordination. 	<ul style="list-style-type: none"> • Provision of basic level of TDM services. • Challenges responding to the needs of the local community. • Limited flexibility to provide tailored services to meet local needs • Minimal corporate commitment for financing and promoting TDM. • GO BNMC is geographically focused on the Buffalo Niagara Medical Campus.

<p>State Led Organizations</p> 	<p>State-led TDM efforts through multiple geographically focused organizations.</p>	<p>GO BNMC and Go Buffalo Niagara becoming part of 511NY Rideshare.</p>	<ul style="list-style-type: none"> • Predictable revenue stream. • Coordinated and consistent approach tied to revenue stream. • Coordinated brand. 	<ul style="list-style-type: none"> • Requires significant operating funds from one source. • Does not reward entrepreneurialism and innovation in providing services that address local needs.
<p>Umbrella (Regional + Local)</p> 	<p>Geographically focused organizations providing TDM and a single regional organization providing TDM outside of focused areas.</p>	<ul style="list-style-type: none"> • Go Buffalo Niagara Providing regional services. • GO BNMC providing focused services. • Future Go Districts also providing focused services. 	<ul style="list-style-type: none"> • Coordinated oversight of brand. • Coordinated marketing and outreach efforts creates efficiencies. • Ensures that baseline TDM services are offered universally. • Ensures consistency in monitoring and evaluation. • Allows flexibility to serve more localized needs while achieving regional consistency. • Regional coordination of services ensures most effective use of funding (So that TMAs aren't competing with each other). 	<ul style="list-style-type: none"> • Requires resources for regional coordination and branding. • Hard to identify regional entity to house and channel state and federal grants.

The **Single Regional Organization** model would seem to be the most efficient model to choose both organizationally and financially. However, the Buffalo Niagara region is comprised of numerous communities, each with their own transportation needs. The Single Regional Organization would have limited flexibility to provide tailored services to meet the diverse needs of each of these local communities.

With an existing local TMA in the region, GO BNMC, the region could opt for a **Multiple Local Organizations** model by establishing similar TMAs across the region where there is sufficient demand and financial support to establish them. However, this would mean that areas of the region where there is not enough activity to merit a TMA would be without TDM services. In

addition, having multiple geographically focused TDM organizations would make it difficult to coordinate services amongst each other – leading to a potential loss of economies of scale.

Through the **State Led Organization** model, the regional TDM effort could integrate with the 511NY Rideshare program funded by the New York State Department of Transportation (NYSDOT). This model provides a baseline level of service, since the 511NY Rideshare program already provides TDM services statewide through a ride-matching portal, marketing collateral, and technical assistance. However, this option would make it difficult to provide the programs and level of service that project stakeholders envisioned for the region. Additionally, the regional TDM effort would experience reduced autonomy and, like a Single Regional Organization, have limited flexibility to provide tailored services to meet the distinct needs of local communities.

The final model listed, the **Umbrella (Regional + Local)** model, allows the region to provide a basic level of service to the entire region while simultaneously, providing the flexibility to meet the mobility challenges of specific communities. When presented with the pros and cons of each regional TDM model, the Steering Committee determined that the Umbrella Model is the most appropriate for the Buffalo Niagara Region. This model allows the umbrella organization to build on the existing services offered by the 511NY Rideshare program, while supporting localized TMAs like GO BNMC which are branded in this plan as “Go Districts” and will be described in more detail in Section 5.

With the selection of the **Umbrella (Regional + Local)** TDM Model for the Buffalo Niagara region, the next step is to understand which organization is best suited to house the regional umbrella TDM program.

Determining the Entity to House Regional TDM

Go Buffalo Niagara is a prototype of the envisioned regional TDM program and provides TDM services throughout Erie and Niagara Counties. This program is currently housed under the GBNRTC, the designated Metropolitan Planning Organization for the Buffalo Niagara region. Stakeholders initially identified the GBNRTC as the natural candidate to house the regional TDM program long-term, however, further examination revealed that GBNRTC was not the best fit to continue as Go Buffalo Niagara’s host organization.

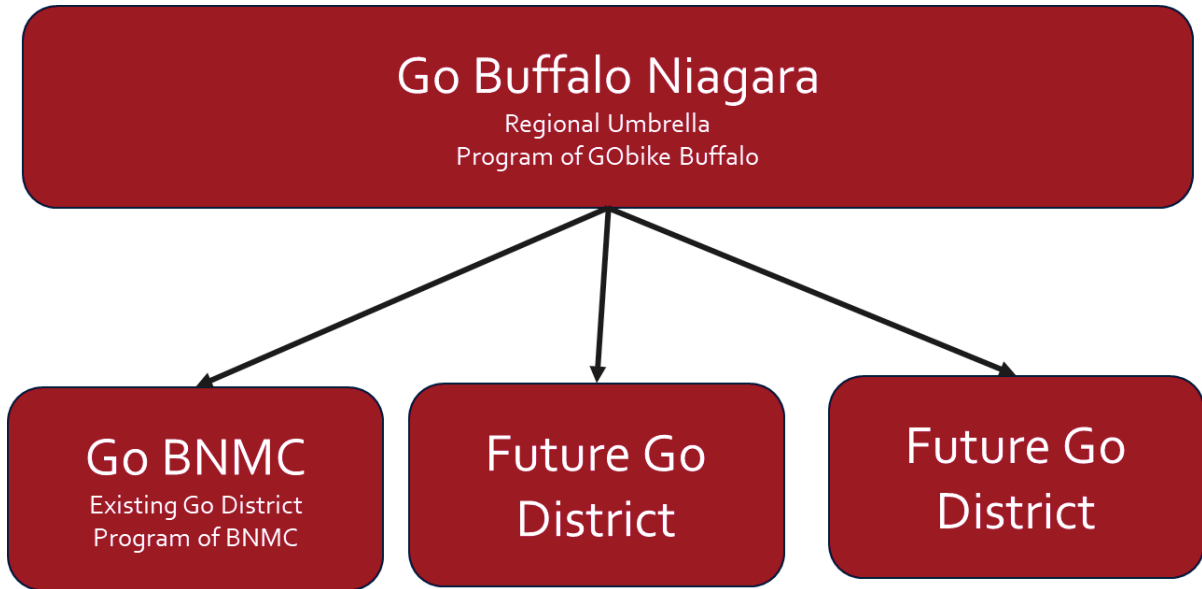
The GBNRTC is not the right place to house the Go Buffalo Niagara program due to several factors, starting with the organization’s focus on long-term transportation planning rather than operations. Additionally, the GBNRTC lacks the appropriate legal structure and funding potential to house a regional TDM program, because it is not incorporated as a grant receiving entity and therefore cannot apply for or receive grants from the state or federal government directly. The GBNRTC would need to apply for and receive grants through the transit agency, the NFTA, adding complexity that would make the Go Buffalo Niagara program less nimble to adapt to the TDM needs of the region. Lastly, as a public entity, GBNRTC would create a conflict of interest if they were to bid for fee for service work that can also be provided by the private sector.

The next natural candidate to house the Go Buffalo Niagara program would be the NFTA. While the NFTA is able to directly apply for and receive state and federal grants, it is unable to pursue fee for service work as a public agency. These factors combined with the organization’s focus on its existing scope as a transit provider make it unsuitable to house the Go Buffalo Niagara program.

Once the GBNRTC and NFTA were determined unsuitable to house the regional TDM program, the nonprofit organization GObike Buffalo stepped up. GObike Buffalo is a 501c3 serving Erie and Niagara Counties that promotes biking, alternative transportation options, complete streets, and improved streetscapes. As a nonprofit organization, GObike Buffalo has the flexibility to receive funds from both public and private sources. Although none of the models reviewed in Section 2 had a 501c3 providing TDM services at the regional level, those peer organizations have regional governing structures that are different from the structures in the Buffalo Niagara region. GObike Buffalo’s organizational scope, experience providing TDM services, and fundraising flexibility make it an ideal candidate for delivering TDM services in the region. As detailed in Section 6, a Go Buffalo Niagara Subcommittee of the GObike Buffalo Board of Directors would assemble local transportation stakeholders and government representatives to advise program staff.

Figure 3.1 illustrates the TDM program structure for the Buffalo Niagara Region under the Umbrella (Regional + Local) Model with GObike Buffalo serving as the host organization for the regional umbrella program in coordination with other local TDM initiatives.

Figure 3.1
Proposed Go Buffalo Niagara Regional TDM Program Structure



Section 4

The Umbrella TDM Program (Go Buffalo Niagara)

Section 3 introduced the Umbrella (Regional + Local) model that should be pursued to deliver TDM services in the Buffalo Niagara region. This section (4) focuses on the role that Go Buffalo Niagara should fulfill as the umbrella program for TDM in the region, while the next section, Section 5, discusses the role of local TDM organizations that are branded under the umbrellas as “Go Districts.”

As the umbrella program for the region’s TDM efforts, Go Buffalo Niagara will serve numerous roles informed by the desires of stakeholders and the peer review. These roles include:

- Provide a unified regional direction for TDM goals and objectives
- Coordinate regional branding and marketing of TDM services
- Deliver TDM services regionally
- Identify local TDM needs and help set-up Go Districts (TMAs)
- Be a vehicle for regional TDM financing
- Spearhead regional transportation advocacy
- Administer TDM monitoring and evaluation

This section includes a detailed discussion of what each role entails.

Role 1: Provide a Unified Regional Vision for TDM

As discussed in Section 3, the proposed model for the Buffalo Niagara region will involve an umbrella program delivering TDM services at the regional level (Go Buffalo Niagara), in tandem with smaller TMAs or “Go Districts” providing additional TDM services in focused geographies. To avoid duplication of services and to gain economies of scale, Go Buffalo Niagara will need to establish a unified, regional direction for TDM and will need to coordinate with Go Districts to ensure that their plans align with the regional vision.

Role 2: Coordinate Regional Branding and Marketing of TDM Services

Having multiple TDM organizations in the region – including the regional umbrella program (Go Buffalo Niagara) and local Go Districts – can easily cause confusion for the general public, especially if each TDM organization has their own unique brand and separate marketing efforts. To that end, Go Buffalo Niagara’s second role will be to ensure that there is one consistent and coordinated brand amongst all TDM organizations in the region. Even though different organizations have different geographies, to the general public, all of the organizations should look and feel like a single organization. Appendix C provides an example of a cohesive brand.

Role 3: Deliver TDM Services Regionally

In addition to the first two roles discussed to unify the region under one look-and-feel and direction, Go Buffalo Niagara will provide and promote a core set of services to jurisdictions, employers, buildings, and commuters. Table 4.1 below identifies the existing services provided by the program that should continue to be offered to interested parties for free.

Table 4.1
Existing Go Buffalo Niagara Services

Category	Strategy	Description
General Programs	Regional Transportation Information Clearing House	The Go Buffalo Niagara website contains a tab “Ways to Get Around” which is a clearing house of regional transportation information from walking/biking info, to transit schedules, interactive maps, and real-time travel conditions.
	Trip Planner	Go Buffalo Niagara promotes the multi-modal trip planner TripGo which allows users to weigh their travel options based on time, price, calories, and CO2 Emissions. The TripGo App contains travel information on walking, biking, bikeshare, transit, driving and ride-hailing/taxi.
	Mobile Apps	Go Buffalo Niagara promotes several mobile transportation apps for all modes of transportation.
	Car Cost and Commute Calculator	To attract drivers to non-auto modes, Go Buffalo Niagara hosts cost calculators to show the full cost of driving and owning a car.
	Referrals	Go Buffalo Niagara provides commuters, employers, and property owners with referrals to transportation service providers including GObike Buffalo, Reddy Bikeshare, the NFTA, ZipCar, Enterprise Rideshare, and Transportation Network Companies.
	Outreach	Go Buffalo Niagara provides outreach on transportation options to the general public through tabling and presentations at community venues and events.
	Commuter Rewards Program	A commuter-oriented rewards program is offered to engage commuters in the region. Low-cost incentives are offered to encourage commuters to log their trips.
Ridesharing Programs	Ridematching Portal	Go Buffalo Niagara currently works with 511NY Rideshare to provide an online carpool matching

		system. Staff assist commuters to register on their profile within the application.
	Park and Rides	Go Buffalo Niagara provides Park and Ride Maps and information for ridesharing and transit.
Bike Programs	Bike Racks	Go Buffalo Niagara promotes a free bicycle rack program offered through the partnership between the City of Buffalo and GObike Buffalo. This program is only offered in commercial districts within the City of Buffalo. They also promote GObike Buffalo’s bike parking alternatives for purchase.
	Bicycle Registration	Go Buffalo Niagara directs bike commuters to BikeIndex.org to register their bike in case of theft.
Transit Programs	Pre-tax Transit Program: Metro Perk	Go Buffalo Niagara currently promotes Metro Perk, a program where employers can offer their employees a pre-tax benefit for transit use. Employers using Metro Perk reduce payroll taxes, and employees reduce their taxable income, saving approximately 30% on the cost of a NFTA Metro Pass.
	Transit Assistance	Commuters may request customized assistance with planning trips by Metro Bus and/or Metro Rail through the Ridematching Portal or Go Buffalo Niagara Website.

Some services currently provided by Go Buffalo Niagara are more resource intensive and should therefore be offered for a fee. Furthermore, there is an opportunity to leverage the Green Code and any future TDM ordinances for fee for service work. This fee for service presents a potential new revenue source for the program. Table 4.2 below, identifies the fee for service products that should be promoted and provided by the Go Buffalo Niagara Program.

Table 4.2
For Fee Go Buffalo Niagara Services

Category	Strategy	Description
For Fee Services	TDM Plans	In the City of Buffalo, the Green Code requires that new buildings in excess of 5,000 square feet and major renovations over 50,000 square feet (with the exception of certain land uses) provide a TDM Plan that estimates the transportation impact of the development and proposes various strategies to mitigate vehicle trips and parking demand. The preparation of these plans presents a fee for service opportunity for the program. While very technical aspects of the plan should be outsourced to a certified traffic engineering company, the preparation of these plans and the selection of key TDM strategies on-site can be led by the Go Buffalo Niagara program. Outside of the City of Buffalo, developments may also agree to provide TDM Plans as part of the entitlement process and can contract the preparation of these plans with Go Buffalo Niagara.
	Site Based TDM Monitoring	In the City of Buffalo, the Green Code requires developments with a TDM Plan to undergo monitoring and evaluation after 6 months and every two years following issuance of the certificate of occupancy. It is envisioned that Go Buffalo Niagara will fulfill these requirement for developments, for a fee.
	Telework Assistance	According to the Go Buffalo Niagara Downtown Employer Survey, only 15% of employers provide their employees the option to telework. Go Buffalo Niagara will serve as a consultant to help employers develop telework programs for their companies. Go Buffalo Niagara’s role will be to educate employers on the benefits of telework and help them work through the logistical challenges of implementing a telework program.
	Employer/Building Transportation Benefits Assessments	Go Buffalo Niagara currently works directly with employers and building owners to create a customized set of commuter benefits for employees and tenants. Rather than offering this service for free, it is envisioned that Go Buffalo Niagara will charge a fee. Go Buffalo Niagara should strengthen knowledge and relationships with third-party

		providers of commuter fringe benefits to help employers implement recommendations.
	Customized Marketing Materials	Go Buffalo Niagara currently creates customized marketing materials specific to services available and programs offered. Rather than offering this service for free, it is envisioned that Go Buffalo Niagara will charge a fee.
	Commuter Classes	Go Buffalo Niagara conducts commuter classes for employees where they discuss transportation options and answer any questions employees may have. Rather than offering this service for free, it is envisioned that Go Buffalo Niagara will charge a fee.

The peer review revealed some common strategies offered by all other peer organization that are currently not being offered by Go Buffalo Niagara. Table 4.3 lists these services. It is recommended that Go Buffalo Niagara expand their service offerings to include these strategies.

Table 4.3
Recommended Additional Services

Category	Strategy	Description
Recommended Additional Services	Telework and Non-Traditional Work Arrangements	Go Buffalo Niagara should provide telework and non-traditional work arrangements (such as flex work hours and alternative work schedules) materials to interested employers. These include flyers on the benefits of telework and template telework policies for employers to follow. This is a simple strategy that can have a significant impact on vehicle usage in the region.
	Employer/Building Recognition Program	Go Buffalo Niagara should praise companies and buildings that go above and beyond to provide transportation benefits and resources to employees/tenants. This “free positive press” reinforces the desired behavior amongst participating organizations and increases their competitors’ awareness of what they are doing. Over time it will inspire their competitors to do the same and make providing transportation benefits the norm in that industry.

Role 4: Recognize Local TDM Need and Help Set-up Go Districts (TMAs)

Employers and residents outside of established Go Districts will request from Go Buffalo Niagara regional services included in the role above. Over time, Go Buffalo Niagara will be able to assess whether there are geographic patterns where TDM is being sought out the most. As the unified point-of-contact for properties/employers, Go Buffalo Niagara may begin to see common transportation issues emerge and opportunities for more localized TDM strategies to serve as potential solutions. The Go Buffalo Niagara program will need to decide whether a new Go District may better suit the needs of that geography compared to delivering TDM services directly to each requesting property/employer.

Table 4.4 below establishes criteria for Go Buffalo Niagara to determine whether there is sufficient transportation demand and organizational capacity within an area to warrant a new Go District. Areas that fall on the “high” side of these criteria will likely have more success in establishing a Go District.

Table 4.4
Go District Criteria

Criteria		High	Medium	Low
Transportation Challenges	Traffic	Existing and growing congestion	Emerging congestion	No congestion
	Access & Mobility	Underutilized alternative transportation infrastructure or new services in process of being implemented	Some challenges and/or lack of alternatives	No access issues
	Parking	Low supply; high demand	Some supply issues at peak periods	No parking issues
	Employers & Employees	Major recruitment and retention problems	Some recruitment and retention challenges	No employment recruitment and retention issues
Area Characteristics	Area Characteristics	Widely recognized activity center	Locally known area	Undefined area
	Distinct Geographic Area	Central business district or activity center	Town center	Citywide or regional
	Employment	Over 50,000 employees	25,000 – 50,000 Employees	Less than 25,000 Employees
	Economic Development	High	Some opportunity and/or diminishing due to access issues	Stagnant
Stakeholder Commitment	History	Success working together	Some commonality in issues and actions	No previous collaboration
	Core Group/Champion	Identifiable, existing or development requirement	Potential group or champion	None
Financial Sustainability	Multi-Year Commitment	Guaranteed long-term commitments for 3 or more years	Short-term commitments 1-2 years	No commitments
	Local Financial Resources	Strong group, resources identified	Commitments, but no resources, wait & see attitude	No commitments

As one will notice in Table 4.4, not only does an area need to be experiencing a transportation challenge to be considered appropriate for a Go District; it also needs to have certain area-specific characteristics, a recognizable stakeholder commitment, and potential sustainable

funding. The latter two criteria, a stakeholder commitment and financial sustainability, are most important to the long-term sustainability of the Go District.

Role 5: Be a Vehicle for Regional TDM Financing

Given the regional nature of Go Buffalo Niagara and its ability to coordinate and prioritize services, it would be a strong applicant for grants from the state and federal government. The Go Buffalo Niagara program should apply for these grants to channel government resources toward Go Districts which can leverage private funding to provide new, innovative TDM activities in their respective service areas. Go Buffalo Niagara should provide for adequate lead time for meeting application requirements. For example, the New York State Department of Transportation (NYSDOT) requires that nongovernmental organizations obtain a governmental sponsor or a local project agreement with NYSDOT in order to apply for and receive federal transportation funding such as CMAQ.

Role 6: Spearhead Regional Transportation Advocacy

Because of the program's ongoing coordination with other TDM service providers, Go Buffalo Niagara will be tuned into the transportation challenges that manifest themselves regionally. As a voice for transportation in the region, Go Buffalo Niagara will be equipped to advocate on behalf of Go Districts and all other stakeholders for transportation issues as appropriate at the state and federal level. As a unified voice, the program will have much more clout than that of any single Go District.

Role 7: Administer TDM Monitoring and Evaluation

To fully assess Go Buffalo Niagara's implementation of TDM towards achieving its goals, the Go Buffalo Niagara program will administer regular surveys and submit annual reports. The survey, which is discussed in more detail within Section 6, will capture a snapshot of travel patterns in the region particularly for mode split and will be administered every two years. The survey will reach commuters by way of Go Districts and employer/property manager contacts. The annual report will document the progress that the Go Buffalo Niagara program has made in the region and will be submitted to the Go Buffalo Niagara Subcommittee and GObike Buffalo Board before the end of each calendar year. The annual report will include a description of the activities conducted by the program, including any progress made towards organizational goals, and provide a financial account of where resources were spent.

Section 5

Go Districts

Section 4 described how Go Buffalo Niagara, as the umbrella program, is designed to provide a basic level of TDM services and information to the largest regional audience possible. That regional scope limits Go Buffalo Niagara’s ability to provide in-depth and tailored solutions where they may be required. As described in Section 3, Buffalo Niagara stakeholders felt the best way to accommodate the tailored TDM needs of a defined community is allowing for separate but complementary organizations to provide the in-depth services. Go Districts, often called TMAs in other parts of the nation, are the Buffalo Niagara Region’s answer to fill those tailored needs. Go Districts may either be programs of existing organizations (as GO BNMC is a program of BNMC, Inc.) or they may be independently incorporated organizations. This section (5) discusses the general roles that Go Districts will serve in delivering TDM at the local level.

It is envisioned that Go Districts will serve two key functions. The first is to help extend the reach of the many regional TDM services and resources offered by Go Buffalo Niagara by promoting and delivering them to local communities. The other key function of Go Districts is to leverage their in-depth understanding of local geographies and their community relationships to implement TDM solutions that go beyond what Go Buffalo Niagara can offer.

Since most communities have different transportation challenges, stakeholders, and political dynamics, no two Go Districts in the Buffalo Niagara region will be exactly the same. However, all Go Districts will share similar roles and responsibilities in support of the regional TDM efforts orchestrated by Go Buffalo Niagara. In exchange, Go Districts will receive the regional services outlined in Section 4, Tables 4.1, 4.2, and 4.3. Those supporting roles that Go Districts will provide to Go Buffalo Niagara include the following:

- Support regional TDM goals and objectives
- Maintain brand and marketing consistency
- Promote Go Buffalo Niagara services and campaigns to the local community
- Serve as an experimental proving ground for TDM strategies
- Assist with regional monitoring and evaluation

Role 1: Support Regional TDM Goals and Objectives

A condition of being a Go District and part of the Go Buffalo Niagara umbrella, is to support the regional TDM goals and objectives. While Go Districts will be focused on local goals and objectives for improving transportation conditions, Go Districts must also strive to deliver services to their members that align with the regional goals and objectives of Go Buffalo Niagara.

Role 2: Maintain Brand and Marketing Consistency

As discussed in Section 4, Go Districts are part of the Go Buffalo Niagara family and therefore need to maintain brand consistency with Go Buffalo Niagara to minimize brand confusion by the general public. As a Go District, all branding and marketing material should incorporate a similar look and feel as that of Go Buffalo Niagara. This is discussed in more detail within the implementation section, Section 6.

Role 3: Promote Go Buffalo Niagara Services and Campaigns to the Local Community

Section 4 presents the various services that will be provided by Go Buffalo Niagara in Tables 4.1, 4.2 and 4.3. Go Districts will provide applicable Go Buffalo Niagara services to their community as part of the Go Buffalo Niagara umbrella that provides TDM for a focused geography. If the local goals of a community require services beyond those offered by Go Buffalo Niagara, Go Districts should not feel limited to delivering only strategies provided by Go Buffalo Niagara. In addition to providing Go Buffalo Niagara's TDM services with local branding, Go Districts will promote Go Buffalo Niagara's regional campaigns to the communities they serve.

Role 4: Test New TDM Strategies

The more nimble and focused structure of Go Districts allows them to test new TDM concepts and strategies in a more timely and efficient manner than Go Buffalo Niagara. Therefore, Go Districts should be the laboratory where new and innovative TDM ideas are tested using grants and other resources awarded to Go Buffalo Niagara. Strategies that prove highly successful at the Go District level may be replicated within other Go Districts or at the regional level by Go Buffalo Niagara.

Role 5: Assist with Monitoring and Evaluation Implementation

As part of the Go Buffalo Niagara umbrella, each Go Districts will help measure progress towards regional TDM goals. This will involve participating in Go Buffalo Niagara's monitoring and evaluation effort by distributing a standardized survey instrument to their service area. To capture additional data that may help the Go District prioritize its strategies, additional questions may be asked at the time of the survey.

Section 6

Implementation

This section outlines the key steps and specific tactics that the regional Go Buffalo Niagara program needs to take to fulfill the roles described in Section 4. Each tactic includes a timeline for completion by quarter within the first two years of operation to help make the plan action oriented. These tactics are summarized and prioritized for ease of review in Table 6.1 below.

**Table 6.1
Tactics and Prioritization**

Step	Priority	Tactic	2017				2018				2019			
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Formalizing the Program	1	Transition Go Buffalo Niagara to GObike Buffalo												
	2	Establish a Go Buffalo Niagara Subcommittee												
	3	Establish TDM goal(s) for the region												
	4	Align website with goals established by the board												
Funding the Program	5	Identify and apply for public grants												
	6	Identify and apply for private grants												
	7	Develop cost structure and framework for fee for service programs												
	8	Recruit and hire Go Buffalo Niagara Program Manager												
Operating the Program	9	Hire Accounting and Legal Contractors												
	10	Hire Marketing Consultants												
	11	Hire TDM Outreach Staff/Consultants												
	12	Hire Traffic Engineering Consultants												
Coordinating Regional TDM Efforts	13	Develop Go Buffalo Niagara / Go Districts MOU												
	14	Create an umbrella brand for Go Buffalo Niagara												
	15	Develop official sub-brand standards for Go Districts												
	16	Coordinate regional TDM campaign efforts annually with Go Districts												
	17	Develop TDM Marketing Plan and Campaign Communications Plans												
Building Regional Awareness	18	Meet one-on-one with local governments in Erie and Niagara Counties												
	19	Regularly update transportation clearinghouse on website												
	20	Identify and evaluate areas of need for a Go District on an ongoing basis												
Establishing Go Districts	21	Develop a Downtown Buffalo Go District package of TDM products												
	22	Facilitate establishment of Go Districts on an ongoing basis												
Monitoring & Evaluating	23	Identify top transportation concerns for the region and advocate with state and federal government												
	24	Administer regional model split survey every two years												
	25	Submit an annual progress report												

Formalizing the Program

1. Transition Go Buffalo Niagara to GObike Buffalo

Related to Role 1: Provide a unified regional direction for TDM goals and objectives.

As discussed in Section 3, GObike Buffalo is the ideal organization to house the Go Buffalo Niagara regional TDM program, and GObike Buffalo has indicated they are open to serving this role. In order to formally transition the program from GBNRTC to GObike Buffalo, the following steps need to be taken.

Steps	Timeline
Update GObike Buffalo Board of Directors on proposed role of housing a regional TDM Program during its October meeting.	Q4 2017
Seek GObike Buffalo Board of Directors approval of proposed role of housing a regional TDM Program during its December meeting.	Q4 2017

2. Establish a Go Buffalo Niagara Subcommittee

Related to Role 1: Provide a unified regional direction for TDM goals and objectives.

The Go Buffalo Niagara Project Steering Committee (assembled for the State-funded, year-long feasibility study and representing GBNRTC, NFTA, the Buffalo Niagara Medical Campus' GO BNMC program, GObike Buffalo, and the Buffalo Niagara Partnership) should transition to be a Subcommittee of the GObike Buffalo Board of Directors. Additional Subcommittee members should include representatives from transportation planning departments of local jurisdictions in Erie and Niagara Counties. This Subcommittee will serve in a reporting and advisory role with respect to the regional TDM program's goals and direction. It is recommended that at least one of those committee members join the GObike Buffalo Board of Directors.

Steps	Timeline
Identify and secure commitment of potential Subcommittee members.	Q4 2017
Develop a Go Buffalo Niagara Subcommittee meeting schedule.	Q1 2018
Develop agenda for each Go Buffalo Niagara Subcommittee meeting to review plans and activities being implemented.	Ongoing, Quarterly
The Go Buffalo Niagara Program Manager and Subcommittee Chair should meet with the GObike Buffalo Board to review plans and activities.	Ongoing, Quarterly

3. Establish TDM goal(s) for the region

Related to Role 1: Provide a unified regional direction for TDM goals and objectives.

To ensure that the Go Buffalo Niagara program focuses and prioritizes its efforts, the program needs to have specific, measurable, action-oriented, realistic, and time-bound (SMART) goals. These goals should have the support of the Go Buffalo Niagara Subcommittee and should be set by what is determined to be achievable based on the regional travel forecast model used by

GBNRTC. The goal should also maintain consistency with other planning documents such as the Metropolitan Transportation Plan. Based on stakeholder comments and the peer review, the primary goal should reflect mode split and reduce the share of trips taken by single-occupancy vehicles.

Steps	Timeline
Using stakeholder desires contained in Section 2, identify additional metrics to measure Aspirations such as number of employers assisted, number of employees reached, social media followers, and number of employers providing transportation information and incentives.	Q4 2017
Review existing regional planning documents and identify consistencies with stakeholder desires.	Q4 2017
Using travel demand modeling, identify reasonable goals that can be achieved in the region based on the activities proposed in this business plan.	Q1 2018
Formalize goals. Incorporate into website and other materials.	Q1 2018

4. Align website with vision of the program established through this plan

Related to Role 2: Coordinate regional branding and marketing of TDM services.

This plan proposes changes to the Go Buffalo Niagara program which will shift how it operates. The program website will need to reflect these changes, including the incorporation of a GObike Buffalo Subcommittee to serve as a board for the program, the setting of TDM goals, the new ongoing relationship with Go Districts, and the new services that will be offered.

Steps	Timeline
Develop content for changes being made to the program.	Q1 2018
Identify and incorporate the new content into the website.	Q1 2018

Funding the Program

Section 8 describes in more detail the recommended combination of revenue streams that will ensure long term sustainable funding sources for Go Buffalo Niagara. This section explains the action steps required to secure the revenue streams. It is recommended that these steps be completed before any steps are taken to hire staff or contractors.

5. Identify and apply for public grants

Related to Role 5: Be a vehicle for regional TDM financing.

There are significant levels of funding available for regional TDM programs through grants made available by the New York State Energy and Research Development Authority (NYSERDA) as well as the New York State Department of Transportation (NYSDOT). Go Buffalo Niagara will be

offering services that qualify for those grants and should pursue them as a funding stream for its efforts.

Steps	Timeline
Research deadlines for NYSERDA grant applications.	Q4 2017
Meet with NYSERDA Staff to discuss realistic funding opportunities in 2018.	Q4 2017
Submit application for NYSERDA grant.	Q1 2018 and Ongoing Annually
Research deadlines for CMAQ grant applications.	Q4 2017
Meet with NYSDOT Staff to discuss realistic funding opportunities in 2018.	Q4 2017
Submit application for CMAQ grant.	Q1 2018 and Ongoing Annually

6. Identify and apply for private grants

Related to Role 5: Be a vehicle for regional TDM financing.

There are significant levels of funding available for regional sustainable transportation programs through private grants seeking to reduce carbon emissions and their impact on the environment. Recommended national and local foundations that offer those private grants are outlined in more detail in Section 8. Go Buffalo Niagara will be offering services that qualify for those grants and should pursue them as a potential funding stream.

Steps	Timeline
Research deadlines for private foundation grant applications. See Section 8 for further details on private foundations.	Q4 2017
Meet with private foundation staff to discuss realistic funding opportunities in 2018.	Q4 2017
Submit application for private grants as appropriate.	Q1 2018 and Ongoing Annually

7. Develop cost structure and framework for fee-for-service programs

Related to Role 3: Deliver TDM services regionally.

Section 4 identified a number of enhanced and customized TDM products that Go Buffalo Niagara can offer to supplement its basic package of free regional services in areas where Go Districts are not established. Go Buffalo Niagara can offer these enhanced products to interested parties for fixed and variable fees to supplement the program’s funding stream. Fees for some services, including Employer/Building Transportation Benefits Assessments, Customized Marketing Materials, and Commuter Classes, should explore a fixed rate. Fees charged for work that varies

in complexity, such as TDM Plans, Site Based TDM Monitoring, and Telework assistance should vary based on factors such as size of the development, number of employees, or land uses.

Steps	Timeline
Conduct market study to determine appropriate cost for fixed-fee services.	Q1 2018
Develop a fixed rate pricing structure for Employer/Building Transportation Benefits Assessments, Customized Marketing Materials, and Commuter Classes.	Q2 2018
Conduct market study to determine appropriate cost for variable fee-for-service products.	Q1 2018
Develop a price range for variable rate fee-for-service products like TDM Plans, Site Based TDM Monitoring, and Telework assistance.	Q2 2018

Operating the Program

8. Recruit and hire Go Buffalo Niagara Program Manager

Related to Role 3: Deliver TDM services regionally.

Once it has been determined that there will be sufficient funding to sustain the operating costs outlined in Section 8, the Go Buffalo Niagara Subcommittee should pursue efforts to hire a Program Manager to manage the daily operations of the program. The GObike Executive Director and Go Buffalo Niagara Program Manager can in turn hire other staff and contractors required to support TDM efforts.

Steps	Timeline
Develop a job description for the Go Buffalo Niagara Program Manager position.	Q4 2017
Solicit and interview candidates for the Go Buffalo Niagara Program Manager position.	Q1 2018
Hire candidate for the Go Buffalo Niagara Program Manager Position.	Q1 2018

9. Hire Accounting and Legal Contractors

Related to Role 3: Deliver TDM services regionally.

Once hired, the Program Manager in concert with the GObike Executive Director should identify professional accountants and lawyers to help provide on-call assistance as required.

Steps	Timeline
Determine accounting and legal needs required beyond what the Program Manager can provide.	Q2 2018
Solicit and interview accounting and legal contractor candidates.	Q2 2018
Hire candidate for accounting and legal contractors.	Q2 2018

10. Hire Marketing Consultants

Related to Role 3: Deliver TDM services regionally.

Once hired, the Program Manager and GObike Executive Director should identify professional marketing consultants to assist with execution of design and promotion elements of the marketing plan and campaign communication plans, described in Section 7, as required.

Steps	Timeline
Determine design and communications needs required beyond what Program Manager can provide.	Q2 2018
Solicit and interview design and communications contractor candidates.	Q2 2018
Hire candidate for design and communications contractors.	Q2 2018

11. Hire Support TDM Staff / Consultants

Related to Role 3: Deliver TDM services regionally.

Based on the availability of funding, the GObike Executive Director should hire a TDM outreach staff person to maximize the program's impact on TDM mode split goals (identified in Tactic 3) through employer outreach. This person will approach major employers in the region and encourage them to promote Go Buffalo Niagara's commuter services to their employees. More detail on this role is discussed within the Marketing Approach in Section 7.

Steps	Timeline
Determine TDM outreach and/or administrative needs required beyond what the Program Manager can provide.	Q3 2018
Solicit and interview TDM Outreach Staff / Consultant candidates.	Q3 2018
Hire candidate for TDM Outreach Staff / Consultant.	Q3 2018
Review priorities list and assess pain points for targeted geographies.	Q3 2018
Develop solutions to pain points and initiate outreach to targeted employers with best prospects of achieving goals.	Q4 2018 and Ongoing

12. Hire Traffic Engineering Consultants

Related to Role 3: Deliver TDM services regionally.

Though it is envisioned that the Go Buffalo Niagara program will involve TDM professionals, the program may not have the technical expertise to conduct work needed for certain enhanced TDM services, such as forecasting trip or parking generation rates for TDM Plans to meet the requirements of the Buffalo Green Code. Technical work required for services identified in Tactic 7 that cannot be performed by the Go Buffalo Niagara Program Manager should be sub-contracted to a certified traffic consultant.

Steps	Timeline
Determine traffic engineering forecast and counting needs required beyond what the Program Manager can provide.	Q4 2018
Solicit and interview traffic engineering contractor candidates.	Q4 2018
Hire traffic engineering company to perform technical calculations for TDM Plans as well as counts for site-based TDM Monitoring.	Q4 2018

Coordinating Regional TDM Efforts

13. Develop a Go Buffalo Niagara / Go District Memorandum of Understanding (MOU)

Related to Role 1: Provide a unified regional direction for TDM goals and objectives.

Multiple TDM efforts within the same region can easily confuse the general public, especially if branding, strategies and messaging are not aligned. As the regional umbrella, Go Buffalo Niagara will need to ensure that Go Districts and other TDM efforts are working in coordination. To achieve this outcome, an MOU between Go Buffalo Niagara and Go Districts is key to establishing consistency and synergy.

Recommended elements of the MOU include:

- Go Districts adopt sub-brand standards detailed in Tactic 15.
- Go Districts participate in TDM regional coordination meetings detailed in Tactic 16.
- Go Districts participate in regional TDM monitoring and evaluation as detailed in Tactic 23.
- Go Buffalo Niagara provides Go Districts a seat on GObike Buffalo’s Go Buffalo Niagara Subcommittee, discussed in Tactic 2, to interact with regional Public and Private Partners.
- Go Buffalo Niagara provides Go Districts with access to TDM resources and expertise, including their current online clearinghouse discussed with Tactic 19.
- Go Buffalo Niagara serves as a channel through which state, federal and private grant funding can be distributed to Go Districts.

Overall, the MOU between Go Buffalo Niagara and Go Districts will be designed to provide the following benefits to each organization:

Benefits to Go Buffalo Niagara:

- Consistent branding between Go Buffalo Niagara and Go Districts and a cohesive brand for the public.
- Connection between TDM activities by Go Districts and Go Buffalo Niagara’s annual plan of activities.
- Go District participation in monitoring and evaluation efforts.

Benefits to Go Districts:

- Access to TDM resources and expertise at Go Buffalo Niagara including the information clearinghouse hosted on the Go Buffalo Niagara website.
- A seat at the Go Buffalo Niagara Subcommittee of GObike Buffalo to interact with regional Public and Private Partners.
- A strong tool for advocacy at the state and federal level as part of a larger and more unified advocacy voice.
- Free regional TDM marketing activities to help promote their services.
- Access to additional funding through grants obtained and channeled through Go Buffalo Niagara.

To ensure full support of the MOU agreement, it is recommended that the Go Buffalo Niagara program work with existing Go Districts to draft the MOU agreement.

Steps	Timeline
Draft MOU Language.	Q2 2018
Finalize MOU Language.	Q2 2018
Have Go District(s) and Go Buffalo Niagara sign the MOU agreement.	Q2 2018

14. Create an umbrella brand for Go Buffalo Niagara

Related to Role 2: Coordinate regional branding and marketing of TDM services.

Go Buffalo Niagara has an existing logo, website, social media outlets, color scheme, icons, and fonts for its existing brand and outreach. The program should continue using its existing branding and style guides. It is from this existing umbrella brand that subsequent Go District sub-brands discussed in the following tactic should be established.

Steps	Timeline
Formally adopt existing brand for the program.	Q2 2018

15. Develop official sub-brand standards for Go Districts

Related to Role 2: Coordinate regional branding and marketing of TDM services.

To ensure that the public recognizes the TDM brand for the region and that the transition between Go Buffalo Niagara and Go Districts is nearly imperceptible, a set of sub-brand standards will be developed from the umbrella branding. This sub-brand will use similar color palettes, icons, and font family across marketing materials. While sub-branding will be similar to the umbrella brand, it is recommended that each sub-brand still maintain elements that are tied to their local market identity.

Steps	Timeline
Develop Co-branding guide	Q2 2018
Existing Go District to adjust branding to reflect new sub-brand standards	Q3 2018

6. Coordinate regional TDM campaign efforts annually with Go Districts

Related to Role 3: Deliver TDM services regionally.

Prior to developing the annual marketing plan discussed in more detail within Tactic 17, Go Buffalo Niagara should meet with Go Districts and plan out the campaigns that should be pursued for the upcoming calendar year. Throughout the year, Go Buffalo Niagara staff should meet with Go District staff whenever necessary to coordinate campaign execution.

Steps	Timeline
Meet with go Districts to discuss Annual Marketing Plan.	Q4 2018 and Ongoing, Annually
Meet on an ongoing basis as needed with Go Districts.	Ongoing

Building Regional Awareness

17. Develop TDM Marketing Plan and Campaign Communication Plans

Related to Role 2: Coordinate regional branding and marketing of TDM services.

Each year a TDM Marketing Plan will be developed to identify the campaigns that will be executed for the upcoming calendar year. This marketing plan will essentially outline the various outgoing communications that the program will have with the region. Specific direction on how to develop the marketing plan is included in Section 7. An example of a marketing plan is included in Appendix E of this report.

To most effectively plan for campaigns, a communications plan will be prepared prior to executing each campaign. Each campaign's communication plan will detail that campaign's context, content, recommended communications channel(s), and timing. An example communications plan is included in Appendix F.

Steps	Timeline
Develop a marketing plan before the start of each calendar year.	Q4 2018 and Ongoing, Annually
Develop a communications plan before the execution of any campaign.	Q4 2018 and Ongoing

18. Meet one-on-one with local governments in Erie and Niagara Counties

Related to Role 3: Deliver TDM services regionally.

To avoid potential confusion and to capture fee-for-service revenue opportunities, the Go Buffalo Niagara program will need to position itself as the primary TDM provider for local governments within the Buffalo Niagara region. Given the decentralized nature of transportation information, local governments may spend limited resources gathering information regarding transportation services and amenities. Rather than doing their own research, they can leverage Go Buffalo Niagara's information clearinghouse and expertise. Furthermore, there is an opportunity for direct constituents such as employers and property owners to use fee-for-service products offered by Go Buffalo Niagara.

To that end, it is recommended that Go Buffalo Niagara build rapport with local governments and their constituents through one-on-one training sessions. These trainings will promote the various services that Go Buffalo Niagara offers, and should recur every couple of years to accommodate staff turn-over.

Steps	Timeline
Develop training material, including a PowerPoint presentation and handouts, which highlights the value of the Go Buffalo program to local governments and their constituents.	Q4 2018
Schedule regular one-on-one meetings with local governments around the region, as well as with constituent employers and property owners	Q4 2018 and Ongoing
Attend scheduled meetings and deliver training materials.	Q4 2018 and Ongoing

19. Regularly update transportation clearinghouse on website.

Related to Role 3: Deliver TDM services regionally.

The Go Buffalo Niagara website will be the region's primary information portal on TDM, and will be referred to regularly by Go Districts and local governments. To that end, Go Buffalo Niagara will need to ensure that it maintains an up-to-date inventory of transportation programs and services for the entire Buffalo Niagara region. The website will provide pertinent information to its core audiences including: commuters/residents, employers, and property owners/managers.

Steps	Timeline
Thoroughly inspect website once a quarter to ensure that all information and links are up-to-date and current.	Q4 2018 and Ongoing, Quarterly
Make updates to website as necessary.	Q4 2018 and Ongoing, Quarterly

Establishing Go Districts

20. Identify and evaluate areas of need for a Go District on an ongoing basis.

Related to Role 4: Identify local TDM needs and help set-up Go Districts (TMAs).

Go Buffalo Niagara will annually review TDM service demand and evaluate potential areas for Go Districts with respect to criteria presented in Table 4.4 in Section 4. The most important criteria for determining whether an area is prepared for a Go District are: 1) There is an identifiable core group or champion of the Go District, and 2) local financial resources exist to support a Go District.

Because of concentrated development, parking pressure, and availability of transportation options, Downtown Buffalo is the district most likely to succeed in establishing a new Go District. However, a core group or champion to host the Go District must be identified, along with local financial resources. A large and sustainable potential local funding source worth exploring is parking revenue through creation of a Downtown Buffalo Parking District.

Steps	Timeline
Identify potential champions to lead a Downtown Buffalo Go District and explore potential revenue sources.	Q2 2018
Evaluate areas of need for future Go Districts.	Starting Q1 2019 and Ongoing.

21. Develop a Downtown Buffalo Go District package of TDM products.

Go Buffalo Niagara will develop a package of TDM products for Downtown Buffalo, which the regional program will hand off to a Downtown champion (once identified) that will eventually house the Go District. This package will include the Go District's sub-brand style guide, marketing collateral, proposed work plan, and budget. This step will address the need expressed by stakeholders to prioritize TDM services in Downtown Buffalo, while sustaining the momentum of the 2017 pilot program of commuter incentives offered among five Downtown employers. It is anticipated that a Downtown Buffalo Go District will offer services to downtown businesses through a membership structure. TMA membership will reduce service costs and administrative burden on individual businesses while allowing new developments the opportunity to receive 2% in credits toward trip reduction requirements.

Step	Timeline
Develop a Downtown Buffalo Go District package of TDM products.	Q2 2018

22. Facilitate establishment of Go Districts on an ongoing basis.

Related to Role 4: Identify local TDM needs and help set-up Go Districts (TMAs).

In addition to identifying potential Go District areas, Go Buffalo Niagara will assist local stakeholders to set these Go Districts up. The following steps are recommended to set-up Go Districts:

1. Organize a Go District working group.
2. Identify the role that the Go District should play in the community and the transportation concerns the Go District should seek to solve.
3. Define clear geographic boundaries for the Go District.
4. Determine the entity to house the Go District.
5. Formulate Go District goals and objectives.
6. Determine the types of services that will be provided by the Go District.
7. Identify sustainable long-term funding sources to provide those services.

Step	Timeline
Facilitate establishment of Go Districts	Q1 2019 and Ongoing

Advocating

23. Identify top transportation concerns for the region and advocate with the state and federal government.

Related to Role 6: Spearhead regional transportation advocacy.

Each year, the Go Buffalo Niagara Subcommittee in collaboration with staff will identify the top three transportation concerns constituents express for the Buffalo Niagara region, then meet with state and federal government officials as appropriate to advocate for TDM related solutions to these concerns.

Steps	Timeline
Attend regular meetings with the Board, local government, and Go Districts.	Starting Q1 2019 and Ongoing
Identify top three transportation challenges and potential solutions.	Starting Q1 2019 and Ongoing
Advocate for solutions with state and federal government officials as appropriate.	Starting Q1 2019 and Ongoing

Monitoring and Evaluating

24. Administer regional model split survey every two years.

Related to Role 7: Administer TDM monitoring and evaluation

Every other year, Go Buffalo Niagara will administer a regional survey to measure progress made towards Non-SOV mode split goals discussed earlier in this section. Prior to the first survey, Go Buffalo Niagara will need to develop a standardized survey instrument for measuring mode split, which will be updated prior to each biennial distribution. The survey may also contain market research questions to inform the Go Buffalo Niagara annual marketing plan. Go Buffalo Niagara will distribute the survey (either directly or through Go Districts), and analyze any incoming data.

Steps	Timeline
Develop standardized survey instrument to conduct monitoring and evaluation.	Q2 2019
Develop a communications strategy to promote and distribute the survey in coordination with Go Districts.	Q2 2019, Every two years thereafter
Administer the survey.	Q3 2019, Every two years thereafter
Analyze the data.	Q4 2019, Every two years thereafter

25. Submit an Annual Report.

Related to Role 7: Administer TDM monitoring and evaluation

To ensure accountability and transparency, every year the Program Manager will submit an annual report to the Go Buffalo Niagara Subcommittee. The annual report highlights all the activities conducted by the regional program and Go Districts including the number of employers/buildings assisted, the types of services rendered, the types of campaigns that were done, etc. On survey years, the report will also include a summary of the results of the TDM Monitoring and Evaluation efforts.

Steps	Timeline
Develop a report template which should include a description of all the TDM services offered, their utilization, annual funding expended on TDM strategies, and any monitoring and evaluation measurements.	Q3 2018
Populate report template each year.	Q1 2019 and Ongoing Annually
Submit report to board at the end of each calendar year.	Q1 2019 and Ongoing Annually

Section 7 Marketing Approach

Once the Go Buffalo Niagara program is formalized, funded, and operating for three quarters through the steps outlined in Section 6, it can begin to focus on its marketing approach. This approach will use regional communications and messaging to build awareness of the program and support its goal to reduce the rate of commuters driving alone in the region.

It is expected that Go Buffalo Niagara will develop a regional TDM Marketing Plan in the first half of 2018, and update the plan during the third quarter of each year thereafter. The marketing plan will map out all outbound communication efforts scheduled for the coming year in coordination with Go Districts. This plan will focus on the following Go Buffalo Niagara audiences: Employers, Building Owners/Property Managers, and Commuters/Residents. Communication strategies for each of these audiences should include at least six touchpoints to build awareness through a mix of emails, social media, printed materials, direct mailers, and events. The marketing plan should outline tasks for a TDM outreach staff person to approach major employers in the region and encourage them to promote Go Buffalo Niagara’s commuter services to their employees. Needs for design and communications beyond what program staff can provide should be noted along with a budget for marketing consultants as resources allow.

While the overarching goal of Go Buffalo Niagara will be to reduce SOV mode split amongst commuters, the means of achieving the goal are slightly different depending on the audience. The table below outlines the strategic approach and key messaging for each audience that should be considered in the Regional TDM Marketing Plan, which will be updated annually. As outlined in the Memorandum of Understanding tactic in Section 6, Go Districts will submit annual activity plans to inform the regional marketing approach.

**Table 7.1
Go Buffalo Niagara Audiences, Strategic Approach, and Key Messaging**

Audience	Strategic Approach	Key Messaging
Employers	Reach commuters through their employers. Work one-on-one with large employers in the region to encourage their employees to use alternatives to driving.	<ul style="list-style-type: none"> Go Buffalo Niagara offers various transportation services and amenities that can help you attract the best and brightest talent for your company. Go Buffalo Niagara can help alleviate parking pains by incentivizing employees to use alternatives to driving for their commute. The Buffalo/Niagara region is vast, but there are various connectivity options to move your employees throughout the region

Building Owners/ Property Managers	Educate building owners/property managers on the value of connectivity to their property and get them to allow Go Buffalo Niagara to communicate with their tenants and tenant employees.	<ul style="list-style-type: none"> • Go Buffalo Niagara offers your buildings assistance identifying and establishing transportation amenities that enhance your tenant retention. • Go Buffalo Niagara can reduce your parking construction and maintenance costs by committing to strategies that encourage tenants to arrive and depart from your buildings in fewer cars.
Commuters/ Residents	Normalize non-auto modes through regional global campaigns.	<ul style="list-style-type: none"> • You have choices. You are not restricted by a single commute option. • The Buffalo/Niagara region is vast, but there are various connectivity options to move you throughout the region. • Reboot your commute. Share a ride. Split the cost.

To achieve each strategic approach discussed in Table 7.1, several tactics will be included within the marketing plan each year. These tactics, the audiences of tactics, and their priorities in the overall marketing plan are included in Table 7.2. Following the table is a detailed description of each tactic.

Table 7.2
Marketing Plan Tactics and Priorities

Priority	Tactic	Employers	Building Owners/ Property Managers	Commuters/ Residents
1	Global Campaigns	X	X	X
2	Rewards Program	X	X	X
3	Employer Outreach	X	X	
4	Property Based Outreach		X	

Global Campaigns

It is expected that Go Buffalo Niagara will play a critical role organizing and participating in global campaigns that will raise awareness of non-auto modes for all intended audiences in the region. These global campaigns will be highly visible and encourage participation from all members of the community. These campaigns will also reinforce outreach efforts to employers, building owners, and building managers. In any given year, it is recommended that three to four of these global campaigns be included in the marketing plan. There are several national or even international campaigns and events that can be leveraged to take advantage of awareness they

may have already built. The list below provides potential global campaigns that the Go Buffalo Niagara program can leverage in its marketing efforts:

- Earth Day 2018: Earth Day is April 22nd every year and is a world-wide event. Earth Day is a great opportunity to promote alternative forms of transportation and encourage travel behavior change in the name of the environment. Go Buffalo Niagara could take a lead or supporting role promoting Earth Day by encouraging commuters of the region to use alternative modes of transportation to reduce their carbon footprint.
- Bike to Work Day 2018: Bike to Work Day is typically the third Friday of May every year and has grown into a widespread event with countless bicyclists taking to the streets nationwide in an effort to build a bigger and stronger community of bicycling commuters. Go Buffalo Niagara could collaborate with GObike Buffalo to serve as the organizers for this regional event and host various Bike to Work Day pit stops throughout the region.
- Dump the Pump Day 2018: National Dump the Pump Day takes place each June and encourages people to ride public transportation instead of driving. In 2017, Go Buffalo Niagara worked with the NFTA, BNMC, GObike Buffalo, and Citizens for Regional Transit to promote Dump the Pump Day through an online pledge and tabling at Metro Stations with informational materials and freebies.
- PARK(ing) Day 2018: PARK(ing) day is an annual, worldwide movement where artists, designers, citizens, and jurisdictions transform metered or owned parking spots into a publicly accessible parklet for the day. Whether it be a small dog park, a skate park for the skateboard enthusiasts, or a small green space for people to enjoy a cup of coffee, these small parklets allow for people to visualize what a single parking space could be transformed into when not used for parking a vehicle. Go Buffalo Niagara could potentially put together a PARK(ing) competition throughout the region and encourage commuters to think outside the box when it comes to using their parking spaces.
- Try Transit Week – Try Transit Week happens every September and encourages commuters, especially those who don't regularly take transit, to try alternative forms of transportation other than driving alone for their commutes. Those that pledge not to drive during that week are entered to win prizes. Go Buffalo Niagara could serve as the organizers for this regional event and take a lead promoting the event.
- International Car Free Day – On September 22 people around the world are encouraged to get around without cars and instead ride a train, bus, bicycle, carpool, subway, vanpool, walk or telework. Go Buffalo Niagara could take a lead in organizing and promoting this regional event.

In order to effectively get the word out in a strategic and coordinated manner, Go Buffalo Niagara should prepare a communications plan for each global campaign with specific steps and timelines.

A sample communications plan is included in Appendix F. Table 7.3 identifies potential communication channels that should be explored as part of these communication plans.

Table 7.3
Global Campaign Communication Plan Channels

Audience	Channel	Examples
All	Press release	Press release to local TV stations, radio stations, community newspapers, chambers of commerce
	Paid Advertisement	TV Advertisements, Radio Spots, Advertisements on Public Transportation
	Go Buffalo Niagara Social Media	Facebook, Twitter, Instagram, Snapchat
	Go Buffalo Niagara Website	Blog Post News
	Events	Tabling Events, Live Demonstrations, Scavenger Hunt, Commuting Games
Commuters/ Residents	Direct mailers	Sent to specific walkable communities
Employers/ Property Management	Email	Emails to Employer and Property Contacts

Rewards Program

As discussed in Section 4, a recognition program can reinforce a desired behavior amongst employers, property owners, and managers in the region and fast-track a new norm where these entities offer a variety of transportation amenities and benefits to meet the needs of tenants/employees. To that end, Go Buffalo Niagara should develop a rewards program. Go Buffalo Niagara should identify appropriate incentives for winners, develop judgement criteria, and develop a communications plan to promote the program and winners each year. Communication plan channels are included in Table 7.4.

A commuter-oriented rewards program is another tactic to engage all audiences across the region. Incentives should be low-cost to produce and distribute on a large scale, while still offering value to commuters. Go Buffalo Niagara has already developed a Commute Rewards Member card providing discounts to six local businesses. Any commuter in the region can earn the card by tracking at least 10 non-SOV commute trips in a month on the Go Buffalo Niagara carpool matching portal or Trip Tracker mobile app. In order to properly promote this program

with commuters, a communications plan will be developed as well. Channels for this communications plan are also included in Table 7.4.

Table 7.4
Rewards Program Communication Plan Channels

Audience	Channel	Examples
Employers/ Property Management	Go Buffalo Niagara Social Media	Facebook, Twitter, Instagram, Snapchat
	Go Buffalo Niagara Website	Blog Post, Website News
	Press release	Press release to local TV stations, radio stations, community newspapers, chambers of commerce.
	Email	Emails to Employee, Property Contacts, and local Govt.
Commuters/ Residents	Go Buffalo Niagara Social Media	Facebook, Twitter, Instagram, Snapchat
	Go Buffalo Niagara Website	Services

Employer Outreach

In order to efficiently reach the greatest number of commuters/residents, it is recommended that Go Buffalo Niagara prioritize reaching out to large employers (greater than 100 employees) in the region that have transportation options other than driving alone available for their employees to use for their commute identified by proximity to high-frequency rail and walkscore. As discussed in Section 6, it is recommended that Go Buffalo Niagara hire a part-time TDM Outreach Staff or Consultant to maximize results.

The outreach will consist of meeting with HR representatives at the company. These leads may be identified through professional associations, chamber of commerce, referrals from local government, or even cold calling. Once target audiences have been identified, Go Buffalo Niagara will need to build a communication plan for engaging these employers that includes a timeframe for the engagement, talking points, marketing collateral details, and necessary follow-up protocols to ensure proper engagement occurs in a consistent manner. Communication plan channels are included in Table 7.5.

**Table 7.5
Employer Outreach Communication Plan Channels**

Audience	Channel	Examples
Employers	Telephone	With HR Representatives
	Email	To HR Representatives
	Marketing Collateral	One Page Flyers Pitch folders Business Cards
	Speaking Events	At Chambers of Commerce, Professional Associations
	In-Person Meetings	With HR Staff

At scheduled meetings with HR representatives, Go Buffalo Niagara will walk through the various transportation services and benefits that are available to the company and their employees. The program will also organize presentations for employees of these companies to provide them with an overview of the various transportation services and benefits in the region.

Property Based Outreach

Once employer leads have been exhausted, it is recommended that the program refocus on large office parks and local office buildings. Using professional associations, public records, and cold calling, the Go Buffalo Niagara Program Manager or TDM Outreach Staff/Consultant will connect with property management to reach employer tenants and employees. Similar to employer outreach, once target audiences have been identified, Go Buffalo Niagara will need to build a communication plan for engaging the properties that includes a timeframe for the engagement, talking points, marketing collateral details, and necessary follow-up protocols to ensure proper engagement occurs in a consistent manner.

**Table 7.6
Property Based Communication Plan Channels**

Audience	Channel	Examples
Property	Telephone	With Building Representatives
	Email	To Building Representatives
	Marketing Collateral	One Page Flyers, Pitch folders Business Cards
	Speaking Events	At Chambers of Commerce, Professional Associations
	In-Person Meetings	With Building Representatives.

At the property, Go Buffalo Niagara should reach commuters by participating in pre-planned building events, hosting transportation fairs, or distributing information to building tenants.

Section 8

Funding Buffalo Niagara TDM Activities

GO BUFFALO NIAGARA

As described in the Implementation Plan in Section 6, the long-term sustainability and success of Go Buffalo Niagara requires stable and secure funding streams to support its efforts. This section describes the estimated operating expenses required to successfully run a regional TDM program along with the anticipated revenue sources to cover them.

As identified in the Peer Review, the budgets for regional TDM organizations often vary considerably, but it is estimated that a budget of between \$200,000 and \$250,000 annually would fund the administration and programs of Go Buffalo Niagara during its first three years of operations. This Section details the factors that go into that budget range, as well as the anticipated means to fund that budget.

Operating Expenses

There are three broad categories of expenses required to operate Go Buffalo Niagara which include staff and overhead as well as direct expenses and consulting fees. Those expenses are summarized in Table 8.1.

Staff – The anticipated staff expenses assume that during the first three (3) years of operation, a full-time program manager and part-time outreach assistant (10 hours per week) will be required to help launch the program, as well as a portion of the existing GObike Buffalo Executive Director’s time. Corresponding payroll tax and fringe benefits are also included as part of the assumptions. The combined staff expenses are estimated to be approximately \$120,000 per year.

Overhead – The anticipated overhead expenses assume that there are upfront costs for office supplies and equipment that decline after initial startup is complete in Year 1. Remaining overhead expenses (including costs for conferences, association dues, travel, office rent, and meetings) increase at a rate to account for cost of living adjustments each year. Conference Fees, Dues and Travel cover the cost to send staff to learn about best practices and new ideas that may enhance the way Go Buffalo Niagara delivers TDM services to the region. The office rent budget line item assumes the cost for space for two employees at a rate of approximately \$1,200 per month. Ideally there is a willing partner who can offer space at a discounted rent rate or for free until the program has a stable revenue stream.

Direct Expenses + Consulting Fees – To effectively promote the TDM services to the various audiences described in Section 7, Go Buffalo Niagara will need to pay for design and production of printed materials, hosting of special events, and marketing/TDM contractor staff to supplement the expertise and bandwidth of in-house staff. It is anticipated that the need for contractor staff will reduce over time as Go Buffalo Niagara acquires a better understanding of

its predictable in-house staff needs and expenses. In addition to these direct expenses and fees related to promotion and TDM services, Go Buffalo Niagara will have recurring legal and accounting fees that also need to be factored into the budget.

Table 8.1

Go Buffalo Niagara Expenses

Category	Expense	Year 1	Year 2	Year 3
Staff	Salary (1.25 FTE)	\$93,750	\$97,500	\$101,400
	Payroll Taxes (9%)	\$8,438	\$8,775	\$9,126
	Fringe Benefits (18%)	\$16,875	\$17,550	\$18,252
Overhead	Office Supplies & Equipment	\$10,500	\$7,500	\$5,000
	Conference Fees, Dues & Travel	\$4,000	\$4,500	\$5,000
	Office Rent	\$14,000	\$14,700	\$15,435
	Meeting Costs	\$1,800	\$2,000	\$2,200
Direct Expenses + Consulting Fees	Printing + Graphic Design	\$20,000	\$20,000	\$20,000
	Promo Events	\$10,000	\$10,000	\$10,000
	Marketing/TDM Contractors	\$60,000	\$57,000	\$54,150
	Legal & Accounting	\$6,000	\$5,700	\$5,415
	Total	\$245,363	\$245,225	\$245,978

Table 8.1 provides an estimate for an optimal budget, but it does not mean that Go Buffalo Niagara requires the exact amounts specified to operate successfully. Depending on the level of revenue streams which are secured and the skill sets of staff hired, certain direct expenses can be reduced or eliminated to stay within budget. Additionally, there may be opportunity to further reduce expenses by sharing overhead expenses as well as legal and accounting consulting fees with GObike Buffalo as the parent organization to Go Buffalo Niagara. In summary, the Go Buffalo Niagara budget provides a guide for anticipated expenses, but needs to be flexible to adapt to the unique circumstances that are revealed once the program takes form.

Revenue Stream

A financially sustainable program has a diverse set of revenue streams. This ensures that it can maintain consistent operations should one source of revenue experience a reduction during a given fiscal cycle. With that background in mind, it is recommended that Go Buffalo Niagara have a diverse funding stream secured to ensure it will have the best shot at achieving long term financial sustainability.

As stated in Section 4, one of the reasons that GObike Buffalo was selected to host Go Buffalo Niagara is because its organizational structure allows it to receive and generate revenue from several different sources. Four broad revenue sources are recommended to help fund operations of Go Buffalo Niagara: public grants, private grants, fees for service, and sponsorships. Table 8.2 summarizes those revenue opportunities and the minimum amounts needed from each to cover the operation expenses in Table 8.1. A more detailed description of each funding source is explained below.

Public Grants

As a 501c (3) non-profit organization, GObike Buffalo qualifies for public grants from government organizations. There are two primary state and federal grants with funding priorities that align with the activities outlined for Go Buffalo Niagara under GObike Buffalo. Although not comprehensive, the following include some of the public grants that Go Buffalo Niagara should target for preliminary and long-term funding opportunities.

Congestion Mitigation and Air Quality (CMAQ) – Projects in Erie and Niagara Counties that reduce traffic congestion and improve air quality may receive federal CMAQ funds through the State Department of Transportation (NYSDOT). NYSDOT identifies Travel Demand Management/Rideshare as one of the project types eligible for CMAQ funds. Activities within this project type include Rideshare Programs, Park and Ride, Employee Transit Benefits, Carsharing, Bikesharing, and Education and Outreach. As outlined in Section 4, the Go Buffalo Niagara program will conduct these CMAQ-eligible activities to fulfill its role as the regional TDM umbrella entity.

CMAQ funds offer a potentially long-term and renewable funding stream for Go Buffalo Niagara. Per the FHWA’s 2013 CMAQ Guidance, “Long-term public education and outreach can be effective in raising awareness that can lead to changes in travel behavior and ongoing emissions reductions; therefore, these activities may be funded indefinitely.” It also describes how “Carpool/vanpool marketing covers existing, expanded, and new activities designed to increase the use of carpools and vanpools, and includes purchase and use of computerized matching software and outreach to employers. Guaranteed ride home programs are also considered marketing tools. Marketing costs may be funded indefinitely.” With only a 20% local match required, CMAQ Grants offer a long term sustainable funding source for Go Buffalo Niagara.

While the federal CMAQ program is structured well to support a regional TDM program like Go Buffalo Niagara on an ongoing basis, it is important to note that the availability of funds through New York State has not been reliable. Due to the status of Erie and Niagara Counties as “maintenance” areas under National Ambient Air Quality Standards, the region does not receive a direct allocation of CMAQ funds from NYSDOT. Therefore, eligible programs like Go Buffalo Niagara (under GObike Buffalo) must compete for CMAQ funds through statewide solicitations offered at the discretion of NYSDOT. Statewide policy priorities with respect to congestion mitigation and air quality dictate whether, when, and how much CMAQ funding is available for eligible projects. In spite of these challenges, CMAQ should be a high priority for Go Buffalo Niagara’s revenue pursuits in coordination with NYSDOT’s statewide TDM approach.

New York State Energy Research and Development Authority (NYSERDA) - As part of its "Clean Transportation Program" NYSERDA shares upfront risk and helps break down the barriers related to developing a new concept or providing proof-of-concept testing in several transportation demand management strategies to reducing single-occupancy vehicle trips and traffic congestion. These strategies include carpooling, car sharing, bike friendly paths or safe walking areas, or

alternative work schedules timed to avoid traffic congestion. Given Go Buffalo Niagara's history working with NYSERDA to fund TDM initiatives in the region, the pursuit of Clean Transportation Program funds should also be a high priority.

[New York State Consolidated Funding Application \(CFA\)](#) - Since 2011, the New York State Regional Economic Development Council initiative has offered the CFA as an annual, streamlined entry point for nonprofits, municipalities, and businesses to access over 30 State grant programs administered by numerous agencies. TDM programs such as Go Buffalo Niagara align with the CFA's Sustainability Planning and Implementation focus area. One potential award is the Climate Smart Communities Grant Program, which provides \$10,000-\$2,000,000 with a 50% local match for eligible activities, including VMT reduction programs. CFA applications are generally open from May through the end of July, with scoring and awards by the WNY Regional Economic Development Council taking place in October.

[Private Grants](#)

As a 501c (3) non-profit organization, GObike Buffalo qualifies for private grants from charitable organizations. There are many national and local charities with funding priorities that align with the activities outlined for Go Buffalo Niagara under GObike Buffalo. Although not comprehensive, the organizations that follow (listed in alphabetical order) include some of the charities that Go Buffalo Niagara should target for preliminary grant opportunities.

[Community Foundation of Greater Buffalo](#) – As part of its [21st Century Fund Grants](#), every other year the Community Foundation for Greater Buffalo seeks to fund 501(c)(3) organizations serving the eight counties of Western New York who deliver high-impact projects. “Projects vary greatly, ranging from architectural restoration to the creation of urban farms. The nonprofits compete for one grant of \$100,000.” The deadline for 21st Century Fund Grants is December 4, 2017, 4:00 p.m. EST, making it a high priority grant opportunity to pursue.

[John R. Oishei Foundation](#) –The John R. Oishei Foundation's Focus Area of Stable Neighborhoods includes improving access to reliable transportation. The Foundation offers grants that 1) expand or improve existing, demonstrably successful programs, including support for new staff and equipment related to those programs; 2) Create and implement new, innovative approaches to issues related to the Foundation's interests; and 3) Improve core operations through activities such as capital improvements, capacity building, and technical assistance. Letters of inquiry are accepted on a rolling basis and reviewed by Foundation staff, who invite full applications.

[Oak Foundation](#) – As part of its Climate Change strategies, the [Oak Foundation's Sustainable Cities Grants](#) seek to fund opportunities that “champion better public health and quality of life through improved, people-friendly urban planning; and promote low-carbon public transport, reduced car use and the slashing of emissions from non-CO2 pollutants.” The Oak Foundation generally provides grants over \$25,000 and funds no more than 50 percent of the costs of any project or 20 per cent of organizational/program budget. Nonprofits such as GObike Buffalo who have not been invited to apply by a program officer can submit unsolicited requests for funding

through a letter of inquiry. The grant application process may take anywhere from two months to over a year.

[Surdna Foundation](#) – The [Surdna Foundation’s Sustainable Transportation Networks & Equitable Development Patterns Grants](#) seek to fund opportunities that:

“Strengthen and expand the use of transportation project performance standards that improve transportation options, increase access and mobility, reduce vehicle miles traveled and greenhouse gas emissions, and advance climate resilient strategies; Strengthen procurement and other policies so that the public funds spent on transportation help create quality jobs and deliver the broadest possible public benefits to nearby communities; Support innovative revenue models to build out sustainable transportation networks and ensure public benefits; Promote regional transportation and land use practices that integrate light rail, transit, and urban-suburban connections.” The Surdna Foundation accepts letters of inquiry on a rolling basis for both project-based and general support grants. A select few inquiry letters are invited to submit full proposals, which the Foundation’s Board of Directors reviews in March, July, and December.

[TransitCenter](#) — TransitCenter offers grants to organizations that improve transit and urban quality of life, strengthen neighborhoods, and build stronger, more accessible regions. Major grants are available through periodic competitions, though entities must be invited by TransitCenter to apply. Under GObike Buffalo, the Go Buffalo Niagara program may initially apply for smaller "Dispatch Grants", which are offered to 501c3 organizations on a rolling basis. The Dispatch Grant program provides between \$3,000 and \$15,000 to each grantee per calendar year. The grant supports strategic, time-sensitive project work and organizational capacity building, including public outreach and education, special events, media, professional and leadership development, technical training, and conference attendance.

[William + Flora Hewlett Foundation](#) – As part of its [Climate and Energy](#) Initiative, The William + Flora Hewlett Foundation has the goal to “Increase zero-emissions technologies in both passenger and freight transport, improve use and quality of public transit, and increase shared-use transportation, biking and walking options in cities while reducing use of oil for transportation.” The foundation accepts unsolicited letters of inquiry for their Environment Program and has provided general operating support for international, national, and regional transportation programs.

Fees for Service

As part of its Green Code requirements, the City of Buffalo allows developers to get credits for doing various TDM Strategies. As described in Section 4, Go Buffalo Niagara will assist developers seeking TDM Credits. Although offered as a la carte services, the typical offering will include 1) Completing a TDM Plan with parking management recommendations, 2) serving as the site's transportation program manager, 3) Delivering Customized TDM Materials, and 4) Monitoring and Evaluation. The estimated cost for Go Buffalo Niagara to complete a package that includes those four services is \$20,000. Within Go Districts, a Memorandum of Understanding as outlined in Section 6 will need to address how fee for service activities and revenue will be split between Go Districts and the regional Go Buffalo Niagara program.

Sponsorships

As outlined in Section 7, there are numerous campaign related events scheduled throughout the year to build regional awareness of different TDM strategies. The broad regional exposure to these campaigns creates a public relations opportunity with public and private entities looking to be affiliated with Go Buffalo Niagara and capitalize on the exposure. To generate revenue, Go Buffalo Niagara should incorporate sponsorship packages into every regional campaign it delivers as well as actively solicit sponsorship from organizations that would likely benefit from the public relations.

Organizational Partner

In addition to direct financial sponsorship of campaigns related events, there are other opportunities for public and private entities to support Go Buffalo Niagara. Those may include in-kind donations of services (like legal and accounting services), office space, office supplies (like furniture and computer hardware) and printing costs. In exchange for these in-kind contributions, Go Buffalo Niagara can highlight supporting entities on its website and other marketing materials as an Organizational Partners, providing them with positive public relations exposure.

Parking Districts and Other Local Revenue Sources

Peer organizations such as Montgomery County Commuter Services and Explore Washington Park derive the majority of revenue from parking fees. Within areas of the Buffalo Niagara region where parking pressures are high, there is potential for public parking revenue to be dedicated to Go Districts or the regional Go Buffalo Niagara program. For example, the City of Buffalo's Parking Enterprise Fund generates over \$8 million per year in net revenue for the City's general operating budget. A portion of this revenue could be dedicated to Go Buffalo Niagara or a Downtown Buffalo Go District to support implementation of the Green Code's TDM requirements.

Table 8.2
Go Buffalo Niagara Revenue Opportunities

Revenue Source	Year 1 Goal	Year 2 Goal	Year 3 Goal
CMAQ Grant	\$60,000.00	\$62,400.00	\$64,896.00
NYSERDA Grant	\$60,000.00	\$62,400.00	\$64,896.00
Private Foundations	\$60,000.00	\$62,400.00	\$64,896.00
Fee for Service	\$20,000.00	\$40,000.00	\$60,000.00
Event Sponsorships	\$32,681.25	\$29,012.50	\$25,645.00
Organizational Partner	\$32,681.25	\$29,012.50	\$25,645.00
Total	\$265,362.50	\$285,225.00	\$305,978.00

Table 8.2 provides an estimate for revenue opportunities from each funding source, but it does not mean that Go Buffalo Niagara should feel limited to pursue different amounts. Go Buffalo Niagara should meet with prospective public and private grant makers in advance of applying to determine the following:

- Grant application submission and award timelines
- Grant eligibility criteria alignment with Go Buffalo Niagara Business Plan priorities
- Typical grant amounts for start-up organizations in first 3 years of operations

These meetings will help refine Go Buffalo Niagara’s understanding of realistic grant dollar values that can be anticipated in the next year and when those funds would be available for use. That information should be updated in Table 8.2 and determine what if any changes need to be made to the operating budget outlined in Table 8.1.

GO DISTRICTS

Each Go District will ideally go through its own Business Planning process to ensure unique organizational needs are met. However, as Go Buffalo Niagara facilitates establishment of Go Districts on an ongoing basis as part of Tactic 22, it will need to help stakeholders understand the order of magnitude of financial commitments required to help establish and sustain the operations of a local TDM program.

Similar to regional TDM organizations and programs, the budgets for local TDM efforts often vary considerably. It is estimated that a budget of between \$200,000 and \$250,000 annually would fund the administration and service delivery of a prospective Go District during its first three years of operations. The factors that go into that budget range, as well as the anticipated means to fund that budget, are explained in more detail below.

Operating Expenses

It is anticipated that Go Districts will require staffing, overhead, and direct expense budgets comparable to those of Go Buffalo Niagara to cover their initial operating expenses. With that

background in mind, Table 8.1 can also serve as an estimate for an optimal Go District Budget. As demand and need for Go District services grows, it is anticipated that their corresponding staffing and overhead budgets will also grow.

Revenue Stream

It is anticipated that Go Districts will likely operate as programs of existing nonprofit organizations or incorporate themselves, which will allow them to apply for many of the same public and private grants that are recommended for Go Buffalo Niagara to pursue. Similar to Go Buffalo Niagara, Go Districts can also earn revenue from creative sponsorships and local organizational partners.

As described for Go Buffalo Niagara, there are fee for service opportunities for Go Districts related to new developments and major renovations fulfilling Green Code Requirements in the City of Buffalo such as the creation of TDM Plans, the implementation of TDM strategies, and/or membership in a TMA. Many TMAs across the country deliver those fee for service opportunities in locations with no development requirements. So, similar revenue opportunities exist for Go Districts within the City of Buffalo and other parts of the region even where the Green Code does not apply. Another fee for service opportunity typical for local TMAs is managing/administering a transportation service for which multiple members would share costs. Examples include, but are not limited to area-wide shuttle and bikeshare coordination and management services.

In the City of Buffalo, Go Districts could make a very compelling case for the creation of Parking Districts, which TDM activities would support by managing demand on their most utilized parking facilities. That case can be leveraged to request funds from Parking Districts to fund Go District services. In New York State, the creation of parking systems within residential areas requires state authorizing legislation, therefore, it is recommended that the creation of Parking Districts focus on areas serving employment, retail, and/or entertainment centers.

With that background in mind, Table 8.2 can also serve as guide for optimal Go District revenue sources.

Appendix B: Sample Commuter Marketing Materials



40 Hours Per Year
are **wasted** by the average Buffalo driver,
sitting in rush-hour traffic jams.*

That's an entire work week.
Over \$900 in lost value.

*2014 Urban Mobility Scorecard for Buffalo, NY
Texas A&M Transportation Institute

You have better options:



SHARE THE RIDE (& COST)

CARPOOL



SHARE THE VEHICLE

CARSHARE & BIKESHARE



RIDE THE BUS OR TRAIN

METRO BUS & RAIL



CUT THE TRIP

TELEWORK



SAVE MONEY AND GET HEALTHIER

BIKE WALK



WORK 40 IN 4

ALTERNATE SCHEDULE



Learn More:



BUFFALO NIAGARA

gobuffaloniagara.org
info@gobuffaloniagara.org
 (716) 856-2025 ext. 323



GO BUFFALO NIAGARA

So many options.



SAVE MONEY AND GET HEALTHIER

Bicycling and walking reduce your transportation costs to practically zero and get you fit in the process. A growing network of bike lanes, trails, and paths connect many parts of the region. Visit gobikebuffalo.org for more information.



RIDE METRO BUS OR RAIL

NFTA Metro Bus and Rail provides convenient and affordable service throughout the Buffalo Niagara region. Your employer may enable you to pay for transit costs on a pre-tax basis or even discounted, saving you 30% or more. Ask your employer about the Metro Perk and Corporate Pass Programs.



SHARE THE RIDE (& COST)

Carpooling is an easy way to reduce commuting costs and stress. GO Buffalo Niagara offers a FREE ridematching system to help you find those with whom you can share the ride. Learn more at: 51nyrideshare.org/web/go-buffalo-niagara



SHARE THE VEHICLE

Membership to Carshare (ZipCar) or Bikeshare (Reddybike) allows you to get around when you need to - without the cost and hassle of maintaining your own car or bike.



HAIL IT

Whether it's a taxi or ride-hail service like Uber or Lyft, you can request a ride within minutes right from your phone.

So many benefits.



Get GO-ing! Explore your transportation options at:
gobuffaloniagara.org



Winter Weather Woes?

**We'll help you get to work and
back, no matter the weather.**

Register now at bit.ly/gobnrideshare

- Carpool matches for daily commutes
- Carpool matches for emergencies
- Alternate public transportation routes
- Real-time road and transit conditions



Powered by **511NY**Rideshare

Appendix C: Go Buffalo Niagara Catalog

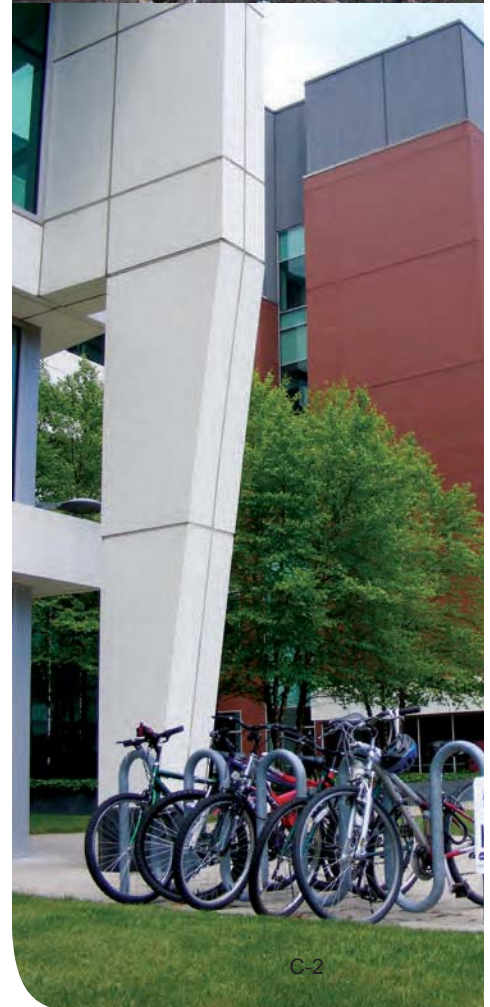
GO

BUFFALO NIAGARA

There's a growing movement in Western New York. Leaders like you are seeking smarter transportation solutions. That means reducing car trips to your building and replacing them with commuting alternatives that are better for the planet, better for your employees, and better for your bottom line.

GO Buffalo Niagara is proud to be organizing these efforts, showing companies how to be successful with comprehensive plans that are customized to your business.

We'll help you find a better way to get there. One step at a time.







DESIGN YOUR PROGRAM.

When you work with GO Buffalo Niagara, the advantages just keep adding up. Our transportation solutions will help to energize your audience and improve fiscal fitness.



REDUCE YOUR COSTS

Leasing parking is expensive, and so is building and maintaining it. We can help you save money by reducing your need for parking.



IMPROVE YOUR WORKFORCE

Providing affordable commuting options isn't only good for your bottom line, it helps keep money in your employees' bank accounts as well. That means higher job satisfaction and higher workforce retention.



IMPROVE EMPLOYEE HEALTH

Employees who choose to walk, bike or take public transit to work have shown to be less stressed and more positive and productive at the workplace. Active employees can also reduce your company's medical expenses.

GO FIGURE

PARKING COSTS



\$5,000

The average cost to construct one surface-level parking spot.



\$150

The average cost to install a bicycle rack.



GET RECOGNIZED FOR BEING GREEN

When your employees choose greener travel methods, it's not only good for the environment, it's good Public Relations. Companies that are environmental stewards are known to attract higher-tier talent and are more likely to get positive publicity.



STAY AHEAD OF THE CURVE

As a way to reduce parking demand and traffic congestion, Buffalo is beginning to mandate that organizations provide better transportation options to their employees.

Our transportation solutions can help you keep ahead of evolving parking reforms and new zoning ordinances, while showing that you are a pioneer in moving our city forward.



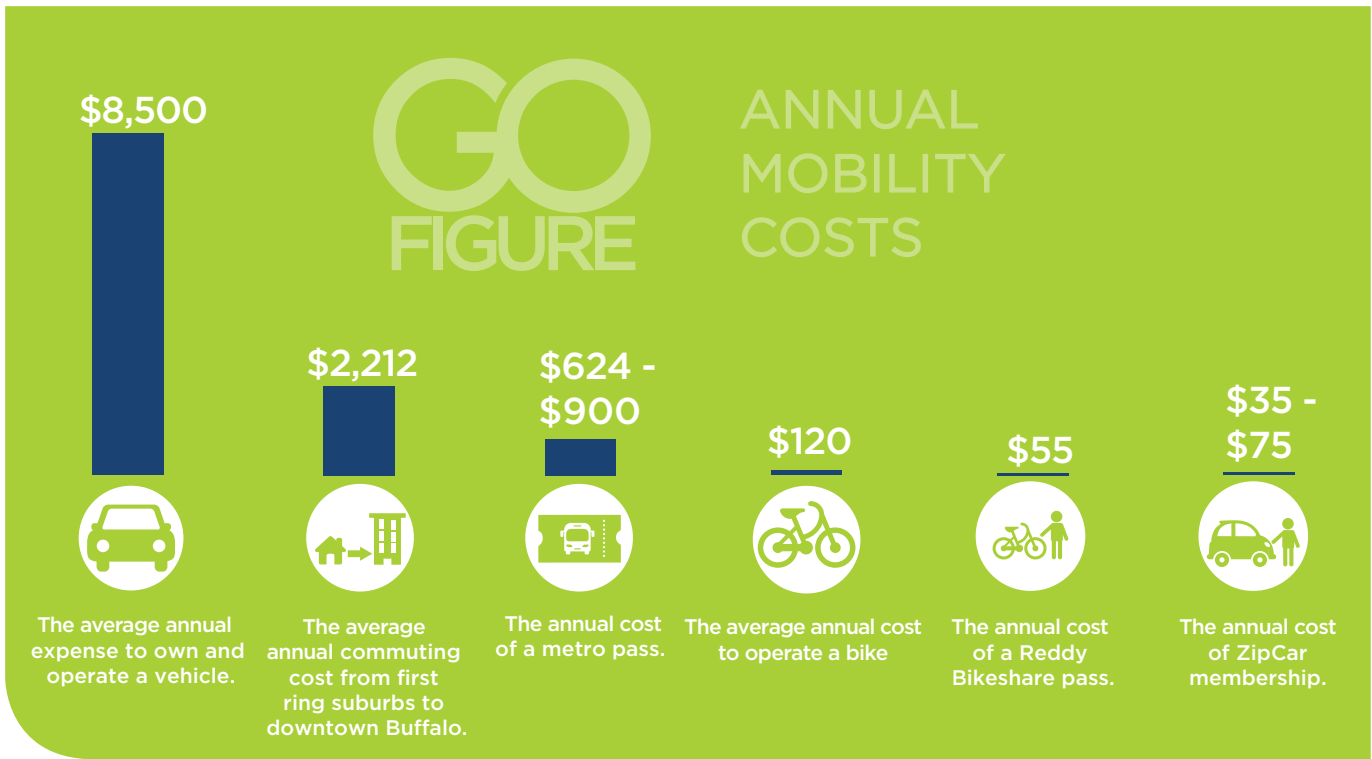
ELEVATE THE CITY

The new generation of workers want alternatives to driving - and they're flocking to walkable communities.

By supporting our area's growing alternative transportation system, you're making it easier for everyone to attract today's top talent.







EXPLORE THE OPTIONS.



SHARE THE RIDE (& COST)

Carpooling is an easy and effective way for employees and tenants to reduce commuting costs, stress, and parking shortages. GO Buffalo Niagara offers a FREE ridematching system to help users find those with whom they can share the ride. The portal can even be customized to your company's brand. Learn more at:

511nyrideshare.org/web/go-buffalo-niagara



TELEWORK

You can provide a valuable yet low-cost benefit to employees by allowing them to work at home one or more days per week. Employers who offer telework and support other commute option programs increase employee morale, which in turn boosts productivity and improves retention and recruitment.



RIDE THE BUS OR TRAIN

NFTA Metro Bus and Rail provide convenient and affordable service throughout the Buffalo Niagara region. Fares are currently \$2 per trip, \$5 for a day pass, and \$75 for a monthly pass. Through the Metro Perk program, you can enable employees to deduct transit pass costs from their paychecks on a pre-tax basis, saving 25% on average.



PARKING CASH-OUTS

Do you pay for your employees' parking costs? Subsidized parking is one of the biggest motivators to choose to drive to work. Instead, offer your employees a choice: provide them with a commuter bonus every month that they can spend on whatever they want. Some will use it to pay for a parking space, but others will decide to pocket the bonus and find another way to get to work.



SHARE THE VEHICLE

Corporate membership to Carshare (Zipcar) or Bikeshare (Reddybike) allows employees and tenants to get around when they need to - without the cost and hassle of maintaining their own car or bike.



WORK 40 IN 4

Employers can also boost employee productivity through compressed work week scheduling. Condensing an employee's work week from 5 days to 4 (10-hour days) reduces their commute and related expenses by at least 20%.



SAVE MONEY AND GET HEALTHIER

Bicycling and walking are two of the healthiest and most reliable forms of transportation available. Commuting costs are reduced to practically zero and you get fit in the process. A growing network of bike lanes, trails, and paths connect many parts of the region. Visit gobikebuffalo.org for more information.



CAR-FREE. CARE-FREE. GUARANTEED.

Anyone holding a monthly or 30-day transit pass with the NFTA can take advantage of a FREE Emergency Ride Home. This program provides free transportation home in the event of an emergency and is available up to two times per month or six times per year.

Employees don't need to drive to have peace of mind about getting home. Participants must pre-register for this service. More information is available at:

metro.nfta.com/Programs/EmergencyRide.aspx

You can also provide your own Guaranteed Ride Home Program to deliver your employees enhanced service.



SO MANY CHOICES. SO MANY BENEFITS.





gobuffaloniagara.org

The GO Buffalo Niagara Website is a one-stop source of information for all of the region's transportation options. The site provides direct links to transportation service providers, to a carpool matching portal, and to cost calculators for commuting and owning a car.

The site also provides interactive maps for users to plan trips, find transit routes, park & ride lots, bike lanes, and real-time traffic conditions. Users can find mobile apps that make it easier to get from A to B however they choose.



CARPOOL MATCHING PORTAL



[511nyrideshare.org/
go-buffalo-niagara](http://511nyrideshare.org/go-buffalo-niagara)

Powered by
511NYRideshare

GO Buffalo Niagara's FREE online carpool matching system helps commuters find other travelers to share a ride with in Erie and Niagara Counties. Users just create a profile with their commute information and preferences, and they will be matched with a list of potential carpool matches or biking buddies for their ride to work.

GO Buffalo Niagara can work with you to develop a customized carpool matching portal for your employees or tenants, with a look and feel that fits your brand and messaging.





OFFERING
BETTER
OPTIONS

47%

47% of downtown employees are interested in a discounted NFTA-Metro pass.

50%

50% of the U.S. workforce holds a job that is compatible with at least partial telework.

20%

20% of annual salary: the average cost to replace a mid-range employee.

32% LESS

Adults who get 30 minutes a day of moderate physical activity (including walking and biking to work) pay less for annual medical expenditures.



DESIGN YOUR PROGRAM.

We know you're busy. That's why when you decide to GO Buffalo Niagara, we want to make it as easy as possible. Our team of transportation experts will launch an assessment that is in-depth without being in your way.



ANALYZE

First, we conduct a comprehensive worksite analysis. This includes studying current travel behaviors, employee attitudes, parking environment, access to public transportation, bicycle and pedestrian routes, and much more.



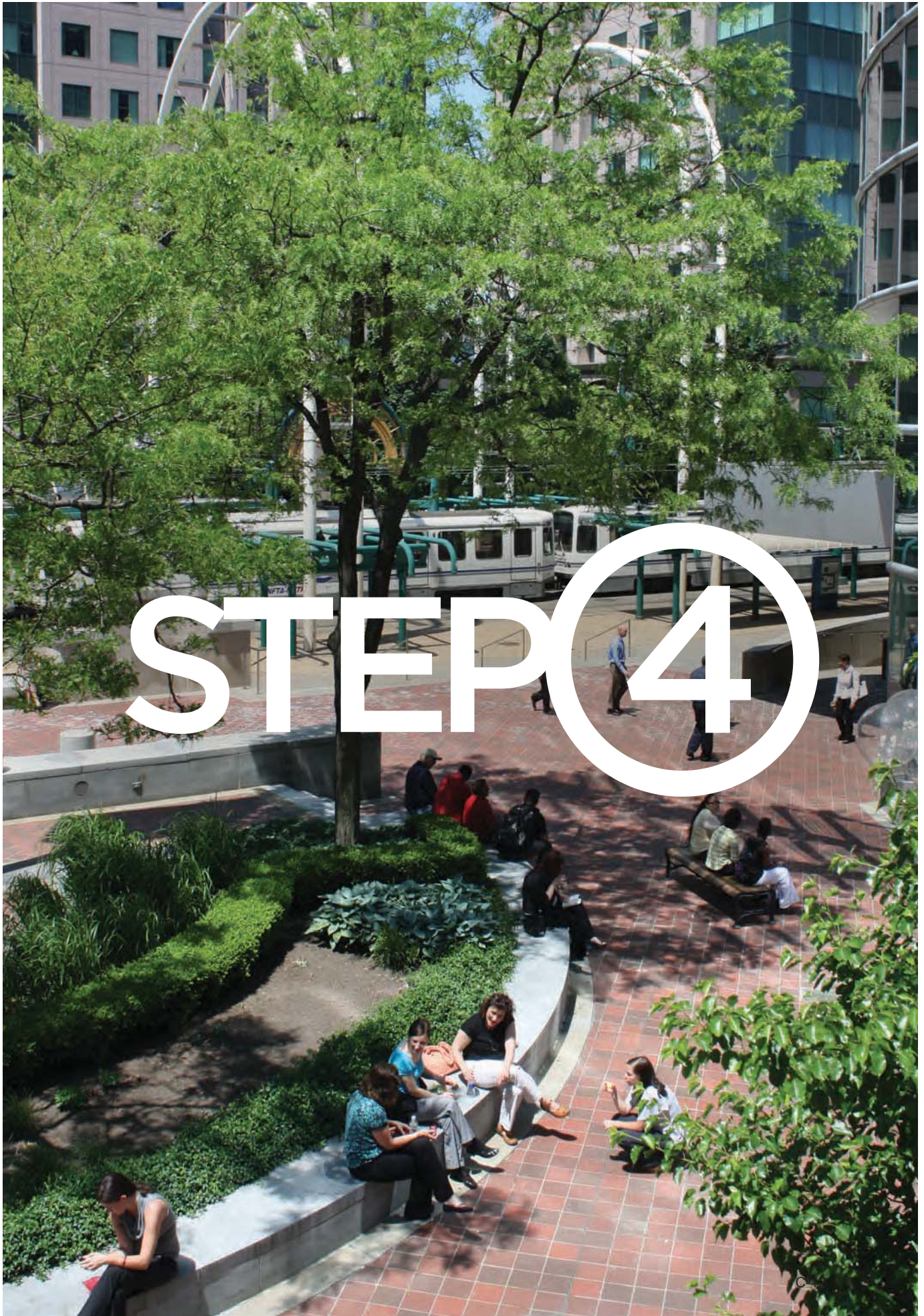
RECOMMEND

Next we offer a series of transportation solutions hand-picked for your business. We'll even include marketing and outreach recommendations to boost employee buy-in and community recognition.



IMPLEMENT

Finally, we can help you implement the recommended changes, putting you in touch with the right organizations, helping you acquire services and discounts, and even assisting with setting benchmarks and determining return on investment.



START THE JOURNEY.

It's easy to see why every business should GO Buffalo Niagara. Browse the Outreach Toolkit for Corporate Services for more information on mobility solutions offered by our region's transportation providers.

Now all you have to do is take the first step. Schedule your personalized assesment with our transportation experts today. We look forward to working with you.

Go Buffalo Niagara is a collaborative initiative of:



438 Main Street
Suite 503
Buffalo, NY 14202



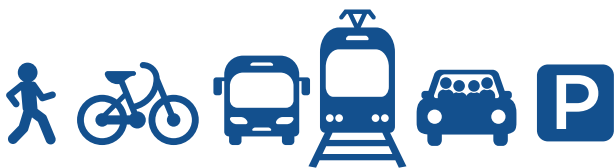
716.856.2026 x323
info@gobuffaloniagara.org

Appendix D: Outreach Toolkit for Corporate Services

GO

BUFFALO NIAGARA

OUTREACH TOOLKIT FOR CORPORATE SERVICES



Committed to providing our community
with better transportation options





**BUFFALO
NIAGARA**

**OUTREACH TOOLKIT
FOR
CORPORATE SERVICES**

GO Buffalo Niagara is a one-stop resource for commuters, employers, and property owners that are looking for better transportation choices. Mobility solutions offer an effective, balanced approach to transportation issues that hurt the bottom line: congestion, parking shortages, costs, and employee productivity. We offer assistance, assessments, outreach, and referrals to provide you with mobility solutions that fit your needs and are more efficient, affordable, and better for business than driving alone.

GO Buffalo Niagara's Outreach Toolkit for Corporate Services provides information on mobility solutions offered by transportation providers serving the Buffalo Niagara Region.

Questions about the toolkit and GO Buffalo Niagara can be directed toward:

 (716) 856-2026 ext. 323 |  info@buffaloniagara.org |  buffaloniagara.org

DISCOVER THE BENEFITS:



REDUCE YOUR COSTS



**IMPROVE YOUR
WORKFORCE**



**IMPROVE EMPLOYEE
HEALTH**



**GET RECOGNIZED FOR
BEING GREEN**



ELEVATE THE CITY



**STAY AHEAD OF THE
CURVE**

CONTENTS

GO Buffalo Niagara Outreach Toolkit for Corporate Services

	p. 2
---	-------	------

About GO Buffalo Niagara
Corporate Services
Customized company ridematch portal

NFTA	p. 5
Metro Perk		
Corporate Pass Program		

GObike Buffalo	p. 9
Business Partnership and Event Sponsorship		
Bicycle Friendly Business Assessments & Certification		
Individual GObike memberships for employees		
Enrollment in Bicycle Benefits Program		
Bicycle Infrastructure Consulting		
Workshops		
Bicycle Parking		
Community Workshop Merchandise		

Reddy Bikeshare	p. 14
Reddy Brochure		
Corporate Membership		
Sponsor a Reddy Rack		

Zipcar	p. 19
Corporate Membership		

Enterprise Rideshare / vRide	p. 20
Vanpooling		
Consulting		

Lyft	p. 23
-------------	-------	-------

ABOUT GO BUFFALO NIAGARA



GO Buffalo Niagara is a one-stop resource for commuters, employers, and property owners that are looking for better transportation choices. Commuters and tenants expect a range of amenities that make getting to and from work or your building convenient and easy. GO Buffalo Niagara identifies mobility solutions that fit your needs and are more efficient, affordable, and better for business than driving alone.

BENEFITS



Mobility solutions offer an effective, balanced approach to transportation issues that hurt the bottom line: congestion, parking shortages, costs, and employee productivity.

Buffalo's transformative development presents a great opportunity to attract cutting edge companies, and a talented workforce. In Buffalo and across the country, businesses are relocating to mixed-use, walkable communities to live and work.

Recent employer and commuter surveys indicate that time and personal schedule are top factors for transportation decisions, making it clear that multimodal access to Downtown is critical for sustaining and enhancing economic competitiveness.

Go Buffalo Niagara applies mobility solutions to help member businesses experience higher sales, property values, employee satisfaction, recruitment, and retention.

Mobility Solutions will also help meet new requirements to be implemented under the Buffalo Green Code, which states that developers must prepare transportation demand management plans and performance objectives for most new construction and major renovations.

TRANSPORTATION MANAGEMENT ASSOCIATION STUDY

GO Buffalo Niagara Partners have a study underway to examine Transportation Management Associations (TMA), organizational structures and types of services that a TMA may offer to downtown businesses. This study will take place through Fall 2017 and is funded by the New York State Energy Research and Development Authority (NYSERDA) and the New York State Department of Transportation (NYSDOT). Outcomes of this study include:

- A long-term TMA Implementation Plan and Funding Strategy
- A Downtown Mobility Solutions Working Group
- A 3-month demonstration of commuter pilot programs



GO Buffalo Niagara offers the following corporate services:

Assistance

- ✓ Establishing a customized company carpool portal
- ✓ Obtaining pre-tax Metro passes for employees
- ✓ Obtaining corporate car-share and bike-share memberships
- ✓ Developing a commuter benefits program and budget
- ✓ Complying with the Green Code's Transportation Demand Management Plan requirements

Assessments

- ✓ Evaluating site access, existing travel behavior, and recommended mobility programs through Transportation Benefits Assessments
- ✓ Surveying employees' or tenants' needs and attitudes about transportation

Education and Promotion

- ✓ Presenting on-site commuter classes to employees or tenants
- ✓ Customizing marketing and outreach materials on transportation options for your audience

Referrals

- ✓ Connecting you with the transportation provider that best meet your needs



**BUFFALO
NIAGARA**

Customized Company Ridematching Portal



GO Buffalo Niagara and 511NY Rideshare offer a free online ridematching system that connects drivers and riders to a carpool. The system uses a growing database of thousands of commuters and travelers in New York State. We can provide your company with a customized portal for employees, find potential carpool matches based on their schedule, where they live, work, and their preferences for riding, driving, or both.



SHARE THE RIDE (& COST)

Carpooling is an easy and effective way to reduce costs and stress. GO Buffalo Niagara's FREE ridematching system helps neighbors and co-workers share the ride. To receive a free, no-obligation matchlist, simply create a profile on GO Buffalo Niagara's ridematch portal at: 511nyrideshare.org/web/go-buffalo-niagara/home



BIKE BUDDY FINDER

While Buffalo's bicycle culture is stronger than ever, there is still safety in numbers. Bicycle commuters can find a Bike Buddy on the ridematch portal to ensure visibility during their commute - and share the fun!



PARK & RIDE LOCATOR

The portal provides a map of park & ride locations to help employees coordinate carpool pickups.



REAL-TIME TRAFFIC CONDITIONS

Employees can avoid traffic and be prepared with the portal's comprehensive, real-time traffic map that shows incidents, weather conditions, closures, and construction.



MATCH ME IN EMERGENCIES

Those who aren't interested in carpooling regularly can maintain that option when travel conditions are poor.

Powered by

511NYRideshare



CUSTOMIZED DESIGN

Your customized ridematch portal will make your employees feel at home with a look, feel, and messaging that fits your brand.



TRACK PARTICIPATION & IMPACT

Administrative capabilities within the portal allow you to track employees' participation in the program - and your company's overall impact in terms of cost savings, emissions avoided, and calories burned while commuting.



BUILD YOUR NETWORK

Ridematches can be limited to within your company only. Broader and stronger personal relationships across your team make for stronger results.

GO Buffalo Niagara works with commuters, employers, and property owners to identify mobility solutions that support a more vibrant region. We all stand to gain from having better transportation options and a productive workforce!

For more information and assistance, please reach out to us!



**BUFFALO
NIAGARA**

gobuffaloniagara.org

info@gobuffaloniagara.org

(716) 856-2026 ext. 323

GO BUFFALO NIAGARA





With Metro Perk, employers can offer employees a pre-tax benefit for monthly transit passes.¹ It is easy to set up and even easier to use.

Who benefits?

Employers

- ✓ Reduce payroll taxes.
- ✓ Every \$1,000 reduction in payroll saves \$76 in FICA, annually. (Savings dependent on payroll tax rates and wage base.
- ✓ Social Security and other savings may also apply.

Employees

- ✓ Reduce taxable income.
- ✓ The Metro fare is taken out of the paycheck, but before taxes.
- ✓ By avoiding tax on that money, most Metro riders will save about 30%.
- ✓ A \$75 monthly pass is reduced to a real cost of \$53 (30% savings) for people in a 15% tax bracket.

How does it work?

1. Promote the benefit to employees, and have them notify the Department that will administer the benefit (such as Human Resources or Payroll) that they would like to participate for the next month.

2. Deduct the cost of the pass from each participating employee's next paycheck.

Place your order for the passes with NFTA-Metro by the 10th of the month preceding the month in which the passes will be used.

Order online: metro.nfta.com/Programs/PerkOrder.aspx

Or fill out form and send: <http://metro.nfta.com/pdfs/Perk.pdf>

- 3.
- By Mail: NFTA-Metro Cash Management Office
Attn: Metro Perk
181 Ellicott Street Buffalo, NY 14203
 - By Fax: 716) 855-7200

Call: NFTA-Metro's Cash Management Office at 716) 855-7202.

4. Passes are distributed to employers by mail or pick-up prior to the start of the month they are effective.

It's that simple. The savings add up.

¹ A full-fare monthly pass is \$75. Those eligible for reduced-fares and Paratransit Access Line (PAL) passes may apply. For eligibility requirements, see nfta.com.



MetroPerk

Pass order form

Date: _____

Company: _____

Address: _____

Contact: _____

Phone No: _____ Email: _____

Number Requested

Full Fare \$75 _____

Reduced Fare \$37.50 * _____

10 trip PAL Pass \$35 ** _____

20 trip PAL Pass \$70** _____

Metro PAL services are available to registered PAL customers only. PAL is for individuals with a permanent or temporary disability that prevents them from using Metro's fixed route service. For qualifications, visit nfta.com.

Total \$ _____ for the purchase of the Metro passes listed above.

Enter the month you would like the passes for: _____

This form and payment due by the 10th of the month preceding the month in which the passes will be used. Payments should be made to:

NFTA/Metro System, Inc.,
Cash Management Office – 2nd floor
181 Ellicott Street, Buffalo, NY 14203

For more information, contact Metro Cash Management:

Voice: 716-855-7202  TTY/Relay 711 or [800-662-1220](tel:800-662-1220) Fax: 716-855-7311
www.nfta.com

* Reduced Fares: Qualified individuals are 65+, have a Medicare card or a disability. (For information on qualifying disabilities, call (716) 855-7360 or visit nfta.com. To take advantage of reduced fares riders must present either a Medicare card (red, white and blue), a Senior card issued by Erie or Niagara County or a reduced fare ID card issued by NFTA-Metro when paying.

Buy in bulk

Businesses and organizations realize savings every day from economies of scale. Metro Bus and Rail is now extending that same efficiency to your business - Metro's Corporate Pass Program.

The proposal

There is give and take in every deal. Here's ours: Give your employees a \$10 discount on Metro Monthly Passes, and Metro will match it. Your organization buys passes at \$65 and passes a \$55 cost onto employees. Organizations need to purchase a minimum of 25 passes.

To take advantage, companies simply need to sign a contract, set up payment and select delivery options.

Details

- Companies may not charge employees more than \$55. Companies may certainly charge less.
- Some employees may qualify for Reduce Fare passes. Metro will charge \$32.50 to program participants, with \$27.50 passed on to employees, pre-tax deduction. Reduced Fare details are available at metro.nfta.com.
- Discounts starts with a purchase of 25 passes.
- Contracts need to take effect two weeks prior to the start of the month in which passes are valid.
- Passes are for employee use only.
- NFTA-Metro reserves the right to audit participating companies and organizations for compliance.
- Failure to abide by any of these conditions will result in removal from the program.
- Some restrictions apply.

More savings

The Corporate Pass Program works in concert with Metro Perk, Metro's pre-tax savings initiative. Because public transportation-related expenditures can be taken from pay checks pre-tax, corporate Metro Monthly Pass purchases bring additional savings to employers and employees. Employers using Metro Perk reduce payroll taxes. Employees reduce their taxable income, saving approximately 30% on monthly passes.

MetroPerk



For most full participants

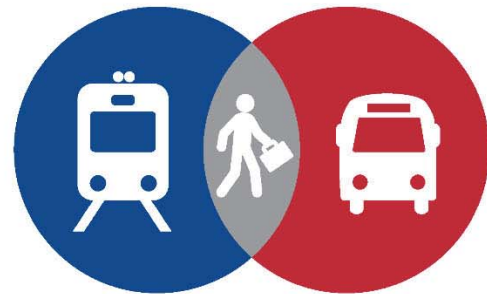
A \$75 Metro Monthly Pass, purchased through the Corporate Pass Program becomes \$55. Paid for with pre-tax dollars, the out-of-pocket cost to the employee is just \$38.50.

Each program is easy to set up and even easier to use. Forms are available at metro.nfta.com.



For more information

Email: info@nfta.com
or call NFTA-Metro Customer Care
716-855-7211
TTY/Relay 711 or 800-662-1220



Corporate Pass Program

Put Metro to work for you



GO BUFFALO NIAGARA



GObike
BUFFALO



We believe Bicycling brings people together. When more people ride bikes, life is better for everyone; communities are safer, stronger and better connected; and our nation is healthier, economically stronger, environmentally cleaner and more energy independent.

Our mission is to promote healthy, environmentally sustainable and community-friendly transportation through advocacy, education and initiatives to promote healthy lifestyles, civic engagement, economic vitality and improved community environments through increased green transportation options, such as bicycling, within Greater Buffalo.

In the last few years, we have:

- Created and introduced the Buffalo Bicycle Facility Master Plan, in collaboration with Mayor Byron Brown and the City of Buffalo.
- Championed Complete Streets, a national effort to ensure that commuters of all kinds are considered in new road design.
- Helped Buffalo achieve Bronze Level bicycle-friendly city designation by the League of American Bicyclists. We're shooting for Silver Level by 2017.
- Supported and encouraged all bicyclists through workshops and education, signature bike racks, and innovative, highly anticipated bike events.
- Fostered a supportive community of bicyclists with initiatives like our Recycle-A-Bicycle program, Safe Routes to School maps, and access to skilled mechanics, tools, and repair stations.
- Worked hard to attract tourism and create opportunities for local business.

GObike Buffalo offers the following corporate services:

Business Partnership and Event Sponsorship

Bicycle Infrastructure Consulting

Workshops

Bicycle Parking

Community Workshop Merchandise

Business Partnership and Event Sponsorship.

There are two meaningful ways to support GObike Buffalo—as a PARTNER and EVENT SPONSOR. In addition to helping us achieve our goals, your involvement associates you with a great cause and can help you reach thousands of GObike Buffalo members and event participants. Everyone wins.

Your organization’s partnership with GObike Buffalo will do a lot of good—for you, your people, and our community. Partnerships are offered at several levels and provide a wide range of benefits:

- Recognition on our website, in our newsletter, and through social media.
- Assistance completing a Bicycle Friendly Business application with the League of American Bicyclists to highlight the work your company does to engage your employees in healthy activities.
- Enrollment in Bicycle Benefits Program, a national discount program to reward individuals and businesses for their commitment to cycling.
- Bicycle parking assessment for your business.
- Personalized office tutorial to encourage bike commuting.
- Discounts for your employees to GObike Buffalo events.
- Association with an organization dedicated to transforming Buffalo.
- A meaningful role in improving infrastructure and streetscapes for a safer and more attractive city.
- Tools to promote healthy, active lifestyles for your employees and our community.

Event sponsorship packages are also available at a range of levels between \$500 to \$50K with corresponding benefits. We’d love to talk with you about all the good we can do together. As for the events themselves, we hold a wide range of them, including some big ones: Slow Roll Buffalo, the SkyRide, and the Tour de Farms.

To speak to us directly regarding partnership and event sponsorship opportunities, please contact Justin Booth, Executive Director, at 716-218-7164 or via email at justin@gobikebuffalo.org.

Bicycle Infrastructure Consulting

If you have specific needs, such as bicycle parking assessment, bicycle master plan for your institution, or a bicycle friendly businesses application, we're happy to help.

Our rates are as follows:

Bicycle parking assessment and quote - \$1,000 membership level

Bicycle Friendly Businesses Certification (includes bicycle parking assessment) - \$3,000

Bicycle Master plan – would vary depending on the scope of work

Workshops

Different educational workshops that GObike can provide to businesses, community centers, and educational institutions, along with hourly costs are detailed below:

- **Biking in Buffalo.** An introduction to bicycle commuting in the Queen City with emphasis on bike safety, traffic laws, route planning, local bike clubs and events, and new infrastructure. (Lecture 1 hour) **\$100**
- **Roadside Repair.** Become an expert on what tools to carry with you while biking and how to use them when problems arise. (Lecture and Demonstration 1.5 hours) **\$150**
- **Fix a Flat.** Learn the ins and outs of fixing a flat. Includes hands on instruction on tube patching and tube and tire removal and reinstallation. Includes a discussion of different types of punctures as well as flat prevention. All materials will be provided. Students will receive a patch kit, adjustable wrench, and tire levers to perform their own flat fixes. (Demonstration and Hands On 1.5 hours Limit 15 students per class) **\$250**
- **Fixit Station How To.** Learn about the various tools on the Fixit station and how to use them to do minor repairs. (Demonstration and Hands on 1 hour) **\$75**
- **Cycling for Fitness.** Tips and tricks on how to get the most out of your ride. Discussion on proper attire to wear when cycling for fitness and how to train for longer rides. (Lecture 45 minutes) **\$75**
- **Preventing Bicycle Theft.** How to keep your most prized possession safe from the dreaded bicycle thief. How to properly lock your bike, what locks to use, and other security devices you can utilize will be discussed. All students will also register their bicycle through bike index. (Lecture 30 minutes) **\$75**
- **Bicycling Year Round** Learn the ins and outs of using your bike for transportation throughout all four seasons. Discussion on clothing and route choices, special maintenance concerns, and helpful gear to keep you rolling. (Lecture 45 minutes) **\$100**
- **Introduction to GObike Buffalo** Learn about the various programs and events run by GObike Buffalo and how you can get involved. On site signups for new members and volunteers will be conducted. (Lecture 30 minutes) **\$50**

- **Mobile Repair** The GObike staff will be on hand with the knowledge and tools needed to help with minor repairs or general bike maintenance questions.(1 hour minimum) **\$75 per hour**
- **Street skills** Practice riding with traffic and learn about bike infrastructure in Buffalo while on a guided ride on nearby streets and bike paths. Participants are required to bring a helmet and a bicycle in good working order that they can ride. (Ride 2.5 hours Limit 15 students per class) **\$350**
- **Custom Workshop** Work with the GObike staff to come up with a workshop based on a topic you choose. (time, class size, and class type varies) **Varies**
- **Rotating Shop Classes** Visit gobikebuffalo.org/events for our list of rotating classes available for a \$10 donation at the community workshop at 98 Colvin Avenue.

Bicycle Parking

Bike parking is vital and easy, and benefits our economy, environment, and health. In addition, under the Buffalo Green Code, bike parking is required for any development which involves new building, expansion of an existing principal building by 25% or 2,500 square feet, or substantial renovation of an existing principal building. The number of bicycle parking spaces required is determined by the principal use of the building. GObike Buffalo can provide the full range of bicycle parking installation services for your business. An overview of available racks is provided below.

Bicycle Parking Assessment and Quote - \$1,000 membership level

Bicycle Parking Options

10 Bike Corral - Start at \$1000.

For areas of high bike traffic, the 10 bike corral is ideal. This can be freestanding (easy to move for events) or mounted into concrete or asphalt. This rack can be branded or non-branded and comes in 12 standard colors.

6 Bike Stadium Rack - Start at \$500.

For areas with an average amount of bicycle traffic, the 6 bike stadium rack is the perfect choice. This rack is also freestanding and movable or can be anchored into concrete or asphalt. This rack can be branded or non-branded and comes in 12 standard colors or galvanized steel.

Standard Bike Dock - Start at \$150.

A final option is the flange mounted standard bike dock. These hold two bicycles and must be mounted. These racks have roughly a 68"x110" footprint with bikes so they need to be installed with that in mind. There is also an option of ordering this style of rack to be mounted into poured concrete. GObike will not install below grade mounted racks. Both types of racks can be branded or non branded and come in 12 standard colors or galvanized steel.

Cycle Aid Station -Start at \$1,000, including indoor air pump.

The Cycle Aid Station has eight common bicycle tools permanently tethered to a bike holder and designed to go with the Cycle Air Kit. Both must be mounted into existing concrete. Both come in 12 standard colors or galvanized steel.

Bike Vending Machine:

Designed to vend emergency parts and accessories. Can be located indoors or outdoors.

Cost: \$7,000 with the initial stocking of repair items.

Also requires a 110V electrical; comes in black, red, yellow and blue.

For more information or to speak with us directly, please contact Stacy Sauvageau at 716/218-7162 or via email at stacy@gobikebuffalo.org.

Community workshop merchandise

Used and refurbished bikes are available at our community workshop (\$40 to \$300). We also have used and very affordable accessories available.

Ready to go?

We're proud of where we've been and what we've accomplished, and we're excited about where we're going. We believe in Buffalo's future and, with your help, we're eager to play an important role. If you believe in our mission and want to be part of achieving it, let's talk—and maybe go for a ride, too.

Learn more about becoming a partner, event sponsor, or both.

Justin Booth
Executive Director
justin@gobikebuffalo.org
716-218-7161

GObike Buffalo
640 Ellicott St. Suite 447
Buffalo, NY 14203
www.gobikebuffalo.org



GO BUFFALO NIAGARA



REDDY
bikeshare

Corporate Memberships

Corporate memberships enhance your company's health and wellness plans, Human Resource's benefits packages, and green initiatives. Your membership can also help you become a bicycle friendly business and provide an excellent transportation alternative for your employees.

Bulk discounted memberships are available to help your team get "reddy" to ride! Bike sharing is great for getting around downtown without worrying about parking. Use it for lunch meetings, work errands, and getting light exercise throughout the day.

Contact marketing@reddybikeshare.com or 716.407.7474 ext. 3 to inquire about becoming a corporate member.

Safety Guidelines



Obey all traffic laws



Flow with traffic



Stay off sidewalks



Wear a helmet



Signal when turning



Yield to pedestrians

What is Reddy bikeshare?

Reddy bikeshare is a program offered through Shared Mobility, Inc. in partnership with Independent Health. Together, we're working toward creating a culture of health in Western New York by supporting recreation and exercise through bicycling.

Bike sharing offers the perfect vehicle to get around town whether it's to commute to work, run errands, or just for fun. Bicycles are easily available to you on a short term basis and sharing them gives you the flexibility to return a bike to any designated location.

It's quick, affordable, and easy. With just one simple registration, you'll gain access to all 200 Reddy bikes whenever you need one.

And in turn, bike sharing supports your health, the environment, and local businesses.



REDDY

bikeshare

IN PARTNERSHIP WITH

Independent Health

Reddy. Set. Ride.

Reddybikeshare.com

Learn more
Reddybikeshare.com

Buffalo



Map Courtesy of Visit Buffalo Niagara

Choose Your Pass

HOURLY PASS
\$8.50 /activation
ride for 6 cents/min

In town for the day or the week? This option is for you. Receive each month. Valid for 30 days.

GROUP PASS
\$20.00 /for up to 4 riders
ride for 6 cents/min

Allows up to 4 users to ride bikes! Just one application. Receive each month. Valid for 30 days.

ANNUAL PASS
\$55.00 /year
ride for 1 cent/min

Explore the city. Perfect for frequent riding around town for people who live near Reddy bike. Valid for 12 months.

Independent Health members receive 20% off of the Annual Pass.

Reddy. Set. Ride.





Download And Go



Download Our App

Search for Reddy Bikes (or Social Bicycles (SoB)) in the app store to sign up and find the nearest bikes and Reddy racks. You can also track your rides and calories burned, share your trips with friends, receive promotions, and more.

How Does It Work?

- 
Sign-Up
Download the SoB app and begin riding in minutes! Make sure the GPS is enabled.
- 
Unlock
Use the app to reserve a bike or enter your account number on the bike's keypad. Enter your PIN to release the lock.
- 
Hold
The hold feature allows you to make multiple stops during your ride without a parking fee.
- 
Lock
Lock the bike and check the keypad to ensure your trip has ended. Make sure it is locked.

Map Key



Free Parking Zones

Park the Reddy bike in the yellow zones for free! If you can't find a Reddy rack, no problem, use any bike rack in this zone and our mechanics will return the bike to a Reddy rack for you. Reddy racks within the free zones are marked with a black star on the map.



Preferred Parking Zones

Do you live near one of our preferred parking zones? Park at a Reddy rack closer to home for 25 cents. It's convenient and affordable.





IN PARTNERSHIP WITH



Corporate Membership Program

Enhance your company's health and wellness plan, Human Resources package, and green initiatives.

**Sponsor a Reddy rack:
Price negotiable starting at \$7,000**

- Host a Reddy rack at your business* with up to 6 racks and an information panel to include your business logo
- 25 or more annual employee memberships
- Lunch & Learn courtesy of GoBike Buffalo: a Reddy Bikeshare orientation and introductory riding and safety course at your business
- Group ride led by Reddy bikeshare and GoBike Buffalo staff
- Promotional item, TBD
- Logo placement on Reddy website as a Reddy bike healthy business partner
- Inclusion in Reddy bikeshare publications including e-newsletters and social media posts
- Membership cards for quick and easy access to Reddy bikes

** At Reddy bikeshare's discretion*

Platinum: Take 30% off the price of annual membership for all employees

- Company-wide annual employee memberships
- Lunch & Learn courtesy of GoBike Buffalo: a Reddy bikeshare orientation and introductory riding and safety course at your business.
- Group ride led by Reddy bikeshare and GoBike Buffalo staff
- Promotional item TBD
- Listed on Reddy website as a Reddy bike healthy business partner
- Inclusion in Reddy bikeshare publications including e-newsletters and social media posts
- Membership cards for quick and easy access to Reddy bikes

Gold: \$1,000

- Up to 25 annual employee memberships
- Lunch & Learn courtesy of GoBike Buffalo: a Reddy bikeshare orientation and introductory riding and safety course at your business.
- Group ride led by Reddy bikeshare and GoBike Buffalo staff
- Promotional item TBD
- Listed on Reddy website as a Reddy bike healthy business partner
- Inclusion in Reddy bikeshare publications including e-newsletters and social media posts
- Membership cards for quick and easy access to Reddy bikes

Silver: \$525

- Up to 10 employee memberships
- Lunch & Learn courtesy of GoBike Buffalo: a Reddy bikeshare orientation and introductory riding and safety course at your business
- Promotional item TBD
- Listed on Reddy website as a Reddy bike healthy business partner
- Inclusion in Reddy bikeshare publications including e-newsletters and social media posts
- Membership cards for quick and easy access to Reddy bikes

Bronze: \$385

- 10 annual employee memberships
- Listed on Reddy website as a Reddy bike healthy business partner
- Inclusion in Reddy bikeshare publications including e-newsletters and social media posts
- Membership cards for quick and easy access to Reddy bikes

The corporate membership program represents a basic offering of Reddy Bikeshare's services, which are in development through 2017 and can be highly customized to your needs.

Contact

Jennifer White, Marketing & Communications Executive

Email: Jen@reddybikeshare.com

Phone: 716-407-7474 ext. 3



Cost Matrix

Number of Racks:	Just Racks: \$500 each plus \$300 for installation	Small Info Panel: \$1,250	Large Info Panel: \$3,000
5	\$2,800	\$4,050	\$5,800
6	\$3,300	\$4,550	\$6,300
7	\$3,800	\$5,050	\$6,800
8	\$4,300	\$5,550	\$7,300
9	\$4,800	\$6,050	\$7,800
10	\$5,300	\$6,550	\$8,300
11	\$5,800	\$7,050	\$8,800
12	\$6,300	\$7,550	\$9,300
13	\$6,800	\$8,050	\$9,800
14	\$7,300	\$8,550	\$10,300
15	\$7,800	\$9,050	\$10,800
16	\$8,300	\$9,550	\$11,300
17	\$8,800	\$10,050	\$11,800
18	\$9,300	\$10,550	\$12,300
19	\$9,800	\$11,050	\$12,800
20	\$10,300	\$11,550	\$13,300

GO BUFFALO NIAGARA



zipcar 



SMARTER WHEELS AT WORK

A MEMBERSHIP THAT OPENS DOORS.

Reserve by the hour or day. Unlock over 10,000 Zipcars in cities and at airports.

ALL KINDS OF WHEELS.



SEDANS



VANS



TRUCKS



LUXURY



HYBRIDS

THESE ARE ALL INCLUDED.



GAS



INSURANCE



180 MILES/DAY



DISCOUNTED WEEKDAY RATES*



A STELLAR FIRST IMPRESSION

*Rates do not include certain premium and hourly-only vehicles; regular weekend rates apply.

BE IN GOOD COMPANY.

Over 275,000 businesses and government agencies rely on Zipcar.

Join your business today for just \$35 and receive discounted weekday driving rates.



JOIN FOR \$35 AT [ZIPCAR.COM/BUFFALONY](https://www.zipcar.com/buffalony)

Terms and conditions apply. See [zipcar.com/restrictions](https://www.zipcar.com/restrictions) for details.

GO BUFFALO NIAGARA



vRide

Rideshare
by **enterprise**

Vanpooling

A vanpool is a group of 5 to 15 people who commute to and from work on a regular basis in a roomy, comfortable van. vRide provides the vehicle, comprehensive maintenance and repair program, insurance and back-up vans. We also qualify all driver candidates and assist with route selection. The group shares the

monthly operating expense and saves money. A Primary Volunteer Driver and Alternate Drivers are selected from the vanpool group. The Primary Volunteer Driver often receives a free commute and some personal use of the van on evenings and weekends in exchange for assuming driving responsibilities.



Why Your Employees Should Vanpool:

- Save up to \$5,000 a year versus driving alone
- Reduce wear and tear on personal vehicles and save on personal auto insurance
- Escape the daily grind of traffic congestion while sleeping or checking email
- Get to work faster using High Occupancy Vehicle (HOV) Lanes
- Make commuting time more productive by reading, catching up on work or sleeping
- Contribute directly to improving the environment
- Commute more safely

Benefits to Employers

Vanpooling Makes Sense for Your Business

Your employees are your most valuable resource. Today employers need to be concerned with transportation issues and how they impact workforce productivity. Traffic congestion and population growth create longer commutes. Containing costs and improving efficiency are factors leading many employers to focus on worksite accessibility, employee parking, recruitment and retention, and community relations issues. vRide offers proven solutions that help employers address these challenges.

Offer a Valuable Benefit to your Employees

With no capital investment, your company can improve workforce morale and productivity by offering them a time-tested strategy for lowering commuting costs, alleviating stress, and offering valuable tax savings.

Expand Your Labor Market

Don't let traffic congestion impact your company's ability to attract and retain the best workforce possible. An active

vanpool program makes your facility more accessible to employees.

Reduce Parking Requirements

vRide can alleviate your company's parking problems. One vanpool can remove as many as fourteen vehicles from your parking lot and reduce the need to build and maintain expensive additional parking facilities.

Save During A Relocation

We can help you analyze the impact of a potential move on your employees' commutes and develop viable new travel strategies for affected employees. Retaining an experienced workforce not only safeguards your investment in their professional development, but also ensures you will spend less on recruiting and training after a move.

Enhance Your Public Image

The vRide vanpool program identifies and promotes your business as a civic leader concerned about the environment, the community and your employees.

Consulting

vRide's consulting services include:

- Commuter Cluster Analysis
- Web based surveys
- Public Funding Strategies
- Site specific ridematching for carpools and vanpools
- Development and management of employee shuttle bus services
- Environmental awareness campaigns
- Website content development
- Communications and marketing strategies

vRide draws upon over 35 years of first hand operating experience to help craft employee transportation programs built upon an organization's unique requirements. We offer helpful analytical tools that assess how your employees travel to and from work today as well as identifying the necessary changes that would encourage them to modify their commuting behaviors.

vRide's mapping tools produce an overview of employee commuting patterns and identify groups of employees with the potential to be organized into shared ride arrangements. Web-based surveys

ensure statistically significant employee responses and clarify attitudes about commuting. They can also identify the measures required to influence travel behavior.

Additionally, vRide provides valuable guidance about how to most effectively market and promote sustainable transportation solutions to your employees. In many markets vRide partners with state and local transit authorities to bring these and other services like transit subsidies and Emergency Ride Home Programs to your workforce.

GO BUFFALO NIAGARA



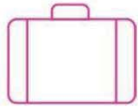
ELEVATE YOUR
EMPLOYEE TRAVEL



lyft



RIDES FOR EVERY OCCASION



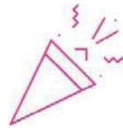
Business Travel

Affordable ground transportation for flights and across town meetings.



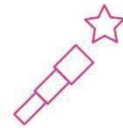
Daily Commutes

Door-to-door rides for morning and evening commutes.



Meetings and Events

Reliable transportation for company parties and conferences.



Employee Perks

Provide monthly credits to your employees as a work benefit.

BUSINESS TRAVEL



Single-tap Business Profiles

Keep business rides and personal rides separate. Send business ride receipts to your work inbox.



Effortless Expensing

Automate ride expensing and easily export ride history. Never worry about losing a taxi receipt again!



Door To Door, Wherever You Travel Domestically

Get a ride in over 350+ U.S. cities.





COMMUTE SOLUTIONS

Monthly Credits

Load a predetermined amount into your team's Lyft account at the beginning of every month.

Shuttle Replacement

Stop paying for half-empty shuttles and use Lyft instead! Lower your overall cost and provide flexibility for your employees by providing on-demand rides.

First & Last Mile

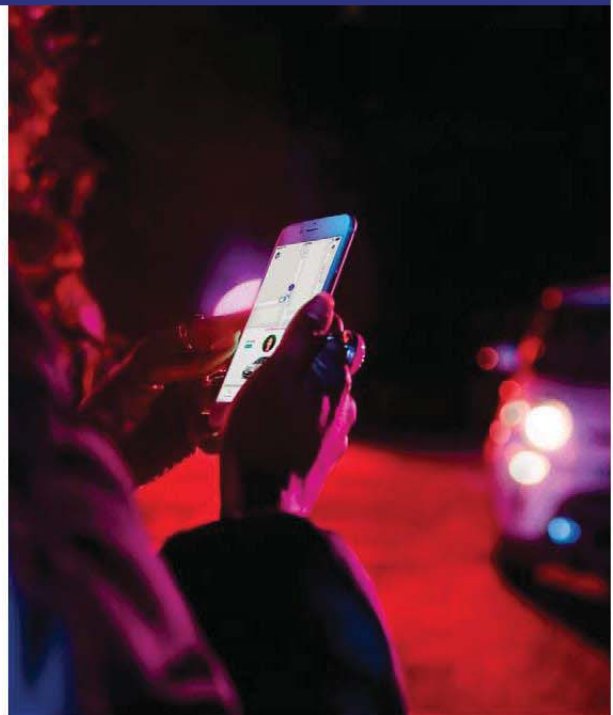
Help your teams use public transportation during their commute by covering first/last mile using Lyft.



4

EVENTS

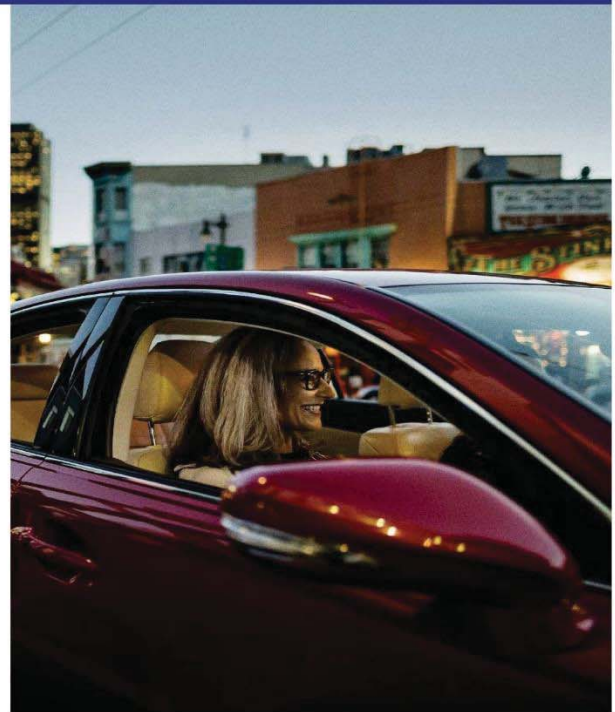
Lyft works with event planners to design custom event transportation solutions to get your guests safely to and from events, meetings and on-sites.





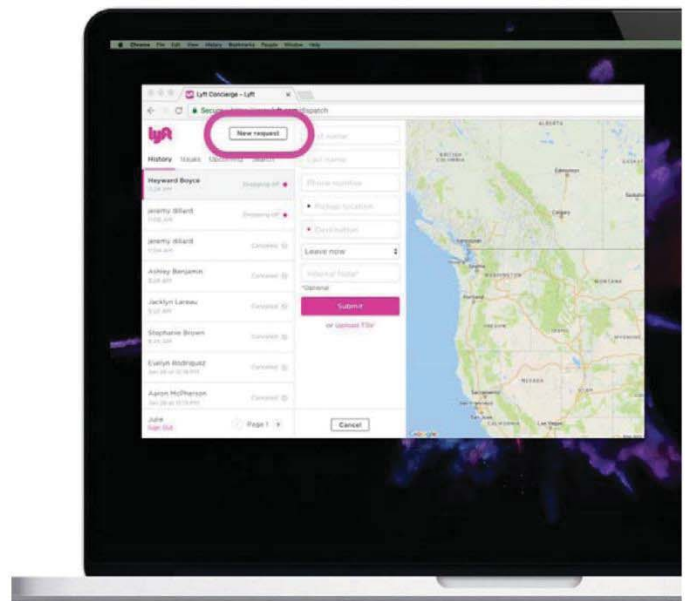
SAFE RIDE HOME

Lyft works hotels, bars, restaurants and more to transport their valued customers and employees home, no matter what time of day.



LYFT CONCIERGE

Request a ride for someone in minutes or up to 7 days in advance using Lyft's desktop Concierge platform.





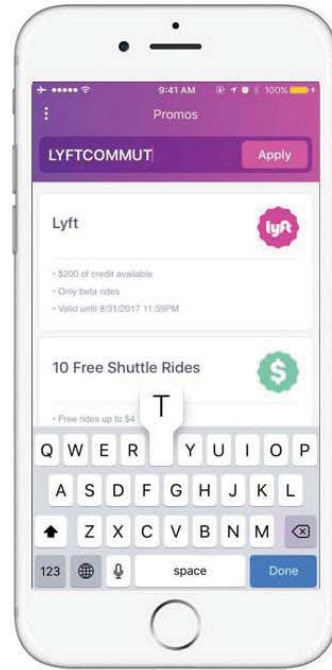
LYFT CODES

Lyft Codes can be used for commute, events, safe rides home and more.

Codes can be restricted by:

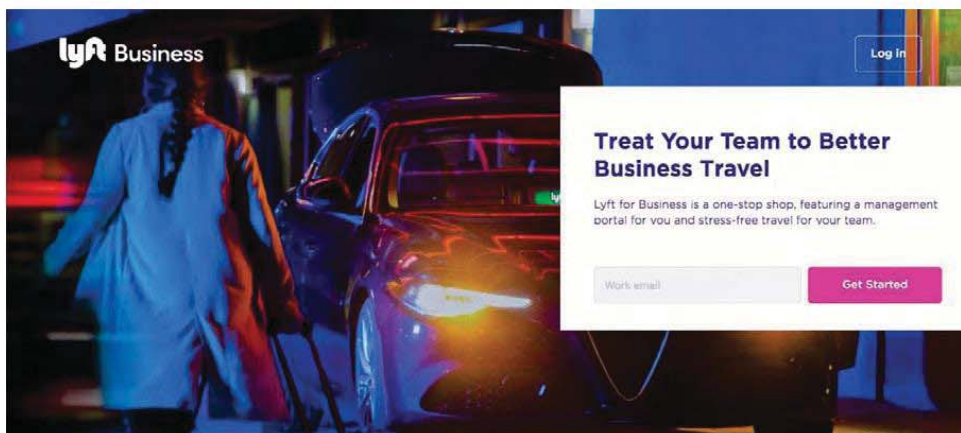
- # of possible redemptions
- Geo-fencing
- Time/date and total cost

We'll send you an instructional PDF to distribute and your employees will be ready to ride!



LYFT FOR BUSINESS

Manage your Lyft business travel program in one place!



Get started at
lyft.com/business

- Enroll your employees in business travel
- Set up direct billing
- View individual ride-level data
- Export monthly reporting

NYSERDA, a public benefit corporation, offers objective information and analysis, innovative programs, technical expertise, and support to help New Yorkers increase energy efficiency, save money, use renewable energy, and reduce reliance on fossil fuels. NYSERDA professionals work to protect the environment and create clean-energy jobs. NYSERDA has been developing partnerships to advance innovative energy solutions in New York State since 1975.

To learn more about NYSERDA's programs and funding opportunities, visit nyserderda.ny.gov or follow us on Twitter, Facebook, YouTube, or Instagram.

**New York State
Department of Transportation**

50 Wolf Road
Albany, NY 12232

telephone: 518-457-6195

dot.ny.gov

**New York State
Energy Research and
Development Authority**

17 Columbia Circle
Albany, NY 12203-6399

toll free: 866-NYSERDA
local: 518-862-1090
fax: 518-862-1091

info@nyserderda.ny.gov
nyserderda.ny.gov



NYSERDA
Department of
Transportation

New York State Energy Research and Development Authority
Richard L. Kauffman, Chair | Alicia Barton, President and CEO

New York State Department of Transportation
Paul A. Karas, Acting Commissioner