FY2023

NFTA PERFORMANCE

Key Performance Indicators
Ending March 31, 2023

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Introduction

Niagara Frontier Transportation Authority (NFTA)

The NFTA is a New York State public-benefit corporation responsible for the delivering public transportation services to Erie and Niagara counties and providing international airports for the region. The NFTA, as an authority, encompasses NFTA-Metro bus and rail system, the Buffalo Niagara International Airport and the Niagara Falls International Airport. A big part of our commitment to our community is transparency and continuous improvements, for which our Annual Performance Report plays a critical role.

As a public agency, NFTA is accountable to the people we serve. We want to make it easy for our customers and stakeholders to understand and review our performance. Measuring the performance of a transportation agency is the first step toward efficient and proactive management. The use of performance measures for transportation planning and operations is critical for transportation agencies who are managing evolving demands with limited resources.

This annual performance report provides a summary of the performance metrics that NFTA monitors to keep the operations and facilities efficient, economical, safe, and reliable while pursuing continued improvement. It is NFTA's intent to use these metrics to provide a look back at where we have been as well as provide a roadmap to the future. This report is updated annually and may introduce new performance measures to expand our ability to evaluate our efforts and keep our review relevant.
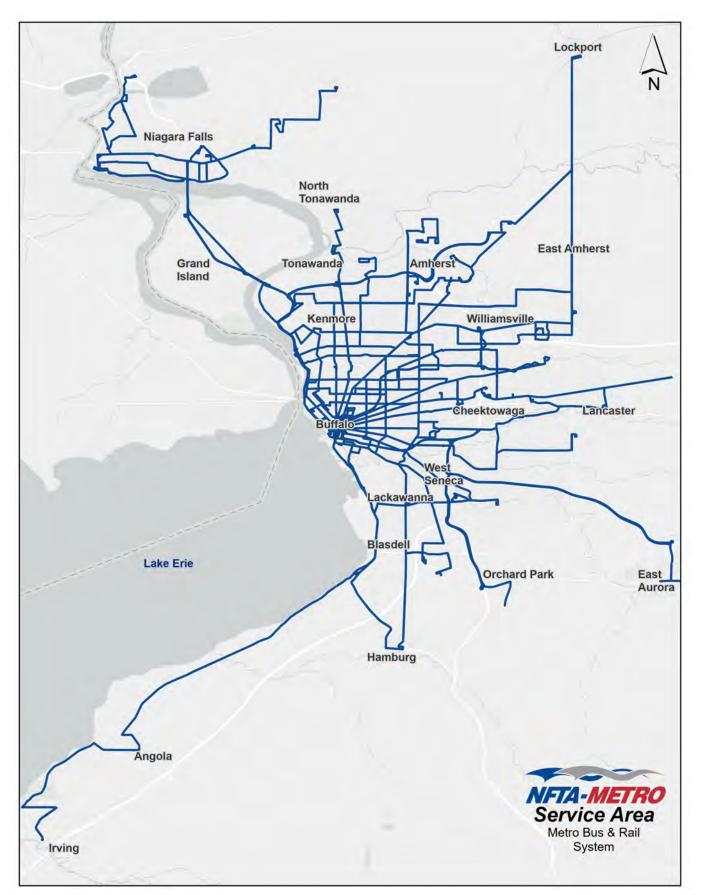
NFTA-METRO

NFTA-Metro (Metro) is proud to serve Erie and Niagara Counties of Western New York. The more than 1,000 Metro employees made up of operators, planners, mechanics, technicians, and specialists responsible for delivering service, work diligently to make it easy for our customers to experience the highest level of public transportation.

NFTA-Metro bus and rail system is a multi-modal agency, utilizing various vehicle modes (diesel bus, diesel-hybrid bus, CNG bus, battery electric bus, light rail and van), using the brand names: NFTA-Metro Bus, NFTA-Metro Rail and NFTA PAL (Paratransit Access Line). In addition, the NFTA also owns and manages a number of properties, including the Buffalo Metropolitan Transportation Center in downtown Buffalo (which serves as the agency's headquarters); the Niagara Falls Transportation Center on Factory Outlet Boulevard; the Portage Road Transit Center in Niagara Falls; and a number of strategically located bus loops and transit centers in the Buffalo Niagara region.

299 Buses

555 Operators

47 Bus Routes

3,837 Bus Stops

6.4 Mile Light Rail System

27 Rail Cars

NFTA-METRO SERVICE AREA

The NFTA-Metro service area covers portions of both Erie and Niagara Counties.

NFTA-METRO Service Area
Metro Bus & Rail System

NFTA AVIATION

Because Buffalo Niagara International Airport (BNIA) and Niagara Falls International Airport (NFIA) play an essential role in the development of business and tourism in our region, we constantly pursue improvement while conducting business to the highest professional and ethical standards. We consider the safety and security of our staff, passengers, tenants, and stakeholders to be our priority. We strive to be efficient in our operations, innovative in our approach to problem solving, and act responsibly towards our community and our environment.
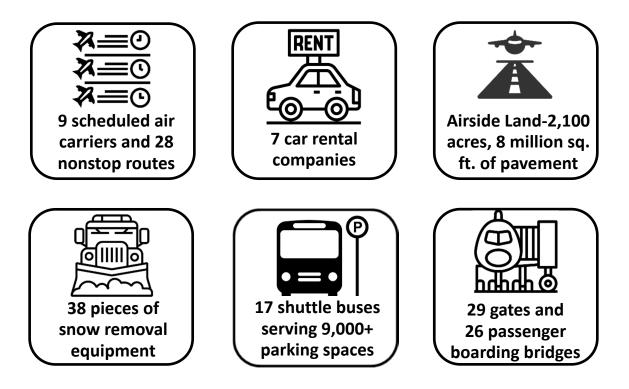
Buffalo Niagara International Airport (FAA LID: BUF) is located at 4200 Genesee Street, in the Town of Cheektowaga, in Erie County, New York and covers 1,000 acres. The airport serves Buffalo, and Niagara Falls, New York, and the southern Golden Horseshoe region of Ontario, Canada. It is the third-busiest airport in the state of New York and the busiest inside of the Buffalo-Niagara Falls metropolitan area.

Niagara Falls International Airport (FAA LID: IAG) is located at 2055 Niagara Falls Boulevard, in the Towns of Niagara and Wheatfield, in Niagara County, New York and covers 1,067 acres. The airport is a joint civil-military airfield, sharing its runways with the Niagara Falls Air Reserve Station.

The airports combine to provide up to 100 nonstop flights per day connecting our passengers to over 28 airport destinations and beyond. The airports are well-planned and managed facilities that offer a variety of passenger services and provide facilities for military, air cargo and general aviation operations.

Our airport system includes two modern passenger terminals, four runways, two Air Traffic Control Towers, Weather Observatory, Aviation Fuel Systems, General Aviation Facility, Transit Police Station, and an Aircraft Rescue and Firefighting (ARFF) facility.
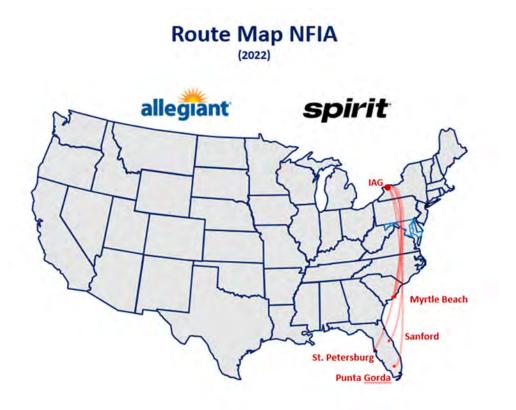
A state-of-the-art air cargo facility including one million square feet of apron area is located at BNIA. Two scheduled air freight forwarders based at the facility handle the majority of the 88 million pounds of yearly cargo.

9 scheduled air carriers and 28 nonstop routes

7 car rental companies

Airside Land-2,100 acres, 8 million sq. ft. of pavement

38 pieces of snow removal equipment

17 shuttle buses serving 9,000+ parking spaces

29 gates and 26 passenger boarding bridges

NFTA AVIATION ROUTE MAPS
Direct flights from our airports serve many destinations and connection points.

Route Map BNIA (2022)

Route Map NFIA (2022)

YEAR IN REVIEW

The NFTA experienced challenges and successes this past year in dealing with unfortunate community events, extreme weather and pandemic recovery. Most metrics depict performance that represents improvement in broad areas of operations while establishing new benchmarks in a post COVID environment.

This year is the introduction of performance reporting for Aviation. By expanding the use of performance metrics, it will allow us to provide enhanced levels of customer service expected by the traveling community, tenants and stakeholders of BNIA and NFIA.

Operations

Metro experienced improved ridership-based performance across broad metrics this year while providing stable service delivery. Paratransit ridership remains strong with ridership at historical levels. Challenges with workforce recruitment remain which restricts our ability to advance services that would further enhance performance and community support. We have dedicated several resources in addressing workforce retention and recruitment efforts and have begun to see improvements.

Aviation experienced significant growth in enplanements at BNIA consistent with industry trends. The improvement of passenger traffic volume has a mirror effect on many other metrics in Aviation as depicted throughout the report. The addition of Sun Country Airlines this year continues the pursuit of additional carriers in our system. Both BNIA and NFIA were winners in the Balchen Post award for snow and ice removal, congratulations to our team.

Fleet / Infrastructure

The easing of supply chain challenges and the normalization of procurement cycles has allowed Metro to resume activities associated with improving our fleet as depicted by our bus metrics. We also experienced improved maintenance performance with a higher percentage of buses remaining available for service partially due to reduced fleet age.

Focus on passenger boarding bridges has become necessary to address deteriorating conditions of our existing bridges at BNIA. The average life of our bridges has increased beyond the useful life and is being addressed through a capital program for systemic replacement over the next few years. Due to the severity of this past year's weather, our snow removal equipment experienced significant challenges in maintaining operations which highlighted the need for a storage facility to improve performance and reliability.

Financial

Metro's financial performance was stable during the year with strong assistance from our funding partners and tax revenues, coupled with continued cost containment. Increased fare revenue for Metro due to increased ridership, resulted in an improved farebox recovery rate. The use of payment apps for fares continued strong growth last year with additional improvement expected as our offerings increase in the future.

BNIA had positive financial performance last year. Although we experienced record concession revenue in the fiscal year, non-parking concession revenue was slow to recover possibly attributed to changes in passenger preferences, the frequent closures of the businesses within the terminal area and slightly lower than normal enplanements.

YEAR IN REVIEW
Customer Relations
Activity levels with customer interaction and alerts increased last year. Operating through a historical winter with two significant events that disrupted and suspended service created a difficult environment for our customers. Positive results in our customer satisfaction survey results for Metro were present across most metrics.

To ease our customers at BNIA through their travels, our ambassadors provide aid through information sharing, wayfinding and through our PAWs for Love program. All these services assist the travelers through their journey.

Survey results and customer input are used to inform management to enhance our performance and improve customer satisfaction. Additional efforts to improve customer complaint and response data is being advanced across the NFTA for future reporting.

Safety, Security & Environment
The Transit Authority Police Department (TAPD) and the BNIA Aircraft Rescue and Fire Fighting (ARFF) are included in the report to advance performance transparency. The introduction of incident and crime statistics for both TAPD and BNIA are included to represent the activities being addressed by these groups. The introduction of trends will be advanced in the future.

Historically positive results in safety were accomplished in this period. Recordable injures and lost time cases across the NFTA are record lows in calendar year 2022 representing a tremendous accomplishment. Preventable collisions were also near a record low representing a positive trend for Metro.

Carbon footprint was favorable compared to the prior year with less diesel emissions. The introduction of battery electric buses did not have an impact on the reporting period but should show additional positive impacts on this metric in the future.

NFTA-METRO MISSION STATEMENT

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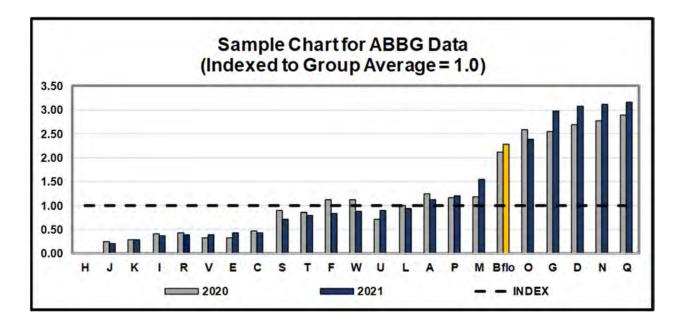*a coordinated and convenient bus and rail system*

TRANSIT PEER BENCHMARKING GROUPS

NFTA-Metro is a member of both the American Bus Benchmarking Group (ABBG) and the Group of North American Light Rail Systems (GOAL). Participation in these groups provides Metro with benchmarking capabilities within our bus, rail and paratransit operations to evaluate our performance and identify opportunities for improvement. ABBG was established in 2011 and GOAL in 2015 which are headquartered at Imperial College, London, England. They are comprised of over 30 public transit agencies providing transit service throughout the United States and Canada.

The significance of membership in the benchmarking groups includes developing concise, well-balanced, and comparable performance measures, identifying underlying trends, sharing best practices, and publishing annual reports and tools. Benchmarking is not merely a comparison of data or a creation of rankings. The structured Key Performance Indicator (KPI) comparisons can be used for:
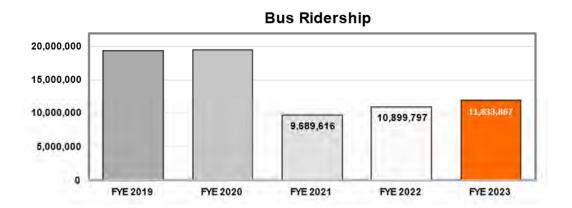
- Stimulating productive "why" questions
- Identifying lines of further inquiry (e.g., via website forum or clearinghouse studies)
- Identifying high-priority problems, strengths and weaknesses
- Monitoring trends by analyzing performance over time, allowing the identification of organizations which have truly improved
- Internal motivation - identifying and setting achievable targets for improved performance
- Supporting dialogue with government, authorities, media and other stakeholders (confidentiality permitting)
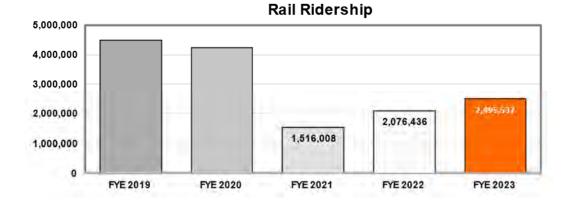
Throughout this report you will find ABBG benchmarking results outlined in black. The comparable Metro data is highlighted in yellow and shows our ranking among the other members of the Peer Group as well as our yearly progression in the Customer Satisfaction Survey (CSS).
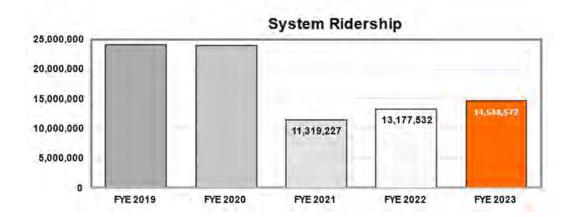

Sample Chart for ABBG Data (Indexed to Group Average = 1.0)

RIDERSHIP

Reported Metro ridership is derived from Automatic Passenger Counter (APC) technology. Electronic devices on buses and rail vehicles record boarding and alighting data.
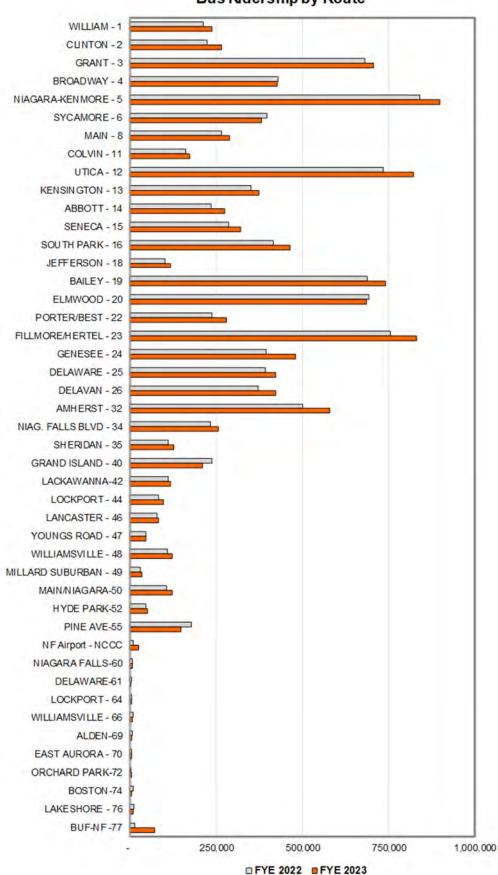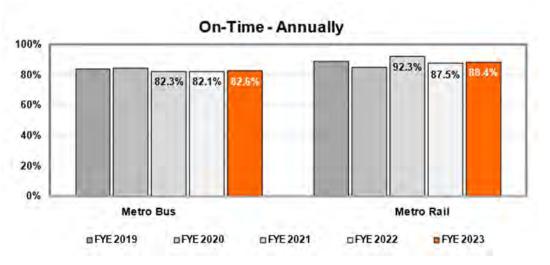
Bus Ridership

FYE 2021: 9,689,616
FYE 2022: 10,899,797
FYE 2023: 11,833,867

Rail Ridership

FYE 2021: 1,516,008
FYE 2022: 2,076,436
FYE 2023: 2,495,537

System Ridership

FYE 2021: 11,319,227
FYE 2022: 13,177,532
FYE 2023: 14,548,572

RIDERSHIP

Bus Ridership by Route

ON-TIME PERFORMANCE

Metro monitors the efficiency of the service it provides. Metro "On-Time Performance" is the calculated difference between the actual time a Metro vehicle encounters a specific stop compared to the time that vehicle was scheduled to be there.
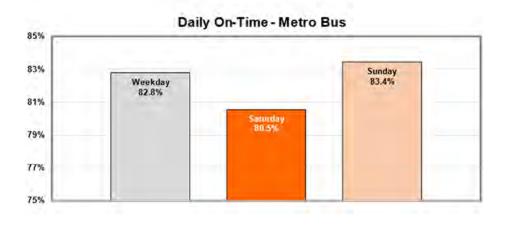

On-Time - Annually

Metro Bus: 82.3%, 82.1%, 82.6%
Metro Rail: 92.3%, 87.5%, 88.4%

☐ FYE 2019   ☐ FYE 2020   ☐ FYE 2021   ☐ FYE 2022   ■ FYE 2023

ON-TIME CALCULATION

Metro Bus

The window for Metro Bus on time is six minutes. An arrival is considered on time if it is less than two minutes early and less than four minutes late. Late arrivals can be affected by weather conditions, street conditions, boarding/alighting patterns or traffic along the route. Early arrivals are the portion of non-compliant arrivals that can be improved through management and technology enhancements and are less related to external factors.
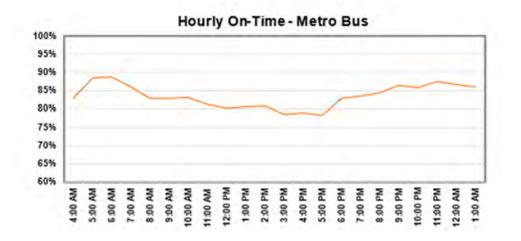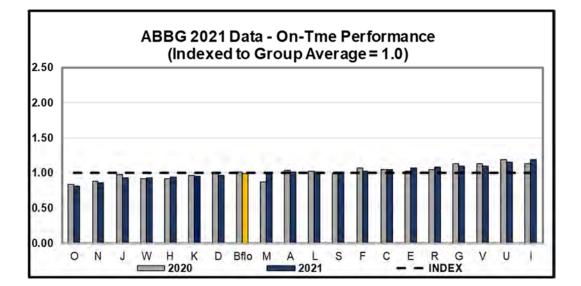
Metro Rail

The window for Metro Rail on time is one minute. An arrival is considered on time if it is less than zero seconds early or less than 60 seconds late.

ON-TIME PERFORMANCE - FIXED ROUTE

Daily On-Time - Metro Bus

Hourly On-Time - Metro Bus

ABBG 2021 Data - On-Tme Performance (Indexed to Group Average = 1.0)

14

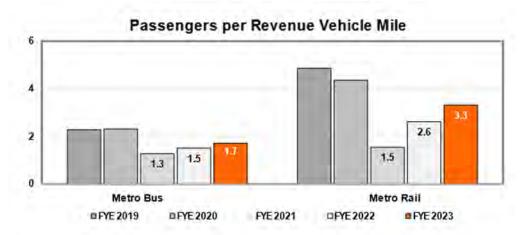## ROUTE PERFORMANCE ANALYSIS - WEEKDAY SERVICE ONLY

Metro Service Delivery and Evaluation Guidelines have been established to provide an objective basis for assessing the performance of existing Metro Bus service. Routes are grouped by type or characteristics of service and evaluated to provide the basis for developing service adjustments.
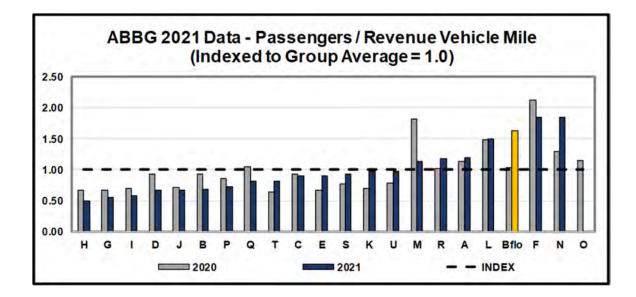
Performance

Passengers per vehicle mile and hour is a measurement of service efficiency. Metro pursues improved operating efficiency by attracting additional riders, maximizing route design and operating an efficient fleet.

Passengers per Revenue Mile

This represents the productivity of the route by the number of passengers carried for each mile of revenue service provided. It is computed by dividing the number of average weekday riders by the associated number of revenue miles of service for each route.
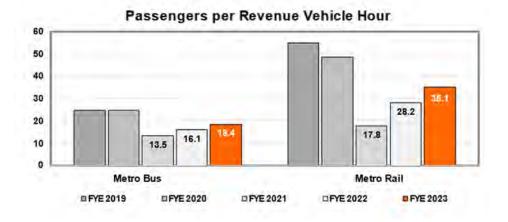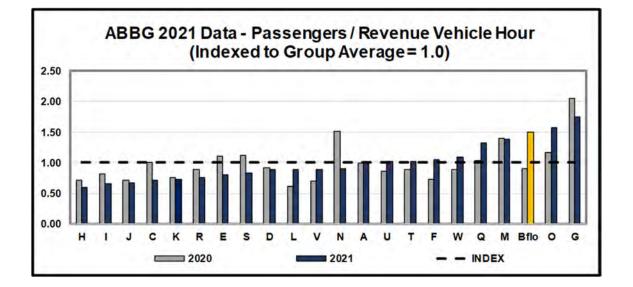

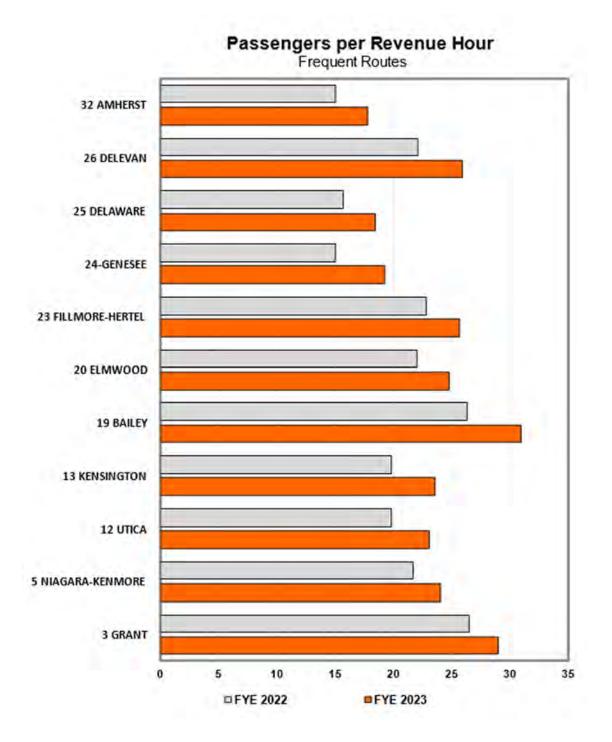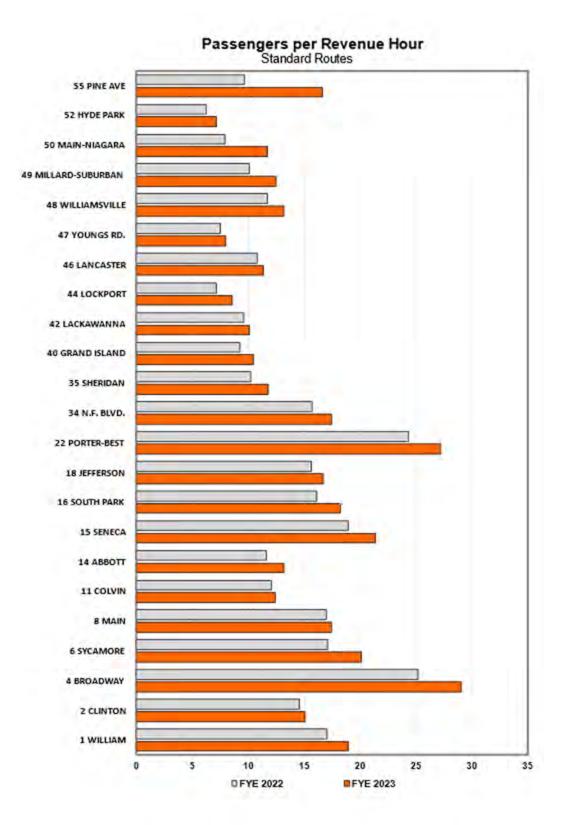This chart represents Metro's standing relative to other members in ABBG.

ROUTE PERFORMANCE ANALYSIS - WEEKDAY SERVICE ONLY

Passengers per Revenue Hour

This represents the productivity of the route by the number of passengers carried for each hour of revenue service provided. It is computed by dividing the number of average weekday riders by the associated number of revenue hours of service for each route.
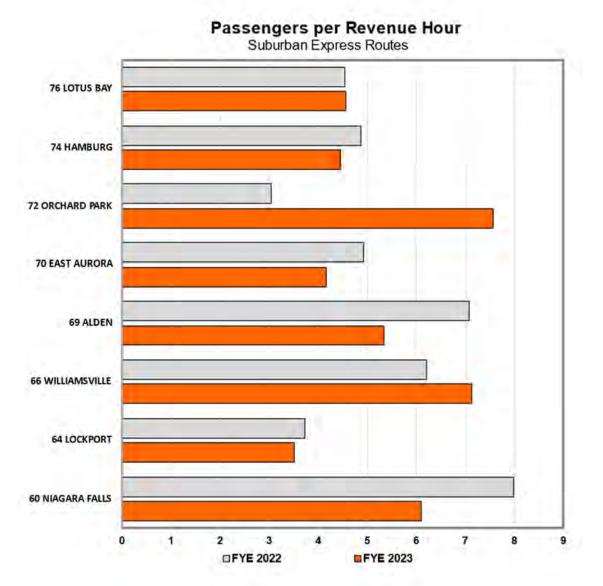

Passengers per Revenue Vehicle Hour

ABBG 2021 Data - Passengers / Revenue Vehicle Hour (Indexed to Group Average = 1.0)

ROUTE PERFORMANCE ANALYSIS - WEEKDAY SERVICE ONLY

Passengers per Revenue Hour
Frequent Routes

ROUTE PERFORMANCE ANALYSIS - WEEKDAY SERVICE ONLY

Passengers per Revenue Hour
Standard Routes

ROUTE PERFORMANCE ANALYSIS - WEEKDAY SERVICE ONLY

Passengers per Revenue Hour
Suburban Express Routes

□ FYE 2022   ■ FYE 2023

ROUTE PERFORMANCE ANALYSIS - WEEKDAY SERVICE ONLY

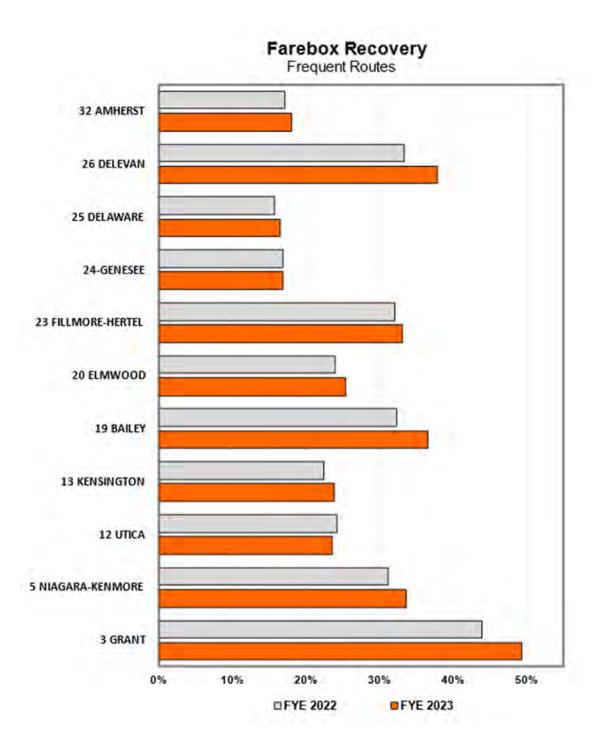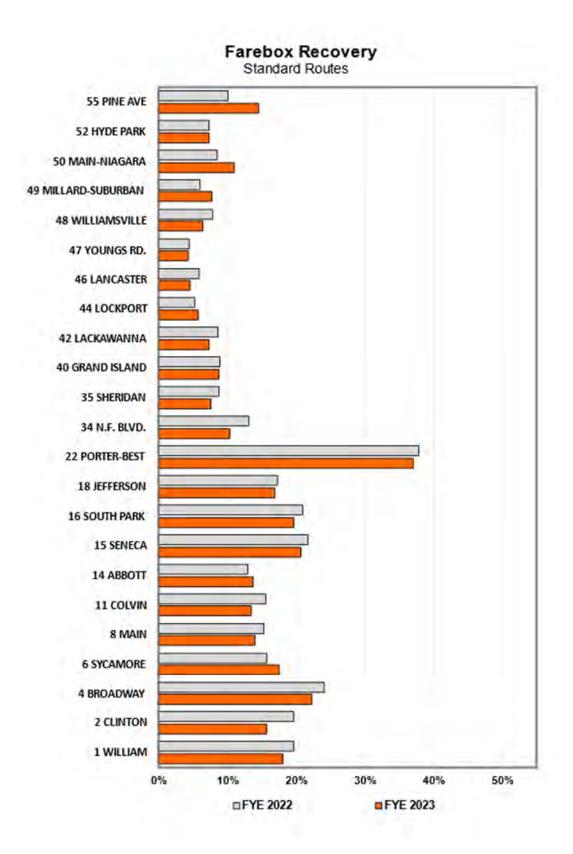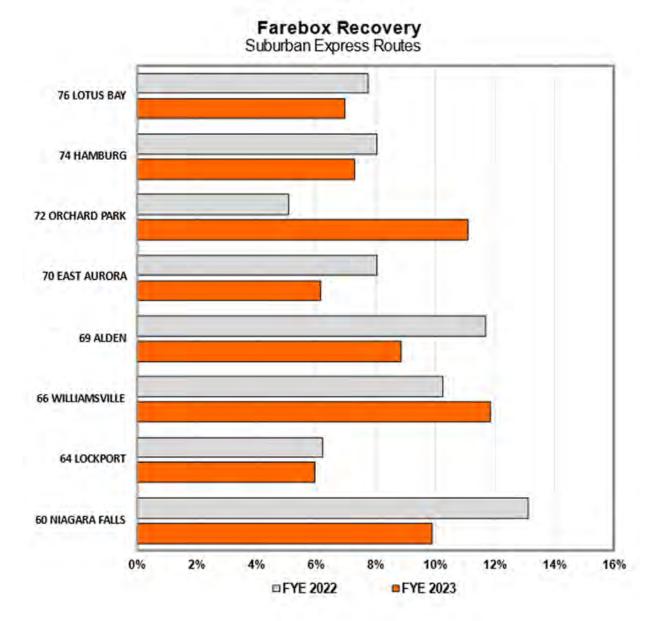**Farebox Recovery**

This represents the percent of operating expenses which are directly covered by the passenger fares. It is computed by dividing the total passenger fare revenue by the total operating expenses for each route.
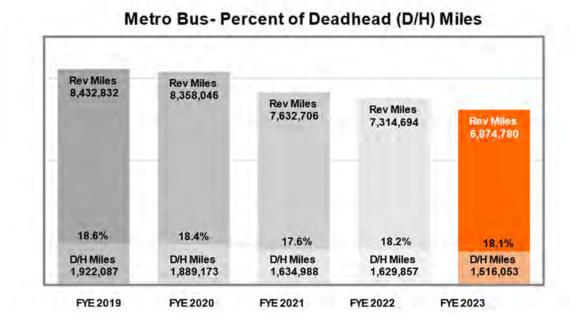

Farebox Recovery
Frequent Routes

ROUTE PERFORMANCE ANALYSIS - WEEKDAY SERVICE ONLY

Farebox Recovery
Standard Routes

ROUTE PERFORMANCE ANALYSIS – WEEKDAY SERVICE ONLY
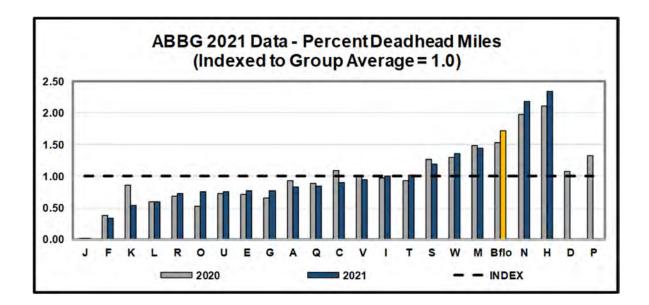
Farebox Recovery
Suburban Express Routes
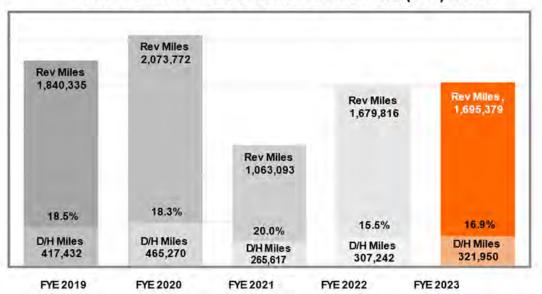
MILEAGE EFFICIENCY

Mileage efficiency compares the amount of vehicle miles traveled providing revenue generating service (Rev Miles) with the miles traveled when the vehicle is out of service (deadhead miles). This measure reflects route design efficiency.

Metro Bus- Percent of Deadhead (D/H) Miles

	FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
Rev Miles	8,432,832	8,358,046	7,632,706	7,314,694	6,874,780
% D/H	18.6%	18.4%	17.6%	18.2%	18.1%
D/H Miles	1,922,087	1,889,173	1,634,988	1,629,857	1,516,053

Metro Rail deadhead mileage efficiency is maintained at less than 13 percent.

ABBG 2021 Data - Percent Deadhead Miles (Indexed to Group Average = 1.0)

MILEAGE EFFICIENCY

Paratransit Vans Percent of Deadhead (D/H) Miles

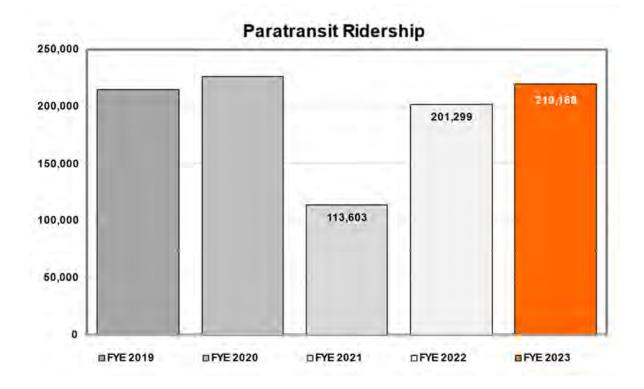|	FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
Rev Miles	1,840,335	2,073,772	1,063,093	1,679,816	1,695,379
Percent	18.5%	18.3%	20.0%	15.5%	16.9%
D/H Miles	417,432	465,270	265,617	307,242	321,950

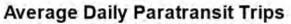NFTA

PARATRANSIT PROFILE

Metro has a fully accessible bus and rail system. For those passengers who cannot access our regular Metro Bus and Rail due to a disability (temporary or permanent) we provide safe, reliable origin to destination transportation services through the Paratransit Access Line (PAL).
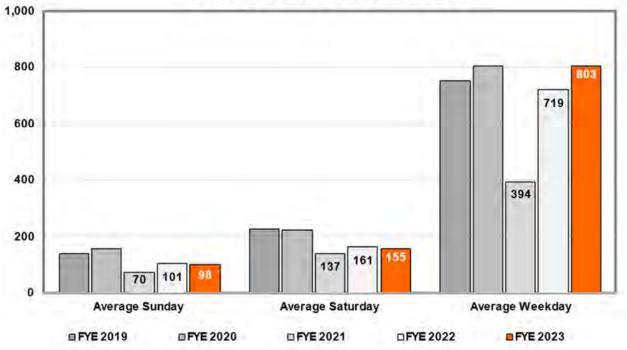
In an effort to minimize demand for PAL service, Metro continues to allow PAL eligible riders to use fixed route service free of charge.

Paratransit service is provided to the community by utilizing almost 100 dedicated operators and 75 vehicles throughout our service area.

PARATRANSIT RIDERSHIP

Paratransit Ridership

FYE 2019 · FYE 2020 · FYE 2021 · FYE 2022 · FYE 2023

(FYE 2021: 113,603; FYE 2022: 201,299; FYE 2023: 219,168)

Average Daily Paratransit Trips

	Average Sunday	Average Saturday	Average Weekday
FYE 2021	70	137	394
FYE 2022	101	161	719
FYE 2023	98	155	803

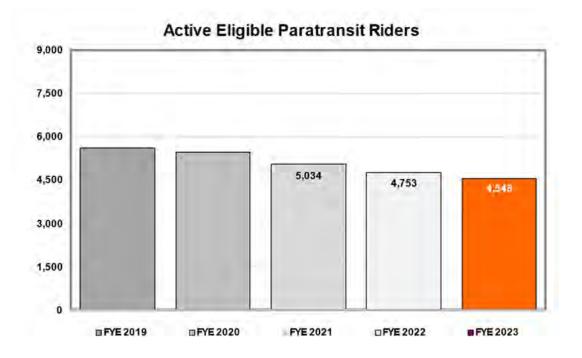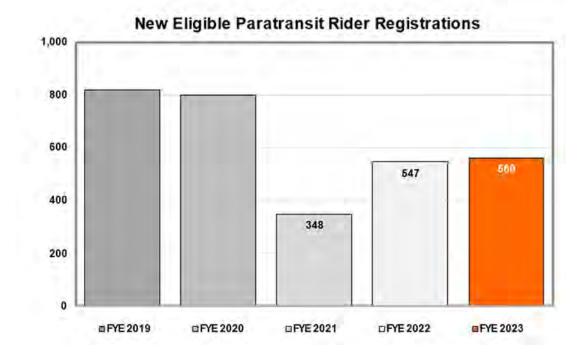FYE 2019 · FYE 2020 · FYE 2021 · FYE 2022 · FYE 2023

NFTA

PARATRANSIT REGISTRATIONS

Paratransit ridership is comprised of passengers who have obtained eligibility by completing the application process (eligible riders). Eligibility to use PAL is determined based on the guidelines contained in the Americans with Disabilities Act (ADA) of 1990.

Active Eligible Paratransit Riders

- FYE 2019
- FYE 2020
- FYE 2021: 5,034
- FYE 2022: 4,753
- FYE 2023: 4,548

New Eligible Paratransit Rider Registrations

- FYE 2019
- FYE 2020
- FYE 2021: 348
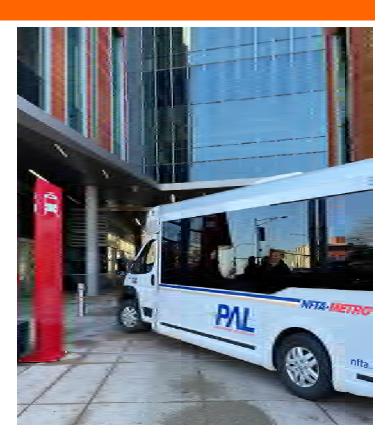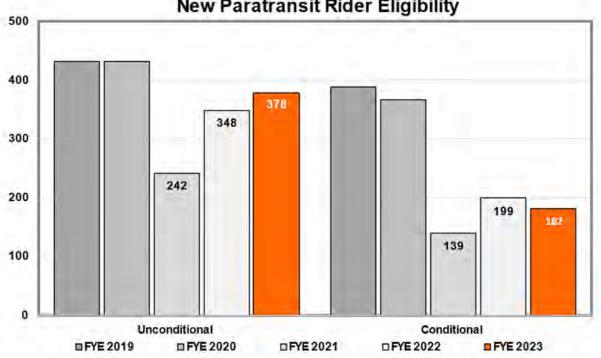- FYE 2022: 547
- FYE 2023: 560

PARATRANSIT ELIGIBILITY TYPES

Access to PAL service is established through the application process when conditions may be applied to eligibility:

- Unconditional eligibility entitles an ADA rider to unlimited PAL service

- Conditional eligibility places restrictions on use of PAL service based on disability (For example, the ADA rider may only be eligible to use PAL service during winter months or for travel to unfamiliar destinations where they have not been travel trained.)
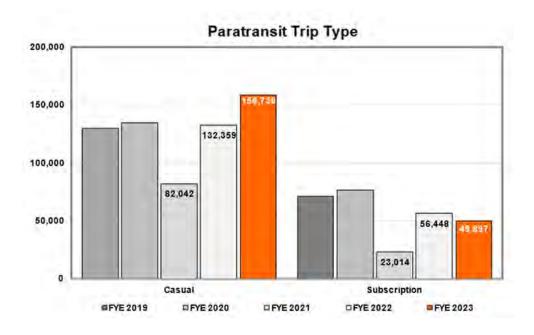

New Paratransit Rider Eligibility

Unconditional: FYE 2019, FYE 2020 (242), FYE 2021 (348), FYE 2023 (378)
Conditional: FYE 2020 (139), FYE 2022 (199), FYE 2023 (182)

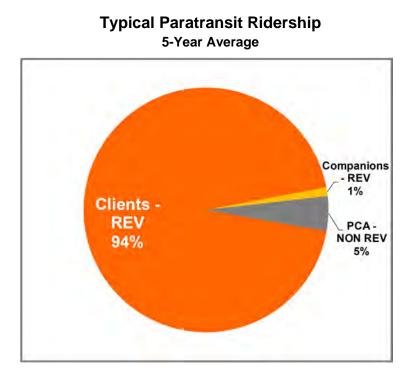Legend: ■ FYE 2019 ■ FYE 2020 □ FYE 2021 □ FYE 2022 ■ FYE 2023

PARATRANSIT TRIP TYPES

Trip bookings are classified as either casual or subscription trips. Casual, single trips are non-recurring trips made by an eligible rider. Subscription trips are trips requested between the same origin and destination on fixed days at fixed times.

Paratransit Trip Type

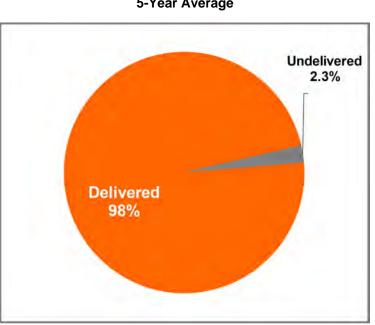|	Casual	Subscription
FYE 2019		
FYE 2020	82,042	23,014
FYE 2021	132,359	56,448
FYE 2022		
FYE 2023	158,730	49,897

PARATRANSIT RIDERSHIP MAKEUP

Eligible riders, who require assistance, may request to travel with a personal care attendant (PCA) who rides free of charge (NON REV). Eligible riders are also permitted to travel with a companion who rides for the same fare as the eligible rider (REV).

Typical Paratransit Ridership
5-Year Average

- Clients - REV 94%
- Companions - REV 1%
- PCA - NON REV 5%

PARATRANSIT TRIP DELIVERY

Trip delivery is based on trips scheduled for ADA-eligible riders.
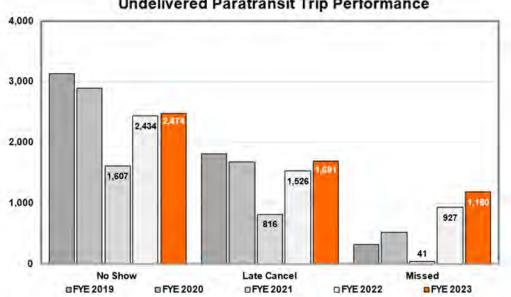
Paratransit Trip Delivery Performance
5-Year Average

Undelivered paratransit trips include:

No Show (1.4%) - The Metro vehicle arrived within 30-minute pickup window and waited at least five minutes but the rider did not board.

Late Cancel (0.8%) - Rider called to cancel a trip less than two hours prior to the scheduled pickup window.

Missed Trip (0.1%) - The Metro vehicle arrived outside the pickup window and the rider found other means of transportation or did not travel.
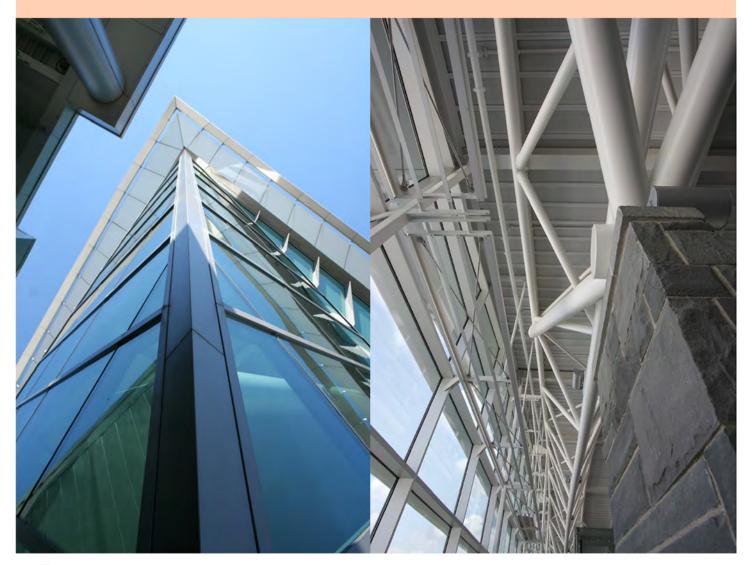
NFTA AVIATION MISSION STATEMENT

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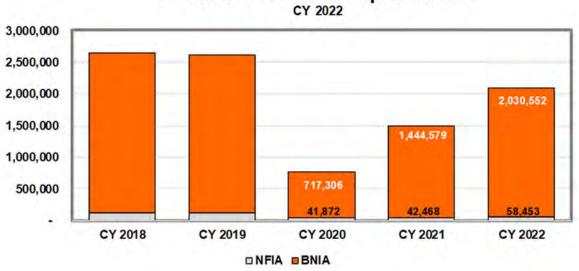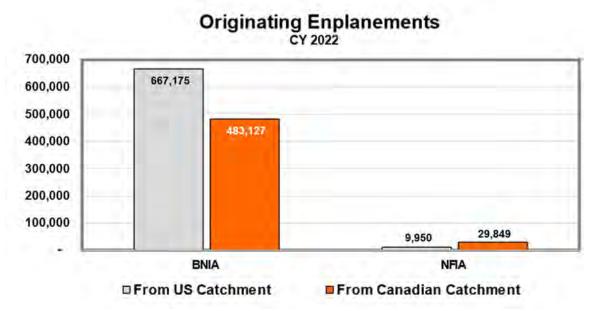
ENPLANEMENTS

An enplanement is defined as a revenue passenger who boards an aircraft that departs from an airport.

Annual BNIA & NFIA Enplanements
CY 2022

	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
BNIA			717,306	1,444,579	2,030,552
NFIA			41,872	42,468	58,453

☐ NFIA ☐ BNIA

(From monthly airline reporting; includes non-revenue enplanements)

Originating Enplanements
CY 2022

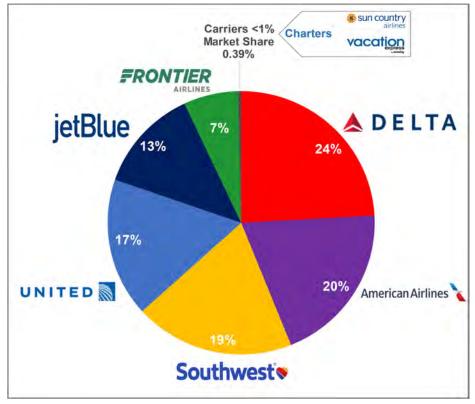|	BNIA	NFIA
From US Catchment	667,175	9,950
From Canadian Catchment	483,127	29,849

☐ From US Catchment   ☐ From Canadian Catchment
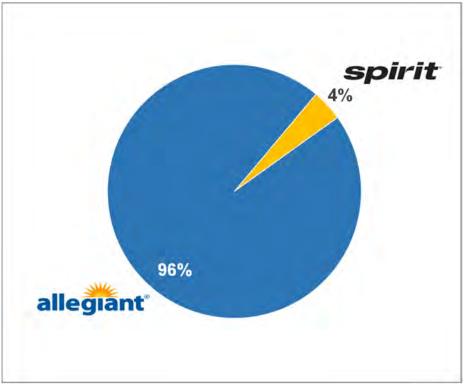
(Enplanements originating from our airports; excludes visitors coming to WNY)

NFTA

MARKET SHARE
Market share is based on the number of annual departing flights.
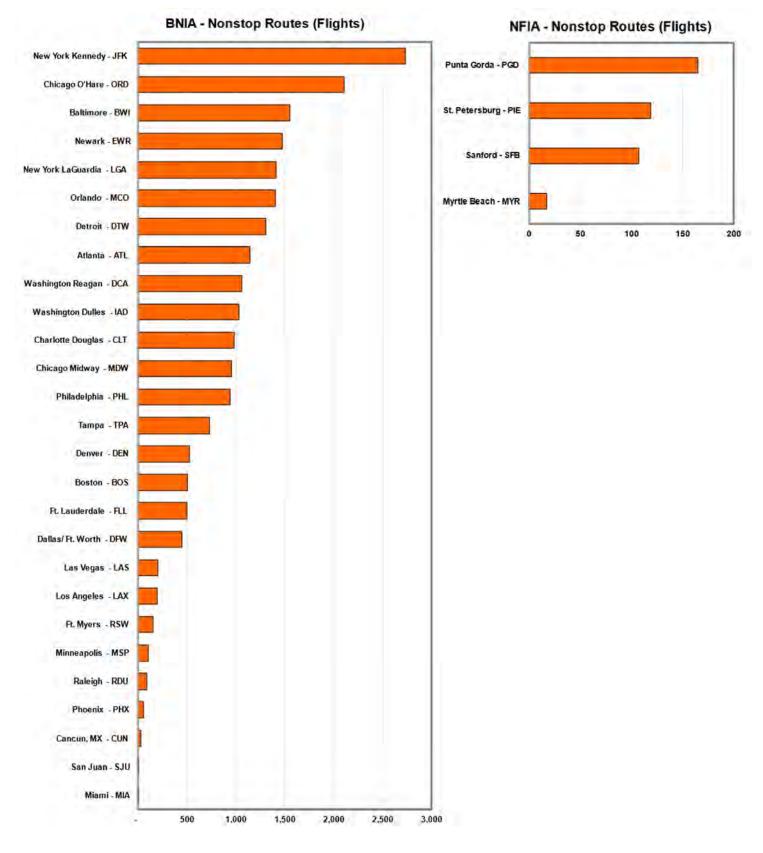
BNIA – Airline Market Share

NFIA – Airline Market Share

NONSTOP ROUTES

BNIA - Nonstop Routes (Flights)

Route	
New York Kennedy - JFK	
Chicago O'Hare - ORD	
Baltimore - BWI	
Newark - EWR	
New York LaGuardia - LGA	
Orlando - MCO	
Detroit - DTW	
Atlanta - ATL	
Washington Reagan - DCA	
Washington Dulles - IAD	
Charlotte Douglas - CLT	
Chicago Midway - MDW	
Philadelphia - PHL	
Tampa - TPA	
Denver - DEN	
Boston - BOS	
Ft. Lauderdale - FLL	
Dallas/ Ft. Worth - DFW	
Las Vegas - LAS	
Los Angeles - LAX	
Ft. Myers - RSW	
Minneapolis - MSP	
Raleigh - RDU	
Phoenix - PHX	
Cancun, MX - CUN	
San Juan - SJU	
Miami - MIA	

NFIA - Nonstop Routes (Flights)

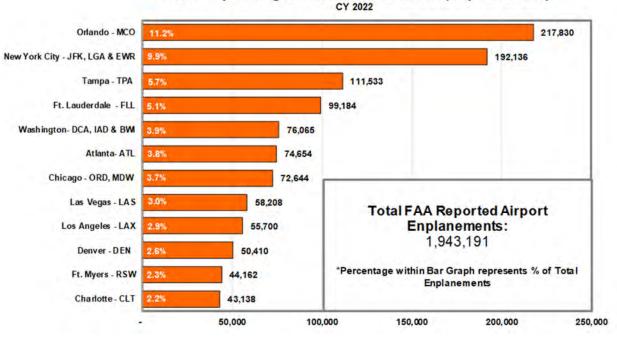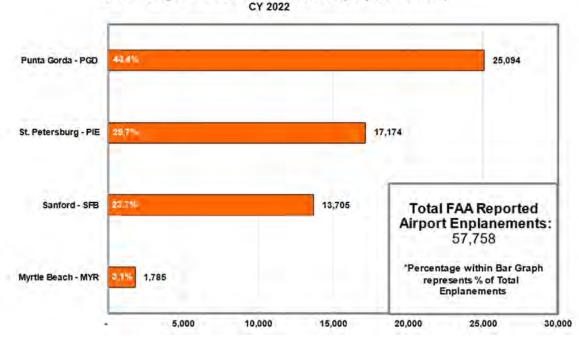| Route	
Punta Gorda - PGD	
St. Petersburg - PIE	
Sanford - SFB	
Myrtle Beach - MYR	

ORIGIN & DESTINATION (O&D) MARKETS

Origination and Destination (O&D) Markets are the true start and end points of complete directional travel itineraries.

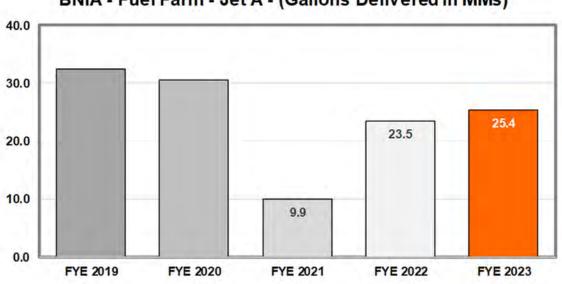**BNIA - Top 12 Origin & Destination Markets (Enplanements)**
CY 2022

Market	%	Enplanements
Orlando - MCO	11.2%	217,830
New York City - JFK, LGA & EWR	9.9%	192,136
Tampa - TPA	5.7%	111,533
Ft. Lauderdale - FLL	5.1%	99,184
Washington- DCA, IAD & BWI	3.9%	76,065
Atlanta- ATL	3.8%	74,654
Chicago - ORD, MDW	3.7%	72,644
Las Vegas - LAS	3.0%	58,208
Los Angeles - LAX	2.9%	55,700
Denver - DEN	2.6%	50,410
Ft. Myers - RSW	2.3%	44,162
Charlotte - CLT	2.2%	43,138

Total FAA Reported Airport Enplanements:
1,943,191

*Percentage within Bar Graph represents % of Total Enplanements

NFIA - Origin & Destination Markets (Enplanements)
CY 2022

Market	%	Enplanements
Punta Gorda - PGD	43.4%	25,094
St. Petersburg - PIE	29.7%	17,174
Sanford - SFB	23.7%	13,705
Myrtle Beach - MYR	3.1%	1,785

Total FAA Reported Airport Enplanements:
57,758

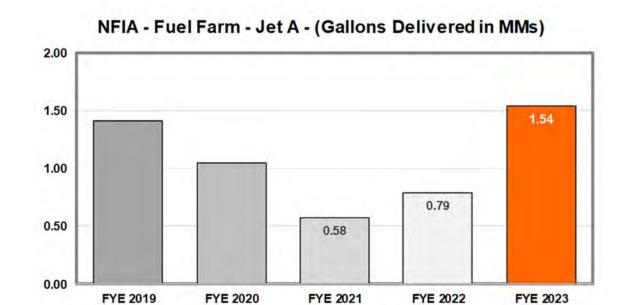*Percentage within Bar Graph represents % of Total Enplanements

Allegiant Air and Spirit Airlines have been providing year-round scheduled air services for the past decade. Spirit Airlines resumed service in May 2022 after pausing flight operations in October 2020 due to COVID-19 industry impacts. However, by June 2022 the airline halted service again and decided in early 2023 to exit NFIA permanently. Allegiant Air continues to provide year-round flight service at NFIA.
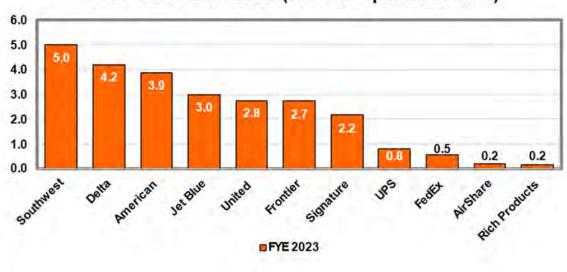
FUEL FARM

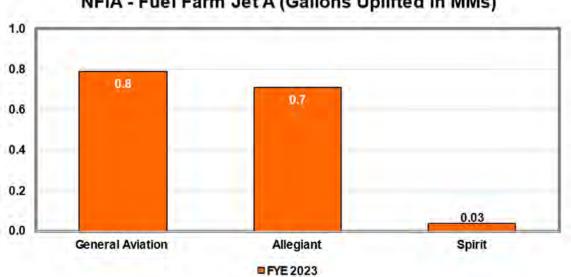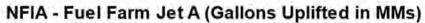### BNIA - Fuel Farm - Jet A - (Gallons Delivered in MMs)

	FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
Gallons (MMs)			9.9	23.5	25.4

NFIA - Fuel Farm - Jet A - (Gallons Delivered in MMs)

	FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
Gallons (MMs)			0.58	0.79	1.54

NFTA

FUEL FARM

BNIA - Fuel Farm Jet A (Gallons Uplifted in MMs)

	FYE 2023
Southwest	5.0
Delta	4.2
American	3.9
Jet Blue	3.0
United	2.8
Frontier	2.7
Signature	2.2
UPS	0.8
FedEx	0.5
AirShare	0.2
Rich Products	0.2

NFIA - Fuel Farm Jet A (Gallons Uplifted in MMs)

	FYE 2023
General Aviation	0.8
Allegiant	0.7
Spirit	0.03

Fleet / Infrastructure

VEHICLE PROFILE

Metro's bus and rail fleet includes 299 buses and 27 rail cars. An underlying factor to the vehicle reliability is the overall age and mileage of the vehicle.
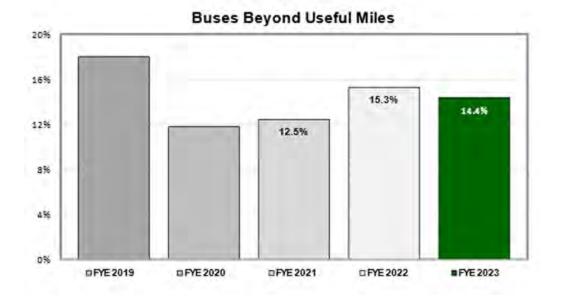
Average Age per Bus

□FYE 2019	□FYE 2020	□FYE 2021 Years 9.4	■FYE 2022 Years 10.1	■FYE 2023 Years 9.6

Average Age per Rail Car

□FYE 2019	□FYE 2020	□FYE 2021 Years 4.5	□FYE 2022 Years 5.5	■FYE 2023 Years 6.5

NFTA

VEHICLE PROFILE

Average Total Miles per Bus

Fleet / Infrastructure

VEHICLE PROFILE
Based on the prescribed useful life/miles milestones, a portion of the bus fleet is eligible for replacement. The Federal Transit Administration (FTA), which provides the major portion of funding for vehicle purchase, has prescribed the useful life of a 40' bus as 12 years of revenue service and/or 500,000 miles and useful life of a rail car as 30 years with a 15-year life for a rebuild. The rail car fleet continues to undergo complete car rebuilding.

Buses Beyond Useful Age

		28.3%	26.2%	24.1%
☐ FYE 2019	☐ FYE 2020	☐ FYE 2021	☐ FYE 2022	■ FYE 2023

Buses Beyond Useful Miles

		12.5%	15.3%	14.4%
☐ FYE 2019	☐ FYE 2020	☐ FYE 2021	☐ FYE 2022	■ FYE 2023

NFTA

RELIABILITY

Metro's bus fleet consists of primarily 40' buses with diesel, hybrid (diesel/electric) or CNG power. The PAL fleet is comprised of vans powered by diesel, gasoline or CNG. Vehicle performance has a direct impact on Metro's ability to deliver reliable, safe service. Measurement of fleet reliability and efficiency demonstrates the effectiveness of Metro's maintenance program.

Occasionally mechanical defects necessitate removing a vehicle from service. Miles Without Service Interruptions reflects how many miles a bus has traveled in service before either a bus does not complete its scheduled trip or is unable to start its next scheduled trip.

Mileage Without Service Interruptions

	SYSTEM	Diesel Bus	Hybrid Bus	CNG Bus	Van
FYE 2019					63,000
FYE 2020					86,000
FYE 2021	8,695	7,089	8,039	11,097	141,272
FYE 2022	9,029	6,738	7,185	11,810	72,636
FYE 2023	9,166	7,902	7,784	10,741	83,318

Fleet / Infrastructure

PERFORMANCE

Fuel economy is directly related to the state of good repair and technological innovation of the bus fleet and is impacted by both maintenance and fleet age.
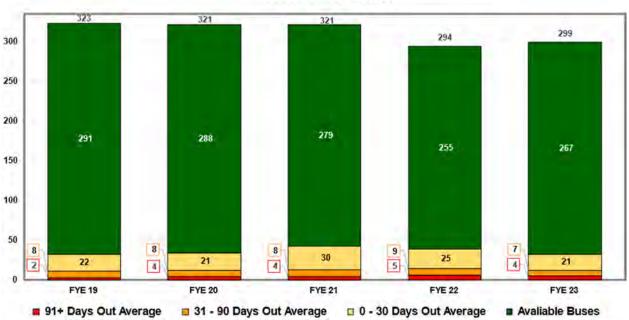
Fuel Economy- Buses

SYSTEM Bus: 4.6, 4.4, 4.3
Diesel Bus: 4.7, 4.8, 4.7
Hybrid Bus: 5.5, 5.0, 5.3
CNG Bus: 4.1, 4.0, 4.0

FYE 2019　FYE 2020　FYE 2021　FYE 2022　FYE 2023

Fuel Economy- Vans

SYSTEM Van: 7.9, 8.7, 8.7
Diesel Van: 4.0, 9.1, 9.1
Gasoline Van: 7.9, 8.6, 8.6
CNG Van: 9.1, 9.4, 9.6

FYE 2019　FYE 2020　FYE 2021　FYE 2022　FYE 2023

NFTA

VEHICLE MAINTENANCE

Buses out of service are undergoing repair of defects and are not available for revenue service. Buses out of service include mechanical defects, vehicle corrosion and collision related maintenance and repair requirements.

Buses Out of Service

	FYE 19	FYE 20	FYE 21	FYE 22	FYE 23
Total	323	321	321	294	299
Available Buses	291	288	279	255	267
31 - 90 Days Out Average	22	21	30	25	21
0 - 30 Days Out Average	8	8	8	9	7
91+ Days Out Average	2	4	4	5	4

■ 91+ Days Out Average   ■ 31 - 90 Days Out Average   □ 0 - 30 Days Out Average   ■ Avaliable Buses

Fleet / Infrastructure

VEHICLE MAINTENANCE

Fleet defects are tracked to identify specific problem needs for both training and systemic areas of concern for bus maintenance. Fleet defects are directly related to preventative maintenance and vehicle age and mileage. A comprehensive training program is mandatory to improve vehicle reliability and maintain performance of an aging fleet. Vehicle maintenance training is provided to address specific elements of the fleet to pursue improvements in fleet performance and reliability.

Fleet Defects by Subsystem

Hours of Subsystem Training (5-Year Total)

Subsystem	Hours
Scheidt & Bachman AFC Training	40
Emissions	48
Body	116
Doors	120
Chassis	187
HVAC	199
Fire Suppression	266
Fuel Systems	427
Transmission	959
Brakes	2,107
Engine	2,419
Electrical	4,046

NFTA

TERMINAL INFRASTRUCTURE
Passenger Boarding Bridge (PBB)
Terminal Operations oversees the maintenance of (14) passenger boarding bridges (PBBs) or jet bridges, and the associated pre-conditioned air (PCA) units and ground power units (GPUs) for each bridge.

A bridge replacement program is being advanced to improve the condition and reliability of the systems.

PBB's highlighted in red are scheduled for replacement.

BNIA - Passenger Boarding Bridge Average Age (Years)

	CY 2019	CY 2020	CY 2021	CY 2022	CY 2023
Average Age			19.1 Years	20.1 Years	21.1 Years

Passenger Boarding Bridge Average Age (Years) — Usable Life (Years)

REVENUE

Revenue primarily consists of passenger fares and operating assistance from local, State and Federal sources. Other revenue consists of advertising fees and miscellaneous revenues. Passengers' fares make up approximately 13% of total revenues.

Farebox Recovery

Metro Bus: FYE 2019, FYE 2020, FYE 2021 10.5%, FYE 2022 19.5%, FYE 2023 20.2%
Metro Rail: FYE 2021 5.4%, FYE 2022 10.0%, FYE 2023 10.8%
Paratransit Vans: FYE 2021 3.5%, FYE 2022 6.0%, FYE 2023 5.4%

Legend: FYE 2019, FYE 2020, FYE 2021, FYE 2022, FYE 2023

ABBG 2021 Data- Farebox Recovery (Indexed to Group Average = 1)

Categories: A, Bflo, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V

Legend: 2020, 2021, INDEX

REVENUE

Revenue Sources ($ in MM's)

Fares: FYE 2020 $35.2, FYE 2021 $12.1, FYE 2022 $23.4, FYE 2023 $25.6

Assistance: FYE 2022 $144.7, FYE 2022 $159.1, FYE 2022 $174.9, FYE 2023 $173.0

Average Fare per Passenger

Metro Bus: $1.07, $1.84, $1.84

Metro Rail: $0.92, $1.35, $1.29

Paratransit Vans: $2.42, $2.95, $2.77

EXPENSES

Expenses include Personnel Services, Maintenance & Repairs, Transit Fuel & Power, Utilities, Insurance and Injuries, Safety & Security, General Business & Support Services. Personnel Services account for approximately 70% of all Operational Expenses.

Operating Costs($ in MM's)

Metro Bus: FYE 2021 $100, FYE 2022 $103, FYE 2023 $108
Metro Rail: FYE 2021 $26, FYE 2022 $28, FYE 2023 $30
Paratransit Vans: FYE 2021 $8, FYE 2022 $10, FYE 2023 $11

Legend: FYE 2019, FYE 2020, FYE 2021, FYE 2022, FYE 2023

Operating Costs per Vehicle Hour

Metro Bus: FYE 2021 $138, FYE 2022 $152, FYE 2023 $168
Metro Rail: FYE 2021 $308, FYE 2022 $382, FYE 2023 $422
Paratransit Vans: FYE 2021 $111, FYE 2022 $99, FYE 2023 $105

Legend: FYE 2019, FYE 2020, FYE 2021, FYE 2022, FYE 2023

NFTA

METRO PASS SALES

Metro passes are distributed through a variety of sources providing alternatives for customer access to pass media. These sources include:

- On bus
- TVM (Ticket Vending Machines)
- Rail stations
- Bus transit centers
- Agencies/retail outlets/Metro website
- MTC (downtown bus terminal)
- Token Transit

Point of Sale
5-Year Average

On Bus	718,124
Token Transit*	418,959
TVM	285,240
Cash Office	146,354
MTC	6,305

Note: Token Transit was established in 2020 and is operating on a four-year average as of 2023.

Token Transit Passes
(As a Percentage of Total Sales)

Year	Percentage	Value
FYE 2020	9%	170,886
FYE 2021	13%	235,352
FYE 2022	27%	495,858
FYE 2023	42%	773,738

NFTA

METRO PASS SALES

Single-Ride Pass Sold

- FYE 2019
- FYE 2020
- FYE 2021: 427,813
- FYE 2022: 609,645
- FYE 2023: 598,443

One-Day Pass

- FYE 2019
- FYE 2020
- FYE 2021: 565,672
- FYE 2022: 857,528
- FYE 2023: 857,048

METRO PASS SALES

Multi-Day Pass

30 Day Pass: 5,979 · 10,910 · 14,058
7 Day Pass: 10,631 · 16,765 · 22,309

FYE 2019 · FYE 2020 · FYE 2021 · FYE 2022 · FYE 2023

Monthly Pass

Monthly Pass-Full Fare: 36,149 · 41,976 · 55,860
Monthly Pass-Half Fare: 9,871 · 13,751 · 14,982

FYE 2019 · FYE 2020 · FYE 2021 · FYE 2022 · FYE 2023

Paratransit Pass

PAL 10 Rides: 944 · 2,268 · 2,298
PAL 20 Rides: 3,048 · 7,296 · 7,524

FYE 2019 · FYE 2020 · FYE 2021 · FYE 2022 · FYE 2023

FUEL COSTS

In order to maintain budget stability and minimize costs, Metro may lock in fuel purchases for a portion of consumption. Metro fuel costs are based on the total volume purchased at both the market rate and fixed rate for the associated quantities. Market cost for fuel is based on the total cost that would be expended if we were to purchase our entire consumption at the market rate.

Miles by Fuel Type

Fuel Type Costs

PERSONNEL

Improved attendance reliability lessens the Personnel services costs associated with absenteeism. Unscheduled absences can occur for illness, personal or emergency situation for which staffing adjustments are required and may necessitate overtime expenditures.

Attendance

Years of Bus Driving Experience

REVENUE

Airport revenues are analyzed and compared on the ratio basis of Revenue per Enplanement, which is standard for the airport industry. Enplanements is the count of passengers that have boarded a commercial aircraft at the airport terminal. Similarly, deplanements is the count of passengers that have disembarked a commercial aircraft at the airport terminal.

BNIA Revenue Per Enplanement

Category	FYE 2023
Parking Lots	$8.52
Ride Share	$3.48
Auto rental	$1.15
Taxicab	$0.45
Ground transportation	$0.38
Food & Retail	$0.12
Other	$0.08

BNIA - % of Enplanements by Carrier

Carrier	FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
American Airlines	15%	15%	21%	19%	17%
Delta Air Lines	22%	23%	14%	20%	21%
Frontier Airlines	5%	6%	7%	9%	10%
JetBlue Airways Corp.	16%	16%	8%	12%	12%
Southwest Airlines	30%	28%	38%	30%	26%
United Airlines	12%	11%	12%	10%	12%
Charter/Other	0.4%	0.2%	0.1%	0.1%	0.4%

REVENUE

Concession revenues are non-aeronautical revenues generated by the airport. The primary source of concession revenue for the airport is generated through the parking lots, followed by auto rentals, food and retail sales. The remaining concession revenues are driven from ride share, taxicabs, ground transportation operations, ground handling services, and other various terminal revenue generating operations.

BNIA - Concession Revenue

COST PER ENPLANEMENT

Cost Per Enplanement (CPE) is an industry standard metric used to determine the relative cost to the airline from an airport's rates and charges model, the key metric for how airlines compare costs between airports. CPE at BNIA is calculated by adding the annual Landing Fee, Terminal Ramp Fee, Terminal Rent, and Baggage Handling Maintenance Expenditures divided by the total number of enplanements. Lowering the CPE is a continuous goal of airport management.

Note: FY2021 CPE was significantly inflated due to the COVID-19 pandemic. Expenditures to operate the airfield and terminal were slightly reduced but mostly constant, however passenger enplanements were drastically reduced causing a significant increase in CPE.

BNIA - Cost Per Enplanement

FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
		$45.91	$16.34	$13.38

NFIA - Cost Per Enplanement

FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
		$9.61	$3.63	$3.05

NFIA is a common-use facility and does not have any exclusive or preferential use leases with airlines. The flight activity level at NFIA (less than a dozen flights per week on average) does not allow for any such leases, as it would be cost prohibitive for any airline to operate there. Therefore, NFIA does not operate on a cost compensatory basis like BNIA. The rates and charges at NFIA are set at a level low enough to fit the cost model of ultra-low cost carriers; significant increases in NFIA fees would result in a loss of air service.

Note: FY2021 CPE was significantly inflated due to the COVID-19 pandemic. Expenditures to operate the airfield and terminal were slightly reduced but mostly constant, however passenger enplanements were drastically reduced causing a significant increase in CPE.

CUSTOMER CARE - METRO

The Customer Care Team is the first point of contact for customers seeking information on services. They handle all inquiries for information on all Metro Bus and Rail routes, schedules, trip planning, service disruptions and delivery issues for both bus and rail.

In assisting customers, critical information obtained from both internal and external sources is utilized along with state-of-the-art customer service systems.

Through both our call center and new walk-in customer service center, access to information, service and products is available to our customers. The new customer service center provides one stop shopping for everything that is Metro and is intended to be the primary service center for our MetGo fare system (rolling out later this year).

Customer Relations

CALL CENTER ACTIVITY

Customer input is a critical element of providing quality public transit service. In order to provide opportunities for our customers to engage Metro, our Customer Care Response Line, (716) 855-7211, is utilized.

Call Center Volume

Our online InfoWeb provides our customers with the ability to access transit information. Customer calls are initially answered by an Interactive Voice Response (IVR) system with an automated message directing the caller to select an option which usually takes about 15 seconds (introduction time). This allows the caller to get standard information quickly (IVR answered).

IVR Requested Information

Through the introduction of the InfoWeb and IVR Systems, the distribution of incoming calls has migrated to the new technology. This migration allows callers to gain access to more information in a timely fashion enhancing the customer experience.

METRO CALL CENTER ACTIVITY

If the need arises for more specific information, the caller can then transfer to a Customer Care Agent (Agent Answered) for assistance. Once the caller requests agent contact, the average wait time reflects the time until the agent engages the caller. Once an agent is engaged, the actual conversation is measured as talk time.

Agent Answered Timing

	Avg Wait Time (min:sec)	Avg Talk Time (min:sec)
FYE 2019		
FYE 2020	00:09	01:30
FYE 2021	00:09	01:30
FYE 2022	00:09	01:39
FYE 2023	00:11	01:47

Customer Relations

metro.nfta.com

This chart tracks the average number of metro.nfta.com visitors, by day, by month. If the same person visits two or three times during the day, they are only counted once.

Monthly Unique User

Sessions by Device
FYE 2023

MOBILE 85%
DESKTOP 14%
TABLET 1%

metro.nfta.com

This chart depicts the number of addresses registered to receive Metro's Instant Updates. They are counted by email and mobile subscriptions. Some clients may choose to receive messages through multiple addresses. For example, a client may choose to receive Instant Updates through both an email address and by text to a telephone number.

Subscriber Devices

This chart shows the number of events and alerts addressed by Metro's Instant Update product. Some events generate more than one message. For example, a road closure is an event that generates an initial alert and a follow-up alert when the road re-opens.

Event/ Alerts Count

metro.nfta.com

Unique Subscribers vs. Bus Ridership
FYE 2023

DIGITAL COMMUNCATION

metro.nfta.com

Our website provides a tool kit for our customers and recent survey results confirm that our website is our customers' primary source of information. The tool kit is available on a variety of electronic devices.

Included in the tool kit is "Where's My Bus" which tells prospective riders when they can expect a bus will arrive at a specific time and location, in real time.

When our riders want to get from point A to point B, they can use the "Trip Planner." This will provide information for future travel plans including where and when to board, how long the trip will take and when to get off for your destination.

Riders can also get text messages or emails about Metro Bus and Rail service when they need them by subscribing to Metro Instant Updates.

SOCIAL MEDIA

Social media is a critical tool in Metro's continuing effort to inform, educate and engage our riders. Our social media channels and website allow Metro to reach our riders with instant information. Our digital communications provide people with the opportunity to share relevant feedback and timely information on Metro activities and services. We are active on Facebook, Twitter, Instagram, LinkedIn and YouTube.

CUSTOMER COMMENDATIONS AND COMPLAINTS

Customers are encouraged to comment on their experience using Metro. These comments are documented as either Commendations or Complaints.
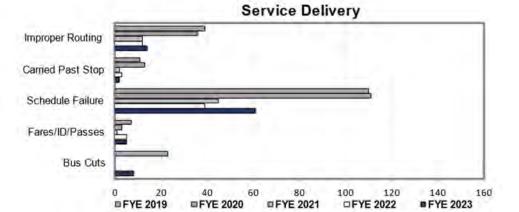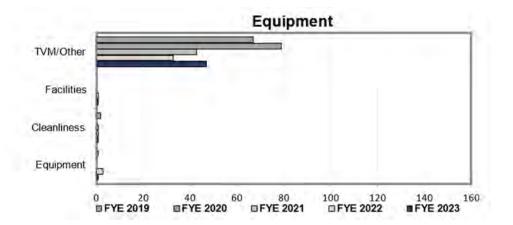
Commendations

FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
		107	104	117

Complaints

FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
		351	298	373

CUSTOMER COMPLAINTS BY TYPE

Customer complaints are delineated by the specific issues of Professionalism, Service Delivery or Equipment encountered and then reported by category for further evaluation and resolution.

Professionalism

(Categories: Rules & Regulations, Passing Passengers, Reckless Driving, Discourtesy)
Legend: FYE 2019, FYE 2020, FYE 2021, FYE 2022, FYE 2023

Service Delivery

(Categories: Improper Routing, Carried Past Stop, Schedule Failure, Fares/ID/Passes, Bus Cuts)
Legend: FYE 2019, FYE 2020, FYE 2021, FYE 2022, FYE 2023

Equipment

(Categories: TVM/Other, Facilities, Cleanliness, Equipment)
Legend: FYE 2019, FYE 2020, FYE 2021, FYE 2022, FYE 2023

Customer Relations

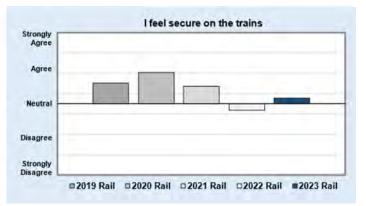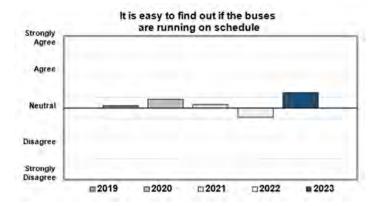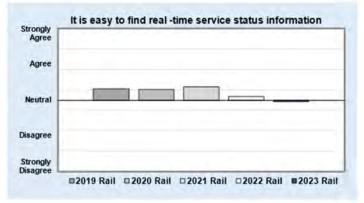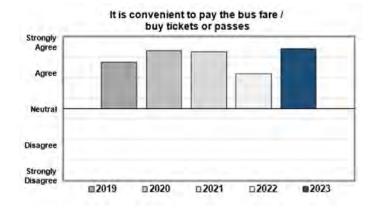## CUSTOMER SATISFACTION SURVEY RESULTS

The American Bus Benchmarking Group (ABBG) and the Group of North American Light Rail Systems (GOAL) through the Imperial College, London, England, also conduct Customer Satisfaction Surveys on behalf of each member transit agency.
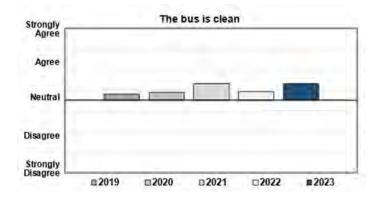
The following section shows a graphical presentation of how our riders perceive Metro's Bus and Rail operations. Where the questions are similar in nature, both charts are displayed. The bus evaluations charts have a wite background and the rail evaluations charts have a blue background.

The bus usually runs on time

The light rail service usually runs on time

If there are problems, I can easily get information about alternative routes or schedules

If there are disruptions, I can easily get useful information about options to complete my journey

Bus drivers are helpful and professional

Bus drivers look professional (appropriate uniform & neat)

CUSTOMER SATISFACTION SURVEY RESULTS

I feel safe riding on the bus

I feel secure on the trains

It is easy to find out if the buses are running on schedule

It is easy to find real-time service status information

It is convenient to pay the bus fare / buy tickets or passes

It is convenient to pay for my journey (tickets or passes)

CUSTOMER SATISFACTION SURVEY RESULTS

The bus is clean

The trains are clean and comfortable

The transit agency is responsive to customer complaints/problems

The transit agency is responsive to customer complaints / problems
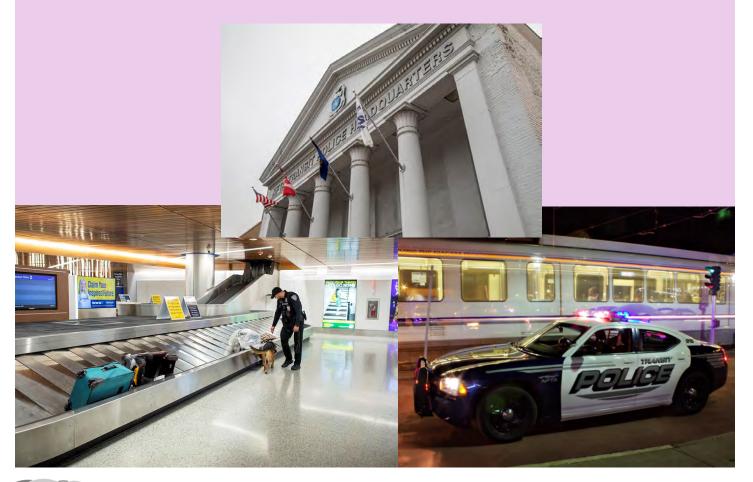
NFTA Police Department
Mission Statement

To provide the public with a safe, secure transportation system. This is accomplished through proactive and reactive policing strategies, cooperation with other law enforcement agencies, and positive interaction with the community.
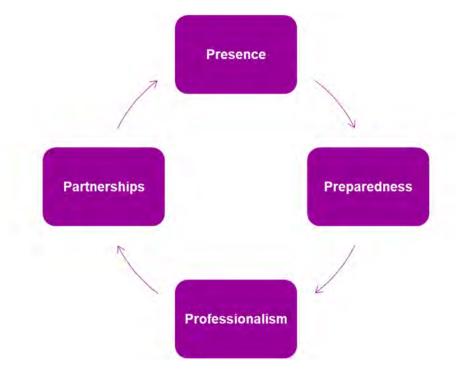
Safety, Security & Environment

INTELLIGENCE-LED POLICING PHILOSOPHY

In the past, traditional police methods for deterring crime centered around a response-oriented approach where officers reacted to emergency calls for police help. Modern policing strategies and new schools of thought support a more analytical, intelligence driven model for controlling crime. The intelligence-led model allows police departments to utilize data and information in order to evaluate crime patterns and quality of life issues. Once crime trends are understood, police departments can deploy officers and resources to manage the environment within their jurisdiction. The NFTA police department has embraced this new philosophy using data to drive our decision making. Using the criminal history and record management system (CHARMS) we track and chart crimes each month. The crimes are categorized in two categories, crimes, and incidents (non-crimes). Crimes and incidents are analyzed, and interpretations are made as to cause. Once the cause is understood we collectively form a plan to deter crime and improve safety.

P4MANCE STRATEGY

Guided by 2022 crime data, the police department created a new approach to crime prevention for both aviation and metro divisions. To deter crime and maintain a safe environment for our passengers, officers need to be highly visible, skilled, professional, and have good relations with the community they serve. We converted these must haves into a workable model called the "P4mance Value Model" for policing. The four Ps are: Presence, Preparedness, Professionalism, and Partnerships. All strategies created and implemented incorporate some or all the 4Ps.

HIGH-VISIBILITY POLICING

When people see the police, they feel safe and would be criminals avoid the area. Crime data showed crimes of opportunity occurred in both aviation and metro divisions when criminals and others observed the absence of police presence. At our airports thieves would steal luggage and other items when no one was around. On the metro side larcenies on the subways, buses, and the MTC were possible due to low police presence.
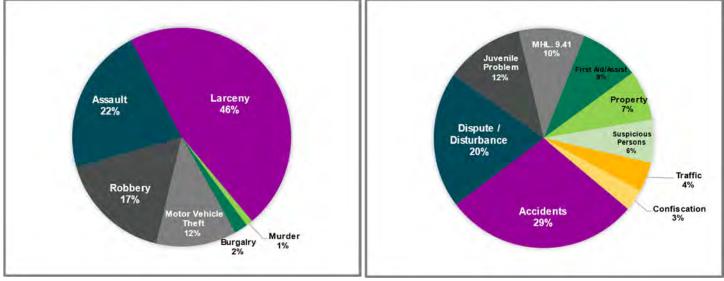
METRO DIVISION – CRIMES AND INCIDENTS

Our metro division officers respond to and investigate emergency calls for service for the authority's bus and rail systems. The police department covers 47 bus routes spanning three counties and patrols a 6-mile, 14-station light rail system. Data for crimes and incidents that take place in these transportation spaces are tracked, analyzed, and recorded for future decision-making.
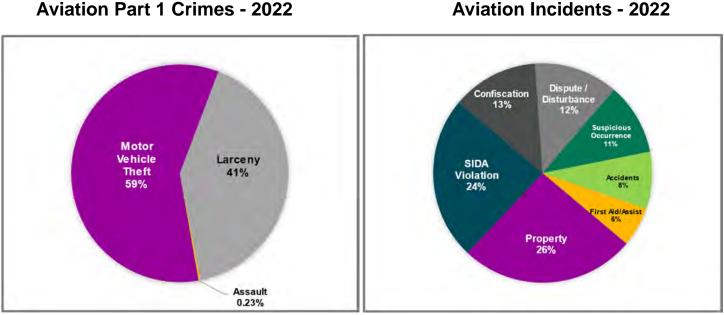
Metro Part 1 Crimes - 2022

Metro Incidents - 2022

AVIATION DIVISION - CRIMES AND INCIDENTS

The NFTA police department has primary jurisdiction over the Buffalo Niagara and Niagara Falls International airports. The Buffalo Niagara International Airport is in Erie County, NY, and the Niagara Falls International Airport is in Niagara County, NY. To effectively serve both locations, the TAPD records and analyzes all incidents, using gathered intel to determine and plan the most effective crime prevention strategies.
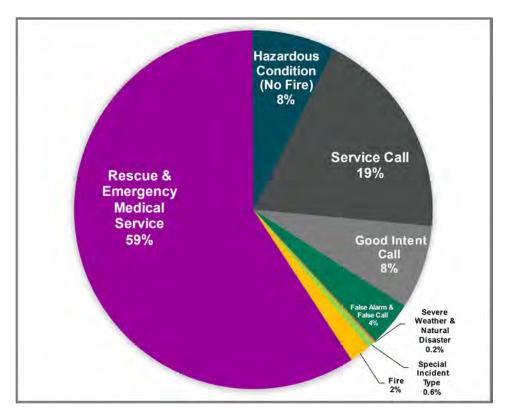
Aviation Part 1 Crimes - 2022

Aviation Incidents - 2022

AIRCRAFT RESCUE AND FIRE FIGHTING (ARFF)

Aviation - Major Incident Type
CY 2022

SAFETY/ENVIRONMENT

Safety Mission Statement

*The Niagara Frontier Transportation Authority (NFTA) considers
safety to be of the utmost importance and everybody's business.
The safety and well-being of our employees, customers,
and the public is an essential element of running an effective
and efficient transportation authority.*

Management is responsible for providing a safe working environment for employees. Every employee is responsible for preventing accidents and injuries by observing established work rules, following the directions of supervisors, practicing the principles taught in safety training, and providing ideas so our safety efforts might be further strengthened. To accomplish this, management and employees will assure that:

- Compliance with federal, state and local laws regarding safety and working conditions is sustained.
- There are reasonable safeguards to ensure safe working conditions.
- Workplace environments are neat, clean, safe and healthful.
- Facilities, equipment, tools, and machines are maintained in good repair.
- Training is provided and utilized to maximize safe performance.

The NFTA is committed to continual improvement in our Safety Program. The success of our Safety Program depends on your sincere, constant, and cooperative efforts, as well as on your active participation and support. If you see a hazard report it immediately. The accident you prevent makes us a better organization.

Environment Mission Statement

*It is the policy of Niagara Frontier Transportation Authority
to protect the environment, and the health and safety of employees
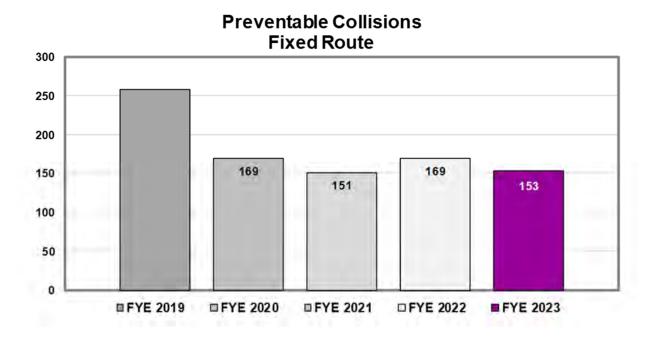and the communities in which it serves.*

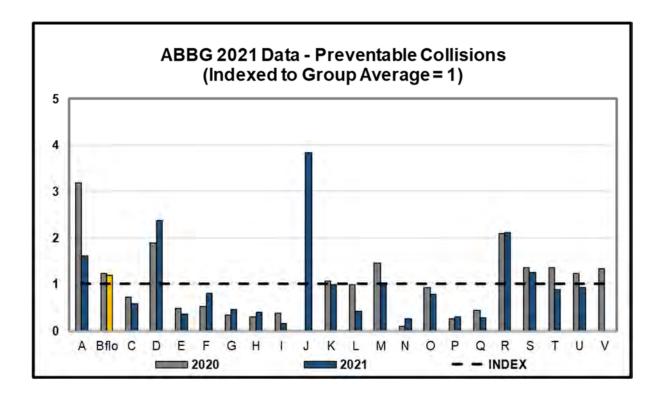Daily decisions and actions at the NFTA are guided by the following environmental principles:

- Comply with applicable environmental laws and regulations.
- Minimize waste, prevent pollution, and incorporate recycling in all practices and operations.
- Strive to eliminate releases that impact the environment.
- Employ sound environmental practices to address and redevelop environmentally impacted property.
- Train employees to be aware of and responsive to environmental responsibilities.
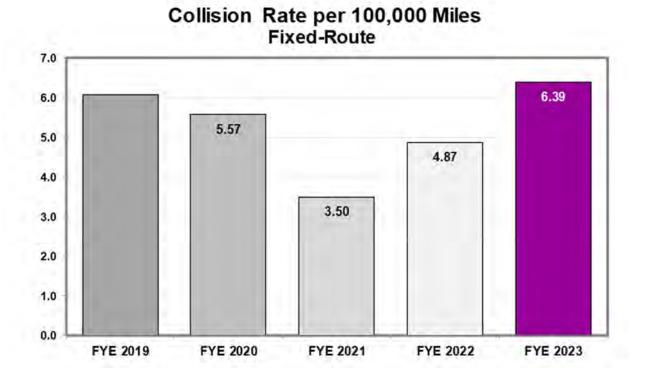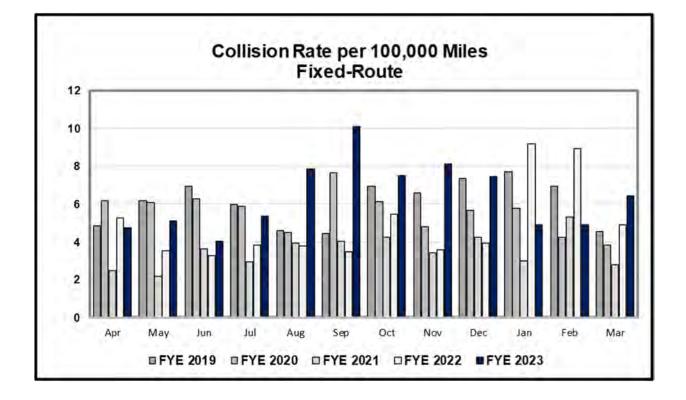
COLLISIONS

Metro operators drive over 10 million miles every year in the service area. Operating the fleet, subject to various weather and road conditions, will inevitably result in some vehicle collisions. Safe driver training techniques and mechanical soundness of the vehicles allow Metro to operate safely throughout the seasons in a challenging urban environment.

Preventable Collisions Fixed Route

ABBG 2021 Data - Preventable Collisions (Indexed to Group Average = 1)

COLLISIONS

Collision Rate per 100,000 Miles
Fixed-Route

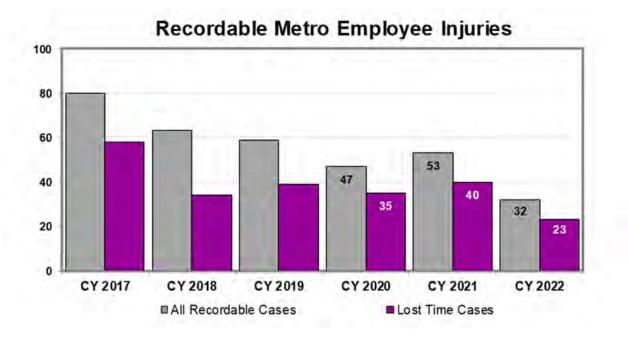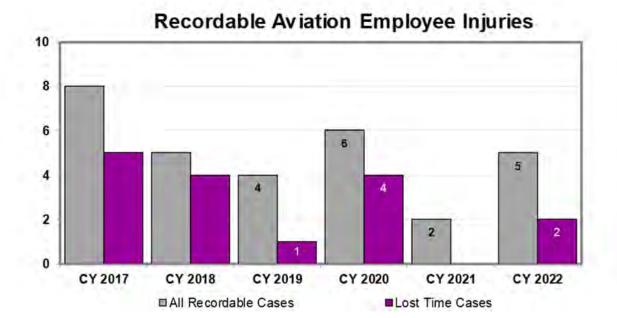## Collision Rate per 100,000 Miles
Fixed-Route

Safety, Security & Environment

WORKPLACE

Personal injuries have a direct impact on NFTA's ability to provide reliable, cost-effective service and facilities. Regular monitoring, reporting and evaluating injuries are critical to maintaining operations and protecting our employees.

Each month, the most predominant personal injuries are reviewed by the Executive Director and top levels of Metro management. Through their analysis, the injury root causes are discussed, and recommendations are developed to keep employee safety a high priority within the Authority.
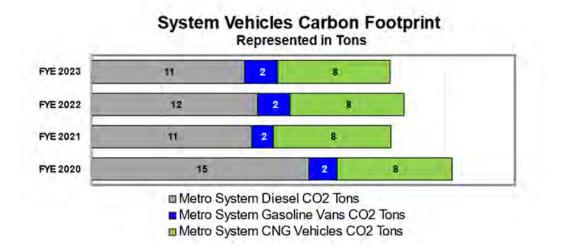

Recordable Metro Employee Injuries

Recordable Aviation Employee Injuries

CARBON FOOTPRINT

Many considerations go into being a good community neighbor. The effect on the atmosphere due to emissions, the disposal of our waste products, the recycling of our motor oils and solid wastes and the energy consumed by our facilities' operations are all areas that Metro monitors to find effectiveness and efficiency in the operations.

The following charts represent Metro's efforts in reduction of the carbon footprint of our revenue service fleet.

System Vehicles Carbon Footprint
Represented in Tons

	Diesel	Gasoline Vans	CNG Vehicles
FYE 2023	11	2	8
FYE 2022	12	2	8
FYE 2021	11	2	8
FYE 2020	15	2	8

- Metro System Diesel CO_2 Tons
- Metro System Gasoline Vans CO_2 Tons
- Metro System CNG Vehicles CO_2 Tons
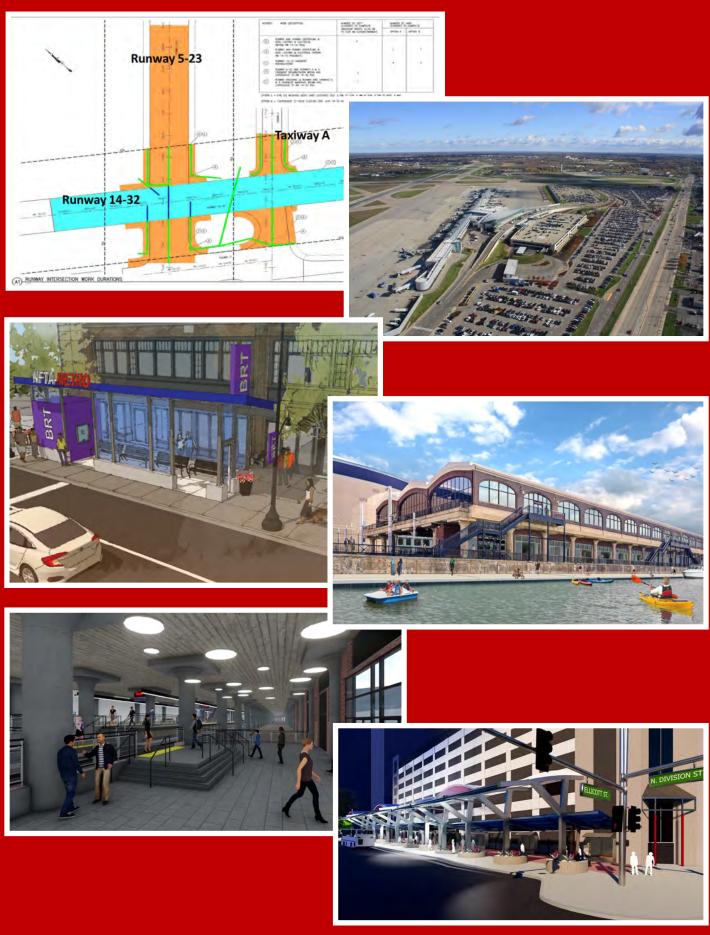
Our Path Forward

What does the future hold for NFTA

- Continued transparency and accountability through the annual Performance Report

- Continued emphasis on safety (employee, passenger/rider, and tenant)

- Technology enhancements for innovation, enhanced management practices and improved customer experience

- Ensure timely communication with our passengers/riders and community concerning key Metro and airport projects

- New fare collection system with more flexibility and value with greater access for rider convenience

- New buses powered by alternative fuel sources to create less emissions.

- Connecting Metro, BNIA and NFIA with its customers using social media and web platforms

- Next generation Metro Bus corridors (Bailey Avenue)

- Development of rail expansion to support community development

- Advancement of DL&W for enhanced community access and development opportunities

- Advance airfield improvements for sustainable operations (BNIA 5-23, taxiways, general aviation support)

- Pursue innovation to improve the overall passenger experience from curb to gate

- Enhance facilities to improve efficiency and reliability (snow removal equipment storage)

- Pursuit of joint development opportunities with strategic partners (City of Buffalo)

- Develop partnerships and marketing strategies to improve revenue and service