Our Communities, Our Transportation, Our Future.
Mission Statement
TransForm promotes walkable communities with excellent transportation choices to connect people of all incomes to opportunity, keep California affordable and help solve our climate crisis. With diverse partners we engage communities in planning, run innovative programs and win policy change at the local, regional and state levels.

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GOALS

LOCAL INNOVATION
Foster innovative local models that create equitable, sustainable communities and inspire regional/state action.
Pages 8-12

REGIONAL SOLUTIONS
Create regional solutions that support walkable communities and world-class public transportation in the Bay Area and beyond.
Pages 13-16

STATE LEADERSHIP
Make California a leader in transportation and land use policies that protect our climate, keep the state affordable to all, and improve health.
Pages 17-18

CONNECT CLIMATE & EQUITY
Research, model, and communicate the significant emissions benefits of investing in transportation choices and more affordable homes near transit.
Pages 19-21
Dear Friend,

We are now seeing some truly sweeping changes.

The next generation is rejecting car-centric lifestyles and moving to walkable communities near public transportation. Young people are driving 23% less in the past 9 years alone.

California’s 18 largest regions are adopting long-range plans that call for more transportation choices and revitalizing our neighborhoods, refocusing growth away from open space and farms.

Yet as TransForm celebrates these changes, we also confront two crises that will define our future.

The first is climate disruption. Sea levels are rising, coastal devastation like we saw with Superstorm Sandy is expected to become commonplace, and drought hurts our economy. As the leading source of greenhouse gas emissions in California, transportation has a critical role to play in stopping catastrophic climate change.

Second, social inequality continues to grow at an alarming rate. Intense demand for walkable neighborhoods near transit is sending rents soaring. Many residents who are long-time public transit users are being priced out. This unravels our social fabric, reduces access to opportunity, and creates even longer commutes and air pollution. Many of our poorest communities are also suffering from unsafe streets and the worst air quality in the country.

TransForm believes it is a moral imperative to tackle these issues and that smarter, more inclusive transportation and land use decisions must be a major part of the solution.

That is why, with this plan, TransForm is placing climate and equity at the center of all we do. These imperatives drive our approach, the solutions we develop, and how we measure our impact. We’ve also updated our mission statement (on the opposite page) to reflect this focus.

We can create affordable, wonderful places where everyone – especially low-income people – can access jobs, schools and services. We can create a future with excellent public transportation, walking and cycling, so families spend less on cars and more on building a better life. We can create a future where cities and developers spend less on parking lots and more on parks.

Only by joining together can we make these transformative changes that reduce emissions and create a more just society. On behalf of TransForm’s Board of Directors and staff, I look forward to working with you and thank you for reading this plan.

Sincerely,

Stuart Cohen
Executive Director and Co-Founder
Ashoka Fellow and Irvine Foundation Leadership Awardee
1997 TransForm is founded by environmental and social justice groups with a mission of turning the tide on sprawl and focusing investment on existing communities in the Bay Area.

1998 TransForm, leading an incredibly diverse coalition, gets the Bay Area to commit to creating a “smart growth blueprint” to focus future development away from our open space and into already-developed places. Within a few years other California regions follow suit, with the Sacramento region creating a nationally-recognized plan.

2000-2004 TransForm brings together coalitions in key Bay Area counties to shape and pass ground-breaking transportation sales tax measures plus a regional bridge toll increase. These measures take the region’s focus away from highway expansion and yield $17 billion for transportation. Of these funds, 90% are designated for: expanding public transportation and paratransit; fixing local streets; bringing major bike-pedestrian improvements and programs to life; and supporting more affordable homes near transit. Only 10% of funds are designated for highways and arterials.

2006 TransForm co-founds the Great Communities Collaborative, which engages communities – especially low-income and people of color – in local planning. Dozens of Bay Area communities start to win everything from more affordable homes and bike paths to grocery stores and parks, bringing walkable, transit-oriented places to life.

2007 TransForm co-founds ClimatePlan, a coalition of leading organizations working to ensure sustainable land use is part of California’s climate strategy.

2007 TransForm launches an urban-focused Safe Routes to School pilot program. By 2013, the program works in more than 100 public elementary, middle and high schools in Alameda County – and is seen as a national model.

2008 TransForm launches GreenTRIP, an innovative certification program for developments near public transportation that offer free transit passes, carsharing and other incentives for residents to drive less while dramatically reducing parking.

2009 TransForm, leading a powerful coalition, wins the biggest victories yet in the Bay Area’s transportation planning process: a doubling of funding to ensure people in low-income communities can get to jobs and health care; $5 million per year for regional Safe Routes to Schools grants; and $1 billion over 25 years to build the regional bike network.

2009 TransForm opens a Sacramento office to stop the severe cuts in state public transportation funding and build a statewide movement for transportation choices.

2010 TransForm and ClimatePlan push the California Air Resources Board to adopt ambitious greenhouse gas reduction targets for the 18 major regions of California. Under the groundbreaking law SB 375, each region begins preparing an integrated transportation, land use and housing plan to meet these targets.

2011 TransForm works with our partners in the Great Communities Collaborative to initiate the Bay Area Transit-Oriented Affordable Housing Fund. This pioneering $90 million revolving loan fund helps affordable housing developers build in areas near public transportation that they are increasingly priced out of.

2011-2012 There are historic wins for transportation choices across California. TransForm works with San Diego advocates to win $700 million for a Safe Routes to Transit program. Southern California’s regional transportation plan triples funding for active transportation and devotes almost half of funds to transit. The Sacramento region’s plan projects the highest greenhouse gas reductions of any plan in California by doubling transit service and increasing bike lanes by 77%.

2012 Governor Brown signs AB 441. Sponsored by TransForm and the Californian Pan-Ethnic Health Network, the law requires the state to update its guidelines for Regional Transportation Plans to include strategies that can improve health and reduce health disparities.

2013 Three years of advocacy yields a ground-breaking victory when the Bay Area adopts a Regional Transportation Plan that goes farther than any other in the country to focus growth and investment in existing developed areas, rather than our remaining open space.
“TransForm sees challenges comprehensively; integrating transportation, land use, ecology, social equity and economics into compelling policies and strategies.”

— Peter Calthorpe, Architect and Pioneer in Regional Planning

“TransForm is a true leader when it comes to creating communities of opportunity for all people with good public transportation so that no one is left behind.”

— Angela Glover Blackwell, Founder and Chief Executive of PolicyLink

“Since day one, TransForm has led the way in making our transportation system better.”

— Carl Anthony, Pioneering Environmental Justice Activist; Founder of Urban Habitat

“Few smart land use or transportation decisions in the Bay Area have been made without TransForm leading the way. TransForm is a forward-thinking, vigorous and determined bridge-builder.”

— Mary King, Former Metropolitan Transportation Commissioner and BART Director

“TransForm plays a unique role as convener of diverse organizations who share a common goal: making California communities more livable.”

— Mary Nichols, Chairman of the California Air Resources Board

FIVE FIRST-IN-THE-NATION WINS

We are proud of the many firsts we’ve proposed and won in the Bay Area. We are bringing many of these cutting-edge regional policies and programs to other regions in California, too.

1 A Transit-Oriented Development Policy which requires cities to plan for creating homes and safe streets near future public transportation stations before the transit expansion is funded.

2 The Safe Routes to Transit Program, which funds projects that make it safer and easier for people to walk and bicycle to public transportation hubs.

3 A Housing Incentive Program that gives incentives and rewards to cities that build affordable housing near public transportation.

4 A Lifeline Transportation Program that fills specific gaps in transportation for kids, seniors, and low-income people who depend solely on public transportation to reach essential destinations.

5 The Climate Innovation Grants Program, which funds cutting-edge strategies that cut emissions from transportation.
OUR APPROACH

GOALS, OUTCOMES AND THEORY OF CHANGE

Since TransForm created our last strategic plan, there has been a strong movement towards measuring impact in terms of real-world outcomes, not just activities. For this plan, TransForm embraced this approach and our Board of Directors focused on four key impacts to measure:

- Reduce greenhouse gas emissions,
- Reduce the combined cost of housing and transportation,
- Increase the rates and safety of walking and bicycling, and
- Increase access to jobs via public transportation.

For each measure, TransForm will focus on reducing inequalities by income, as well as by race, age and ability. For example, we want to see bicycle and pedestrian safety improved for all communities. As importantly, we want to eliminate the large disparities that currently exist, as people of color, youth and seniors suffer disproportionately from higher rates of injuries and fatalities. We also want to reduce costs for all Californians through better transportation choices. So we will identify ways to get free transit passes to more low-income households and to build support for more affordable homes near transit by showing how these strategies are a key part of the climate solution.

To achieve these changes TransForm believes we must operate at three levels as shown in our Theory of Change on the opposite page.

First, we need to foster innovative local models that overcome challenges to creating walkable communities and excellent transportation. This is also the best entry point for people and local groups to engage in transportation and community planning.

Second, we need strong regional networks to bring these innovations to scale and to link our cities with world-class public transportation. The regional scale is critical because smarter planning in just a few cities will not deliver the systemic change needed to achieve our desired impacts.

Third, we will continue to link advocates from across the state with each other to help spread successes. We will also unite these groups to win important funding and policy changes at the state level. For the first time TransForm intends to systematically spread strategies to other states, which is why we will partner with organizations such as Transportation for America and Center for Neighborhood Technology.

With support from the Hewlett Foundation, we are establishing a tracking system to measure the impact of each program and campaign. Measuring impacts and understanding the efficacy of our advocacy and programs is not easy, especially at the regional and state level. However it offers us a way to evaluate our strategies, adapt to changes, shift our approach and embrace new opportunities. There may also be another co-benefit: there is often a close relationship between what is tracked and what rises on the policy agenda. We look forward to sharing what we learn to help support a stronger, more strategic statewide movement.

GOAL 1: Local Innovation
Foster innovative local models that create equitable, sustainable communities and inspire regional/state action.

GOAL 2: Regional Solutions
Create regional solutions that support walkable communities and world-class public transportation in the Bay Area and beyond.

GOAL 3: State Leadership
Make California a leader in transportation and land use policies that protect our climate, keep the state affordable to all and improve health.

GOAL 4: Connect Climate & Equity
Research, model and communicate the significant emissions benefits of investing in transportation choices and more affordable homes near transit.
THEORY OF CHANGE

- Diverse, powerful partnerships
- Deep community engagement
- Effective policy advocacy
- Connect climate and equity
- Strategic communications

STATE LEADERSHIP

Funding and policies enable action in regions and cities.

Leaders share strategies and unite for change.

CLIMATE AND EQUITY

Local models inspire community and regional leaders.

Regional networks empower diverse communities.

Regional plans link transit, housing, jobs and open space.

LOCAL INNOVATION

lead to regional and state action.

REgIONAL SOLUTIONS

Greenhouse gas emissions

Combined cost of housing and transportation

Rates and safety of walking and bicycling

Access to jobs via public transportation
LOCAL INNOVATION

Strategy 1.1: Initiate the Innovative Cities Project

San Jose wants to reduce the share of solo driving trips from 80% today to 40% by 2040. This change would bring tremendous health, economic and community benefits – but can only happen by combining innovative new approaches with deep community engagement.

Increasingly, local government leaders and civic organizations are leading the charge to create models of livability, affordability and climate protection. Our new Innovative Cities Project will partner with local groups to bring the most promising solutions to life at the city scale, and share these solutions with other cities.

We will first work in San Jose and Oakland, two of the fastest-growing cities in the Bay Area. San Jose is at the heart of Silicon Valley and has the potential to be a national leader in innovative transportation and urbanism. Oakland is a wonderfully diverse city on the verge of a boom. But as rents skyrocket, displacement of existing residents and local businesses poses a tremendous threat to the city’s social fabric.

Once the Innovative Cities Project gets underway, we will meet with smaller cities that are ready to bring innovation to scale.

**Outcomes by 2019**

- In San Jose, planning processes at 20 urban villages are deeply engaging residents in creating more connected, vibrant community centers.

- Oakland’s International Boulevard is a model of development without displacement, with supportive strategies being replicated citywide.

- San Jose and Oakland are developing mobility hubs with a host of transportation choices that generate foot traffic for local businesses, especially along new Bus Rapid Transit corridors.

- Both cities are applying the GreenTRIP Connect dynamic tool (page 10) to all new development to yield projects that reduce traffic and emissions, plus bring greater affordability to residents.

- Vehicle ownership per capita declines, while walking and bicycling increase, as more local destinations and better transportation choices become available.

**Key Actions**

- Develop collaborations with groups in San Jose and Oakland to create strategies with citywide benefits.

- Engage residents and youth, especially in disadvantaged neighborhoods, in transportation and land use planning.

- Support cities in developing grant proposals that implement key projects.

- Create and disseminate model planning codes so successes can be replicated in other cities.
Dozens of Bay Area cities have identified neighborhoods where they plan to refocus growth around existing downtowns and transit corridors. Since 2006, TransForm has engaged residents, especially low-income people and people of color, in shaping these plans to meet local needs, create socially and economically vibrant places, and identify opportunities for more affordable homes. In part through the Great Communities Collaborative (GCC), which TransForm co-founded, we will now focus on implementing these local plans.

With rents skyrocketing in communities with good public transportation, low-income residents who use transit the most face increasing threats of displacement. We must keep communities engaged in making sure their hard-fought plans can be implemented. We need to employ a broad range of strategies to ensure existing residents and businesses can enjoy the benefits of revitalization.

Outcomes by 2019

- In at least 12 of the neighborhoods where GCC has been active, local plans are helping create walkable neighborhoods with significant local services, plus homes affordable to families of all incomes.

- More community groups are promoting equitable and sustainable transit-oriented development.

- The vast majority of new homes and jobs are located in existing developed areas near public transportation.

Key Actions

- Provide technical assistance to residents and groups to help ensure development reflects the community’s vision while preventing displacement of existing residents and local businesses.

- With local partners and through GCC, advocate for city policies that implement station area plans, primarily in the 15-20 cities expected to accommodate most of the region’s growth.

- Ensure BART, VTA, Muni, and other agencies with significant amounts of available land work to create equitable and sustainable transit-oriented development.
PHOTO CREDIT: BASAK PRINCE

Cities usually require a tremendous amount of parking – even near transit and in downtowns. This drives up the price of homes, generates more traffic and limits the space available for better uses. TransForm’s GreenTRIP program is creating a new paradigm for infill development that could solve this critical challenge to creating more walkable, affordable places.

The roadblocks to building near transit are daunting. Perhaps most insidious are outdated codes that overestimate how many cars people will own and how much they will drive in walkable communities near transit.

Developments end up with expensive parking structures, community outcry over anticipated traffic, and no funding for affordable units or other community benefits. Luxury units are often all that pencil out.

GreenTRIP helps shape and build support for residential developments that provide incentives for people to drive less, which allows developers to provide much less parking. During the pilot program, GreenTRIP was able to obtain commitments for 80,000 years of new transit passes; 24,000 years of CarShare memberships; and space for hundreds of new homes.

With these changes, developers save money on parking and traffic impact fees, which means space for more homes, services or parks. Homes can be produced for a broader mix of incomes, including more dedicated affordable homes. Residents save money directly on transit costs as well as through lower vehicle ownership. Transit agencies can count on guaranteed revenue. The whole community benefits from less traffic, a more pedestrian-friendly design and more carsharing (and soon bikesharing) opportunities. All this can lead to improved health and stronger neighborhoods. By planning for people instead of more cars, a vicious cycle can be turned into a virtuous one.

Outcomes by 2019

- The number of GreenTRIP-certified buildings is dramatically increasing, from the current 15 to over 100.
- A dynamic web-based tool (GreenTRIP Connect) is unleashing the power of GreenTRIP in other regions and states.

Key Actions

- At least 25 cities are adopting codes or policies that support GreenTRIP standards and/or are allowing use of the GreenTRIP Connect tool.
- Residents of GreenTRIP buildings are cutting traffic and greenhouse gases by up to 75%, while documenting their lower transportation costs.

- Expand GreenTRIP to include new certification levels for multi-family buildings, including Platinum and Zero Parking.
- Provide low-cost certifications and technical assistance to affordable housing developers.
- Engage community members, developers, and city staff in designing the GreenTRIP Connect web-based tool, and market it broadly.
- Develop the partnerships needed to spread certifications beyond the Bay Area.
We’re in the midst of a remarkable generational shift. In just 10 years, 16-34 year-olds have dramatically reduced their driving from an average of 10,300 miles per year to just 7,900. The potential to engage youth of all ages and accelerate this trend is tremendous.

TransForm started and leads Alameda County Safe Routes to Schools, which helps thousands more students walk and bike safely to their public elementary and middle schools, especially in low-income urban communities. We are starting to engage high school and college students. Youth engagement could energize and diversify the movement, while leading to profound, long-term reductions in driving and auto ownership.

**Outcomes by 2019**

- Safe Routes to Schools programs are established in at least 150 Alameda County public schools, reaching more than 65,000 students (a 50% increase).
- At least 7,000 more students are walking, biking, taking transit or carpooling every day in Alameda County alone, so at least 60% of trips are on these modes.
- The number of injuries and fatal accidents near schools is significantly dropping, especially in low-income communities.
- Youth are consistently engaged in county and regional transportation debates.
- Alumni from TransForm’s internships and college chapters are pursuing careers in urban planning and are helping to diversify the profession.
- Create plans for safer infrastructure near schools and identify funding for it.
- Expand the new high school Safe Routes program and disseminate best practices, along with other educational curricula, with the support of the Safe Routes to Schools National Partnership.
- Develop partnerships with youth-serving organizations across California to support free student bus passes, free transit and more.
- Organize college students to get active in transportation planning, modeled on TRANSITion chapters that TransForm supports in the South Bay.
- Initiate a summer internship program to expose college students from disadvantaged communities to planning and community engagement.

**Key Actions**

- Build the capacity of parent volunteers, teachers, and administrators to establish long-term Safe Routes to Schools programs at each school.
Most cars remain parked and unused for over 90% of the day. More than 4 out of 5 car commute trips are made alone, translating into hundreds of millions of empty seats every day. Until recently these inefficiencies were hard to overcome. But technology is revolutionizing the “sharing economy” and nowhere is that potential larger than in transportation. When people have access to dozens of nearby shared cars, bikes and rides, they find it much easier to leave their own cars at home or go car-free altogether. In just 12 years members of the non-profit City CarShare have saved over $100,000,000 from reduced car ownership.

In addition to dramatic reductions in car trips and vehicle ownership, integrating these strategies into new residential and commercial developments can help replace parking lots with vibrant places for people.

Outcomes by 2019

- Transportation options abound for people who wish to live car-free or car-lite, supporting a significant reduction in vehicle ownership per capita.
- Bike sharing programs statewide are deploying over 20,000 bicycles.
- At least 10 cities are providing incentives for development that offers carsharing and bikesharing onsite, creating “mobility hubs” near transit areas.
- A unified mobility app allows consumers to know all of their transportation options for any given trip.

Key Actions

- Identify ways transportation-sharing tools can be applied to specific developments to increase use of transit and other alternatives to solo driving.
- Work with transportation-sharing companies to integrate sharing services directly into residential and commercial developments, with a special emphasis on affordable homes.
- Advocate for funding to expand bikeshare in the Bay Area and throughout California.
- Provide analysis and advocacy to overcome regulatory obstacles to sharing services. Ensure that the most promising sharing technologies are considered in transportation planning as potential solutions.
The Bay Area’s transportation blueprint for the next 25 years, *Plan Bay Area*, goes farther than any other plan in the country to direct funding and growth towards existing developed areas rather than remaining open space. But the plan does not yet adequately address housing affordability nor does it achieve emissions reductions quickly enough.

16 years after TransForm first came together to advocate for a more sustainable Regional Transportation Plan, we took a massive step forward with the adoption of *Plan Bay Area*. The plan, adopted by our regional agencies in 2013, includes a groundbreaking “One Bay Area Grant” (OBAG) program to focus investment in Priority Development Areas near transit. The plan also continues programs that TransForm and our partners initially proposed, such as a climate grant program to fund innovative strategies and the Transit-Oriented Affordable Housing (TOAH) Fund.

But *Plan Bay Area* still has areas for improvement. The Bay Area is projected to become even less affordable. Plus, the latest climate science also shows we must be incredibly aggressive if we hope to significantly reduce emissions.

### Outcomes by 2019
- Implementation of *Plan Bay Area* is helping counteract growing displacement pressures by requiring local policies and programs as a condition of receiving OBAG and TOAH funds.
- The 2017 update of *Plan Bay Area* has greater greenhouse gas reduction than the current 16% projection.
- Innovative strategies and investments that reduce housing and transportation costs are prioritized so the 2017 plan meets goals to reduce these costs for all families, especially low-income families.

### Key Actions
- Lead advocacy efforts to ensure the OBAG program and TOAH Fund remain well-funded, include strong measures to combat displacement and focus growth in Priority Development Areas.
- Shape the Climate Innovative Grant program and ensure it also reduces air pollution in disadvantaged communities.
- Watchdog transportation funding decisions to ensure they prioritize critical elements of *Plan Bay Area*, especially transit operations and maintenance.
- Work with partners on a community-based scenario for the 2017 *Plan Bay Area* Update that maximizes benefits to disadvantaged communities and exceeds climate targets.
From getting Bus Rapid Transit projects on the ground to making sure BART funding problems don’t cripple service, we will push for public transportation to be fast, frequent, reliable, affordable and accessible for all.

The Bay Area’s transit system faces tremendous challenges as ridership and the population grows. Buses are stuck in increasing traffic and BART is often beyond capacity.

For a decade TransForm has engaged stakeholders—especially low-income residents, seniors, and youth—in shaping and supporting plans for Bus Rapid Transit (BRT). BRT is revolutionizing transit service by emulating the best features of rail—with dedicated bus lanes, traffic signal priority, and state-of-the-art buses—at a fraction of the cost.

Meanwhile, BART forms the backbone of the Bay Area’s transit system and ridership has exploded past 400,000 passengers per day. But for decades BART has prioritized suburban expansions at the expense of its core capacity. BART now faces a $7 billion maintenance shortfall while ridership is expected to double within 20 years.

Without a major investment, jam-packed trains will slow down the system and accommodate only a fraction of the demand.

**Outcomes by 2019**
- At least 4 BRT lines are running, 3 more are under construction, and every major bus route is being evaluated for BRT or bus enhancements.
- BRT lines are cutting travel times by 20-35%, increasing ridership by at least 50% on those corridors, and creating foot traffic that supports local businesses.
- BART is implementing its “Metro Vision,” which prioritizes maintenance, increases core capacity to accommodate 750,000 passengers a day and keeps the system affordable.

**Key Actions**
- Engage businesses and community members to shape and support VTA’s BRT lines along Alum Rock, El Camino and Stevens Creek.
- Shape final design decisions to make AC Transit’s International Boulevard BRT a success and build support for additional East Bay projects.
- Support San Francisco partners to implement BRT along Geary, Van Ness and other corridors.
- Initiate a “Save BART” campaign that organizes riders to support the Metro Vision and BART’s “State of Good Repair.”
- Support full funding for Caltrain and North Bay rail Sonoma-Marin Area Rail Transit.
We need significant new funds to both maintain our existing transportation system plus make transformative changes to it.

*Plan Bay Area* identified huge funding shortfalls for the region’s aging transportation infrastructure over the next 25 years: $17 billion to maintain our transit system and $20 billion to repair local streets and roads. Other key elements of *Plan Bay Area* also cry out for funding: billions are needed for the underfunded bicycle network, lifeline transit services, affordable homes and open space preservation. That is why the Bay Area is likely to see a surge of new funding measures on the ballot in 2014 and 2016.

The last time there was a surge of ballot initiatives, between 2000 and 2004, the Bay Area voters passed nine measures raising $17 billion for transportation. TransForm organized community coalitions to shape many of these, with outstanding results. A full 75% of the funding went to public transportation. As much funding went to bicycle and pedestrian safety as to highway expansion. We need this to happen again.

**Outcomes by 2019**

- New local funding sources are allowing the Bay Area’s core transit agencies to achieve stable, healthy budgets and end the vicious cycle of service cuts and fare hikes.
- New funding is based on performance measures and reinforces *Plan Bay Area* goals. For example, areas getting new transit service are required to enact specified anti-displacement measures.
- New measures are doubling the amount of bicycle and pedestrian funding, including grant programs for land conservation and affordable homes.

**Key Actions**

- Lead or support coalitions to influence spending plans, likely in the counties of Alameda, Contra Costa, Santa Clara and San Francisco.
- Work closely with regional partners to shepherd measures for BART, Caltrain and potentially AC Transit.
- Provide campaign advice to advocates in other California regions that are anticipating county or regional funding measures.
The Bay Area and much of California are planning large highway expansions, mostly in the form of new High-Occupancy Toll (HOT) lanes, also known as express lanes. HOT lanes are essentially carpool lanes that allow solo drivers for a fee. HOT lanes have some advantages: The net revenues could support transit, vanpooling, and other options that reduce commuting costs while offering solo drivers the opportunity to get out of traffic.

Unfortunately, the Bay Area’s proposal would spend the first $6 billion to build new lanes and operate the system, rather than to support transportation choices. A recent TransForm report shows a better way. On many highways we don’t need to expand. We should instead convert a regular “mixed-flow” lane in each direction to an HOT lane. But transportation agencies are prevented from pursuing this “Optimized HOT” approach by outdated state rules.

The Bay Area and California need to become leaders in this field, demonstrating how to move more people with less traffic and emissions, plus lower costs.

**Outcomes by 2019**
- The state legislature is allowing several Optimized HOT lane demonstration projects, and Caltrans actively supports studying them statewide.
- Bay Area transportation agencies are planning, or have in place, at least 2 optimized HOT demonstration projects based on predictions of less traffic and lower cost.
- Bay Area transportation agencies are committing at least 50% of express lane revenues to support alternatives to driving in the same corridor, and are initiating equity programs to ensure low-income families share in the benefits of the network.

**Key Actions**
- Lead a state legislative campaign to permit transportation agencies to test the Optimized HOT approach.
- Lead campaigns to initiate Optimized HOT demonstration projects, including Highway 101 in San Mateo County, Highway 24 through the Caldecott Tunnel, Interstate 880 in Oakland and other highways without existing carpool lanes.
- Engage groups and residents in demanding equity analyses that show the benefits and costs by income group, plus plans to mitigate costs for low-income commuters.
We need to dramatically reform transportation planning in California. Caltrans has been changing, but too often planning still focuses on highway expansion. Meanwhile, bridges descend into disrepair and communities suffer from a dearth of real transportation choices. With over $340 billion in unfunded transportation needs—much of this just to fix and operate our existing roads, bridges and public transportation systems—we need to focus on sustainability, choices and innovation.

TransForm opened a Sacramento office in 2009 to lead a campaign for reform, and change is finally in the air. Strong administration leadership, an external review of Caltrans that offers a path forward and potential new funding from the auction of greenhouse gas pollution permits (known as “cap-and-trade”) are combining to create an unprecedented opportunity to finally shift state policy and funding.

**Outcomes by 2019**

- At least $1.5 billion per year is flowing from cap-and-trade proceeds to sustainable transportation and affordable homes near transit.

- Caltrans is embracing a host of reforms, including Smart Mobility, a planning framework that prioritizes smarter land use, public transit, congestion pricing and more.

- The State is authorizing new mechanisms to raise additional funding for transit and sustainable communities.

- The Active Transportation Program, which supports bicycle and pedestrian safety, is at least three times larger than in 2014 and is distributing over $400 million annually.

**Key Actions**

- Build a strong constituency for state policy reform by linking advocates across California with statewide leaders, including an annual summit and advocacy day in Sacramento.

- Continue co-leading the Sustainable Communities for All Coalition, which has become a leading voice for equitable use of cap-and-trade funds.

- Sponsor and advocate for state policies that integrate public health and social equity directly into transportation decisions.
In 2007, TransForm co-founded ClimatePlan to ensure that California’s strategies to solve climate change include strong transportation reform and more sustainable land use. ClimatePlan works to win better laws, plans and policies by building connections and leveraging the expertise of health, environment, equity, transportation and affordable housing advocates from across California.

At the state level, ClimatePlan aligns diverse groups around policy opportunities to advance sustainability and equity goals. At the regional level, ClimatePlan builds the capacity of community-based organizations to engage in SB 375 implementation. Historically, Southern California and the San Joaquin Valley have been the major focus areas. In 2014, ClimatePlan will explore all 5 major California regions and identify priorities for the second round of Sustainable Communities Strategies.

Outcomes by 2019

- Sustainable Communities Strategies are replicating the best policies and programs from across California to maximize greenhouse gas reductions and community benefits.

- New state policy and legislation are strengthening the SB 375 framework and reflecting the shared values of the ClimatePlan network.

- Powerful, diverse coalitions are active in every major California region and engaging local community groups.

Key Actions

- Advance state policy reform and innovative new funding approaches by fostering collaboration around new policy and funding proposals.

- Host statewide trainings and convenings that build a stronger movement to achieve long-term gains in California transportation and land use planning.

Note: ClimatePlan will embark on a separate strategic process to update these priorities. TransForm provides fiscal sponsorship and support for ClimatePlan’s administration, personnel and organizational management.
We already know some of the best ways to reduce greenhouse gas emissions while making California more affordable. They include strategies like building more affordable homes near transit and providing free transit passes or carsharing pods to residents in new developments. Unfortunately, the benefits of these strategies are rarely considered in transportation planning.

New research that quantifies the transportation, climate and affordability benefits of these kinds of strategies is a critical step for scaling them up. Robust data will help justify including these strategies into regional plans as well into local codes as ways to reduce local traffic congestion and air pollution. Finally, the public and decision-makers may understand that solutions that help low-income families can help meet a host of other economic and environmental goals.

Outcomes by 2019

- TransForm-led research is used to justify larger allocations of state and regional funds, such as cap-and-trade auction revenues, to meet both climate and equity goals.
- At least 25 cities are using the research to support significant changes to local parking and traffic codes.
- Transportation agencies and researchers agree on a common format for annual collection and analysis of this data.

Key Actions

- Lead a statewide research initiative, in partnership with the California Housing Partnership, UC Davis and others to quantify the transportation and greenhouse gas reduction benefits of building affordable homes near transit and other strategies for reducing driving.
- Convene a committee of experts and practitioners to ensure that the research is robust, relevant and can quickly be applied to key policy and planning efforts.
- Use the research to work with transit agencies and companies to expand their trip reduction strategies, such as creating a range of transit pass programs or putting electric car-sharing into new developments.
For too long, planners have relied on transportation models that prioritize cars over people. We need to bring social equity, climate change, and public health to the forefront of planning – and provide new tools that support this shift.

Planners, engineers and elected officials use a range of complex models and tools to determine where to build, how densely to build and the infrastructure to support this. Unfortunately, many of these models are seriously flawed. Most are based on the idea of moving cars quickly at any cost, and underestimate the benefits of smart growth. As a result, models produce incorrect projections, such as that wider highways will reduce pollution. Fortunately, California has recently made major investment in new models and tools. We may soon be able to more accurately project and visualize how smarter development and transportation investments can improve our health, our environment and our economy. UrbanFootprint is one tool with great potential that will be used in at least 3 major regions: San Diego, Sacramento and Southern California. It would allow decision-makers and residents to create different scenarios for future growth, and then quickly show which scenarios can best meet climate, social equity, economic or other regional goals.

**Outcomes by 2019**

- UrbanFootprint is becoming the preferred tool for planners across the state, showing the benefits of growing smarter with improved equity and health impacts.
- Regional models including Urban Footprint are using the research gathered in Strategy 4.1 (see previous page) to expand the suite of strategies that can have broad community benefits.
- Transportation agencies have made it standard practice to evaluate strategies and growth scenarios developed by community organizations.

**Key Actions**

- Work with our ClimatePlan partners to organize community-based organizations in shaping new tools, such as UrbanFootprint, so they incorporate robust data and policies that help reach climate and equity goals.
- Provide trainings and technical assistance to regional networks and community organizations so their members can use these new planning tools.
- Support additional state and regional investment in the best models.
Transportation decisions and community design have huge health impacts, from the air we breathe to the safety of our streets. We must make health and equity core criteria for regional planning and decision making, with a special focus on our most disadvantaged communities.

Outcomes by 2019

- At least 40 groups statewide are being trained in best practices to promote health and equity in regional planning.
- At least 5 other regions outside the state are following California’s lead in including smarter land use as emissions reduction and health strategies.
- California’s updated guidelines for Regional Transportation Plans include policies and programs that promote health and reduce health disparities, including clear guidance on health indicators that should be included in planning.

Key Actions

- Develop an online library of success stories concerning health-focused Regional Transportation Plans in the Bay Area and across California.
- Provide trainings and technical assistance on creating health-focused regional plans.
- Partner with national groups like Transportation For America to create communications strategies and tools to support regional coalitions, plus ensure California’s groundbreaking actions are replicated in other states.

There is now tremendous evidence of the impact that the built environment has on our health. Poor planning focused on cars is directly contributing to some of our greatest health challenges, including asthma, obesity, and of course, traffic fatalities. Low-income communities and communities of color suffer disproportionately from these health problems.

With hundreds of billions of dollars at stake, influencing transportation decisions may be one of the most powerful levers for improving public health and reducing these disparities. The California Department of Public Health partnered with TransForm to co-author the 2012 report, *Creating Healthy Regional Transportation Plans*. Officials and advocates in several regions have used the report to advocate for programs like Safe Routes to Schools and more bicycle funding.

Now we need all regions to embrace health and social equity as fundamental criteria for transportation decision-making: not just in California, but across the country. We must train, empower and inspire advocates and officials alike to embrace this way of thinking.
“Whether they’re working in local communities like East Oakland, shaping regional land use and transportation plans, or advancing state policies that improve access for underserved communities, TransForm is creating a healthier, more equitable and prosperous California.”

- Ray Colmenar, Senior Program Officer, The California Endowment

“I was part of the first ever TransForm meeting and have watched as they have become one of the most effective, innovative transportation groups in the country.”

- Shelley Poticha, Director, Urban Solutions, NRDC

“In a world in which transportation access matters more than ever, TransForm is linking together the research, advocacy and policy change we need to ensure a more just and sustainable Bay Area. If TransForm didn’t exist, we’d need to invent it!”

– Dr. Manuel Pastor, Professor of American Studies and Ethnicity at the University of Southern California

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FOUNDATION SUPPORTERS

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INDIVIDUAL SUPPORTERS

TransForm relies on donations from hundreds of individuals each year. These gifts provide the flexible funding we need to be nimble advocates in the Bay Area and across California. We are especially grateful to our Leadership Circle members, who inspire us with their commitment and belief in TransForm’s mission. Our success both now and into the future is a testament to their generosity and support. To learn more and become a supporter, visit www.TransFormCA.org.

PUBLIC SECTOR AND OTHER SUPPORT

Alameda County Transportation Commission
California Center For Civic Participation
City of Berkeley
Enterprise Community Partners
Metropolitan Transportation Commission
San Mateo County Office of Education
University of California San Francisco
**Enhanced Equity and Inclusion**

We believe TransForm can only achieve its mission by bringing together and representing people from a wide range of background, cultures, incomes, abilities, ages and perspectives. We must always strive to improve in this area, and are working on a number of key projects in support of this.

In 2014 we will launch our first internship program to give college students and recent graduates from disadvantaged communities a chance to explore transportation planning and community engagement. TransForm’s Board of Directors will also undertake an equity and inclusion initiative to ensure it is a core competency of all Board members. By evaluating all programs with a focus on both climate and equity, we hope to continually learn and revise strategies.

**Effective Communications**

As TransForm’s program and policy work expands, we understand the critical need to support this work with more effective communications. We need to make sure our staff, Board and others are fantastic ambassadors on our issues, with messaging and stories to connect with a wide range of people. We will also build and improve our online advocacy efforts so that people statewide can easily act and spread the word through their social networks.

**Board and Advisory Council Development**

This plan is ambitious. It will take a broader set of partners and leaders to come to fruition. Are you one of them? TransForm’s Board of Directors has been playing a growing role in strategy, fundraising and evaluation. Over the coming years we plan to expand the Board and to attract leaders that reflect our growing role at the state level.

We will also rejuvenate and expand our Advisory Council. We want a wider base of people to give us input, react to ideas from staff, make suggestions, and help build the movement for more transportation choices and affordable communities.

**About the Plan**

This plan is the result of a nine-month process that allowed TransForm to do some exploring, dreaming and soul searching. Consultants from Harder+Company worked with our staff and Board to explore new approaches, gain perspectives of key partners and make hard decisions.

We are grateful to TransForm’s Board of Directors, particularly Strategic Planning Committee members Jean Fraser, Barnali Ghosh, Deborah Schoenbaum and Corinne Winter for their hard work on the plan.

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