



# A NEW WAY TO PLAN FOR BUFFALO NIAGARA



# A PLAN SUMMARY

A summary of the full plan released February 2015





This document summarizes *A New Way to Plan for Buffalo Niagara*, a regional plan launched under the banner of One Region Forward. Both the larger plan and this abbreviated summary incorporate three years of research, community engagement, partnership building and planning and offer a basic framework for moving the region toward a more sustainable, resilient, prosperous and opportunity-rich future.

The parties that shaped this plan do not, individually, have the power and authority to direct actions beyond their distinct borders or missions. With that in mind, this document is designed as a tool to measure progress against shared community values and recognizes that there are multiple approaches to achieve the regional performance to which we aspire.

Support for this effort was provided by a \$2 million grant through the Partnership for Sustainable Communities, an interagency collaboration of the **U.S. Department of Housing and Urban Development**, the **U.S. Department of Transportation** and the **Environmental Protection Agency**.



A cross-sectional partnership of public, private, and nonprofit organizations provided project oversight for One Region Forward through its 3-year planning and engagement process.

**Project Leadership:** Greater Buffalo-Niagara Regional Transportation Council (administrative leadership); University at Buffalo Regional Institute (planning, research, and engagement); Buffalo Niagara Partnership (private sector engagement); and Niagara Frontier Transportation Authority (grant fiscal administration).

**Additional members of the Steering Committee:** Erie County; Niagara County; City of Buffalo; City of Niagara Falls; Association of Erie County Governments; Niagara County Supervisors Association; New York State Department of Transportation; Daemen College Center for Sustainable Communities and Civic Engagement; VOICE Buffalo; Local Initiatives Support Corporation Buffalo; Western New York Environmental Alliance; Buffalo Niagara Riverkeeper; The John R. Oishei Foundation; Buffalo Niagara Medical Campus; Belmont Housing Resources for WNY, Inc.; Empire State Development, WNY Office; New York State Department of State, Division of Smart Growth; and Niagara Falls Housing Authority.

*The work that provided the basis for this publication was supported by a U.S. Department of Housing and Urban Development (HUD) Sustainable Communities Regional Planning Grant. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in the publication. Such interpretations do not necessarily reflect the views of the Federal Government.*

WHERE ARE WE?

WHERE ARE WE GOING?

HOW DO WE GET THERE?

HOW WILL WE KNOW WE'RE GETTING THERE?





# A NEW STORY FOR THE REGION AND FOR THE WAY WE PLAN

## WHERE WE ARE MATTERS AND WHERE WE'RE GOING ALREADY HAS TRACTION

Buffalo Niagara is writing a new story about itself – a story about how an old “rust belt” city-region is retooling itself in the 21st century. It is a story of renewing great places and people with fresh ideas, and working together to use our land more wisely, get around more efficiently, create great places to live, ensure a healthy food supply, and meet the challenges of climate change and a transforming energy economy.

Thousands of citizens in Buffalo Niagara in a variety of organizations – governments, companies, advocacy groups, neighborhood associations and more – have been working on these issues for years. One Region Forward brings those efforts into sharper focus and seeks to make better, faster progress on all that needs to be done.

We have some very serious resources for action. The Western New York Regional Economic Development Council and Governor Cuomo’s Buffalo Billion Investment Development Plan are focusing state investments toward supporting existing communities, Main Streets, downtowns, transit-oriented development and former industrial sites. The New York State Energy Research and Development Authority’s Cleaner, Greener Communities program offers significant funding for projects that support regional sustainability. Our Metropolitan Planning Organization, the Greater Buffalo Niagara Regional Transportation Council, is aligning its allocation of state and federal transportation funding with the tenets of One Region Forward.

Perhaps even more important than the resources aligning for implementation is the incredible partnerships and capacity we have built through this planning process. More than ever before, we are working together towards a common vision for Buffalo Niagara.

## OUR VALUES TELL US WHERE WE WANT TO GO



## OUR IDEAS OFFER MANY WAYS WE CAN GET THERE



## OUR DIVERSE NETWORK STANDS READY TO IMPLEMENT



# COMMUNITY VALUES DRIVE THE FUTURE OF PLANNING IN BUFFALO NIAGARA

It takes community values and vision, coordination of efforts from the past and those now underway, community involvement, ideas on policies and innovative programs, and action steps to make the plan a reality.



Community Values Drive Everything

Our Values



Our Values

...can be found in our plans.

...continued to be expressed, sharpened and refined by many.

**700+**  
**LOCAL**  
ORGANIZATIONS

*Working together to guide and shape the plan*



**160+**  
**PLANS**

*Tens of thousands of citizens have guided local plans in our region over many years*



**5,000+**  
**CITIZENS**

*Engaged in a multitude of ways to share their vision and add their voice to the conversation*

**A Collaborative Effort**

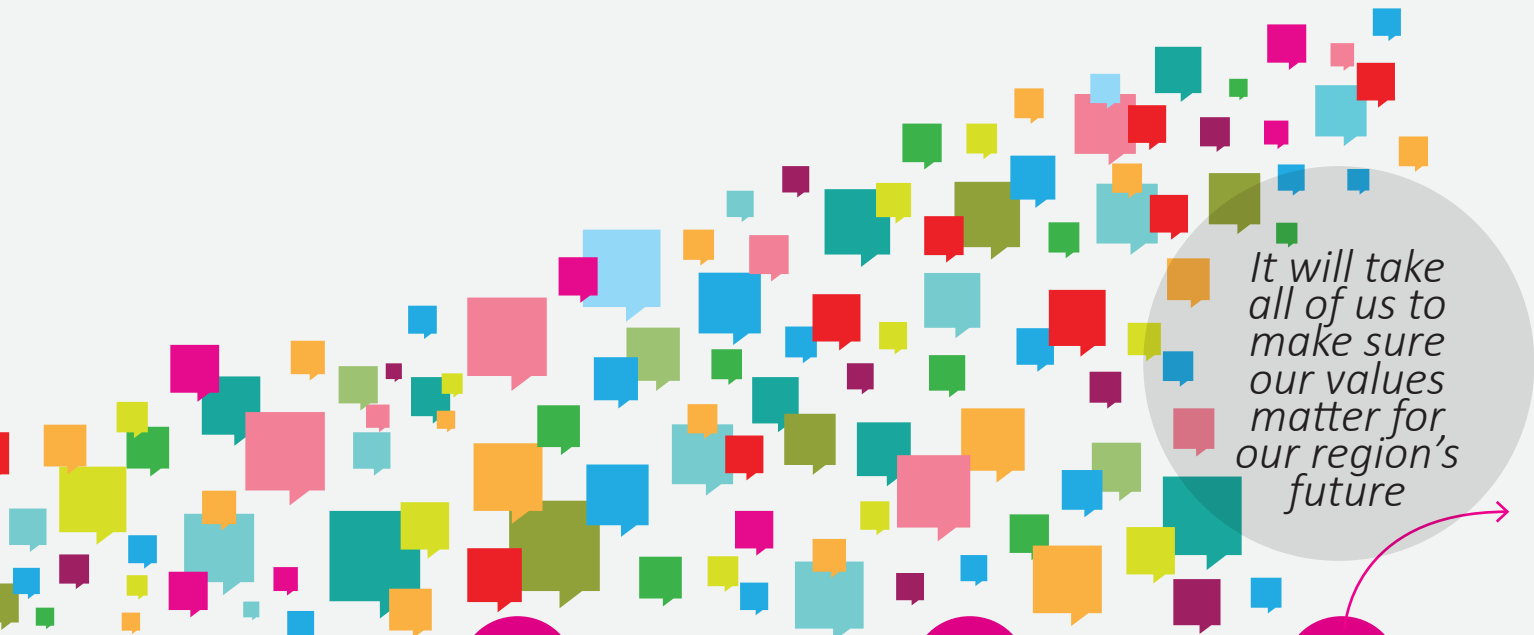
**Building on the Planning Already Underway**

**Listening to the Community**

**50+**  
presentations to local organizations

**Texting and Online Engagement to Broaden Our Reach**





*It will take all of us to make sure our values matter for our region's future*

**Our Values**

**Our Values**

**Our Values**

**...and how they compare with the current path we're on.**

**...shape and inform the ideas and strategies.**

**...will continue to guide how we move forward and make decisions that affect everyone across the region.**

**64** MUNICIPALITIES AND THE DATA TO UNDERSTAND **OUR CHOICES AS A REGION**

**5 BIG IDEAS**

**COUNTLESS NUMBERS WHO CAN SEE THE WORK CONTINUE**

*The choices we make today and their impacts on our future*

*Developed to get us closer to realizing our regional vision*



**100+**  
trained through the Citizen Planning School

**Community**

**Learning from the Data**

**5 Big Ideas to Shape Our Strategies**

**Moving Forward Together**



**27**  
workshops to "map our future"

Tabling at **30+** Community Events, Fairs & Festivals

## WHAT DO WE SAY WE VALUE?

There is an ongoing public conversation in Buffalo Niagara about where we want to go as a region. The plans we have made in the recent past, and the tens of thousands of citizens who participated in their formation, are an important part of that conversation.

### WHAT DO OUR PLANS TELL US ABOUT OUR VISION AND VALUES?

**A Competitive, creative, equitable economy**

**Build where we already have infrastructure**

**Make it easier for people to get around**

**Repair, renew and redesign housing for a changing population**

**Protect farm land, parks and natural areas**

**Use less energy and promote green energy**

**Restore and protect water and natural resources**

**Embrace culture and heritage**

**Invest in and connect our parks**

**Foster collaboration, transparency and diverse perspectives**

Visit us online to read the full statements and how they were developed:  
[www.oneregionforward.org/values](http://www.oneregionforward.org/values)



### **Our values can be found in our plans.**

*Tens of thousands of citizens have guided local plans in our region over many years*

Over 160 plans across Buffalo Niagara reveal common themes and values we share.

Concerned citizens, community leaders, representatives from our business community, and our region's elected officials were afforded an opportunity to weigh in on the initial regional vision online and in-person.

Plan Library available online at:  
[www.oneregionforward.org/plan-library](http://www.oneregionforward.org/plan-library)

# WHAT HAVE WE BEEN DOING?

Trends over the past decades show a disconnect between what we value as a region and what's been happening. For instance, while we desire as a region to build where infrastructure already exists, we're using more land today for few people, necessitating the creation of new roads that are costly to maintain and increasing automobile dependence.

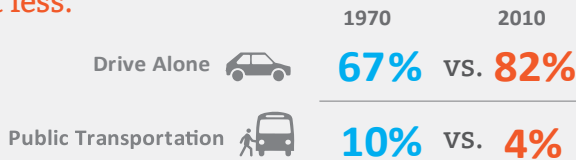
**We have less people, but use more land.**

CHANGE IN POPULATION AND DEVELOPED LAND, 1970-2010



**We commute to work by car more and take transit less.**

COMMUTING MODES, 1970 VS 2010

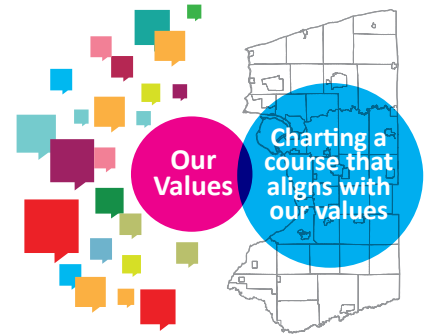
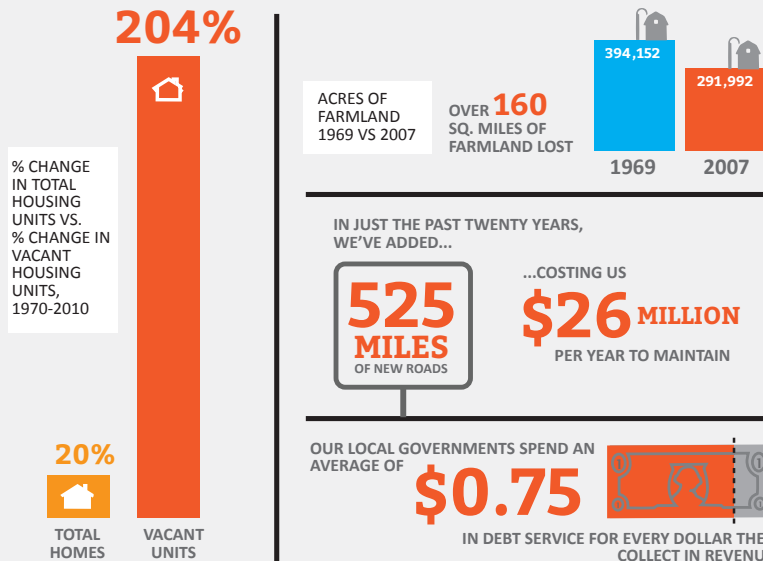


VEHICLE MILES TRAVELED DAILY PER CAPITA, 1970 VS 2010

**We drive more than twice as far.**



**We build new homes and roads, empty our cities, lose farmland, increase our infrastructure costs and tax burden.**



**If our actions don't match our values, what can we do about it?**

One Region Forward presents a range of tools to support informed decisions around what the region values. These include alternative futures on how we develop our land and transportation systems, five big ideas and dozens of strategies that we can collaborate around, a dedicated cross-sector group of organizations committing to support implementation of this plan, and a series of performance measures that can tell us if we are making progress in achieving the regional performance to which we aspire.

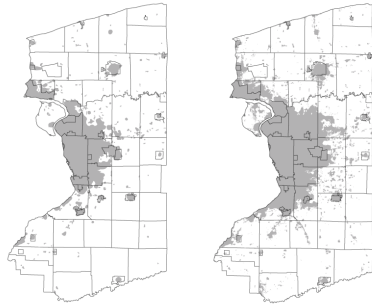


Visit us online to learn more and see data sources and methodology notes: [www.oneregionforward.org/what-the-data-tells-us](http://www.oneregionforward.org/what-the-data-tells-us)

OUR CURRENT PATH

# WHERE CAN WE GO FROM HERE?

Over the past 40 years, our region has continued to spread out, even as we lost population.



Land that has experienced development in some form is shown in grey

1970 .....> 2010

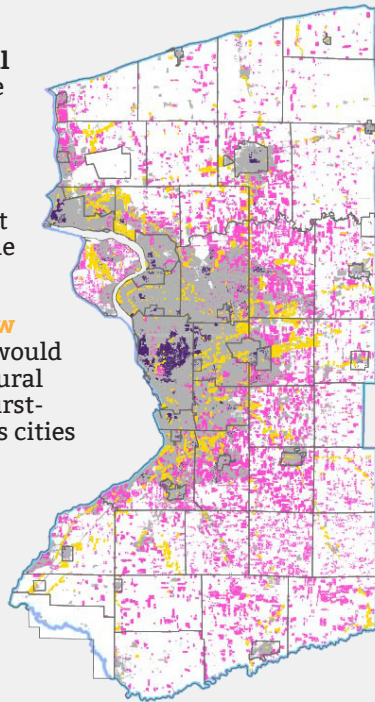


## WHERE WE MIGHT BE HEADING

2050

The **Business As Usual** approach assumes the trends of the past will continue. Projecting trends out 40 years offers a scenario of what our future might look like if we continue on our current path.

It could mean that **new jobs** and **new homes** would continue to grow on rural land while homes in first-ring suburbs as well as cities would be **abandoned**.



## PROJECTING TRENDS

One Region Forward's research team used *Envision Tomorrow*, a scenario planning tool, to evaluate the impacts of different land use decisions, incorporating myriad regional data sources and spatial regression to project future possibilities. The "do nothing" scenario assumes an unaltered projection of the region's development patterns from 1990 to 2010 out to the year 2050, with modest growth in jobs and homes. It shows how conducting business as usual will play out over future years, in terms of new development, transportation investments, green space protection and fiscal return on investment. Citizen-driven visions for the future embedded in alternative scenarios offer a comparison for what our future could look like if we deviate from our current path.

Visit us online to learn more:  
[www.oneregionforward.org/business-as-usual](http://www.oneregionforward.org/business-as-usual)

TESTING OUR VALUES TO IMAGINE A DIFFERENT FUTURE

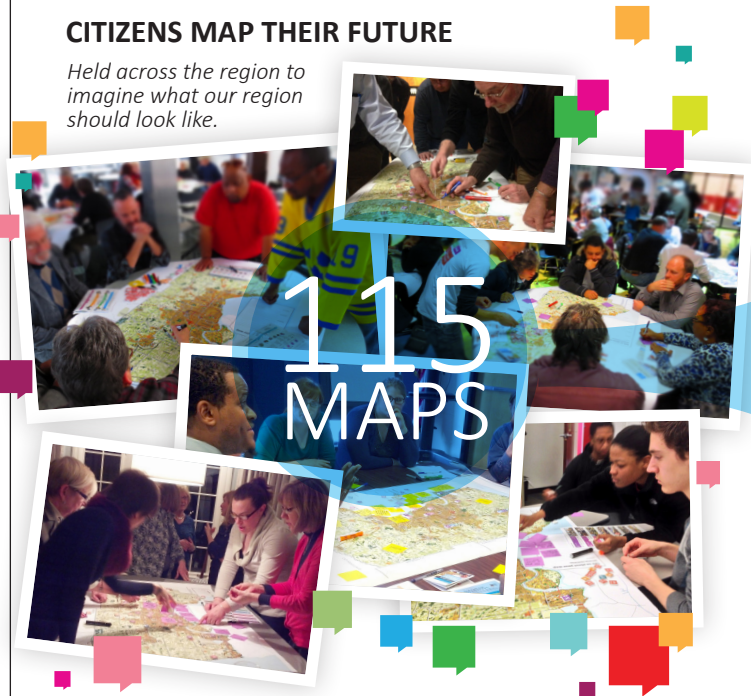
# WHAT COULD OUR REGION LOOK LIKE?

Thousands of citizens across Buffalo Niagara tested their values through maps, surveys, in-person feedback at community events and presentations.

- What Should We Keep?
- What Should We Change?
- How and Where Should We Make Change?

## CITIZENS MAP THEIR FUTURE

Held across the region to imagine what our region should look like.



## CITIZENS ADD TO THE CONVERSATION

Citizens were engaged on every level, wherever they were - in their neighborhoods, through social media, multimedia and interactive tools, and on their mobile devices.

5 Text It Forward surveys  
 900+ responses

Tabling at 30+ Community Events, Fairs & Festivals

50+ presentations to local organizations





Visit us online to read how the futures were developed:  
[www.oneregionforward.org/  
scenario-planning-open-houses-overview](http://www.oneregionforward.org/scenario-planning-open-houses-overview)

Explore  
alternative  
futures

## HOW CITIZENS MAPPED DIFFERENT FUTURES



Sprawling Smarter

### Sprawling Smarter

One group of citizens envisioned some reinvestment in existing communities, but also wanted to see future development spread out to new places. This group thought most new development should be compact and walkable, but largely disconnected from the urban cores.



A Region of Villages

### A Region of Villages

Another group of citizens expressed a vision to focus new development within existing neighborhoods across a renewed network of walkable communities in cities, villages and town centers throughout the region.



Back to the City

### Back to the City

This group of citizens imagined that nearly all new development would be used to reinvest in the urban cores of Buffalo and Niagara Falls, revitalizing virtually all the region's urban neighborhoods.

# HOW SHOULD WE MOVE FORWARD?

Over 18 months of work gathering citizen input — through maps, conversations, surveys and face-to-face feedback — shared values and common priorities began to take shape. Taken together, they represent a rejection of the “business as usual” scenario.



## SHARED VALUES & PRIORITIES

### Grow where we've already grown

*Most of the maps expressed a strong desire to preserve, revitalize and re-purpose existing places rather than creating entirely new places. Many specifically wrote about “limiting sprawl”, “rebuilding infrastructure”, and “focusing development.”*

### Build and protect walkable communities

*In general, participants prioritized compact, mixed-use and walkable neighborhoods over more spread out, homogeneous places.*

### Better connect our region by diversifying our transportation options

*Making connections was one of the most predominant themes expressed across the 115 maps. Participants drew and wrote about making new connections or improving existing ones with specific suggestions about linking to universities, the airport to downtown, Buffalo to Niagara Falls, urban centers to one another, and doing it “without cars.”*

### Protect farm land, parks and natural areas

*Farmland, open space, parks, waterfront, and other natural areas were themes woven into almost every map.*

### Maintain fiscally sound local governments

*In conversations with the business community, elected leaders, and citizens at large, the issue of reducing our region's tax burden while maintaining and improving quality public services was paramount. A close reading of many of the maps also revealed this intent, especially in the comments people wrote about where and how they imagined new development and infrastructure.*

Visit us online to read how the priorities were defined by citizens across our region:  
[www.oneregionforward.org/scenario-feedback](http://www.oneregionforward.org/scenario-feedback)

## WHAT THE COMMUNITY SAID

“We can't afford new taxes for new roads and infrastructure.”

“People working closer to where they live.”

“Prevent suburban sprawl from eating up more green space.”

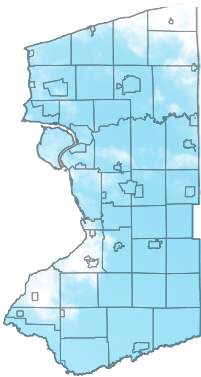
“Take advantage of existing infrastructure.”

“Protect farmers and our farmland and reclaim where possible.”

# WHERE SHOULD WE GO FROM HERE?

Explore alternative futures

Scenarios tell a story of how choices we make today will impact our region in the future.



How we choose to use our land, invest in our resources and communities will shape what Buffalo Niagara will look like in 40 years.

There is no “one size, fits all.” These scenarios aren’t meant to be either-or choices.

The three alternative scenarios, as well as the “business as usual” scenario, tell a story of how our region may change over time based on where Buffalo Niagara is today and the choices we might make about how we use our land and invest our resources. They are not intended to be either-or choices, as we know land use decisions are made at the local level in our state and region.

In essence, there is not one scenario or singular map that will define our future. Various actions and approaches can move us toward our values and the performance we want as a region, understanding that certain approaches may work in some communities, but not in others.

As each local community reflects on their own land use and zoning codes, they can look to our shared regional values, the three alternative scenarios, and how each aligns with where we want to go as a region to help inform how they implement planning and policy in their local jurisdiction.



## ***Business As Usual***

### WHAT HAPPENS IN THIS SCENARIO?

Trends of the past continue. New jobs and homes **continue to grow on rural land** while homes in first-ring suburbs and central cities are abandoned. This sprawling development is **harder to serve by public transit**, growing dependence on the automobile. The cost to build and maintain new roads and other infrastructure exceeds new tax revenue generated.



## ***Sprawling Smarter***

### WHAT HAPPENS IN THIS SCENARIO?

Our region would see some outward growth of new jobs and homes, however, these would take on a much **denser, mixed-use form**. Abandonment would still be an issue for central cities and older suburbs, and job access would remain auto dependent. Less farmland and open space are lost to development, while tax revenue generated through growth comes closer to covering the cost of extending services.



## ***A Region of Villages***

### WHAT HAPPENS IN THIS SCENARIO?

Our region would see **new jobs and homes concentrated** in our city, town, and village centers. Neighborhoods would be **more walkable**, and **improved transit** would connect these places better. A great deal of **farmland and open space would be protected** for agriculture and “environmental services.” Tax revenue related to new growth more than covers that cost of new services, creating positive fiscal impacts.



## ***Back to the City***

### WHAT HAPPENS IN THIS SCENARIO?

Our region would see **nearly all new jobs and homes concentrated** in our core cities. Transit would serve this denser development much better. More existing homes would be rehabbed than abandoned, and our former industrial sites would be reused as employment centers, while almost all existing open space is preserved. This scenario creates the most positive fiscal impacts, with new tax revenues exceeding new costs.

Visit us online to read more about the scenarios: [www.oneregionforward.org/scenarios](http://www.oneregionforward.org/scenarios)

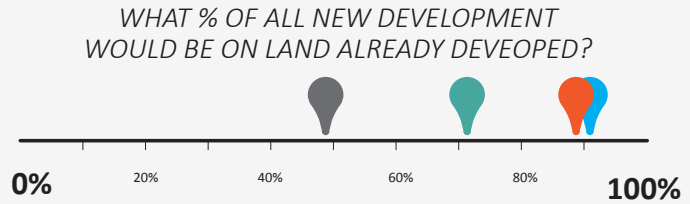
# HOW DO OUR CHOICES PLAY OUT?

## DIFFERENT SCENARIOS HAVE DIFFERENT IMPACTS



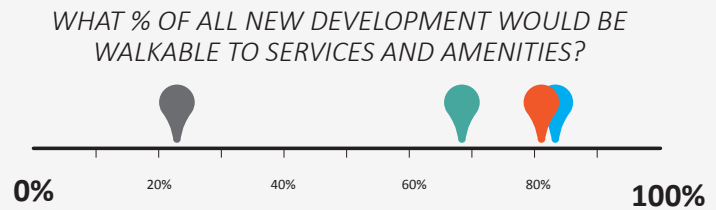
**Will we** grow where we've already grown?

Where does new development go?



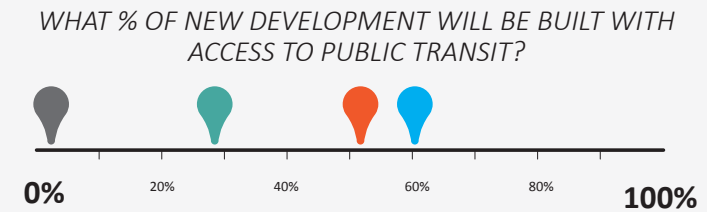
**Will we** build walkable, livable communities and preserve those that are vibrant and working?

What would new development look like?



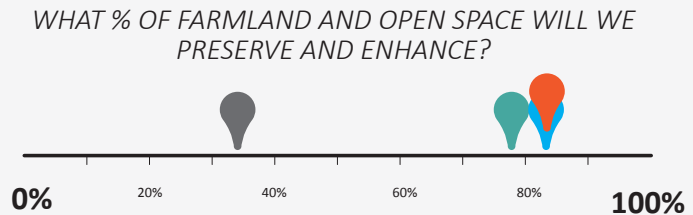
**Will we** better connect our region by diversifying transportation options?

How should transit connect to development?



**Will we** protect farmland, parks and natural areas?

What would we protect from development?



**Will our** local governments be more fiscally sound?

How well would we live within our means?



# WHAT COULD WE DO DIFFERENTLY?

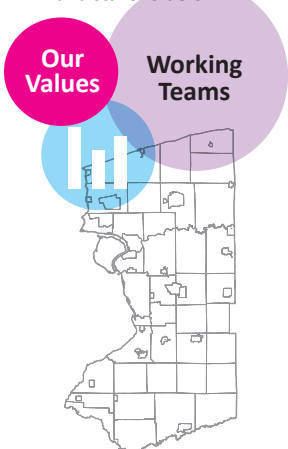
Five overarching, value-driven ideas, along with dozens of potential strategies and actions for achieving sustainability, were developed by working teams comprised of subject-matter experts. Strategies are intended not to be prescriptive, but to offer research-driven possibilities that communities can tailor to their own needs and situation, including what is already being done. Indeed, smaller-scale examples show there is much momentum to build upon, with what-if questions spurring thinking about possibilities.



Working Teams focused on defining performance metrics, establishing goals for the future and developing strategies aimed at reaching those goals.

**100+**

Subject matter experts and stakeholders



## Create Great Places and a Thriving Economy through Efficient Land Use

How we use our land and how that impacts the quality of housing and neighborhoods, the efficiency of transportation, energy consumption, and even our food system are at the heart of sustainability for Buffalo Niagara.

### SELECT STRATEGIES

- Develop a land use pattern that supports what our region values.
- Manage the cost of public services.
- Redesign revenue-raising structures to promote land use goals.
- Establish mechanisms to manage brownfields and declining neighborhoods.
- Promote a more compact pattern of development.

## Connect Our Places by Expanding and Diversifying Our Transportation Options

Transportation is the thing that connects anything in our region with everything else. It's how we get to work, school, shopping, health care, recreational opportunities and more and it is how we get home again.

### SELECT STRATEGIES

- Develop a regional "hub and corridor" transportation system.
- Create innovative financing mechanisms.
- Create a Buffalo Niagara International Trade Gateway.

### SELECT EXAMPLES OF MOMENTUM TO BUILD ON



Efforts have been strong in Niagara County and the City of Buffalo, where Solar City will build its largest manufacturing facility in the Western Hemisphere and the Niagara County Brownfields Program has secured millions for cleanup efforts.



Buffalo Niagara Medical Campus is committed to offering alternative ways to commute to its growing downtown hub, through options such as bicycle sharing and related support services and incentives.

Visit us online to learn more and see who participated: [www.oneregionforward.org/working-teams](http://www.oneregionforward.org/working-teams)

Visit us online to see more examples of sustainability in action across our region: [www.oneregionforward.org/sustainability-in-action](http://www.oneregionforward.org/sustainability-in-action)

## Provide Housing Choices in Neighborhoods that are Great Places to Live



Creating and maintaining quality housing and great neighborhoods are central to making Buffalo Niagara better for everyone.

### SELECT STRATEGIES

Provide data and analytical resources for informed decision-making for housing and neighborhoods.

Anticipate, accommodate and embrace demographic shifts.

Pursue specific asset-based strategies for redevelopment.

Improve the housing support delivery system.

## Strengthen Our Food Systems for a Healthier Population and Economy



Food is a self-evidently central element in making a sustainable way of life. How we grow, process and distribute food has profound implications for land use, transportation, energy, health and environmental quality.

### SELECT STRATEGIES

Make the region's food system a Buffalo Niagara policy priority.

Improve access to healthy food for disadvantaged populations.

Promote farming and community gardens.

Strengthen regional farm to table links.

Promote sustainable agricultural methods.

## Conserve Our Energy Promote Renewables and Prepare for the Impacts of Climate Change



Global climate change will be the dominant local issue of the 21st century.

### SELECT STRATEGIES

Work for greater energy efficiency and conservation in our buildings and transportation system.

Promote renewables locally.

Make renewable energy growth an economic development priority.

Plan now to prepare the region for climate change impacts and anticipate adaptive responses.

What if more neighborhoods had the organizing capacity of PUSH?



People for United Sustainable Housing (PUSH) has pushed neighborhood regeneration on Buffalo's West Side through community engagement, housing weatherization, green energy promotion and housing renovation.

What if farmers had better access to local markets?



Community supported agriculture (CSA) — otherwise known as farm share-programs — are one way farmers in the region are broadening their access to local markets. CSA subscribers pay an annual fee to receive a weekly box of local produce throughout the growing season.

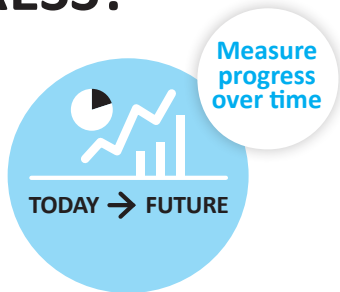
What if all homes were more energy efficient?



Home weatherization and energy efficiency are being achieved in selected locales through a partnership between NYSERDA and 18 community-based nonprofits. The program seeks to lower homeowner costs while creating living wage green sector jobs locally.

# HOW WILL WE KNOW WE'RE MAKING PROGRESS?

How will we know if our collective efforts are working?



There is no single barometer that can tell us that, but if we commit to continue asking the question, we can reflect on our performance as a region. Through its partnership with the UB Regional Institute, One Region Forward will commit to measuring the indicators on the following pages over time. The numbers aren't the only way we will measure progress, but they offer an objective way for us to continue the conversation about the future we seek to create for Buffalo Niagara.

## MEASURING OUR PROGRESS WILL TELL US IF OUR ACTIONS ARE MOVING US TOWARD OUR VALUES

Are we building less new infrastructure...

TODAY



...conserving more natural open space...



...driving less...



...creating a healthier environment...



...saving more taxpayer money...



FUTURE

## HOW WILL WE KNOW WE'RE GETTING THERE?



Are we concentrating new development where we already have infrastructure?

WHERE WE ARE TODAY

68%

of all developed land is within the urbanized area and serviced by a sewer district.

WHERE WE WANT TO GO



Are we focusing job growth around our main streets, downtowns and former industrial sites?

26%

of all regional jobs are in downtowns, Brownfield Opportunity areas, or near main streets.



Are we conserving natural, open spaces?

693

square miles of open space are conserved from development.



Are we increasing public access to our waterfronts?

83.5

linear miles of shoreline with public access.



Are we reducing the miles we travel?

17.9

daily vehicle miles traveled per person.



Are more workers commuting via alternative modes of transportation?

18%

of the region's workers commute via alternative modes of transportation.



Are we building new homes and job centers that are connected by public transit?

26%

region's homes  
32%  
region's jobs

are within areas accessible to transit stops.



Are we becoming more bike-friendly?

153

linear miles of dedicated bike paths, shared bike lanes and multi-use/recreational trails.



Are we reducing the number of vacant homes and businesses in our region?

23,924

residential vacancies  
5,796  
commercial vacancies

amount of residential and commercial vacancies.



Is the new housing we build walkable to services and amenities?

5%

of new homes built since 2000 were built within walking distance to a main street, downtown or transit corridor.



Are we less burdened by the costs of housing and transportation?

On average  
53%

of household income (for median-income families) is spent on housing and transportation costs.





**Are we increasing access to healthy food for those most in need?**

**55,954**

households without a vehicle and beyond walking distance to a supermarket.

WHERE WE ARE TODAY



**Are we preserving our farmland?**

**397.1**

square miles of land dedicated to farming.



**Are we growing our agricultural economy?**

**\$292.3 million**

in total annual earnings for jobs in food production and manufacturing.



**Are we conserving energy in our buildings?**

**3,942 million**

square feet of projects in the region are LEED-Certified.



**Are we increasing generation of renewable energy?**

**84.7%**

of all locally-generated energy comes from renewable sources.



**Are we planning for climate change?**

**9**

Climate Smart Communities (e.g. municipalities and counties with a Climate Action Plan) exist in the region.



**Are we building in a way that best prepares for climate change?**

**43.6%**

of all developed land is currently on environmentally sensitive areas.



**Are we reducing concentrated poverty?**

**23.8%**

of the region's residents live in neighborhoods with concentrated poverty.



**Is our regional economy becoming more competitive?**

**28,128**

firms are located in the region.



**Are we keeping the finances of local governments in balance?**

Total revenues are **0.3%**

less than total costs for all local governments.



# HOW CAN WE MOVE OUR VALUES FORWARD?

## Everyone can and must play a part.

Many actors, ranging from nonprofits, foundations or philanthropic organizations, local governments, citizens, county and regional entities, the business community, and academic institutions can and must play a part in moving One Region Forward.

## A strong network dedicated to promoting coordination and collaboration.

The networked approach to implementation seeks to do just that, by aligning and **coordinating local planning**, targeting how we make public and private **investments across the region**, promoting **collaborative partnerships**, informing and **engaging citizens and decision-makers**, and finding ways to **build capacity and technical support** to assist efforts at the local level.

EXPANDING THE WORK BUILT THROUGH A STRONG NETWORK



Investing in **Citizen Champions**



Learning from best practices

Continuing the **Economics of Sustainability** series



Integrate regional values and priorities with future planning decisions

Facilitate future partnerships

Keep the conversation going, online and in-person

## A commitment to measure progress.

We know implementation must be results-driven. The One Region Forward performance base has been developed to gauge if our collective efforts are successful in creating the prosperous and sustainable 21st century region we want.



## A dedicated group of organizations working to promote implementation.

The One Region Forward Implementation Council will take on these major tasks:



- Establish annual working agendas
- Issue annual progress reports
- Collaborate to launch and support programs that get the plan done

## ADDITIONAL RESOURCES

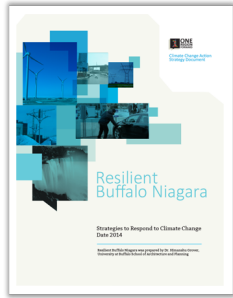
The documents below offer additional, supporting material for sustainable planning and action, particularly in the areas of food access and justice, climate change, housing and neighborhood development, and development-related tax generation. The five big ideas, strategies and action steps developed as part of One Region Forward draw from these studies which were conducted concurrently.

Visit us online to read and download these documents:  
[www.oneregionforward.org/](http://www.oneregionforward.org/)



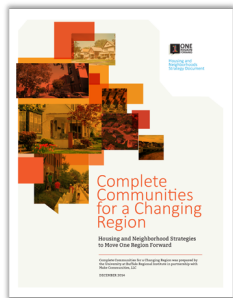
### **Growing Together** Food Access and Justice Strategy Document

Growing Together offers further detail on recommended strategies and information regarding food access and food justice for Buffalo Niagara. The document was created by a team from the University at Buffalo School of Architecture and Planning's Food Systems Planning and Healthy Communities Lab, led by Dr. Samina Raja.



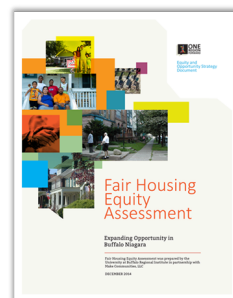
### **Resilient Buffalo Niagara** Climate Change Strategy Document

Resilient Buffalo Niagara is a research-driven strategy document that offers guidance on how the region can better prepare for the predictable -- and many unpredictable -- impacts of climate change here in Buffalo Niagara. Faculty and students from the University at Buffalo School of Architecture and Planning authored this document under the direction of Dr. Himanshu Grover.



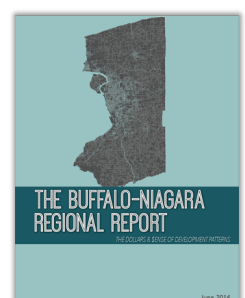
### **Complete Communities for a Changing Region** Housing and Neighborhoods Strategy Document

Complete Communities is a planning and policy document that provides greater detail on housing-related recommendations and outlines best practices to consider in Buffalo Niagara. The plan was created by UB Regional Institute in partnership with Make Communities, LLC.



### **Fair Housing Equity Assessment**

A team of equity stakeholders worked with One Region Forward to craft the Fair Housing Equity Assessment (FHEA), a document intended to advise how issues of equity and opportunity should be considered comprehensively in regional decision-making. UB Regional Institute authored this document in partnership with Make Communities, LLC.



### **The Dollars & Sense of Development Patterns**

**The Buffalo Niagara Regional Report**  
To help understand how productive various forms of development in Buffalo Niagara are regarding tax production, the Buffalo Niagara Partnership invited Joe Minicozzi and Urban3 to perform this study for our region.

## VISIT US ONLINE AND FOLLOW US THROUGH SOCIAL MEDIA



## [oneregionforward.org](http://oneregionforward.org)

One Region Forward is supported by an information rich, interactive website. A tool unto itself, the site documents and facilitates the broad base of community engagement and learning for the initiative, features best practices locally and from around the world, catalogs tools and resources for implementation, offers online mapping resources, and shows how citizens, communities, businesses, and others from across Buffalo Niagara are defining sustainability for the region.

View and download the full plan  
[www.oneregionforward.org/the-plan/](http://www.oneregionforward.org/the-plan/)